



COMPANY PROFILE

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People Capacity Solutions Company Profile

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BUSINESS PURPOSE

People Capacity Solutions provides integrated solutions that aligns individual and organisational objectives.

BACKGROUND

People Capacity Solutions (Pty) Ltd (PCS) is a firm of Management Consultants. Although consulting as part of a larger consulting group since 1996, **PCS** was established in 1999 to optimise synergies able to meet specific human resource development needs of contemporary organisations. As a **level 3 BEE** company and registered provider with the **Services Seta (No. 0467)** **PCS** employs and contracts professionals who are experienced consultants and facilitators specialising in optimising the capacity of people in both the private and public sectors.

The majority of the **PCS** private sector clients are market leaders. We are privileged to support these organisations through tailored interventions ensuring competent people in the process who contribute to sustaining growth and profitability.

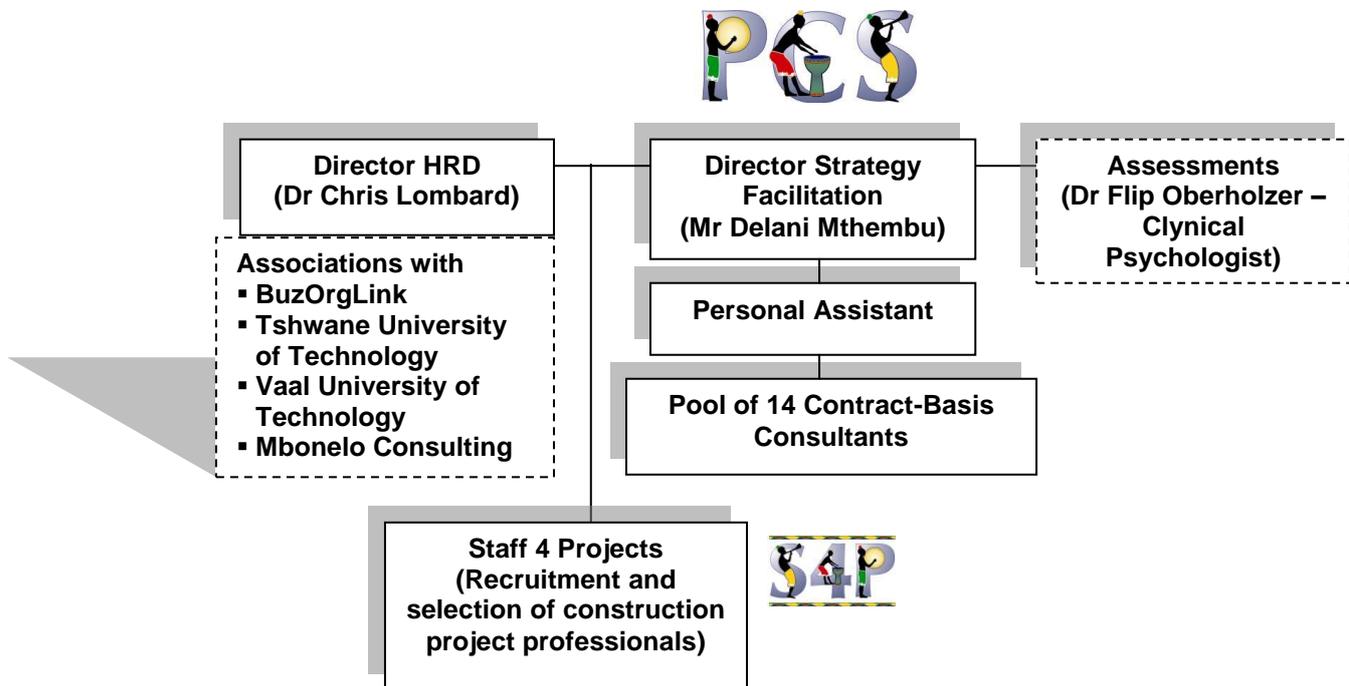
Our focus is on providing best-practice organisational development, career development and training and development solutions which enhance both individual and organisational competence. Our interventions are competence- and outcomes-based, focusing on enabling delegates to apply acquired skills, knowledge, attributes and attitudes in the organisation-specific conditions and circumstances.

Feedback from our clients prove that our HRD interventions surpass the traditional training role, by focusing on all related individual and organisational aspects both prior to, and after delivering tailored training programmes.

PCS has international experience facilitating best practice solutions in six first-world countries.

