



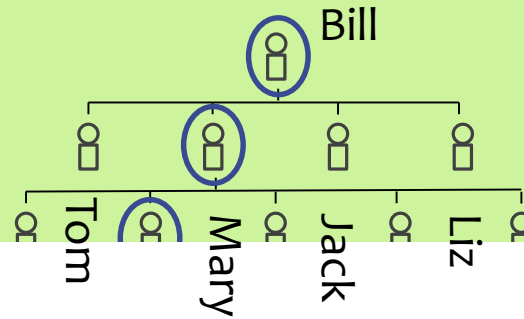
Hit a Moving Target

How to set and maintain strategy
when change is constant

Hierarchy

Operating Group

Division



1

$1 + 4 = 5$

$5 + 4 \times 5 = 25$

hi·er·ar·chy

/ˈhī(ə)rärkē/

noun

1. a system or organization in which people or groups are ranked one above the other according to status or authority.

synonyms: [pecking order](#), [order](#), [ranking](#), chain of command, grading, [gradation](#), [ladder](#), [scale](#), [range](#) [More](#)

Terracon

North Central

West

East

South Central





Terracon

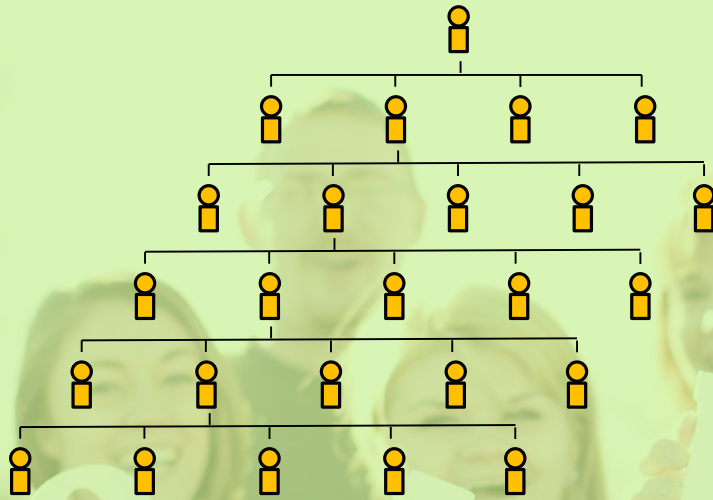
