



PART OF ALIGN HR GROUP



15 years consulting experience in Asia



VISION

To be the leading provider of talent management, executive coaching, leadership and team development consulting in the Asia Pacific region.



MISSION

To partner with clients to provide integrated consulting services to attract, retain and grow talent to drive individual, team and organizational performance.



VALUES

Collaboration - work as a team

Respect - value everyone

Credibility - walk the talk

Integrity - do what is right

Excellence - be your best

Accountability - own your actions

AIM

The aim of Align HR group is to provide clients with a ‘one stop shop’ consultancy service. Our companies will work towards integrating our understanding of each client’s needs. We will use our expertise to design, deliver, align, and review talent management, coaching and leadership capabilities and practices.



Align HR – SMA Pte Ltd (formerly Steve Morris Associates)

- has a 15 year history in Singapore and has established itself as a leading consultancy in executive coaching, leadership and team development .



Align HR Consulting Pte Ltd

- has experienced consultants who bring extensive talent management expertise. We assist organisations’ to achieve business goals by developing solutions to better attract, retain and grow capability and talent.



Our exclusive strategic Partner

Carrots Consulting Pte Ltd is an exclusive people-pay-performance management partner of Align HR.

Carrots was established in Singapore 12 years ago and has a proven track record of being a leading provider of executive compensation.

ALIGN HR GROUP

Aligning people to organisational goals.

CORE SERVICES

ALIGN HR CONSULTING

Strategy – People – Action

Human Capital Strategy

Strategic Succession Planning
Talent Management Risk Analysis
Talent Management Framework
OD & Change Management
360 Talent Management Services
Vision - Mission - Values

Individual Team Development

Leadership Development & Roadmap
Competency Framework & JDS
Performance Appraisal System
Selection & Recruitment Toolkit
Career Management
Training & Development + Skills Matrix

ALIGN HR - SMA

Leadership Coaching 360 Feedback

Executive Coaching
Team Coaching
Customised Corporate Training
Strategic Planning Sessions
Corporate Retreats
Leadership & Team Development
Management Mentoring
Leadership Assessment & Feedback Tools

CARROTS CONSULTING

Our Executive Compensation Strategic Partner

ALIGN HR GROUP DIRECTORS



DR STEVE MORRIS

Executive director and head coach. He has 20+ years executive coaching experience, numerous qualifications including a PhD. Steve has written books and delivered keynotes at a range of international conferences and events. He provides coaching from Chairman level to CEO level in MNCs and Permanent Secretary to CE-level and Senior Director level coachees in the ministries and statutory boards. Steve was founder of Steve Morris Associates (SMA) in 1998, and since early 2012 has become part of the Align HR Group, now known as Align HR – SMA Pte Ltd. Steve Morris has coached over 3,000 leaders in Singapore and continues to be a leader in executive coaching and team and leadership development.

JOHAN GRUNDLINGH

Non-executive director and Chairman & CEO of Carrots Consulting, a leading provider in executive compensation consulting based in Singapore, established since 2000. He has 20 years of experience in human resource consulting, of which he has been in Singapore for more than 16 years and is well versed with human resource practices in Singapore and the Asia Pacific region. Johan has further worked with some of Singapore's largest companies advising on strategic HR issues.

 STRATEGY – PEOPLE – ACTION**OUR GUIDING PRINCIPLES****Cost Effectiveness**

- manage for profit. Investigating ways to minimise costs.

Empowerment

- building ownership and self responsibility. Inspire and empower those around you.

Increasing Efficiency

- reduce duplication and improve systems and processes.

Confidentiality

- respect information and keep confidential at all times.

Open and Honest

- communicate openly with honesty and integrity.



“The productivity of work is not the responsibility of the worker but of the manager.”