STRUCTURE

The simplistic but effective structure of People Capacity Solutions can be illustrated as follows:



VALUE PROPOSITION

People Capacity Solutions is an ambitious consulting firm priding ourselves in our tangible achievements with clients from a variety of industries. We offer our commitment to clients through a value proposition that is based on the following five pillars:

- + **Return on Your Service Investment.** Our clients are able to measure the return on investment of services rendered in the short-term as well as in the long-term. This makes it easy for our clients to trust us when we recommend solutions requiring investment in services that cannot be assessed prior to payment.
- + **Intellectual Property.** Our products, processes and methodologies have been developed by ourselves. We understand our products and services and are able to tailor them to optimize results in your business.

- ✚ **Trusted Advisors.** We are trusted advisors to our clients telling what they should know and not what they want to know. We do not only market services and people that can deliver – we consult with our clients and advise them on what’s best for them and not for us.
- ✚ **Strategic Partners.** We are strategic partners to world-class organisations assisting them in their growth. We are committed to be strategic partners with any organisation with a need to grow.
- ✚ **Ensure Capacity.** Our interventions ensure competent employees in the workplace resulting in organisational growth and sustainability.



OUR METHODOLOGY

People Capacity Solutions develops customised solutions. We start by working with the client to fully **understand** the client's needs. We use our organisational audit techniques as well as a number of **assessment** tools to provide insights and information on both the organisation and the individual. We thus **link** organisational needs (strategy, HR objectives, etc.) with the needs of the individual (current role demands, job competencies and future role demands).

Then, together with the client, we **design** a range of suitable interventions that will provide sustainable solutions, and we **tailor** organisational and **individual HRD plans** that are customised for the particular employees, their learning style and the contextual needs of the organisation. Furthermore, we work with the client to **implement** these solutions, and evaluate the **impact** of our interventions.

Our **recruitment** division only services client to whom we consult. We have adopted this strategy due to the fact that our consulting experience provides valuable insights in terms of the type of person suitable for the specific culture and environment.



PROFESSIONAL SERVICES

People Capacity Solutions structures interventions to add value to organisational effectiveness. We believe in an integrated approach whereby the individual competencies are compared to the required organisational competencies in order to determine the capacity of the employees to perform. PCS creates customised, organisation-specific interventions that focus on developing people and organisational capacity.





ASSESSMENTS

- ❑ Culture-friendly individual assessments (all organisational levels)
- ❑ Assessment of potential
- ❑ Assessment against job requirements for promotion and/or recruitment
- ❑ Training Needs Analysis
- ❑ Skills Audits

Assessment Instruments:

The Wheel®. A culture friendly assessment instrument ensuring a comprehensive understanding of the individual. The following dimensions are assessed:

- ❑ Cognitive style
- ❑ Emotional intelligence
- ❑ Personal drive and resilience
- ❑ Motivation
- ❑ Willingness and ability to take control
- ❑ Proneness to take initiative
- ❑ Strategic potential
- ❑ Coping efficiency (both cognitive and emotional coping)

APIL B. This instrument was developed in South Africa by Dr Terry Taylor and assesses a person's potential to learn and develop. PCS also uses this assessment instrument to determine specific potential and abilities in individuals. The APIL assesses the following dimensions:

- ❑ Conceptual ability
- ❑ Speed of work
- ❑ Accuracy of work
- ❑ Flexibility
- ❑ Learning curve
- ❑ Memory and understanding

Management Assessment Centres. Management assessment centres are internationally recognised to assess the following management-specific dimensions:

- ❑ Innovative thinking
- ❑ Analytical ability
- ❑ Judgement
- ❑ People utilisation
- ❑ Task structuring
- ❑ Planning and organising
- ❑ Control
- ❑ Empathy



- ❑ Communication
- ❑ Tenacity
- ❑ Reasoning ability
- ❑ Flexibility
- ❑ Client orientation

Counselling and Career Development . We use the abovementioned to provide:

- ❑ Individual feedback on assessments
- ❑ Employee counselling
- ❑ Formulation of individual development plans
- ❑ Career development



RECRUITMENT

Staff 4 Projects is not only a recruitment agency, but forms an integral part of specialists in the global Human Resource environment. We therefore understand the extreme importance of ensuring a competent person in the required position the first time.

Staff 4 Projects distinguishes itself from the market in its capacity and expertise to assess candidates and therefore limiting the scope of placing non-suitable candidates.

We specialise in the recruitment and placement of suitable employees nationally as well as globally. We have established ourselves in Management, Sales and Marketing, Human Resource, Office Support, Engineering and Technical.

Staff 4 Projects is a division of People Capacity Solutions (Pty) Ltd – a representative (BEE) Human Resource Development consulting. We are an established company priding ourselves in supporting a variety of market leaders in various industries internationally for more than 14 years.

