



**humaninterest**

*your people – our interest*

# Company Profile





# CONTENTS

Elite Team Development	4
Leadership Development	5
Organisation Design	6
Talent Management	7
Custom Learning Programmes	8
Change Management	9
Succession Planning	10
Organisational Diagnosis	11
Culture Transformation	12
Coaching	13
Human Resources Transformation	14
Bespoke Masterclasses	15
Experience	16



## About Us

**We are a specialist business consulting firm of Organisation Development Specialists. We transcend human potential into successful organisational practice.**

Our primary purpose is to move the dial towards optimal business performance through the power of people.

Our scientific approach, based on solid research, targets measurable indicators associated with high performance.

Our team of trusted consultants implements our proprietary instruments, processes and tools to facilitate the desired change.

We work in close cooperation with our clients to build custom-made programmes. Our solutions are aimed at transforming individuals, teams and organisations.

## Values



### **STRAIGHTFORWARD**

Transparent and unpretentious, we are true to ourselves and our clients.



### **RESEARCH-BASED**

We base our models and methods on verified research.



### **PRACTICAL**

Our solutions are pragmatic and results-orientated.



### **CLIENT-CENTRIC**

We build customised solutions, adapting to our clients' needs and style.



### **FORWARD-THINKING**

We are committed to your current and future success.



# ELITE TEAM DEVELOPMENT

Our Elite Team™ assessment and programme shape your employees into high-performing teams.

In a disruptive world, only the most adaptable will thrive. A critical part of repositioning for adaptability is a shift away from the top-down business structure.

Businesses at the forefront of their industries are embracing models where work is accomplished in teams.

The global trend toward team-based businesses is rising for a reason: it's a capable model for operating in today's dynamic, unpredictable business environment.

In the long term, all leading brands will work primarily based on a team model.

Top companies are built around systems that boost interconnected teams, also called a network of teams. In this matrix, employees are part of more than one unit at a time or move from team to team as projects conclude.

Despite the central role of teamwork in the contemporary organisation, a curiously

low number of leaders emphasises the significance of high-performing teams – or Elite Teams – as a decisive capability required for business success.

An Elite Team is an interdependent group of stable, role-defined individuals who share mutual trust, values, responsibility and a clear focus on a common goal. They enjoy a high degree of empowerment, secure communication, and rapid information flow. The Elite Team is a powerhouse that outperforms in anticipated productivity.

Three fundamental dimensions of an Elite Team is energy alignment, high-quality interaction and a strong sense of continuous renewal.

Our departure point for the cultivation of high-performing teams is our proprietary, research-based Elite Team™ Profile, that comprises three pillars: Shapers, Drivers and Accelerators. Each pillar consists of 5 characteristics that pave the way towards an Elite Team approach.

## By implementing our Elite Team™ model, your employees will:

- Be fully equipped to arrange themselves in and between various teams. This ability to move between teams without risk is a critical attribute of today's high-performing companies.
- Be working from a custom-built team report. The report compares the current team dynamic with the ideal Elite Team™ standards.
- Benefit from various workshops designed to facilitate group alignment towards a clearly articulated end-goal.
- Work from a detailed roadmap to elevate team – and individual – performance.



# ▶▶ LEADERSHIP DEVELOPMENT

Our Elite Leader™ Profile facilitates fast-tracked growth for the contemporary business leader.

Drawing on our extensive research and experience working with teams, we have developed the Elite Leader™ Profile – our proprietary leadership framework that encapsulates the 15 competencies required to lead the modern organisation to greatness.

Companies increasingly depend on multidisciplinary teams that combine their collective capabilities to reach business goals. High-performing organisations operate as empowered networks. Hierarchies are being replaced by a matrix of teams, creating agile workplaces.

However, merely casting a mix of individuals together doesn't guarantee high performance. A new type of leadership is the catalyst towards coagulating a group of people into high-functioning elite teams.

The traditional business model belongs to the past. High-performing leaders need different abilities and proficiencies than in previous generations.

Themes such as inclusion, fairness, social responsibility, and leading in a network were not part of the leadership manifesto a decade ago. Digitisation and Artificial Intelligence are topics which were unfathomable a century ago.

Nevertheless, many businesses continue to operate according to industrial-age models that are 100 years old, weighed down by

legacy practices and an outdated approach to leadership.

