

CASE STUDY



**TALENT
CENTRIC
DESIGNS**

Client Info

**Industry: FINANCIAL
SERVICES**

Employee Size: 1500

HR Team Size: >100

PROJECT: Establish a competency model and career path

Primary Area of Practice:

- ☐ Attract & Acquire
- ☒ Learn & Grow
- ☐ Culture & Engagement
- ☐ HR Strategy & Structure

Type of Engagement:

- ☒ Gap analysis
- ☒ Resource creation
- ☒ Advisory
- ☒ Facilitation

The situation and need:

Recent employee engagement surveys revealed the need to be more explicit on career pathing and development opportunities, including specifically what skills and competencies are needed at what level. In addition, as various branch leaders had come in, each branch was acting as its own business in terms of job roles and there was a need to create a more standardized point of view around the entire architecture of job titles and progression. Angela was engaged to systematize job structure and sketch a plan for how this related to learning and career development.

Approach and techniques deployed:

- Listening tour to understand and uncover needs, company culture, and motivations
- Review of current job descriptions, titles, and org charts
- Facilitated sessions with company executive team on role needs in their organization
- Creation of a competency model, career path matrix, and supporting documentation

Key output and impact:

Angela first scoped out the current career path and then the desired path and noted the gaps. She then facilitated a series of executive sessions to identify, in detail, the scaffolded skills and competencies needed to grow within that new path.

The result was a detailed and comprehensive model showing a single set of organizational competencies and how those mapped to each job family and each level within each job family. In addition, Angela worked with the talent acquisition and compensation teams to integrate this work into job descriptions, and with the learning team to integrate it into a new development framework, including a wireframed hi-potential approach.

Shortly after being launched, the company was acquired and the work, unfortunately, was abandoned.

"Angela is an insightful strategic partner who both gets the big picture and can do the hands on tactical work to deliver real impact for employees and organizations. She is an outstanding facilitator, especially with leaders and provides valuable insights will help to educate your leaders and take your project work to the next level. – JY, VP of L&D"