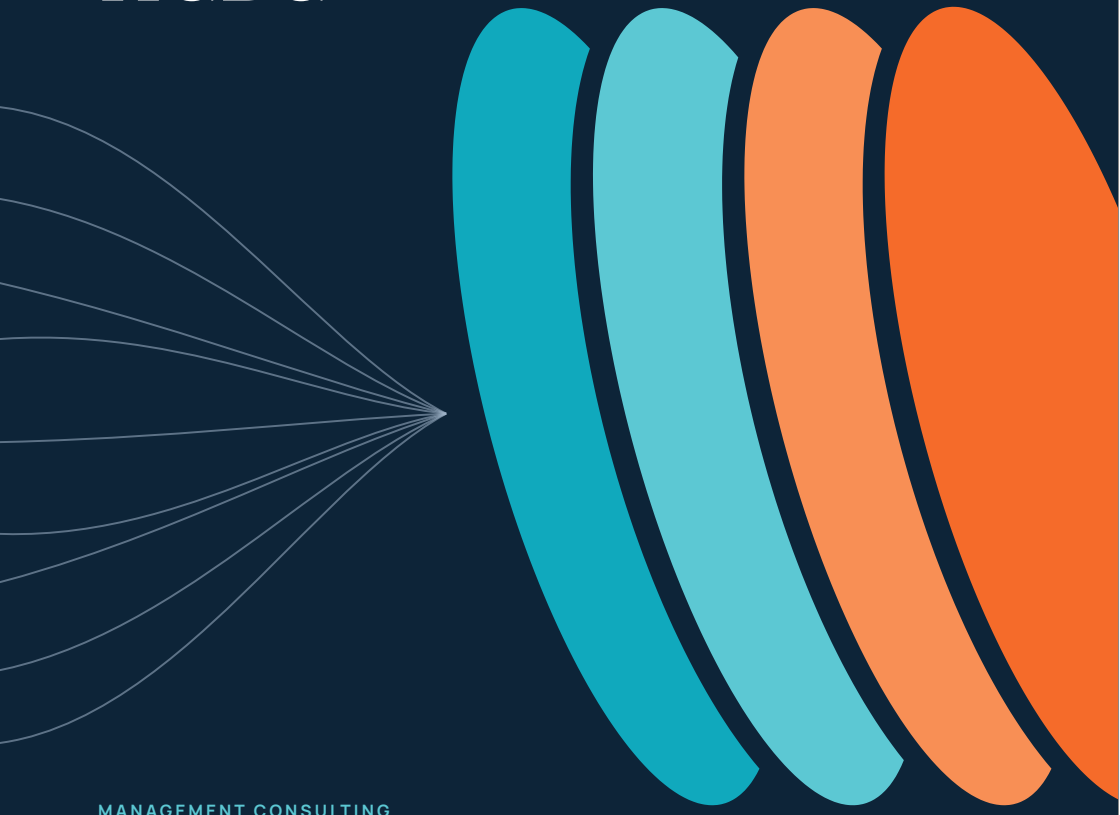
HGBC



MANAGEMENT CONSULTING

The Right *Diagnosis.*

We understand first, then change together.

DIAGNOSIS · DIRECT SUPPORT · TOOLS · TRAINING & MENTORING

Independent management consulting for general managers, boards and family business partners

FOR GENERAL MANAGERS, BOARDS AND FAMILY BUSINESS PARTNERS

Lasting change *starts with seeing* the whole.

The problem a company sees is often not the real problem. We go from the symptoms to the root cause and produce a clear diagnosis the board can decide on. If you wish, we put the change into practice together: we go deeper where it is needed and support your managers through training and mentoring. We have also built our own tools for month-end forecasting, objective tracking and pay decisions; each can be adopted on its own.

