

Senior Management Insight Builds for the Future at Hyder

Hyder Consulting is a multi-national advisory and design consultancy employing around 4000 people, working on some of the world's most iconic landmarks and infrastructure. Hyder applies global expertise coupled with local knowledge to create award winning solutions for the property, transport, utilities and environmental sectors.

Over recent years, Hyder Australasia has been strategically focused on achieving gains in operational efficiency and improved customer focus. Regional Managing Director Greg Steele decided to expand the strategic focus to achieving additional growth through improved innovation, as well as continuing improvements in operational efficiency. In April 2011, Greg looked to include his broader team in the discussion on how to create growth through innovation, by commissioning a web-based collaboration event christened the Hyder Growth Challenge.



Involving just under 200 senior staff members, the Challenge asked participants to put forward ideas and perspectives on how to achieve new growth through innovation across the Hyder organisation, whilst continuing to strive for operational excellence. Held over 14 days in late April and early May, the event invited responses to nine specific challenge themes developed by Greg and his executive team.

Overall the Hyder Growth Challenge generated 67 substantial new ideas, 151 comments and 400 votes. Engagement within the Challenge was very strong, with around 94% of participants contributing by commenting or voting (as well as posting ideas). This indicates that the Hyder community valued the opportunity to put forward opinions about ideas posted by others – in other words, to collaborate on specific ideas in order to build their relevance and potential impact in practice.

To move from idea generation through to consideration and selection for implementation, Hyder used the opportunity presented by the Senior Management Strategy Workshop held off-site in Byron Bay in May 2011. Vulture Street Director Kate Morrison facilitated two sessions with the twenty-five strong Senior Management team: first to identify ideas with high potential for impact and feasibility; and subsequently to develop specific action plans for high potential ideas.

At the conclusion of the workshop, participants were invited to 'elevator pitch' their favoured ideas back to the group, with top ideas agreed on by group-wide voting. The Senior Management team completed the workshop ready to 'hit the ground running' with a number of detailed Idea Action Plans covering aspects such as stakeholders, inputs and priority activities.

"Using our strategic planning tools combined with the Vulture Street process, we were able to move from an online conversation with 200 of our senior staff to a well-considered set of actionable ideas that the executive team have refined and bought into", remarks Greg Steele. "We've found it enlightening to hear from our wider team on strategic issues and opportunities around innovation, and have strengthened our commitment to ongoing collaboration as a result."

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