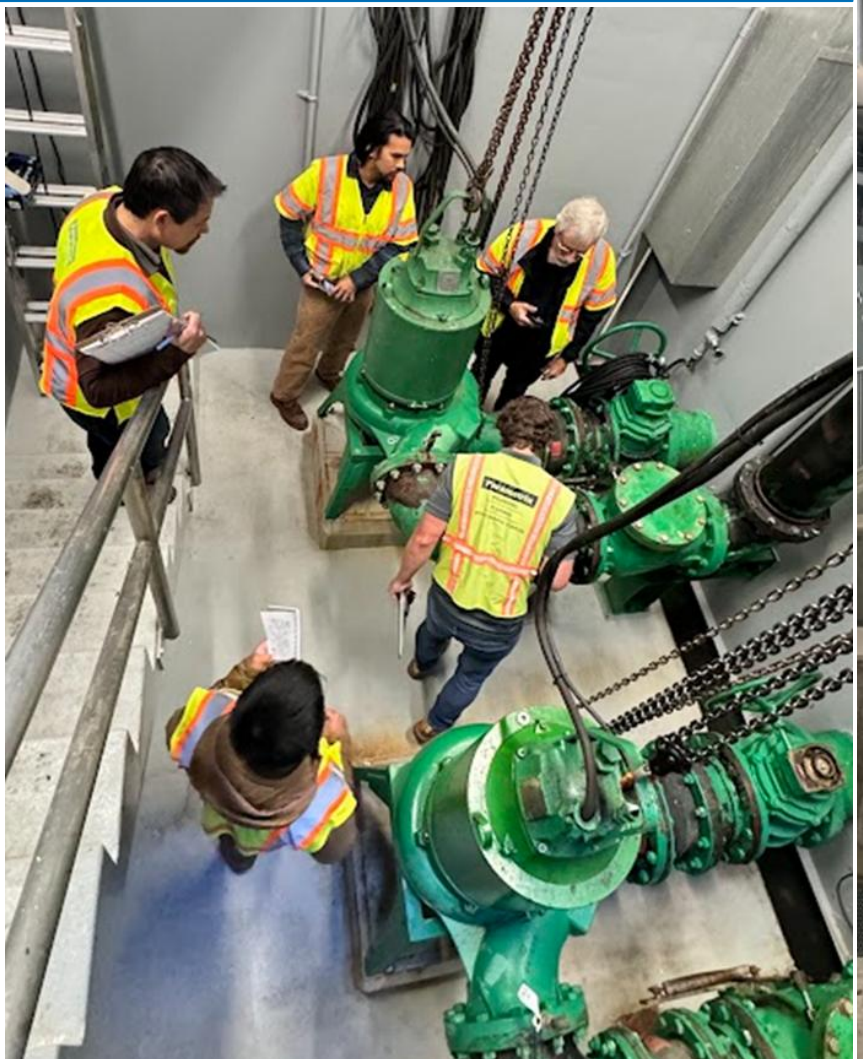
Growth by Design: Restructuring a Division for Talent Development and Sustainable Growth

Mari Orama, EdD, PE, PMP
JC Hungerford, PE







May 7, 2026

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Agenda

- Introductions
- Growth and Structural Strain
- Design Intent & Goals
- Structural Design
- Implementation
- Outcomes and Impact
- Next Steps
- Lessons Learned

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Introductions



Mari Orama, EDD, PE, PMP
Growth & Strategy Lead for Water



JC Hungerford, PE
Regional Division Manager

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Growth & Structural Strain

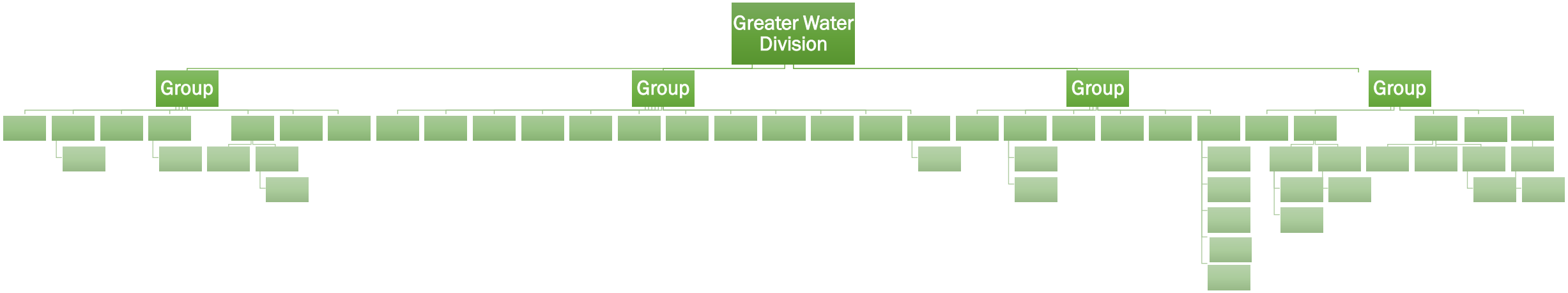
Why intentional structural design matters

Work processes become more inefficient and dependent on a few key people when teams grow fast.