For the partner, the company's future and succession; for the general manager, the quality of decisions; for finance, figures that can be trusted; for the board, an independent view: **everyone looks at the same picture.**

IN THIS BOOKLET

03 The root cause and SEFHA OHC™

07 Direct Support

08 Our tools

12 Training & Mentoring

14 About us

15 How we work, frequently asked questions

FAMILIAR SENTENCES

> *We discuss the same issue again in every meeting.*

> *Reports get prepared, but nobody discusses them.*

> *When that person is on leave, work stops.*

> *Everyone describes the company differently.*

The real cause is often *hidden in* another area.



A problem rarely starts in a single function. Tension in one area affects decisions in another. We name these tensions and set the balance between them according to the company's reality.

GROWTH

Speed *versus* control

Control loosens during fast growth; tighten control and speed is lost.

MANAGEMENT

The centre *versus* authority

The more decisions gather at the centre, the weaker authority and ownership become in the field.

PERFORMANCE

Effort *versus* results

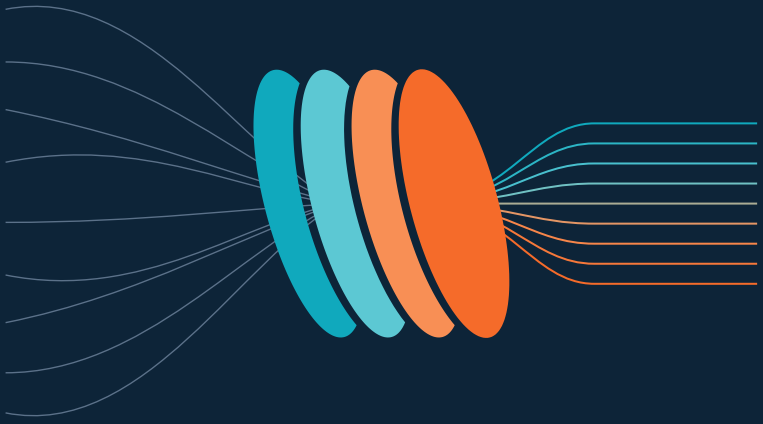
Everyone works hard; how much of the effort turns into results stays invisible.

We see the system, not the part.

HOLISTIC
SYSTEMIC
PRACTICAL

Four questions.
One clear picture.

SEFHA OHC™ examines how the company is managed across eight dimensions: leadership at the centre; around it strategy, organization, processes, finance, supply chain, digital and the future. It finds the mechanism beneath the symptoms and the root cause that feeds them all.



01 · MATURITY

Where are you today?

02 · VALUE POTENTIAL

What can you gain?

03 · FRAGILITY

Where could you break?

04 · IMPLEMENTATION

How much can you carry?

8	304	95	3
dimensions, leadership at the centre	core questions, on a maturity scale	cross-check questions	management levels

WHEN AND HOW

At a threshold, *a clear diagnosis* in five steps.

01 Before growth or investment

02 In succession and professionalization

03 When a new general manager arrives

04 At a partnership, merger or investor entry

05 Before a transformation programme

06 When results fall short of expectations

1 **Scope and preparation**
INTERVIEW PLAN

2 **Interviews and fieldwork**
FIELD FINDINGS

3 **Cross-validation**
TESTED FINDINGS

4 **Analysis and diagnosis**
ROOT CAUSE

5 **Report and results session**
DECISIONS AND ROADMAP

Structured interviews with the board, the general manager and department heads; field observation and document review. Each question is assessed on a maturity scale, and key issues are tested against other managers' observations and data.

WE DO NOT RELY ON A SINGLE ACCOUNT

WHAT IS SAID
WHAT IS DOCUMENTED
WHAT ACTUALLY WORKS



One clear management picture

One interview of up to 150 minutes with each participant; opening and closing meetings of up to 120 minutes each.

