

People & Organisation Strategy

Global Commercial Education provider pursues a new Strategy

Challenge and Objectives

Our client was an Australian-based global Commercial Education provider.

With operations in Australia, New Zealand, Europe and North America, they had experienced rapid growth over the past decade and grown into a large and successful operator. Purchased by Private Equity interest, the organisation faced a new challenge – how to continue to grow and deliver stronger profit return to new owners, while developing systems and process that would ensure the sustainability of the organisation over the longer term. To begin this, the new owners commissioned an external strategy group to develop a new five-year strategy with the CEO and senior management. With this strategy developed, they needed to develop an organisation plan to execute it.

How Generator Talent Helped

Generator Talent were asked to develop a People & Organisation Plan in response to the new Strategic Plan. The client was concerned about the implications of the new strategy – what would need to happen within the organisation to successfully implement it? The scope was broad; what would be the requirements around people, capabilities, systems, processes and organisation structure to pursue the new strategy?

DISCOVER

As we believe that an organisation's strategy strongly informs any design and people decisions, we set out to fully understand the new strategic plan before formulating our response. This involved sessions with the New York based strategy firm who authored the work, along with several sessions with the CEO, CFO and Head of Human Resources.

DESIGN

Employing our proven models for determining the organisational implications of strategy, we developed a hypothesis that we presented to the CEO. This was an important step, as the outcomes of our work would become a significant presentation from the CEO to the Board and owners. We sought to ensure he could comfortably own our work, recommendations and implications, and having him engaged early in the design process ensured that.

DELIVER

We developed a substantial and detailed "People & Organisation Plan", informed by the Strategic Plan. We framed the plan in three major themes (Leadership & Structure, Organisational Capability, and Systems & Processes). From the three themes, we identified nine work streams that would be required to be undertaken to execute the strategy, over three years. Each of the nine work streams we identified had a set of activities, standards, investments, and desired outcomes that could be tied back to the strategic goals of the organisation. This plan became a significant communication and engagement tool within the organisation, as well as being the basis of the CEO's presentation and commitment to the Board.

SUSTAIN

As the client's organisation ran a lean staffing model, they asked us to oversee and execute a number of the work stream activities that we recommended. We engaged a number of our Partners and Consultants to lead and execute work streams that included:

- Retained executive search to change/upgrade certain executive talent
- Leadership Development programs to develop skills across the Top 100
- People process and systems development to support managers
- Working with the CEO and executive team to develop an aligned "top team"
- Developing an approach to improve change management

Results

We continued to support the organisation on these and other initiatives, which speaks to one of Generator Talent's point of differentiation. Not only can we develop and define an organisation's people-strategy, we have the experience and capacity to execute and implement the activities that need to follow.

Our work constitutes the start of an organisational transformation and the plan we developed catalysed significant undertakings towards developing a sustainable, higher performing organisation.