STRATEGIC PLAN 2017

Our Company | Our Future | Our Success

5-Year Strategic Plan

Annual Operations Plan





Rate of Change

Time

The Problem

- Hierarchy is optimized for efficiency – not strategic agility
- (Ask Borders and RIM about it)
- Hierarchy is risk averse and resistant to change
- Hierarchy prioritizes short-term thinking
- Today strategy implementation cannot be sequential

Hierarchy



Strategy Network

Attributes

Two Operating Systems working together

Uses change agents, not appointees

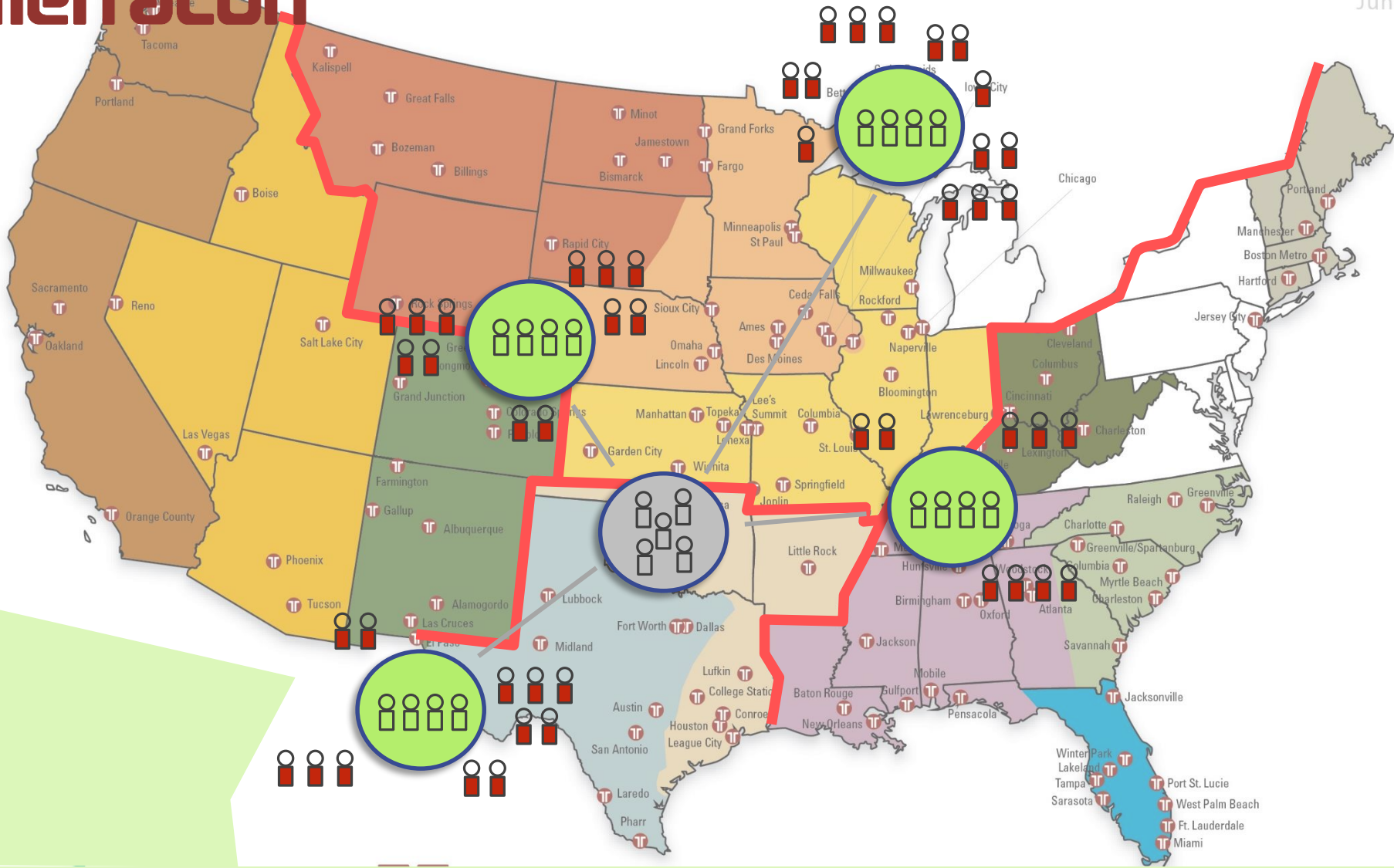
A want-to & get-to – not have-to mind-set

