

Objective:

Develop client's capability to Attract, Hire and Inspire Talent based on developing an overall People Strategy that is aligned with, and accelerates, execution of the business objectives. This will include developing leader's skills to effectively understand, communicate with, motivate, and develop diverse personality profiles within their teams. At all stages of the engagement, CPL will rely heavily on real time data pertaining to client's employees or prospective candidates. This engagement will enable client's leadership to define, articulate, and support a Development Culture that will be evident to employees, leaders and prospective hires. Anticipated outcomes include:

- A practical and deployable leader owned People Strategy that has clarity and measurable goals that can be incorporated into the business review cycle
- Improved selection, fit and assimilation of new employees, particularly leaders
- Bring people leadership skills to the high standard currently in place for technical competence
- Improved clarity of specific development plans for employees with an easier and more effective way for managers to support development of their employees
- Faster resolution of performance issues and avoidance of expensive termination settlements
- Development and positioning of HR team to support talent development, employee relations, and selection decisions

Overall approach:

CPL utilizes The Predictive Index - Talent Optimization and Behavioral Assessment tools to capture data about client's employees – how they think, how they learn, how they communicate and how they are motivated. We use these tools to provide insights into team dynamics, and one-on-one relationships. These tools also provide managers with insights about how to best communicate with and inspire specific team members in a safe, supportive environment for the employee.

Using data, the experience and insights of the Client's leaders, as well as our own experience and insights, we will design with the client a proposed People Strategy to deliver the expected business results defined in the overall business strategy. This may include:

- Clarification and communication of organizational values with respect to behavior and decision making
- Identifying what are the key challenges facing the people in the organization to deliver the expected business results; and potential mitigation approaches
- Designing how the organization structure works and changes that are needed to optimize

- Creating short- and longer-term hiring forecasts (including challenges and opportunities) and expected costs of approaches to achieve these forecasts
- Succession plan for key roles and related development actions to activate readiness
- Prioritizing actions towards achieving an inspired workforce that is connected, mission focused, and engaged, and retained.

CPL will work with leadership move forward to executing and making the strategy happen. We work with the leadership team on following progress on a quarterly basis, while taking advantage of that quarterly meeting to dig deeper and build skills around real-time talent issues the team is facing. We use real situations, real data, and our expertise to coach leaders through their most difficult leadership challenges. Behind the scenes, we build capability in the HR team to fully support this process internally and develop their strategic skills.

<u>SERVICE / SCOPE</u>		<u>Delivery</u>
Diagnosis and People Strategy Proposal	Review of key business objectives, challenges, and evaluation of current organization capability and People Strategy. Work with HRD and CEO to develop a 2019-2021 People Strategy. Analysis will be evidenced based using data analysis with the Predictive Index tools.	Onsite meeting & follow-up
HR Team Development	Monthly 2-hour team workshop on building Talent Optimization skills with HR team. We will use both a teaching format, and real-world situations the team is working with.	Initial On-site workshop – subsequent video conference
	<i>HR Coaching / Mentoring (optional for HR team members)</i> Development of career plan and work on specific skills to increase readiness for advancement and increased professional presence.	<i>Video conference</i>
Quarterly Leadership Talent Workshop (2 hour on site meeting with leadership team)	Facilitation of quarterly review of progress to talent optimization objectives and skills building workshop on relevant leadership topics (to be determined based on diagnosis)	<i>Quarterly on-site</i>