

proof for a global engineering firm reinforcing the cultural identity and priorities

what did Discovery Tools™ do?

Result

- › The Global board approved the program to target 8,000+ people, in over 10 countries. The program is for current employees and new recruits, to be delivered in-house on an accelerated implementation
- › Hatch has invested in 3 language versions and 20 dedicated session leaders
- › The results are expected to demonstrate general increases in engagement, participation, innovation, integration and retention with key benefits flowing through to projects (revenue and cost-side)

Investment

- 12 months design time
- 3 core team members, plus 4 from client side
- High complexity

Conditions

- › Early in 2006, The Hatch global board looked at Hatch from a people perspective. They saw that for most of its 50+ year history and up until the 90's, Hatch was an organisation of 500 to 600 people, but then exploded into an organisation that is now 8,000 strong and growing. Hatch's way of doing business had always been about a 'people-to-people' culture. The board asked, "With 8,000 people or more, do we need to change the way in which Hatch does its business?"
- › Hatch's Knowledge Management Team undertook extensive research and consultation around the globe to answer this question. They came to a clear conclusion: people-to-people remains the natural way for Hatch to do business, but there are inconsistent levels of knowledge about Hatch ("what it does, how it works"), affecting people's abilities to connect with each other.
- › A clear recommendation was made by the board: as Hatch continues to grow, initiatives are required to ensure Hatch people can identify with each other as being part of a common Hatch culture. This is to facilitate effective communication and knowledge sharing, and promote people-to-people interaction, all recognised as being at the heart of Hatch's success.

Discovery Tools

- › We have developed an innovative two-step Discovery program to help Hatch people understand the organisation and engage in action for success.
- › The first step is to attend a workshop of 2 to 3 hours, focused on 'The Hatch Way'. This enables consistent insights and learning about the Hatch culture and organisation. The design uses a Discovery Mat and Discovery Cards, but the engine of the participants' experience is an innovative Discovery Jigsaw that operates in 2 modes. The first mode is the 'traditional flat layout', and the process of laying out the pieces helps participants interact with major events in Hatch's history, and connect to its milestone clients, projects, and acquisitions. The second mode is an innovative '3-dimensional cube', in which the jigsaw pieces can be stacked and built-up in a certain procedure to form a 3D cube that reveals Hatch's organisation structure. Participants use this to explore linkages between Hatch's values, how it operates, various success factors, and Hatch's future.
- › The second step is to attend a series of review meetings called 'The Hatch Way' Challenge. This is an on-going process in which participants manage their commitment to living 'The Hatch Way'. The design uses a Discovery Mat and Discovery Cards, through which participants explore the challenges they face in living 'The Hatch Way', as revealed to them in the first workshop. They also determine ways to overcome those challenges. This helps them put the learning and insights from the first workshop into action.

Discovery Pages: The "Focus On Engagement" Range

