

# The Chaucer Way<sup>®</sup>



## Organisational Capability

This document constitutes part of 'The Chaucer Way<sup>®</sup>' a unique proprietary methodology (including tools and techniques) developed by Chaucer. 'The Chaucer Way<sup>®</sup>' is a comprehensive library that facilitates improving business performance. Please note that this document alone can only be a summary guide to a specific element of improved business performance. For more information contact Chaucer by going to [www.chaucer.com](http://www.chaucer.com)

# Organisational Capability

**Organisational Capability is the foundation for corporate success. The Chaucer Way is a unique approach to developing and delivering excellence in Organisational Capability.**

**This will support:**

- An increase in an organisation's ability to meet corporate vision and strategy, build on its business, enhance efficiency and create growth
- Attracting, developing and retaining talent
- Being able to change rapidly and meet emerging business requirements
- Aligning performance measures to strategic priorities within a flexible and adaptable culture

**Chaucer can offer real help to improve your organisational capability initiatives via a variety of tailor made activities including:**

- Conducting an organisation design review, and where necessary making recommendations for potential organisational effectiveness
- Competency framework definition
- Learning and development strategies
- Performance management processes
- Engagement and communication

**Chaucer's approach is rigorous and disciplined offering clarity, visibility and focus on the business strategy and desired organisational culture**

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# The Chaucer Way<sup>®</sup>

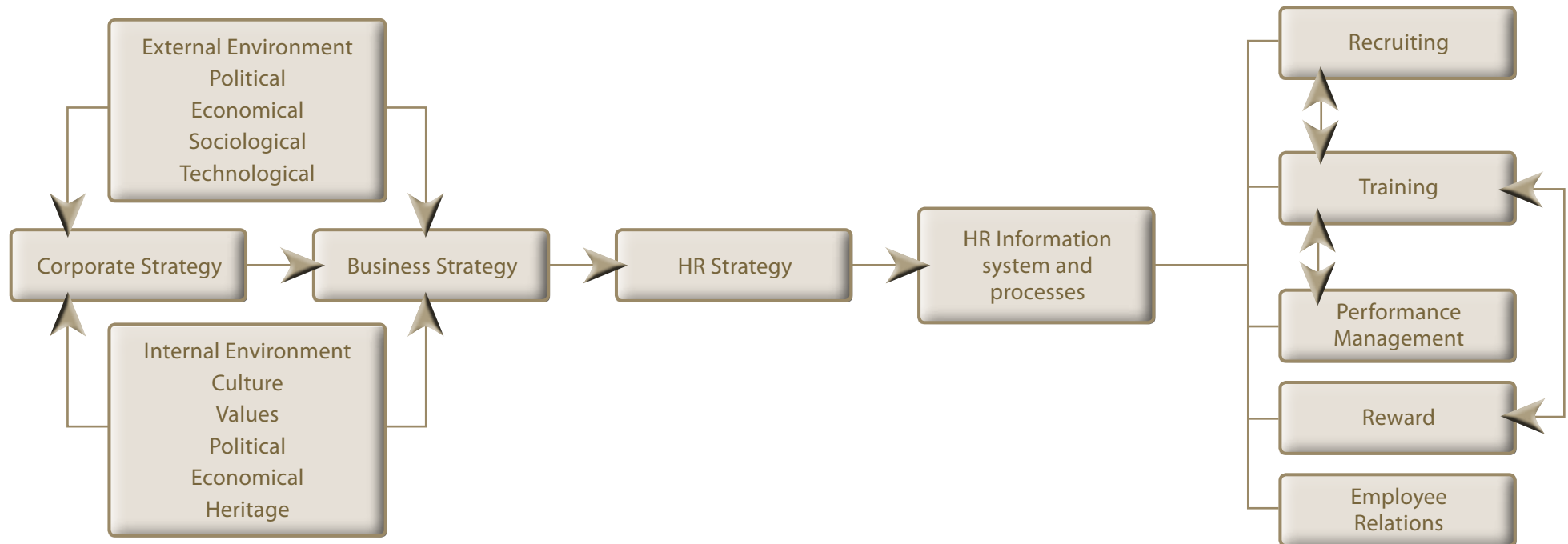


## The Chaucer Way<sup>®</sup> is...

- 1 | Structured
- 2 | Tried, tested and proven
- 3 | Progressive and pragmatic
- 4 | Comprehensive
- 5 | Efficient and effective

