



facilitators of organisational and personal transformation

keogh consulting

### **Industry**

- Energy

### **Categories**

- Organisation design and transformation
- Strategy and business development
- Leadership development
- Team development

### **By-line**

Daring to be different and making a world of difference - an energising story

### **Context-Background**

The business was founded as a private energy company in 1988 by three commercially astute and experienced oil and gas managers from off shore operations in Bass Strait and the Moonie gas field in northern Australia. All three shared a turbine generated energy background.

In 1990 they listed the company, floating at 90¢ per share.

There were several elements of the dream for this business. The intention was to position the company as a major international energy utility company by 2000 and as an international provider of independent, renewable and low greenhouse gas (GHG) emission energy. Operating in Australia, Europe and the USA, it provides services in four main areas of power generation and associated energy solutions; landfill gas (LFG) power, coal mine methane (CMM) power, remote area power and liquefied natural gas (LNG) and compressed natural gas (CNG) power. It now owns over 70 power generation facilities internationally and is one of Australia's largest carbon 'abaters'.

### **The Challenge**

Keogh was invited in 1990 to become strategic advisor and organisation development (OD) consultant to the business to guide its growth and assist it to realise its vision.

The executive team had extensive experience in the oil, gas and energy business and, leveraging this, it set out to create a business that was truly 'an employer of choice', reversing many of the traditional practices of conventional business and opting for a culture that focused on

- Leadership
- Cooperation and team work
- High levels of people skills, relationship based
- Strategic alliances and partnerships
- Devolved authority and autonomy
- Team based and rewarded production
- One dream, one team focus
- Seek smarter ways to do business, embrace continuous improvement
- Promote from within and develop own talent



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The successful association with the business (1990-2001) saw the organisation move through four distinct phases

- 1990-1995 – establishing the land fill generation unit technology and national growth
- 1994-2000 – international growth and streamlining the land fill methane gas extraction and power generation modules
- 1996-1999 – The prototype development and commissioning of a complete waste processing, gasification and power generation system, plus formation of subsidiary company
- 1999-2002 – Pinnacle of success to melt down and restructure

### **The Keogh Approach**

- Annual executive search and frontier exploration of the energy business horizon
- Formulation of the staged transformation strategy for the business and global OD planning 1994 -2002
- Annual senior leadership team conference and planning workshop to ensure aligned plans, clarity of focus and cohesion
- Design, development and conduct of a graduated series of training and development programs for team leaders, managers, senior managers and executive management, including
  - 11 skills development programs,
  - 7 leadership development programs
  - 3 advanced supervisor development programs
  - 10 senior management development programs
- Team development for two key executive groups
- Design of integrated and comprehensive leadership and management development programs for all managers and team leaders across the global group
- Purpose built design of a high performance 'family' based culture
- Structural design that enshrined minimal levels, devolved authority and encouraged responsibility and accountability
- The provision of simple roadmaps for all employees to give clarity to their jobs with a clear line of site to the vision, the strategic goals and objectives
- Attraction, development and retention of top talent
- Provision of HRM advice and support to develop a template for replication of the culture and success formula operationally in Greece, UK, USA, Singapore, France and Italy
- Coaching and mentoring to the chief executive, executive team and senior leadership team

### **The Results**

Starting with a small office in regional Queensland with 30 people and listing as a public company in 1990 at 90¢, the business grew and by 2001 had

- Offices and plants in all Australian states
- A ten acre site in outer Brisbane – head office with the centralised energy modules
- European business with head office in London and operations in Greece, Italy, France, UK and Ireland, a base in Houston USA and operations in Singapore
- Share price of \$14.30
- Developed 'world first' solid waste to energy technology – with established demonstration plant in NSW and 15 other energy patents
- No industrial disputes
- High morale
- Low absenteeism, low accident rates, low lost time due to illness or absenteeism
- Employer of choice status with a waiting list for employment