Relies on Volunteers

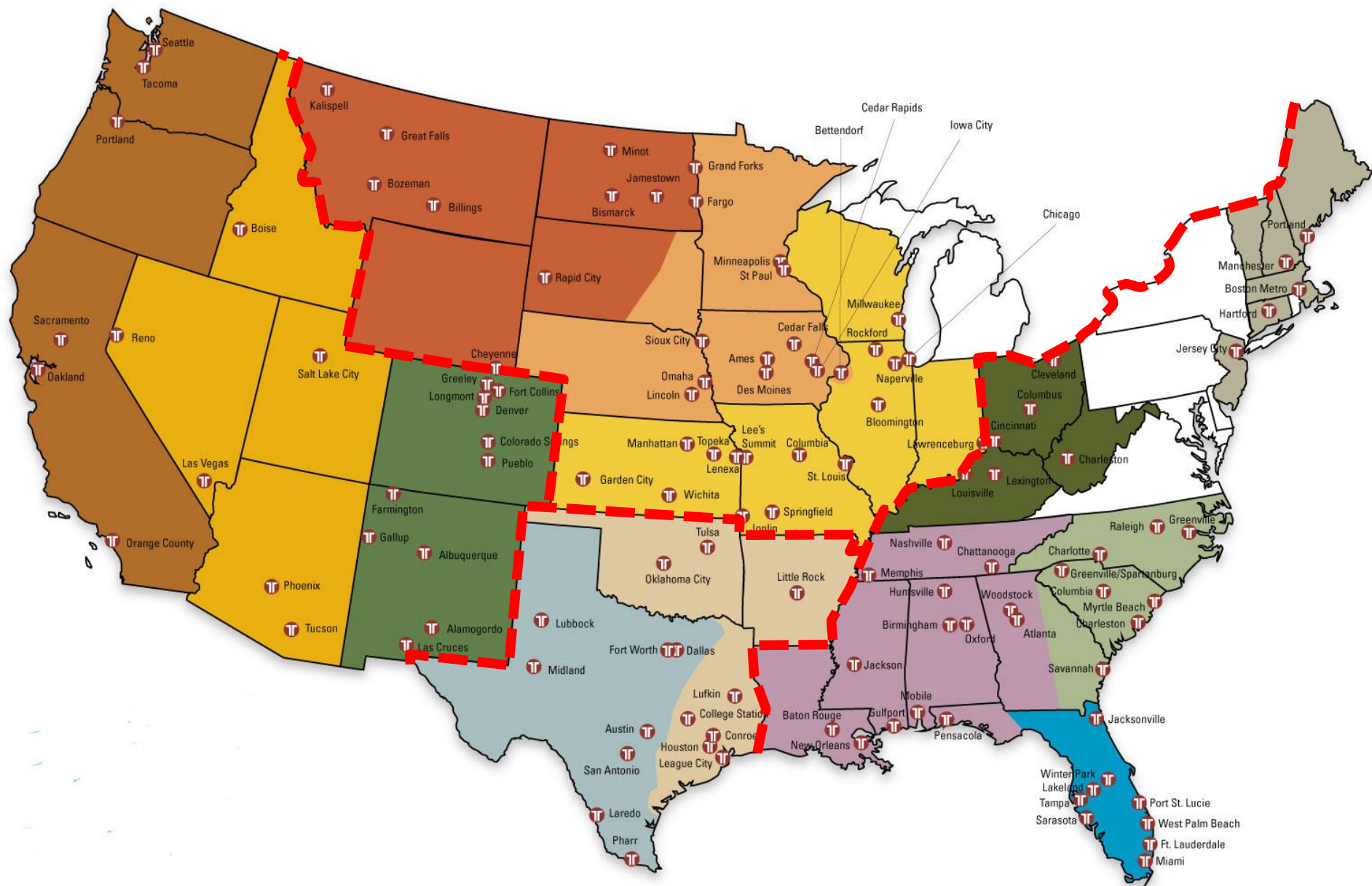
Gets the head and the heart

Leadership (not management) focused

A DUAL OPERATING SYSTEM



A Strategy Network



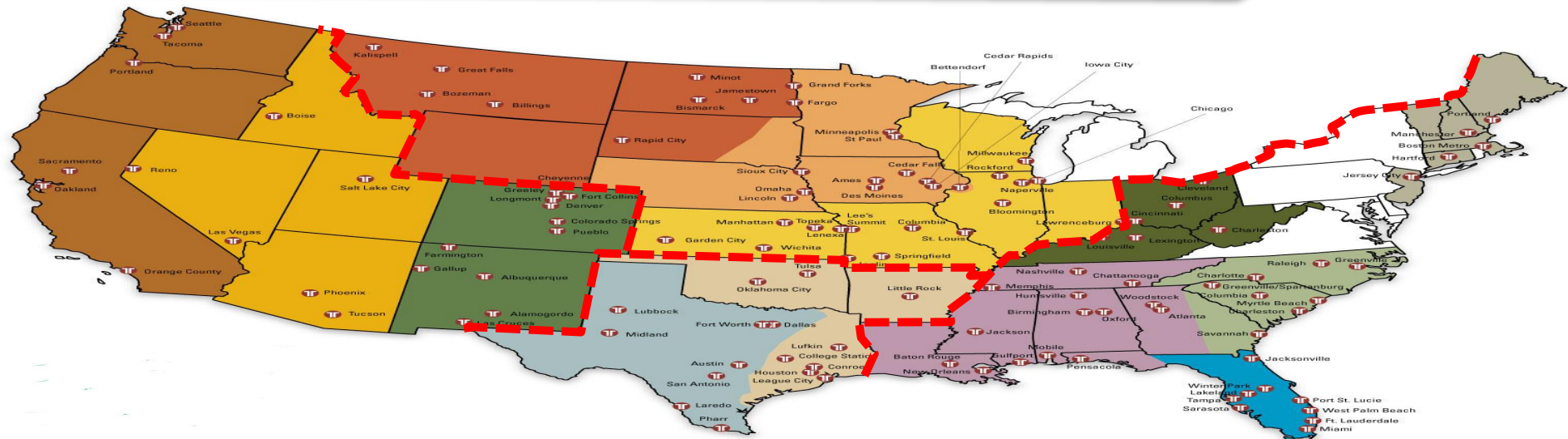


Facilities

Materials

Geotechnical

Environmental



National Accounts

Quality

Sectors

Service Lines

SAFETY



National Accounts

Quality

