



SMALL WORLD  
ALLIANCE

World-Class Organizational Improvement

# CASE STUDY: MANUFACTURING

Small World Alliance delivers on our promise to transform organizational effectiveness, whether public sector or public sector, large or small operations. We proudly provide a variety of case studies to reflect sample benefits of our involvement.

## Textron

### Purpose

As part of its global transformation effort, multi-industry giant Textron strategically emphasizes employee development to positively affect productivity and customer loyalty. The goal was to build and grow their corporate talent of over 40,000 employees to optimize organizational results and the Textron brand in a very competitive environment. In addition to re-aligning the recruitment and hiring process, Textron was challenged by retention and engagement problems.

### Process

To solve this challenge, they identified the Core of their brand (Values, Vision, Standards) and changed how the operation aligned with that Core "North Star", so every facet of the numerous divisions were all supporting the same underlying methods and moving toward the same larger goals.

To serve as a common link to this alignment, and to develop a culture of learning, they created Textron University. With the involvement of senior leadership across all functions, Textron University gathered 11 councils (representing each of their 11 operational functions) at least four times a year to ensure a connection between the internal corporate culture and the external operational brand.

One key aspect of this new development effort is connecting the classroom theory with the operational application. Textron University serves as a full operations partner, rather than simply an internal support function – so their developmental offerings align with and sustain the operational needs, and the operational realities feed the course designs.

### Payoff

By involving all levels throughout the organization and emphasizing continuous improvement as the daily way of doing business, and providing a rich source of career development, Textron has seen a significant decrease in failed projects, turnover, and hiring costs. In addition, Textron has realized a dramatic increase in productivity, client loyalty, internal promotions, and operational costs.

**Imagine the competitive edge you can gain from our expert team!**

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