

CASE STUDY: JAKES GERWEL FELLOWSHIP

OVERVIEW

Jakes Gerwel Fellowship (JGF) is a full university scholarship awarded to a select number of top learners who display a passion for teaching and education. Providing extensive mentoring and leadership development opportunities, JGF envisions a growing number of expert teachers, educational leaders and social entrepreneurs able to lead the changes required to significantly and sustainably improve schools and the level of education for all learners in South Africa¹³.

THE CHALLENGE

Poised to enter a new phase after an initial five years of operation, JGF sought Relativ's assistance at a pivotal time of the organisation's development. The task: to facilitate a capability design process that would inform their planned change management in line with a new strategic direction and the diversification of funding. Specifically, the process sought to support JGF's leadership to ensure their team was well-positioned with the right capabilities and structure to realise the organisation's new strategy towards achieving its impact goals.

"[The capability design process] has been a very forward-thinking process and helped us in making some potentially hard decisions much easier."

"It has been a really beneficial process for us and it will definitely help me in understanding what roles we need to prioritise. Your team have done a great job in helping unlock the complexity of our organisation."

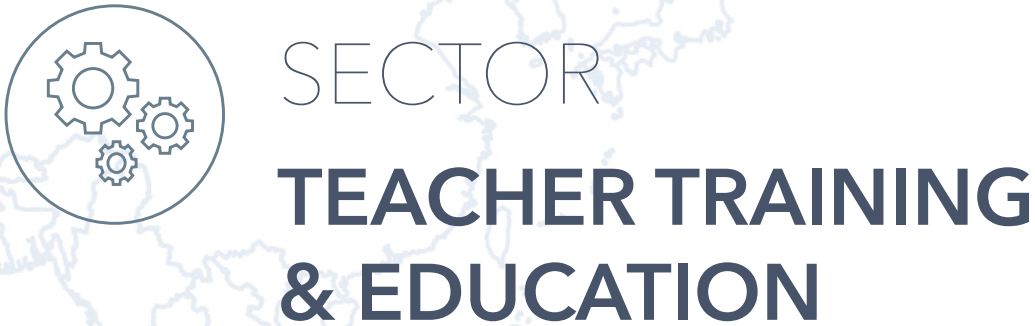
Julian Hewitt, CEO, JGF

WHAT WE DELIVERED

Relativ worked closely with the JGF team to deliver a refined organisational value chain, clearly defined capabilities model and organisation structure to suit JGF's refined strategic focus, desired shifts and current capabilities.

Specifically, this involved:

- > Enhancing and developing prioritised components of the JGF operating model.
- > Reviewing the current state of the organisation, determining their intended future state, and defining what the required shifts would be to get there.
- > Identifying the organisational value chain and required capabilities to drive the strategy.
- > Defining a capabilities model, which included designing individual capabilities and all the underlying functions (primary and secondary) that fall under each capability.
- > Developing an organisation structure tailored to accommodate the effective delivery of the team to achieve the strategic objectives.



SECTOR
**TEACHER TRAINING
& EDUCATION**



LOCATION



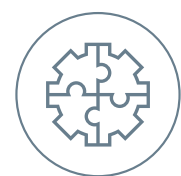
ORGANISATION
FOUNDATION

The Jakes Gerwel Fellowship takes a long-term approach towards alleviating the educational challenges facing South Africa. By providing financial and professional support to top learners with a passion for education, they seek to nurture and raise up more expert teachers and leaders in the education sector.



RESULTS

The above actions have led to a unified organisational structure, efficient operating model and streamlined processes to serve JGF's long-term future. In addition, the organisation's strategic intention, talent development and desired shifts were refined and deployed, ultimately leading to greater overall impact. The competency-based approach that was followed fitted well in their organisational culture. The process concluded with JGF being positioned to develop its team with greater clarity around roles and areas of responsibility - both now and into the future.

