

+ Consulting

The **RBL** Group



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The world's greatest training the world's best.

OUR EXPERTISE

We are idea generators and development accelerators. We help organizations find results-based answers to their most challenging problems in three key areas:



Strategy & Organization Capabilities

Organization does not equal structure. Organization is the unique set of capabilities that allow your company to deliver on its promises. Our approach to organization ensures that you identify which capabilities sustain your business and have the most impact on your customers. Organization design should reinforce target capabilities and align to business strategy.



Leadership & Talent

Leaders matter, but leadership matters more. We help you build a leadership brand capability that drives business results. We focus your leaders on the core strategy of the business and build a system of leadership that increases customer, investor, and employee confidence that your leaders will deliver the right results, the right way, today and into the future.



Strategic HR

HR professionals are in a position to make a huge impact on the business. HR leaders must think and behave from the “outside-in” (i.e., start with customer and investor needs) in order to add value to the organization. Strategic HR is about increasing talent, leadership, and organizational capabilities.

Learn more: www.rbl.net



OUR APPROACH

Traditional consulting is disruptive: a team of expert outsiders plans sweeping change within your organization and leaves you without the resources you need to implement and sustain the proposed change. We do more than consult: we help you develop the internal capability to solve your own problems now and in the future.

Here's what that difference means for you:

Capability Transfer

We don't simply apply our ideas to your organizational problem. Instead, we partner with you to integrate our experience working with the world's leading organizations with your internal expertise. We transfer capabilities so your people can leverage our expertise to solve your problems.

Expertise

We don't train our consultants on your time and money. Our people are experienced professionals and thought leaders who rely on our own research and past engagements that have shaped the global intellectual agenda for HR, talent, organization, and leadership practices.

Client Focus

Our consulting engagements begin with you. To fully understand you, we conduct in-depth interviews, assessments, and analysis of your internal and external stakeholders. Once we have the data, we make a plan that will create the greatest value for your organization.

Innovation Requires Focus.

At RBL, we keep our attention solidly on our sweet spots—Leadership & Talent, Strategic HR, and Strategy & Organization Capabilities—so that we are first to market in these areas. Our research and writing shape the global intellectual agenda for these topics.

We don't stop with theory. Instead, we embed our innovative ideas into products and services proven to create value. We offer a full suite of results-based solutions designed to keep your stakeholders happy.



OUTSIDE-IN FOCUS

In all of our consulting engagements, we take an “outside-in” approach to ensure that organizations are aligned with all relevant stakeholders - customers, investors, communities, suppliers, managers, and employees. As organizations align their organization and people with this outside-in focus they are able to deliver and achieve the right results the right way.

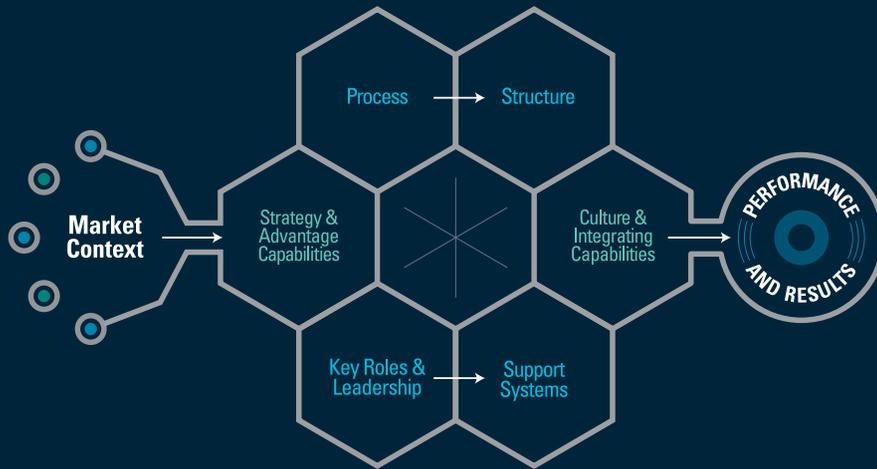
Key Stakeholder Considerations:



+ STRATEGY & ORGANIZATION CONSULTING

Is your organization strategically aligned?