Sectors

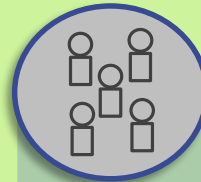
Service Lines

International

Government

Environmental

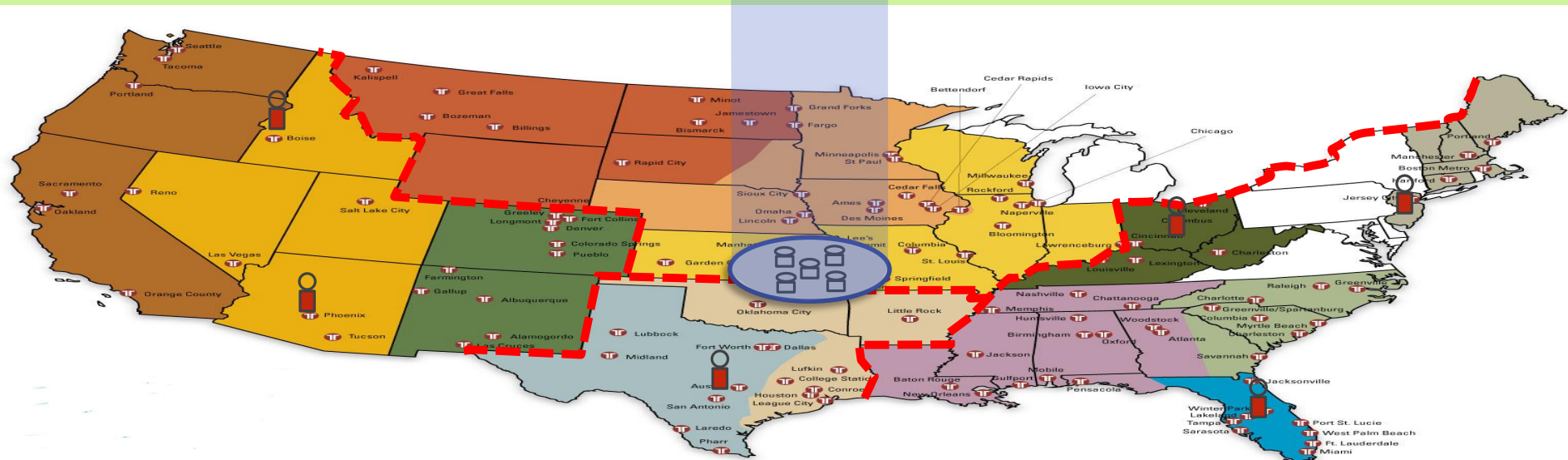
Operations Development
Leadership Team



Service Line Committees

Operations
Development

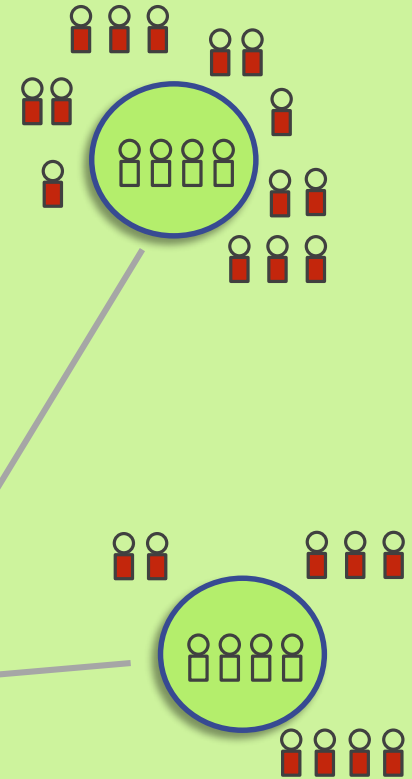
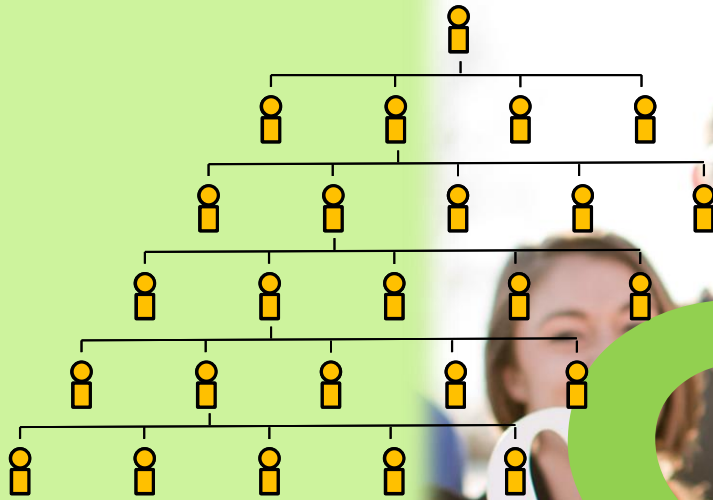
Practice Resource Groups
Senior Consultants



