

CONSORTIUM PARTNERS

EXPERIENCE. DELIVERED!

Consortium Partners work together, allowing us to provide our clients thought leadership, practitioner expertise, and a personal touch at a better value than the larger consulting firms.

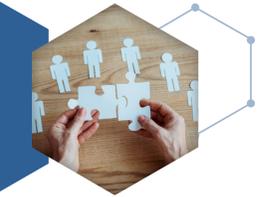
We bring different and complementary expertise together to share best practices and solve client needs. We operate using a consistent set of standards, allowing us to deliver seamless solutions for our clients.

AREAS OF EXPERTISE

- ◇ STRATEGY
- ◇ LEADERSHIP DEVELOPMENT
- ◇ TALENT MANAGEMENT
- ◇ ORGANIZATIONAL EFFECTIVENESS
- ◇ LEARNING AND DEVELOPMENT
- ◇ TALENT ACQUISITION
- ◇ DIVERSITY, EQUITY & INCLUSION (DE&I)
- ◇ HR MANAGEMENT & OPERATIONS
- ◇ ENVIRONMENTAL, SOCIAL, & CORPORATE GOVERNANCE (ESG)
- ◇ TOTAL REWARDS
- ◇ HR TECHNOLOGY
- ◇ LEGAL & COMPLIANCE



AREAS OF EXPERTISE



ALL ORGANIZATIONS ARE BEING DISRUPTED IN UNPRECEDENTED WAYS. CREATING AND IMPLEMENTING A STRONG HR STRATEGY CUSTOMIZED TO YOUR BUSINESS NEEDS ALLOWS YOU TO DRIVE THROUGH THESE CHANGES AND EMERGE STRONGER.

STRATEGY

Many HR organizations spend most of their time on the day-to-day operations, which leads to them spending more time managing tactical items than aligning the HR organization to the company's corporate strategy. A clear strategy for Attracting, Developing, Retaining, and Rewarding your people is a critical component in your business strategy. Every company needs a clear, purposeful HR strategy to ensure it has the right people at the right places at the right time to execute the overall business strategy. We can help

you create an HR strategy striking the right balance for your HR team to execute the day-to-day needs, while also strategically growing your business by:

- Building a strategic HR plan
- Assessing your HR organization to determine critical gaps to improve performance and engagement
- Developing business cases, rollout plans, and performance indicators for enterprise HR initiatives



WE NEED TO LEAD FROM THE FRONT WITH AUTHENTICITY AND GRATITUDE TO FINISH SHAPING WHAT WE STARTED. NOW MORE THAN EVER, COMPANIES NEED LEADERS WHO CAN MANAGE THROUGH AMBIGUITY, TAKE CALCULATED RISKS, EFFECTIVELY LEAD CHANGE, AND INSTILL A LEARNING MINDSET AND RESILIENCY IN THEIR TEAMS.

LEADERSHIP DEVELOPMENT

It is important to understand how motivation and different styles can affect performance to accelerate effectiveness. We help clients in the following ways:

- Inspire leaders through individual and group coaching aimed at personal growth that supports organizational performance.
- Assessments (e.g., Hogan, Firo-B, DISC) and in-person or survey 360s
- Support leader and team members to create high performing teams
- Design and facilitate programs (e.g., people leaders, women, high potential)
- Facilitate new leader integrations, onboarding, and transition planning
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ORGANIZATIONS HAVE BEEN DISRUPTED. WE HAVE AN OPPORTUNITY TO DEPLOY DATA-DRIVEN DECISION MAKING, PROCESS EXCELLENCE, AND INCREASINGLY SOPHISTICATED PEOPLE LEADERSHIP.

TALENT MANAGEMENT

Identify enablers and differentially invest to ensure your workforce is ready to meet future business demands.

- Segment talent, understand critical roles, then differentially invest in areas with the biggest impact
- Design and facilitate leadership and broad-based talent reviews
- Drive succession planning
- Build capability and career development models
- Design high potential programs



WITH EVERY CHANGE THAT HAPPENS IN AN ORGANIZATION, EFFECTIVENESS IS AT RISK. INTENTIONALITY AROUND HOW DECISIONS GET MADE, HOW AN ORGANIZATION IS STRUCTURED, AND HOW PERFORMANCE IS MEASURED AND OPTIMIZED IS CRUCIAL.

