

dunnhumby



# *Dynamic Dunnhumby*

## **Getting the Right People on the Bus!**

An approach note for Dunnhumby (November 8, 2016)

Version (V.1.3)

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# Your mandate

## Company Background

DUNNHUMBY is the world's leading customer science company. You analyze data and apply insights from nearly one billion shoppers across the globe to create personalized customer experiences in digital, mobile, and retail environments. Dunnhumby are "change agents".

## Situation

There is an opportunity for 30 Directors in the age range of 30-40 years, who have 10-15 years of total corporate experience to get better at interviewing and finding the best culture fit for the organization. These directors (some newly appointed) are Grade 4 and they conduct 3-4 interviews in a month. There will be a pilot workshop with 15 participants (Mid manager level) that needs to be conducted before the Directors workshop.

## Problem

The leaders are facing challenges in finding the right fit for the organisation. There is also an opportunity to bring people who feel more connected to the organisation. The symptoms of the people's connection would be the excitement in meetings and town halls. The newer people are facing difficulty to connect better with the rest of the team.

## Implication

The current situation is resulting in newer people not being able to fit in the culture and gel with other team members. There may be Lack of ownership because of this disconnect and as a result people are seemingly less connected.

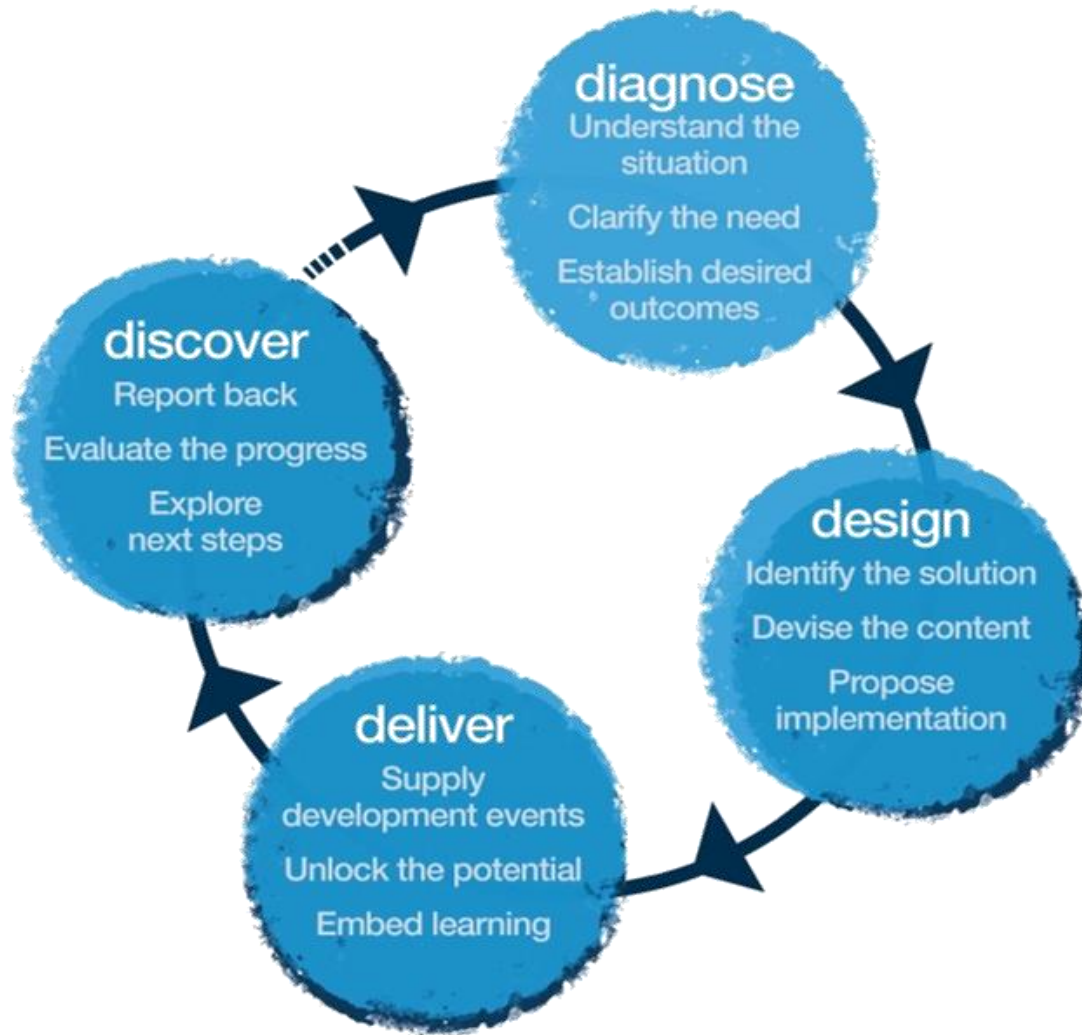
## Need

You want us to deliver a high impact workshop that leads the directors into hiring better talent, better culture fit and get better at gauging the candidates potential over phone or interview. There is a need for value based hiring.