WHAT IS DELIVERED

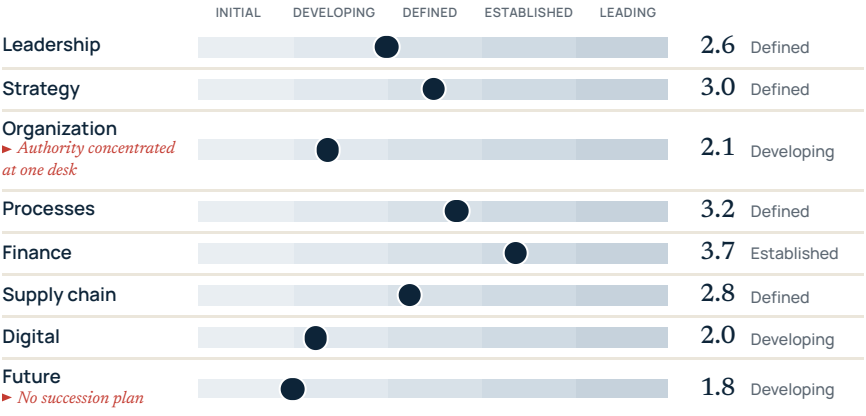
More than a report: *a complete set* for decision.

SEFHA OHC™ SCORECARD · ILLUSTRATIVE EXAMPLE

A company's today, on one page.

OVERALL LEVEL **2.6** *Defined*

RED FLAG **2**



Figures are illustrative and belong to no company. A red flag pulls the score to the lowest level; critical risks are not lost in the average.

ORGANIZATIONAL HEALTH REPORT

I **Assessment** Letter and Scorecard

II **Understanding** The dynamics of success

III **Diagnosis** One big cause

IV **Future** Narrowing options

V **Action** Decisions and roadmap

ALONGSIDE THE REPORT

Letter to the Partners

Results session presentations

Financial Structure Analysis

Workforce Structure Analysis

Action Handbook

How does SEFHA OHC™ work?

See it in a short demo: 6 questions on leadership, 2 minutes.

DIRECT SUPPORT

Where it is needed, we go deeper.



If your problem is clear, we start directly. After seeing the whole, or for a need identified directly, we go deeper in the areas that will make a real difference and design practical solutions.

01 Strategy & Performance

Strategy architecture · KPI design · objective setting

02 Organization & People

Organization design · roles · competencies · change

03 Governance & Decision Structures

Corporate governance · family constitution · authority

04 Process & Operations

Process improvement · bottlenecks · efficiency

05 Finance & Business Control

Profitability · cash cycle · budgeting and reporting

06 Supply Chain

Demand and planning · purchasing · inventory · logistics

07 Digital Transformation

Digital maturity · data · system integration

08 Future Readiness

Generational transition · succession planning · scenarios and risk

OUR TOOLS

Three questions, three tools.

Some management questions come back every month, every quarter, every pay review. We built our own tools for them. Each is a separate HCBC product: it can be adopted on its own and is not tied to any other engagement.

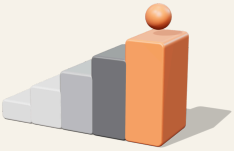


MONTHLY · PAGE 09

Forecast tool

What will month-end look like?

A month-end profit forecast at mid-month; the gap to budget line by line.



QUARTERLY · PAGE 10

OKR tool

Where does the objective stand?

Cascades the company objective down to individuals; tracks progress and confidence.



PAY REVIEW · PAGE 11

Denge

Can the pay decision be defended?

Pay band, raise scenario and cost on one screen.

