



Making organizational alignment fun

THE NEED

After workforce shifts due to a wave of retirements and promotions, TVA's EnergyRight® Solutions for Business & Industry (ERSBI) group was poised to hire for a number of unfilled positions. With changing customer expectations in an increasingly competitive business environment, leadership wanted to more closely align the team's structure and function to ensure success. They wanted a functional model that allowed for innovation and growth while also encouraging collaboration to meet current business needs, but were wary of the typical reorganization process that left employees feeling disengaged and confused about roles and responsibilities.

OUR APPROACH

Milepost engaged and observed ERSBI staff and management to understand their workflow, key stakeholders, and bright spots and pain points. Working closely with the team leader, we applied organizational change and behavioral science best practices to design and explore various functional models. The result was a customized model that fit within the existing Human Resources environment and allowed each employee to fully understand their function, authority, tasks and position within the broader team. Using a storytelling technique, the functional model was introduced as a train journey to "Extraordinary" complete with personalized, branded tools to support the team's "travel."

THE RESULTS

After filling vacant positions to align with the new functional model, a celebratory kick-off meeting was held. Each employee received a train ticket detailing their role, a passenger manifest explaining colleagues' roles, a roadmap outlining the destination and goals during the journey, and an infographic-based quality checklist specifying working norms and standards. Participants felt the process and resulting model were "unifying" and were excited to take their "programs to another level!"



QUESTIONS

Ask Sabrina Cowden, MBA

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