Prominent studies confirm that the contemporary approach of inclusive leadership directly enhances performance and increases engagement. An inclusive leadership direction distinguishes itself by six traits: visible commitment, humility, awareness of bias, curiosity about others, cultural intelligence and effective collaboration.

Inclusive leaders transform their organisations and encourage experimentation while being comfortable with disruption.

Moreover, their non-linear approach activates a culture of lateral thinking and experimentation. This culture encourages team participants to connect and engage, infusing creativity and energy.

While some leaders need more assistance than others, most will benefit from a programme that purposefully highlights blind spots and potential areas of improvement.

**We follow a phased approach to the development and implementation of tailored solutions to leadership concerns. Our knowledgeable team will pave the way towards an integrated leadership approach by:**

- Providing each leader with an individual profile analysis, linked to the Elite Leader™ Profile, which forms the foundation of our Leadership Development offering.
- Following a systematic approach to ensure our programmes are contextual and measurable.
- Monitoring the impact of leadership development at an individual, team and organisational level.



# ORGANISATION DESIGN

## Co-create fit-for-purpose organisation structures to reach strategic goals.

Organisation design involves the creation of roles, processes and structures to ensure that the business's goals can be realised. It directly impacts the day-to-day outputs and long-term careers of your workforce. Additionally, it explicitly powers the ability of the company to reach its strategic objectives.

Traditional functional organisational structures consolidate scarce talent in siloed teams. They then grant access to the scarce skills of the elite team to the rest of the business. In a disruptive world, successful organisations adopt a new design: one that creates cross-functional, autonomous teams organised by specific outcomes.

In the modern world of work, leaders of today simply cannot rely on organisational structures devised more than a century ago.

Organisation design should amplify the alignment of the company to its strategy and business model. However, leaders dare not sit on their laurels after the organisation design has been signed off. In today's disruptive world, strategies are bound to

change. And, as the game plan changes, so too must the organisation design.

As companies grow and as challenges multiply, an organisation design which once worked can become a barrier to efficiency, customer service, employee morale and – inevitably – financial profitability.

Some ugly symptoms start rearing their heads: constrained communication flow, slow decision-making processes, a toxic culture and a lack of accountability.

In attempting to rectify the faulty organisation design, leadership often resort to one of two mistakes. They either drag their feet or jump in headfirst without proper consideration for the organisation's strategy.

If your talent pool doesn't include an in-house specialist, it's best to consider outsourcing these skills to an authority in organisation design.

Composing and executing a new design can be a significant organisational accelerator in complex business environments. When implemented successfully, renewed organisation design blazes the trail towards business performance.

**Additionally, the potential of your workforce is synergised towards high-performance and optimised to adapt to variation. We assist our clients by:**

- Translating strategy into a set of business design principles.
- Focussing on objective criteria for designing an on-point operating model.
- Working in collaboration with our clients on matters such as the optimal business-unit structure and capabilities needed for pivotal roles.
- Assessing the strength and weakness of the current organisation design to identify the root cause of problems.
- Building an alternative structure that serves your company best.
- Eliminating unnecessary complexity and friction to streamline energy.
- Helping leaders steer away from bureaucracy to ensure successful implementation of organisational change.



# ▶▶ TALENT MANAGEMENT

## Harness the power of the employee experience to recruit, develop and retain top talent.

As organisations globalise, employers are competing for top talent on an international scale. Retaining high performers is a universal challenge. Staff turnover is costly and uses valuable resources to find and train new employees.

Amidst stubbornly high unemployment, companies still confront challenges filling skilled positions requiring scarce skills.

Moreover, Industry 4.0 is impacting every aspect of business operations, including talent management.

Talent management is the planning, attracting, retention and development of human capital to execute the business strategy. The contemporary approach to talent management also underlines the Employee Experience.

Employee Experience can be broken down into milestones on the employee journey: candidacy (including the application, interview and hiring process), onboarding,

training, development, evaluation and promotion, exiting, and the alumni experience.

Historical approaches to talent management often fail to provide a competitive advantage to the contemporary business. Talent management strategies now need to be global in scale, but still agile enough to effectively recruit, train and develop people locally.

Modern talent management is a networked, customisable system with individuals at the centre.