HOW TO ADOPT

01 We set it up together
We configure the tool to your company's structure, chart of accounts and data.

02 First cycle together
We run the first month-end close, first quarter or first pay review with your team.

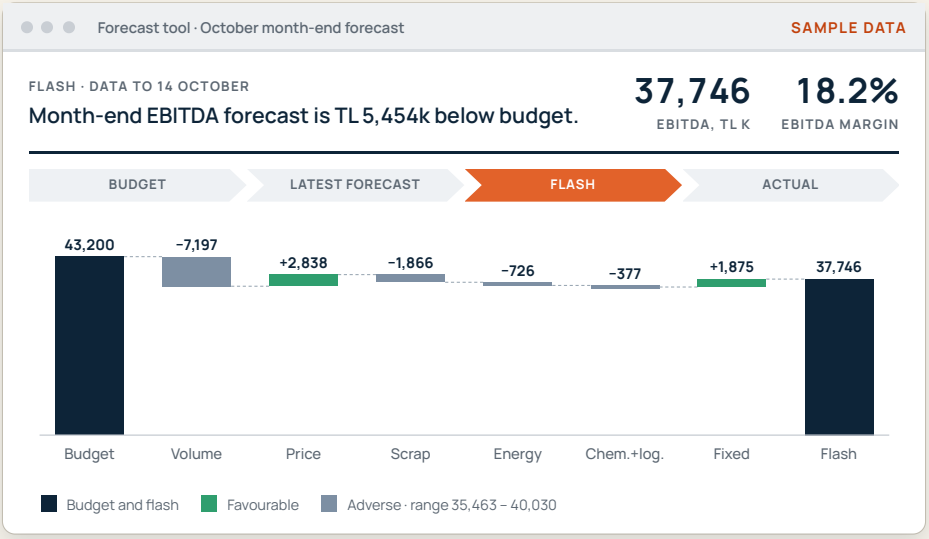
03 Yours under licence
From then on your team uses the tool on its own under licence; we are there when needed.

The screens on the following pages use sample data; they do not belong to any real company.

FORECAST TOOL

Month-end, *before it ends.*

At mid-month it produces the month-end profit forecast and bridges the gap to budget line by line. Management sees what is coming before the month closes and acts in time.



Forecast chain.

Budget, latest forecast, flash and actual in one chain; every figure can be traced to its source.

Bridge to budget.

Is the gap from volume, price or cost? Visible line by line.

Range forecast.

Not a single number; with its pessimistic and optimistic range.

In the meeting rhythm.

Every month the same table gets figures calculated the same way.

HOW TO ADOPT

01 We set it up together
We configure the tool to your company's structure and data.

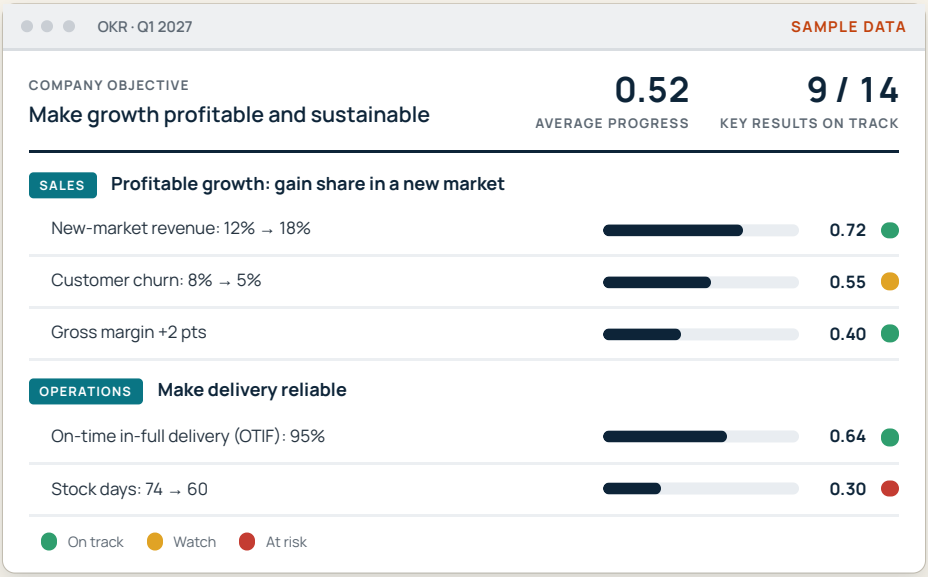
02 First cycle together
We do the first month-end close with your team.

03 Yours under licence
Your team uses the tool on its own under licence.

OKR TOOL

The objective, *every quarter.*

Cascades the company objective to units, teams and individuals; shows on one screen where each key result stands and how confidently it is progressing.