Peter Drucker, Author

CONTENTS

Our Integrated Approach

Our Integrated People Capability Framework

Attracting, retaining and growing people

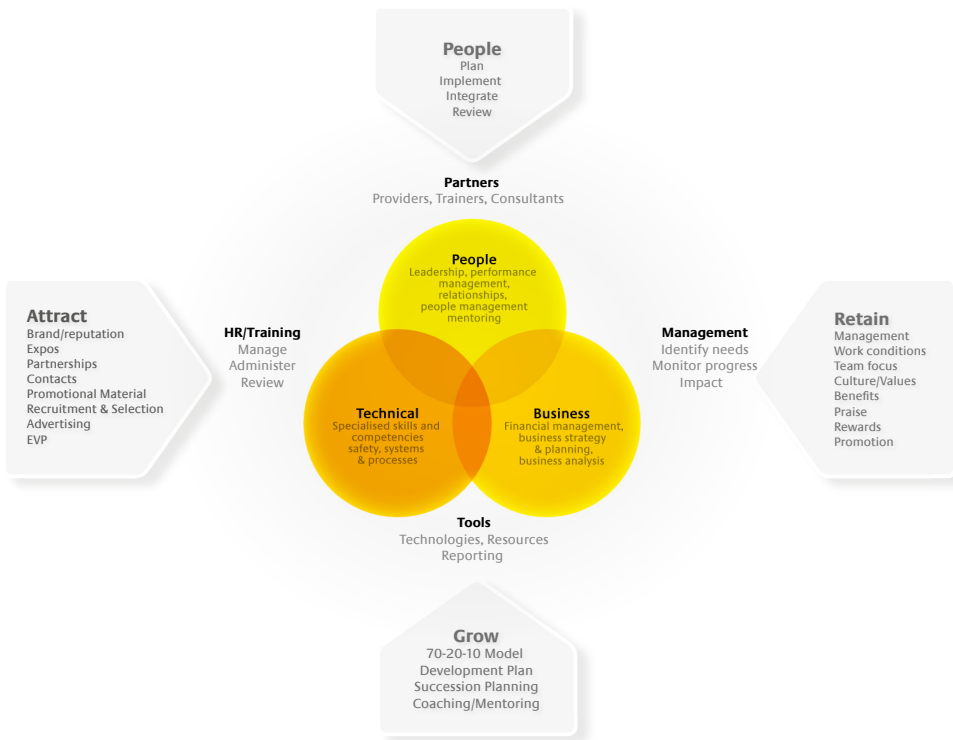
Our Integrated Talent Management Framework

Aligning business strategy to talent management practices to ensure organisational performance.