ORGANIZATIONAL EFFECTIVENESS

Organizational effectiveness does not happen by accident, and looks a little bit different for each organization. We help you create organizational effectiveness for your organization and teams through:

- Organization design and change leadership, starting with strategy and incorporating structural and social considerations
- Developing process, structure, and critical components of culture for optimal effectiveness, including the formal and informal ways in which work gets done
- Assess and develop performance measures, communications, metrics, and accountability, with the greatest impact on your organization's ability to perform to its potential

Leaders should consider org effectiveness work as a priority when there is:

- A change in strategy
- Loss of productivity due to unclear accountabilities and decision-making rights between teams
- Employees not able to develop



THE ABILITY TO CATER TO DIFFERENT LEARNING STYLES AND PREFERENCES IS CRITICAL, AND PEOPLE ARE NOT ONLY MORE RECEPTIVE THAN EVER TO VARIOUS MODALITIES AND TECHNOLOGIES, BUT THEY NOW EXPECT THAT VARIETY. WE ENSURE THAT LEARNING AND DEVELOPMENT IS BOTH INDIVIDUALIZED AND COLLABORATIVE, PROVIDING PERSONAL RELEVANCE AND GROWTH, WHILE EMPHASIZING PRACTICAL APPLICATION.

LEARNING & DEVELOPMENT

People are the heart of an organization, and lead to differentiated performance. Having a comprehensive, practical, and purposeful strategy to grow and develop your people is critical. We use an approach that combines the latest research with years of experience and qualitative feedback to consult, analyze, design, develop, implement, and measure any of the following elements, depending on your specific needs:

- Thoughtful needs analysis to determine where your current strengths and areas of opportunity lie
- Learning and development strategy targeting key populations (e.g., Executives, experienced leaders, new leaders, emerging leaders, individual contributors)
- Specific strategies and learning paths tailored to each key population, centered around learning through experience, learning through others, and formal learning
- Sustainable elements that reinforce and build on the learning over time to ensure retention and practical application
- Purposeful social learning experiences that enable peer learning across functions and geographies (e.g., leader forums, peer coaching exchanges, etc.)
- Leadership and professional development program facilitation (live or virtual) at any level in the organization
- Impact measurement strategy, from Level I to Level IV, to determine the value to your business



IF PEOPLE ARE THE KEY TO EXECUTING YOUR STRATEGY, THEN HIRING THE VERY BEST PEOPLE NEEDS TO BE YOUR TOP PRIORITY.

TALENT ACQUISITION

The key premise of any human capital strategy has the right person, in the right role, at the right time. It's a simple idea that is quite difficult to execute. Having both a corporate talent acquisition leadership and executive search background makes us uniquely qualified. We can provide you with the headhunter's ability to identify talent and the talent executive's ability to create a selection process that ensures the very best quality of hire while staying compliant. Some of the guidance we can provide:

- Recruiting process and organizational design
- Recruitment outsourcing implementation and project management
- Recruiting tools and technology
- Analytics, metrics, dashboards
- Internal recruiting team development
- Interview Training for hiring managers and the recruiting team
- Executive Search



EVERY ORGANIZATION BENEFITS FROM AN INCLUSIVE ENVIRONMENT THAT EMBRACES THE MULTIPLE ELEMENTS OF DIVERSITY. WE STRIVE TO EMBED DE&I INTO YOUR CULTURE, WHERE IT BECOMES AN EXPECTATION NOT JUST FROM SENIOR LEADERSHIP, BUT WHERE EVERY EMPLOYEE HOLDS ONE ANOTHER ACCOUNTABLE, AND IS INTEGRAL TO THE WAY YOU DO BUSINESS.

DIVERSITY, EQUITY & INCLUSION (DE&I)

The power of prioritizing, enabling, and leveraging diversity, equity, and inclusion has been measured and reinforced more than ever in recent years. The positive impacts to collaboration, innovation, engagement, and retention correlate directly with increases in overall company performance. In order to ensure DE&I becomes a key element in your organizational culture, it is important to ensure it spans multiple layers. We can consult with you to help you build out and implement these critical areas:

- Eliciting a high degree of support and involvement from senior leaders
- Aligning and incorporating a DE&I strategy across your overall company strategy and People Strategy
- Generating engagement around strategic People & Business
- Resource Groups that empower select populations across your organization
- Communicating the competitive business advantages of DE&I
- Embedding DE&I elements into your existing processes (Talent, Learning and Development, cross-functional teams, etc.)
- Ensuring a constant flow of DE&I communications and learning opportunities over an extended period of time
- Designing, developing, and implementing a multi-layered DE&I learning and development strategy targeting key segments of your population, with clear sustainability and pull-through
- Measuring the impact of the overall strategy and specific elements (e.g., engagement, innovation, representation, attrition, etc.)



EMERGING PRIORITIES OR UNEXPECTED CHANGES OFTEN REQUIRE EXPERTISE THAT CAN COME IN QUICKLY TO LAY THE FOUNDATION FOR NEW WAYS TO UNLEASH THE POTENTIAL OF YOUR WORKFORCE.

HR MANAGEMENT & OPERATIONS

Every HR team can be overwhelmed from time to time—key departures, significant growth, or structural changes can leave your team struggling to execute day-to-day needs and missing strategic opportunities to guide the business. We can help you in these moments by:

- Providing interim leadership, business partner, or other centers of excellence support
- Building scalable functional areas
- Managing and implementing projects and initiatives



CLIENTS, EMPLOYEES, AND INVESTORS ALIKE LOOK AT AN ORGANIZATION'S ENVIRONMENTAL, SOCIAL, AND CORPORATE GOVERNANCE (ESG) POSITIONS AND OUTCOMES TO DECIDE IF THEY ALIGN WITH THEIR OWN AND DETERMINE IF THEY WALK THEIR TALK, LEAVING BEHIND THOSE THAT DON'T.

