

## Enterprise Transformation: Creating a Transformation Culture

### *Video Transcript*

**Dave Belanger, Vice President, Quality and Engineering, Ingalls Shipbuilding:** “Transformation starts at the top, and I can tell you the senior leadership is all in on this, and to drive the responsibility down, we’ve got to walk the walk, talk the talk every day.”

**Xavier Beale, Vice President, Trades, Newport News Shipbuilding:** “*Everyone* is responsible for transformation. It’s not just the leader; it’s each and every shipbuilder, and every person within this organization—within HII— is responsible for transformation. And once we create a culture that everyone understands their role, understands how they contribute to the direction the organization is going to go in, that accountability is going to be organic. We will hold ourselves and our teammates accountable.”

**Melanie Anderson, Vice President, Human Resources, Technical Solutions:** “If you think about monumental change from a company perspective, I think the strategic intent comes from our top leaders, and then many, many leaders across many, many levels help to really define what needs to be changed, create the plan, and execute the plan.”

**Brian Fields, Vice President, Business Transformation, Newport News Shipbuilding:** “As far as I’m concerned, every employee in the shipyard is responsible for transformation. Transformation in its simplest form is finding a better way to do your job every day. Managing that requires a lot of discipline. We’ve put a lot of things in place that are trying to make sure that we’re focused on the really important things. But we also, on the other side, want to make sure that we’ve got a culture of continuous improvement and good ideas and finding a way that people find a better way to do their job have a voice and those ideas can be identified and implemented in a rapid fashion.”