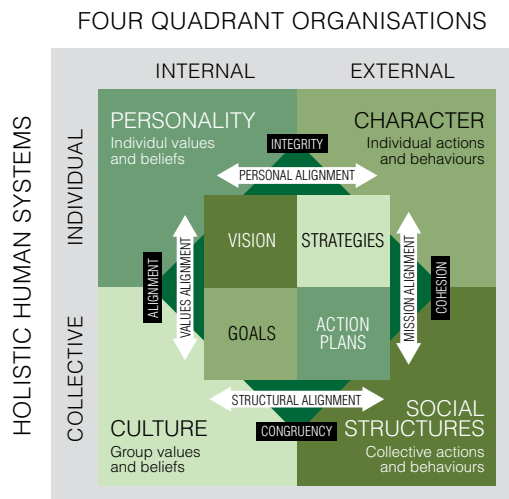


STRATEGIC HUMAN CAPITAL MANAGEMENT, ANALYSIS & PLANNING

CASE STUDY: DESIGNING A STRATEGIC PEOPLE STRATEGY FOR A PROFESSIONAL FIRM

FIRST THINGS FIRST: ANALYSE & PLAN



In a world focused on instant gratification, quick fix solutions and short term thinking, the companies that grow from being good to being great don't achieve this fortuitously but through rigorous planning and strategising. Many firms will do this for their core business but only some realise the benefits of doing the same kind of planning for their most important asset: the people (and culture) in the business.

One such client of ours is a respected 45% black controlled legal firm with 18 directors and a total staff compliment of more than 120. In a hugely stressful professional environment their statement that 'people are our most important asset', has over the years been backed by substantial investments in employee's personal development and growth.

After a traumatic near break up and in depth re-organisation of business practices in 2005 they realised their need for an overall review of their human capital management and development practices. Lacking the necessary expertise and in order to ensure objectivity, they approached us.

After a rigorous process of investigation and analysis we were able to provide them with a proposed blueprint strategic human capital plan to supplement their existing efforts and other business strategies.

Following board approval of the proposals in our report we have engaged in an implementation phase that has involved, amongst others, running workshop-style leadership development programmes and diversity training programmes.

DELIVERABLES & RESULTS

The deliverables of this consulting engagement included:

- An integrated 62-page report.
- An analysis of qualitative findings.
- An overall model reflecting all aspects of the culture of the organisation.
- An analysis of the driving paradigm, core ideology and core values of the organisation.
- A detailed human capital development strategy including:
 - Overall organisational and management adjustments to be made.
 - Interventions on all levels.
 - Detailed proposed modules for implementation.

'Effective human capital management starts with effective planning...'

SUMMARY OF PROCESS

- Review strategic business plans and all other relevant documentation.
- Interview a sample group of 45 employees (on all levels) individually or in focus groups.
- Analyse qualitative data gathered and review in terms of international best practices.
- Synthesise findings into strategic human capital management and development plan that includes practical programmes for implementation.
- Implement in collaboration with management.

CLIENT COMMENTS...

"[Your report and advice] is enormously valuable and in many senses an eye opener." – K. Markgraaf (F.D.)

"I have received very positive reports about your interaction from a number of people."

"Thank you for a sterling report." – T. Malatji (M.D.), Gildenhuis Lessing Malatji INC.



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Customising and implementing authentic people strategies and solutions

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