

One of the U.S. leading banks was planning an organizational restructuring. The goal was a more agile and productive workforce better equipped to respond to the quickening pace of change in the marketplace. Uiba's Workforce Planning and Optimization solution enabled management to understand the breadth and depth of workforce capabilities and how best to organize them to maximize productivity.

### Challenges

The financial industry continues to experience a revolution spurred by technology, competition, and regulation. However, as the pace of market change accelerates, the agility of large organizations tends to diminish. Aligning a large workforce towards a common goal while enabling individual and team responsiveness to customer and competitive demands requires striking a difficult, never-ending balance. Trying to optimize organizational productivity without a clear understanding of workforce capabilities is even more difficult.

The bank's leadership needed to understand the full extent of employee capabilities across the workforce, how those capabilities were distributed, levels of proficiency, and how the organization's teams and roles were staffed. Unfortunately, like many organizations, their workforce data was often incomplete and out of date. Reorganizing a workforce is challenging at the best of times, but without accurate data it's significantly more difficult to accomplish.

Their initial challenge was how to gather this data. Once gathered, however, the challenge became how to use it to facilitate a successful reorganization and achieve lasting proficiencies.

### Solution

Uiba's Workforce Planning & Optimization solution was implemented in 3 steps to overcome these challenges.

- 1) Data gathering and standardization: Uiba's platform rapidly collected workforce data, identifying each employee's knowledge, skills, abilities, interests, collaboration routines and more, to begin the analysis.
- 2) Creating the model: Uiba used this data to construct an accurate model that portrayed the distribution of capabilities across the organization. This was then superimposed upon the existing 'org chart' to offer insight about the composition of the workforce and where attention was required.
- 3) Organizational analysis: Uiba analyzed collaboration trends to understand how individuals worked both within and across teams. These trends were then indexed against productivity measurements to ensure that the reorganization avoided breaking productive relationships when possible.

### Results

The result: Uiba's Workforce Planning & Optimization solution allowed the bank to begin the complicated but critical process of reorganizing itself with a focus on organizational agility and optimizing productivity. They uncovered the following insights:

- The distribution of employee capabilities across the bank was both more and less concentrated than believed. Employees with knowledge and skills deemed critical were found in many parts of the bank that weren't previously recognized.
- There was a substantial amount of capability redundancies across teams that reduced productivity. Acknowledging and addressing this will significantly reduce the percentage of external hiring necessary since the capabilities and institutional knowledge are already present.

The insights into collaboration uncovered a great deal of inter-departmental work that will be expanded to form the nucleus of a number of new teams devoted to innovative new offerings as well as reducing internal productivity frictions.

For more information or for an in-person demonstration of our services suite, contact us today.