Empowering organisations to perform today and prepare for what comes next.

People | Strategy | Technology

Shweta Tiwari



SR CONSULTING
SERVICES PRIVATE LIMITED

Thank you…

…for taking the time to know more about SR Consulting and the work we do.

Our purpose is to help organisations build the people practices and organisational capabilities they need to support their business goals.

We understand what needs to work better, configure solutions that fit your organisation, and work with your team to put them into practice. Whether the need is a focused improvement or a complete HR transformation, we build on what already works rather than starting from scratch.

If something in this document connects with a need in your organisation, I would be happy to understand it better and explore how we could help.

Best regards,
Shweta Tiwari
Founder, SR Consulting Services

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What appears to be a people problem is often an organisational problem.



These problems are often interconnected.
The visible problem tells us where to start looking — not necessarily what to fix.

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We look at the organisation through three connected lenses

Sustainable improvement happens when People, Strategy and Technology work together.

People

Can people perform what the organisation expects from them?

- Roles & responsibilities
- Capability & skills
- Performance & accountability
- Leadership & management
- Engagement & culture

Strategy

Is there clarity about what matters most, and how resources should align?

- Business direction
- Growth priorities
- Strategic choices
- Operating priorities
- Resource alignment

Technology

Does technology enable the way people need to work?

- HR systems
- Workflow automation
- Data & dashboards
- Communication systems
- Technology adoption

We don't assume where the problem lies. We examine how these three interact.

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Who you will work with

Complementary expertise: Together, we connect people practices with business requirements, and stay focused on making the change work in practice.



Shweta Tiwari

Founder
HR Strategy & People Practices

- Shweta brings expertise in designing and implementing people practices across the employee lifecycle, with a focus on building practical HR systems aligned with organisational requirements.
- **Core expertise**
  HR Strategy • Organisation Development • HR Policies & Processes • Performance Management • Talent Management • Learning & Development • Employee Engagement • HR Implementation



Nagendra Choudhary

Partner
Business & Organisational Effectiveness

- Mechanical Engineer with experience spanning automobile manufacturing operations, supply chain, production planning, business processes, systems implementation, training and management communication.
- **Core expertise**
  Organisational Effectiveness • Business Process Improvement • Operational Excellence • Lean Thinking • Strategy-to-Execution • Training & Facilitation • Management Communication • Six Sigma Green Belt • TPM approach

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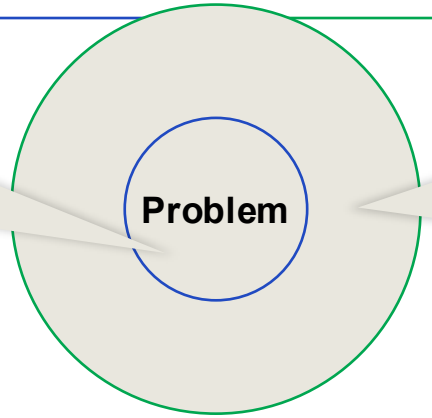
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An engagement can start at different levels

Some organisations know exactly what needs attention. Others only know that something isn't working.

Focused intervention | **Organisation-wide transformation**

We need to fix this.



We need the organisation to work better.

PMS isn't working	Too much owner dependency
Recruitment takes too long	Low accountability
Roles are unclear	Rapid growth creating chaos
Attrition is high	HR needs complete restructuring
Our managers don't review performance	Systems exist but aren't working

Different starting points. Same disciplined methodology.

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ACTS: From understanding the problem to making the improvement stick.

Assess	Configure	Transform	Sustain
Understand what is really happening	**Design what should change**	**Put the change into practice**	**Make the new way of working hold**
Current state	Future state	Implementation	Stabilisation
Evidence	Solution design	Adoption	Ownership
Root causes	Measures	Coaching	Measurement
Priorities	Implementation plan	Course correction	Continuous improvement

The engagement doesn't stop at recommendations. We work through implementation and stabilisation.

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A | ASSESS - Understand what is really happening, before deciding what to fix.

Objective: Establish the current state, validate the stated problem and identify the underlying causes affecting business and people performance.