Redesigning structure allows us to stop addressing symptoms and start restructuring the system that supports our team.

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Growth & Structural Strain



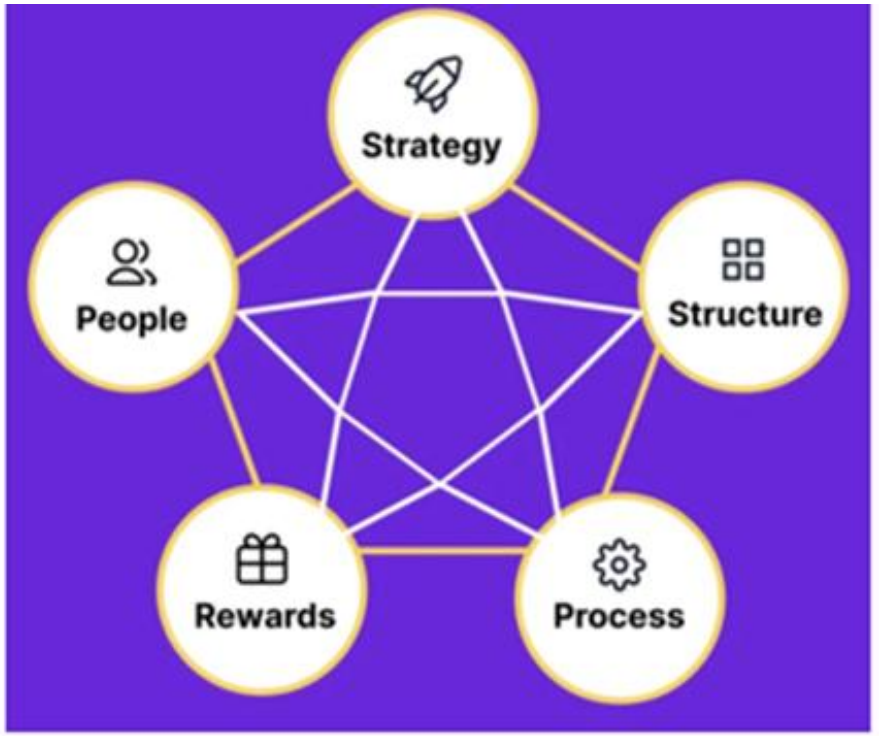
2022 GWA Water Division Organizational Chart

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Design Intent

Galbraith's Star Model highlights five organizational components:

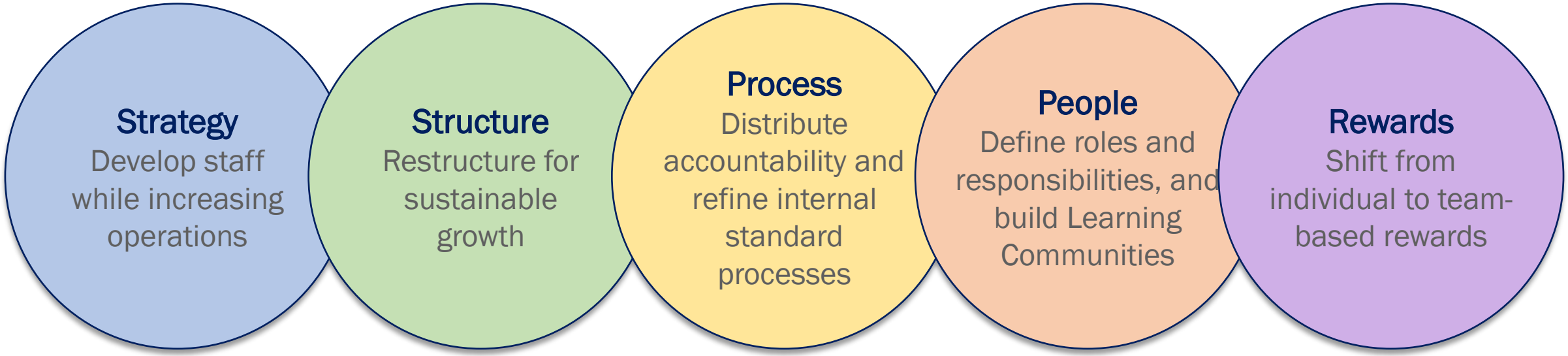
- **Strategy** – Growth and development.
- **Structure** – Scalable team design
- **Processes** – Standardized execution.
- **People** – Build capabilities, define roles.
- **Rewards** – Aligned incentives.