Our Core Services

Our 360 Talent Management Service

OUR INTEGRATED APPROACH



Integrated People Capability Framework

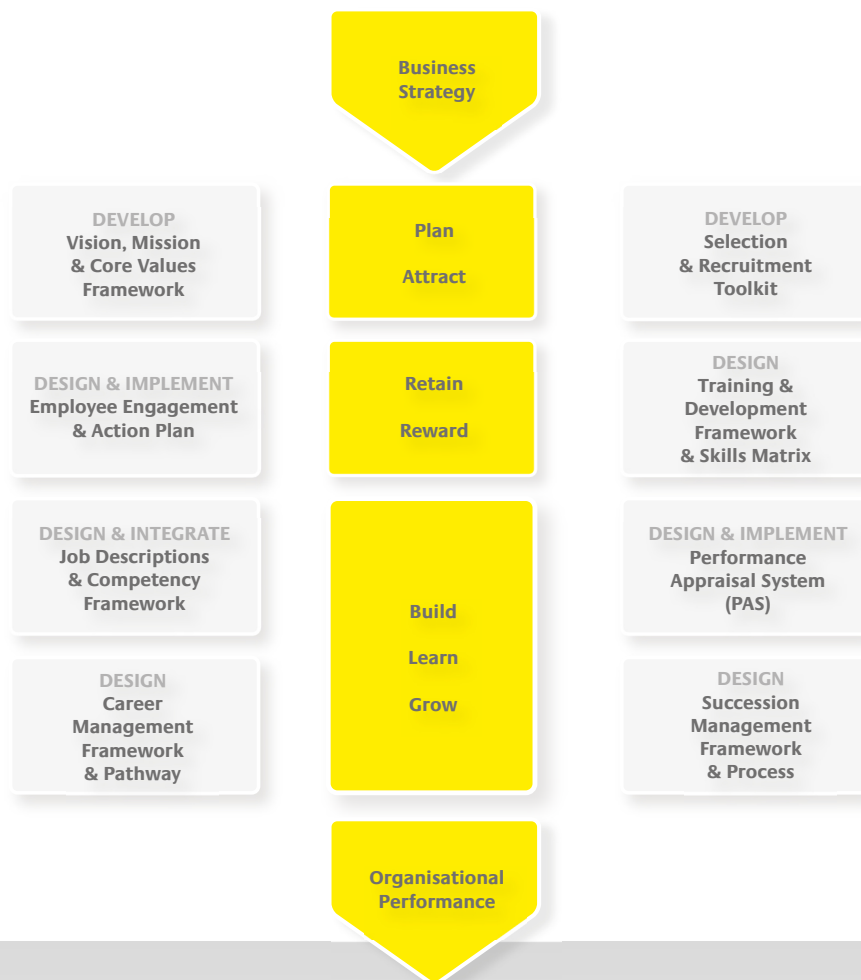
The diagram illustrates Align HR's integrated people capability model approach. All businesses need to attract, retain and grow its people and each business has a culture and organisational philosophy that needs to be understood before any people and training solutions are established and aligned to impact on a business at any level.



Integrated Talent Management Framework

Align HR's Talent Management Framework demonstrates alignment from business strategy to business results. The framework serves as the link between individual performance and business growth. The framework areas provide the platform so a company can attract the right people as well as retain and grow talent to ensure continuous improvement is achieved. We will work with clients to ensure the best possible solutions are developed and can be integrated across the above critical competency/capability areas so improved business results are achieved in the short to long term.

OUR CORE SERVICES



Vision, Mission, Values Development

Branding is not a 5 minute cut-copy-paste process. A strong brand inspires. Having clearly defined VMV attracts and engages employees and builds your brand. Build an VMV that aligns and cascades through and across your organisation. A partnership with Align HR will ensure your brand builds a CULTURE and ALIGNMENT to key strategic drivers with MEANING and PURPOSE.

Employee Engagement & Action Plan

Employee engagement is not a fuzzy word organisations openly propagate to motivate staff. It is also not just to get a score and hope it improves from year to year, it is more than that. Having a follow up action plan (with 3 key changes identified) demonstrates to employees you 'listen and act' as well as continuously improve. A partnership with Align HR will not only increase EMPLOYEE ENGAGEMENT levels in your business but also your BOTTOM LINE.

Job Descriptions & Competency Framework

Build job competences at the workplace today. Start the process by having JDs that include the competencies and accountabilities of the role. Align HR has

an 18 factor competency matrix that is customisable (at core, management and leadership levels). Clarity of roles eliminates ambiguity. A partnership with Align HR will provide you with the necessary resources and tools to build COMPETENT people.

Career Management

Attract, retain and grow talent. Map out career pathways and opportunities for your people. They matter. Understand their needs and your future needs to build internal mobility and promotional pathways for your talent pool. Build bridges. Most importantly, build their careers. A partnership with Align HR will provide you with the support to PLAN and SHAPE the progression of your PEOPLE.

Selection & Recruitment

Getting the right people in the right job at the right time. A partnership with Align HR will ensure you have the selection and recruitment framework, tools and resources in place to employ the RIGHT people.

Training & Development Framework & Skills Matrix

It's not just about training. It's about developing the holistic person. A partnership with Align HR will ensure you have the

learning framework, tools and resources as well as training calendar in place to BUILD and GROW your people and the business.

