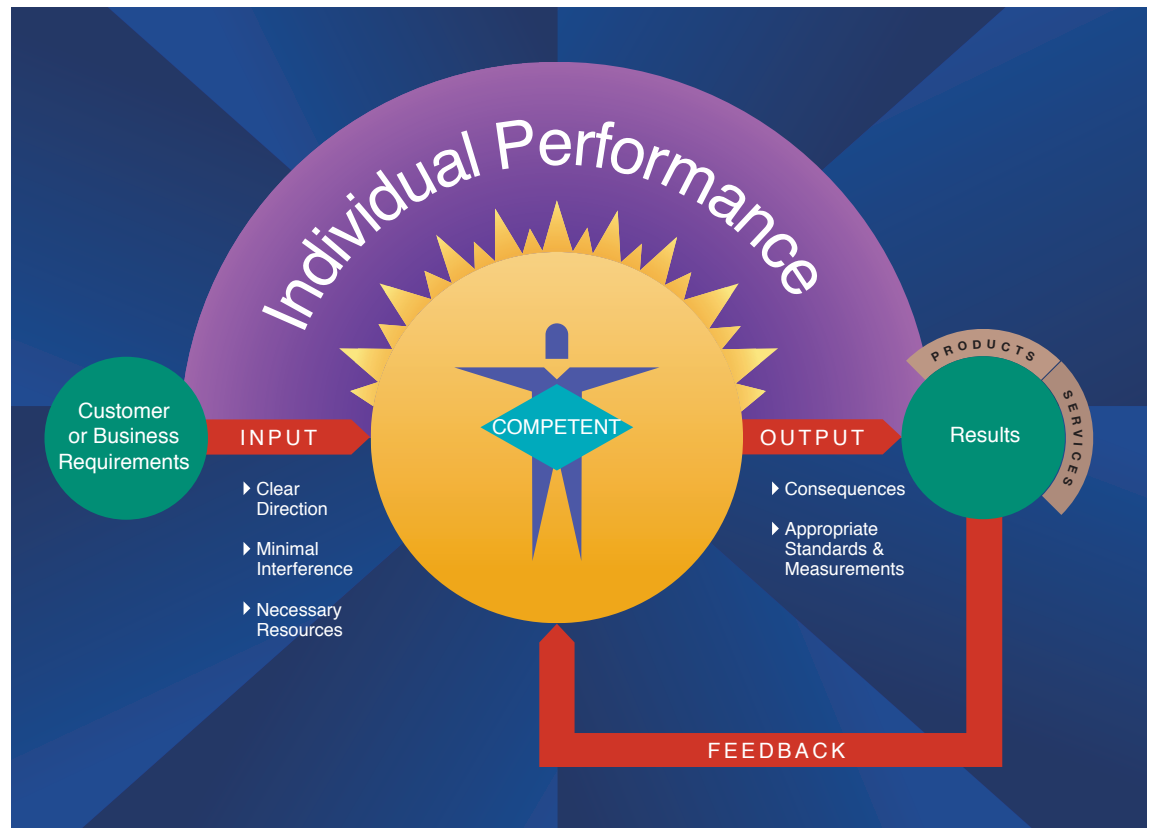


Improving Human Performance

Developing Strategic Human Resource Plans

In today's environment, competitive pressures require companies to excel in making effective use of their human resources. Ineffective use raises costs and results in missed opportunities to increase revenues. Effective use includes having high performing people in the right jobs at the right time. To make this happen, an organization must have:

- A human resource plan that supports the business plan and includes a forecast of human resource supply and demand,
- A succession planning system that identifies successors for key positions and a development plan to correct deficiencies,
- A performance management system that generates helpful feedback for employees plus input that integrates into the succession plan,
- A staffing system that evaluates internal and external candidates based on valid job requirements.
- Executive, management and employee development that is cost effective and integrated with other human resource plans and systems.



Improving Human Performance

We help organizations develop each of these components as part of a totally integrated human resource strategy that supports the business strategy. We also supply a service quality improvement framework in those organizations that have included quality improvement as a strategic objective.

Where appropriate, we apply a competency based approach that includes the identification of characteristics that distinguish superior performers from average performers. The resultant model provides objective criteria to guide succession planning, performance appraisal, selection and development. Our services include assisting organizations in the following areas:

