



Maritime Matters

How **ChangeOS** unified 55 sites into one organization

EXECUTIVE SUMMARY

L3Harris's Maritime Sector operated as 55 independently run sites, each with its own culture, metrics, and definition of success. Leadership made the decision to consolidate those sites into one organization, a major shift for every site. Applying ChangeOS, the sector's leadership led that change and disruption and unified those sites around a shared purpose. Within 12 months, free cash flow improved more than 50%, on-time deliveries improved 22%, and retention improved 180 basis points.

+50%

Improvement in free cash
flow within 12 months

+22%

Improvement in
on-time deliveries

+180

Basis points of
improvement in retention

ABOUT L3HARRIS

L3Harris is a global aerospace and defense technology company. This case study focuses on its Maritime Sector, 55 globally distributed sites building mission-critical defense systems, from power systems to avionics to photonics.

CHALLENGE

The breakthrough came three hundred feet beneath the Atlantic Ocean, inside the cramped control room of a Virginia-class attack submarine. Nino DiCosmo, President of Maritime Sector, had descended into this underwater world accompanied by his strategy officer, a former submarine captain who understood better than most corporate executives what was really at stake.

"Show me what we do that's on the submarine," DiCosmo asked his guide, gesturing around the vessel's sophisticated control room.

The answer proved both illuminating and terrifying. The power system had been designed by one L3Harris team. The avionics package came from engineers thousands of miles away who had never spoken to the power system specialists. The photonics mast had been manufactured by a third group that operated in complete isolation from both of the others.

DiCosmo was looking at a floating collection of L3Harris components, each representing millions of dollars of investment and years of sophisticated engineering work. Yet his organization had been designing and manufacturing these mission-critical systems as if they existed in isolation.

"What happens if we don't do our part?" DiCosmo asked. The submarine captain's response contained the sort of clarity that most executives spend months trying to achieve. "It doesn't leave the dock. And if something goes wrong while it's out there, it doesn't get back."

In that moment, DiCosmo understood something that most leaders miss. The problem wasn't coordination. The problem wasn't communication. The problem was purpose. His fifty-five sites didn't understand why they needed to be one organization. They had been acquired for their technical capabilities, not their collaborative potential. Each group had learned to define success in local terms, such as engineering excellence, production efficiency, and individual site metrics. But submarines don't care about individual site metrics. Submarines care about integrated systems that work flawlessly under life-and-death pressure.

SOLUTION

What DiCosmo did next demonstrates the power of what we call ChangeOS, a system built on Mourn, Adapt, and Innovate.

Instead of imposing integration through executive mandate, he acknowledged what his teams were sacrificing, the comfort of familiar processes, the clarity of local metrics, the satisfying autonomy of solving complex problems without interference. "There's power in being one group," he told his scattered teams. "There's power in additional resources, additional opportunities, because we can do different things and come together and make one solution."

Having addressed the human side of integration, DiCosmo turned to the systematic work of building new operational realities, including new processes for managing cash, new systems for tracking orders, and new methods for coordinating deliveries across fifty-five globally distributed sites.

With operational stability established, the sector began pursuing contracts not based on individual technologies but on integrated solutions, offering the Navy the seamless coordination of all these systems into unified capabilities.

RESULTS

Over 50% improvement in free cash flow, 180 basis points improvement in retention over less than 12 months, and 22% improvement in on-time deliveries.

From this transformation emerged a two-word phrase, Maritime matters, that crystallized what the sector had learned about its shared purpose. Fifty-five sites that once didn't know why they needed each other now build one integrated system, together.

"There's power in being one group... Maritime matters."

Maritime Sector Leader, L3Harris



ChangeOS

Lead through change.

SOLUTION

ChangeOS gives leaders a repeatable system for moving teams through change faster and using disruption as a catalyst for innovation.

MOURN

Acknowledge what people have lost before moving forward.

ADAPT

Replace fear and speculation with facts, clarity, and direction.

INNOVATE

Move the finish line and use disruption as a springboard.

DELIVERY

Ways to Deliver ChangeOS

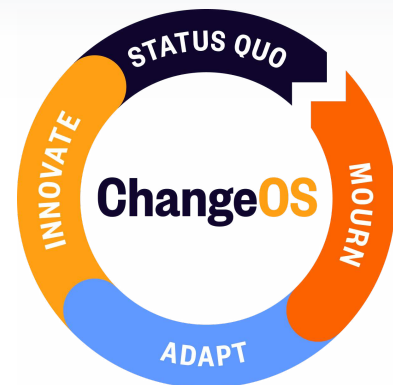
- ✓ Adapt In 30™, our 30-day cohort, with weekly live sessions, on-demand modules, participant guide, and peer huddles.
- ✓ In person, as a keynote or a half-day or full-day workshop with your leaders.
- ✓ Virtual, as a keynote, a workshop, or two sessions spaced weeks apart.

PROBLEM

Grief Gap

When leaders ignore the emotional side of change, it shows up as stress, burnout, disengagement, and lost productivity.

- ✓ Organizations run on a process timeline; people react on an emotional timeline.
- ✓ Leaders expect immediate adoption of new policies and processes.
- ✓ The result is stalled implementations, pockets of resistance, and “check-the-box” change.



NEXT STEPS

To learn more about ChangeOS, visit our website lonerock.io or reach out to one of our representatives.



brent.chappell@lonerock.io



© 2026 Lone Rock Consulting, LLC. All rights reserved. No part of this material may be reproduced, distributed, or transmitted in any form without the prior written permission of Lone Rock Consulting, LLC, except brief quotations in reviews and other noncommercial uses permitted by copyright law.