



## CASE STUDY

### **ALIGNING LEADERSHIP CAPABILITY WITH A NEW STRUCTURE**

*for an Global Outsourcing Organisation*

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# ALIGNING LEADERSHIP CAPABILITY WITH A NEW STRUCTURE

## The Situation

The Asia Pacific Service Delivery arm of this global organisation was the core business unit that supported the outsourced services business, managing desk-top and infrastructure support, security services, data-centre hosting and disaster recovery services.

The Service Delivery group was experiencing rapid and significant change focused on two strategic initiatives: improving the quality of service and reducing the cost of delivery. The entire business was transitioning at individual, group and organisational levels.

The critical change drivers included: improved service consistency, reduced cost of delivery, protection of the customer base, preservation of customer intimacy, continuous transformation and profitable growth. Leadership of this new group was critical to driving these benefits.

## The Challenge

- Re-design the structure of Service Delivery group in alignment with the new strategic imperatives, whilst maintaining seamless service delivery. There could be no disruption to clients and services; standards needed to be maintained. There was also a need to ensure that 1,000+ staff were engaged and kept 'on-board'
- Develop a strategy to align the existing capability within the Service Delivery group to leadership roles and assist in the selection/appointments of the new leadership team
- Profile the new leadership roles, quickly assess current incumbents and new applicants (internal and external) against those profiles, using a rigorous assessment centre methodology; and put in place development plans where there were capability gaps



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## The Outcomes

A new structure was designed and delivered the following business benefits:

- Improved ownership and accountability
- Greater transparency of services through functional alignment
- Improved structural flexibility to support continuous improvement initiatives
- Stronger operational interface between Service Delivery's internal and external customers
- Eradication of the silo culture
- Improved career progression and development
- Reduced management span of control

The new structure was designed and transitioned to, in less than 2 months, with minimal disruption to service delivery.

Leadership roles were quickly defined, key competencies identified via detailed job descriptions and frameworks. Applicants (internal and external) were assessed against these frameworks, using our Assessment Centre Methodology, to ensure alignment to the desired standards, and independent assessment of capability. Leadership roles were fully filled within 2 months of the re-structure.

## What Our Clients had to say....



*"the quality of assessments I'd rate highly. The quality of the output in terms of reporting, I would have rated high to begin with but I would rate even higher towards the end..."*

*"The process actually evolved to our needs during the whole exercise"*

*"The process and exercise, "...provided a level of either assurance or sanity over some of the decisions we were...looking to make"*

*"The exercise and results "...helped me to make probably some better decisions, certainly in terms of appointments that I would have made...I would have made otherwise"*

*"...in a short period of time, the turnaround has been dramatic and recognized, recognized at the senior levels"*

*"We have a good foundation in place and have good leadership in place...its really the continual development of that leadership..."*

*"We picked the right partner to help us do it to be honest. ...it could have been completely different. We could've still been struggling along at this stage"*