# Human Resource Management

**A company's organisational structure should fit and continuously adapt to its business strategy, its governance model, processes, culture, and management capabilities. We work with our clients to help keep the organisation aligned with the organisation's objectives**



Chaucer can offer professional and experienced support across each of these elements

# Organisational Capability vs. Talent Management

**Strategic improvements driving organisational capability, including Talent Management are key to delivering overall business objectives successfully**

Capability is often wrongly interchanged with Talent. Talent is just one potential element of capability:

## What is Organisational Capability?

An organisation's collective ability to implement its business strategies successfully. It includes:

- a) The skills, behaviours and shared values of its people
- b) The organisation's work processes and organisational structures
- c) The organisation's tools, systems and work techniques

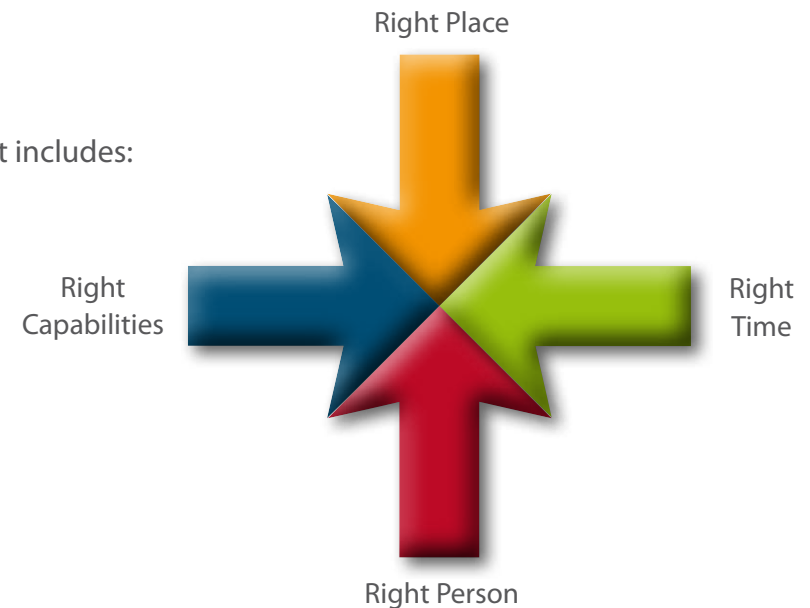
The focus of capability measurement is the Organisation

## What is Talent Management?

The focus of Talent Management is the Individual

Each individual has, or needs to have, certain competencies

Competencies are descriptions of what people need to perform a particular task, at a particular level. They cover things people must know, must be able to do and how they go about their work. They therefore include a mixture of personal skills, behaviours, experience and knowledge



# Organisational Capability Assessment – The Benefits

**Organisational Capability reflects an organisation's collective ability to implement its business strategies successfully. This can apply to the whole business and/or a particular function or business line**