Galbraith's Star Framework for Organizational Design

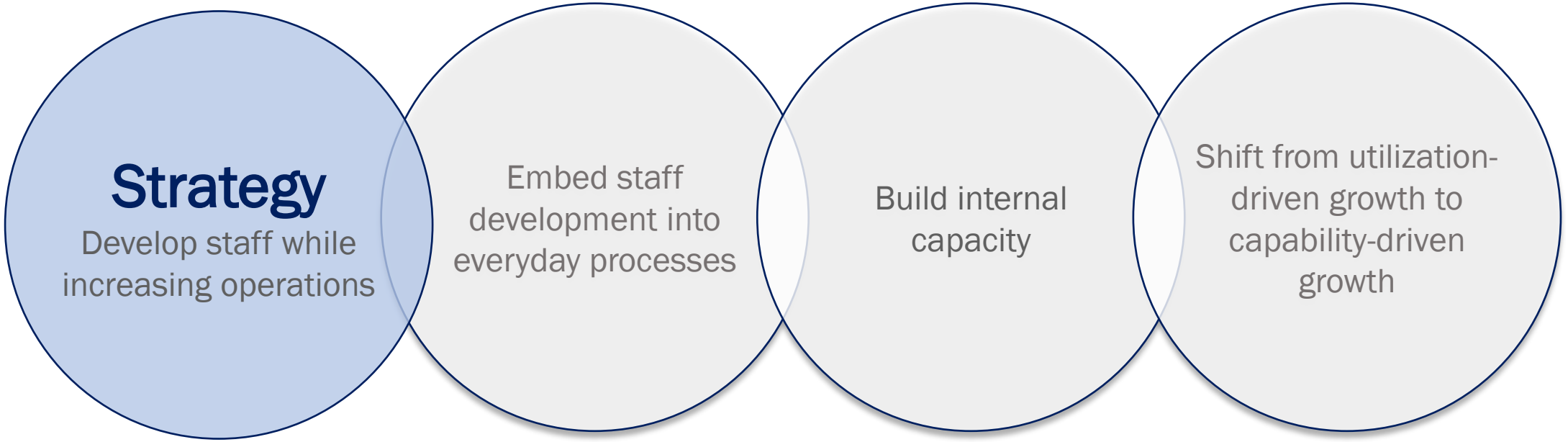
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Design Goals



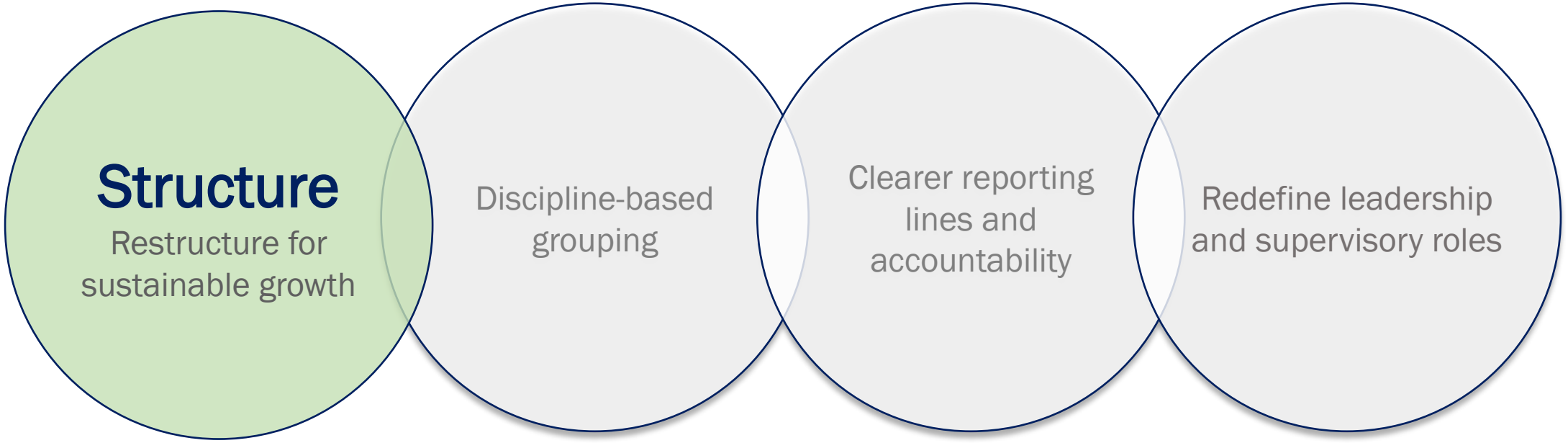
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Structural Design



