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Human Capital
Business led.
People driven.

Advisory Services
February 2016



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Going to market

Functions

Consulting

Human Capital Advisory Services, Finance Transformation, Technology Integration, Strategy & Operations, Actuarial & Insurance

Audit & Advisory

Statutory & International Audit, Financial Statement Transformation, Financial Reporting

Enterprise Risk Services

Internal Audit, Controls Assurance, Forensics, Capital Markets, Risk Technology, Risk Accounting & Assurance, Anti-money laundering

Tax & Legal

Corporate Tax Services, Indirect Tax Services, Global Employer Services, Transfer Pricing, Payroll Services, Grants & Incentives, EU Advisory Services, Legal Services

Financial Advisory

Mergers & Acquisitions, CFA, Valuation Services, Due Diligence, Strategy & Operations, Public Private Partnership, Business Modeling

Industries

Consumer Business & Transportation

Energy & Resources

Financial Services

Life Sciences & Health Care

Manufacturing

Public Sector

Real Estate

Technology, Media & Telecommunications

Global Strategic Clients

Strategic Clients

Local Key Clients

Human Capital Advisory Services

Human Capital		
Organizational Development	People Development	HR Department Development
Strategic Change	Talent Identification and Development	HR Department Support
Organizational Design	Management Development Programs	
Organizational Culture	Competence Management	
Leadership Development	Deloitte Classroom	
Employee Engagement		
Succession Management		
Performance Management		

Organizational Development



“Organizations that create a culture defined by meaningful work, deep employee engagement, job and organizational fit, and a strong leadership are outperforming their peers and will likely beat their competition in attracting top talent.*”

* Global Human Capital Trends 2015, Deloitte University Press

Organizational Development Strategic Change (1/2)

Strategic change is a change management process that aligns company organization, business processes, culture, and communication with new strategic direction of the Company.



WHEN

You need to put in practice **new strategy**

You **undergo M&A or restructuring**



**OUR
SOLUTIONS**

HR due diligence

Culture assessment

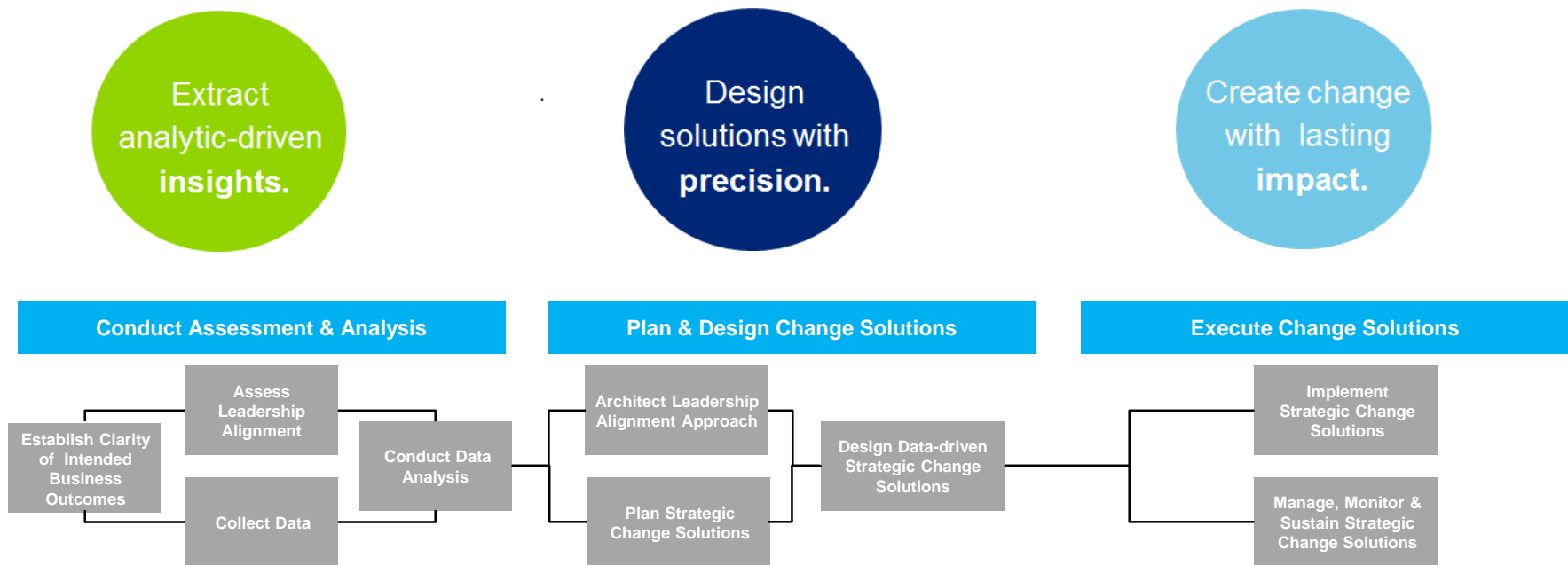
Change plan definition (human capital part)

Communications and execution of change plan

Change implementation support

Organizational Development Strategic Change (2/2)

HOW DO WE DO IT?