Hierarchy



Strategy Network



Examples

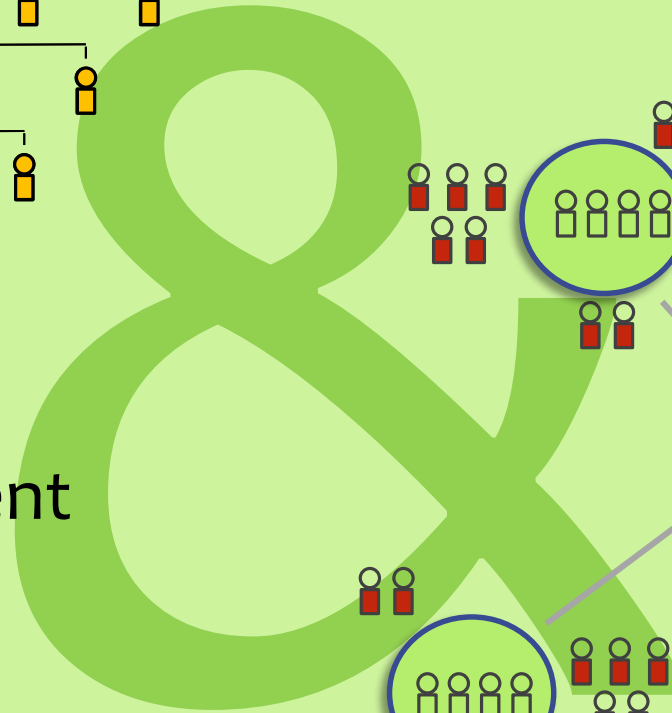
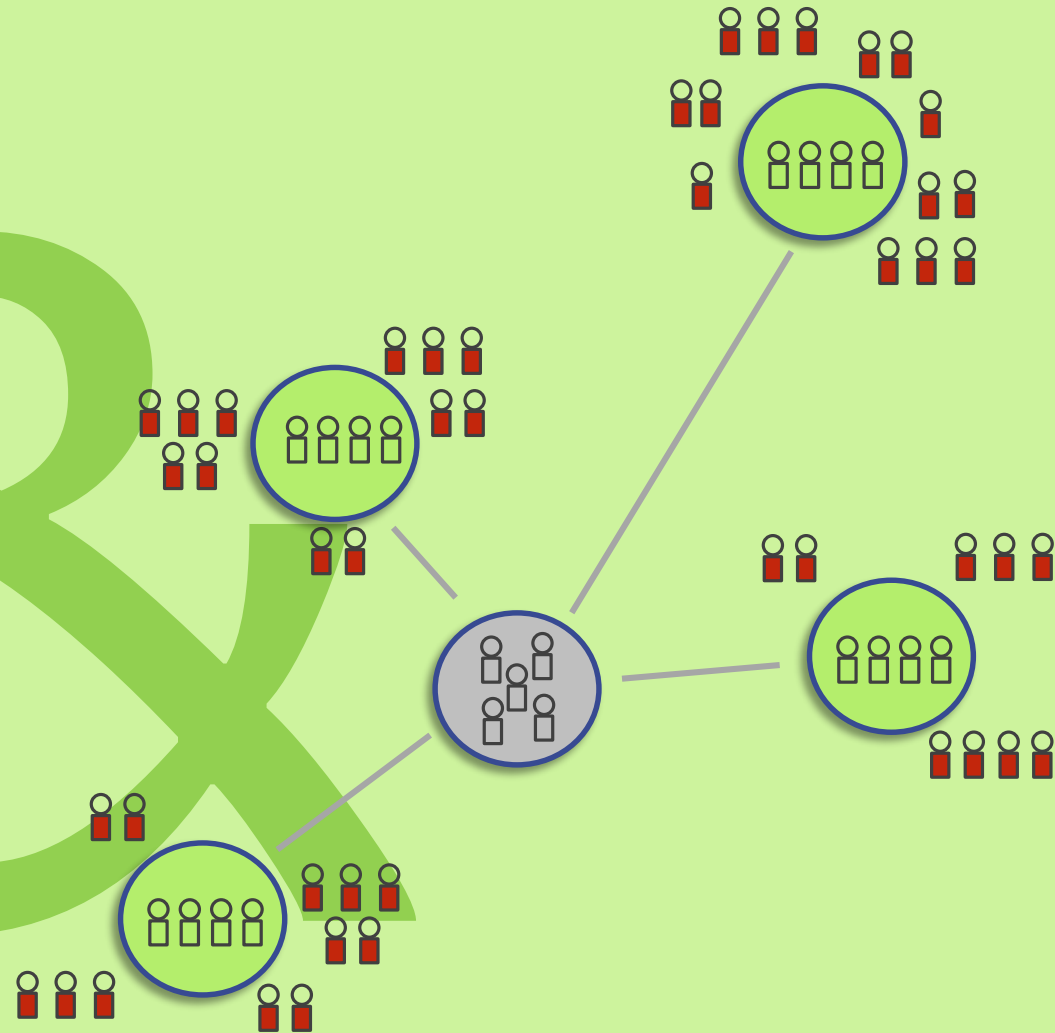
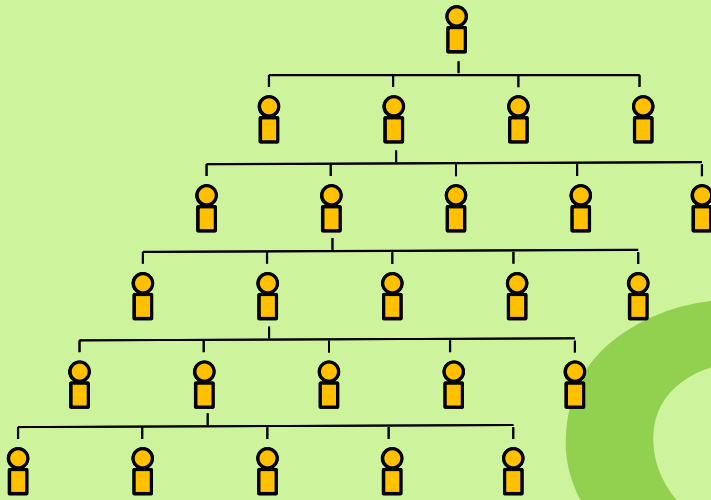
- Automation
- GIS Integration
- Recruiting
- Engagement
- Reporting