Performance Appraisal System

An effective performance appraisal system should improve employee productivity, customer satisfaction, employee job satisfaction, quality of products and services, degree of innovation, and financial performance. A partnership with Align HR will not only review employee performance, but increase CAPABILITY levels and your BOTTOM LINE.

Succession Management

Failing to plan is planning to fail. Failure to plan for your organisation's future can be costly. It's not only about the dollars and cents. It is more than that. Your talent pool matters. Identify them early and build a structured system to grow them. A partnership with Align HR will ensure your PRESENT and FUTURE success is guaranteed.

NOTE: If you need a more comprehensive list of the support packages, project costs, consulting process or your consulting needs, please email: info@alignhrconsulting.com

ALIGN HR 360 TALENT MANAGEMENT SERVICE

1. Audit Review - Talent Strategy & Capability Needs
 - Leadership & Competency Model • Talent Planning and Reporting
 - Human Capital Policy • All Talent Structures and Processes
 - Assessing Talent Risk



Background

The greatest asset and risk to an organisation is its Human Capital. The recent revision of the Singapore Code of Corporate Governance now has a stronger focus on risk management in regards to the design, implementation and monitoring of risk. The leadership team in any organisation are critical, as it is this team that collectively drive culture, performance, innovation, engagement, productivity to grow the business. Hence it is vital the leadership pipeline and talent management practices are robust and monitored periodically to mitigate risk and ensure sustainability and growth.

Aim

- To provide independent consultancy services to organisations to ensure critical talent management practices and leadership pipeline and development is in place to minimise risk and position the talent for retention and growth.

Objectives

- Assess the company's talent management framework and policies to minimise risk and ensure the organisation carry out its responsibility at all levels.
- Review the adequacy and effectiveness of the company's talent management risk and determine gaps and areas for improvement.
- Work with the Board/management to determine human capital risk tolerance and risk policies, and oversee Management in the design, implementation and monitoring of talent management practices and leadership development to strengthen and build leadership capability and retain and grow talent in key areas in the medium to long term.

360 TM Service Process

- Align HR can review, design, develop and integrate each step independently or a combination of steps (Steps 1, 2, 3, 4, 5 and/or 6) based on client needs
- Align HR can annually implement the 360 Degree TM Service – as an independent service for an annual retainer fee per quarter.
- Align HR will customise the 360 Degree TM Service to meet the exact client needs and agreed deliverables.