Organizational Development

Organizational Design (1/2)

Organization design or re-design is analytically led process in order to improve business result, number of clients and employee engagement.



WHEN

You are preparing for **restructuring or M&A**

You want to **align organization** with **new business strategy**

You want to **improve performance, communication and decision making** process.



OUR
SOLUTIONS

Current situation assessment

Critical points definition

New organizational structure

Define roles and responsibilities

Job descriptions

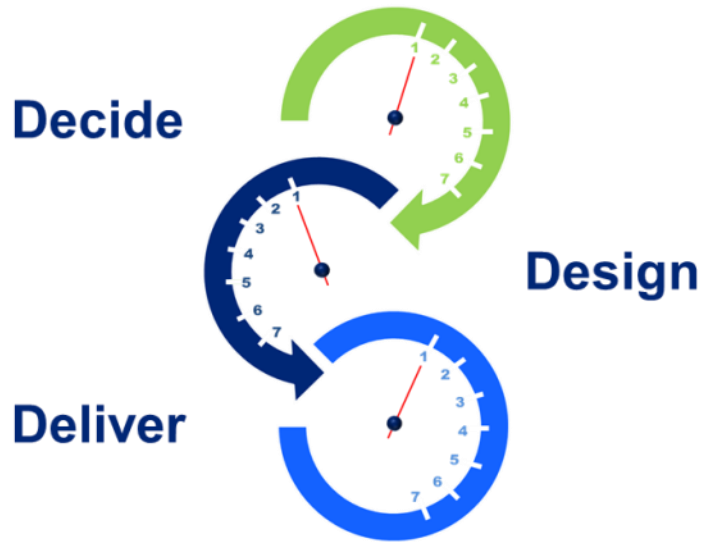
Process mapping

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Organizational Development

Organizational Design (2/2)

HOW DO WE DO IT?



Deciding if organization design (OD) is part of the solution and, if so, how we will unlock value and manage the effort.



Designing a precise and fit-for-purpose solution using a measured approach.



Delivering the intended benefits of the redesign through targeted implementation activities

Creating and implementing a new design can be a significant organizational accelerator in complex business environments. Asking the right questions at each phase—and acting on the response—can save time and effort. And it's the only way to link the effort you're expending with the results you want.

Organizational Development

Organizational Culture (1/2)

Assessment of the current organization culture and recommendation of the future culture model that will enable the Company to achieve its strategic goals.



WHEN

Your **best people** are leaving.

You are ready to take a **new business direction**. What culture will best support you?

You **plan M&A** and you need to know what you are buying.



