



One More Hour

How **DecideOS™** added 92,000 hours in one meeting

EXECUTIVE SUMMARY

Producing the F-35 fighter jet requires intricate coordination across a vast workforce, and Lockheed Martin's leadership team faced a familiar trap, with too many options, too much debate, and no clear decision-maker. Using DecideOS, the VP of Production Operations and his team defined, discussed, and decided on a single 90-day focus in one 90-minute meeting. Within six months, that decision added 92,000 hours of touch time to the production line and drove a 30% increase in output.

92,000

Hours of touch time added
to the production line

+30%

Increase in
production output

90 min

One meeting, not months
of open-ended debate

ABOUT LOCKHEED MARTIN

Lockheed Martin is a global security and aerospace company, best known for building the F-35, the world's most advanced fighter jet. This case study focuses on its F-35 production operations, spanning three major sites, including Fort Worth, TX and Marietta, GA.

CHALLENGE

Producing the F-35 fighter jet involves intricate coordination, stringent security checks, and managing an expansive workforce, all while competitors with state-backed advantages pushed Lockheed Martin to produce more jets more cost-effectively. Like most organizations facing a complex operational decision, the real risk wasn't a lack of options, it was the trap of debating dozens of them for weeks or months without anyone actually committing.

SOLUTION

Using DecideOS, Nick Drazic, VP of Production Operations, and his leadership team clearly framed the decision in a single 90-minute meeting. What is the one thing we will focus on for the next 90 days to improve efficiency? Nick listened to input, but rather than debate dozens of possible improvements, he decided to commit to a single, concrete focus, adding "one more hour" of value-added touch labor per aircraft.

He then thoroughly communicated the decision to 800 leaders across three production sites, clarifying that the goal was more thoughtful work, not harder work. The team committed to the decision, placing tools closer to workstations and making engineers available around the clock so the line never halted.

RESULTS

Over the next six months, that single decision added roughly 92,000 hours of touch time to the production line, increased F-35 production output by 30%, and pushed quality scores to all-time highs.

DecideOS gave leaders a clear way to frame the decision, involve the right voices, and commit in the room, turning "one more hour" from an idea they could have talked about for months into a concrete decision that everyone owned and executed.

"We're hitting quality standards we've never hit, we're hitting delivery records that we've never hit, and everyone's loving the One More Hour. I've got Union Shop Stewards running workshops on the One More Hour conversation when six months ago, they wouldn't look me in the eye. Now they're leading the conversation. They're my biggest champions."

Nick Drazic, VP of Production Operations, Lockheed Martin



DecideOS

Empower decisions. Build trust.

SOLUTION

DecideOS gives leaders a repeatable system for making faster decisions with more buy-in and far less chaos.

DEFINE

Name the exact choice and assign one decision-maker.

DISCUSS

Invite input before your view and treat disagreement as data.

DECIDE

Decide with enough, announce the call, and explain the logic.

OWN

Treat every decision as if you made it, and bring full energy.

DELIVERY

Ways to Deliver DecideOS

- ✓ Decide In 30™, our 30-day cohort journey, built on weekly live sessions, portal, 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

Decision Fatigue

When teams have no shared process, leaders burn energy figuring out how to decide instead of deciding, and decisions pile up.

- ✓ Meetings drag for weeks, and no one is sure who is actually making the call.
- ✓ Every choice starts from scratch, so the same decisions get revisited again and again.
- ✓ The result is decisions that pile up and an organization that cannot scale.



NEXT STEPS

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



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