

**Human Resources Consultancies  
Terms of Reference**

**Development of Leadership Competencies and Behaviors**

The Need/Consultant	Objectives	Deliverables
1. Consultant hire to undertake Psychometric and ICF provider coaches	<ol style="list-style-type: none"> <li>1. Psychometric assessment is about understanding people and helping them to understand their strengths and development needs rather than labeling/ classifying.</li> <li>2. We value and encourage diversity in our people. This means we do not profile or have a 'one size fits all approach to individual Development</li> </ol>	As part of our talent management process, the psychometric assessment results for staff will be kept and used appropriately for development decisions which may include job or role changes and/or promotions, as well as provide SLT (TCC) with a comprehensive Talent profile to inform the people strategy.
2. Consultant hire to undertake Book Camp and modulator	<p>To modulate and facilitate the books ;</p> <ol style="list-style-type: none"> <li>1. Team of Teams</li> <li>2. The Five Dysfunctions of a team</li> </ol> <p><u>Aim:</u> To build an Agile Organization <u>Resilience:</u> Doing the right thing versus doing things right</p>	<p>As part of the SMU leadership program, the consultant shall deliver an understanding of both books, and their applicability to SMU's journey and support managers come up with actionable points.</p> <ul style="list-style-type: none"> <li>o To build <u>sustainable leadership capability</u>; build teams for agility; empower execution</li> <li>o To create <u>an agile and multi-disciplinary team</u> that appreciates best practices towards people management in the VUCA world.</li> <li>o <u>Change management</u>: "If we couldn't change the environment to suit us better, we would have to change to suit it better". When it comes to change, tiny habits are a big deal (how we manage people, how we communicate, and measurement)</li> <li>o To build a managerial team that <u>appreciates co-creation, innovation, and execution</u> towards the same change process and can support the teams to buy in on the same.</li> <li>o In reference to LGOPs (teams of teams); to <u>create a movement</u>; little groups of paratroopers- focused on One vision and move in the same direction. Under Sons of Proteus, we learn that change is important and that a movement is more important than an organization.</li> <li>o <u>Shared Consciousness</u></li> <li>o <u>Technology appreciation</u></li> </ul>
3. Consultant hire to undertake Lead Q; also contributes to Culture and setting the tone of the SMU Change agenda	<p>The Program shall support us to;</p> <ol style="list-style-type: none"> <li>1. Handle the high levels of stress and feelings of being overwhelmed due</li> <li>2. Modulate the speed of change and prolonged uncertainty.</li> <li>3. Handle the challenges of communication in virtual and hybrid working environments.</li> <li>4. Work on different approaches to trust, accountability, and transparency.</li> <li>5. Be proactive to the risk of overworking and loss of work-life balance.</li> </ol>	<p>-A Culture Changed.</p> <p>-Well-defined Leadership Behaviors and Competencies consistent with SMU's desired culture and values.</p> <p>- Development of a group of conscious leaders.</p>

**Culture and Wellness**

The Need/Consultant	Objectives	Deliverables
4. Consultant hire to undertake Change management	To provide unbiased support to the program team as we implement changes to the structure, roles, goals, and accountabilities	Phase I: Support the implementation of changes, and solutions, including interventions at the leadership level (90 working days). Phase II – Assessment phase: An assessment of progress with the People Strategy, revisiting how it has to deliver against the Agenda for Change. Forward- looking, it includes planning for the next strategic plan period.
5. Consultant hire to undertake 360 Degree Feedback	To assess the current development needs of the team and provide a profile on our current path to Team growth, be in a better position to handle the culture blind spots and ensure only sustainable growth.	Spider Diagram: Individual profiled feedback that is input into the Individual Development Plans.
6. Consultant hire to undertake in-house Wellness Coach	Feedback from the Focus group discussions indicates the need to develop and support an in-house wellness program, to support the Human resources that support SMU mandate.	Weekly physical and online physical sessions, hot desk exercises, yoga, dance classes, and self-care group sessions.
7. Consultant hire to undertake In-house Counselors*2 (Employee Assistance)	As an organization that cares for the mental health of our clients, it is important that we provide an Employee Assistance Program in-house to support our staff to be in a great place mentally to deliver quality mental health care to our clients.	To provide counseling sessions to staff as and when needed.

**How to Apply:**

To be considered for this consultancy, please send application materials via email, with the subject line “[Your name] – Consultancy matching your competencies from 1-7”.

All applications must include:

- A curriculum vitae or résumé.
- A thoughtful cover letter detailing relevant skills, experience, fee expectations, and availability; and
- One brief, unedited writing sample (approximately three to five pages).
- Evidence of having handled similar assignments.

The deadline to apply is 27th January 2023. 17:00hrs EAT. Submit electronically to e-mail: [procurementug@strongminds.org](mailto:procurementug@strongminds.org).