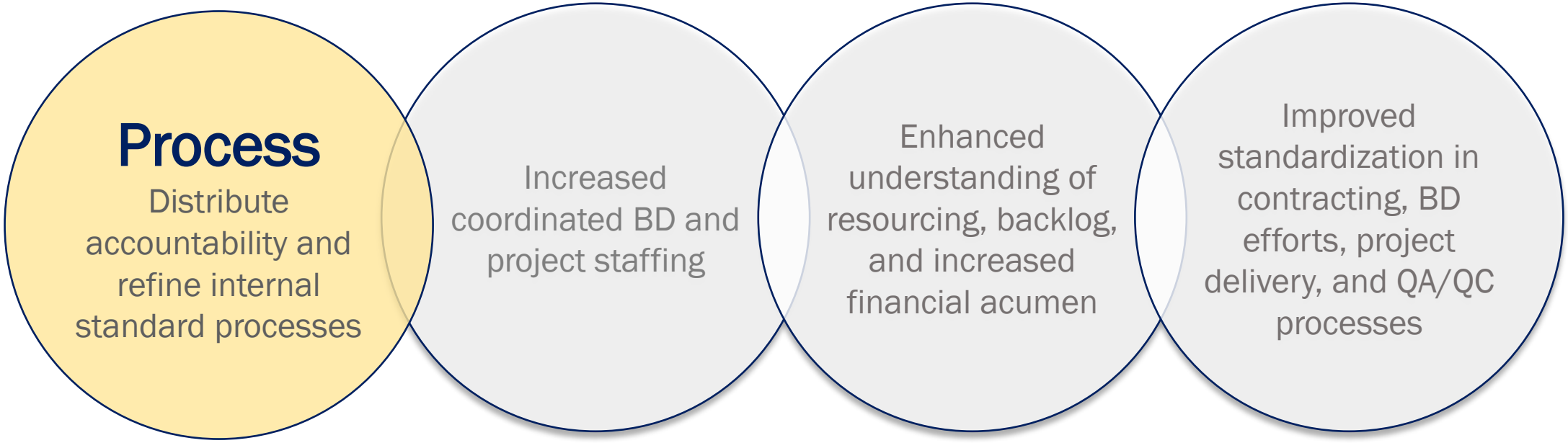
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Structural Design



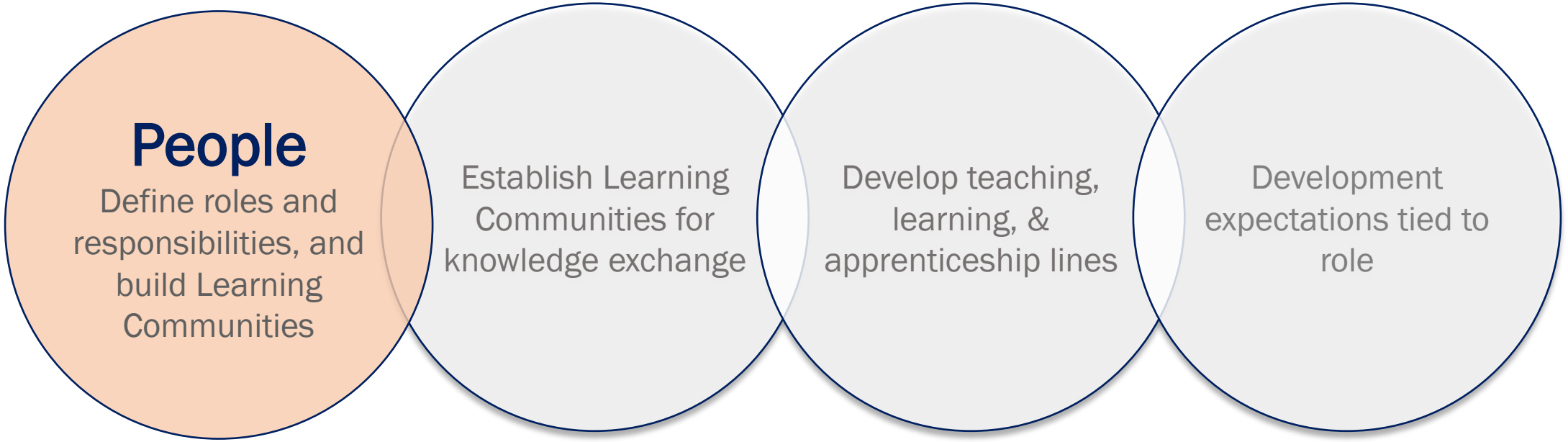
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Structural Design