Assess → **Configure** → **Transform** → **Sustain**

1. Align on the business context

- Understand business priorities and growth plans
- Clarify management concerns
- Define the problem / opportunity
- Agree initial scope and expected outcomes

2. Understand the current state

- Review organisation structure and roles
- Review relevant policies, processes and systems
- Review existing performance mechanisms
- Review available workforce and performance data
- Understand current technology and tools

3. Gather evidence

- Leadership discussions
- Employee / manager interactions
- Process walkthroughs
- Data and document review
- Observation where relevant

4. Diagnose & prioritise

- Separate symptoms from underlying causes
- Identify gaps across People, Strategy and Technology
- Identify interdependencies
- Assess business impact, urgency and risk
- Prioritise what requires intervention

Deliverables

- Current-state assessment
- Gap & root-cause analysis
- Baseline measures
- Process / organisation maps
- Priority matrix
- Diagnostic findings & recommendations

Outcome: A shared, evidence-based understanding of what needs to change, why it matters and what deserves attention first.

Note: For focused engagements, assessment is limited to the selected process and its critical dependencies.

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C | CONFIGURE - Design the solution for this organisation, not a generic best-practice template.

Objective: Translate diagnostic findings into practical interventions that fit the organisation's business requirements, context and capability.

Assess | **Configure** | Transform | Sustain

1. Define the future state

- Agree desired outcomes
- Define what “better” should look like
- Establish target measures
- Clarify design principles and constraints

2. Configure the intervention

- Retain what already works
- Refine what can work better
- Simplify unnecessary complexity
- Build what is missing
- Connect interdependent processes

3. Validate practicality

- Test against actual work conditions
- Review dependencies
- Clarify responsibilities and decision rights
- Identify capability requirements
- Incorporate management and user feedback

4. Prepare implementation

- Define work packages
- Establish priorities and sequence
- Assign ownership
- Set milestones and measures
- Prepare communication and change requirements

Deliverables

- Future-state design
- Organisation structure
- JDs / KRAs / KPIs
- PMS framework
- Policies / SOPs / workflows
- Capability-development framework
- Technology / automation requirements
- Implementation roadmap
- Measurement framework

Outcome: A practical, agreed solution with clear ownership, measures and an implementation path.

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T | TRANSFORM - Move the solution from document to daily practice.

Objective: Implement the agreed changes, build adoption and address the practical barriers that appear when the new system meets real work.

Assess → Configure → **Transform** → Sustain

1. Launch

- Communicate what is changing and why
- Clarify responsibilities
- Orient managers and employees
- Activate agreed processes and tools

2. Enable

- Train process owners
- Coach managers
- Provide templates, tools and job aids
- Support employees during transition

3. Review execution

- Track agreed milestones
- Review adoption and compliance
- Compare progress against baseline / targets
- Identify implementation barriers
- Escalate decisions where required

4. Correct

- Resolve practical bottlenecks
- Modify workflows where necessary
- Reinforce accountability
- Close capability gaps
- Adjust implementation actions based on evidence

Deliverables

- Weekly / periodic progress reviews
- Manager & employee orientation
- Training / coaching interventions
- Process activation
- Implementation tracker
- Updated systems / documents where required

Outcome: The designed system starts functioning in actual day-to-day work, not only on paper.

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S | SUSTAIN - Make the improvement continue without consultant dependency.

Objective: Stabilise the new way of working, transfer ownership internally and establish mechanisms that prevent the organisation from returning to old habits.

Assess → Configure → Transform → **Sustain**

1. Verify

- Check adherence to new processes
- Review performance against agreed measures
- Identify recurring deviations
- Confirm whether intended outcomes are emerging

2. Reinforce

- Coach managers / process owners
- Address residual capability gaps
- Reinforce review routines
- Resolve remaining implementation issues

3. Institutionalise

- Embed responsibilities into roles
- Embed measures into management reviews
- Finalise documentation
- Establish reporting / dashboards
- Define escalation and corrective-action mechanisms

4. Transfer ownership

- Confirm internal process owners
- Handover tools and documentation
- Establish ongoing review cadence
- Agree continuous-improvement actions

Deliverables

- Stabilisation review
- Compliance / adoption assessment
- Performance dashboard
- Finalised process documentation
- Ownership matrix
- Review cadence
- Handover & continuity plan

Outcome: The organisation owns and operates the improved system with progressively less external support.

