

While a majority of executives tend to have a distinctive leadership style, the most effective leaders rely on situational leadership approaches. HVS Assessments help executives and managers understand their style, as well as their blind spots and areas of development.

HVS will work with you to design and implement customized, scientifically valid surveys to help you better understand the operating approaches of individuals in your organization. These surveys serve as a baseline to help you track organizational trends – and can help you implement positive organizational strategies.

➤ **Employee Engagement Survey**

Employee engagement is a competitive advantage that helps to drive stronger business results. Work situations and employee perceptions can lead individuals to engage physically, cognitively and emotionally at work or to disengage. Our team of experts assess work contexts, perceptions and the level of engagement within your company. Our survey helps you to make more informed organizational decisions and introduce effective approaches so your team is more efficient and engaged at work.

➤ **Employee Satisfaction Survey**

Job satisfaction leads to higher levels of performance, engagement and reduced turnover. HVS can assist you in measuring employee satisfaction, as well as work-related factors that influence satisfaction. Implementing this survey will equip your team with valuable information about the factors that can create reduced employee satisfaction – as well as ideas on changes that can fuel your organization's growth.

➤ **360° Assessment**

This assessment offers unique and rich feedback about managerial behavior and helps to strengthen organizational communication and performance. Gaining input from four unique constituency sources - peers/suppliers, subordinates, superiors and customers – it provides feedback to support positive personal and organizational change.

### **Employee Assessment Business Benefits**

- **Greater Transparency**
- **Reduced Waste Of Resources**
- **Improved Predictability**
- **Increased ROI**



According to a global survey of 588 senior executives, the biggest stumbling blocks for new leaders were identified as: poor grasp of how the organization works (69%), misfit with organizational culture (65%), and difficulty forging alliances with peers (57%). This makes it critical for organizations to assess cultural and behavioral fit to ensure that the new leader is successful in the new role. When evaluating any candidate's suitability to managerial requirements, we have found that the **HVS Assessment, followed by a cultural fit assessment and a behavioral interview** provides reliable insight into the cultural and psychological fit of an individual for the organization. Our ExecView reports go beyond the HVS Assessment and provide the cultural and psychological fit information about a candidate.

### **Insightful and Comprehensive Approach**

Most interview processes assess the person-job fit by establishing:

- Match between the candidate's academic degree and the job requirements.
- Match between the candidate's work experience and the job requirements.
- Match between the candidate's knowledge and skills and the job requirements.

The ExecView cultural and behavioral assessment goes beyond evaluating the person-job fit by evaluating person-organization fit by establishing:

- Similarity between the candidate's personal values and the corporate culture.
- Similarities between the candidate's personal goals and the corporate goals.
- Similarities between the candidate's personality and those of the corporation's need.

### **Deeper Insights Through Critical Data**

The cultural fit and the behavioral assessment included in this report is based on:

- Interview with the client to assess needs.
- Cultural assessment completed by top management team members of the organization.
- Behavioral interview with each candidate (Approx. 1.5 hours each).
- Behavioral and psychological assessment conducted for the candidate (Approx. 30 mins each).

### **Business Benefits**

- Stronger hiring decisions.
- Greater success with new hires.
- Improved new hire and organizational fit.



Executives need more than quantitative capabilities to succeed, they also need people skills. Identifying and developing leadership talent is critical to sustaining business growth. HVS specializes in working with senior management teams to help them achieve their highest potential. We help executives develop their leadership style, strengthen their effectiveness and optimize business performance. Our services are tailored to your specific needs and organization.

## Individual Leadership Coaching

This service is designed for senior leaders and high potential individuals to understand and develop their own leadership styles. The right coach is essential to the success of a one-on-one coaching experience. HVS brings highly experienced coaches with strong professional, psychological and management experience. They utilize a variety of unique tools and methods designed to support your specific organizational and leadership needs.

- **Leadership Diagnostic:** 360<sup>o</sup> assessments, in-depth interviews and other input and data
- **Structured Coaching Sessions:** Ongoing focus on developmental goals that improve individual performance and leadership, and generate greater job satisfaction
- **Business Impact:** Individual coaching can deliver a substantial ROI. Tangible results include: greater responsibility and accountability, improved working relationships and improved communication across the organization.

## Leadership Development Workshops

Great leaders not only influence others, but can also enable and empower others to lead. HVS can design a series of customized 4-hour workshops focused specifically on developing core capabilities to help your senior executives become outstanding leaders in three key areas.

- **Self Management:** Self-awareness, balancing conflicting demands and leadership values.
- **Social Capabilities:** Ability to build and maintain relationships, building effective work groups or teams, ability to develop others.
- **Work Facilitation Capabilities:** Management skills, ability to think/act strategically and creatively, and ability to initiate change.

## Business Benefits

Leadership Coaching and Development helps executives become stronger leaders and furthers the strategic objectives of your organization. It builds enhanced self-awareness and leadership skills and tools that bring benefits to your entire business.

- **Improved Decision Making Processes**
- **Reduced Organizational Conflict**
- **Greater Team Cohesion & Engagement**
- **Better Business & Employee Performance**



**Phase I:** Includes pre-work for the workshops: assessments, case analysis and reading.

**Phase II:** Includes a series of 4-hour experiential workshops structured into six different modules. These modules may be organized separately as six half day workshops or combined to form three full day workshops. Module descriptions are below.

