





# Vision & Strategy

- Do you have clear and concise vision and strategy in place, an aim, an objective, for your employee teams to rally around and work towards?
- When did you last review your vision and strategy? Are they in line with your evolving organisational goals?
- How well communicated are the vision and strategy to your employees? How much do the employees believe in them, and how motivated are they to see them come true?
- Do your employees understand which direction the company – and, therefore, they – are moving in, and why?

# Recruitment / Talent Search

- Do your recruitment systems identify, attract, and engage the right candidates?
- Are your internal recruitment teams delivering the employee quality you need to achieve your vision and strategy?
- Are the recruitment agencies you work with delivering at your speed, providing you with the service you require, and making your life easier instead of harder?

# Employer Brand

- What do you think about your organisation's employer brand, and its ability to attract talent?
- What do potential employees think of your company, and how keen are they to associate with its brand?
- How well do you understand the individual components that create and influence how your company is perceived in industry?
- What should you be doing to enhance your organisation's employer brand in order that the best talent within the industry seeks to work with it?

# Organisational Design

- How appropriate is your organisational design to your company's achieving its goals and visions? When was it last evaluated?
- Do the organisation's departmental and hierarchical structures work as efficiently and seamlessly as you would like them to?
- Do the organisation's structures complement each other perfectly, or do they tend to create friction and dissent?
- Are your organisation's structure fine-tuned to ensure that there is no duplication of effort or responsibility, thereby creating redundancy in manpower numbers?

# Employee Insights

- How well do you understand your most important employees?
- Do you think that your employees are in sync with you and your objectives? Do you feel that your employees themselves feel that they are in sync with you?
- Do you know if your employees feel that they are heard and respected within the organisation? Do you know if they feel valued?
- Do you know if your employees, especially in the higher echelons of hierarchy, feel that they and their teams are evaluated fairly and objectively?
- How motivated and engaged are your employees and teams, and what could be done to increase their motivation and engagement?

# Performance Systems & Rewards

- How evolved are your organisation's performance management systems?
- Are your employees suitably motivated to give their best to the organisation? How much do they feel that the organisation's wins directly translate into their own wins?
- Are your performance evaluations as clear, transparent, and objective as they can be? Do your employees really feel that they work in a company where performance is rewarded?
- Do you know what your employees think about the objectivity with their performance is measured, and that it is assessed without fear or favour?

# HR Policies

- Do you have well thought out and published HR policies?
- Are your policies streamlined to make the life of your employees easier, from the time they are onboarded into the company and until they leave or retire?
- Are your employee grades, compensation structures, as well as holiday, attendance, and grievance policies in sync with each other and with your overall aims?

# Gap Analysis

- How well do you understand your senior-most individuals' capabilities?
- Do you really understand the individual strengths and weaknesses of the people that matter most to organisational success, in order that the strengths may be utilised to the best extent, and weaknesses addressed and corrected?
- How well do your senior employees understand their own Key Responsibility Areas, and those of their team members?
- Are the KRAs as well as team and individual targets in operation completely in sync with what the management or the Board desires?

# Behaviour Evaluation

- How well do you understand the soft and behavioural skills possessed by your senior-most employees?
- What is each individual's leadership style, and how is that style helping (or hindering) team performance?
- What behavioural changes will enable the departmental leaders bring out the best from their teams? How well do the individuals understand themselves, their own leadership style, and how to manage it for individual, team, and organisational success?
- What must be done, where necessary, to train, coach, and mentor senior individuals to improve and optimise their behavioural and management skills?

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