

operational effectiveness

challenge

A fast-growing software company was unable to keep pace with the escalating workload. Due to a phase of high growth, their processes were unable to scale with their success and had become fragmented to the point that team members were no longer able to support each other effectively. The resulting strain on the organization led to single points of failure, overwhelming work spikes, the inability to integrate new team members, and the risk of burnout for key team members.

solution

Opportunity Assessment. In consultation with the executives and owners, several possible opportunities for improvement were identified. Through interviews and reviewing existing artifacts, the team's current state of maturity was determined. Each opportunity was scored based on how rapidly it would impact the business and how much effort was required. From this approach, RAW and the client selected a final set of initiatives for focused work.

Improvement Plan. Through a user-centered, participatory design process facilitated by David and Cory, the team developed consensus for an 18-point improvement plan. Each team member took the lead on action plans for their development area with a strategy for complete transparency to every other team member, and full buy-in for their part of the plan.

Implementation Coaching. Transparency, accountability, and progress among all team members was maintained through a series of regular meetings with team leaders. The team was able to remove obstacles promptly as they were identified, and was able to maintain visible progress.

benefit

In less than one quarter, the team dramatically increased their effectiveness and has brought business processes in line with the scale of their rapidly growing business. Quality customer interactions could be maintained across team members, and the team is able to distribute its workload again. Stress on key team members has declined as new team members are able to integrate quickly.

