

# CASE STUDY

## Strategic workforce planning to deliver world-class competence for a struggling IT department

### The Client



A medium-sized financial services organisation (headquartered in Johannesburg), focused on moving towards a digital, inclusive future for the underbanked and unbanked people of Africa through the implementation of modernized banking solutions and technology.



### The Challenge

An underperforming IT department. An aging team of IT specialists unable to adapt to the rapidly changing environment, and a sense that certain individuals in the team do not have the competence required, but lack of objective data supporting this view. A team structure that is misaligned with the needs of the business. Silo functioning among the various teams within the department. A reactive approach towards workforce planning that is based on subjective inputs of single stakeholders. Out-of-date role profiles. These were all challenges faced by the executive and talent team of the organisation.



## The Need

To understand and quantify the extent of the competence gap that exists within the IT department, and develop a targeted strategy to close the competence gaps, limit the immediate risks towards the business and deliver a team structure that is able to address the changing needs of the business.



## The Solution

**To address these problems, YellowSeed Consulting partnered with the client to deliver the following:**

- Understood the strategic context - Interviews and focus groups were held with subject-matter experts and key stakeholders to understand the strategic context (i.e. strategic requirements of the team, the detailed activities of the team, the specific frustrations and challenges, operating model, leadership challenges, interpersonal challenges etc.)
- Scenario planning & organisation design - Review of multiple team structures and scenarios to address critical challenges and business demands, as well as a transition plan
- Defined capability demand - Designed role profiles for each role and developed a competency framework for each role (technical, leadership and functional competencies)
- Capability audit - Technical and Behavioral Assessment of all IT staff to measure competence gaps and internal mobility options  
Gap analysis – Quantifying the competence gap of each team and individual and outlining specific development requirements to close the gaps
- Development plan – Created a multi-pronged action plan (short term and long-term) outlining the strategies that could be deployed through development (build), external recruitment (buy), outsourcing or contracting (borrow) and automation (transform) to address the competence gaps in the team over a longer term.



## The Results

- Forward looking, updated role profiles for all roles (as per the newly aligned department structure) with a clear view of the competencies required to be successful now and, in the future
- Quantifying the competence gaps with objective assessment and performance data to build a competency gap data model
- A development strategy that addressed specific priority areas, risk areas, and interim plans to ensure successful delivery of the required technical and behavioral competence
- Reduction of IT security risk

## OVER TO YOU

**If you're struggling to quantify and define the strategic future workforce demands of your business or the supply strategies and scenarios that could be deployed to meet future workforce needs, contact one of our skilled consultants to discuss how you can use a data-enabled, forward-looking approach to workforce planning.**



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