Today's talent management strategy not only zooms in on the employee lifecycle but also relooks this perceived lifespan altogether.

The capability to deploy – and redeploy – human capital as opportunities arise and dissipate is a critical differentiator. Additionally, reassigning top talent into new prospects altogether breathes new life into the employee lifecycle.

**Our extensive experience and customised solutions allow us to design a strategic talent strategy for our clients; the main aim is to deliver business outcomes. We place a key focus on understanding, measuring, and improving workforce productivity by:**

- Identifying the critical roles required to deliver on an evolving business agenda
- Helping our clients ensure the best talent with the right skills is dynamically matched to those roles.
- Making the leadership team aware of the roles driving the most significant value to establish a strong pipeline of qualified succession candidates for critical roles.
- Drawing on the power of data analytics, such as our talent match solution, which allows clients to identify and define roles, compile succession inventories, and match talent to positions with the ease and speed of a swipe.



# CUSTOM LEARNING PROGRAMMES

Construct and implement made-to-measure learning programmes to empower each individual in your workforce.

If you are taking a one-size-fits-all approach to training, it will more than likely hamper your ability to reach strategic objectives. It's worth investing in learning programmes that are customised according to your business strategy, culture and context.

Evolving work strains and skills requirements are creating an enormous demand for new skills and capabilities. Learning is becoming more integrated with work, becoming more personal, and it is shifting toward lifelong models.

Custom learning is replacing tedious and daunting training programmes. These learning programmes enable each person in your workforce to sign up for courses as per their convenience, abilities and interests.

It is essential to choose the right Learning Management System for the business challenges you are facing and for the cohorts you are developing.

A custom learning programme worth its salt consists of a mixture of apt ingredients. The final product is made-to-order according to the business's unique context. The proof is in the pudding when new knowledge leads to new behaviours and embracing of positive change.

This contemporary methodology of learning inevitably means that leaders should adopt a new way of approaching the topic. An inclusive style predicts the best outcomes. Deep learning requires favourable conditions to share thoughts, questions and ideas.

Custom learning programmes should not only be reserved for senior leaders; every level of the organisation is a pillar that stabilises the business structure.

Additionally, skills training is no longer an optional extra but an indispensable part of a business's competitive advantage. Custom learning programmes need to be entrenched in the workplace culture throughout the employee lifecycle.

**Smart learning policies deliver measurable results. As such, a business should put appropriate plans in place over both the short and long term. Our custom learning programme aims to transform every member of your team to be catalysts of transformation by:**

- Building and implementing Custom learning programmes that are scalable and personalised.
- Designing a suitable programme format - number of sessions, duration of assemblies, coaching, assessment and assignments - per the client's needs.
- Utilising skilled facilitators with global experience.

# CM CHANGE MANAGEMENT

Accelerate enduring agility to secure the survival of the organisation, with your workforce as driving agents.

The Fourth Industrial Revolution is bringing tremendous disruption to the world of work. Change is a constant like never before.

With the macro (business) environment in a continuous process of transformation, the organisational system needs to be highly adaptable to side-step disintegration.

Change management is a mainstay for a business to survive. Luminary business directors have change management at the top of their priority list.

Change management refers to methods used in transitioning people and organisations from their current state to the desired future state. We take three levels of change into account: organisational, team and individual.

Leaders should continually encourage all members of their teams to embrace change and recognise opportunities.

Research shows that most change management efforts fail, mainly because leadership leave the human element out of the equation. Buy-in from your workforce transforms them into participatory agents who help interpret and shape the change process.

Aiming to help ensure that initiatives deliver the desired results, leadership should create a social experience rather than a top-down initiative. Research suggests that people can be stimulated to change, even under tough circumstances, when leadership meets their psychological needs of autonomy, growth, and meaning.

Most importantly, a successful change management programme mobilises modification in behaviour, driven by the psychological process of acceptance and repositioning.

**Our tailored solutions are custom-made, methods-based and data-driven. We assist our clients in increasing the pace and certainty of successful organisational change, with minimal disruption. We facilitate the change management process by:**

- Advising you to approach change with confidence, adapting with purpose and embracing what's possible.
- Identifying change champions: team members who are likely to flourish within the new change management process. Change champions leverage the power of social norms and frame the change initiative.
- Using data and human psychology to interconnect and encourage team members throughout the change process.
- Combining deep expertise with state-of-the-art diagnostic and analytic tools and training.
- Preparing your team to continually master change, not just in reaction to current needs.
- Facilitating agility within your team to identify and seize future possibilities.