OUR
SOLUTIONS

Culture assessment report

Culture change roadmap

Culture change projects implementation support

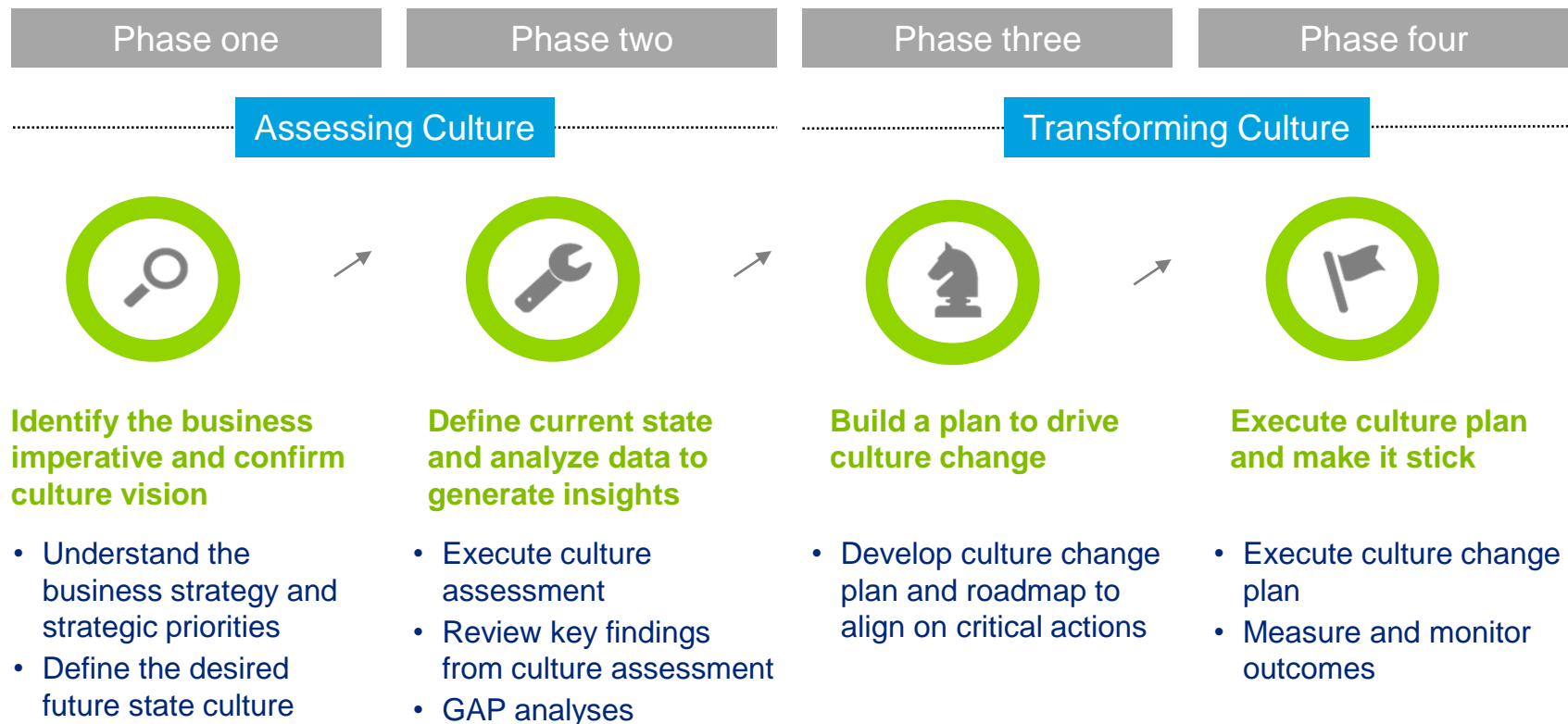


Organizational Development

Organizational Culture (2/2)

HOW DO WE DO IT?

The culture change methodology follows four phases of work to assess and transform culture.



Organizational Development

Leadership Development (1/2)

Recognizing, supporting and shaping exceptional managers to enable them to lead by example in achieving Company strategic goals.



It is time for **strategic change** or **change of culture**



Leadership Impact assessment
Individual development plan
Best in market development opportunities

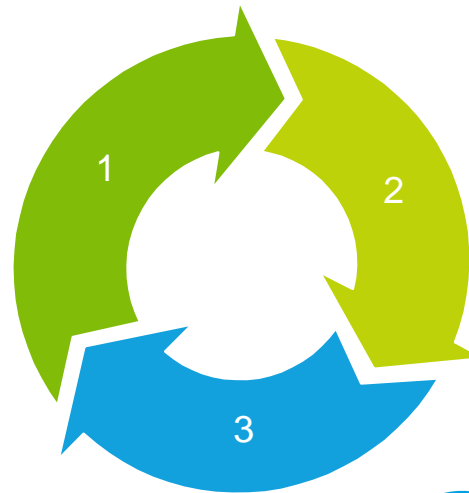


Organizational Development Leadership Development (2/2)

HOW DO WE DO IT?

ASSESSMENT PHASE

- Self evaluation
- 360 feedback of subordinates, peers and superior



FEEDBACK PHASE

- One to one meeting with consultant
- Feedback on leadership impact, effectiveness and strategies

DEVELOPMENT PLAN

- One to one meeting with consultant
- Personal development plan
- Wide range of development opportunities

Organizational Development

Employee Engagement (1/2)

Getting to understand what your employees think of their roles and responsibilities and giving them answers to what – they should be doing, why – they should be doing it and how they - should be doing it so that strategic goals are achieved.