Organizations that are not aligned both internally and externally are not able to achieve peak performance results. We help clients create strategic alignment throughout the system as a whole. Our outside-in approach ensures that decisions aren't made in a back-room corner office, but integrate input from all relevant stakeholders to provide maximum results. Whether we are working on strategy and organization, leadership, or strategic HR projects, we ensure that each function, department, and business are aligned to achieve top results.



Alignment Components

Strategy & Advantage Capabilities

Develop clarity of strategy, aspiration and direction. Ensure understanding of key capabilities needed to win in the marketplace.

Processes

Identify key work processes and assess

Key Roles & Leadership

Identify key roles within the organization and ensure they have the required capabilities to be successful in their roles current effectiveness.

Structure

Organize processes into logical groups, explore options, and define structure. Create required linkages across business units, functions, and enterprise teams.

Support Systems

Identify and design required decision, information, and development support systems for the organization.

Culture & Integrating Capabilities

Understand what we want to be known for by our key customers and ensure our daily systematic processes build the desired brand and reputation.

Offerings in Strategy & Organization

Organizational Turnarounds & Transformations

- Manage large-scale enterprise transformations
 - Plot and follow the key pillars for successful turnarounds
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Designing organizations around key capabilities

- Assess, build, and measure targeted organizational capabilities that enable growth
 - Develop the case for how intangibles such as leadership and capabilities will increase the overall value of the organization
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Business Unit and Functional Design

- Design and align organizational business structures to ensure growth and profitability
 - Integrate and align support functions with the overall business
 - Align people, process, and support systems
-

Change Management

- Plan and assess change needs
- Manage implementation
- Help with M&A integration
- Guide culture changes

List of Offerings

Consulting:

- Strategic Alignment
- Strategy Into Action
- Organizational Turnaround & Transformations
- Organizational Alignment
- Business Unit and Functional (re) designs
- Change Management
- Organizational Operating Models
- Process Improvement

Assessments and Audits:

- Organizational Capabilities Audit
- Pillars of Transformation Assessment
- Organizational Complexity Assessment

+ LEADERSHIP CONSULTING

How effectively are your leadership teams performing?

Our leadership consulting evaluates your organization's performance on key elements of leadership against global benchmarks and the performance of the best companies identified in The Top Companies for Leaders® study¹. Our Leadership engagements help build sustained leadership capability that resonates with external stakeholders of an organization. As we help link customer expectations to leaders' behavior, leadership investments achieve the results that matter.



A company's Intangibles, such as their Leadership Brand, accounts for almost 50% of their market value and are almost as important as industry favorableness or firm performance in investing decisions.

¹ Conducted by Aon/Hewitt, The RBL Group, and Fortune Magazine.

In our research, we set out to synthesize the rules that govern what great leaders do.

60-70%

The Leadership Code contains the essentials that leaders must know and do to be effective. Our research shows that 60-70% of effectiveness is the same for all leaders.

Do I shape the future?

Do I make things happen?

Do I engage today's talent?

Do I build the next generation?

Do I invest in myself?

30-40%

Differentiators are the attributes that make your leaders unique to your company. Your firm brand identity (in the eyes of your best customers) *din*emust be made real to customers and employees through leader behaviors.

Offerings in Leadership

Competency Models & Dictionaries

- Design competency models that encompass leadership code capabilities along with the differentiating attributes needed in your industry, region, and organization
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Succession Planning

- Develop succession plans that determine critical position requirements and clear processes to evaluate and select successors
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Team Building

- Evaluate leadership team's effectiveness
 - Build high performing teams throughout the entire organization
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Talent Management

- Design talent management programs and process to bring out the best in your people
- Learn how global multinational companies achieved an average 19.2% increase in their operating income through highly engaged employees

List of Offerings

Consulting:

- Leadership Brand Development
- Leadership Competencies, Models, & Dictionaries
- Succession Planning & High Potential Evaluation
- Team Building
- Talent Management
- Leadership Development
- High Potential Evaluation

Assessments and Audits:

- Leadership Brand Audit
- Top Companies For Leaders Study Participation
- Intangibles Audit
- Leadership Code 360 Survey
- MENTOR Leadership Battery (Psychometric Assessment)
- Career Stages Pipeline Audit

+ STRATEGIC HR CONSULTING

HR Transformation and Redesign: Does HR drive strategic business priorities?