ENVIRONMENTAL, SOCIAL, & CORPORATE GOVERNANCE (ESG)

Environmental, Social, and Corporate Governance (ESG) is increasingly rising to the forefront, with companies, clients, and consumers looking to articulate and understand sustainability and societal impacts of their businesses, vendors, and suppliers. In many respects, organizations can't set out to explicitly set or achieve ESG excellence, but rather, must do the hard work of setting purpose, articulating vision, and living core values in all they do. We can help you:

- Analyze and benchmark your ESG performance to peers, an industry, and/or geography
- Articulate the interdependencies of ESG with organizational culture, design, and performance
- Design, develop, and implement people-forward frameworks and solutions to drive ESG results
- Embed an ESG mindset and skillset in your people and workforce strategy and processes



ORGANIZATIONS CAN FULFILL AN EMPLOYEE'S DESIRE AND ABILITY TO PERFORM AT THEIR POTENTIAL BY CLEARLY STRUCTURING JOBS AND RESPONSIBILITIES, ASSIGNING AN APPROPRIATE WORTH AND VALUE TO THOSE JOBS AND RESPONSIBILITIES AND DESIGNING, COMMUNICATING, AND DELIVERING ON REWARDS AND RECOGNITION IN ALIGNMENT WITH THAT VALUE.

TOTAL REWARDS

Compensating employees for their contributions and efforts in appropriate, meaningful, and fair ways remains a bedrock of any organization's People Strategy and operations. A holistic Total Rewards strategy allows organizations to craft a unique Employee Value Proposition (EVP) and attract and retain great talent aligned to the organization's purpose and values, maximizing outcomes and giving an ability to flex with the times. Finding the balance between tangible and intangible Total Rewards elements and understanding the value your various workforce segments assign to such elements are both key to building and sustaining a winning team. We can help you:

- Analyze and benchmark your organization's Total Rewards programs and elements against other organizations, as well as market-based surveys and best practices
- Design, develop, and implement outcomes-based Total Rewards programs, elements, and processes
- Integrate Total Rewards into your Employee Value Proposition (EVP) in meaningful ways
- Craft a talent brand focused not just on tangible elements of compensation, but also the intangible elements and contributions to your people
- Project and change manage evolutions in your Total Rewards strategy, programs, and processes
- Manage the multitude of vendors providing Total Rewards elements, services, and programs, including market surveys, health benefits, retirement offerings, and more



ASKING EMPLOYEES TO PARK THEIR CONSUMER EXPECTATIONS OF TECHNOLOGY AT THE DOOR WHEN THEY SHOW UP FOR WORK IS A RECIPE FOR DISASTER. TO ATTRACT AND RETAIN GREAT TALENT, ORGANIZATIONS NEED TO MEET EMPLOYEES WHERE THEY ARE IN TERMS OF EXPECTATIONS, NEEDS, AND EXPERIENCE WHILE EMBRACING TECHNOLOGIES THAT FUEL THE EMPLOYEE EXPERIENCE.

HR TECHNOLOGY

HR Technology has been thrust from being the domain of the HR professional and back-office worker to one of the most visible and important employee experiences and company branding tools available. A major shift occurred years back when HR Technology broke free from being a marginalized, administrative management component of Enterprise Resource Planning (ERP) to stand-alone best-in-class cloud-based applications. Now, solutions are finally appearing with an employee/recruitee first mindset, including mobile-forward, open standards, and analytics capabilities. Challenges still remain for organizations, including cost (both out-of-pocket and internal resources required to implement, maintain, and integrate) and prioritization. We can help you

- Link your People Strategy to people technology enablers, producing a People, Workforce, and HR Technology strategy roadmap
- Analyze HR data to inform trends and your People Strategy
- Evangelize a pragmatic view of people technology's ability to enhance business outcomes and the associate experience
- Assess current people technology landscape, benchmark against others, and provide recommendations
- Analyze and re-engineer business processes and document business requirements
- Run vendor and solution request for proposal (RFP) processes, including selection
- Project manage people technology projects, including working with technology solution sellers, implementers, integrators, and operators



HR POLICIES AND PRACTICES ARE ONLY EFFECTIVE WHEN THEY ARE DEEPLY EMBEDDED IN AN INCLUSIVE, WELCOMING CULTURE.

LEGAL & COMPLIANCE

Your HR policies and processes are too important to be left to an internet search. We provide customized policies, processes, and rollout plans, as well as ongoing support for some of your most challenging employee

relations issues. In addition, we can support you as you prepare for a sale, conduct due diligence for a purchase, and manage other contractual or union employee relationships.