



# BUSINESS DEVELOPMENT GROUP (BDG)

## CASE STUDY

# CULTURE CHANGE AT CITY HALL – FOR THE COMMUNITY

## EXECUTIVE SUMMARY

### THE CHALLENGES

#### BDG INVOLVEMENT WITH GOVERNMENT SERVICES

Government of a medium-sized city providing services to its population

Responsibilities include

- ▲ Public Works
- ▲ Fleet & Facilities
- ▲ Engineering
- ▲ Systems Planning
- ▲ Wastewater Treatment
- ▲ Water Treatment
- ▲ Collaboration and coordination with other departments

Division of the organization needed to change its organizational culture and processes to move toward a customer-centric service organization

- ▲ Culture of poor communication between service units and departments
- ▲ City Government’s organization provided services internally identified rather than those needed by the community
- ▲ Several departments were top down driven decision making
- ▲ Poor ineffective leadership
- ▲ Silo culture contributed to poor performance
- ▲ Low level of employee engagement in most departments
- ▲ Culture with high level of resistance to change

### SOLUTIONS

Working with the whole organization A<sup>2</sup>D<sup>4</sup> was able to help evolve a significantly different culture that focused on customer satisfaction, but also effective and efficient processes.

- ▲ Leadership designed and communicated a new expected behavior criterion with middle leadership and employees.
- ▲ Created cross-functional teams that addressed organizational, cultural, and process challenges
- ▲ Assisted departmental leadership to envision its future based on new criterion
- ▲ Increased union representation as active participants with leadership on all levels thus creating an environment of higher employee engagement and accountability
- ▲ Employed stewardship and assertive behaviors were taken as basic principles of the new environment that improved communications and conflict management

### IMPACT ON CLIENT’S BUSINESS

Achieved the following improvements in the organizational division

- ▲ Improved employee morale by 68%
- ▲ Employee engagement improved by 73%
- ▲ Union grievances reduced by 50%
- ▲ Customer satisfaction improved by 82%
- ▲ Leadership satisfaction improved by 45%
- ▲ Reduced employee downtime by 35%
- ▲ Increased cooperation within and between departments by 75%