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ACTS scales to the size of the problem

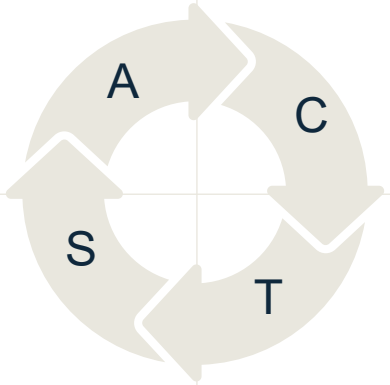
The methodology remains consistent. The depth and breadth change with the problem.

Organisation-wide transformation

Organisation-wide diagnostic

Focused intervention

Process + dependencies



Redesign selected process

Integrated improvement architecture

Institutionalise management systems

Stabilise process

Implement selected solution

Multiple prioritised workstreams

Typical focused scope: PMS, recruitment, onboarding, roles, etc.

Typical transformation scope: HR / organisational effectiveness transformation.

We scale the intervention to the problem, not the other way around.

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Example: Focused intervention

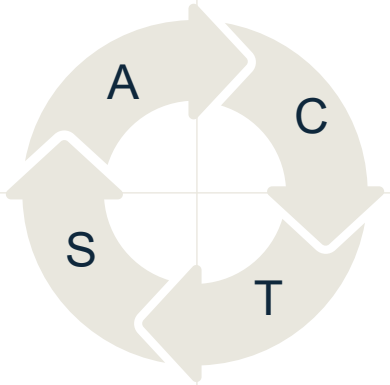
When the problem is specific, the engagement remains specific.

The stated problem

"Our performance management system exists, but it isn't driving accountability."

Review PMS → JDs/KRAs → measures → manager practices → employee understanding → review process

Identify what is preventing the existing system from working.



Retain useful elements → refine KRAs/KPIs → clarify review rhythm → manager responsibilities → tools

Change only what needs to change.

Review quality → track compliance → reinforce manager capability → transfer governance

PMS becomes an internally managed performance mechanism rather than an HR exercise.

Align managers → orient employees → launch reviews → observe first cycles → coach → correct

Move PMS into actual management practice.

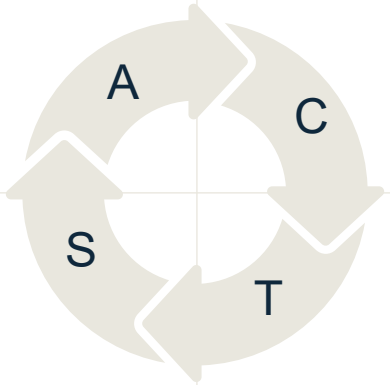
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When symptoms are interconnected, we look at the organisation as a whole.

The stated problem

"People aren't accountable. Attrition is high. Managers don't manage. Everything comes back to the owner. HR needs an overhaul."

Business priorities, Organisation structure, Roles & decision rights, Employee lifecycle, HR processes, Management practices, Capability, Technology, Workforce data



Organisation design, Roles / JD / KRA, PMS, Recruitment, Onboarding, Policies, Capability development, HR technology, Manager routines

Transfer process ownership, establish dashboards, reviews and continuous improvement.

Implement in prioritised waves rather than changing everything simultaneously.

One diagnosis may lead to several interventions, sequenced by business priority and dependency.

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Our interventions span the employee and organisation lifecycle.

1 Organisation & roles

- Organisation design
- Workforce planning
- Job architecture
- JD / KRA / KPI
- Delegation & decision rights

2 Talent acquisition and development

- Recruitment process
- Selection
- Onboarding
- Capability / skill mapping
- Learning & development
- Succession

3 Performance & accountability

- PMS
- Goal setting
- Performance reviews
- Manager capability
- Rewards & recognition

4 Employee experience

- Policies
- Engagement
- Retention
- Communication
- Culture interventions
- Grievance mechanisms

5 HR operations & technology

- HR processes
- SOPs
- HRMS
- Workflow automation
- Dashboards & analytics
- Compliance support

Note: These are capabilities, not a standard package. Scope is configured around the business requirement.

