

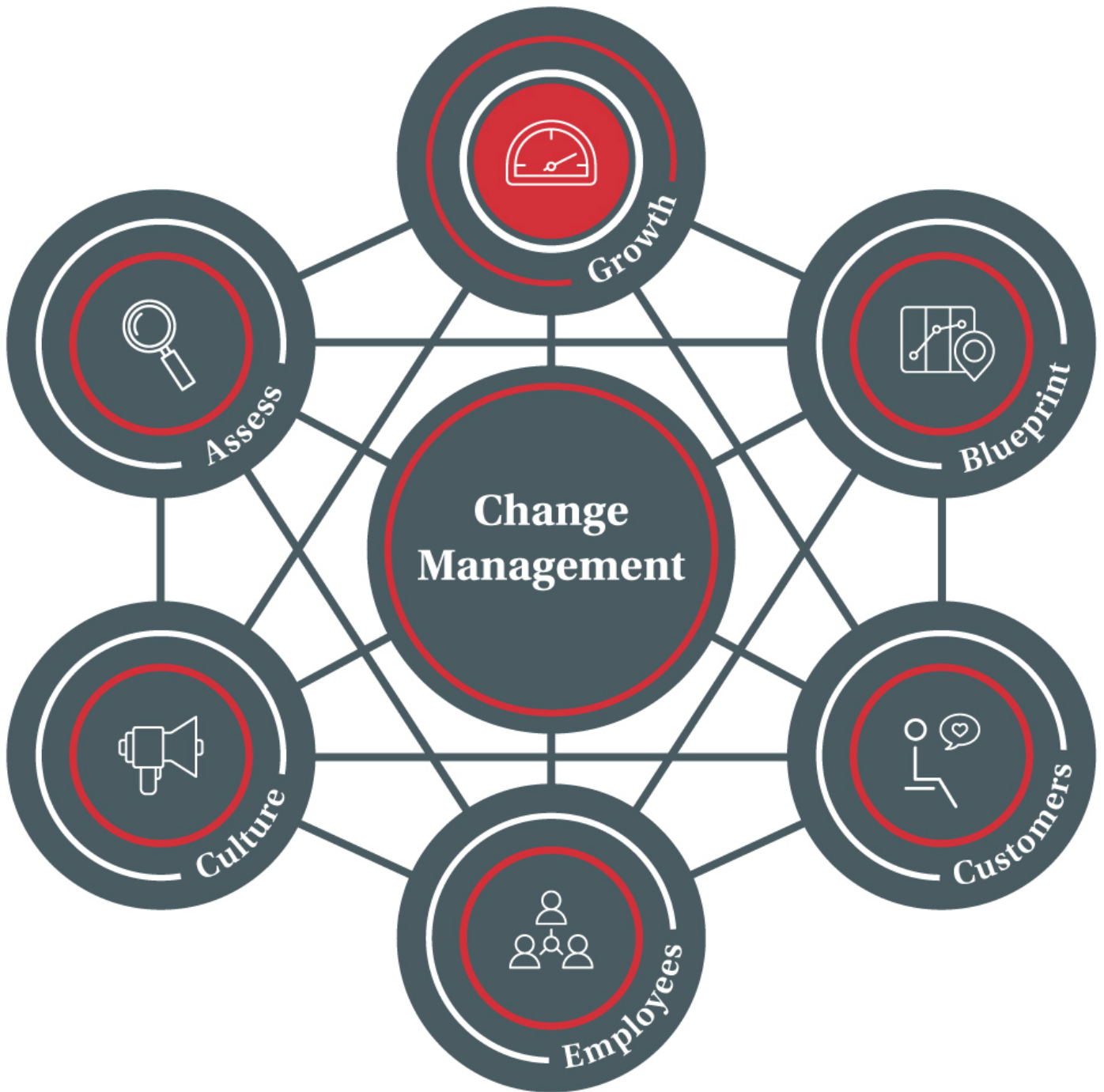


Building Capacity and Creating a Platform for Growth

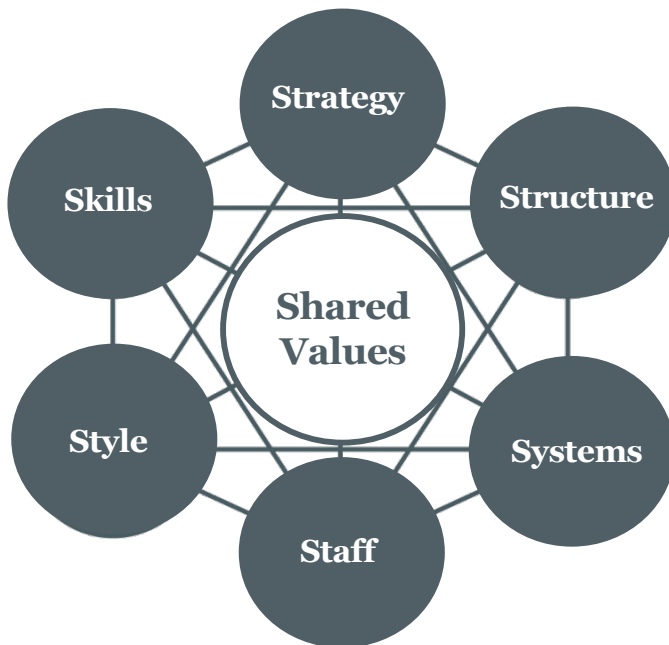


THE
WATHEN
GROUP

Executing Your Vision



Creating a Platform for Growth



"Building a visionary company requires one percent vision and 99 percent alignment" —*Jim Collins and Jerry Porras, Built to Last*



Positioning for Organizational Change, Growth and Achieving Goals

In building capacity and positioning for growth, *The Wathen Group* uses a strategic planning framework and assessment model for identifying major strategic issues that emerge from interviewing managers, reviewing key organizational materials, and ideally findings from employee focus groups and or an employee surveys.

Using a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, we identify major trends and issues affecting the organization's ability to carry out its mission and address its current challenges. After completing the research phase, we identify major conclusions