“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

John Quincy Adams, Author

CONTENTS

Our Integrated Approach

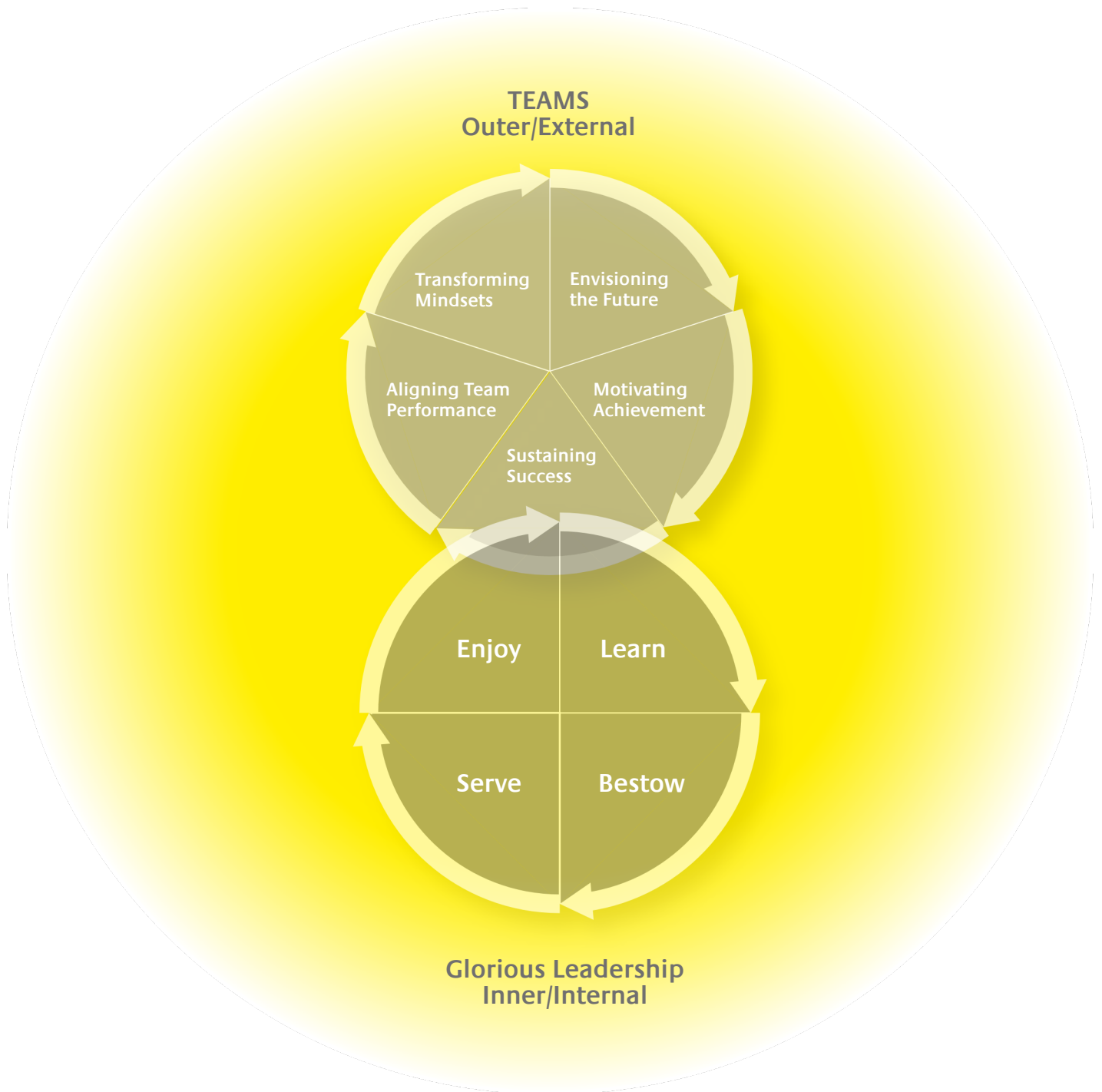
360 Feedback Holistic Development Model
Integrating TEAMS & Glorious Leadership Frameworks

Our Core Services

Our Training Programs & Assessment Tools

OUR INTEGRATED APPROACH

Developing the holistic leader



360 FEEDBACK HOLISTIC DEVELOPMENT MODEL
Integrating Teams & Glorious Leadership Frameworks

Competency Framework Development / Customization of 360 Questionnaire

TEAMS is a proprietary tool for leadership self-discovery and self-development based on Steve Morris' belief that:

- ♣ • Everyone is born a leader.
- ♣ • We each have an opportunity to lead, if not others then at least ourselves.
- ♣ • We take the lead to develop, to grow, to produce, and to prosper.
- ♣ • As long as we are in control of the choices we are making, we are leaders.
- ♣ • As leaders we are also followers, setting the pace but not breaking away from those we are leading.

The all-round (360-degree) feedback provides for the leaders to gain insights into individual and collective styles of guiding and working with others.

The TEAMS assessment tool measures key behavioural practices, which can be integrated into the work preferences and styles of the individual participants through individualised development planning and coaching sessions. It consists of 7 behavioral competencies in each of five key areas of focus (35 items in total).

The Five dimensions of the TEAMS model are :

- Transforming Mindsets
- Envisioning the Future
- Aligning Team Performance
- Motivating Achievement
- Sustaining Success

ALIGN HR-SMA has developed and tested three other leadership competency models for use in 360 feedback projects – COACH (a focus on leadership as people developers), ICARE (a focus on soft-skills) and GUIDE (a focus on organisation building).

