

ORGANIZATIONAL REALIGNMENT FOR WORKFORCE EXCELLENCE

Public Sector Case Study

THE CLIENT CHALLENGE

No organization can afford a disconnected workforce. **The costs—poor performance, greater job turn-over and lowered customer satisfaction—are too great to be sustained.**

A metro-area provider of bus, light-rail and commuter-rail service was facing these costs. The organization was suffering from a silo mentality among its workforce, leading to inefficiencies and low morale. Employees were operating so independently that the gap between work performed and work needed was ever-widening with no solution in sight. And the most critical gap lay between customer expectations and delivered results. Customers weren't getting what they needed, and the organization's nearly 3,000 employees weren't empowered to change.

The organizational structure needed to be completely realigned. North Highland was brought in to conduct the research and deliver the planning needed to design a high-performing organizational structure that drove customer satisfaction and employee morale.

THE SOLUTION

North Highland worked with the client management team to perform a planning and research assessment to better understand the organization's key roles and activities. The North Highland team reviewed findings and important themes, brainstormed options and identified the benefits, risks and costs associated with each.

From those findings North Highland developed a plan that outlined high-level organizational design options. The options were clearly presented and easily digestible for the organization's executive team, providing them with a road map toward operational excellence.

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THE VALUE

Armed with North Highland's recommended implementation process the client is prepared to execute the changes needed to create a workforce model that connects its employees and better serves its customers.

ABOUT NORTH HIGHLAND

North Highland is a global management consulting firm that delivers unique value, relevant big ideas and strategic business capabilities to clients around the world. The firm solves complex business problems for clients in multiple industries through an integrated approach and offers specialty services via its Data and Analytics, Managed Services, and Sparks Grove divisions. North Highland is an employee-owned firm that has been named as a "Best Firm to Work For" every year since 2007 by Consulting Magazine. The firm is a member of Cordence Worldwide (www.cordenceworldwide.com), a global management consulting alliance. For more information, visit northhighland.com and connect with us on [LinkedIn](#), [Twitter](#) and [Facebook](#).

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