Succession Planning

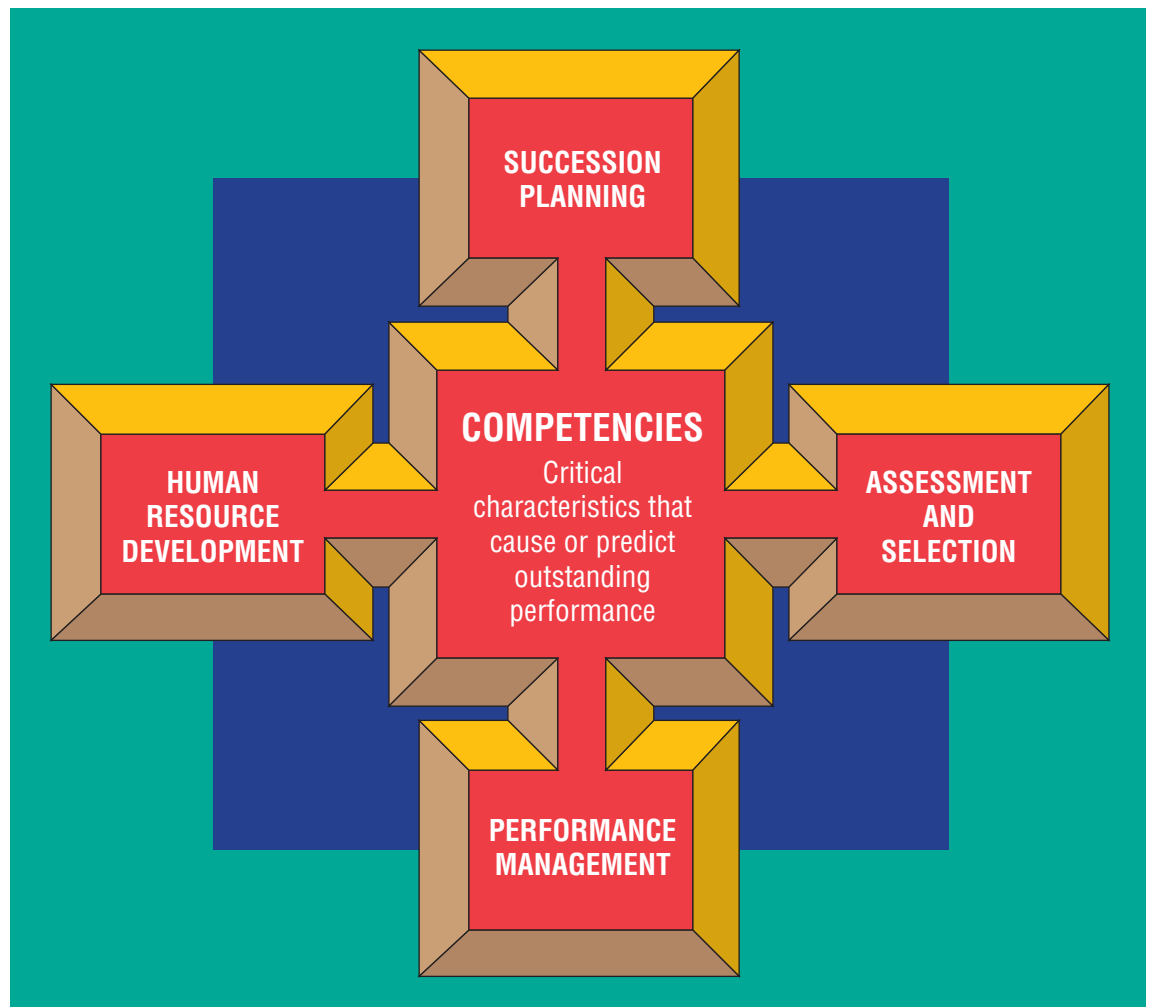
- Determining present and anticipated demands for talent and the availability of talent to satisfy these demands.
- Ensuring continuity of management through analysis of executive position requirements in light of evolving or new business strategies, identifying successor candidates, and developing corrective action plans.

Case:

For a Fortune 100 conglomerate, we designed and implemented a human resource planning process and system that included plans from divisions rolled into operating group plans that were presented and reviewed annually with the senior officers of the company. The plans included identification of successor candidates for key jobs and high potential candidates, plus plans for affirmative action and management development.

Result:

The company had the necessary talent to complete an ambitious 5 year strategic plan with 15% annual growth in profits.



Human Resource Development

- Developing an organization's human resources to meet its existing and future needs.
- Designing comprehensive management development plans, including career pathing and career management, and special programs for identification and retention of high-potential people.
- Establishing a management development philosophy and designing practices consistent with that philosophy.
- Identifying training and development needs at all levels, evaluating existing programs and developing new programs.
- Designing and conducting programs to enable an organization's executive team to meet its strategic and operational objectives.
- Coaching and counseling individual executives to help them improve their management skills.

Case:

A large transportation company decided to upgrade the training and development of all employees, with special emphasis on enabling its sales force to compete in a deregulated environment. Specific needs, and required sales competencies, were identified, and new programs were designed and delivered.

Result:

The company increased its market share by 11% and increased earnings in a difficult economy.

Performance Management

- Establishing total performance management systems that are linked into work planning or objectives-based systems.
- Implementing performance appraisal processes that give accurate feedback to people regarding their performance against agreed-upon standards and objectives. Providing for employees' personal development and linking rewards with performance measures.
- Preparing the necessary communications and training materials for implementation.

Case:

The human resource planning process of a large manufacturing company revealed a major problem of employees at all levels not receiving accurate feedback regarding performance and career potential. There was also little guidance and support for personal development. We first assessed the appraisal and development process at the top of the organization (top 50 executives). We found that the problem originated at the top. Appraisals were not done well, if done at all. The same was true for career guidance. Working with a team of senior executives, we guided the group in the development of an approach to appraisal and development that had everyone's ownership and commitment. After implementing at the senior level, we cascaded the process down throughout the remainder of the organization, accompanied by training for all supervisory people.

Result:

The organization is one of the few we have seen in which the appraisal process appears to be working effectively. This, we believe, is reflected in the excellent financial performance of the company.

Improving Human Performance

Assessment and Selection

- Developing and implementing systems for defining job requirements and competencies, and for validating selection procedures.
- Designing systems for internal placement and external recruiting and procedures for ensuring compliance with Equal Employment Opportunity (and OFCC) requirements.
- Implementing methods such as job posting, assessment centers, and comprehensive EEO audits of all human resource systems and practices.
- Developing processes for the assessment and evaluation of internal and external candidates.

Case:

A diversified manufacturing company had trouble identifying internal candidates for division manager jobs. We conducted a competency assessment of the division manager job and produced a job model identifying the competencies required for superior performance and those required to survive in the job (threshold competencies). We trained internal staff people to identify competencies, and to interview and select for competencies. We also implemented a job posting system to open up the selection process to a larger pool of candidates.

Result:

The number of qualified successor candidates for division manager positions was increased by 55%, which resulted in better selections and improved financial results.