Glorious Leadership!® – A Holistic Approach to Achieving Leadership Mastery and Worklife Balance

Developed by International Leadership Coach, Steve Morris, this resource contains everything a leader needs to assess and develop an authentic and virtuous leadership style. The Glorious Leadership Card and Book set includes a guidebook introducing the virtues of a well balanced life and Glorious Leadership, Leadership Cards for self assessment, instructions for using the cards for assessment and development, over 500 questions for personal reflection and contemplation, and 365 actionable idea's or Daily Disciplines for developing and defining a Glorious Leadership style. The revised edition contains 10 additional activity cards for navigating the journey of change and growth.

The Four dimensions of the Glorious Leadership model are:

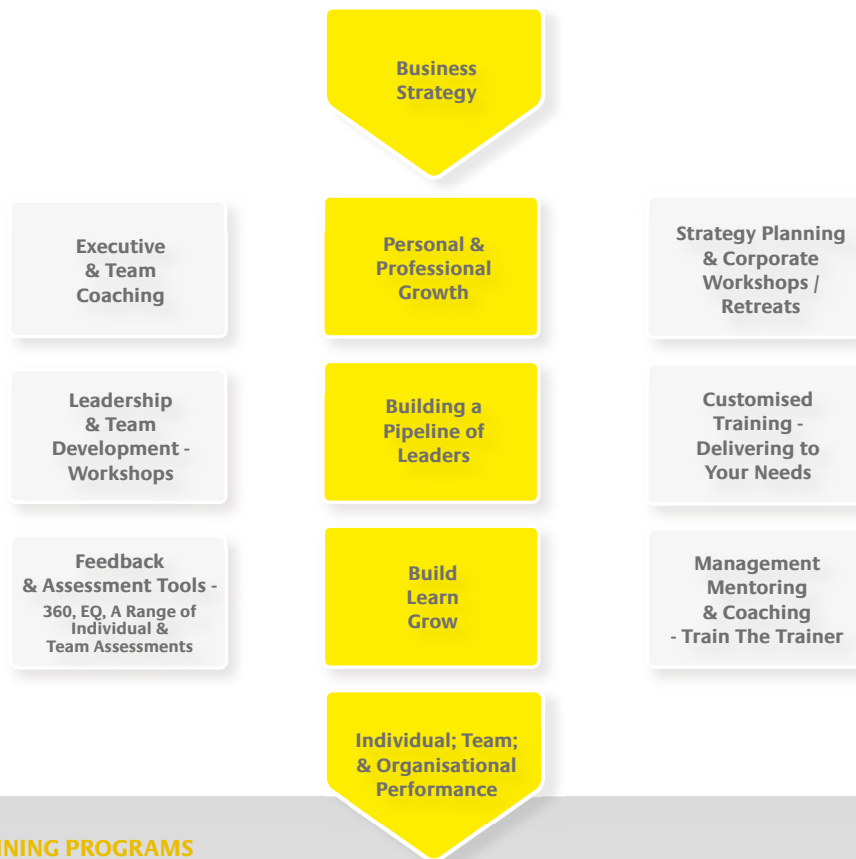
- Enjoy
- Learn
- Serve
- Bestow

The 28 Virtues of Glorious Leadership®

Stewardship	Harmony
Attentiveness	Relief
Intention	Nurturing
Gentleness	Detachment
Inner Stillness	Moderation
Present	Laughing Joy
Ease	Self-Esteem
Transforming	Integrity
Nourishment	Mindfulness
Insight	Satisfaction
Trustfulness	Investigate Wonders
Questioning	Understanding
Examine Deeply	Learning
Concentration	Humility

In all, it is an excellent tool for leadership development, mentoring, organisational development, and team development applications (vision, values, ground rules, goal planning, decision-making, change management, mergers, rapport, team spirit). It also makes for a classic gift for the leader in your life as it is attractively packaged with antique maps and navigational themes.