Staff 4 Projects is therefore not only a recruitment agency, forms an integral part of specialists in the global Human Resource environment. We therefore understand the extreme importance of ensuring a competent person in the required position the first time.

We define competence [© People Capacity Solutions] as “**the ability to apply specific skills, knowledge and personal competencies in organisation-specific conditions and circumstances utilising required tools and equipment in the process**”. Our qualified and experienced personnel will therefore strive towards sourcing competent candidates able to perform in your organisation-specific conditions and circumstances.

We are passionate about our business and determined to provide you with professional support towards achieving organisational strategies.



PERFORMANCE COACHING

Our philosophy and methodology on performance coaching is based on the principle that **coaching is not about creating new people**, but rather to support individuals in becoming more efficient through the development of their potential.

Managers and Executives do not always have days available for development. One-on-one coaching sessions are structured sessions mutually planned **in partnership** with experienced coaches and scheduled according to the needs of the individual as well as availability.

In essence our approach to coaching is pragmatic, combining what the coach know works in practice (from experience in similar, executive and/or consulting roles) with research. People Capacity Solutions coaching is facilitated within a holistic developmental framework based on the principles of **clarity** and **alignment**. Typically our coaching interventions are structured into three phases:

Clarity. This phase involves extracting the real issues to be worked with, which may be located either in the individual or within his/her environment. This requires some understanding of that environment and the expectations on the individual. Complimenting this it would be advisable to meet with a strong superior (Sponsor of the Coaching Process, e.g. MD, GM or CEO) to understand the operational dynamics of the company and possible points of leverage for the individual's development.

Alignment. This phase refers to ensuring that all current and future factors involved in that person's development are properly considered and integrated/discarded/optimised/reworked (etc.) into the developmental process. Here we make use of a strong psychoanalytic technique and explore the concept and implications of "***misalignment***". Aspects of life coaching often arise at this stage.

Mapping the Journey. The next phase flows into meaningful career and personal development planning within the chosen context, in this case the company. We utilise proven methods of developmental (and sometimes evolutionary) psychology during this process

Our **experienced coaches** have been working with Managers and Executives in various industries since 1996. We are privileged to be associated with market leaders in various industries.



Our coaching process uses **your inputs and combines it with scientific analysis** to ensure we address the efficiency holistically - the cause as well as the effect. Sessions are strictly **professional and confidential**.



TRAINING AND DEVELOPMENT

Training and development programmes are tailored to address the competencies that will ensure specific outcomes per role in the organisation. PCS continually updates its programmes according to the most recent national and international trends, thereby ensuring that competence is ensured through up-to-date interventions. **Our interventions are competence-based, implying the assurance of competent employees back in the workplace.**

Our programmes are competence-based and therefore focus on enabling rather than just knowing. **Note.** It should be noted that, although the PCS programmes are registered with the Services Seta, the programmes are currently being aligned with available unit standards. The quality of material has been approved during Seta inspections. On completion of this process the approved amount of credits and NQF levels can be reflected.

Our Management Development Programmes are modularised into four domains:

PCS conducts free 180-degree needs assessments for the client based on the international standards below. On completion, clients are advised on the list of priorities. All of these modules are facilitated from supervisory to senior management level, based on the complexity and diversity of tasks that managers perform.

Organisational Competencies	Interpersonal Competencies	Personal Competencies	Resource Management Competencies
Understanding Organisations as Systems	Motivating People	Managing Yourself	Planning and managing a budget
Understanding the Business World	Leading People	Managing Time	Managing Projects
Networking Skills (Internal & External)	Managing Performance	Writing Effectively	Analysing and Utilising Information
Acting in a Professional and Ethical Manner	Communicating Effectively	Handling stress	Financial proficiency
Managing Change Implementation	Dealing with Conflict		Planning Effectively
Ensuring Bottom-up Change	Managing Diversity		Solving Problems and Taking Decisions



Organisational Competencies	Interpersonal Competencies	Personal Competencies	Resource Management Competencies
Focussing on the Customer	Managing Employees' Careers		Monitoring and Controlling Resources
Managing within the Law	Ensuring Healthy Human Relations		Organising Resources
Strategic Alignment	Mentoring		Securing the Right People
Change Leadership	Planning and Facilitating Meetings		
Dealing with Resistance to Change	Coaching		Developing Employees
	Negotiating		Managing Teams
	Facilitating Group Dynamics		

Other Training Programmes

Dr Chris Lombard developed a **Change Leadership Programme** enabling managers to **deal with resistance to change and to lead effective change**. This competency-based programme allows managers to assess themselves against the required competencies. On the identification of the needs, tailored training and development interventions can be launched. Application of the intervention fosters a culture of bottom-up change in organisations. **This programme is currently being run internationally with physical as well as virtual teams with great success.**

The **Personal Empowerment & Self- Management Programme** recognises self-management as one of the key competencies required by the contemporary manager. It is based on the **principle** that ***you cannot manage others if you cannot manage yourself***. This principle commences with understanding yourself and what makes you ineffective and inefficient.