# SUCCESSION PLANNING

Develop future leaders and build a pipeline to feed critical, or lynchpin, positions.

Taking on the global business world without a clear succession plan invites disruption at best and entropy at worst.

Organisations should offer an appropriate succession plan to team members on all levels. However, succession management systems should focus intensively on lynchpin positions.

Lynchpin positions are critical to the long-term health of the company. These essential positions are typically tough to fill and entail scarce skills. Moreover, they usually reside in established areas of the business and those critical for the future.

Having a clear definition of lynchpin positions is an essential starting point for identifying the right employees and realising their probability to succeed.

The potential gains of succession planning go far beyond the apparent result of devising a steady flow of employees prepared to step into new roles. It also facilitates enhanced career development opportunities for emerging leaders, driving

higher engagement and retention of top talent.

By its very nature, succession planning efforts often take years to bear fruit. Capable successors are the product of years of training and mentoring – ideally as much as five years ahead of a planned transition – to ensure that they acquire the skills and experience they will need.

Succession planning is not replacement planning. Replacement planning suggests that an organisation merely identifies one or two potential individuals who can work as a backup, for a temporary period until someone appropriate is found.

Replacement planning assumes that the organisational structure will remain unchanged over time.

Succession planning, in contrast, focuses on developing people rather than merely naming them as replacements.

Human Interest's Talent Review process offers your business a clear understanding of top talent at every level.

**Our research-based assessment evaluates whether your current succession plan will bear fruit in the future and helps you to nourish the right crop for an upcoming harvest.**

**Our approach aims to:**

- Identify the client's lynchpin positions and align these roles with strategic business objectives.
- Help the client identify talent needs and high-potential candidates.
- Help the client clarify, enhance, design and implement on-point succession strategies and planning processes.
- Customise individual development to bridge role gaps as well as group development to bridge organisational gaps.
- Work from a detailed roadmap to elevate team – and individual – performance.

# OD



## ORGANISATIONAL DIAGNOSIS

Assess the overall health of the business to address gaps in culture, climate and engagement levels.

An ideal organisational diagnosis is an objective review, measuring gaps between current and desired states. By measuring these hiatuses, a business can control various precursors to success, including public perception, talent retention and corporate image.

The employee-work contract has changed. The authority of the individual is rising, with millennials at the forefront. This new workforce expects much more from corporations than their predecessors and believes that businesses should fill a widening leadership vacuum in society.

Outdated business models alienate the organisation's workforce, leaving them feeling disconnected from the business.

The less your workforce feels connected to and valued by the company, the lower their engagement levels.

However, Millennials and Gen Z show deeper loyalty to employers who boldly tackle the issues that resonate with them most, such as work-life balance and life-long learning.

As consumers, they favour brands that are environmentally friendly and purposefully ethical.

The rise of the social enterprise displays the growing importance of social capital

in shaping an organisation's purpose.

The expectations associated with social enterprise guide its relationships with stakeholders, influencing the company's ultimate success or failure.

A social enterprise is an organisation whose mission combines revenue growth and profit-making with the need to respect and support its environment and stakeholder network.

Now more than ever is the time to question conventional organisational structures, empower teams and focus on building a culture of shared information, shared vision, and shared direction.

To this end, an organisational diagnosis is a vital tool to measure congruency between internal stakeholders' needs and the business's vision of success.

An organisational diagnosis is a structured approach that evaluates an organisation's status quo regarding multiple aspects, including culture, climate and employee engagement.

### By partnering with us, you can expect:

- An assessment comprising a blended approach of surveys, interviews and focus groups.
- A comprehensive solution for employee engagement.
- Reviewal of the organisational structure to ensure the right people are in the right roles.
- A practical plan to streamline departments as a network of teams and away from silos.
- A resilient, motivated and appreciated workforce powered by a positive corporate culture.

# CT



▶▶

## CULTURE TRANSFORMATION

### Foster the desired corporate culture at multiple levels.

Corporate culture is often implied, not expressly defined, and develops organically over time from the cumulative traits of influential people in the workforce.

