



FidelityTM
INTERNATIONAL



Building your team

Creating a Fidelity brand image in interviews, being authentic, Using insight to hire right.

Final Design

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Your need as we understand

Background

Fidelity established its first presence in India by opening an office in Mumbai. However, their offices in India mostly serve back-office function and do not make any investments related decisions. It has a very strong presence in India with over 4,000 employees there. Its second largest software development facility (after the United States) is in Bangalore and Chennai. Offices in India mostly serve back-office function and do not make any investments related decisions.

Situation

There are 50 to 60 Associate directors and Directors who conduct phase 3 interviews for the candidates.

- They have a lot of unrealistic expectations from the candidates, which are not aligned to what they are looking for
- They need to attract the talent but end up panicking/ intimidating or over selling
- They are able to take decisions but are not able to actualize it.

The expectations from them is:

- Attracting to deciding cycle
- Presenting best foot forward
- Closing the position quickly
- Reverse interviewing

Problem

The gaps due the situation mentioned above is that there is an unconscious BIAS playing role where someone can reject feeling threatened. There was a candidate survey done which has shown poor results and also when the candidates reach the final round with Ruchita, she gets to hear the gaps

Implication

The major implication of the problems are:

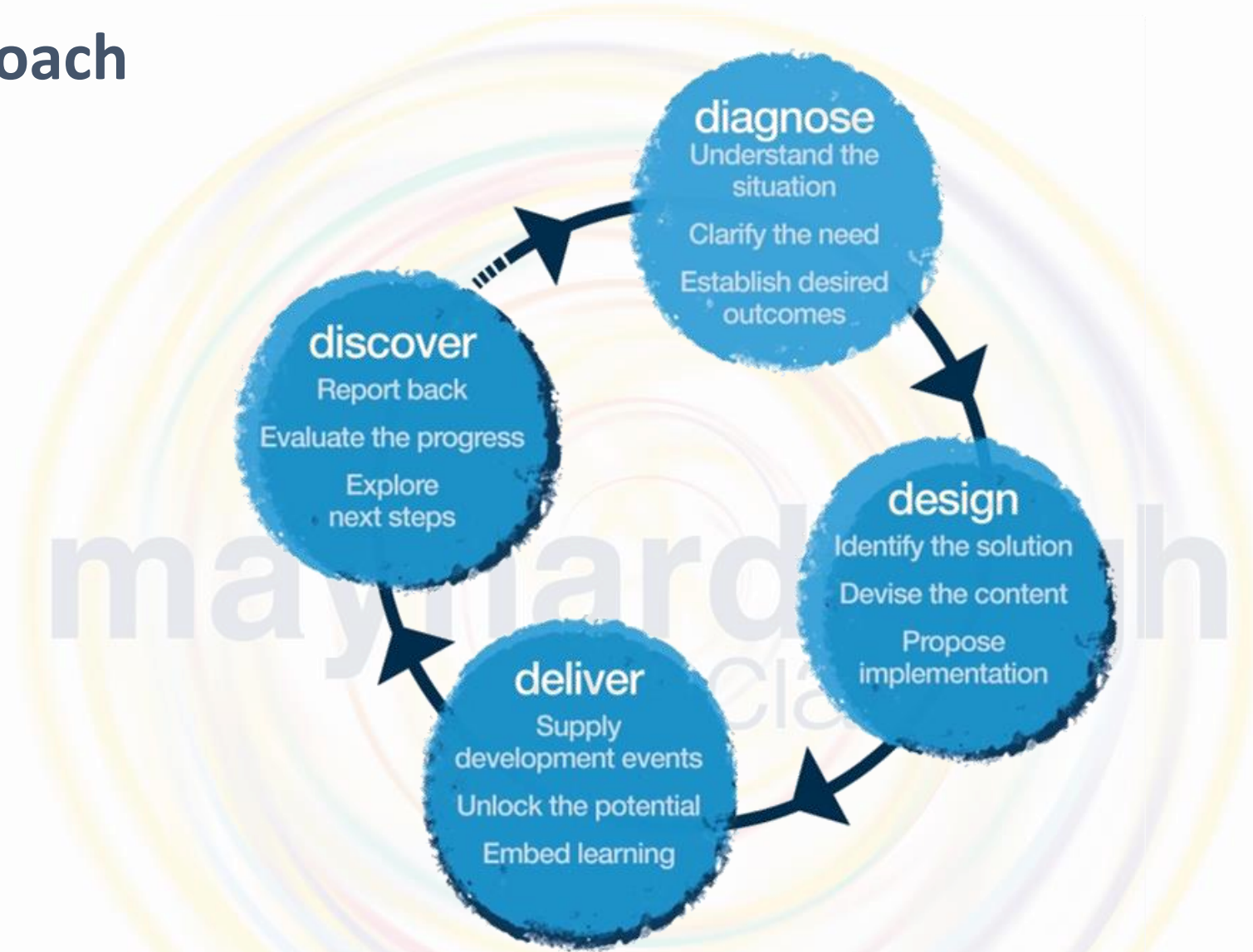
- Good candidates are unable to join
- Not able to close a position soon and fidelity might not have a long list of candidates.

