



Innergise

achieving impact



Navigating complexity
Improving productivity
Creating new value
Enabling insightful leadership
Fuelling progress + prosperity



Innergise is a strategic advisory firm that helps ambitious leaders achieve genuine progress on complex challenges in the face of uncertainty. We drive real improvements in productivity, sustainability, and prosperity.

Our clients

We partner with leaders that pursue real progress, who are intolerant of wasted effort and investment, and who recognise their people must learn and grow to overcome persistent barriers to progress.

We support you to design superior strategies, programs and projects that deliver real results – things that people value and want to pay for. Impact is our aim, not the delivery of theoretical advice in expensive reports.

Through our work, our clients gain greater confidence and authenticity in their leadership. It's because we draw on unique insights from multiple disciplines to bring a deep clarity to your challenges, paving the way to better and more enduring solutions.

It's all about better placed effort – not more effort – to deliver immediate and lasting results.



Industries

- Government
- Power and water utilities
- Natural resources
- Infrastructure
- Energy
- Professional services
- Education



Services

- Business strategy
- High value project design
- Complex problem solving
- Creating an innovation advantage
- Developing impactful leaders
- Productive workshops

The nature of our services

Business strategy

We help you think in an incisive, integrated way about the opportunities and risks that exist in today's complex communities and markets. We foster a depth of thinking amongst your board and executive team, and alignment around your strategic choices. The product is clarity of direction, effectiveness of effort and investment, and confidence in leadership.

Complex problem solving

Most of the time your people are solving the wrong problems. A big call, yes, but one that we can prove. Resolving this issue creates a substantial uplift in productivity and progress. We help by giving your people the insights, methods and coaching to get to the heart of messy, complex and persistent problems to identify elegantly simple yet powerfully effective solutions.

Developing impactful leaders

We coach and mentor leaders, not managers. Through hands-on application, we develop their questioning, strategy, stakeholder engagement and problem-solving skills so that they are equipped for and attract high-level leadership roles, whether in the public, private or not-for-profit sector.

High value project design

We lead multi-disciplinary teams in crafting major projects that people love and want to pay for. How? By reconnecting people with the real purpose of their projects and lifting them out of ineffective but business-as-usual practices. We equip your teams with the tools and insights to identify smarter, less risky and far cheaper ways of delivering enduring benefits.

Creating an innovation advantage

How do you stand out from the pack and provide services, products or solutions that people want? How do you grow your market share, maintain profitability and, above all, relevance? The answer is customer-focused innovation. We make this feasible and repeatable by sharing proven insights and tools to expose, curate and apply eminently sensible yet novel ideas.

Productive workshops

Just as we don't mentor managers, we don't run meetings. We do, however, design and deliver highly engaging workshops that maximise people's contribution to achieve the outcomes you need. Each workshop is bespoke, tailored to the specific audience, needs and context. More can be achieved in a day than you might believe.

Our unique edge

From the big picture, we can zoom in to critical details and out again, always with an eye on what really matters. It's possible because of our T-shaped thinking skills, derived from:

- C-suite and governance experience
- Multi-sector international experience
- Expertise with complexity, systems and design thinking
- Leverage of behavioural sciences
- Practical science and engineering skills
- Vigorous ongoing learning



Our founder



Dr Nick Fleming FIEAust GAICD
is the founding director of Innergise.

Prior to founding Innergise, Nick was the Director of Business Innovation for Jacobs, and before that the global Chief Sustainability Officer for Sinclair Knight Merz.

Within industry circles, Nick was a taskforce chair for Infrastructure Partnerships Australia and a Board director with the Infrastructure Sustainability Council of Australia. Today, he is a non-executive director on the boards of Engineers Australia and South Gippsland Water. Nick is also an invited member of the Network for Sustainable Financial Markets.

For over 25 years, Nick has worked with the private sector and all levels of government across infrastructure, mining, natural resources, water, defence and social welfare sectors throughout

Australia, New Zealand, south-east Asia, the UK and Americas, receiving multiple awards for his work.

Nick is an active author, speaker and educator. He delivers unique, executive-level programs on complex problem solving, systems thinking and effective policy implementation as a faculty member of the ANZ School of Government to clients including the Department of Prime Minister and Cabinet and the National Transport Commission.

Nick applies his sharp strategic insight, executive and change leadership experience, skills in facilitation, innovation and design thinking, and insights from psychology to unleash and focus people's latent talents. He's particularly adept at resolving complex problems in novel and commercially pragmatic ways.

Testimonials

Innergise partners with a range of specialist advisors and technologists in delivering a bespoke service to its clients. The calibre of the thinking and service that is provided contributes to the high-level of repeat business that Innergise enjoys. As a leader of these teams, Nick Fleming is recognised for the breadth and depth of insight he brings to the table.

“Nick has a strong strategic mind and is adept at finding elegant solutions to complex problems.”

David Singleton, past-Chairman, Infrastructure Sustainability Council of Australia

“Nick is a key change agent, challenging the status quo to develop contemporary solutions for clients. He’s worked with the senior leaders of many global and domestic companies and is widely respected across industry, government and the engineering profession.”