OUR CORE SERVICES



ALIGN HR – SMA'S TRAINING PROGRAMS

The Strategic / Organisational Leader

Change & Innovation
Strategic Decision Making
Communications @ The Top
Strategic Management
Strategic Thinking
Strategic Leadership
Leadership Coach (Executive)

The Team / Operational Manager

High Performance Team
Courageous Conversation
Strategy into Action & Execution
Cross-cultural Dynamics
Essentials of Management
Essentials of Leadership
Conducting Performance Appraisal
Setting KPI's
Mentoring

The Individual / Team Player

Executive Coaching
Managing Multi-Generational Workforce
Critical Thinking™
The Emerging Leader
Learning Agility
Systems Thinking
Self-Management
Presentation Skills
Communications For All
Influencing Skills

ALIGN HR – SMA – FEEDBACK & ASSESSMENT TOOLS



Our Assessment partner PEARSON has a range of assessment tools for your every need.



Team Strength Assessment



Glorious Leadership Lotus Bloom™



ICARE Lotus Bloom™



360 TEAMS



OUR CONSULTANTS

Align HR Consultants are well qualified and skilled practitioners who listen to client's needs. Our focus is to deliver quality consulting services based on robust and proven talent management practices and methodologies. Our consultants are specifically trained to develop talent management solutions that align and integrate to add value and strengthen the organisational performance.

OUR COACHES

Align HR has partnered with a number of leading executive coaches in Asia. They come from a vast range of industries within the private and public sectors. Align HR can provide a coach or a selection of coaches to meet clients specific needs. At Align HR we can also provide a range of assessment tools to help determine the starting point to assess individual and/or team strengths and areas for development. Our very own 360 Feedback assessment tool has assessed thousands of individuals across hundreds of organisations within the Asia region.

OUR FACILITATORS

Align HR have carefully selected skilled facilitators of learning with extensive experience across a variety of industries with the public, private and non-for-profit sector. Each trainer / facilitator has their own unique style and approach, however, all have extensive knowledge in their respective fields. At Align HR we ensure our Facilitators are engaging and interactive. We have participant workbooks and will customise our resources to ensure client expectations and the participants learning experience is worthwhile.

A critical part of the learning process is to transfer the learning back to the workplace. At Align HR we use a variety of methods to achieve this. For example, we incorporate Individual Action Plans – were participants identify key areas they want to focus on and develop a plan to integrate their learning so the organisation can gain value-add and return on investment.

