

WHAT THE PRACTICE DOES

GROW HR Consulting provides fractional HR leadership and diagnostic advisory for scaling organisations across APAC and EMEA. The work is structural — operating model design, decision rights, governance architecture, and people risk — and sits close to the CEO and leadership team.

The practice is diagnostic-first. Before any engagement is scoped, the work begins by identifying what is actually constraining the organisation, not what it appears to be on the surface.

SERVICES

1. People & Governance Diagnostic

An independent assessment of people infrastructure across ten domains — written report, prioritised recommendations, and phased roadmap. Commissioned before transactions, leadership transitions, and governance resets.

2. Meridian™ Organisational Capability Diagnostic

An organisational architecture assessment identifying the primary constraint before any intervention is designed — when something is wrong but the diagnosis is not yet clear.

3. AI Readiness Diagnostic

Maps the HR operating model through an AI readiness lens — identifying where the function is under strain, where automation is genuinely ready, and what not to touch yet.

4. Fractional HR Leadership

Senior HR leadership at HR Director and CHRO level — time-bound, clearly scoped, focused on structural clarity. For organisations that have outgrown their current architecture but are not ready for a full-time hire.

5. Executive & Leadership Coaching

For founders and senior leaders navigating structural complexity. ICF ACC accredited. One-to-one, grounded in more than 20 years of senior HR leadership across APAC and EMEA.

BACKGROUND

Alf Carlesäter founded GROW HR Consulting after senior regional HR leadership roles at GE (13 years, 35+ countries), Goldman Sachs, Meta, and Braze across APAC, Sub-Saharan Africa, and EMEA. He holds an ICF ACC coaching credential and is the author of *When Systems Stretch* (2025). The practice operates across Singapore, APAC, EMEA, and GCC.

HOW ENGAGEMENTS WORK

Every engagement begins with a scoping conversation. No proposal is made until fit is established. Engagements are time-bound, clearly scoped from the outset, and close in writing. There are no open-ended retainers.

Most engagements begin with a structured diagnostic — a focused piece of work that establishes where things stand before any broader commitment is made. If that sounds like a useful starting point, a 30-minute call is enough to establish whether there is a fit.