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Implementation needs a review rhythm, not occasional status meetings.

1 Kick-off

Align

- Scope
- Objectives
- Measures
- Roles
- Resources
- Working rhythm

2 Diagnostic review

Agree

- Findings
- Root causes
- Priorities
- Baseline
- Intervention scope

3 Implementation reviews

Control

- Progress vs plan
- Adoption
- Barriers
- Decisions required
- Corrective actions

4 Stabilisation review

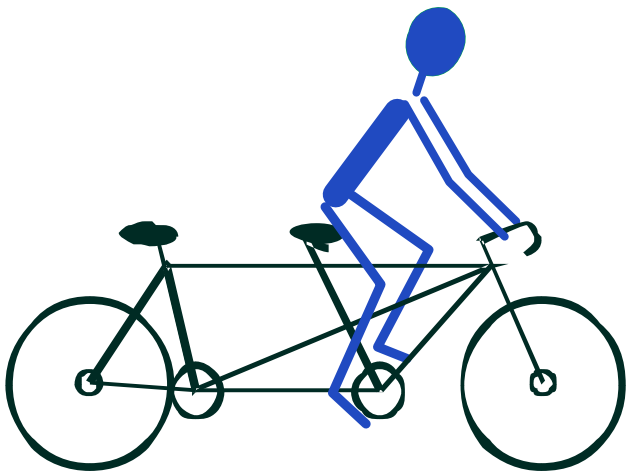
Transfer

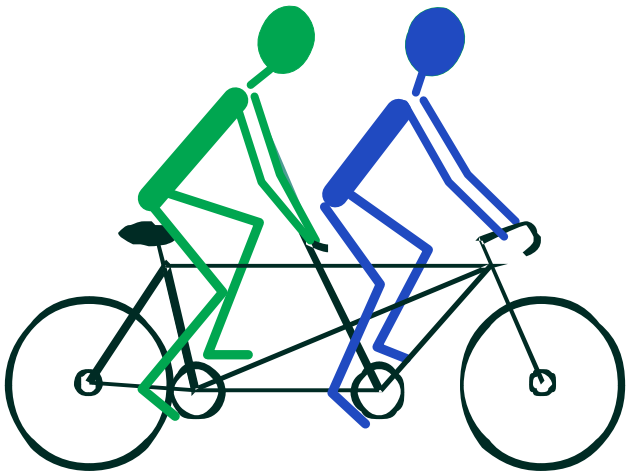
- Outcomes
- Outstanding gaps
- Ownership
- Review mechanisms
- Next improvement priorities

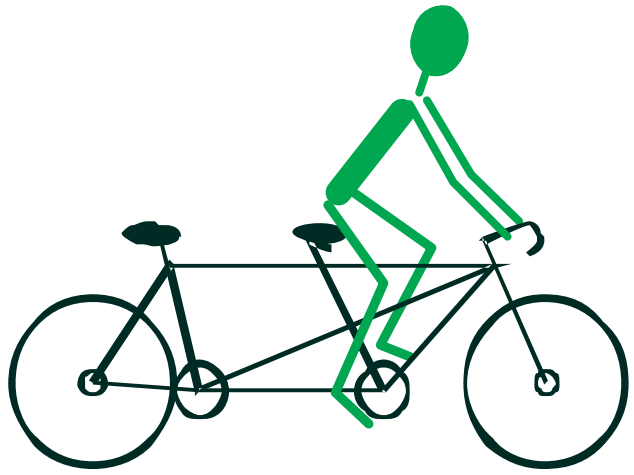
Progress remains visible throughout the engagement.
Review frequency is agreed based on the scope, intensity and pace of the engagement.

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Our work is designed to progressively shift responsibility into the organisation.







Consultant-led		Jointly operated		Client-owned	
Diagnose	Design	Implement	Coach	Operate	Measure
Facilitate	Recommend	Review	Correct	Improve	Sustain

The ultimate test of our work: Does the system continue to work when we are no longer in the room?

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Strategy
Technology

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Assess Configure Transform Sustain