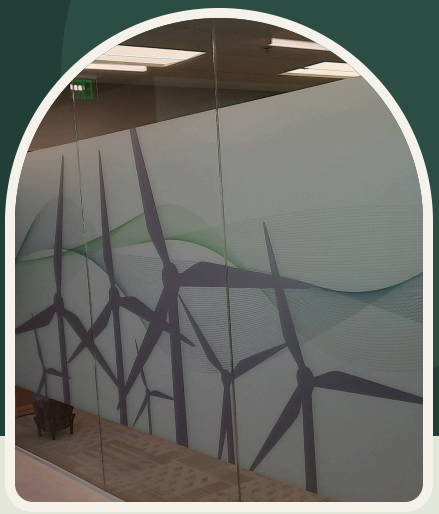
CASE STUDY · ORGANIZATIONAL TRANSITIONS

Two Companies, One Office: *Leading Through Transition*

Keeping a lean team steady through a relocation, a combined office, and a pandemic.



MY ROLE
HR Business Manager, Third Planet Windpower (TPW), 2019–2023

I OVERSAW
HR, risk, IT, payroll, business functions, and executive support

MY PART
Supported the CEO-led 18,000 sq ft HQ build-out, alongside my full-time role

The situation

My former CEO recruited me back to TPW. By then, they were running two renewable energy companies, one in South Florida and one in San Francisco, and flying coast to coast between them. It was exhausting for them, and hard on employees who needed to reach them. TPW was a small but mature team. TPW had to hold steady as the affiliated company, NaturEner USA, braced for organizational changes. TPW had been through its own headquarters move from California to Florida during my earlier time there.

The challenge

Soon after I started, NaturEner USA's HR leader left unexpectedly, and it was clear the structure needed to change geographically. NaturEner had been in San Francisco because its founding CEO was based there, and he was no longer there. Moving the companies closer together could cut travel costs and wear and tear, improve communication, and lower labor, tax, rent, and operating costs. I recommended it. We explored locations, and the CEO settled on South Florida, with both companies in one building as separate entities and shared facilities. Then COVID hit. Stay-at-home orders stopped flights, and construction had already begun. In 2022, NaturEner USA was sold and TPW had to move out again, in about six phases of moves and closures over three years.



Construction in progress on the new floor



Conference room, carpet going in



The finished room

What I did

- Supported the CEO-led construction and renovation of an 18,000 sq ft floor, focusing on finishes and troubleshooting, and coordinated temporary space and office moves for teams across multiple phases.
- Ran the relocation of new and transferring employees, with a $500,000 combined employee relocation budget.
- Upgraded TPW's IT, including servers and hardware projects.
- Revised COVID policies and practices, and guided employee communications as conditions changed.
- Helped set priorities as conditions changed. Safety and keeping the wind farm running came first. Furniture, paint, flooring, data, voice, and finishes came after.



The finished lobby: both companies, one wall

The result

- Employees kept their jobs and benefits during the pandemic, which many industries couldn't offer.
- Operations stayed up, including the wind farm and the electricity people relied on to work from home.
- Two offices became one, with lower rent and operating costs for both companies.
- Morale improved, with more space and less strain on the team.
- TPW stayed stable through the sale and the moves that followed.

Safety and keeping operations running came first. Everything fancy could come later.

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