Objective tree.

From company to unit, team to individual; 2–5 measurable key results per objective.

Quarterly rhythm.

Progress and confidence updated every two weeks; a short review at quarter end.

Objectives apart from ratings.

So that ambitious objectives do not shrink, OKRs are not tied directly to ratings; KPIs can be.

Fair calibration.

The same bar across managers; each rating is recorded with its rationale.

HOW TO ADOPT

01 We set it up together

We configure the tool to your company's structure and data.

02 First cycle together

We run the first quarter with your team.

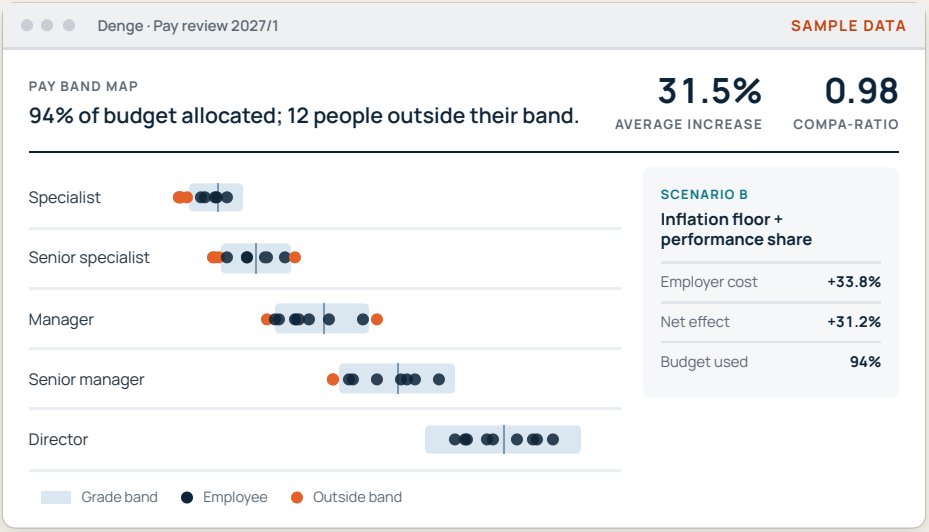
03 Yours under licence

Your team uses the tool on its own under licence.

DENGE

The pay decision, *with its rationale.*

In a time of high inflation and pay transparency it makes pay decisions fast, defensible and explainable. The compensation manager sets the budget; line managers propose raises without training.



Band map.

Every employee within the band for their grade; those outside it are visible at a glance.

Scenario studio.

Two or three raise scenarios side by side; cost and net effect instantly.

Net, gross, employer cost.

All three on every screen; calculated under Turkish payroll legislation.

Board summary.

Budget, distribution and rationale on one page.

HOW TO ADOPT

01 We set it up together
We configure the tool to your company's structure and data.

02 First cycle together
We run your first pay review with you, from budget to approval.

03 Yours under licence
Your team uses the tool on its own under licence.

We strengthen *management capacity.*

In-house management training tailored to your company. Every programme is tied directly to business results; lecturing is kept short, and time goes to numbers, cases and decisions.

WHO FOR	DURATION	AGENDA	HOW
A management team or level	2 days; can be split into 1 day or 4 half days	The programme content is adapted to your company	A workshop that works with numbers and decides as a team

FINANCE AND DECISIONS

01 Finance for Non-Financial Managers
Linking financial statements and key indicators to management decisions.

02 Financial Decision-Making for Executives
Assessing profitability, cash, cost and investment decisions together.

COMMERCIAL PERFORMANCE AND SUPPLY

04 Pricing, Margin and Commercial Performance in Sales
Managing price, margin and sales performance in one commercial equation.

05 Purchasing, Inventory and Planning
Handling inventory, purchasing and planning decisions end to end.

PERFORMANCE AND ORGANIZATION

03 KPI Design and Performance Management
Building the objective, tracking and performance system on the right KPIs.

06 Delegation, Authority and Decision Mechanisms in Management
Moving authority to the right level and speeding up decisions.

