

Burdened by fragmented roles, outdated systems and low morale, a large educational institution faced growing operational risk — until a bold, data-driven assessment turned crisis into a catalyst for lasting transformation.

The challenge

At a pivotal moment, a leading educational institution found its business and administrative operations under strain.

Staff members were stretched thin, juggling five to 10 unrelated responsibilities — finance, HR, IT, communications — with little opportunity to focus or specialize. Outdated systems and inefficient processes compounded the problem, slowing routine work and increasing the likelihood of errors.

Morale plummeted as “do more with less” became the norm. Frustration and disengagement took hold, and the risks were no longer abstract. Without intervention, operational instability threatened not just efficiency, but the institution’s ability to support its broader mission.

Our solution

Rather than apply incremental fixes, Segal led a comprehensive, enterprise-wide assessment. Our team engaged more than 400 stakeholders across functions and levels to understand both root causes and lived experiences.

Through in-depth interviews and operational analysis, four interconnected drivers emerged: fragmented roles, inefficient workflows, outdated technology and declining morale. Addressing one without the others would not be enough. The path forward required an integrated, practical response.

The institution began by redefining roles and responsibilities, shifting from multi-role generalists to functionally aligned teams, ensuring critical areas such as HR, finance, IT and communications were supported by dedicated expertise.

From there, legacy processes were re-engineered to remove redundancies, streamline approvals and eliminate manual workarounds. Automation and AI were introduced where they could meaningfully reduce administrative burden and improve consistency.

Technology platforms were modernized and better integrated, creating a more intuitive experience for users and enabling smoother day-to-day operations.

Finally, a deliberate culture initiative elevated transparency, expanded communication and prioritized employee engagement — turning uncertainty into renewed pride and commitment.

The results

Leadership embraced the new direction, and the assessment wrapped in just 100 days — without a single layoff.

As structural changes took hold, workloads became more manageable and processes more efficient. Staff experienced the difference in their day-to-day work, creating space for career development and growth.

Operational risk was significantly reduced. The institution preserved critical knowledge, stabilized service delivery and strengthened compliance, laying the groundwork for more sustainable operations.

With stronger systems and a more engaged workforce, the organization is now positioned to meet accreditation standards, enhance its reputation and deliver a better experience for both students and staff.

What began as a crisis became a catalyst for lasting change. Grounded in data-driven decision-making, the institution now has a durable foundation for continued progress — and the confidence to build upon it.

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