# Those hired should have The Dunnhumby Values!



# CONSULTATION PROCESS



In this approach note, we propose suggested ways of going about these stages. We will share the final workshop design only after the Diagnosis and Design phase.

**Methodology: Theatre. Psychology. Learning & Development Tools**

# Diagnosis Study



We have already got inputs from Gandharvi. Basis these inputs, please find the tentative workshop design and objectives in this note. Once we get an approval from you, we would begin customizing this design.

We propose to spend one half day of consulting time to:

- a) Understand the current interview process.
- b) Are people visibly living values.
- c) Understand Dunnhumby values and what's the best fit for the organization.
- d) Gather anecdotes, examples & situations relevant to the workshop objectives.

These meetings are led in confidentiality with the sole purpose of adding to the workshop design.

# Design: Tentative Outcomes: At the end of the workshop participants

will:

## **Think :**

- By developing my insight- I can hire better
- Hiring is a strategic act, it has a long term impact on the company and the individual
- I can hire a person who imbibes the Dunnhumby values
- I can hire people who are the best fit for my organization
- Hiring a person who imbibes Dunnhumby values would make our jobs much easier.

## **Feel:**

- **Responsible** towards team members
- **Ready** to recognize and identify talent
- **Equipped** to handle the interviews effectively
- More **sensitive** to the values of Dunnhumby.



## **Be more able to:**

- Prepare before taking an interview
- Use value based interviewing
- Use insight to hire better
- Use BEI (Behavioral Event Interview) process
- Use creative interviewing techniques to hire people with.