that emerge from the findings, and then, apply a methodology used in assessing organizational effectiveness, McKinsey's 7-S framework, to develop recommendations for leadership consideration.



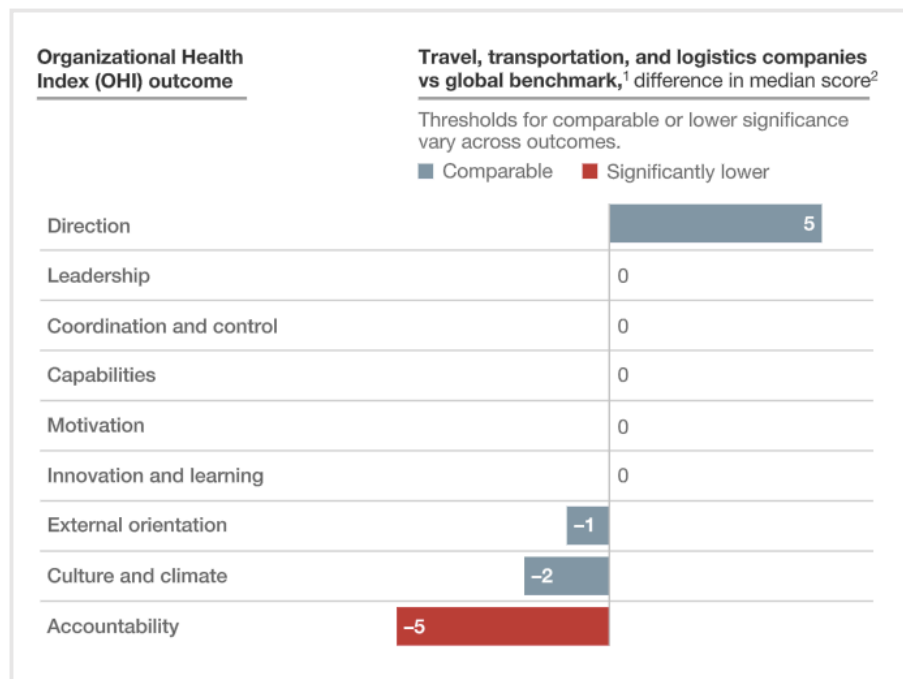
Accountability is Pivotal

Accountability is a personal choice to rise above one's circumstances and demonstrate the ownership necessary for achieving key results through a mentality of "See It, Own It, Solve It and Do It." – *Fix It: Getting Accountability Right*, by Roger Connors and Tom Smith



Understanding Your Organizational Health

A recent industry study shows that role clarity (clear organizational structures) and personal ownership (a culture of personal responsibility) are strongly correlated with improved accountability. However, research indicates transportation related organizations typically score below average on a few indicators of organizational health – specifically with external orientation, culture and climate, and accountability.

