

PacifiCorp

Electric Utility | \$1B+ Revenue | 3,000+ Employees

\$33M Revenue Increase + 30% Workforce Reduction — Both Exceeded Simultaneously

SITUATION

PacifiCorp set two goals most organizations would treat as mutually exclusive: increase revenue by \$33M while reducing the workforce by 30% through attrition — not layoffs. The challenge was organizational redesign at scale, without triggering union conflict, without disrupting operations, and while maintaining the workforce trust that would make attrition-based reduction even possible.

APPROACH

- Led comprehensive assessment and organizational design using a Process Centered Organization model
- Managed union collaboration and validation throughout the redesign — keeping all parties aligned with no adversarial conflict
- Identified and addressed foundational cultural barriers preventing change from taking hold
- Built internal capability and methods so the organization could sustain improvements independently

RESULTS

- ✓ Both goals exceeded — revenue increased by more than \$33M, workforce reduced by 30%+ through attrition
- ✓ Workforce productivity significantly elevated, with methods institutionalized in management practice
- ✓ No labor conflict; workforce trust maintained throughout the transition
- ✓ Company positioned for a successful sale to a Warren Buffett Energy company