

Saint University: Urban Drilling

Business Challenge/Environment

Our Client, one of the largest producers of natural gas in the country, found significant difficulty in the permitting of their sites in an urban environment. Having used traditional tactics to great effect in more rural environments, the divisional VP realized her permitting teams needed to adapt to their new reality and change strategies if they were to meet their tight deadlines and budgets. She knew she needed specialized land use political training for her group...

Outcome

Client and her senior managers created two pilot groups to employ the team-based project management structure, grassroots organizing tactics, and intelligence & data management programs we prescribed in the training. In the months following, Client reported a significant increase in permitting successes. Later, a prominent industry group nominated this Saint University project for an award in the Business Strategy category of their annual case competition.

Our Approach

We had several deep-dive investigatory sessions with the Client to understand the realities of her permitting environment, the internal politics of her organization, and the skills and backgrounds of her team. We then:

- Conducted in-depth, confidential interviews of key staff at all levels of the division to understand the day-to-day operations, the perceived strengths and weaknesses of managers and staff, and their views on the permitting challenges
- Deployed a diagnostic survey based in part on the results of the interviews to all members of the division to determine attitudes, strengths, weaknesses, problems, and opportunities
- Shared results of interviews and survey with Client leadership team, worked to outline a curriculum based on Client's perceived needs but within the context of demonstrated needs
- Prepared a seven-module training program including strategy, tactics, data management, digital and social campaigns, team-based project management and three distinct business-school style case study exercises, two based on recent Client projects
- Delivered the training to 60 members of Client's division over a two-day boot camp at the Client's headquarters

CASE STUDY