

CASE STUDY

From Key-Person Dependency to a Repeatable Management System

How a high-growth, publicly funded organization moved workforce management from leader-by-leader practice to organization-owned infrastructure.

92%

staff retention
APRIL OPERATING CHECKPOINT

+7 pts

above the 85% target

CLIENT CONTEXT

High-growth | Publicly funded | Regulated operating environment

Workforce + management infrastructure

THE EXECUTIVE PROBLEM

The organization had grown faster than its management infrastructure.

Recruitment, onboarding, role clarity, communication, performance, and support varied by leader. Critical knowledge lived with a few people, creating uneven employee experiences, management friction, and turnover risk. In a growing organization, that variability made execution harder to stabilize and scale.

SERVICES DEPLOYED

Organizational Change, Workforce & Adoption

Business Process Improvement & Management Systems

Organizational Capacity Building

Performance Management

THE OPERATING SHIFT

PERSON-DEPENDENT

Manager-by-manager practices
Informal knowledge
Variable expectations



SYSTEM INSTALLED

Roles + accountability
Management routines
Common tools + standards



MORE RELIABLE EXECUTION

Stronger role clarity
More consistent management
Repeatable workforce systems

CLIENT IMPACT

92%

staff retention

+7 pts

above target

9

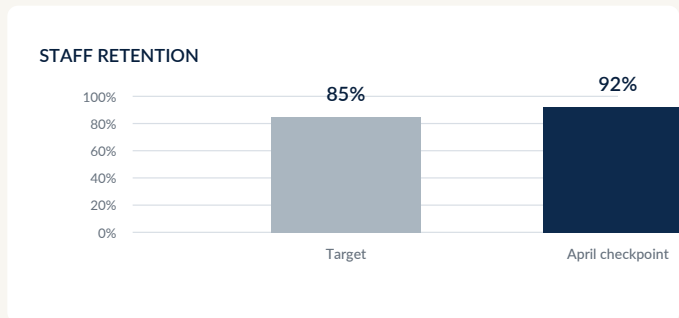
workforce + management areas addressed

WHAT CHANGED - AND WHY IT MATTERED

Five operating changes moved the work from individual practice to organizational capability.

OPERATING ISSUE		SYSTEM INSTALLED	WHAT IT ENABLED
01	Role ambiguity + uneven ownership	Role & Accountability Architecture	Clearer responsibilities, management expectations, ownership, and escalation.
02	Manager-dependent onboarding	Standardized Onboarding	A more consistent new-hire experience with common checkpoints and manager accountability.
03	Informal communication + follow-through	Management & Communication Routines	Recurring check-ins, clearer channels, and earlier intervention when issues emerged.
04	Variable performance practices	Performance & Development System	Common expectations, feedback, support, and development connected to role needs.
05	Knowledge concentrated in individuals	Capability & Ownership Transfer	Critical workforce knowledge embedded in tools, routines, and organization-owned processes.

EVIDENCE



WHAT IMPROVED

- 92% staff retention at the April operating checkpoint
- 7 points above the organization's 85% target
- Stronger role clarity and management consistency
- Repeatable onboarding, communication, performance-management, and employee-support systems
- Reduced dependence on individual leaders to carry critical workforce knowledge

"The difference was the system. We went from relying on individuals to having a clear, consistent approach that supports and develops our people."

LEADERSHIP TEAM MEMBER