Corporate culture is the sum of two parts: internal and external.

Internal corporate culture refers to what your directors, executives and workforce say and believe about the organisation's reason for being. It also speaks to how their behaviour and actions reflect those statements and beliefs.

External corporate culture signifies how your clients, customers, suppliers, investors, communities and other stakeholders see your organisation and its values and mission.

The internal perspective determines employee engagement and productivity. The external angle impacts corporate reputation, customer support and investor decisions. It also has a significant impact on talent and recruiting campaign success.

The corporate culture infiltrates every aspect of the organisation's mechanisms. An unhealthy business culture is bound to show symptoms like high turnover, secrecy, low levels of engagement and whistleblowing.

In the always-on social media and 24-hour news cycles, organisations may face more significant damage to their reputations than ever before when problems arise which is associated with culture.

At the same time, a positive culture is priceless in weathering crisis and, in some cases, preventing them. It's also an asset in reputation management and reaching strategic objectives.

Achieving sustained health of the corporate culture requires that the organisation moves beyond structures, processes, and systems to address individual and collective behaviour.

Our methods help leaders shape a new vision and set goals that are aligned with business outcomes.

**Our comprehensive experience and rigorous approach help clients develop successful transformation programmes and build cultures of continuous improvement. We will facilitate your company's culture transformation by:**

- Diagnosing the organisation's ability to meet new targets, deliver improved initiatives, strengthen performance and build capabilities.
- Working with you to implement mediations that change organisational mindsets and behaviours, thus ensuring a sustainable change in behaviour.
- Constructing and implementing interventions based on organisational analysis. Our methods combine a custom-made programme to address identified gaps; interventions can include training, coaching, process improvements, etcetera.
- Helping you design and deliver far-reaching change efforts.

# CO



## COACHING

Tailored, one-on-one coaching programmes which empower individuals to reach their full potential, both professionally and personally.

Talent initiatives are at the top of the list for sustainable growth across all tiers of today's business.

Forward-thinking leaders encourage their teams to learn continuously by making suitable resources available.

Organisational learning and training are two of the top-rated challenges among business leaders today. Top talent now rates 'the opportunity to learn' as among their principal reasons for accepting a position.

Luminary leaders know that changes in technology, longevity, work practices, and business models have created a tremendous demand for continuous, lifelong development.

Coaching offers a highly individualised learning and development opportunity. It facilitates the growth of critical components for future (leadership) roles. It also addresses blind spots in employee competencies and performance.

According to Sir John Whitmore, a leading figure in executive coaching, the definition

of coaching is "unlocking a person's potential to maximise their own performance. It is helping them to learn rather than teaching them."

Coaching makes learning more personal – a crucial part of stimulating self-propelled personal progress and professional development.

Coaching is concerned with connecting to people, empowering them to do their best, and helping them to grow. When done right, coaching mobilises employee engagement and cultivates deep leadership.

Coaching is a process of cultivation. It should be aligned to individual and organisational learning and development objectives that equip an employee for the current and future needs of the organisation.

The ability to coach is a skill that needs to be sharpened over some time. Not only may a lack of training leave leaders unqualified, but it may also effectively result in a policy of leaders' reinforcing poor coaching practices among themselves. The outcome is a waste of time, money and energy.

**Research backs the idea of leaders receiving training from coaching experts to improve their skills. As a coaching specialist, we can also support your workforce by:**

- Applying coaching techniques to enable the protégé to devise and realise his/her goals and plans.
- Pinpointing the protégé's development needs and building customised solutions.
- Providing advice and guidance while empowering the protégé to accept accountability throughout the coaching programme.
- Providing team leaders with valuable coaching skills to take on their own protégés.

# HR



## HUMAN RESOURCES TRANSFORMATION

Recalibrate the Human Resources function from a service provider to a strategic business partner.

The traditional definition of the role of Human Resources (HR) no longer meets the business challenges of Industry 4.0.

Expectations of – and by – the workforce are changing. Disruptive forces will not only affect their day-to-day work routines and preferred business tools but also their expectations from the business as a social enterprise.

The Fourth Industrial Revolution will necessitate leadership to review the entire organisational process, including recruitment, retention and rewarding process. The days of HR as we know it may be numbered.

