

THE CLIENT: FIBREWIRED

A provider of fibre optic-based broadband telecommunications and internet services, Fibrewired was established in 2000 as a wholly-owned subsidiary of Hamilton Utilities Corporation.

THE FOCUS SOLUTION

Right from the beginning, the emphasis was on focus, direction and alignment.

"Starting this new venture was a critical part of HUC's future direction. We needed a compelling vision and a clear strategy to launch the business". I'll admit to a dose of healthy skepticism when we started this process. The initial response I heard most often was, 'You want me to stop doing my job – to do what?' People (including myself, at times) really weren't sure what to expect. Then, as we worked through the process, the aha's started"

– Ian Collins, President, Fibrewired

Since taking that little leap of faith, Ian and his management team haven't looked back.

Beginning with the overall HUC management team, led by President and CEO Art Leitch, comprehensive strategies were established for the corporation and each of the component business units (HUC also provides hydro and thermal energy to customers in the Hamilton area, through Hamilton Hydro Inc. and Hamilton Community Energy).

Once the initial strategy had been set, Ian's team began the alignment process. It was time to put people's names next to important initiatives and to establish accountability among the Fibrewired management team for the achievement of key results. (After all, every great idea eventually should become work for somebody!)

"For us, it was all about becoming leaders in our sector. We feel strongly about what we do, and feel we do it better than most. Per capita, we are among the most profitable providers in the marketplace. That didn't happen by accident"

– Ian Collins

Ian and his management team recognize that effective organization alignment and execution of strategy is a work in progress. Following a schedule of strategy updates and annual Strategic Alignment Meetings ('SAM') has helped the Fibrewired team, along with the rest of HUC, continually fine tune and focus their priorities.

"We get better at it every year!"

– Ian Collins

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What does Ian Collins personally notice most about how the organization functions?

“This process has helped me build a management team that works. Highly skilled technical people have been able to step up to the role of people management successfully – and that is always a challenge in a business like ours.”

– Ian Collins

And has this made his job any easier?

“It sure has. I’m able to spend time on the business rather than in the business. If we hadn’t taken this approach, I know I would be managing at an entirely different level. I’d be too focused on day-to-day operational issues to be able to step back and take a more long term, strategic view of the business. This is definitely better.”

– Ian Collins

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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