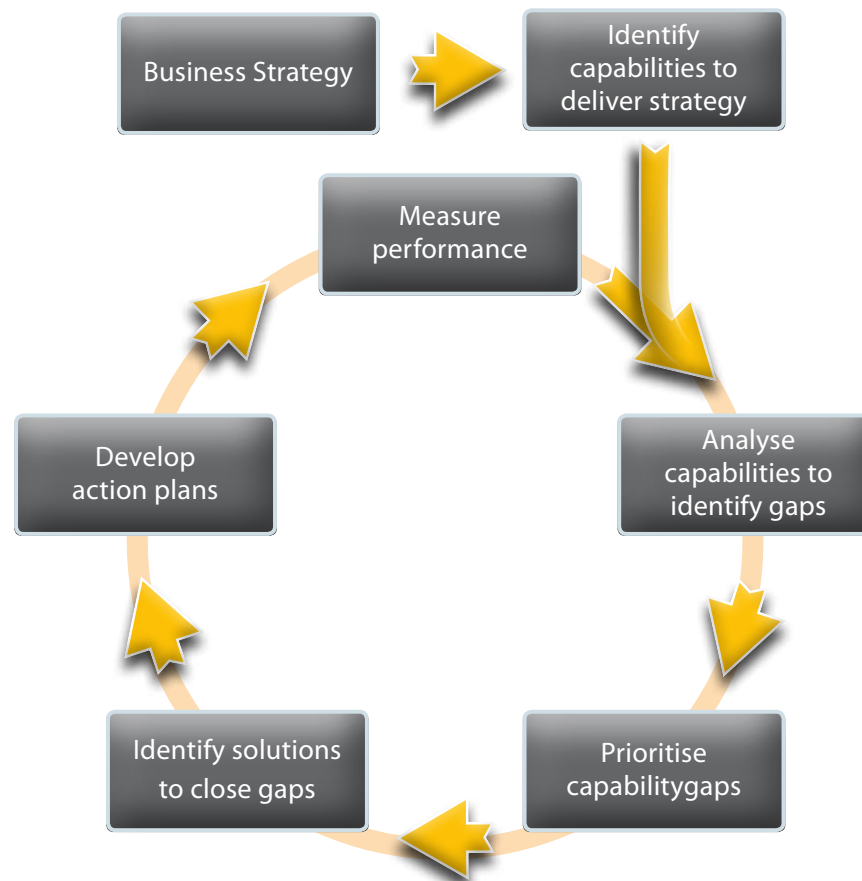
To ensure that an organisation is performing well an initial step would be to carry out an Organisational Capability Assessment. The benefits of such an assessment are as follows:

- An Organisational Capability Assessment can enable an organisation to ensure that capabilities are aligned to delivering strategic aims with optimum allocation of resources
- An Organisational Capability Assessment will highlight capability priorities for which action plans can be derived
- An Organisational Capability Assessment may validate or challenge existing beliefs, but with the added-value of representing a broad-base of stakeholder opinion focused on the strategic aims of the organisation – thus increasing alignment and developing support for resultant action plans
- Focusing action plans on the capabilities assessed as most critical to strategy and/or as having the largest gaps will ensure the most efficient use of limited resources

Chaucer offers a discreet and comprehensive Capability Assessment service which would be tailored to meet the specific corporate requirements

# Organisational Capability Assessment – Approach Options

**There are many possible Organisational Capability Assessment approaches, such as the seven step framework shown below**

