

A case study – using a capability framework to support the people agenda during change

Potential2Achieve were engaged by the IT function of a global manufacturing industry to support the function's transformation to becoming a progressive, lean and agile value-added partner. The people agenda for this transformation articulated a desire to move from a technology-centric (traditional IT) department to a customer and business focused function aligned to the overall strategic aims of the organisation. A key element of this transformation focused on the skills required to implement partnering with business functions. It was acknowledged at the outset that a fundamental shift of skills requirements would necessitate a review of job-roles and an assessment of individual capabilities which could result in wide-ranging people development needs and even displacement of individuals whose skillset was too far removed from future requirements. The development of a capability framework was commissioned to support the transformation process.

The deliverables for the project were to:

1. Create Capability Framework:
 - i. Identification of core skills through interview, observation, input from external 'best in class' organisations and academics
 - ii. Definition of "Foundation/Competent/Advanced/Expert" levels
2. Map key roles to framework and skill levels:
 - i. Tested with stakeholders and users
3. Create Self-assessment and Development Tool:
 - i. Assessment by self and line manager
 - ii. Enabling development discussions
 - iii. Benchmarking against role profile
4. Creation of Learning Academy web-portal:
 - i. Including capability framework, role profiles, self-assessment tool and links to external learning and development resources
 - ii. Map to existing learning and development solutions
 - iii. In partnership with specialist external provider
5. Self-assessment development and roll-out:
 - i. Upskilling of line managers to undertake assessment and development discussions
 - ii. Aligned with annual performance management process

Potential2Achieve led the project facilitating the appropriate expert and specialist input as required, working in partnership with the project manager from the IT function. The deliverables were successfully implemented in a 16 week period meeting the requirements of the governance group and sponsor. Feedback from end-users was positive, specifically mentioning the ease of use and simplicity of the development tool and web-portal. The sponsor commented specifically on the value gained from having external and academic input to the process.

The contribution of this project to the organisation was primarily to aid the transformation of the IT function. The capability framework was an important and fundamental step to kick-start the people agenda. The transformation continues with a robust set of capabilities and development plans. Future next steps are the creation of a bespoke suite of learning programmes aligned to the capabilities and using them for talent assessment and succession planning.