

**PCS** **P**eople **C**apacity **S**olutions (Pty) Ltd



# COMPANY PROFILE

7 Rustige Avenue  
Eldoraigne  
Centurion  
0157

Box 11838  
Wierdapark South  
0057  
Dr. Chris Lombard  
(082) 923 0044  
Tel: (012) 653 3380

# People Capacity Solutions & Change Capacity 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. **PCS & Change Capacity** 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 & Change Capacity** 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.

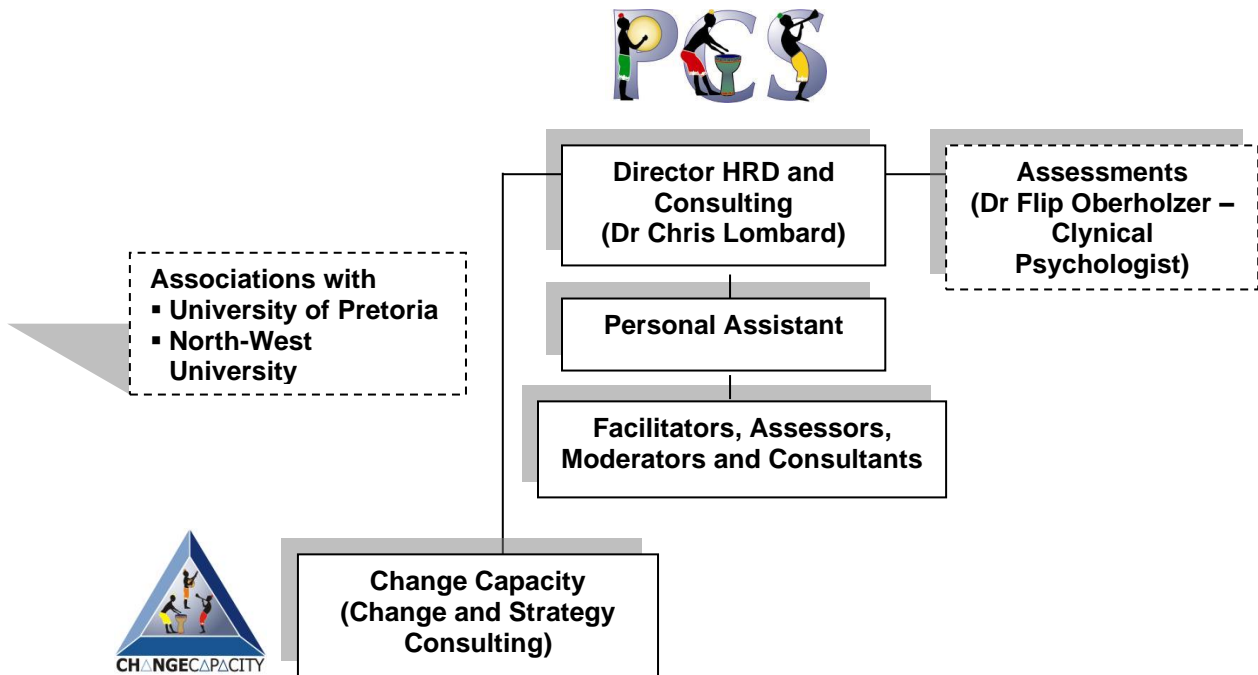
Our focus is on providing best-practice organisational development, career development and training and development solutions which enhance both individual and organisational competence. Our interventions are competence- and outcomes-based, focusing on enabling delegates to apply acquired skills, knowledge,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

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

**PCS & Change Capacity** 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:



## STRATEGIC DIRECTION AND VALUE PROPOSITION

**Vision.** To be provide consulting and HRD solutions that enables organisations to achieve their strategic objectives.

**Mission.** We will continue to provide consulting and HRD solutions that are in best interest of our clients. We will achieve this through

- ✚ Investing time to understand the needs of our clients.
- ✚ Being flexible in the design of interventions that are in the interest of the client.
- ✚ Being recognised as a trusted advisor to clients.
- ✚ Focusing on service deployment in ensuring competent consultants at the right place, at the right time, and doing what's in the best interest of the client.
- ✚ Aligning individual and organisational goals

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 them 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
- ❑ Individual coaching



## 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**.



## BEREAVEMENT AND RESILIENCE COACHING

Coaching is often confused with counselling.

**Counselling.** According to the Counselling Directory, counselling falls under the umbrella of “talking therapy” that allows people to discuss their challenges and emotions. It is a process people seek when they want to change something in their lives or explore their emotions and thoughts in more detail.

**Coaching.** According to the International Coaching Community, coaching unlocks a person’s potential to improve performance by enabling the person to find and develop solutions within their personal capacity.

Coaching is therefore enabling, while counselling is a form of therapy.

From personal experience, every individual’s experience of cancer is different. There is not a stand-alone way to deal with the challenges associated with the disease. A rational view on the best approach to deal with personal challenges, is to believe that **“the only way out of this, is to get through this within my personal capacity”**. A similar view will apply to people with debilities.

