

Case Study



Energy Supplier

Industry: Energy
Sector: Transmission

Situation

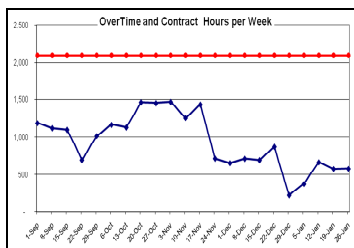
- Long-standing culture of “optionality” by managers
- Deeply entrenched “it takes as long as it takes”
- Numerous and extensive parallel projects running
- Increasing detachment of first line managers from the workplace
- Dependency on technological systems with less value on hands-on management

Sydney Consulting Approach

Comprehensive review of operations highlighted needs in the operations both in estimating and execution:

- Increased transparency of estimating and scheduling assumptions;
- Implemented active supervisory practices including work allocation and interval follow-up coaching;
- Focus on continuity of systems;
- Implemented process for formal approval of necessary overtime;
- Implemented an organization wide discipline in measures and reporting.

Overtime and Contract Hours Reduction



Client Outcomes

- Controlled use of contractors
- Controlled overtime; reduced by 15%
- Consistency of management metrics and practice across all regions
- Transparent planning and scheduling standards and process
- Increased accountability across all management levels
- Rationalization of all planning and estimating systems