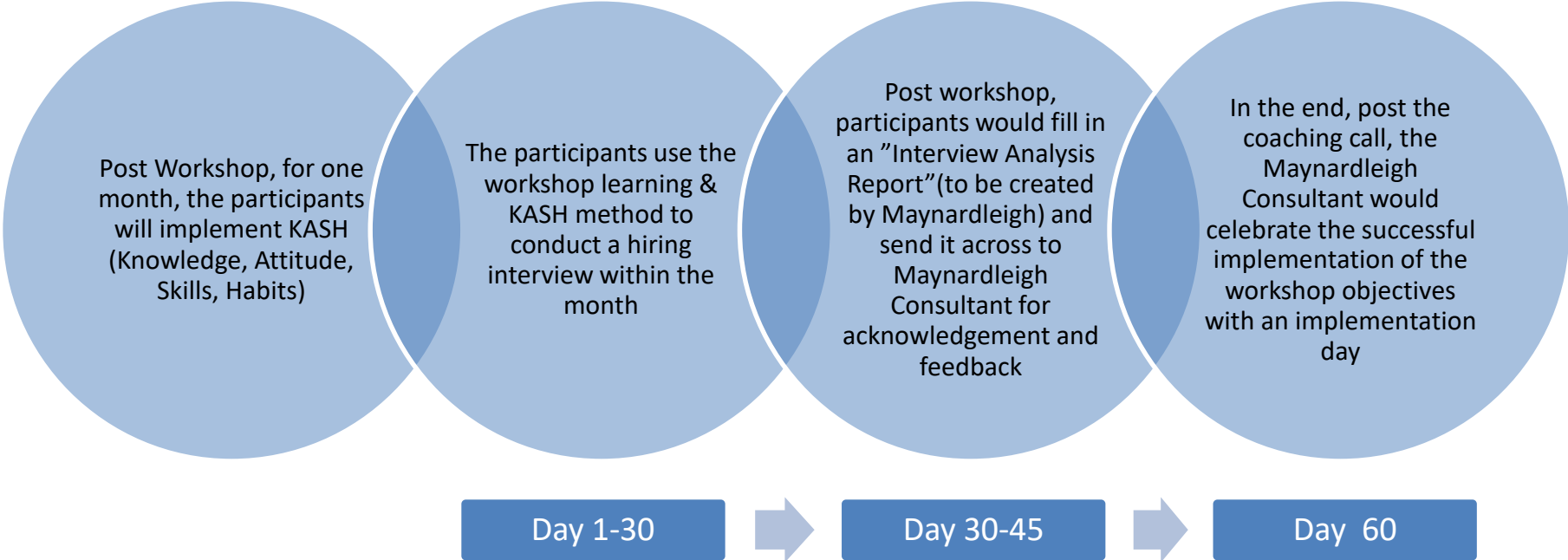


# Tentative Workshop Design – Day 1 (1 batch of 15 participants)

Session	Session details	Methodology	Competency/Objective
Introduction	<ul style="list-style-type: none"> <li>Welcome and context setting</li> <li>Maynardleigh &amp; participant Introductions</li> <li>Permissive Encouragement – Play &amp; Express yourself</li> </ul>	Theatrical warm ups	
Why this workshop?	<ul style="list-style-type: none"> <li>A theatrical experience to emphasize- Why getting the right people with the right values on the Dunhumby bus is essential?</li> </ul>	Experiential Context setting	Realize why Hiring is strategic and value based initiative
Hiring Process Cues for Assessing	<ul style="list-style-type: none"> <li>How do we assess?</li> <li>Passion, Courage, Curiosity and Collaboration. An introduction to the BEI (Behavioral event Interviewing: a structured interview <b>process</b> that can be used to assess clearly defined behavioral competencies) process.</li> </ul>	Facilitator led discussion, practice and feedback.	BY developing insight: I can hire better by putting customer first & by the genius of simplicity.
Preparation before interview	<ul style="list-style-type: none"> <li>KASH- Taking stock of your own skills and then what you need to be able to interview.</li> <li>Complete attention on the candidate using listening, probing skills&amp; Genuine Curiosity (Tai- Chi)</li> <li>Participants practice “Insight”</li> <li>Refraining from Judgment- observe thrice</li> </ul>	Participant activity	What to do at the interview. How we prepare to best utilize the time How do we focus on the values that are critical to the organization
The assessment tool kit	<ul style="list-style-type: none"> <li>Cues for Collaboration: Story Spine &amp; 4 Principles of collaboration</li> <li>Courage: The need (Being the Devils advocate), risk (forging consideration, relationship, Inhibition) &amp; expression of courage (“yes” or “no” )</li> <li>Passion: Authenticity (Cord to the Core), Alignment (working the heart and mind) &amp; Expression (signals body language, words, tone)</li> <li>Curiosity: Open questioning &amp; listening, acceptance, commitment to learn &amp; Curiosity Questions by HBR</li> </ul>	Role-play Feedback and Coaching	Increasing interviewing arsenal to see a candidate in different settings and conditions, analyze the values and behavioural patterns. Ending an interview encounter positively.
Closing, Interview tool kit & Certification	Participants finalize what they will START doing, STOP doing & CONTINUE doing	Action Planning Completion	On completion of the workshop, Certificates + review of interview toolkit



# Sustaining the Change: Post workshop - KASH



# Post Workshop- Sustaining the Change (Optionals)



## Coaching Calls

- Individual one-to-one calls between the participant & our executive coach
- Duration 45 minutes
- About 4 weeks after the workshop
- They would have concluded 3 interviews and sent in 3 “Interview Analysis Report's till then:

### Objectives:

1. Discuss implementation of learnings since the workshops
2. Check for discoveries in the managers engagement style

## Certificate:

- At the end of the workshop, we will give participants certificates celebrating the learnings.



# Your Investment for the intervention (1 batch of 15 participants)

<b><u>Diagnose &amp; Design</u></b> Consulting for Diagnosis & Design (Includes customization and design charges for the whole intervention) (half day)	Rs. 32,500/-	Rs. 32,500/-
<b><u>Delivery</u></b> Professional Fee for delivery of workshop-  Learning material, Hand-outs & Interview tool kit  IAR Feedback per participant  Implementation Day	Rs. 65,000 Per Day per consultant X 1 Day * 3 batches Rs. 1000 * 45  Rs 2000 * 45  Rs. 65,000	Rs.1,95,000/-  Rs. 45,000/-  Rs. 90,000  Rs. 65,000/-
<b><u>Sustaining the Change (Optional)</u></b> Post workshop Coaching call Certificates	Rs. 4,000 per participant per Call *45 Rs 6,000	Rs. 1,80,000 Rs. 6,000
<b>Total Investment for delivery of one batch of 45 people (including optionals)</b>		<b>Rs. 6,13,500/-</b>

# Commercial Terms & Conditions

- ❖ Commercials not inclusive of travel and logistics cost.
- ❖ Client is responsible for providing 4 start venue, conference facilities, AV equipment.
- ❖ Venue to have free space for exercises, no fixed furniture and natural lighting.
- ❖ Travel outside Delhi NCR - Air, stay & airport/ venue cab transfers to be taken care by the client.
- ❖ Travel inside Delhi NCR - at Rs. 12.00 Per Km.
- ❖ Not inclusive of applicable taxes (service tax @ 15%).
- ❖ A commercial contract will be signed before the execution of the project.
- ❖ 50% of professional fee is payable in advance.
- ❖ 50% of cancellation fee will be charged on any cancellation or postponements that occur within 20 working days of the confirmed date of delivery.
- ❖ The above commercials are valid till the 31<sup>st</sup> March, 2017
- ❖ Contracts, legal & accounting paperwork (including billing & payments) will be in the name of "Life Strategies Humancare Pvt. Ltd."
- ❖ Our workshops are active, human & maybe sometimes loud - Client to ensure that the venue has natural lighting, enough space for movement & exercise and should not have fixed furniture/tables etc. It should also be an area where the surroundings allow for a degree of noise (wonderful, engaged sounds 😊 ) created by our participants, this comes as a part of the theatre based experiences we facilitate for them.

# Next Steps



- **Design**-Share your candid and open feedback with us at the design phase. While we would also learn by delivering the pilot, however we always want to put the best foot forward.
- **Deliver**- Our workshops are active, human & maybe sometimes loud - ensure that the **venue has natural lighting**, enough space for movement & exercise and should not have fixed furniture/tables etc.
- **Expedite**- While we work with you on getting the design right, let's expedite let's signing NDA's, getting the PO's, etc.
- **Book**- We would work with you to finalize the dates in September and expedite the process.







**Let's work in partnership to create impact & unlock potential**



For further information please connect with:

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