



Strategic talent pipelining at a government-owned transport and infrastructure organisation

The challenge

Our client needed to identify, nurture and grow its talent pipelines to meet the challenges of climate change, carbon reduction and bio-diversity. Not to mention ownership and development of a G7 country's critical transport infrastructure.

With a strategic horizon spanning up to 15 years, the business required a fair and accurate way to predict people potential. The organisation was without objective intelligence on people potential and under-developed internal talent pipelines. This meant delays to filling critical roles. On top of increased business risks came increased costs from relying on external hires.

Internal talent couldn't see a way to progress their careers, and the business couldn't see a way to respond to the issue, leading to frustration all round.

The approach

We conducted a scoping phase that engaged the business widely and deeply. Based on intelligent data from rich sources, we defined in simple and demonstrable terms the expectations of leaders at all levels.

We built executive competencies aligned to our client's existing framework. We designed virtual development centres which included in-depth psychological assessments and business simulations that reflected their specific environment.

Starting with the future potential executives of the business, we quickly engaged to implement the initiative to the next levels of leadership across the organisation.

To make the initiative a true partnership, we upskilled the client's internal people partners on the talent initiative and psychometrics to empower them to better understand the development feedback and have richer talent discussions with attendees and managers.



The impact

- ★ A fair, objective and systematic approach to assessing talent potential
- ★ 11% increase in lateral moves
- ★ 14% increase in internal promotions
- ★ For the first time internal candidates promoted to executive directors
- ★ Robust talent pipelines and succession plans with risks, gaps and action plans
- ★ Increase in the visibility and development of non-white, and female talent on succession plans by 4% and 9% respectively

Peoplewise is an award-winning business psychology consultancy specialising in assessing potential, developing leaders and transforming business.