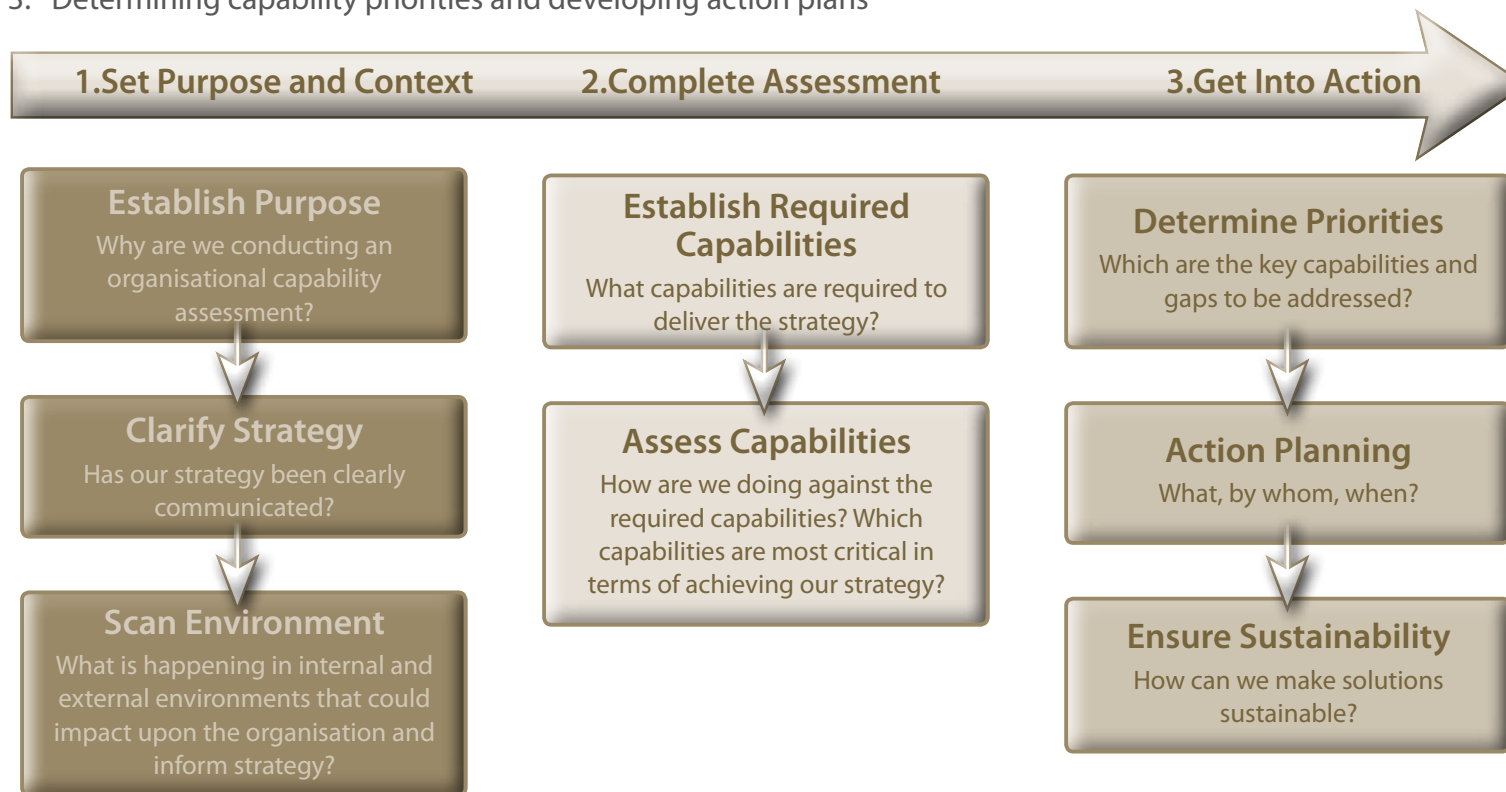


Working through a framework approach ensures a rigorous and disciplined approach.  
Chaucer has a broad experience in supporting Organisational Capability Assessment Projects