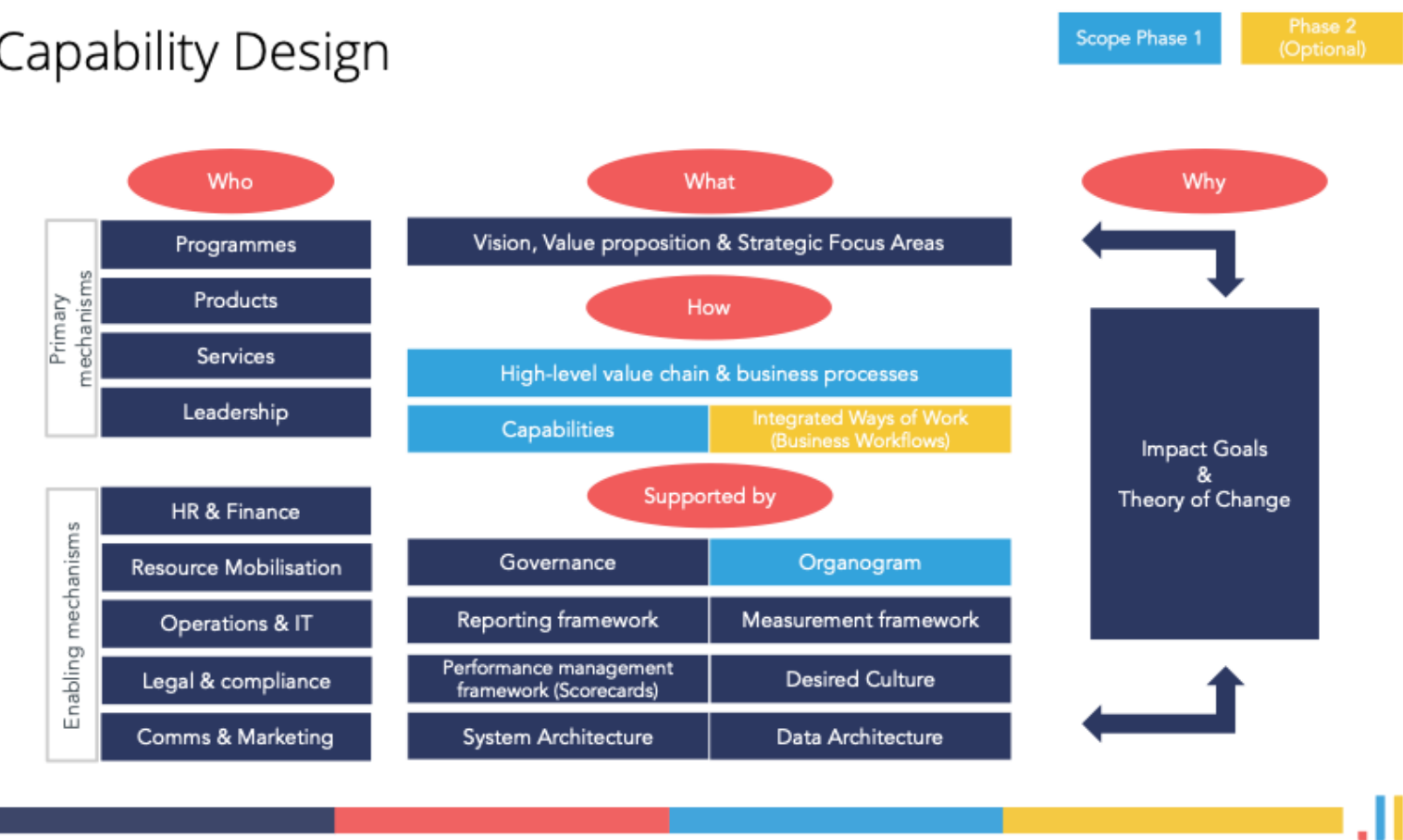


IMPACT

JGF has used their organisational structure and operating model to support decision making and governance, specifically around budgeting, as well as to appoint four roles in their organisation.

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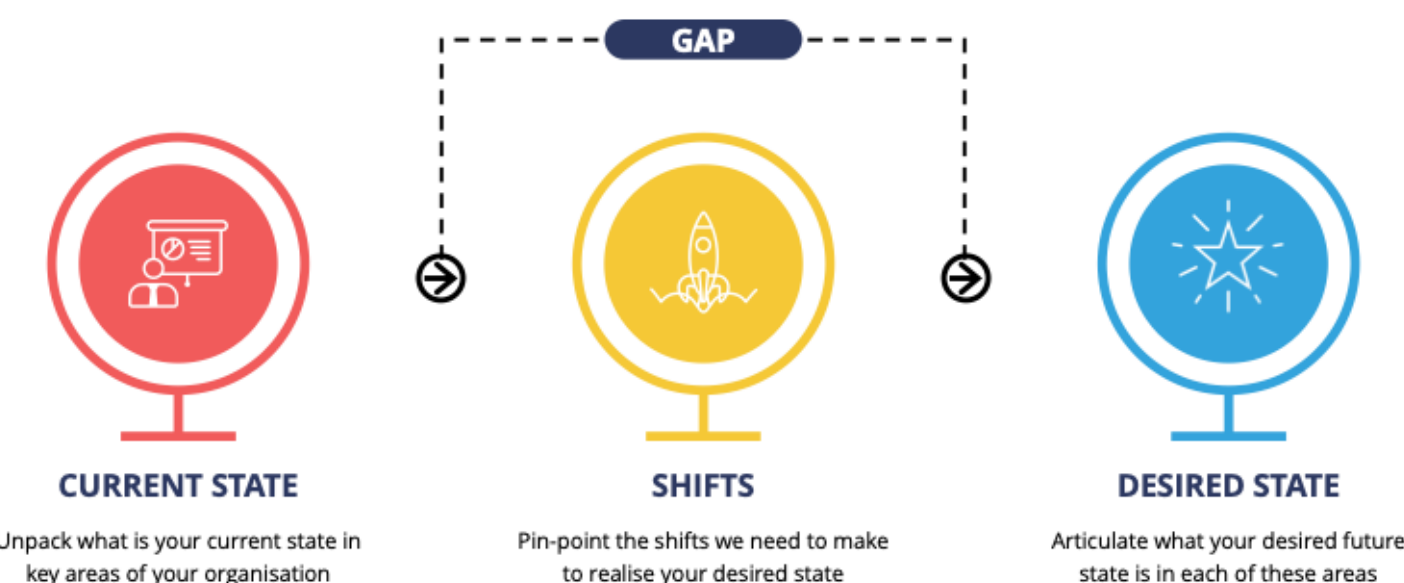
Capability Design



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Shifts

Current and future state is considered to identify desired shifts in key areas of the organisation's operating model.



Purpose

The Jakes Gerwel Fellowship is at the forefront of solving pressing education challenges, and in so doing, improve schools in South Africa.

