

## Designing, developing and implementing a global competency framework at Logicalis

*Working with Head Light to build a competency framework for use throughout its business, gave Logicalis:*

- *A way to support its managers in having difficult performance conversations by using specific behavioural indicators to outline what is expected in the role.*
- *Clarity for its individuals about the behaviours needed for their current role – and for future, aspirational roles.*
- *A single common framework that can be used across all talent activities which enables smaller, less established HR teams to access and benefit from more mature HR thinking and practice.*
- *A common competency language for all parts of the business, helping to promote mobility.*

**The challenge: Building a competency framework as the foundation of talent management**

Logicalis has grown through a number of acquisitions over the last twenty years. Such acquisitions bring together multiple ways of working, HR practices, and employee cultures and this can lead to a fragmented business. As a smaller company, it was acceptable and workable to have different talent approaches and systems running in different locations of the business. Now, with around 6,500 employees, the business recognises that it needs more robust talent management processes, capable of bringing people together from different geographies and have them share a common outlook.

**The solution: Designing the framework to reflect the business now and for the future**

Defining and sharing group-wide values was the first step to the more joined-up approach to talent management. The natural next step was to build on these and to design a behavioural framework which could be utilised and referred to across all employees of the group.

Justin Kearney, Group VP Human Resources for the Logicalis Group, comments, *“Our HR teams based across Logicalis were bought into the project. They fully understood the need for a common framework and the impact this would have not just on HR practices but on an individual employee’s understanding of what is expected of them, where their areas of strength reside and which areas need to be developed for success. Getting this right would help them and therefore the business to grow.”*

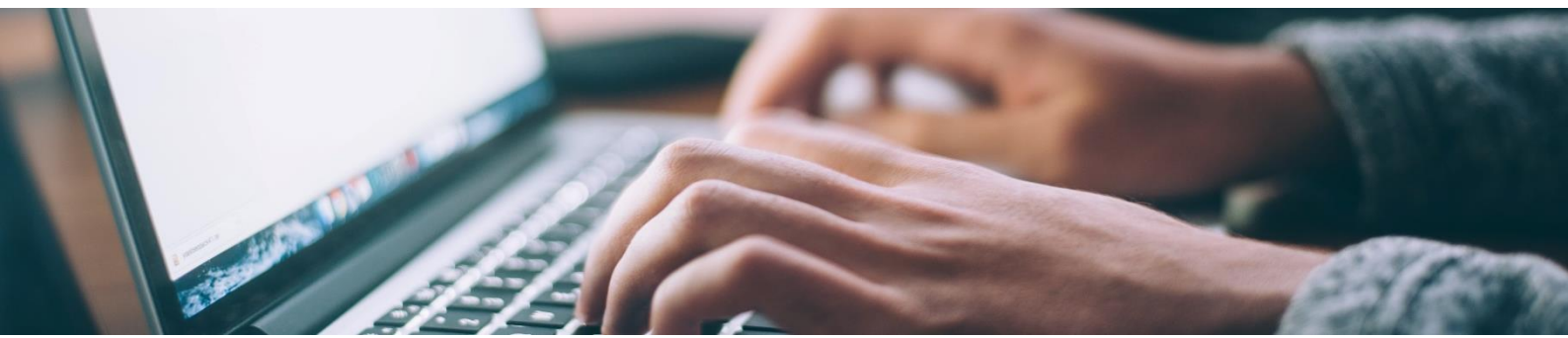
Justin researched possible consultancies to support him in this and Head Light was selected.

From the outset, Head Light became immersed in the Logicalis business. Justin comments, *“It was really important that our new framework reflected our international organisation and that the input came from our managers and employees. Head Light made sure that 1 to 1 interviews happened with our CEOs and HR leaders, that small workshops brought together managers with a view on this area and that an online employee survey gathered feedback from top talent nominated from around the business.”*

 **LOGICALIS**  
Business and technology working as one

“Head Light has given us a unique behavioural structure which is so recognisably ours and one which has real meaning and value to our people.”

*Justin Kearney,  
Logicalis*



*"Working with Head Light has been hugely collaborative, straightforward and it has felt very much like a partnership."*

"Head Light really wanted to understand our business and create something that works for us.

Easy to work with, they are certainly experts in what they do."

*Justin Kearney,  
Logicalis*

Each contributor was asked about the behaviours expected in specific roles; what successful people do and do not do, and what makes a good role model at Logicalis.

With the feedback gathered, Head Light grouped common themes into 10 competency areas, each with five levels which described the behaviours that characterised success across the increasing complexity and breadth of roles within the organisation. Distinct sets of behaviours were also elicited for those with managerial and leadership responsibilities, allowing the framework to demonstrate what it meant to be effective in these roles.

The exercise was vast but there were no surprises to Logicalis. Justin comments, *"It was clear that Head Light had really understood our business. All the competencies made sense and there was a strong connection between this new framework and what we were seeing in practice by successful people in the business."*

The benefit of a single framework can only be realised once it is rolled out and used across the company. It is no different for Logicalis and it invested time and resources to do this effective.

**The outcome: A unique framework that reflects the business and forms the basis for robust talent decisions**

From developing its own framework, Logicalis has achieved a number of benefits:

- Supported managers in having difficult performance conversations by providing specific behavioural indicators of what is expected in the role, what behaviours would hold people back and where development needs may be.
- Gave clarity to individuals about behaviours needed for their current role – and for future, aspirational roles.
- Demonstrated a commitment to integrating acquired businesses into a single Logicalis company.
- Provided a single common framework to be used across all talent activities from hiring to development and succession planning.
- Enabled smaller, less established HR teams across Logicalis to access and benefit from more mature HR thinking and practice.
- Facilitated the sharing of a common competency language by participants at international programmes.

Feedback on the competency framework has been positive. Justin continues, *"The framework has given us a valuable structure to share across the business. It helps us all to understand what will make us successful in Logicalis and our areas of strength and development need. But more than that; designing and putting into practise a competency framework has become a symbol of how we are becoming more unified in what we do as a Group."*

Justin concludes, *"This great work will continue. We will keep promoting the framework and make sure that we are using it across the entire business. I know we will find the framework valuable. Head Light has given us a unique behavioural structure which is so recognisably ours and one which has real meaning and value to our people."*

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E: [info.request@head-light.co.uk](mailto:info.request@head-light.co.uk) • W: [www.head-light.co.uk](http://www.head-light.co.uk)