07 Performance Systems, Organization and Competency Management
Designing organization, competency and performance mechanisms together.

The trainers are HCBC partners who have made these decisions in their own seats.

We bring *experience* to management.

Neither training nor coaching: the executive brings the agenda, the mentor openly shares the experience of someone who has made those decisions, and the decision stays with the executive.

WHO FOR	DURATION	AGENDA	MENTOR
One executive, one to one	6 months	The executive brings the agenda	An HCBC partner who has made these decisions

01 **CEO & Senior Management Mentoring**
Strategy, decision and leadership agenda

02 **Finance & CFO Mentoring**
Financial management and business control

03 **Sales & Commercial Management Mentoring**
Price, margin and commercial performance

04 **People & Organization Leadership Mentoring**
Organization and leadership capacity

05 **Transformation & Performance Mentoring**
Change and results-driven implementation

Introduction and agreement
Expectations, agenda and meeting pattern are written down together.

Six months, one to one
Regular meetings; the executive brings the agenda each time.

Closing
What has changed is assessed together.



Programme details
Flow, who it is for and key topics: hcbc.com.tr/en/egitim-mentorluk

Before we were consultants, we were the ones receiving them. We were the ones defending the figure in the budget meeting, chasing the target at month-end, facing the team the morning after a hard decision. One of us came from the numbers, one from the field, one from the people side. ***Between the three of us, eighty-six years were spent in the seat that carries the consequences of decisions.***



PARTNER CONSULTANT

Cem Özkan

Finance · Business Control · Supply Chain

> *"The numbers know. I just ask them the right question."*

30 years, 4 companies: finance, audit and supply chain



PARTNER CONSULTANT

Hakan Arı

Sales · Marketing · Operations

> *"I know the thrill of sales, and the realities of month-end."*

26 years, 3 international companies: from sales to general manager



PARTNER CONSULTANT

Kaan Çağın

Human Resources · Organization

> *"People are the greatest capital; managing them badly is the greatest cost."*

30 years, 5 companies: built and led human resources

That is why we founded HCBC: to give executives a way to look at their own company from outside, but not as strangers.

HOW WE WORK

01 We do not give opinions on day one.

We ask questions, read the documents, go into the field. What management complains about and what causes it are rarely in the same room.

02 We do not point fingers.

When things go wrong in a company, it is usually the result not of one person but of how the work is set up.

03 Your name is never heard from us.

We do not tell anyone else whom we work with or what we saw there.

04 We leave a complete set behind.

Every finding comes with its evidence, every recommendation with its rationale. If you want us beside you in implementation, we will be; if not, the set shows the way on its own.

FREQUENTLY ASKED

Is this an audit?

No. A survey measures perception; an audit measures compliance. SEFHA OHC™ cross-validates interviews, documents and the field to make the whole management system and its priorities visible.

Where should we start?

If you want to see the whole, we start with SEFHA OHC™; if your problem is clear, with Direct Support. We choose together in the first meeting; the first meeting creates no obligation.

How do we adopt your tools?

The forecast tool, the OKR tool and Denge are separate products; each can be adopted on its own. We set up the tool and run the first cycle together; after that it stays with you under licence.

Is the training specific to our company?

Yes. Every programme runs in-house; topics and examples are adapted to your company.

How is our information protected?

The work runs under a project code name; only the project team sees the interviews. The report discusses patterns, not people, and quotes no one. Data is processed in line with Turkish data protection law (KVKK).

What happens afterwards?

You can implement the roadmap with your own team. If you wish, we set up the Management Rhythm together and hand it over to your team through training.

We cannot change tomorrow *without seeing today more clearly.*

We talk about your company's structure and priorities and draw the scope of the assessment together. The first meeting creates no obligation; **what we discuss stays between us.**



Get in touch

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LinkedIn · The Right Diagnosis newsletter

HCBC

Holistic Change Beyond Consulting

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