



## ORGANIZATIONAL TRANSFORMATION

- **Client:** Ecova Inc., a leader in Energy Management services
- **Opportunity:** Deploy the Ecova Business System, with focus on Quality, Leadership, Strategy, Lean Six Sigma, and Engaged Team Performance
- **Approach:**
  - Trained 274 employees, including executives, project leaders, and project teams
  - Assessed opportunities across the entire organization to improve performance
  - Led a Strategy Deployment process for leaders to:
    - Align a portfolio of dozens of projects with the company's financial plan
    - Select appropriate approaches and goals for each initiative
    - Commit owners and resources, and monitor project performance
    - Sustainably generate and reprioritize strategic initiatives in the future
  - Coached and directly led critical projects to improve processes & performance
- **Results:**
  - Launched a new REO HUD Certification business line to capture an untapped market
  - Reorganized a 500-person division of functional departments into customer focused teams
  - 21 Lean Six Sigma and Engaged Team Performance projects saved \$11.5 million
  - 74 employees certified as project facilitators and key participants
  - New CEO led the company to achieve 2015 financial plan, with record EBITDA growth