Implementing the MBSE Cultural Change: Organization, Coaching and Lessons Learned

Stephane Bonnet (Thales) - stephane.bonnet@thalesgroup.com
Jean-Luc Voirin (Thales) - jean-luc.voirin@fr.thalesgroup.com
Veronique Normand (Thales) - veronique.normand@thalesgroup.com
Daniel Exertier (Thales) - daniel.exertier@thalesgroup.com

Abstract. The extent of the MBSE cultural change should not be underestimated. Reshaping years of habits and practices is a gigantic challenge. For the last ten years, Thales has been strongly committed to make MBSE a reality and has successfully generalized the approach in all its business domains worldwide. This paper aims at sharing the Thales experience by explaining who the actors of this engineering transformation are and how systems engineers are accompanied in this change. Four years of intense on-the-field MBSE coaching in different engineering contexts result in a first collection of MBSE pitfalls and best practices from which emerges a parallel with Agile methods.