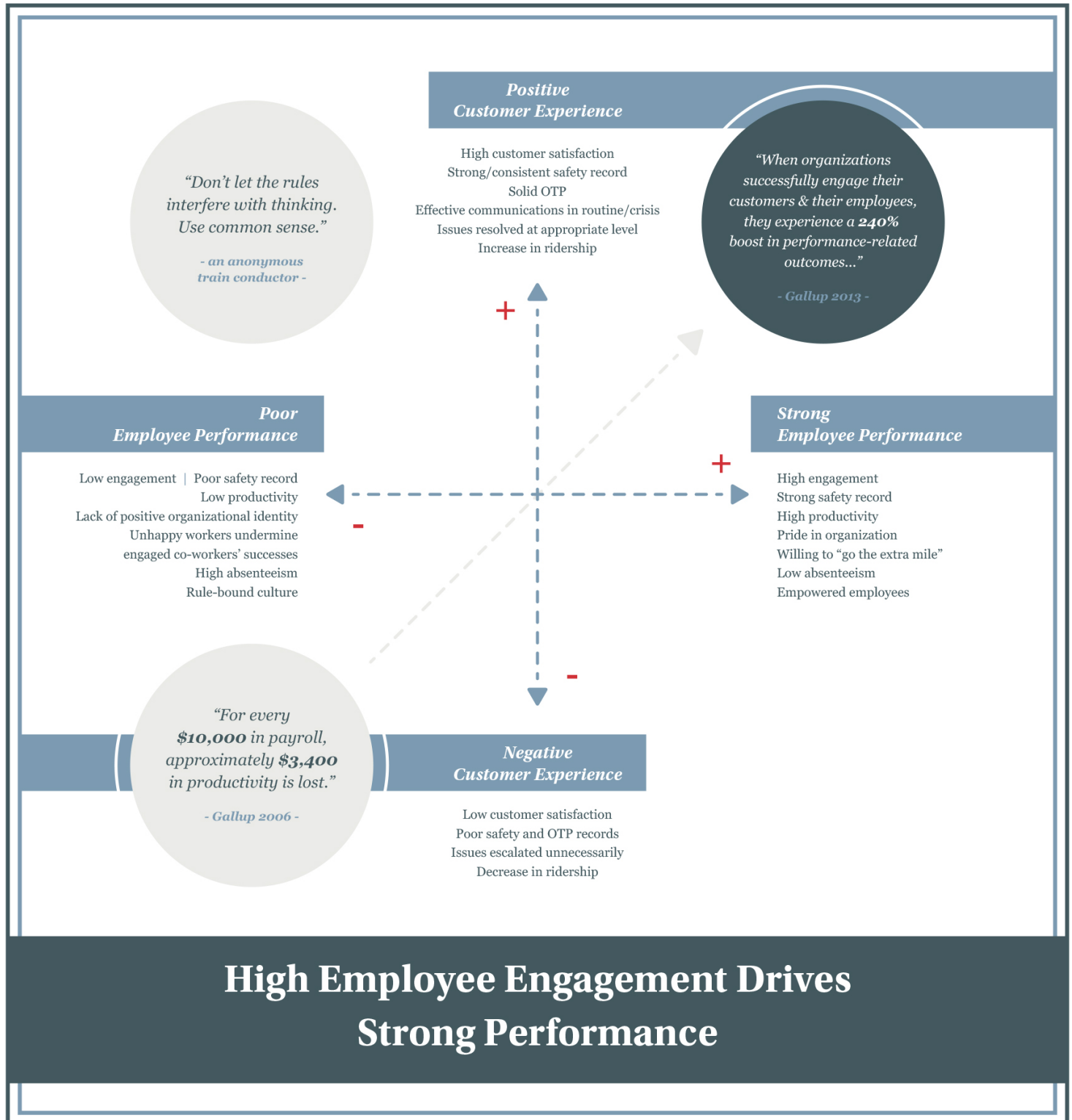



McKinsey April 2016 "Where Accountability Matters"

This poor score for the transportation industry and the finding that 70% of employees are disengaged in the US workforce calls out for the need for a transformation of the industry. Creating and executing a transformation heavily relies on employees understanding their roles and leadership's ability to create an empowered workforce.



