



HAWKINS

Organization
Hawkins

Website
hawkins.co.nz

Sector
Construction

Country
New Zealand

Operations
International

Headcount
700

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| SOI® | Building Better Communities |
| Positioning statement | We are totally committed to combining our progressive heritage with our tradition for working with others, to deliver superior results that challenge the status quo, and help communities thrive socially and economically. |
| Core values | <p>Passionate Our strength lies in our staunch belief that the quality of our work and the way we go about it makes a long-term difference. Our dedication and determination ensures that we always deliver what we say we are going to deliver.</p> <p>Total team We work together to earn the trust of others by actively partnering, respecting, engaging and integrating. By sharing our expertise, approaches and knowledge we help create energised partnerships that achieve more.</p> <p>Forward-thinking We challenge the way things are done today and promote new and enterprising ideas that will propel our company, and our industry forward tomorrow. By being constantly vigilant and open minded we advance our knowledge, processes and thinking for the benefit of all.</p> <p>Success We value and are driven by the positive impact of success. We understand that by constantly striving to achieve exceptional levels of quality in all that we do we contribute to the wealth of our company and society.</p> |

Forward-thinking businesses understand that what matters most is a shared sense of purpose that not only results in fiscal success but contributes to a world that needs the power of business to help overcome its many challenges.

Changing a successful but fundamentally traditional business, to align with this new way of thinking and become an international business driven by a 21st-century core purpose was at the heart of the challenge faced by the incoming CEO of New Zealand's second largest infrastructure and construction company, Hawkins.

The SOI® approach

Research together with buy-in is especially important when the aim is to persuade people to shift their position and change. People

'Outstanding success was achieved. *The Core Playbook* precisely describes the processes that Neil took me through with two companies. Quite simply — it works.'
Geoff Hunt, CEO, Hawkins

need to be convinced that the strategy that is being recommended is based on sound evidence. Our approach to identifying and defining an SOI® for Hawkins mixed our proven tools and methodological process with the expertise of independent consultants with many years of experience probing, challenging and unearthing key insights. Understanding stakeholder agendas and the influences that shape opinion; considering future trends and the position of stakeholders in the ecosystem and asking the right people the right questions, were all key to understanding where Hawkins is positioned today and ideally how it could pivot and position itself as a modern business in the future.

The SOI® effect

The outcome of the research allowed the presentation of carefully explained options followed by a single positive recommendation. At the core of the recommendation was a powerful SOI® - 'Building Better Communities'.

Embedding an SOI® and aligning everything and everyone with it takes time, effort and investment in new approaches and organisational development. But there are quick wins too — "Building Better Communities sums up in a single stroke what Hawkins is all about" said one employee on its launch. Hawkins' SOI® has since positioned it to win valuable projects, created grass-roots employee led initiatives, propelled the company and communities forward, and united its partners and clients.