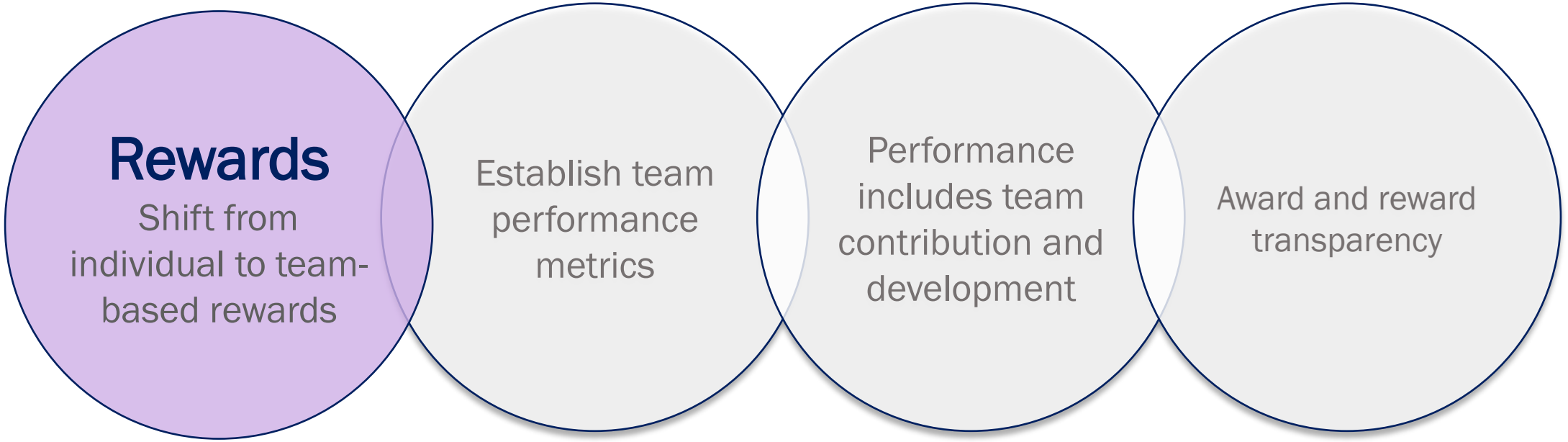
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Structural Design



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Structural Design



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Implementation

Approach

- Transparent communication
- Phased transitions
- Reinforced expectations

Challenges

- Resistance change/ Status Quo
- Utilization pressure
- Skepticism of new structure

Adjustments

- Iterative refinement
- Balancing delivery priorities and staff development
- Leadership alignment

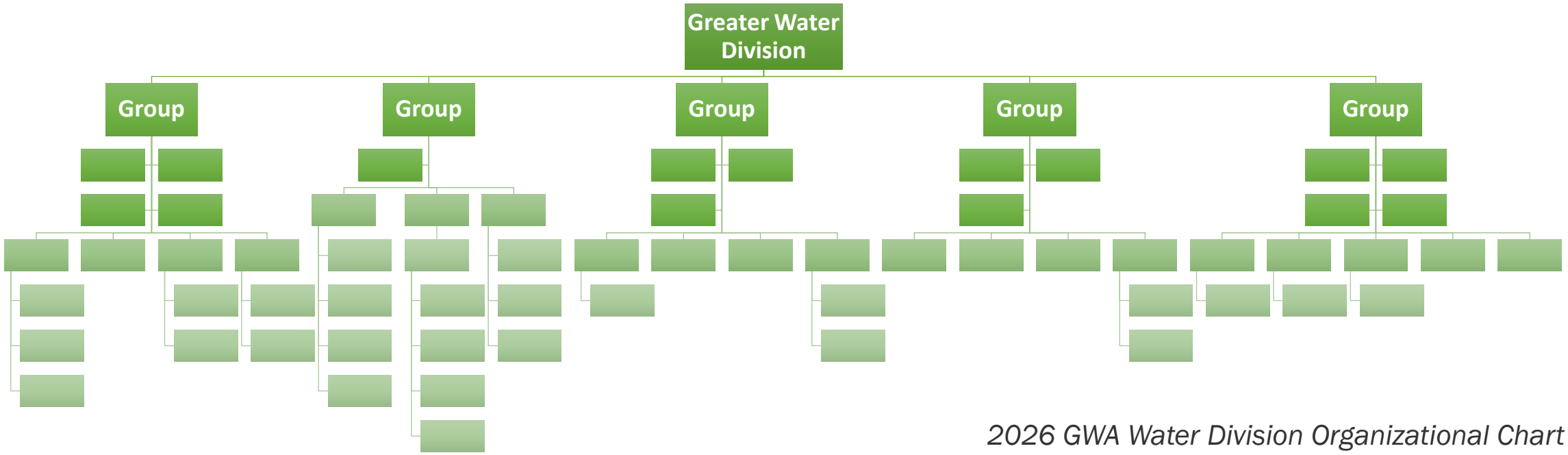
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Outcomes and Impact

Strategy	Structure	Process	People	Rewards
Shift from reactive delivery to planned, scalable growth	Distributed ownership and collaboration across defined teams	Increased standardization in execution across teams	Reduced stagnation and turnover	Leadership alignment with team development and system expectations

