organisation by design

our perspective

The critical first step in designing and leading any successful change initiative is to fully understand the capability, performance and dynamics of all the parts of the business that will be affected by the change. The most successful organisations consider all the dynamics of their environment and the conditions they create, and then relate these influencing factors to their goals. We recommend and use a structured diagnostic framework in order to fully understand the interplay of forces that shape performance, and where opportunities exist to improve. We map the current business reality against desired future to enable us to propose the most effective way of organising the work to be done in line with the business strategy and resources available.

barclaycard

In July 2008 Devote was appointed by Barclaycard to work in partnership with the HR Director/HR Executive in the design and delivery of a new HR organisation as part of their functional transformation plans.

The project objectives were as follows:

- Embed a new HR operating framework
- Deliver process improvement / simplification
- Drive service level improvements
- Establish HR governance structure/process

1 diagnose

Our work initially focused on delivering a full functional review across all aspects of the existing HR service delivery model. This work included the following activities:

- 1:1 interviews with HR Leadership Team
- Stakeholder interviews
- Process mapping
- Annual plan review
- Senior talent assessment

The output of this diagnosis helped to define the design principles for the new organisation and identify the priorities for delivery within the project.

2 plan

The next phase of the project focused on the design of the new organisation. This work involved developing a top-level organisation architecture that would form the basis of the new reporting structure.

Once the framework was defined Devote facilitated the briefing and engagement process of the HR Executive, who were then responsible for building the model further to encompass their individual units.

At the end of this phase the organisation design was complete and ready to be populated.

3 implement

Once sign-off was achieved the project moved into the implementation phase, which involved role profiling, talent matching and assessment centres all in line with the Trade Union agreements. The HR Director led the first wave of communication with subsequent briefings managed by the HR Executive.

Devote partnered the team in the development of all communication materials and the change plan that would support implementation. The final phase of implementation was the creation of a full operating framework for the function including a new responsibility matrix and process mapping.

4 assess

The effectiveness of the organisation review was measured through the following:

- Internal customer feedback
- HR professional's personal feedback
- Employee satisfaction survey results
- ExCo endorsement and additional funding

Devote provided support in this area by holding 1:1 review meetings with each of the HR Executive; analysing the employee satisfaction survey results and providing input into the report that was submitted to ExCo that informed the necessary budget decisions to be made.

the results

The project was a success with the new organisation being fully in place within 9 months including a significant talent drive with substantial external recruitment. Senior stakeholders recognised that the project had delivered a step change in the way in which HR was delivered within the business and as a result additional funding was secured for further transformation projects. Employee satisfaction survey results demonstrated a significant uplift and retention improved.