

case study

Organisational restructure to meet business growth

Key Concern

As part of an industry sector undergoing major change with competitors growing and consolidating rapidly, KBPB needed to retain market share and achieve equally rapid growth. This required restructuring of the business from one which encouraged people to be motivated by title and seniority to one which focused on being motivated by output and associated reward.

Objective

KBPB needed a common language to articulate the change in terms of business and objective processes and accurate selection tools to get the right people in the right jobs in the leadership and key customer facing teams.

Solution

Getfeedback interviewed the executive committee to establish what 'good' looks like, in terms of talent required to achieve the change programme and establish a behavioural model framework against which senior executives were assessed. Intrinsic™ was then used to identify what really motivated KBPB's people and see whether they would thrive in their new working environment or if they would need additional training and support.

Results

"We've gone from a hierarchical structure with various boards, executive committees and committees based around directors with no management responsibility to a two level management structure. We've opened three offices regionally to add to our City of London and Channel Islands presence and in 2007 we'll be building on this success by opening two further offices." Robert Taylor, CEO, Kleinwort Benson