

The client was a major public sector employer involved in distribution and logistics, with annual sales in excess of £9.5 billion and 175,000 employees across the UK. They have a longstanding history and are a household name throughout the country.

The Challenge

The client was engaged in a major business transformation, as the nature of their core business model and market continued to shift as a result of technological innovation and changing customer behaviour. This business transformation was impacting particularly on the Operations division of the business, which needed to reduce its headcount at the same time as re-allocating staff into different roles aligned to the future target operating model for the business.

Capp's Approach

- The project began by establishing a clear understanding of the future target operating model and the new roles that would be required to deliver this.
- Strengths were mapped against the role requirements in the new target operating model, and online strengths assessments and strengths-based interviews were used to assess the strengths of candidates.
- To support the re-organisation at the scale and speed required, we designed and built a bespoke online strengths assessment using the core Realise2 technology.
- The online strengths assessment assessed different groups of strengths as were required for the specific roles for which a candidate had applied. Ratings were made by individuals themselves, together with their managers.
- The online strengths assessment was supported by strengths-based interviews. These were delivered by client staff, following training from Capp, or in tandem by client and Capp staff working together.
- Given the scale, speed and complexity of the project delivery, Capp worked hand-in-glove with the client to ensure that timescales were met and key milestones achieved.

Outcomes

- A total of 1,300 staff were assessed using a self-rating and a manager rating through a bespoke version of Realise2, developed and mapped against the core strengths required for more than 80 roles across the Operations division
- Strengths-based interviewing training was delivered to 12 groups of managers in different regions across the United Kingdom within a 4-week window
- The re-organisation process was designed and delivered within a 6-week window, due to incredibly tight timelines forced upon both Capp and the client by statutory regulations
- The strengths-based re-organisation process and methodology was accepted as being transparent, fair and equitable by the trade unions
- Senior leaders and managers expressed their satisfaction with the re-organisation process, noting that the best talent had been appointed into the right roles, and that this was driving organisational performance for the Operations division.