The **Behavioural Excellence Programme** is about people and their behaviour: it creates insight about those behaviours that cause conflict, resentment, irritation, and misunderstanding, but most importantly, it teaches the competencies necessary to maximise co-operative relationships. This programme focuses on different behaviour styles, your mindset, positive reinforcement, empathic listening, and managing interpersonal demands, giving and receiving criticism and managing anger in conflict situations. **By changing peoples' behaviour, PCS improved a region in Eskom's safety record from being last in the country to being top in the country.** Through this intervention PCS also increased productivity in divisions of Nedcor, Sasol, Unilever Channel Management, Tiger Brands Field Services and Sun International.

The **Personal Resilience Programme** (coping efficiency) is unique in its kind in South Africa. This programme empowers individuals to embark on active coping strategies within their personal abilities. This programme is a competency-based programme and not a form of therapy. **Research highlighted that lack of coping with stress results in increased absenteeism, lower productivity and accidents in the workplace.** Lack of coping resulted in a cost £70 billion to United Kingdom businesses in 2004. With the diversity and continuous changes in South African organisations – imagine the cost of lack of coping in South African organisations!

The **Inspirational Leadership Programme** enables managers to lead team members towards achieving optimal results. This intervention has enabled managers on various levels in organisations to optimise team results through exerting **positive influence** in their areas of responsibility.

The **Facilitation Skills Programme** is a competence-based programme focusing on enabling managers, educators and facilitators to handle group dynamics effectively and enhance group performance. This programme focuses on the nature of group activities, facilitation skills, question techniques, listening skills, handling group dynamics, group problem solving, intervention strategies, handling group conflict, meeting procedures, and presentation skills. **This programme was rated the top facilitation skills intervention in South Africa in 2001.**

As most of the facilitators of PCS have post-graduate qualifications on human resource development, the **Train-the Trainer programme** allows learners the opportunity to learn from top facilitators how to become facilitators of adult learning. This programme is facilitated over 15 days.

The **Coaching Skills Programme** is an experiential learning programme enabling learners on all levels in organisations to coach individuals towards optimal performance.



JOB ANALYSIS AND PROFILING

Competence Solutions© is a process where we apply a functional analysis that enables organisations to align business strategies with people development strategies. The system analyses jobs in organisations by means of focus groups from the organisation. These focus groups support the project teams to personalise the system for the organisation and the related industry.

Jobs are analysed to determine

- ☒ the key purpose of the job;
- ☒ the key roles that incumbents perform;
- ☒ input activities required to achieve key roles;
- ☒ the performance criteria for each input activity and



- the skills;
 - knowledge; and
 - personal competencies that will ensure that the performance is achieved
- ☒ the control mechanisms and guidelines that govern performance;
 - ☒ the tools and equipment required to perform input activities; and
 - ☒ the basic conditions of employment within which the job has to be performed.

Competence Solutions© can then be used to assess all employees in the organisation against the profiles competencies. On completion of an assessment, a personal training and development plan for each individual can be printed and it will also be stored electronically.

Competence Solutions© therefore provides clients with an e-commerce solution that provides organisation-specific:

- ☐ Competency-based Job Descriptions
- ☐ Competency-based Performance Management Systems
- ☐ Competency-based Training Management System



ORGANISATIONAL DEVELOPMENT

Our consulting services on an organisational development level include the following:

- ☐ Facilitation of strategic planning sessions
- ☐ Executive and Management coaching
- ☐ Competency profiling and assessment (**Competence Solutions**©)
- ☐ Change leadership (minimising resistance to change in the process)
- ☐ Change readiness assessments
- ☐ Employment Equity Audits and Plans
- ☐ Organisational Audits
- ☐ Climate Surveys
- ☐ Managing Diversity
- ☐ Change and Transformation Interventions
- ☐ Alignment of HR strategies and plans with Business Strategy
- ☐ Human Resources Development Strategies
- ☐ Team Development Interventions



PEOPLE

People Capacity Solutions has access to a wide variety of special skills and expertise. The persons below are the typical calibre of people that are employed by People Capacity Solutions.