# Organisational Capability Assessment – Approach Options

## The assessment process can also be considered in three distinct stages:

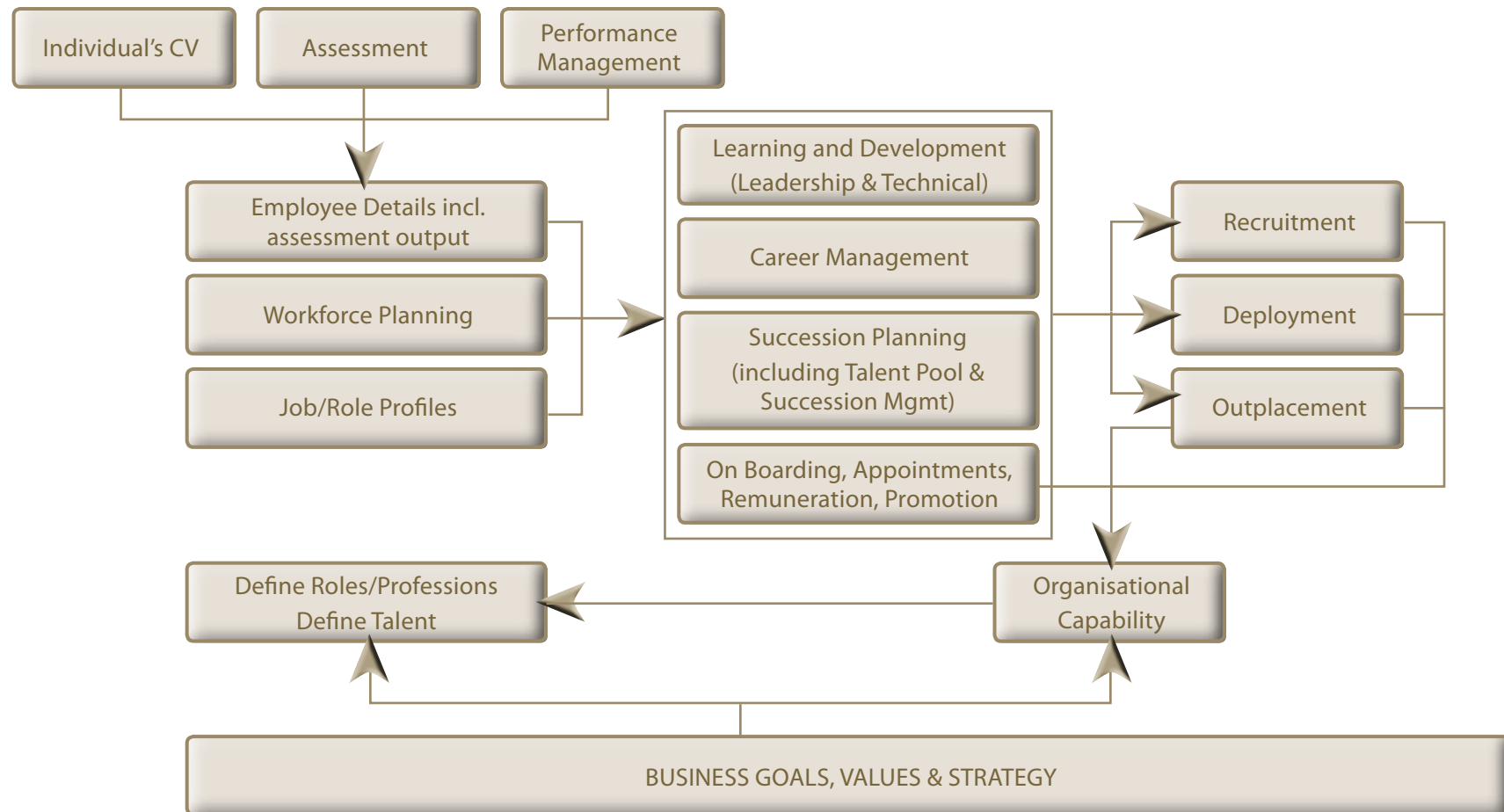
1. Establishing and communicating purpose and strategic context
2. Completing the capability assessment
3. Determining capability priorities and developing action plans



With these three practical stages the Chaucer approach supports a focused implementation of a Capability Assessment

# Talent Management

**Talent Management is crucial to an organisation. Talent Management can be considered a set of business practices that manage the planning, acquisition, development, retention and advancement of talent in order to achieve business goals and optimise performance**



# Definition of Profession and Role

**It is critical for an organisation to have clear professions defined. For each profession defined there is a requirement to have clear roles and associated job descriptions aligned with organisational processes and systems. This will support the broader organisation to understand where roles fit together and support one another as well as give individuals a clear career path etc.**