Need

You want us to create a hard hitting experiential half day workshop which focuses on:

- Closing the interview: how are leaders authentically sharing about Fidelity such that candidates soon decide and join
- How to spot potential in a candidate and not get bogged down by one-two observations

Our Approach



Methodology

We use Interactive theatrical exercises along with Psychological and L & D tools

Diagnose



One spent a consulting day meeting the target participants, the people they lead, managers of the target participants, HR stakeholders and business stakeholders to collect information about the business, target participants, possible gaps, expectations & objectives.

a) We specifically gathered information on-

1. How do you hire candidates? What are the aspects you look for?
2. How do you gauge potential?
3. How do you lead candidates to decide on Fidelity? Please share some examples.
4. What are your expectations from this workshop?

a) Gather anecdotes, examples & situations where you feel the leaders can lead more effectively and what the ideal situation should look like.

DIAGNOSE

Understand the situation

Clarify the need

Establish desired
outcomes

Pre-work

The mandate was narrowed down through conversations between the L&D team from Fidelity and the Maynard Leigh team.

For a half day workshop 2 key mandate points were selected.

Be able to speak with conviction and authenticity about why the candidate should choose Fidelity.

Be able to spot potential in candidates and move them to deciding cycle within the interview itself.

Summary Findings

The findings here are verbatim statements from various stakeholders.

The statements are selected on the basis of the mandate provided and their concurrence with the agenda of the intervention.

“We need to stop hiring clones of ourselves. We need to hire on the basis of potential rather than similarities. There needs to be more diversity.”

“The way people dress often puts me off. If their attitude in terms of dressing is casual then they are obviously not the right fit.”

“I often don’t give my all into pitching Fidelity, because I know it’s not the right candidate.”

“There needs to be more dignity in the process. Sometimes candidates are kept waiting for very long.”

“If someone says they know well about a certain subject, I question them deeply (eg. Mythology). Often they don’t know well enough. That is a question on their integrity. I don’t need to question such a person any further.”

Insights

Perceptions

Certain pre-conceived notions, biases exist.

- The interviewers are very often not being able to look beyond their own ideas of what is right and wrong (in terms of attitude, values, ways of working, dressing, etc.). They need to be able to interview for the role and the company rather than what suits their notions of the 'right fit', which is often hiring people who are like them.

Dignity

Candidates don't have great interview experience.

- Interviewers need to be able to create a dignified experience for candidates to help them decide of Fidelity/aspire to be a part of Fidelity/refer others to the company.

Adapt

The interviewing space has changed.

- There needs to be cognisance of the fact that the recruitment space is changing. The power dynamics need to be more equitable in the space to help desired candidates to decide on Fidelity.

Learning Outcomes

Think

- “The interviewing and recruiting space is changing and we must adapt.”
- “I must be able to look beyond my perceptions and judgements of people during interviews.”
- “Everyone has everything in them.”

Feel

- Excited about helping candidates decide on Fidelity.
- Ready to create a dignified space for all those who walk into Fidelity for an interview.

Be more able to

- Create a better interview experience for candidates from the second they walk into office.
- Select candidates on the basis of potential in order to build a more diverse team.
- Create ambassadors of Fidelity.

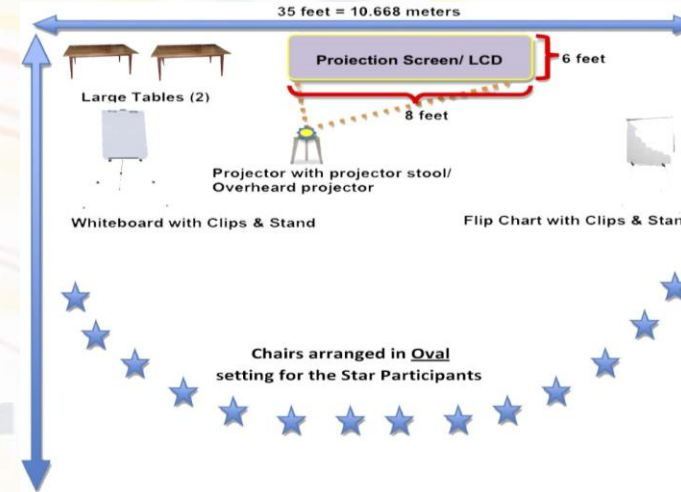
Design – Day 1 (6 Hours, 14 Participants, 1 MaynardLeigh Consultant)