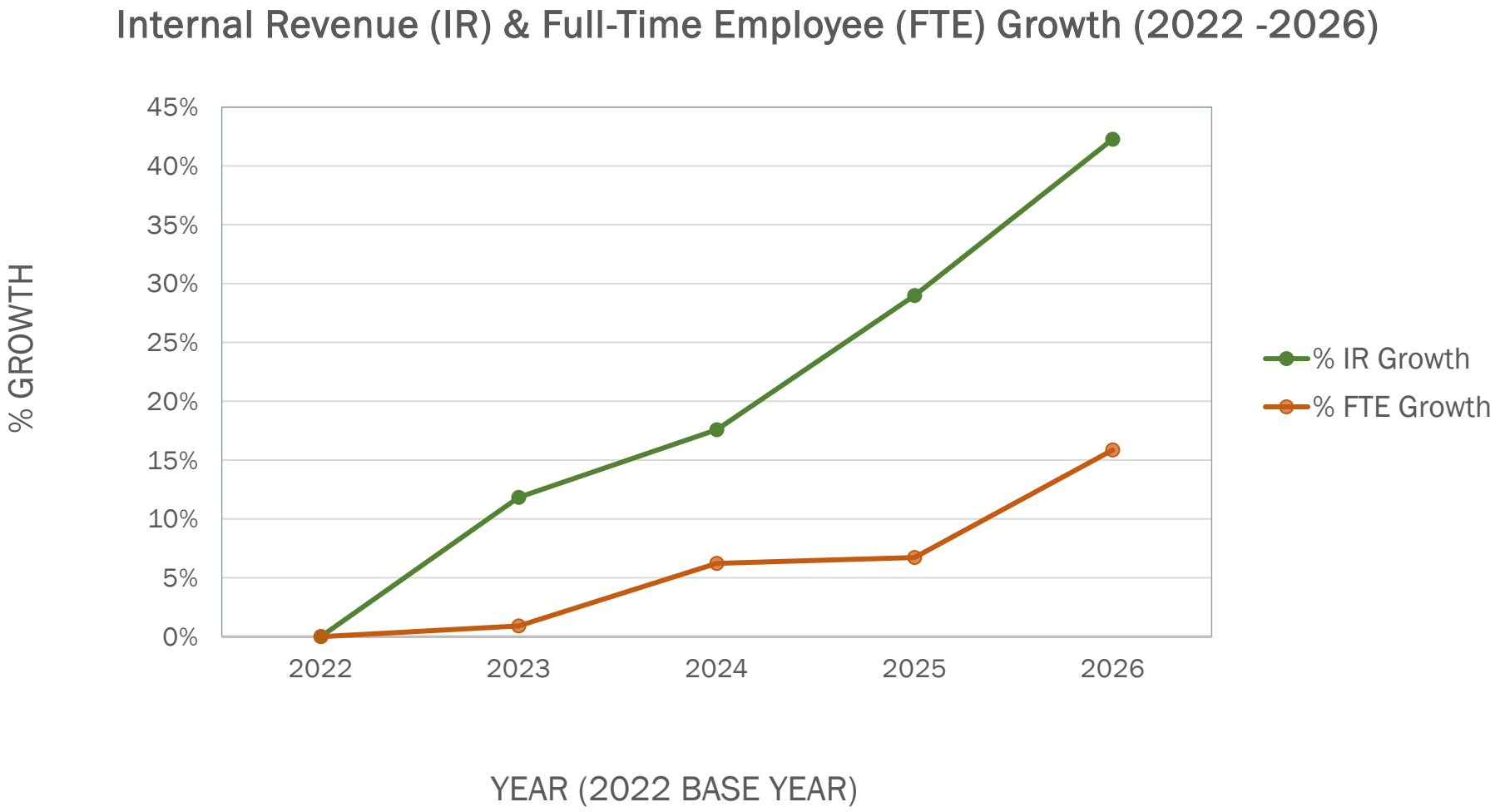
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Outcomes and Impact