**The identification and definition for each profession enables:**

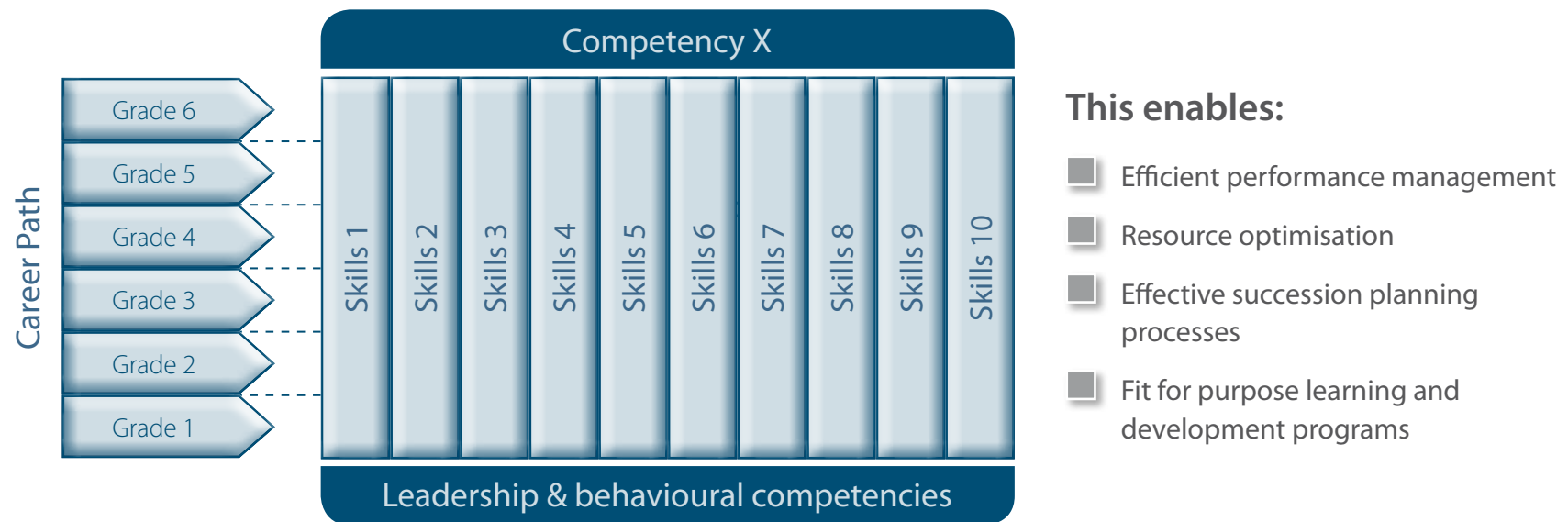
- Effective resourcing
- Effective performance management
- Effective knowledge sharing
- Effective team management
- Effective training
- Effective standard setting within roles



# Competencies Framework

**An overall detailed and precise competencies framework is pivotal to effective talent management**

Each role should have a defined set of competencies (both technical and behavioural) made of a number of assessable skills



Chaucer is able to support the set up and delivery of competency frameworks which will underpin talent management for the future

# Competencies Assessment

**Competencies Assessments provides organisations with an opportunity to review and improve the capabilities of their staff to meet ongoing and new strategic objectives**

**Competencies assessment is the process that:**

- Informs individual and organisational development needs
- Optimises staffing deployment to leverage talent
- Supports external hiring

Competencies assessments need careful planning and positioning as they have a tendency to be associated with job reductions

Managing a Competency Assessment's output is key to delivering structured information and meaningful recommendations



**Chaucer has a vast experience in positioning, organising and structuring assessment process working with content experts. Chaucer also has practical skills and experience in consolidating and analysing assessment data**