Your people and teams **lack motivation**

You **lack cross functional** and **cross level communication**

You struggle with **talent retention**



As One engagement survey

As One engagement report

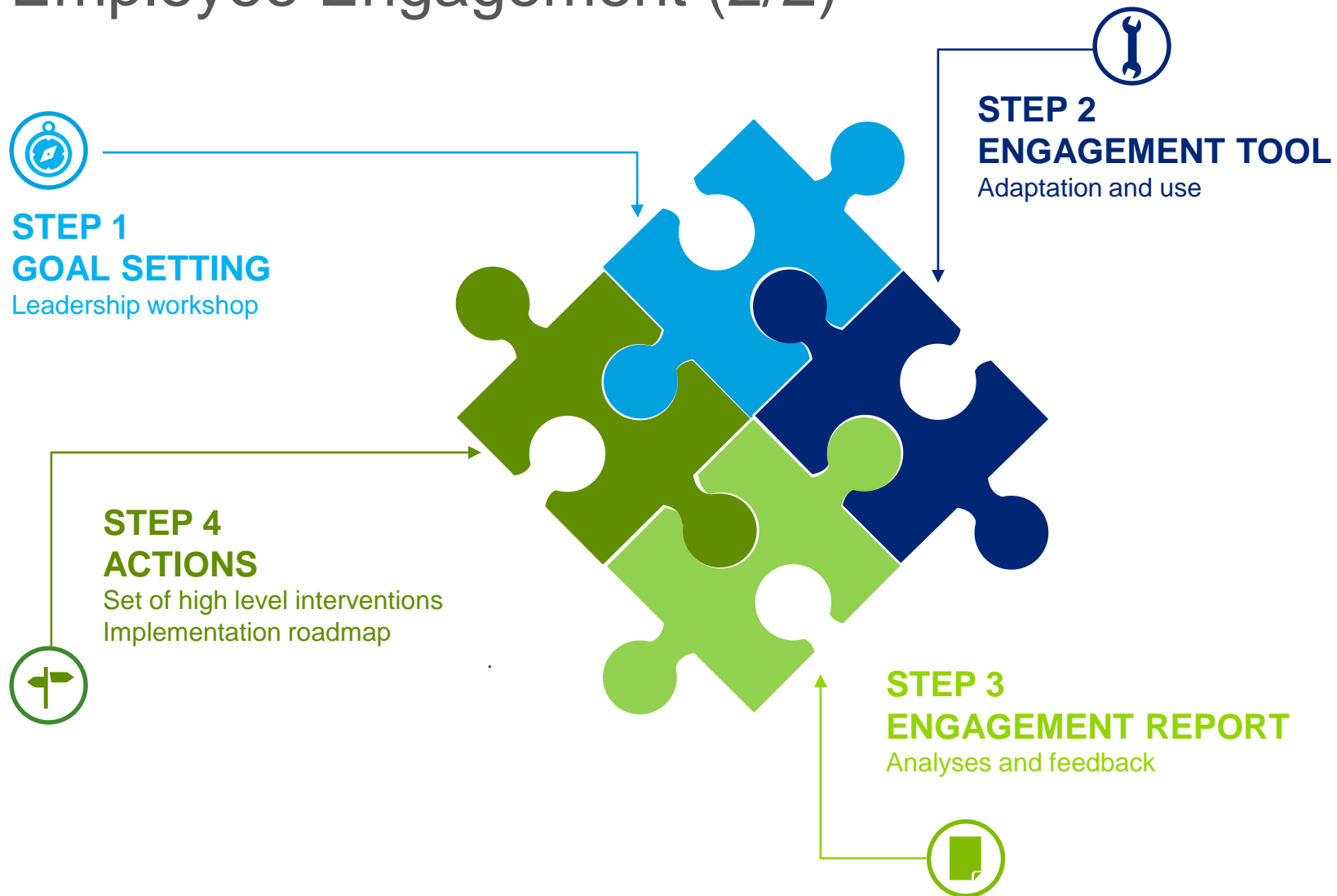
Set of high level interventions

Implementation roadmap



Organizational Development

Employee Engagement (2/2)



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Organizational Development

Succession Management (1/2)

Succession management is a process of identifying and developing people with the potential to fill key business leadership positions in the company.



