

## **THE CLIENT: HAMILTON UTILITIES CORPORATION**

Hamilton Utilities Corporation is in the Business of Public Service™ and is committed to providing essential public services in a way that balances environmental and social responsibility with commercial discipline.

## **THE FOCUS SOLUTION**

*“The only truly sustainable competitive advantage in this and any other industry, I believe, is the mindset and attitude of the people who manage and perform the organization’s work every day. My job as the leader of this organization, along with my management team, is to align the corporate interests of HUC and the interests of our employees. Achieving this alignment has made a huge difference in how the organization operates”*

– Art Leitch, CEO, Hamilton Utilities Corporation

Art and his team recognized early on that culture change, and the new behaviours that were required to achieve success, would not take hold overnight.

*“This is an industry in which ‘the overseer’, historically, was the dominant management style. Lots of top down communication and direction and not a lot of personal ownership for where the organization was going or how it would get there. We really had to break the mold, getting people to talk to each other, share their concerns and ideas and commit to working together to get important things done. Managers, particularly, had to learn to talk less and listen more – not abdicate, but facilitate”*

– Art Leitch

When HUC started this process, Art wasn’t sure what to expect.

*“I had fears of being lectured to about strategy and told what we should do by an outsider who didn’t have any real understanding of our business”*

– Art Leitch

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And what did he get?

*“To be most effective, a facilitator needs to be almost invisible. I say almost because, like a lens, that person helps focus you on what is really most important – not by telling you what that is, but by asking unbiased and insightful questions that help you figure it out for yourself. That is what we got. When we started, no-one had any experience at developing strategy. Now, strategic planning is something we do all the time. We’ve driven it right through the organization. This has given us tremendous confidence in the process and helped us make the whole thing very transparent and open”*

– Art Leitch

The changes have been felt in every corner and at every level of the organization.

*“My team spends less time managing and more time leading. The shift toward a pay-for-performance compensation system has focused everyone on what is important. People look for opportunities to improve how we operate, instead of hiding from change”*

– Art Leitch

HUC employees have become ambassadors for the organization.

*“People have a very positive outlook. They not only know what we are doing – they also know why, and how it affects them personally. When they talk to people from other utilities the excitement and commitment really show. They present Hamilton Utilities as the place people want to work. This is where things are happening.”*

– Art Leitch

The changes HUC has undergone have had a profound affect on Art, as its leader.

*“There is an unbelievable sense of freedom and peace of mind. I can go about my business fully confident that everyone here knows what needs to be done, and are doing their absolute best, day-in and day-out, because they believe it is the best thing for them. As the leader, that removes a tremendous burden from me, and from my management team. I sleep well at night. It wasn’t always like that.”*

– Art Leitch

For more information on how FOCUS Management can help your organization achieve a clear direction, a winning strategy and a results-driven culture that will keep you far ahead of the competition, contact:

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