



EXECUTIVE CASE

When Organizational Change Requires Better Talent Decisions

How one organization strengthened Talent Decisions during a major transformation through objective insight.

The challenge

Organizations rarely struggle because people lack commitment.

They struggle because the organization or business environment has changed.

This client – a large Finnish member-based organization – was undergoing significant structural change.

New technologies, changing customer expectations and redesigned ways of working meant that existing roles no longer reflected future needs.

LEADERSHIP FACED DIFFICULT QUESTIONS

- Which capabilities already existed?
- Where were the gaps?
- Who was ready for new responsibilities?
- How could decisions be made fairly and objectively?

Without a shared understanding of organizational capability, even well-intended decisions would carry unnecessary risk.

Creating clarity

Rather than beginning with organization charts or job titles, the work focused on understanding people.

A structured capability and potential assessment was completed across the business unit, followed by individual coaching-oriented feedback discussions and an organizational analysis for leadership.

The objective was never assessment itself.

It was creating an evidence base for better Talent Decisions.



The challenge

Organizations rarely struggle because people lack commitment.

They struggle because the organization or business environment has changed.

This client – a large Finnish member-based organization – was undergoing significant structural change.

New technologies, changing customer expectations and redesigned ways of working meant that existing roles no longer reflected future needs.

LEADERSHIP FACED DIFFICULT QUESTIONS

- Which capabilities already existed?
- Where were the gaps?
- Who was ready for new responsibilities?
- How could decisions be made fairly and objectively?

Without a shared understanding of organizational capability, even well-intended decisions would carry unnecessary risk.

Creating clarity

Rather than beginning with organization charts or job titles, the work focused on understanding people.

A structured capability and potential assessment was completed across the business unit, followed by individual coaching-oriented feedback discussions and an organizational analysis for leadership.

The objective was never assessment itself.

It was creating an evidence base for better Talent Decisions.



From insight to action

The work provided leadership with a clearer understanding of organizational capability and practical guidance for the next phase of the transformation.

THE OUTCOME

01 Greater role clarity

Employees could be matched more confidently to roles where they were most likely to succeed.

02 Focused development

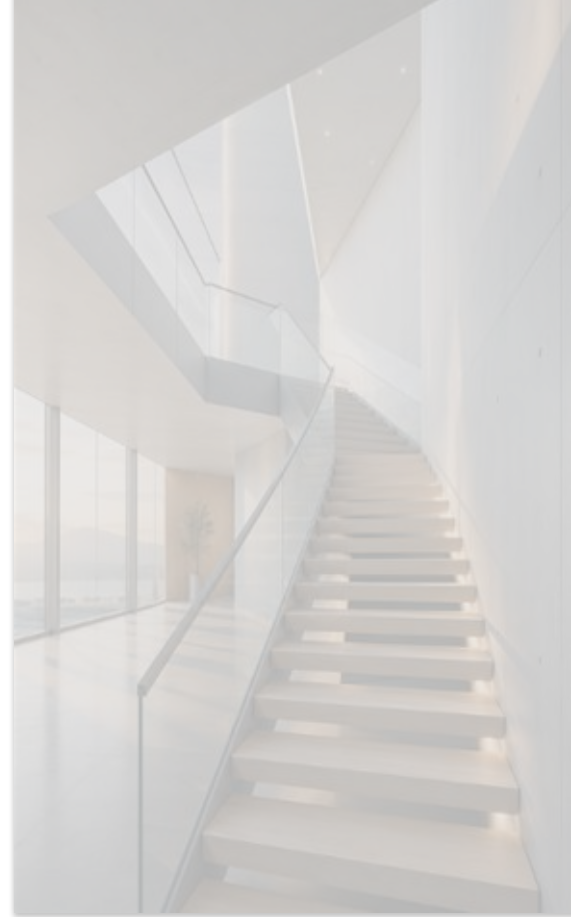
Individual strengths, future potential and development priorities became significantly clearer.

03 Stronger Talent Decisions

Leadership gained objective insight to support decisions that affected both people and business performance.

04 Better organizational readiness

The organization entered its new structure with greater confidence, stronger alignment and a clearer view of future capability needs.



EXECUTIVE REFLECTION

Organizational transformation is rarely only about redesigning structures.

Its success depends equally on understanding people, identifying future capability and making Talent Decisions that strengthen both the organization and the individuals within it.

Objective insight creates confidence.

Confident decisions create stronger organizations.

” Better talent decisions are not only about today. They shape the organization you will be tomorrow.

Moving forward

The work delivered more than answers to immediate organizational questions. It created a stronger foundation for future Talent Decisions.

Organizational capability became more visible, development priorities clearer and leadership discussions more focused.

As a result, the organization was better prepared not only for the current transformation, but also for the decisions that would follow.

Know what matters. Strengthen capability. Build for the future.

Karin Gummerus
Founder | Talent Insights Partners

protalent.fi
[LinkedIn | Karin Gummerus](#)
karin.gummerus@protalent.fi