

PROVIDED A NON-PROFIT TEAM A NEW WAY TO WORK TOGETHER TO SERVE ITS ASSOCIATION MEMBERS' NEEDS BETTER

SITUATION:

- A non-profit association continuing education department needed a way to cut costs and work more efficiently given the downturn of the economy affecting membership numbers.
- New leadership needed a way to gain stakeholder commitment and buy-in to support the new vision.
- They needed to change their ways of working from short term crisis management to longer term proactive planning and thinking.
- Many processes were manual, complicated, and redundant.

ACTIONS:

- Interviewed each team member and leader and assessed all existing processes to determine potential opportunities for improvement.
- Performed an initial analysis of cause of effect of significant problems.
- Designed and facilitated a session to enable team members to share frustrations, identify causes of problems, and decide on solutions.
- Provided recommendations for aligning team members with the vision, improving ways of working together, and providing better customer service.

RESULTS:

- What was initially a process improvement initiative, turned out to be focused on departmental team cohesion in a period of significant change. Team members had a much better understanding of where the department was headed and what changes need to be made in order to achieve the vision.
- Team members are now able to embrace the new leader's vision with an understanding of how each member will contribute to a new way of working as a team instead of individual silos.
- A plan to incorporate quality in processes.
- Director: *It didn't take you long to figure out the problems with this group... Your recommendations were right on.*