



Case Study

“Raising the Bar—Rapid Capability Improvement”

For an IT Organisation

Acuity Consulting

Level 2
99 Queen Street
Melbourne Vic 3000
www.acuityconsulting.com.au

Phone: +61 3 9602 2788
Fax: +61 3 9602 5677

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Raising the Bar—Rapid Capability Improvement

The Situation

With aggressive growth targets in place, this IT organisation knew that the performance of its Account Management team was critical.

The Account Managers within this organisation work closely with their clients' C Level Executives. They must provide excellent client service while actively exploring new account and revenue opportunities.

The Challenge

With a new Executive heading up the Account Management function, the challenge was to:

- ◆ quickly ascertain the capability of existing Account Managers across multiple Asia Pacific locations;
- ◆ define the new Account Management profile inline with key strategic goals including growth (sales), customer service and financial performance (profit); and
- ◆ significantly lift the capability of the Account Management team to achieve these goals.



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The Outcome

Acuity identified and established benchmarks for key behaviours required for effective Account Manager performance. A behavioural assessment model was developed to help determine the suitability of current and future talent.

Assessment of the current team identified critical competency gaps. Where appropriate, Acuity provided individual Development Plans to support Account Managers and help close these gaps. Where gaps were too large, people were re-aligned to other areas of the business to achieve a better match of strengths and capabilities.

Within two years, the results of the Account Management function “completely turned around”. Strong results were achieved for all key performance Indicators including sales, customer satisfaction and profit.

Benchmarks continue to develop and stretch the capability of the Account Management team. This client continues to use our assessment methodology to select new candidates and ensure ongoing alignment with capability benchmarks.