The Impact on Your Organization





“If you give people **tools**,
[and they use] their natural ability
and their curiosity, they will
develop things in ways that will
surprise you very much **beyond**
what you might have expected.”

- Bill Gates

Facilitating Effective Change

The Team, Communication and Project Management

Our team includes leaders across transportation, infrastructure, engineering, and technology industries in order to offer the depth and breadth needed to support client needs and achieve objectives. At the beginning of our efforts, we will design a process for identifying contributing factors and strategies for increased employee engagement and empowerment towards the support of your organization's strategic goals. With over three decades of experience in the industry, The Wathen Group has built, designed and implemented effective employee engagement programs for organizations of any scale.

Kick-Off Workshop with Key Stakeholders

In any new initiative an organization begins, it is crucial to have key stakeholder buy-in and engagement from the start. We would have initial meetings with relevant parties and hold a kick-off workshop tailored for the tasks and overall project goal to clearly charter the full team. This ensures all hear the desired goals from all relevant departments and align on what success looks like coming out of the initiative. Following key stakeholder interviews, we often hold a workshop to identify the key metrics to measure employee engagement and to understand any specifics about certain roles and departments.

Employee Feedback

We use both focus groups and employee surveys separately and in combination as we work to determine the level of engagement that the employees have and to identify the issues facing the organization that can facilitate or hinder the creation and existence of an effective and strong safety culture. Over a third of organizations use focus groups as such forums for a cost-efficient and timely way to assess the environment for the level of employee engagement and identify major issues necessary for developing suitable action plans.

Ideally an organization would supplement the focus groups with an employee survey that can offer the opportunity to identify more granular data about employees and work units and to track changes over time of the effect of strategies taken. Such detailed research also helps to identify those work units that are doing well and those that may need some mitigation strategies and support to improve conditions.



Facilitating Effective Change



Roundtable and Facilitated Sessions

As part of creating overall buy-in and effective transformation for your organization, we find it can be extremely valuable to have roundtable discussions and facilitated sessions to receive constructive feedback.

In addition, we encourage the leadership team strategy sessions to address the SWOT analysis to create a shared vision and road map for action. Often times, that becomes the framework for a new strategic plan for the organization.



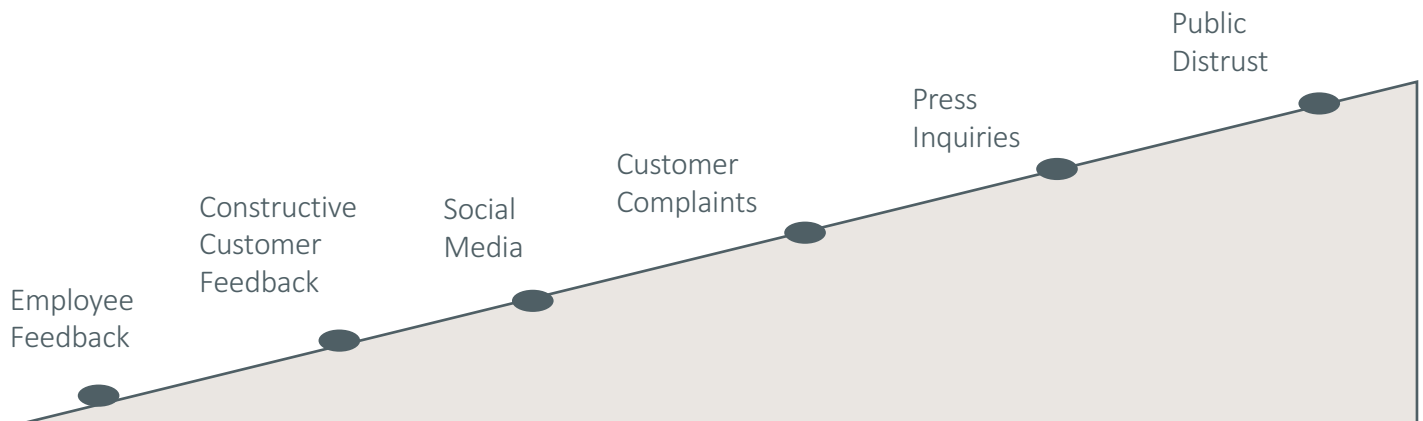
Measuring Your Organization's Performance

