



## Case Study: Absa Group IT

### About the Company

Absa Group Limited (Absa), a member of the Barclays Group, is one of South Africa's largest financial services groups offering a complete range of banking, bancassurance and wealth management products and services. Absa's business is conducted primarily in South Africa and on the Africa continent, where it has equity holdings in banks in Mozambique, Angola, Tanzania and Zimbabwe. Absa became a subsidiary of Barclays Bank PLC on 27 July 2005, when Barclays acquired a controlling stake in the Absa Group. Barclays is an international financial services group engaged in retail and commercial banking, credit card issuing, investment banking, wealth management and investment management services.

Group IT takes care of all the IT needs of the Absa Group. It has adopted the Balanced Scorecard framework to communicate strategy to all its employees. Absa also runs a strategic imperative called "Leading the Absa way" aimed at building a leadership and performance culture within Absa.

### Business Challenges

- To develop an integrated performance management process
- To develop a practical and scientific foundation to help implement "Leading the Absa way" initiative

### Nihilent's Role

Nihilent proposed that Absa Group IT refine and build, wherever necessary, the foundations outlined as above. Based on its MC<sup>3</sup> framework, Nihilent proposed to implement the required solution through six work-streams namely:

- Review of the existing performance management process
- Drill down of the Group IT BSC to division and area levels
- Refinement of Job titles and definition of Job level Dashboards (Measures)
- Definition of Generic competencies at a Job level
- Definition of Functional competencies at a Job level
- Skills Audit Planning and Rollout

### Business Benefits Delivered

- Uniform and objective performance assessment and payouts
- Robust framework - Strategy communication and execution
- Scientific basis for implementing the following:
  - Performance and Consequence Management
  - Talent Management
  - Levels of Work
- Easy-to-use Change management toolkit
- Practical Model - Integrated people processes