Your focus is **sustainability of your business.**

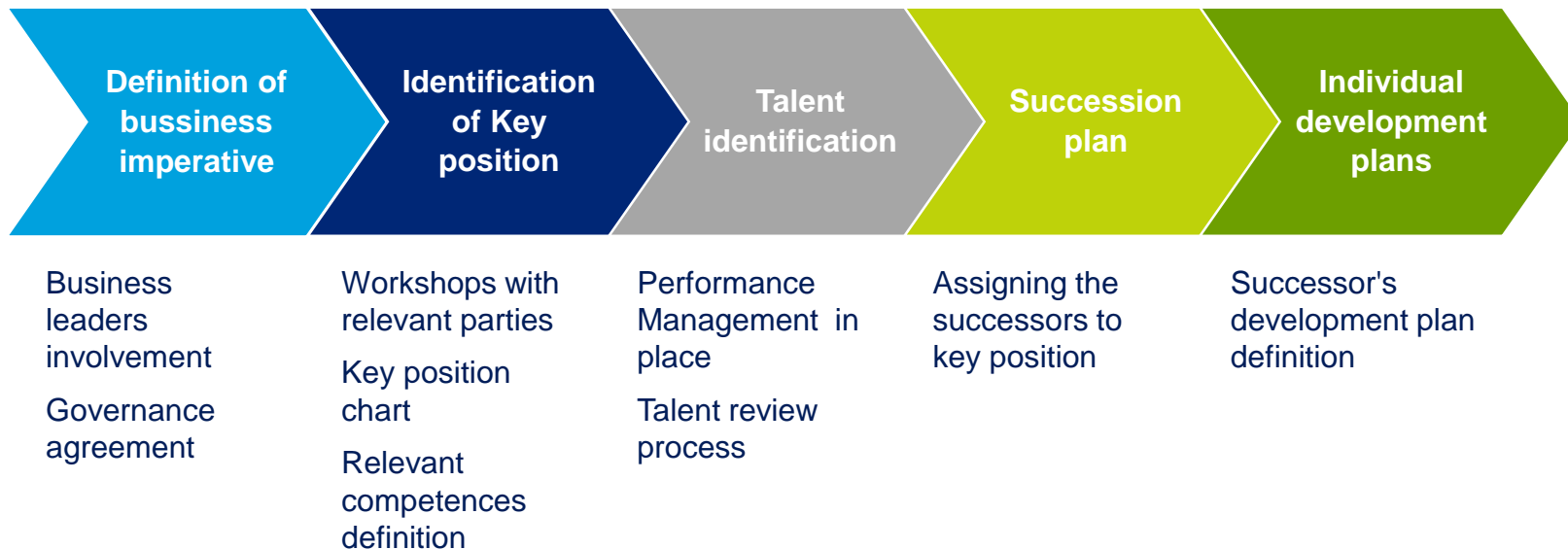


Key positions schemes at all levels
Identification of successors
Development plans in place



Organizational Development Succession Management (2/2)

HOW DO WE DO IT?



Organizational Development

Performance Management (1/2)

Performance Management is a strategic and integrated process of setting, aligning, calibrating, and evaluating organizational and individual performance against business priorities and individual professional goals.



You want to develop or **introduce new PM system** and to align it with the business strategy.

You want to **introduce incentive** but not sure what to evaluate and monitor.

You **have PM** in your company but **it is not showing results.**



PM development in line with the company's strategy

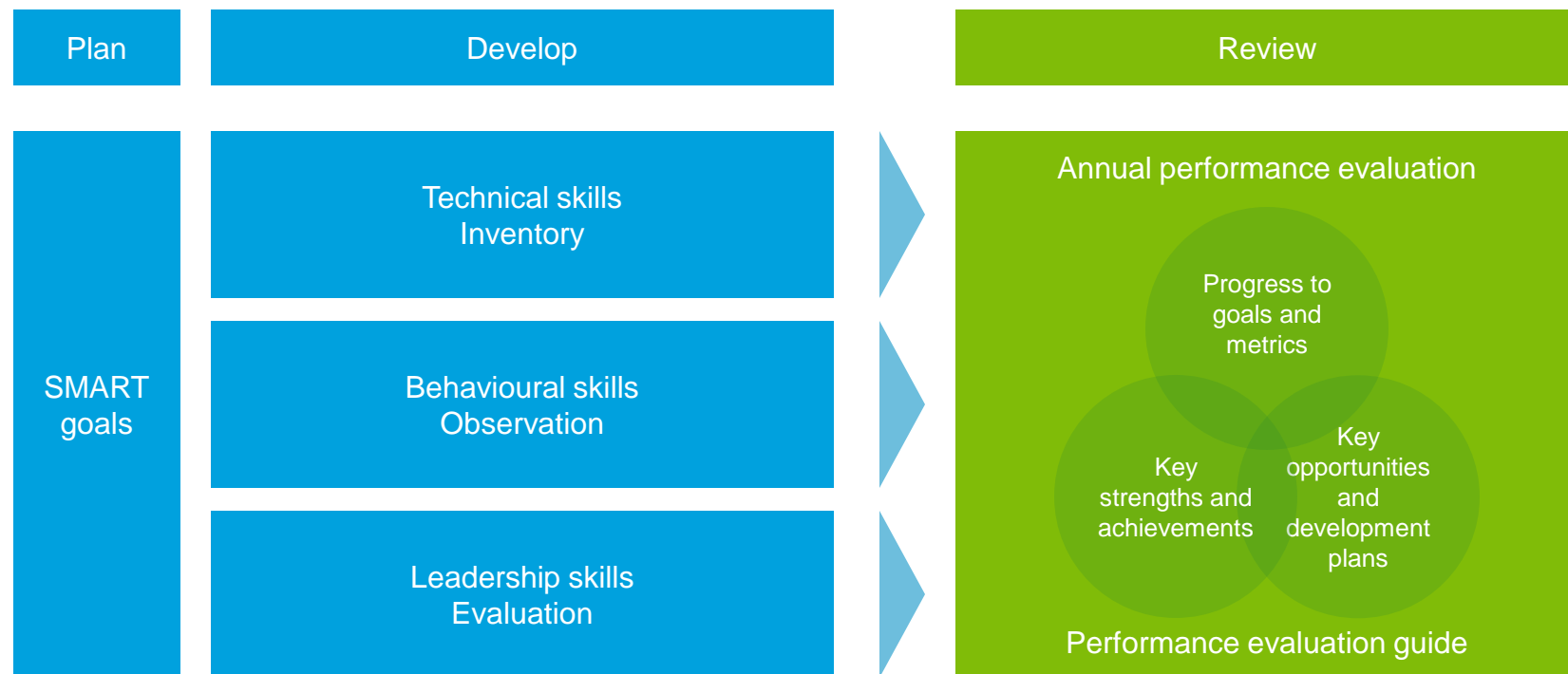
PM process implementation roadmap and training

