

# *RBCGI Solutions Project Sample (1)*

## *Watershed Authority Operational Assessment & Realignment*

### Confidentiality Statement

RBCGI Solutions honors our clients by protecting their identities. Our project information will give profile, focus, and outcome information to give insights into what we have done. We will be happy to share referral information if asked, with the client's approval. Thank you for understanding!

### Client Profile

Our client is a national award-winning watershed authority with over 200 dedicated employees servicing the watershed needs of a growing and diverse county within a major metropolitan area. They service the needs of over 250,000 residents and several businesses, schools, and other essential entities. Its transmission and distribution systems span at least 1400 miles that supports the needs of about 200,000 customers.

### The Project Purpose

The project elements focused on human impact realities within cross-functional teams that spanned the organization and assessments of how to better align the organization to support better operational functionalities, identify risks issues and identify mitigation approaches, and improve upon internal and external stakeholder confidences.

### Sample Performed Project Elements & Experienced Benefits

#### **Strategic Element    Experienced Benefits**

Shadowing	Shadowing allowed not only for the ability to see and experience in real-time working conditional dynamics it also gave legitimacy to the process and findings because of such. It fostered universal buy-in by all impacted stakeholders.
One-on-one Meetings	One-on-one meetings leveled the expectations playing field by giving several individuals and opportunity to share their realities without fear of reprisal. It also allowed for free sharing and a broader inclusion of individuals into solution-focused engagements versus problem identification only. Improved morale and stakeholder confidences.
Workflow Process Observations	Because the findings were rooted in hands-on experiences and real-time observations across functional relational realities the recommendation to address disconnects were rooted in facts and not assumptions. They were fair also because they also acknowledged

## **Strategic Element Experienced Benefits**

Findings & Recommendations people and things that were contributing to the success of the organization: As it is equally important to celebrate what is going well. Additionally, the hands-on experiences made the realignment recommendations more credible as the recommendations were rooted in factual realities not assumptions.

### **Overview**

Our efforts required us to interact with various departments that included human resources, finance, IT, portions of engineering, maintenance, wastewater, operations, billing, customer service and administration. Covid realities mandated that work focuses be stopped. Therefore, observations within the water department and the nonengaged engineering areas were not assessed in the same manner of detail as the other areas.

### **Realignment activity examples & benefits:**

- Relocating field technical staff out of the customer service area and into the operations department: Movement allowed for better training and career advancement opportunities for team members. It enhanced customer service response realities by fostering stronger needs communication within the field and operations team members. Finally, it fostered clearer levels of accountability within the teams and helped to resolve interdepartmental personality conflicts.
- Staffing realignments at management levels served to ensure that work assignments better mirrored their expertise and functional abilities.
- Support of the creation of a service tracking team focused on monitoring performance outcomes within the engineering department based on enhanced usage of emerging technologies.
- Identified inter-personal challenges within members of management that were fostering divisions and adversarial energies within peer teams depending upon their assigned manager. Corrective action recommendations led to functional realignments for some at management and staff levels.

### **Conclusion:**

This client is a highly functional entity. They genuinely care both about its people and the community it supports. There were assorted reasons why the disconnects presented themselves. One of the most pervasive reasons was because of the closeness of those within the organization making many of the challenges rooted in personalities rather than competencies; also, the fact that the immense growth within the county that it served ushered in change rapidly. Rapid change can be very disruptive to status quo environments

as it forces those within in it to constantly analyze why things are feeling different. Environments can foster a higher level of emotional responses that can foster more irrationalities and when things get irrational fear can creep in: And fear can change so much in major and subtle ways.

**Human impact effect (HIE) consulting approaches were the backbone of this project. Instead of sterile, often birthed from traditional approaches, easily can make a consultant miss the most key details that help to clarify the whys of an environment. We at RBCGI Solutions value the whys as doing so helps us to foster sustainable results for our clients for years to come. Our moto “Strength Through Discovery” is what we also live by as a consulting firm.**

