



SPRINGBOARD  
INTERNATIONAL

## One Team's Operational Review: A Process Improvement Case Study by Springboard International

### THE CLIENT

This national organization supports its membership of college and university institutions through a wide variety of programs and activities. The approximately 1,000 employees build alliances and provide ongoing services to the organization's members and other related parties.

### THE PROBLEM / OPPORTUNITY

A new vice president tasked a selected Review of Internal Systems and Efficiencies (RISE) team to examine their department's internal operations and systems, to identify any challenges, and to develop specific recommendations for improvement. This intradepartmental team of seven employees was given a six-week window to accomplish this charge.

### THE SOLUTION

The Springboard team and the RISE team collaborated to review the results of a departmental survey, internal interviews and a summary from recent campus visits that helped identify issues and challenges. The Springboard team then facilitated a four-day intensive session with the RISE team during which the group mapped the "as is" state for the department and then considered both internal and external stakeholder perspectives. Once the team completed the mapping, they then identified specific "chokepoints" or areas of improvement across the department, and then captured 46 actionable recommendations that they presented to the Vice President at the end of the week.

### THE RESULTS

The charge was successfully completed – the team identified operational and system challenges and identified opportunities to improve efficiencies within the department, they developed controls into their processes, and they now promote innovation as an expectation within the department. Within two weeks, the department had already begun implementing the changes. The RISE team chair stated, "We, as a department, had non-specific, generalized feelings that there were efficiencies but no one could get their arms around them. The Springboard team guided us through this process quickly and we now know how to improve our department's operations."



For the first time, in two decades, we have a firm handle on where the efficiencies are and how to go about attacking them.

— Director within the department