Benchmarking

Promoting best practices, collecting data to fully understand your performance in comparison to selected peers, and having standards for employee engagement goals enhances your efforts not only to deliver exceptional service but to also improve the quality of the talent at your organization.

Proper Feedback Serves as Early-Warning Detection

Ensuring your organization has a strong platform for your employees to engage and feel empowered to provide constructive feedback can also mean you are promoting a culture that can identify critical issues before they escalate.



Implementation Support

The Wathen Group will work with your organization to support the implementation phase of such strategic exercises. As an experienced change agent, we can help to build organization and individual capacity to make the changes, assist in creating a shared perspective of the changes and commitment for implementing the growth strategy. As part of the implementation process, we would recommend working with the responsible parties and key internal stakeholders to review agreed upon recommendations and facilitate the development of action plans and assignment of responsibilities and accountabilities. Once in place, we recommend on going monitoring as leadership strives to instill the changes into the policies and procedures.



Creating Continuous Improvement



Building Capacity for Your Organization to Thrive

The Wathen Group strives to build capacity for organizations at all levels through understanding and evaluating the current situation and facilitating enhanced performance in areas of employee, safety, operations, and customer experience.



Public Transportation Case Studies

Using *The Wathen Group* strategic framework, we have realized strong performance outcomes as identified in some representative case studies:

Case Studies	Strategies/Tactics	Outcomes
COMMUTER RAIL LINE <ul style="list-style-type: none"> Rail line suffered from poor employee morale, low customer satisfaction, low OTP, poor safety record 	<ul style="list-style-type: none"> Employee engagement: customer focused solutions; line safety committee Customer outreach: employee and paying customer focus groups; customer satisfaction surveys Communications: employee and customer forums and written updates 	<ul style="list-style-type: none"> 70% reduction in employee injuries in the first five years, 90% reduction in lost time in the second year Almost 50% improvement in customer satisfaction ratings (system wide: 7% improvement) Improved OTP
AGENCY RAIL INITIATIVE <ul style="list-style-type: none"> Poor rail service with new service launch resulting in high customer complaints, public, media and political complaints and poor staff morale 	<ul style="list-style-type: none"> Employee engagement: employee forums and tailored frontline training; created new frontline publication; created and delivered supervisory & management training program; created Communications Advocate position for frontline coaching Customer outreach: focus groups, customer satisfaction surveys; customer forums; seat notices Operations: targeted short term, medium and long term improvements with employee and customer feedback 	<ul style="list-style-type: none"> Measurable results in 6-9 months Improved OTP, positive customer feedback, improved frontline employee performance; improved media reports Following up from an industry roundtable, an additional agency replicated a customer focused approach using this training model and initiated Communications Advocate program
PUBLIC TRANSPORTATION AGENCY TRANSFORMATION <ul style="list-style-type: none"> Light rail, bus and paratransit regional agency with hostile work environment, limited safety and customer focus 	<ul style="list-style-type: none"> Employee engagement: employee forums and tailored frontline training with companion supervisory and management program Restructured customer complaints system to link to decentralized supervisory and management accountability Operational safety: realigned organization to increase safety focus and linked frontline employee performance metrics for tracking risky employees 	<ul style="list-style-type: none"> 50% reduction in customer complaints in first two years of program Improved safety record and PTSTB's official acknowledgement of improved operational safety performance after agency review 10% reduction in employee absenteeism 5% ridership increase – first in 9 out of 10 years CUTA cited cultural change program as industry benchmark

