

Restructuring Senior Operational Roles to Better Serve Business Strategy



Background Facing a new set of business challenges, our client decided to restructure its field engineer organisation. This involved redefining the role of its senior operational managers. Managers would now be required to coach rather than direct their teams with manager numbers reducing significantly.

Our Role As part of the overall restructuring effort, we were invited to develop the assessment centre process that would be used to select which of the current managers would be offered the new roles. Past performance was being used by the in-house team as part of a desk based screening exercise.

Our Contribution Over a six week period we:

- Gathered information about and profiled the new management role
- Selected and tailored an online personality measure to determine applicants' preferences, motivation, values and fit with the new role and organisational culture
- Developed a work simulation exercise to assess managers' skill as a coach
- Developed a structured interview to explore preferences, motivation, values and fit to role
- Briefed assessing managers on the process and their role as assessor
- Produced 143 bespoke reports based on applicant response to the online personality measure, highlighting key strengths and development needs in relation to the role and specifying questions to include as part of the interview structure

With limited budget and tight timescales we worked closely with the in-house team to deliver an assessment process that reflected accurately the requirements of the new role and treated applicants fairly and with full respect.

Our approach included structured outputs to support development planning for successful applicants and outplacement support for those subsequently made redundant.

The Outcome The project was delivered successfully on time and to budget. During three weeks of assessment events, a total of 143 managers were assessed. Lead assessors reported that the materials were 'excellent, easy to use and interpret'. Overall the restructuring effort was completed in line with objectives and no claims for unfair treatment were made.