- **Module I:** Leadership Benchmarking I
- **Module II-** Leadership Benchmarking II
- **Module III-** Effective Decision-Making
- **Module IV-** Leadership and Emotion
- **Module V-** Team Leadership
- **Module VI-** Conflict Management

## **Module I - Leadership Benchmarking I**

Executives gain a better understanding of their leadership styles and benchmark effective leader behaviors

1. Create self-awareness by engaging in targeted activities as well as taking assessments
2. Introduce key characteristics and behaviors of effective leaders

## **Module II - Leadership Benchmarking II**

Deeper dive into understanding individual's self-leadership style and effective leader behaviors

1. Conduct a focused 360<sup>o</sup> feedback for the executives
2. Familiarize executives with situational leader behaviors, provide a leadership toolbox they can draw from based on a variety of situations

## **Module III - Effective Decision-Making**

Develop effective decision making capabilities – a key to good leadership

1. Introduce executives to the potential biases that can lead to ineffective decisions
2. Share effective decision making strategies

## **Module IV - Leadership and Emotion**

Leadership and emotion are interrelated when building strong relationships with subordinates or key stakeholders. This module helps develop these emotional capabilities

1. Create greater self-awareness about individual tendencies and abilities
2. Introduce key strategies to allow individuals to leverage their emotions to be more effective

## **Module V – Team Leadership**

Effective teams can have an exponential impact on organizational performance

1. Help executives develop team-building skills
2. Introduce strategies that will allow senior executives to build high performance teams

## **Module VI - Conflict Management**

Some conflict is healthy in organizations because it can foster unique ideas, but conflict management is not typically a highly developed executive skill

1. Create comfort with disagreement by creating the distinction between task and relationship conflict
2. Introduce conflict management skills within the group that will allow them to be more effective in managing conflict for self and others



## Module I: Understanding Mindfulness

Using self-reflection and group activities to answer the following questions

- Mindfulness – What It Is, Why We Need It, How It Is Achieved ♦ Body Scan ♦ Home Practice

## Module II: From Breath Awareness to Self-awareness

Taking attention inward by identifying individual obstacles to a mindful practice.

- Breath Awareness Through Meditation
- Self-Awareness – Doing Our Best In Every Moment.
- Home Meditation And Practice

## Module III: Being Mindful through Activity

- Focus on building mindfulness into daily activities: Working ♦ Eating ♦ Resting ♦ Walking

## Module IV: Understanding Emotions

Focus attention on identifying emotions, what they mean, how they influence us and our life

- Fear & Letting Go ♦ Guilt & Forgiving Self ♦ Anger & Forgiving Others

## Module V: Stress Response

Work on responding to stress and stressful situations

- Patterns Of Stress ♦ Our Usual Response ♦ Reframing Our Response To A Challenge

## Module VI: Expanding the Circle of Attention

Expanding the circle of attention from self to our sphere of influence with focus on how we may influence (or be influenced) by the world around us. Introduces the idea of our world being a mirror that reflects our deepest feelings back at us

- What Does My Mirror Show Me? ♦ How Do I Change The Reflection In My Mirror?

## Module VII: Building Kindness

Work towards building kindness towards self and others by accepting everything in our life as our choice

- Acceptance For Self ♦ Acceptance For Others ♦ Acceptance For Our Situations

## Module VIII: Bringing It Together

In this module, we bring together the practice of mindfulness

- Take Responsibility For Our Life Situations
- Focus On The Underlying Belief
- Find Balance In Our Actions And Thoughts

## Review Module: Reviewing Practices & Learning New Practices & Methods

- Review Of Important Daily Practices ♦ Challenges With Meditation ♦ New Practices
- Monthly review modules are recommended to help break patterns of stress, negative coping and reactive tendencies. They can be structured as half day (4 hours) or full day workshops (8 hours).

## Mindfulness Training Business Benefits

- **Reduced Stress**
- **Reduced Employee Conflict**
- **Improved Decision-Making**
- **Increased Focus On Ethics**
- **Improved Employee Performance**



## Succession Planning

One of the most important investments a firm can make is developing talent within its organization. Training current resources to meet future needs helps to fuel growth and secures the future of a company.

➤ **Organizational Mapping**

HVS works side-by-side with you to develop both a short and long-term career map for your organization.

➤ **Talent Identification & Mapping**

We help you identify high-potential talent and pinpoint relevant roles for key individuals that will develop their functional, organizational and leadership skills.

➤ **Forward Planning**

Our team of experts works with you on both short and long-term succession planning. We help you develop your internal resources - and identify existing gaps where external resources may be required.

## Business Benefits

Succession Planning helps you maximize performance by leveraging your current resources and pre-empting future leadership needs, while minimizing organizational disruption.

- **Higher Employee Retention**
- **Improved Employee Satisfaction**
- **Reduced Hiring Expenses**
- **Greater Employee Engagement**
- **Reduced Disruption Due To Personnel Transitions**

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## Developing A Service Culture

A service culture motivates employees to embrace a customer-centric approach throughout their work responsibilities. It helps employees make customer needs a priority and results in a variety of business benefits. Creating a service culture requires training, time and consistency.

➤ **Service Culture Training**

HVS can design a customized program for your organization to develop a strong service culture. This training will help your employees provide memorable experiences for your customers.

## Business Benefits

A service culture can have a substantial impact on customer loyalty as well as company revenue.

- **Higher Customer Retention**
- **Greater Employee Engagement**
- **Greater Customer Loyalty**
- **Improved Revenue**