PM implementation support

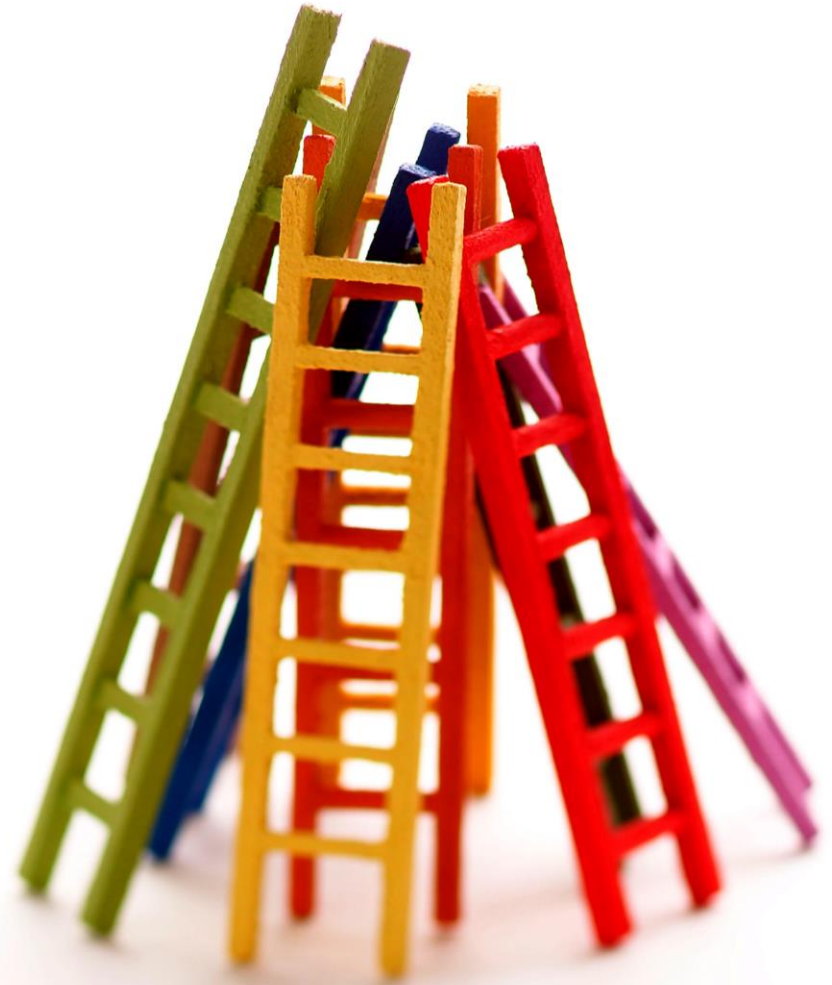
Organizational Development Performance Management (2/2)

HOW DO WE DO IT?

- ✓ understanding company strategy and making sure it is understood by all employees (Plan phase),
- ✓ aligning companies goals with the desired performance of the employees and business units (Development phase) and
- ✓ pilot performance management period (Review phase).