OUR CLIENTS • 3i plc • A&One Precision Engineering • ABN AMRO • Afton Chemical • Agency for Integrated Care (AIC) • Akzo Nobel • Allergan • Armstrong Industrial Corp • Atos Origin • Asia Pacific Breweries • AVIVA Limited • BASF • Baxter Healthcare • Becton Dickinson & Company • Boston Scientific • BP Integrated Supply & Trading • Business Week Conferences • CAS Computer Systems Asia Pacific • Carrier International • Central Narcotics Bureau (CNB) • Champion Technologies • Ciba Specialty Chemicals • Citibank / Citigroup • CityCab • Cold Storage • Commercial Investment & Development Company of Saudi Arabia • Courts Singapore • Cummins Diesel Sales Corpn • DBSBank • DBS Vickers Securities • Del Monte Philippines International • Deutsche Bank • DSTA • Economist Conferences • ECS Holdings Ltd • Emerson Process Management • Far East Organisation • Government of S'pore Investment Corp (GIC) • GIC Real Estate (GIC RE) • Growth Sellers Pvt Ltd, Nepal • Great Eastern Life Assurance • Genentech (Roche S'pore Technical Operations) • Heidelberg Cement • Hewlett-Packard • HongKong & Shanghai Banking Corpn (HSBC) • Hutchison Port Holdings • Huntsman Asia Pacific • Hyperion Solutions • IE Singapore • Imerys Asia Pacific • Infineum • Intellectual Property Office of S'pore (IPOS) • International Fair Trade Association (IFTA) • Jaya Holdings • Johnson & Johnson • JP Morgan Securities • Kemin Industries • Kewalram • Kodak Polychrome Graphics • KPMG Peat Marwick • Kulicke & Soffa Pte • Laticrete International Asia Pacific • Litton Components • Monetary Authority of Singapore (MAS) • MediaCorp Group • Mendaki SENSE • Merck Sharp & Dohme • Microsoft • Nagravision • Nanyang Polytechnic • National Computer Systems (NCS) • National Healthcare Group (NHG) • National Healthcare Group Polyclinics (NHGP) • Nanyang Technological University (EOS) • Network for Electronic Transfers (NETS) • Nokia Asia Pacific • Nokia Siemens Networks • Oracle Systems • Orient Networks • Pfizer Asia Pacific • Philips Electronics • PriceWaterhouse Coopers • Reuters • Rockwell Automation Asia Pacific • Ryobi Kiso (S) Pte Ltd • SATS Ltd • Schering-Plough • Schneider Electric • Service Quality Center • Singapore Accountant General's Department (AGD) • Singapore Building & Construction Authority (BCA) • Singapore Casino Regulatory Authority (CRA) • Singapore Central Provident Fund Board (CPF Board) • Singapore Civil Aviation Authority (CAAS) • Singapore Civil Defence Force (SCDF) • Singapore Civil Service College (CSC) • Singapore Clinical Research Institute (SCRI) • Singapore Commercial Affairs Department (CAD) • Singapore Economic Development Board (EDB) • Singapore Housing & Development Board (HDB) • Singapore Info-communications Devt Authority of S'pore (IDA) • Singapore Inland Revenue Authority (IRAS) • Singapore Jurong Town Corporation (JTC) • Singapore Land Authority (SLA) • Singapore Mass Rail Transit Corporation (SMRT) • Singapore Maritime & Port Authority of S'pore (MPA) • Singapore Media Development Authority (MDA) • Singapore Ministry of Community Development, Youth & Sports (MCYS) • Singapore Ministry of Defence (MINDEF) • Singapore Ministry of Education (MOE) • Singapore Ministry of Foreign Affairs (MFA) • Singapore Ministry of Health (MOH) • Singapore Ministry of Home Affairs (MHA) • Singapore Ministry of Trade & Industry (MTI) • Singapore National Council of Social Service (NCSS) • Singapore National Environment Agency (NEA) • Singapore National Library Board (NLB) • Singapore National Parks Board (NPB) • Singapore Police Force (SPF) • Singapore Polytechnic (SP) • Singapore Port Authority (PSA) • Singapore Power Services • Singapore Prisons Department • Singapore Public Utilities Board (PUB) • Singapore Sentosa Development Corporation (SDC) • Singapore Tourism Board (STB) • Singapore Telecommunications (SINGTEL) • Singapore Workforce Development Agency (WDA) • Sonoco Asia Pac • Sony Electronics Asia Pacific • Sun Microsystems • Subordinate Courts • Temasek Polytechnic • The Northern Trust Company • TNT Express Worldwide • UBS AG • UCB Pharma Asia Pacific Sdn Bhd • Unilever • United Overseas Bank (UOB) • VISA International • Whitehouse College, Nepal • Wildlife Reserves Singapore • Yayasan Mendaki



PARTNERS



Carrots Consulting is our strategic executive compensation partner. We work with Carrots particularly to build, design and align performance management solutions with reward and compensation strategies and structures.

Pearson is our Assessment Partner:



Focusing on four assessment tool groups:

1. improve performance;
2. identify talent;
3. develop leaders;
4. engage teams.

We also have members licenced to use the Team Management Profile; BarOn EQ and the DISC Profile assessments.



CONTACT

Carrots Align

Johan Grundlingh
johan@carrotsconsulting.com

160 Robinson Road
#24-05 SBF Center
Singapore 068914

Tel: +65 6842 2131
Fax: +65 6538 0186

www.alignhrconsulting.com