A DUAL OPERATING SYSTEM

Hierarchy



Strategy Network



Seeding Ideas

- Cast Vision
- Set Environment
- Allow Time
- Encourage
- Persist
- Learn

A DUAL OPERATING SYSTEM



The
International
Bestseller,
with a
New Preface
by the
Author

LEADING CHANGE



JOHN P.
KOTTER

HARVARD BUSINESS REVIEW PRESS

National Accounts

Quality

Sectors

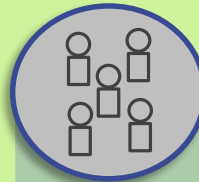
Service Lines

International

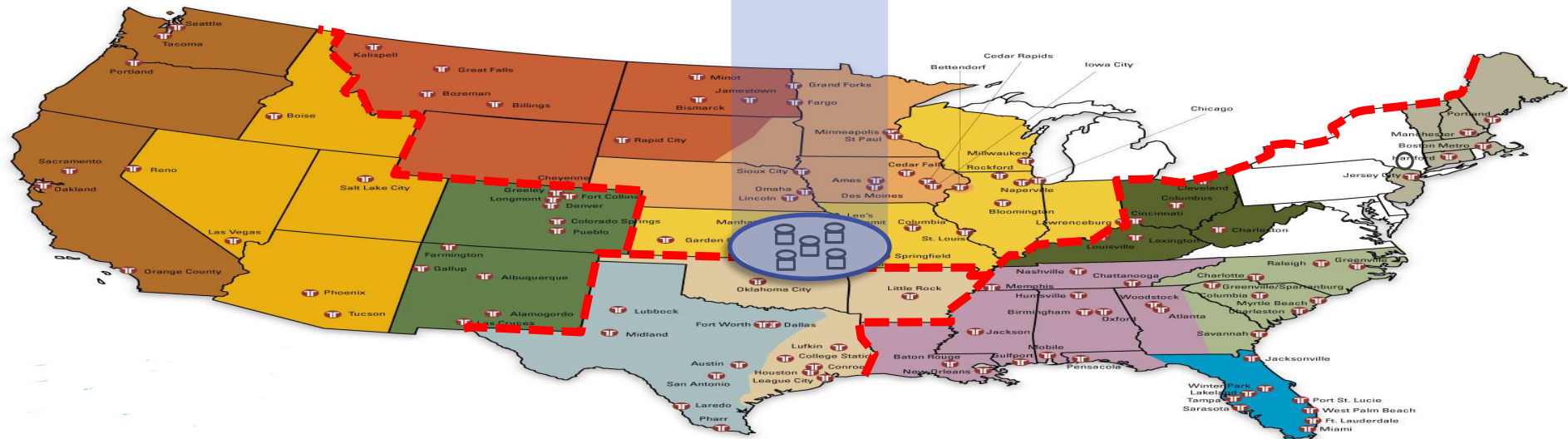
Government

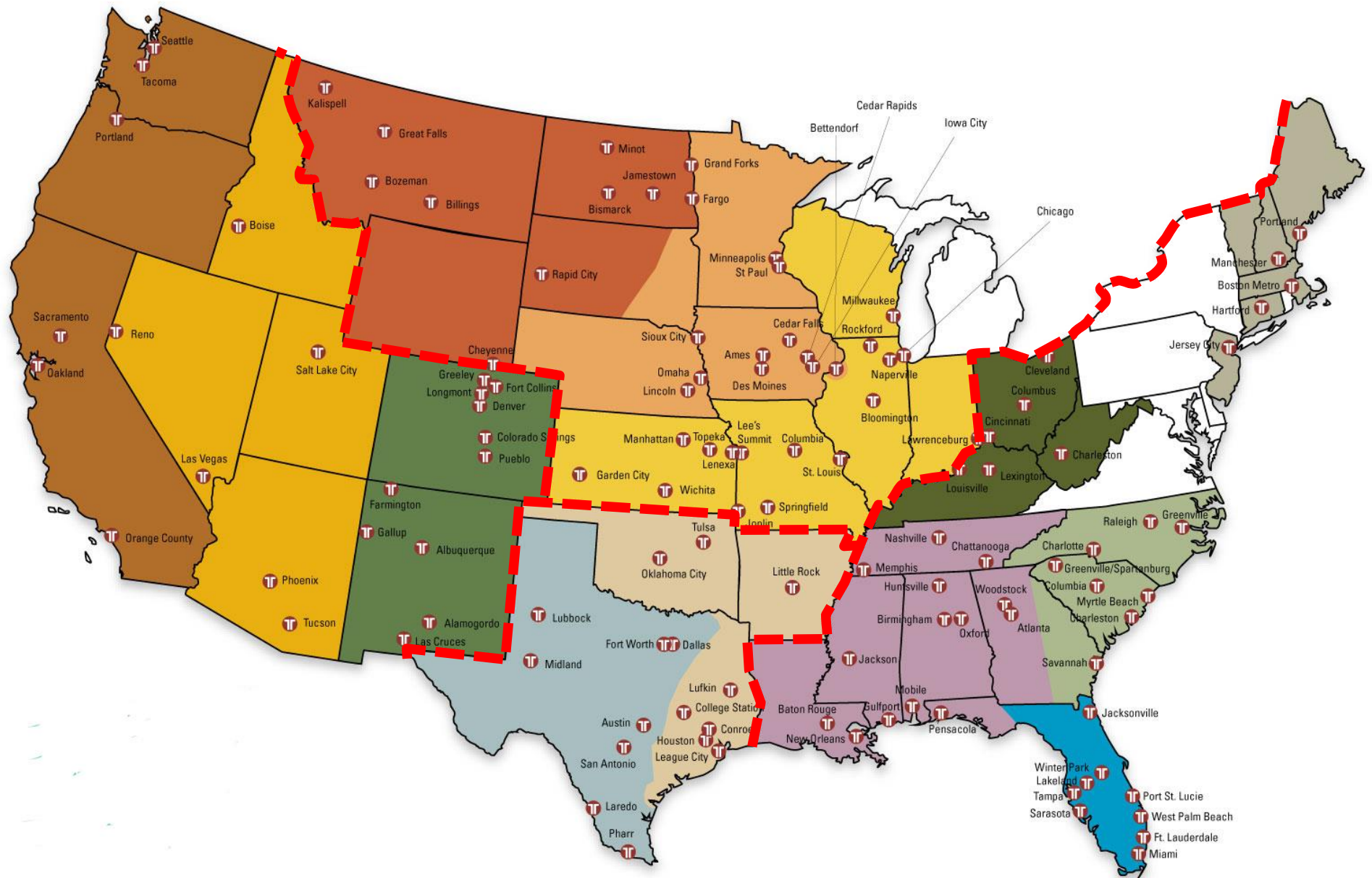