2026 GWA Water Division Organizational Chart

Outcomes and Impact



Next Steps

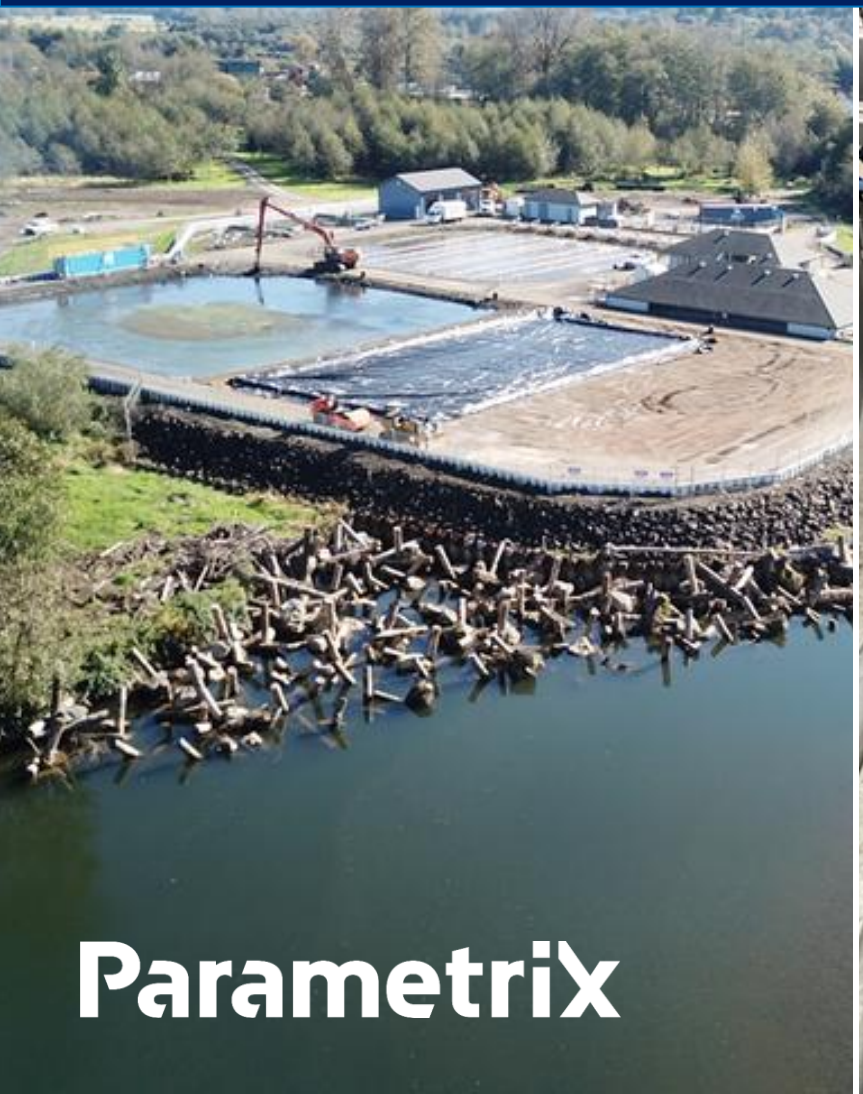
Formalize Framework	– Document roles, responsibilities, development expectations, and learning community framework
Institutionalize Learning	– Continued allocation of budget/time for development – Mentorship expectations tied to performance reviews
Divisional Strategic Plan	– Integrate continued balance between delivery and staff development in strategic plan – Workplan for prioritized initiatives and division culture