Peter Scott, Hon Fellow IEAust, former Chairman of SKM,
Chairman of Perpetual, Director of Stockland and Transurban

“Nick is an accomplished strategic thinker. He will cut to the core of a situation, and equally he will step back and conceive a 'different' approach. We always end up somewhere new, challenging and incisive.”

Dr Michael Shirley, CEO, Veris Australia

“The Aroona Alliance was pursuing improved operational performance to realise sustainable savings. It was getting harder and harder to identify solutions. Nick enabled both our water and wastewater businesses to push well beyond expectations to find solutions in an engaging, energetic and constructive way.”

Jerome Douziech, Manager Operations & Maintenance, Aroona Alliance for Water Corporation

“I haven’t met anyone with comparable skills in synthesising complex information.”

Claudia Boyles, Principal Analyst, Ministry for the Environment NZ

“Nick brings a truly unique set of skills to public policy and implementation challenges. He is one of our most highly-rated faculty and regularly receives accolades from those who attend his workshops.”

Jude Barling, Director Government Relations, ANZSOG

Results delivered

These are a few examples of the valuable results delivered with our clients across a range of industry sectors. We would be happy to discuss any of them in further detail, and how our experience can be transferred to your situation and benefit.



Transformative port design

A \$1.4 billion expansion of the iron ore export facilities had been planned by Rio Tinto. An opportunity was created to conduct a design challenge workshop involving 25 people from engineering, environmental, operations and marketing teams. Over the course of 3 days, a substantial improvement in the project design was achieved, addressing several critical but previously overlooked success parameters. Major risks were eliminated and the total cost of ownership was reduced by at least 10%: a ROI of 70,000%.



Resolving persistent public problems

“We’re simply not making progress on important public policy issues” is a common sentiment across all levels of government. So, the Australia and New Zealand School of Government engaged Innergise to develop a practical, hands-on program to equip public sector executives with the insights and skills to resolve complex problems. Participants from ANZSOG’s Executive MBA program gave the program a rating of 4.9/5. Today, it remains one of ANZSOG’s most successful programs.



Securing urban water investment

Local governments with jurisdiction over a major portion of the city of Adelaide were investing heavily in stormwater harvesting and use. A strategic review revealed significant risks to future viability of the schemes, triggering a rescoping of the work to include foresighted, systems-based modelling and analysis. Improved relations between councils competing for the same stormwater resource were brokered as part of a novel regional water solution. \$40m in federal funding was secured as a direct result.



Social licence for sustainable gas

A multi-national gas company wanted to know how to develop onshore gas in a sustainable way to gain community support. Crucial conversations were facilitated to challenge the core beliefs of both the gas company and its stakeholders which dictated what was possible. Prevailing ideas were dispelled, as more productive and cost-effective ways of creating valuable assets and experiences for both for the company and community were conceived. The result was a far more useful and productive investment of effort and resources.

Innergise works with a wide range of clients across sectors throughout Australia and beyond



A golden strategy for growth

With the board and executive team of OceanaGold, Innergise brought a new-found clarity to the strategic choices shaping investment, growth and operations. Real emergent risks were captured and explored through scenarios, helping the business to improve its robustness in uncertain times. The CEO, Mick Wilkes, observed that “Nick has a keen ability to unearth the strategic actions necessary to make a real difference to the direction and performance of the company.”



Sustaining the Defence Estate

The Department of Defence faced external threats to the ongoing viability of its bases and training areas. To enable proactive management of the risk, a novel tool was developed and deployed which enabled a forward 20-year view of threats to Defence operations at a site level. Aggregating the site level data provided the business case and basis for coordinated, prioritised management of the entire Defence Estate.



Delivering innovation for clients

To remain relevant and competitive, professional services firms must innovate. But large R&D budgets don't exist, nor does the time and patience for missteps. So Innergise assisted SMEC's front-line consultants and mid-level managers to develop their capabilities to deliver innovation where it counts – in tenders to win and deliver exceptional projects for their clients. A clear majority of participants said the program was “extremely valuable”, observing that “If this isn't part of our leadership training, it should be!”



R&D for Australia's future

Cooperative Research Centres are a major feature of Australia's research and development ecosystem, combining the skills and resources of the public and private sectors to develop solutions to the nation's emerging challenges. Achieving the right strategic focus for a CRC is pivotal to gaining government investment and delivering useful research. Innergise has aided the CO₂, Energy Pipelines and Future Fuels CRCs to revitalise their business models and research agendas, contributing to their ongoing success.

Insights



Innergise aims to achieve impact beyond the scale of its work with clients. Sharing valuable insights allows other leaders and organisations to pick up and apply the insights that resonate.

The books, *Smashing the State of Dumb-stuck* and *Insight Trading*, are two signature pieces of thought leadership. They set out compelling arguments for the delivery of higher value solutions in government, business and the infrastructure sectors, underpinned by evidence and practical know-how. *Smashing the State of Dumb-stuck* was described as “essential reading” and “a globally significant contribution to human endeavour”.

Insight Trading was applauded by the World Economic Forum and according to industry leaders “offers great insights and case studies, emphasising the need for us to join the dots to achieve innovation and better outcomes that the authors so eloquently demonstrate are possible.”

Contributions are also regularly made in the form of white papers and articles in periodicals (like *Company Director* magazine) on topics that require a fresh perspective and critical thinking. They are all available on our website to read, download and share.

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