Our approach to coaching focuses on a structured two-way process to empower the person and support structure to achieve a desired outcome. Empower refers to guiding people into an enabling and resourceful state where they find and develop their own solutions to challenges. **Empowerment** is therefore a critical aspect of coaching.

## DIMENSIONS COACHED

From experience the following dimensions are important towards achieving resilience in tough situations:

- The importance of understanding. Emotions and uncertainty can often get the better of a person recovering from e.g., cancer or having to deal with the reality of debility. It is therefore very important to face the facts and to know as much as possible about the condition, the symptoms, treatment and effects, etc. Empowerment through understanding is a first significant building block of resilience.
- Securing your “bungee rope” to your support structure. People will often feel out of control and as if they’ve been pushed over the edge. To ensure a positive outcome, it’s important to think of this “over-the-edge” scenario as bungee jumping. The only way to bounce back, is to ensure the bungee rope strong enough and secured to you **and** to the platform. It’s impossible to bounce back if the bungee rope is not secured to the platform – hence putting the ego aside and securing the support structure required is significant towards being resilient.





- Importance of planned recovery. Resilience is not about how you endure – it’s about how you “recharge your batteries” and “refuel” for the next “uphill”. Setbacks result in numerous “uphill battles” and one cannot afford to run out of fuel while fighting back.
- Managing own emotions as well as the emotions of others. Two of the three reasons for non-coping refer to dealing with own emotions as well as the emotions of others. When experiencing setbacks, emotions can either be the foundation of resilience or the cause of collapse and additional challenges. This applies to the person affected as well as the loved-ones.
- Mindset and rational thinking. A positive attitude and mindset are requirements for recovery or bouncing back. This mindset needs to be rational and focus on the reality and facts. A negative mindset results in people “digging themselves deeper into the hole” and not using their energy to “get out of the hole”.
- Winning the small battles to win the war. Resilience is about knowing what to do and committing to this to make progress – however small. Each small battle won provides the impetus to fight the next battle towards winning the war. Each “soldier” fights within their own capabilities and support structures. Therefore, each person needs to map their battles and ploys to play to win.



## 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 W&R 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.

**We offer Management Development programmes in partnership with University of Pretoria.**

The two specific programmes are the Business Management Development Programme and Business Performance Improvement Programme.

### **Business Management Development Programme**

This programme can be tailored to specific sectors. We’ve developed over 2000 managers in the Retail Sector and more than 120 female managers in the Manufacturing Sector with sector-specific programmes.



## BUSINESS MANAGEMENT DEVELOPMENT PROGRAMME

Learning area	Duration
<b>Block 1</b>	
Research as Problem Solving Tool for Managers	2 days
Leadership and transformation in retail	2 days
Integrated learning (Block 1 assessment)	1 day
<b>Block 2</b>	
Focus of managers in sound labour relations	2 days
Role of the manager in marketing (practical application in work environment)	2 days
Integrated learning (Block 2 assessment)	1 day
<b>Block 3</b>	
Understanding the economic perspective in the global and South African context	1 day
Manager's role in supply chain management	1 day
Manager's role in operations	1 day
Manager's role in human resource management	1 day
Integrated learning (Block 3 assessment)	1 day
<b>Block 4</b>	
Practical financial management and accounting – a practical simulation of the manager's role	4 days
Individual assessment	1 day
<b>Block 5</b>	
Strategy development and implementation (practical application and integration in own work environment)	3 days
Practical case study and presentation of plans	2 days
Final individual application to the workplace	

## **Business Performance Improvement Programme**

This very popular 10-day programme is focuses on a logical flow of building blocks to improve performance of entities and areas of responsibility. The programme is staggered in **five two-day sessions** with sufficient time between modules for practical implementation and transfer of learning.

### **BUSINESS PERFORMANCE IMPROVEMENT PROGRAMME**

Module
<b>Module 1:</b> Strategic alignment and determining focus areas for performance improvement in area of responsibility
<b>Module 2:</b> Results-focussed planning
<b>Module 3:</b> Practical leadership and coaching
<b>Module 4:</b> Securing the right people – the manager’s role
<b>Module 5:</b> Harnessing conflict on the workplace

### **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
Systems Analysis	Motivating People	Managing Yourself	Planning and managing a budget
Business Acumen	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

Organisational Competencies	Interpersonal Competencies	Personal Competencies	Resource Management Competencies
Managing Change Implementation	Dealing with Conflict	Personal resilience	Planning Effectively
Ensuring Bottom-up Change	Managing Diversity		Solving Problems and Taking Decisions
Focussing on the Customer	Managing Employees' Careers		Monitoring and Controlling Resources
Managing within the Law	Ensuring Healthy Human Relations		Organising Resources
Dealing with Resistance to Change	Mentoring		Securing the Right People
	Planning and Facilitating Meetings		
Strategic Alignment	Coaching		Developing Employees
Change Leadership	Negotiating		Managing Teams
Strategic Planning	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 in partnership with University of Pretoria. The programme has yielded results internationally with physical as well as virtual teams.**

The **Practical Leadership Programme** is offered in **partnership with University of Pretoria**. This 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 **productive influence** in their areas of responsibility.