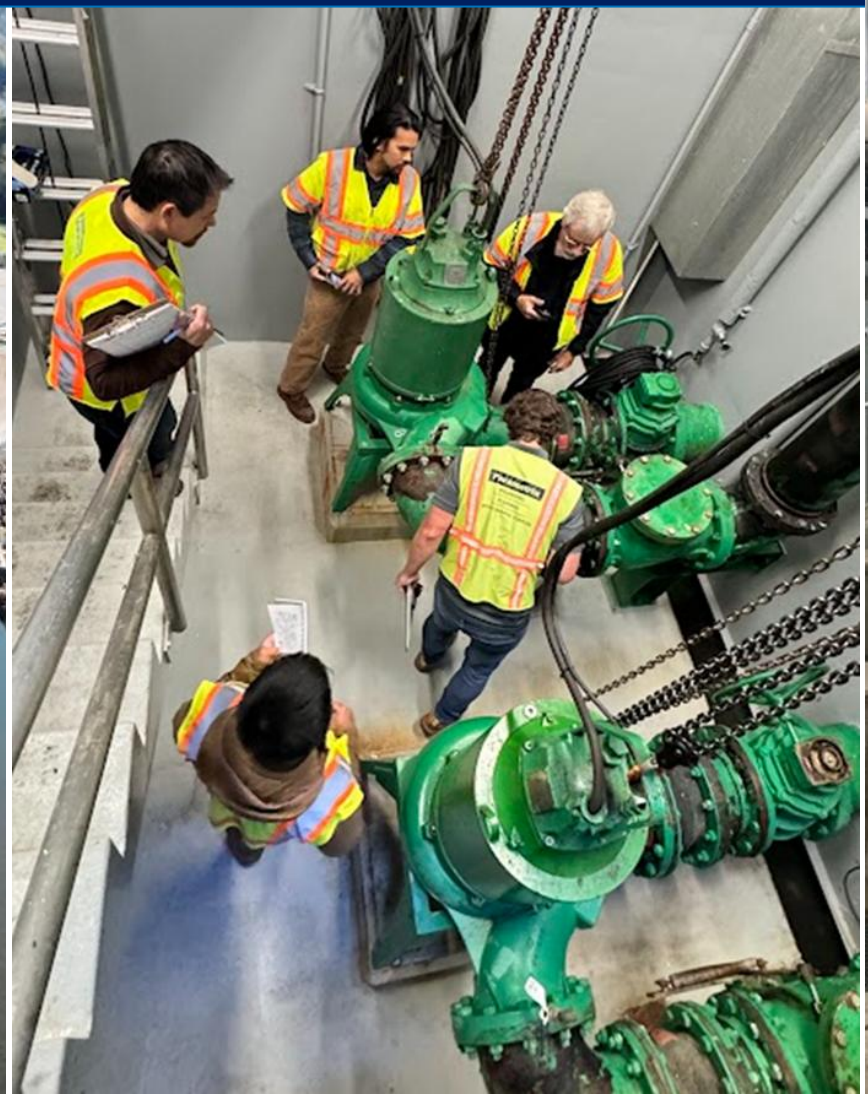
Lessons Learned

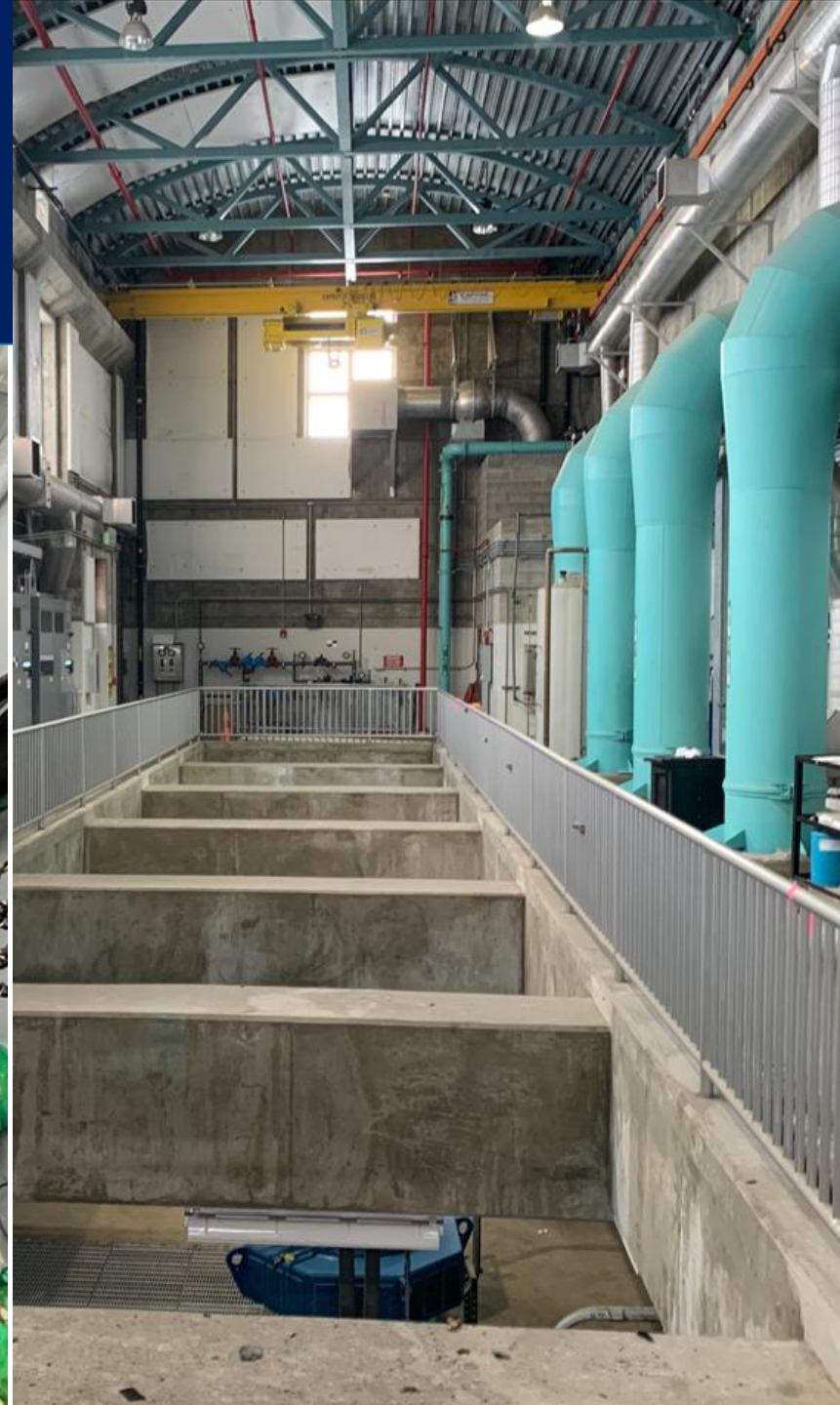


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Thank you!







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