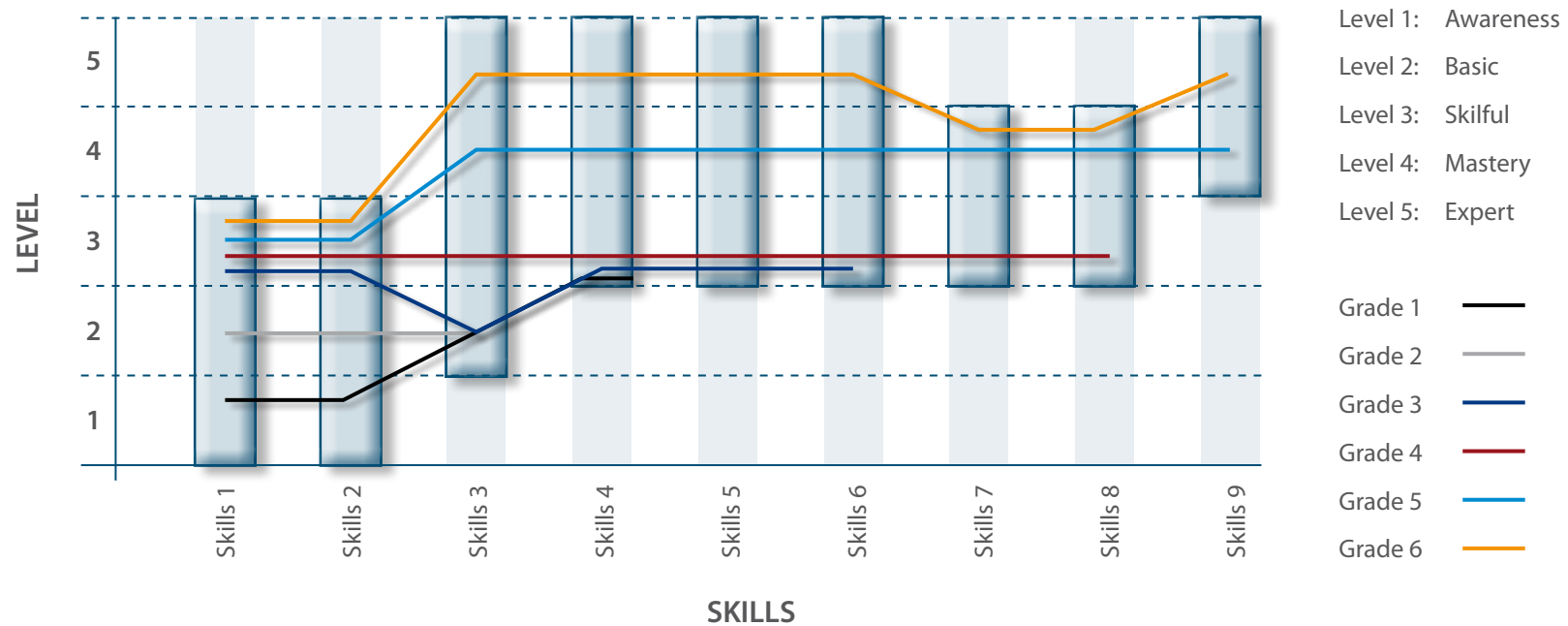
# Overview of Traditional Assessment Process

**Competencies Assessments can be delivered in many ways however Chaucer always strives to ensure that our approach is tailored to your requirements, has minimal impact on business as usual and returns practical data on which to base sound business decisions**



# Benchmark (to be agreed with key stakeholders)

**Assessing people against competencies framework allows organisations to focus on gaps and areas of improvement. Setting an agreed benchmark at the outset ensures that profiles are treated equally and with impartiality**



## This approach:

- Supports key decision making for recruitment
- Ensures the recruitment process is effective as you know what skills to recruit against
- Supports the people management case – employees know requirements for each level i.e. clear career path

# Consolidated Assessment Output – Heatmap

The Tool Kit used to manage the outcome of the assessment process is a set of practical and pragmatic techniques which can be adopted as they stand or tailored further to meet your unique corporate needs:

Competency	Skills									
A	Yellow	Yellow	Yellow	Yellow	Red	Red	White	White	White	White
B	Red	Yellow	Yellow	Red	Yellow	Yellow	Yellow	Yellow	White	White
C	Green	Yellow	Green	Yellow	Green	Green	Yellow	White	White	White
D	Green	Green	Yellow	Yellow	Red	Red	Red	Red	Red	White
E	Green	Green	Yellow	Green	Green	Yellow	Yellow	Green	Green	Green
F	Yellow	Yellow	Yellow	Green	Yellow	Yellow	White	White	White	White

- What Gaps are acceptable?
- What Gaps can be closed?
- What Gaps need to be closed through external hiring?

Key:	Exceeded	Green	Met	Yellow	Not Met	Red
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## Recommendations:

- Clear fact-based analysis will lead to recommendations to support strategic decision makers
- This will articulate the training and development needs

# Overview of Traditional Learning Program

**It is easy to underestimate time required to run an organisations Learning Program. A clear framework for all training is required to drive a consolidated approach delivering early results and success and meeting the needs of the strategic direction of the organisation**



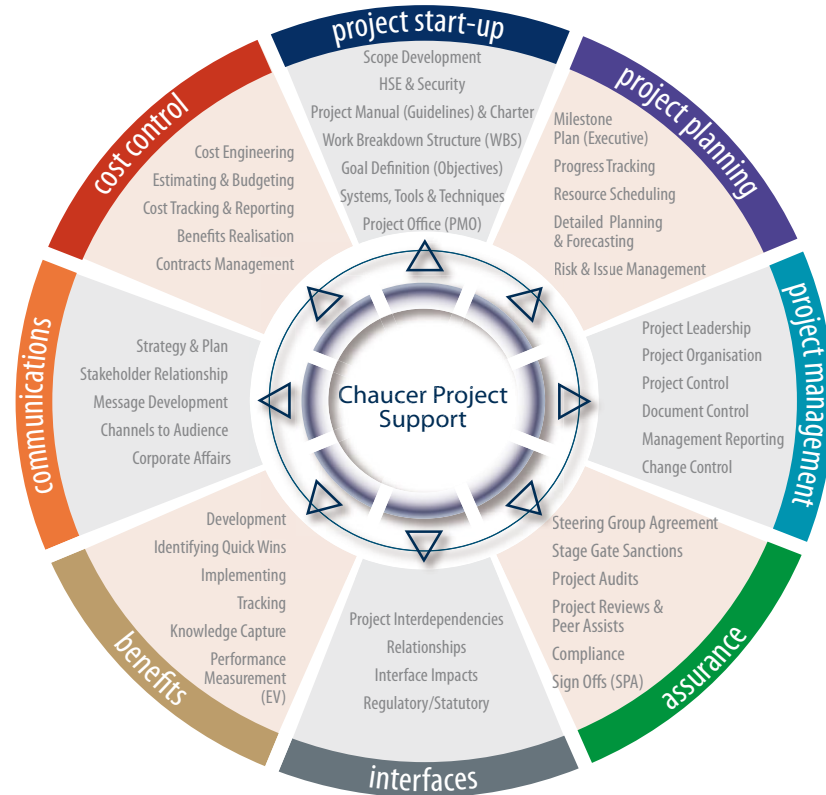
**Chaucer can provide support in setting up a Learning program, selecting vendors if required, monitoring delivery and ensuring that the program continues to meet the organisation's needs**

# Why Chaucer?

Chaucer has a deep understanding of the HR function and the challenges it faces

Chaucer believes that organisational capability reviews are more efficient when supported by a strong program management methodology

Chaucer believes that talent management can be more effectively integrated with external hiring, competencies framework, career path, succession planning and learning and development when managed via a program management approach



*Chaucer's World Class Project & Program Management Process – 'The Chaucer Way'.*

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