Narrative	Session	Session details	Methodology
Warm up/energiser	Warm up	Warming up and getting ready for a day of play.	Theatrical warm up
Why are we here today? With so many years of experience in being a part of the recruitment process, let's take a pause. We will pause to reflect. Can we take the level of recruitment processes to the next level? We'll see ...	Context Setting	This will create a safe space for learning. We will clarify the purpose and create a buy in for <i>reflecting, rehearsing, re-learning</i> .	Facilitator led
We make <i>snap judgements</i> about people around us constantly. Especially during recruitment as there's a small window of time before we have to decide. <i>Sometimes they can be right, other times they can be wrong.</i>	The Black Bag	Filled with all sorts of personal items taken from the participants. One by one they pull out an object and then go on to describe the person who might own it. They then meet the owners....	Facilitator led activity.
<i>Everyone has potential.</i> Sometimes it's about looking past our own perceptions & judgements and gathering facts – <u><i>What is the right Fidelity Fit?</i></u>	Cut Story	A powerful philosophy that makes participants introspect on their own characteristics, leading to a powerful realization that we all have everything in us. <i>Spotting potential means looking past the obvious.</i>	Facilitator led experiential philosophy
<i>Our perceptions are based on factual observations.</i> It's important to identify & separate them so that we can collect more facts to add credibility to our perceptions or dispel them if proven wrong.	Observe Percieve Wonder	Participants get in pairs and share facts and perceptions about each other. Facts are facts and can't be debated. Perceptions are subjective and carry with them the probability of being right and wrong.	
TRUST is a keyword in creating an interview space that helps candidates <i>move from attraction to decision</i> . It is also a keyword in creating a space where candidates, <i>even if not selected, become engaged enough to keep aspiring and referring</i> . Is there a formula to building trust?	Trust Formula	Rober Galford's TRUST FORMULA is introduced, as a tool build trust in the interviewer as well as Fidelity as an organization. The four elements of the formula are <ul style="list-style-type: none"> - Credibility - Reliability - Intimacy - Self Orientation 	Facilitator in Role

Design – Day 1 Contd. (6 Hours, 14 Participants, 1 MaynardLeigh Consultant)

Narrative	Session	Session details	Methodology
The first step towards building trust, not only with the interviewer, <i>but also with the brand “Fidelity”</i> is to build credibility with the interviewee.	Credibility	Participants get into groups and narrow down elemnts of what can add/or create credibility for them in the interviewee’s eyes. <i>For e.g. what information to incorporate in their introductions.</i>	Facilitator led
An alignment needs to be made between the interviewer and interviewee, expectations need to be set which means <i>come prepared, knowing what you want from this interview.</i>	Reliability KASH Analysis	The line of questioning – does it serve the purpose? Is it clear to the interviewee what one’s expectations are and are they in line with what’s needed?	A quick reference to KASH.
Being able to build a relationship with the candidate, will create a richer interview space. It will also help us <i>overcome our biases</i> so that we can spot potential, <i>complete attention on the candidate is the key.</i>	Intimacy Tai Chi Sticks	To be able to connect at a human level with complete attention on the person in front of us can only make any task more fruitful and stressfree. Once the attention is on the other person, it is much easier to spot their potential, to go beyond our perceptions, and see what we might otherwise miss.	Theatrical Exercise
Trust blossoms in a space where both people are okay. Self Orientation needs to be tuned to the optimum, <i>where the integrity of Fidelity and the dignity of the interviewee are both nurtured.</i>	Status-work Parent-Adult-Child	Of course there are power dynamics at play during interviews, however, to be able to even within that context, create an equitable space, creates an experience that is enriching and valuable for both people.	Theatrical Exercise
Let’s anchor our learnings in actionable behaviours.	Wrap-up	A few moments of reflection and a group discussion on what will they take from today and add to their interview to be ambassadors of Fidelity!	Group Discussion

Ambience



We love alternative ways of setting up a workshop! We create an atmosphere where the participants feels absolutely comfortable. The use of theatre, team games and experiential methodologies fits right in to the setting. A lawn/open area to play the games adds to the whole feel.

We would need a room with ample natural lighting, lot of space to do activities and a U-shape seating (As shown in the picture) to create the right ambience for the workshop.



Commercials- Your Investment for the intervention

Diagnose & Design

Consulting for Diagnosis & Design (Includes diagnosis meetings and design charges for the whole intervention)

Rs.65,000/-

Delivery

Professional Fee for delivery of the workshop
Learning material, Folders and Hand-outs

Rs. 65,000 Per Day per consultant X 1 Consultant
Rs. 300 per participant

Terms & Conditions

- ❖ Client is responsible for providing venue, conference facilities, AV equipment.
- ❖ 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 @ 15.00%).
- ❖ A commercial contract will be signed before the execution of the project.
- ❖ 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 31st March, 2017
- ❖ Contracts, legal & accounting paperwork (including billing & payments) will be in the name of “Life Strategies Humancare Pvt. Ltd.”



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Thank You

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We look forward to working with you.