



The shape of innovation

"New ideas start with a culture of inclusion along with fostering an environment that promotes thought leadership and collaboration."

ALLAN MONTPPELLIER, CHIEF INNOVATION OFFICER

Revolutionary ideas push us beyond the usual.

Ideas have the capacity to be a catalyst to disrupt the routine and create new paths.

Imagining solutions takes time, incubation, and dedication within a culture of support.

Our newly formed Innovation Group seeks to create that framework. Lead by Chief Innovation Officer Allan Montpellier, the group supports the firm's mission to help solve the planet's energy and water challenges.



With almost three decades of mechanical engineering experience in high-performance design, **Allan Montpellier** offers his spirit of inquiry and engagement leading the Innovation Group. As **Chief Innovation Officer**, he is charged with being a champion of ideas at all levels, and using a focused lens to support, grow, and implement transformation.

ALLAN'S PERIODIC TABLE OF INNOVATION

THE INNOVATION PROCESS: IN-DEPTH

We are thoughtfully growing our culture of intentional innovation.

The Innovation Group is the framework for ideas to grow. The ideas themselves come from everyone from finance to human resources to engineers. Through this framework, we are connecting more ideas to more people and learning to better care for and germinate ideas.

What do we mean by all this?

We have thoughtfully created a flexible system that eliminates barriers to good ideas. It nurtures ideas with current potential and saves others in a "seed bank" for the future.



Incremental
IMPROVED STANDARDS,
SOFTWARE INTEGRATION



Evolutionary
PAID LEAVE, CARBON
CALCULATOR TOOL



Revolutionary
HI-RISE COMPOSTING TOILETS,
LIVING BUILDINGS

We have a growing list of 52 ideas and counting from a range of employees that speak to finance process improvements, battery storage issues, and even carbon zero building plans. We're incubating the best ideas and seeing what grows. We can't wait to share more with you – and even collaborate!

What ideas are inspiring you?

OUR READING LIST

Eat, Sleep, Innovate

The Collective Genius

Lead and Disrupt

The Innovation Stack

The Ten Faces of Innovation

ANTHONY, PAINCHAUD,
COBBAN, PARKER

HILL, BRANDEAU,
TRUELOVE, LINEBACK

O'REILLEY, TUSHMAN

JIM MCKELVEY

TOM KELLEY