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 **Selling Through Influence Programme** enables delegates to obtain buy-in through influence. Decision-makers therefore understand what they agree to and how solutions will benefit their business. Influence is also enabled through building trust relationships. This is echoed by the principle that “people buy from people”. Delegates will be enabled to influence sales through trust relationships and therefore sustainable relationships.

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 **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.

## CHANGE MANAGEMENT AND CONSULTING



In the human body, **laminin molecules** bind together to form *integrated sheets* of connective tissue. These integrated sheets of connective tissue keep cells in place and allows them to function properly. **Laminins** also anchor cells to one another – therefore contributing to growth and sustainability.

At Change Capacity we believe that **successful change** requires an approach that ensures people, processes, systems, technology and resources act like **laminin** to form an **integrated whole** towards the achievement of successful change outcomes.

During change individuals, teams and departments need to be **anchored** to one another to ensure a resilient environment.

Our philosophy and approach towards successful change ensures entities and sub-entities function as an integrated whole – therefore taking cognisance of the **impact** or **effect** of actions and decisions in one area on another.

Laminins form an integral part of the **structural scaffolding** in almost every tissue of an organism. They are vital for the maintenance and survival of tissues. At Change Capacity we believe that **successful change requires people, processes, systems, technology and resources to form structural scaffolding** that ensures sustainability and growth – hence beyond maintenance and survival.

Research highlights the following three barriers to change failure:

- Resistance to change
- Inability of managers to deal with resistance
- Lack of change management competence
- Lack of management visibility and support

Our methodology and approach to change management is to ensure an **accountability fit** – therefore ensuring key people at the right levels are **empowered** to take accountability for planning and implementing successful change and overcome the barriers to successful change.

Change Capacity empowers people to change. As Wayne Widdis suggested: **“Organisations don’t change – people change and then they change organisations”**.

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

- ❑ Facilitation of strategic planning sessions
- ❑ Executive and Management coaching
- ❑ Change leadership (minimising resistance to change in the process)
- ❑ Change readiness assessments
- ❑ Organisational Audits
- ❑ Climate Surveys
- ❑ Optimising Diversity
- ❑ Change and Transformation Interventions
- ❑ Strategy Alignment in departments
- ❑ 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	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"> <li>❑ Strategy</li> <li>❑ Management of Change</li> <li>❑ New Venture Creation</li> <li>❑ Managing People in Global Markets</li> </ul>	RAU	2002
D Phil (Change Leadership)	RAU	2004

**Dr. Chris Lombard** is a Director of People Capacity Solutions and Change Capacity. He is also a Professor of Practice at the NWU Business School focusing on strategy and change. 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 Shoprite, North-West University, RMB Asset Management, JP Morgan, Momentum, Pinnacle Micro and Wispeco. He was responsible for the largest merger and acquisition in IT history in South Africa (T-Systems – arivia.kom).





## CLIENTS

- African Bank
- African Sales Company
- Afrox & BOC Gases
- Alif (Saudi Arabia)
- Amka
- Anglo Platinum
- Automobile Association
- Armscor
- Belay
- Bosal
- Brandhouse
- Cinnamon Hotels and Resorts (Sri Lanka)
- De Beers
- Department of Defence
- Department of Education
- Department of Water Affairs and Forestry
- Dorbyl
- Discovery Health
- EOH
- Elizabeth Arden
- Eskom Distribution
- Freddy Hirsch Group
- Independent Development Trust
- Imperial Distribution
- Juniper Company (London)
- JP Morgan
- Kanhym
- Köhler Packaging (Ltd)
- KPMG International (Amsterdam)
- Land Rover SA
- Merit Medical S.A.
- Momentum
- Munnik, Basson & Da Gama (Call centre)
- Murray and Roberts
- Nedcor
- NMG Actuaries and Consultants
- North-West University
- Phalaborwa Mining Company
- Pinnacle Micro
- RMB Asset Management
- RMB Unit Trust
- SA Reserve Bank
- Saldanha Steel
- Santam
- Sasol
- Shoprite
- Smollan Group
- Standard Bank
- Stryker SA
- Sun International [Sun City]
- SynergERP
- Tibbett & Britten SA
- Tiger Brands Field Services
- T-Systems (S.A.)
- Tile Africa
- Unilever Field Services Management
- University of Pretoria
- Weir Warman (Africa)
- Wispeco





## CONTACT DETAILS

<b>Contact Person</b>	Dr. Chris Lombard <a href="mailto:chris@peoplecapacity.co.za">chris@peoplecapacity.co.za</a>
<b>Physical Address</b>	Mobile: 082.923.00.44 7 Rustige Avenue Eldoraigne Centurion 0157
<b>Postal Address</b>	PO Box 11838 Wierdapark South 0057
<b>Contact Numbers</b>	(012) 653 3380 tel. (082) 923 0044 cellular