

## Case Study

### Turn Around Situation – Financial Institution

**Scenario:** The largest financial institution in Louisiana at the time had outsourced all its information technology to a Tier-1 IT Outsourcing service provider. After 8 months, the financial institution determined the ITO supplier had little chance of meeting the goals of implementing the agreement within the one-year expectation. The 10-year agreement was terminated for cause and re-competed.

The new winning supplier agreed to terms that called for a one-year transition and transformation plan with significant multi-million dollar penalties at risk if key deliverables and milestones were not met. After 6 months it was determined by the supplier that the plan and penalties were at significant risk.

**Engagement:** A Harvest Advisor was called upon by the CEO of the new supplier to triage the outsourcing implementation project. He had six months to identify and correct the problems impeding a successful outcome. The CEO gave the Harvest Advisor full hiring/firing authority to remediate any problem that would inhibit the turnaround of the project.

At first the Advisor assumed a turnover of the management team was probably needed. But after a quick assessment, the Advisor determined the core problem did not reside in the business/technical skills or competencies of the management team. Rather, the internal and external communications of the management team was the culprit. The intensity and timeline of the project was having significant adverse impact on the skills and talent of the team.

The Advisor therefore took the approach to build confidence and trust with each member of the management team, coach each of them to communicate more effectively, ensured each would deliver on commitments to the client and each other, and finally, providing them with new tools and skills to manage more effectively.

**Results:** The project was completed on time and within expectations at the end of the year with no penalties. The management team kept their jobs. The Financial Institution client was pleased and very complimentary of the successful ITO service provider and their managerial talent.