People Development



“Organizations with a strong learning culture are 92 percent more likely to develop novel products and processes, 52 percent more productive, 56 percent more likely to be the first to market with their products and services, and 17 percent more profitable than their peers.*”

* Becoming Irresistible, Deloitte Review, issue 16, 2015

People Development Talent Management (1/2)

Talent Management is a process of identifying, approaching and recognizing your top talents before your competition does it for you.



You want to **retain your top talent** and key performers.

You need an **individual approach** to each talent.

Your focus is on **sustainability of your business.**



Defined strategic talent priorities

Defined talent identification process

Instruction for the first Talent Review Meeting

Talent development programs definition



People Development Talent Management (2/2)

HOW DO WE DO IT?

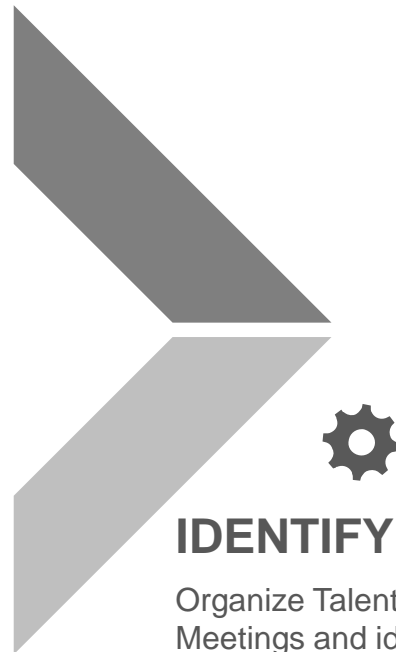


ANALYSE AND DESIGN

Understand the talent capabilities needed to execute the future business strategy.

Who is Talent for us?

How do we select them?



IDENTIFY

Organize Talent Review Meetings and identify top talents across the organization.

How do we communicate this information?



DEVELOP

Define development opportunities for top talents.

How do we develop and retain them?



People Development Management Development (1/2)

Recognizing, supporting and shaping exceptional managers to enable them to lead by example in achieving Company strategic goals.



WHEN

Your managers need to improve their **management skills** and **effectiveness**.

You want to prepare your manager for **career advancement**.



OUR
SOLUTIONS

Management impact and skills assessment

Individual development plan

Development opportunities proposal

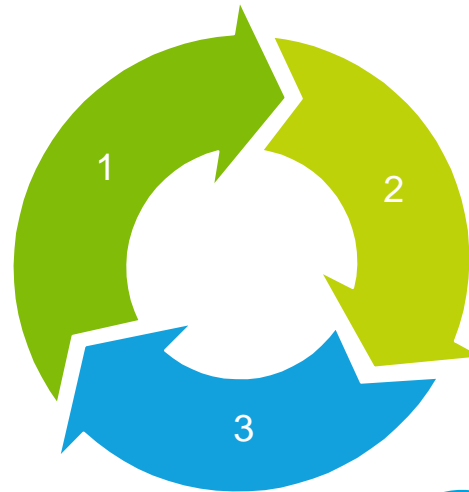


People Development Management Development (2/2)

HOW DO WE DO IT?

ASSESSMENT PHASE

- Self evaluation
- 360 feedback of subordinates, peers and superior



FEEDBACK PHASE

- One to one meeting with consultant
- Feedback on management impact, effectiveness and strategies

DEVELOPMENT PLAN

- One to one meeting with consultant
- Personal development plan
- Development opportunities (training, coaching, MBA etc.)

People Development

Competence Management (1/2)

Competencies are a set of observable and measurable behaviors comprised of knowledge, skills, and abilities that are indicative of performance for a particular role and aligned with key business objectives and values that help foster an organization's success.



WHEN

You want to **define new competence model** for your organization.

You want to **redefine current competence model** you have in your company.

You want to **asses competences** of a manager or employee.