Dr. Chris Lombard



Qualification	Institution	Year
BSc (Mil)	University of Stellenbosch	1990
Hons.B. (HRD) <i>cum laude</i> Top Student	RAU	1996
M Phil Leadership, Performance and Change Management Top student in <ul style="list-style-type: none"> <input type="checkbox"/> Strategy <input type="checkbox"/> Management of Change <input type="checkbox"/> New Venture Creation <input type="checkbox"/> Managing People in Global Markets 	RAU	2002
D Phil (Change Leadership)	RAU	2004

Dr. Chris Lombard is a Director of PCS. Chris developed a unique intervention enabling leaders and managers to deal with resistance to change and developing a culture of bottom-up change in the process. He has implemented this intervention in 6 first-world countries as well as leading South-African organisations resulting successful change.

Chris's fields of specialisation include the facilitation of change interventions and enabling organisations to be self-sufficient in the implementation of change projects. He is also an expert in the facilitation of behavioural change and coping efficiency.

Recent projects conducted by Chris include a Change Leadership intervention for KPMG International in Amsterdam, Murray and Roberts (all national and international sites), as well as change projects for RMB Asset Management, JP Morgan, Momentum.

Chris also designed and developed a Behavioural Excellence programme for Eskom that improved the client from being last in the specific area of influence to being the best in South Africa.

Delani Mthembu



Qualification	Institution	Year
Junior Secondary Teachers Certificate	Mgwenya College	1981
BA	UNISA	1989
BA Hons (HRD)	RAU	1996
Dip Management Development	Newport University	1991
Dip Strategic Management	Newport University	1993
Dip Project Management	Newport University	1994
Dip Financial Management	Newport University	1994

Delani Mthembu is the Managing Director of PCS. He is also a Director in Change Partners and a former Director at the Franklin Covey Institute.

Delani's fields of specialisation include strategic leadership, executive coaching, youth and community project management and development, life skills facilitation, strategic planning, diversity and employment equity development. Delani is a member of the American Society for Training and Development and of the Enterprise Development Forum.

Delani is a prominent facilitator with the Franklin Covey Foundation and has been approached by Stephen Covey to "Africanise" the "*Seven Habits of Highly Effective People*" as well as "*Principle Centred Leadership*".

Delani has authored Team Coaching (Knowledge Resources) as well as a chapter on African Values in South African Management in a book "*Sawubona Africa - Embracing Four Worlds in South African Management*" published by Wits University in 1996.

Dr Flip Oberholzer

Qualification	Institution	Year
BA SocSci	RAU	1978
BA Hons Psychology	RAU	1979
MA Psychology	RAU	1981
D Litt et Phil Clinical Psychology	RAU	1992
Clinical Internship – Registered Clinical Psychologist		

Dr Oberholzer is the specialist in assessments in PCS. He is a registered Clinical Psychologist who has a broad range of experience in the Human Resources domain. Flip has spent most of his career in mining and manufacturing in ensuring capable and competent employees in the workplace. The highlight of his career was starting Saldanha Steel having to recruit new employees ensuring the manufacturing giant a successful business entity. Flip was also instrumental in the development and

establishment of norms for culture-friendly assessment instruments in the South African environment. Dr. Oberholzer is a regular speaker on international forums on assessment ensuring competence in the workplace. He also lectures part-time in Human Resource Management best practice at the Wits Business School.



CLIENTS

- African Bank
- African Sales Company
- Afrox & BOC Gases
- Anglo Platinum
- Automobile Association
- Belay
- Bosal
- Brandhouse
- BusinessSure
- De Beers
- Department of Defence
- Department of Education
- Department of Environmental Affairs and Tourism
- Department of Public Works
- Department of Water Affairs and Forestry
- Dorbyl
- Discovery Health
- Chairperson Industries
- EcoSource
- Eskom Distribution
- European Union
- Independent Development Trust
- Imperial Distribution
- Juniper Company (London)
- JD Group
- JP Morgan
- Kanhym
- Köhler Packaging (Ltd)
- KPMG International (Amsterdam)
- Land Rover SA
- Louhen Financial Services
- Main Industries
- Momentum
- Munnik, Basson & Da Gama (Call centre)
- Murray and Roberts
- Nedcor
- NMG Actuaries and Consultants
- Paragon Generations
- Plascon [SA] [Pty] Ltd
- RMB Asset Management
- RMB Unit Trust
- SA Reserve Bank
- Saldanha Steel
- Santam
- Sasol
- Smollan Group
- Standard Bank
- Stryker
- Sun International [Sun City]
- Tibbett & Britten SA
- Tiger Brands Field Services
- Tile Africa
- Unilever Channel Management
- Vriesenhof Vineyards
- Weir Warman (Africa)
- Wispeco
- Wooltru Group



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