At first glance, HR practitioners might perceive these changes as bad news. However, the disruption creates an unprecedented opportunity for the Human Resources department to play a pioneering role in reshaping the business.

Business leadership is increasingly looking to the HR department to drive innovative talent solutions, improve alignment with business imperatives and transform data into actionable insights.

The Human Resources function is becoming a strategic consultant with a broader strategic responsibility to design, simplify, and improve the full employee experience.

Putting human capital first is arguably the most critical success factor of today's high performing organisations. To secure the company's future viability, directors should recalibrate the Human Resources division from a service provider role to a strategic business position.

A strategically aligned Human Resources Operating Model and Organisation Structure is vital in the implementation of core HR practices. Strategic Human Resources is a dynamo for delivering top talent, maximum performance and in-point strategy execution.

**We follow a systematic process in reformatting the HR function to meet your business demands. We revolutionise the HR function by:**

- Assessing the organisation's current state of HR. This is the foundation required before considering the introduction of other talent management practices.
- Implementing our propriety Talent Ecosystem™ to establish your organisation's core HR practices.
- Embedding People Analytics in HR processes and building HR-team capabilities.
- Examining different potential structures for the HR function and defining critical roles within the HR function.
- Identifying the next generation of HR leaders and designing succession plans to ensure their success.
- Recalibrating the HR department towards becoming a strategic business function and streamlining the department's processes.
- Supporting HR transformations that improve efficiency, effectiveness and the employee experience.
- Developing overarching HR strategies for continued growth and success.



# BESPOKE MASTERCLASSES

Tailored masterclasses presented as practical workshops to elevate employee engagement and align your team's output with business objectives.

Employee engagement directly links to successful business outcomes.

Employee engagement refers to an employee's job satisfaction, loyalty, and inclination to expend discretionary effort toward organisational goals.

A company needs a team that is both engaged and committed to prosper in the modern world of work. Unfortunately, a startlingly few participants in the contemporary workforce are either of these.

Engagement predicts individual performance and operates at the most fundamental levels of the organisation, where the most meaningful impact can be made.

Employee engagement is linked to various aspect of organisation processes, including corporate culture, talent management, learning opportunities and work/life balance.

As such, addressing problems linked to employee engagement is not a one-size-fits-all approach. Companies consist of a

diverse group of people; each combination coagulates into a unique synergy. Every organisation will require a unique set of skills and traits for effective leadership.

Practical solutions to optimum employee engagement require much more than transferring information to leaders. It means designing development experiences that change the way the entire operation thinks and functions.

Our team consists of renowned strategic leadership specialists and organisational performance experts.

We bring deep project and development experience from working with leading companies across multiple industries. This experience allows us to offer flexibility towards designing high-quality solutions that is problem-centred and custom-built.

Our design methodology incorporates the accurate balance of content, context and experiences for any solution, whether it's a program on managerial fundamentals or an in-market immersion for senior executives.

**Our team will work in accord with you to develop a bespoke masterclass. You can expect that we will be:**

- Designing custom workshops aimed at all levels of the organisations.
- Commissioning highly skilled facilitators with global experience.
- Presenting practical, engaging and interactive workshops to stimulate accelerated learning.
- Designing experiences with a human-centric, creative and flexible approach.
- Calibrating workshop outcomes to align with strategic business objectives.

# EXPERIENCE

## Banking, Finance & Insurance



## FMCG, Services & Communications



## Manufacturing, Retail, Hospitality & Forestry

## Resources and Construction





# humaninterest

*your people – our interest*

## KEY CONTACTS



**Ian Chauvet**

DIRECTOR

✉ [ian@humaninterest.co.za](mailto:ian@humaninterest.co.za)

☎ +27 82 050 6965

**Janko Kotzé**

MANAGING DIRECTOR

✉ [janko@humaninterest.co.za](mailto:janko@humaninterest.co.za)

☎ +27 83 233 7147

**Marieta Kotzé**

DIRECTOR

✉ [marieta@humaninterest.co.za](mailto:marieta@humaninterest.co.za)

☎ +27 83 427 1295



**Johannesburg**

**Address** 33 Melda Road, Ruitershof, 2194

**Phone** +27 11 791 2290

**Email** [info@humaninterest.co.za](mailto:info@humaninterest.co.za)

**[humaninterest.co.za](http://humaninterest.co.za)**