

CASE STUDY

MAXIMIZING BUSINESS VALUE AND GROWTH

TRAINING SOLUTION DESIGN AND DELIVERY

In the early 1990s, Raytheon continued to expand its technological capabilities through a series of mergers and acquisitions, focusing on companies with niche offerings. Bringing these acquisitions into the fold resulted in an array of disparate tools, processes and systems creating misalignment across the organization from finance to operations. In an effort to integrate and consolidate the company's infrastructure, the CEO established a one-company strategy that included the launch of Raytheon Six Sigma (R6σ[®]) as the standardized process for continuous improvement.



Raytheon

TRAINING SOLUTION DESIGN AND DELIVERY

SITUATION

In the early 1990s, Raytheon continued to expand the company's technological innovations in the defense industry through a series of mergers and acquisitions. This resulted in an array of disparate tools, processes and systems.

In an effort to integrate the company's infrastructure, the CEO established a one-company strategy, launching Raytheon Six Sigma (R6σ) as a standardized process for continuous improvement. R6σ is a knowledge-based process designed to maximize customer value and business growth. Ensuring the new standard was fully adopted across the organization would not only require a flawlessly executed training program, but a cultural transformation as well. The CEO established a line in the sand, setting the goal to "make R6σ part of our DNA."

CHALLENGE

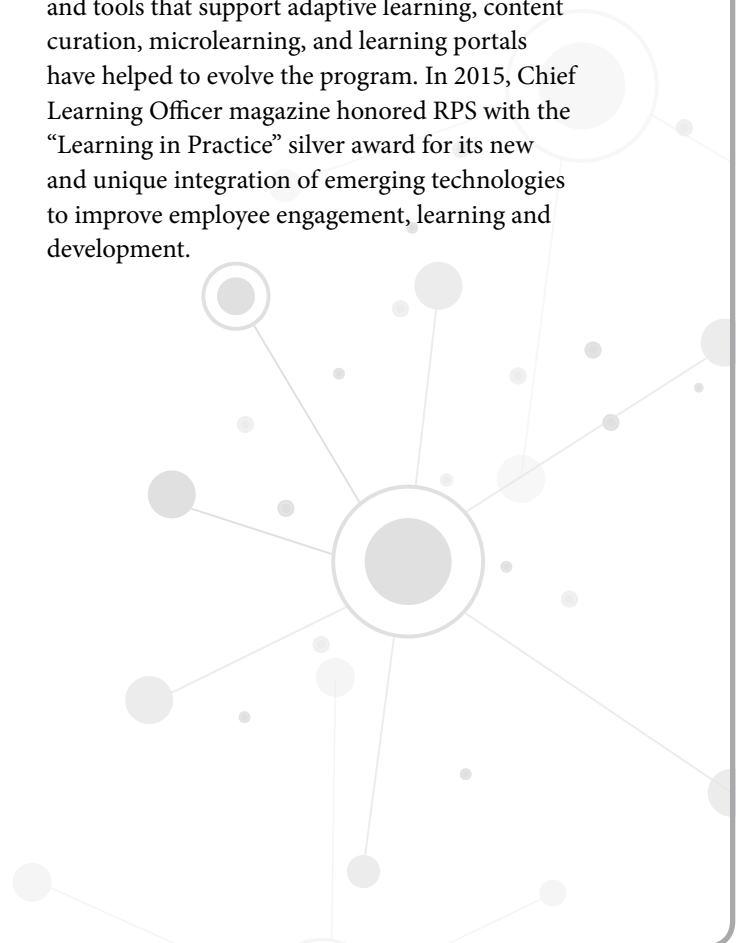
The Raytheon leadership team engaged Raytheon Professional Services' (RPS) learning experts to provide a companywide learning solution. The RPS team was tasked with the challenge of certifying 20,000 employees in an aggressive timeframe. Ensuring employees fully adopted the new process would require a change in behavior. The team devised a strategy that included a cultural transformation to prevent the employees from reverting back to old behaviors as soon as they returned to their regular duties.

SOLUTION

The R6σ process for continuous improvement was developed, branded and trademarked as a competitive advantage in the industry. This strategic initiative involved much more than the rollout of a new training program: results-based projects became a mandatory requirement for certification. These projects immediately yielded improvements, moving the needle on key performance indicators from operational efficiency to financial gains.

In 1999, RPS created a companywide curriculum and communications strategy that would touch every business leader in the organization worldwide. Since then, R6σ remains one of the most widely recognized and relevant training programs in the company, aligning the proven processes and tools to the organization's evolving business strategy.

Each new year brings new enhancements to improve and sustain the program. Learning technologies and tools that support adaptive learning, content curation, microlearning, and learning portals have helped to evolve the program. In 2015, Chief Learning Officer magazine honored RPS with the "Learning in Practice" silver award for its new and unique integration of emerging technologies to improve employee engagement, learning and development.



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RESULTS

Today, Raytheon engages all its employees, regardless of function or title, in the R6 σ efforts. Each year, new hires are required to undergo Specialist certification, which includes the completion of a six-week project focused on improving process efficiency, cost savings or revenue generation. Today, more than 60,000 employees have completed certification. An additional 10,000 have received R6 σ Expert certifications, acting as the corporation's change agents.

SINCE THE LAUNCH OF THE R6 σ PROGRAM, THE RPS TEAM HAS:



TRAINED and certified more than **60,000 employees** as R6 σ Specialists



CERTIFIED more than **10,000 R6 σ Experts** whose projects have generated billions in gross revenue



PROVIDED decades of successful **cultural transformation** and continuous improvement



ESTABLISHED the Annual CEO R6 σ **Award Program**, recognizing Experts for demonstrating desired behaviors and achieving dramatic results

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ABOUT RPS

Raytheon Professional Services is a learning solutions provider. RPS brings a consultative approach to working with clients across a wide range of industries and global markets. We meet clients' critical objectives by designing training solutions that improve workforce performance and deliver measurable business results. Our award-winning solutions include learning strategy design, content development and delivery, LMS services, adaptive learning, microlearning, content curation and curriculum design, and performance consulting services. Leveraging decades of training expertise and the latest technologies, RPS delivers tailored learning solutions in more than 146 countries and 34 languages.

HIGHLIGHTS

- More than 60,000 employees trained and certified as R6σ Specialists
- More than 10,000 R6σ Experts certified whose projects have generated billions in gross revenue
- Achieved a cultural transformation with decades of successful program deployment
- Earned Chief Learning Officer magazine's "Learning in Practice" silver award

Contact us at info-rps@raytheon.com to learn what RPS can do for you.

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