Environmental

Operations Development
Leadership Team

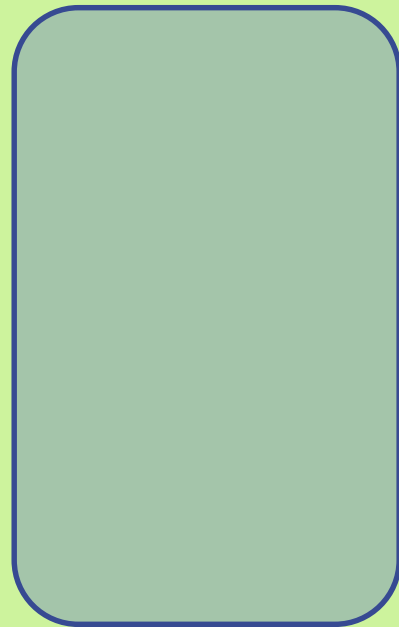


Operations
Development

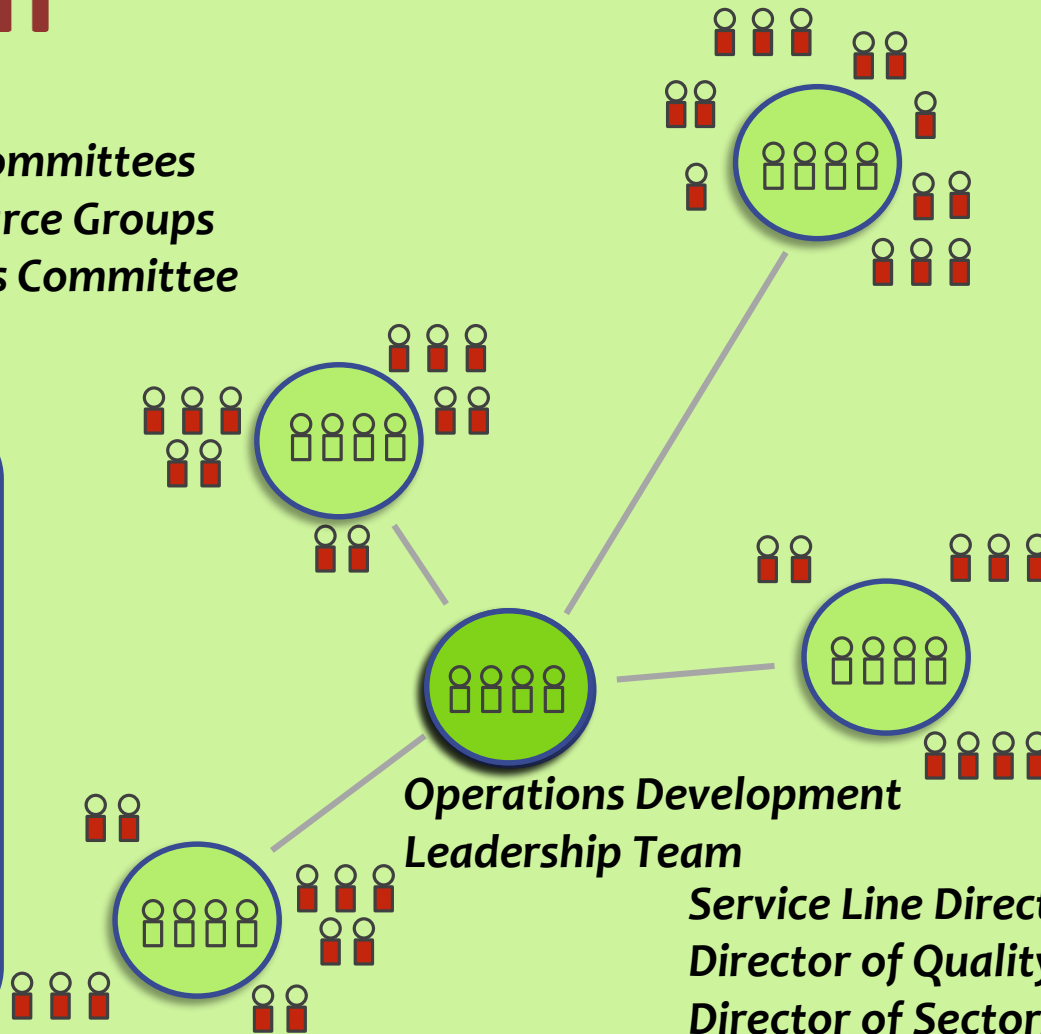




*Service Line Committees
Practice Resource Groups
Sr. Consultants Committee*



100-Day Teams



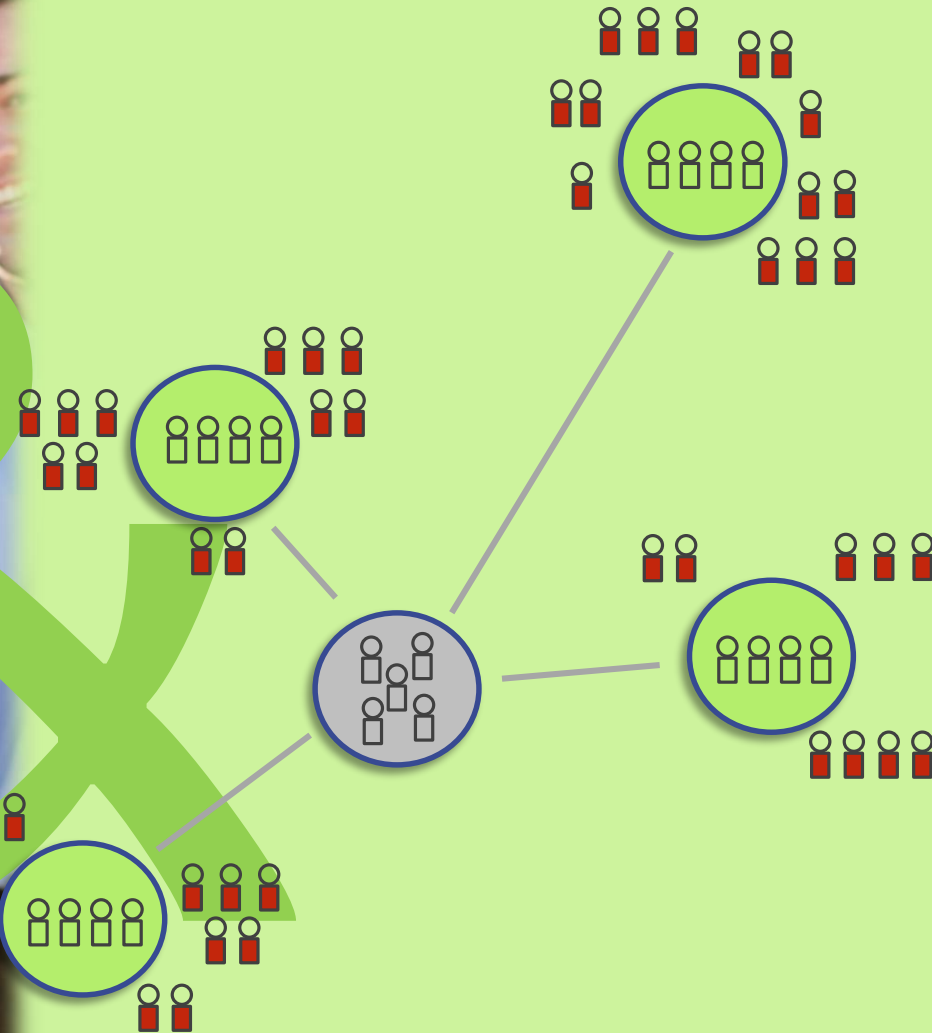
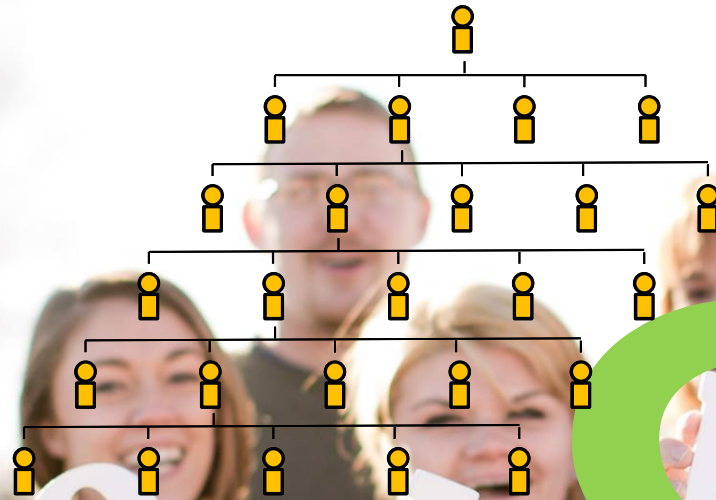
**Operations Development
Leadership Team**

*Service Line Directors (4)
Director of Quality and Deliverables
Director of Sectors
National Accounts Manager*

A Strategy Network

Hierarchy

Strategy Network



The Solution

The Strategy Network Attributes

- Works with Hierarchy
- Uses many change agents, not just appointees
- A want-to and a get-to—not just a have-to—mind-set
- Relies on Volunteers, Head & Heart
- Much more leadership, not just more management
- Two systems, one organization

STRATEGIC PLAN 20

Our Company | Our Future | Our Success

A Dual Operating System

from: *Accelerating Change* by John P. Kotter (HBR)