



## Case Study - Institution of Civil Engineers

### Engaging Leaders in Delivering the Vision

Having agreed upon an ambitious long term vision, ICE needed to focus their 2008 senior manager conference on how to 'make that vision a reality'.

HarknessKennett provided both consultancy and interim support to Graham Sibley, Group Head of Communications to develop the structure and content for a conference that would engage the whole of the senior team in their role in delivering the vision. The conference also aimed to equip the senior team to engage their own teams in delivering the vision.

The conference was designed as a highly interactive and involving two days that focused senior managers on tackling practical issues. Many of the conference sessions were based on discussion, debate and challenges that the managers worked through in groups to reach practical outcomes.

In particular delegates explored the stakeholders' experience of ICE and how different areas of the organisation could work together more effectively to meet the varied needs of different internal and external audiences.

The delegates also spent time identifying the potential barriers to achieving the ICE vision and agreeing what actions they could take to overcome those barriers. They also focused on how to engage the rest of the organisation in understanding and delivering the vision. Each Senior Manager was able to develop their own approach for onward communication of the vision in their area of the business.

*"HarknessKennett helped us to deliver a genuinely interactive conference that provided us with some very practical actions and opportunities to network with colleagues. The conference generated a substantial shift in attitudes across the management team, and created a unified platform upon which to establish integrated communications across ICE."*

Graham Sibley  
Group Head of Communications  
Institution of Civil Engineers