

Organisation Transformation Case Study

Raise the Performance Bar

Situation

The client is a global distribution centre with operations in over 33 countries. We were asked by their CEO to find ways in elevating their employees performance standards to cope with their aggressive growth plan. The scope of the project focused on one distribution centre in Shanghai exclusively supported one of their key customers . The plan was to find out from the key customer their business development goals, future skills set required in order to determine the desired business state. Then followed by re-evaluating the current performance level of critical roles and people. The aim was to re-establish a new set of people competencies design for the future and come up with a development plan to bridge the performance gap.

Project Goal

The business goals and objectives for this project focused on implementation of an assessment and developmental process for the designated distribution centre in Shanghai that:

- Identifies the core capabilities required of critical positions
- Facilitates an understanding of where the skills gaps exist
- Defines where to build the core capabilities of critical positions
- Enhances the ability and effectiveness of staff to perform their jobs
- Provides templates which is easy to use, flexible and reliable for future use in different business units

Project Deliverables

The following deliverables were agreed and achieved in the given time frame

- Core Competencies or capabilities for identified critical positions
- Expected proficiency level required of the particular skills
- Skills assessment template for teams and individuals
- Summary assessment worksheets to indicate organisational, team and individual skills gap
- Suggestions on relevant learning solutions to build the core capabilities identified
- Business Managers & HR being trained on the use of assessment tools

Implementation Strategy

The Founder and Director of Inspiring Minds, who was the Project Lead of the entire transformation project formed two project teams- The Steering Committee and the Implementation team.

The steering committee comprised of CEO, the client SVP and Head of the Distribution Centre. The committee's key role is to make strategic decisions, alignment of project direction and approval of competencies.

The project team included selected DC supervisors, HR and job analysts to document the job role, specifications and write current and future competencies need.

Key Approach:

- determine the future competences need
- identify the principal outputs of key functional areas
- establish the critical competencies of specified jobs and establish the required proficiency levels
- validate the competencies identified with the Steering Committee
- assess current levels of performance against the desired competencies
- socialise employees at different levels of performance expectations
- design developmental interventions to address performance gaps and opportunities

Results

The client and her customer was delighted about the achievements and results in a period of 4 months time. That included:

- a complete set of competencies for critical positions with proficiency level description (English and Chinese version)
- assessment results for all employees from operation level to senior managers and key gaps identified for which roles and which particular competency
- a booklet of mapped developmental interventions
- the client's partner customer made a mandatory practice that all of their distribution centres in Asia adopt this competency modelling approach in terms of assessing and implementing the developmental interventions
- a regional executive committee was formed to track progress of the developmental interventions
- The project was awarded the Bronze prize for Excellence in Organisation Development in 2016