Based on our research, a true HR transformation is an integrated, aligned, innovative and business focused approach to redefining how HR work is done within an organization so that it helps the organization deliver on promises made to customers, investors, and other stakeholders. We summarized the experiences of dozens of companies undergoing HR transformation and organized the transformation into four phases:



We have applied these four phases and this model with many companies to help them transform HR and become a contributing partner to the business.

Phase 1: Build the business case (Why do transformation?). HR transformation begins with a clear rationale for why transformation matters.

Phase 2: Define the Outcomes (What are the outcomes of transformation?). This phase clarifies the expected outcomes from the transformation. What should happen because we invest in HR transformation?

Phase 3: Redesign HR (How do we do HR transformation?). HR transformation requires change in HR strategy around departments, practices, and people.

Phase 4: Engage Line Managers and others (who should be a part of the HR transformation?). HR transformation requires that many people participate in defining and delivering the transformation.

Offerings in Strategic HR

Workforce Differentiation

- Identify strategic and operational/essential work outputs and where each output is best located
 - Group work outputs into logical combinations to create structures and operating models
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Workforce Planning

- Create manpower plan based on business drivers & critical jobs, and develop action plans & milestones
 - Ensure the right people are in the right place at the right time and price to execute on the strategy
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Recruiting and Onboarding

- RBL's 6 B's of Talent ensures the right path is followed to secure and retain critical talent
 - Construct onboarding processes that build and reinforce desired culture and capabilities
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Performance Management

- Design performance management processes in a way that motivates and encourages employees to achieve peak performance

List of Offerings

Consulting:

- HR Transformation & Redesign
- Workforce Differentiation
- Workforce Planning
- Recruiting and Onboarding
- Performance Management
- Compensation & Benefits
- Training & Development
- Employee Relations
- Processes Improvement
- Organization Effectiveness
- Learning & Development
- HR Management & Information Systems

Assessments and Audits:

- HR Effectiveness Audit
- HR Competency Study Participation
- HR Competency 360 Survey

Case Studies >

Enterprise Turnaround

The newly appointed CEO of a global hotel chain inherited a business with conflicting strategies, bloated overhead, a deteriorating financial position, byzantine management processes, a public spin-off within six months, and a looming takeover battle. By using RBL's transformation methodology and following a disciplined and structured process, the CEO was able to address all of these issues and establish a redesigned business that was attractive for investors. This organization was able to redefine their strategy, realign a new leadership team, cut nearly \$200 million in overhead, redesign a corporate center and three global regions, defeat a takeover attempt, and successfully spin off from the parent company as planned.

Building a Stronger Leadership Pipeline

A large national bank knew that they needed to do something about leadership. Investors weren't very confident in the bank's ability to have leaders ready for future needs. RBL met with the CEO and helped clarify their strategy and its talent implications. Over the course of two years, RBL ran Leadership Code workshops and 360 assessments for over 300 leaders. The bank was very happy with the results and has delivered this content to a much larger pool (1000+ leaders). They worked with us to develop a custom competency model with unique differentiators. Of those who have been through our programs, 70% either increased their scores or stayed the same in what was now a more competitive environment. Scores on every domain improved—with competencies improving by 40-80%.

HR Transformation and Redesign

A large energy organization with multiple divisions lacked an overarching HR function, strategy, and design. Business and HR leadership diagnosed the need for a fundamental restructuring and design of HR. The RBL Group collaborated with the executive team to clarify strategy and key capabilities of the business and organization and then commissioned an HR macro design team. This team inventoried all HR work across the enterprise, assessed strategic versus foundational HR work, and designed both enterprise HR and business unit HR structures. Once the macro structure was agreed upon and staffed, the project chartered into multiple design teams to build out individual roles, staffing and processes across the enterprise and business units. Upon completion of the project, there was unanimous agreement among the steering team (business CEO's and HR leadership) regarding the new enterprise and business unit strategy, design and direction.

More case studies: rbl.net/go/stories



The Power of People.

Our ideas and practices are driven by the belief that the most effective means of creating value within an organization doesn't exist in numbers and systems but in the capabilities of its people.

We empower people with the knowledge and skills they need to not only succeed in their individual positions but to contribute to the overall success of the organization now and in the future.



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To inquire about our
consulting offerings:

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