OUR
SOLUTIONS

Definition of competences needed for different positions

Competence model

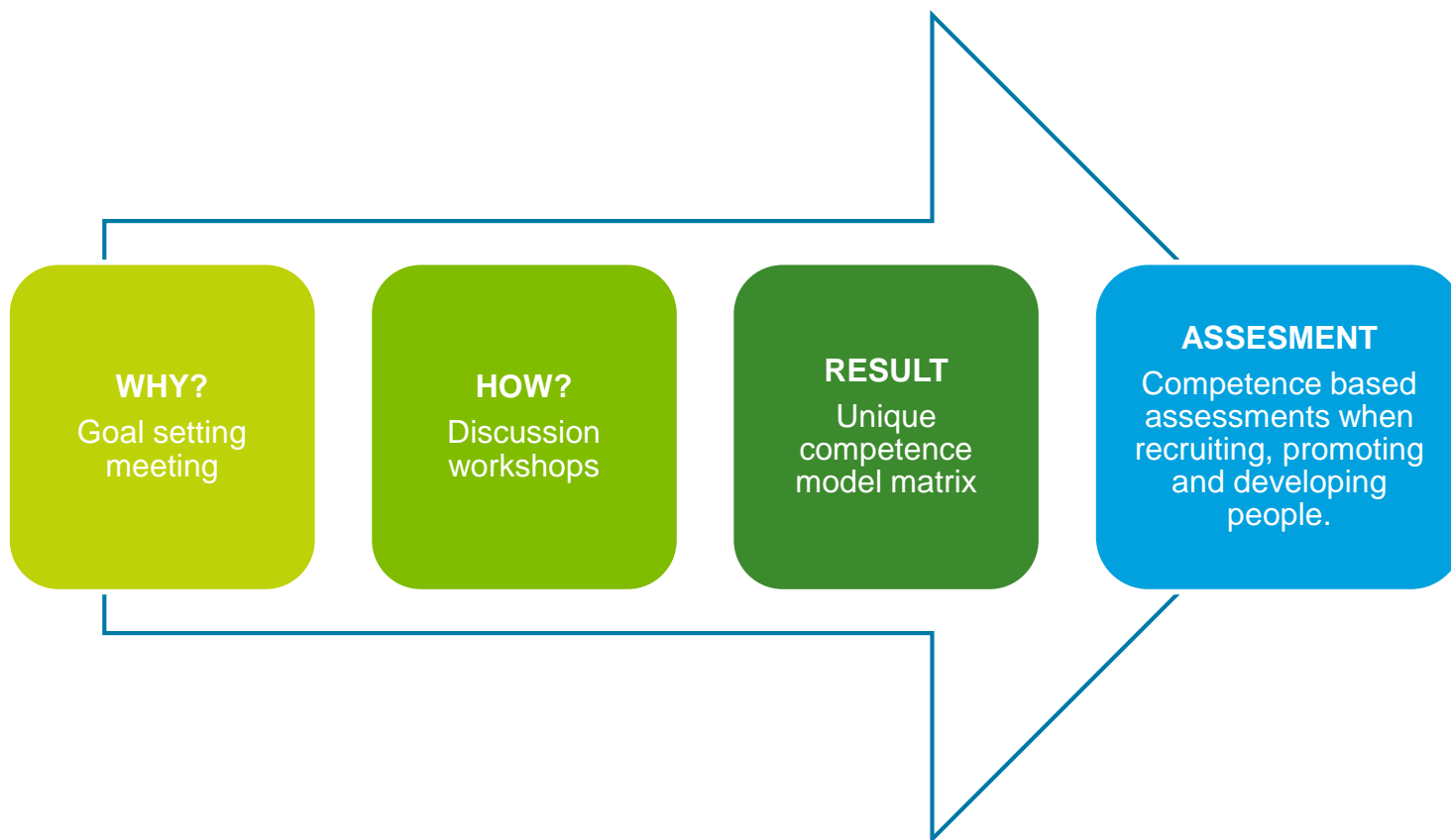
Assessment of competences for current employees



People Development Competence Management (2/2)

HOW DO WE DO IT?

Competency Management project comprises following steps:



People Development

Deloitte Classroom (1/2)

Deloitte Classroom is the easiest way to find out the latest trends in audit, financial advisory, tax advisory and human capital services, get answers to your concerns or get the insights to industry related issues.



WHEN

You want to know what are the latest trends in audit, financial advisory, tax advisory and human capital services.

You want to build up concrete soft skill in your employee.

You want to get the right answers from an industry expert or state body representative.



OUR SOLUTIONS

Specialized

- Workshops
- Trainings
- Conferences



People Development

Deloitte Classroom (2/2)



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HR Department Development



“Instead of simply managing transactions, implementing policies, and developing programs, the new HR organization aims to focus on understanding the needs of the business and delivering value-added solutions.*”

* Global Human Capital Trends 2015, Deloitte University Press

HR Department Development

HR Department Support (1/1)

HR Development is aimed at supporting clients in broadening their HR function and giving it a more strategic role



You need HR to progress to a more **strategic role**.

You need **support in some of the HR processes** for you organization



Review and revision of HR policy and procedures

New department structure with defined roles and responsibilities.

Support in recruitment, onboarding, performance management, training and development and other HR topics relevant for the client.

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