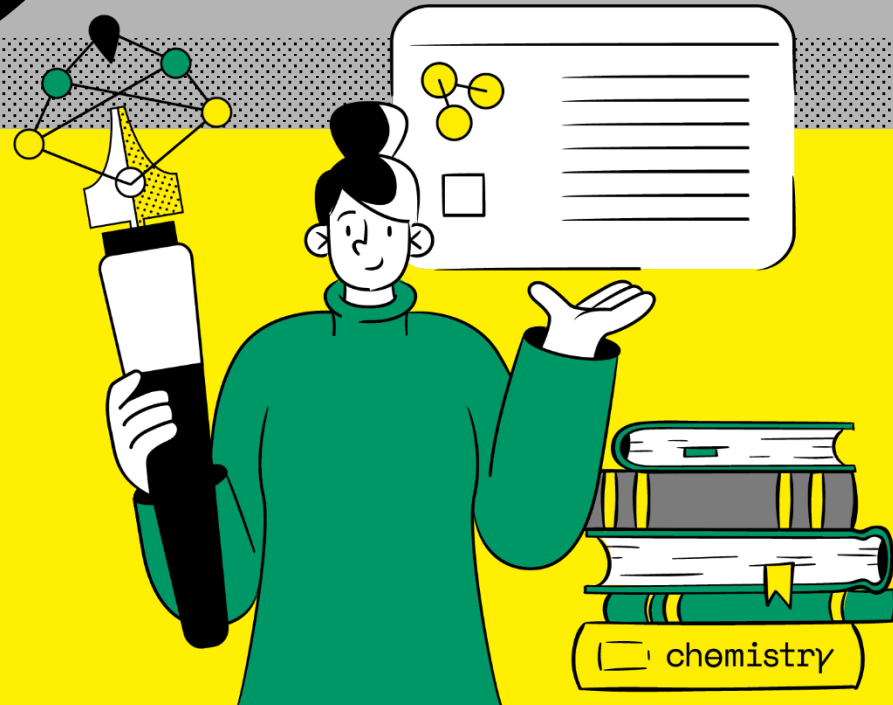


chemistry



# Value Playbook

How to engage with clients effectively



# Welcome

This playbook complements the work that has been conducted to define our sales process.

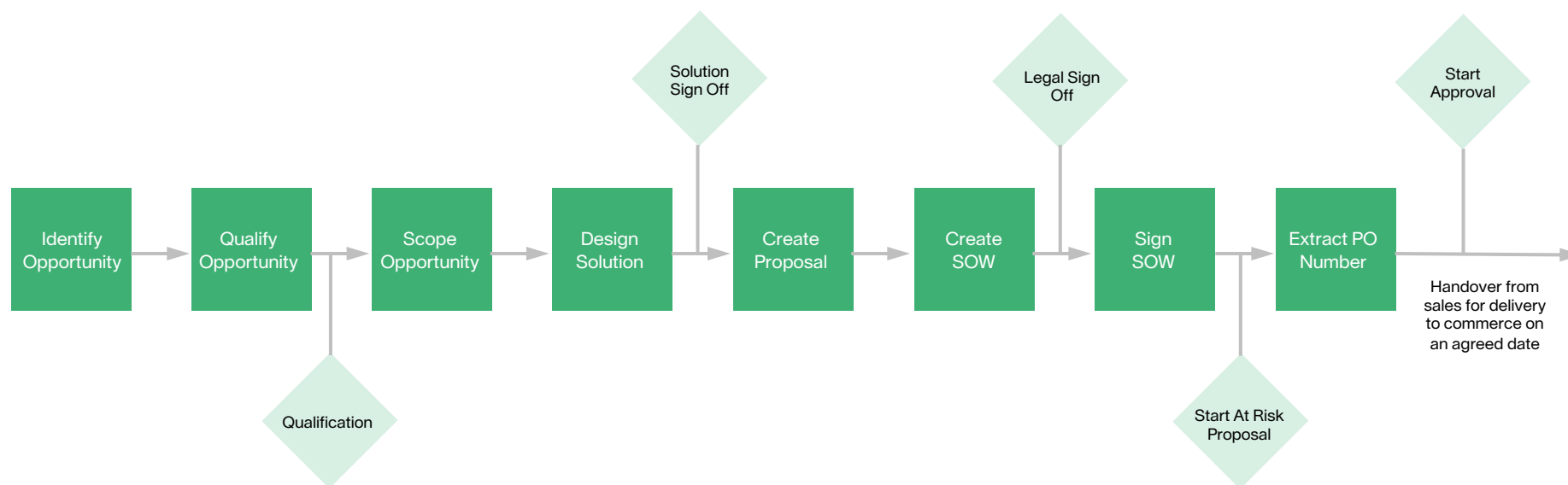
It includes specific principles tools and techniques that relate to SBR Consulting's QUIST™ methodology, that have been developed in partnership with SBR to align with Chemistry's specific context, to show:

- + What Chemistry does...
- + How we talk about what we do...
- + How we structure client engagement whether we are building our network of contacts, running an effective meeting with clients or seeking to create opportunities for our clients to buy.

**For those with experience within Chemistry...** it should serve as a reminder and reinforcement of best practice.

**For those with experience joining Chemistry...** it will provide insight specific to our business.

**For those transitioning into sales from delivery...** it will ensure you can build on the experiences and insights of those who have successfully developed trusted relationships and grown accounts.



# The Chemistry Lifecycle

Before we dive into detail lets step back and look at a 'normal' lifecycle with a client. We know that there's no such thing as average. And that generic is just that, 'generic'. But sometimes it can be useful to describe the 'typical', the 'normal', the 'what we'd plan for if we knew nothing else'. Think of this as the 'vin de table', the BMW 3 Series, or the Carlsberg lager, of project plans. It's what we'd do if we had no context and hadn't made the client feel special. Of course, if you were ever likely to fail to make a client feel special, then you wouldn't be here. But still, here goes.

## 1. The Phone Rings...

...and a client tells us a story. Often there is an 'inflection point' in their business. Maybe they have created a new strategy or operating model, maybe the investors or the chair or the market have lost patience with declining sales or declining market share. Or maybe – just maybe – there is an executive with a vision about how things could be, well, 'different'. It always ends the same way though... "I'm worried I might not have the right people to pull this off

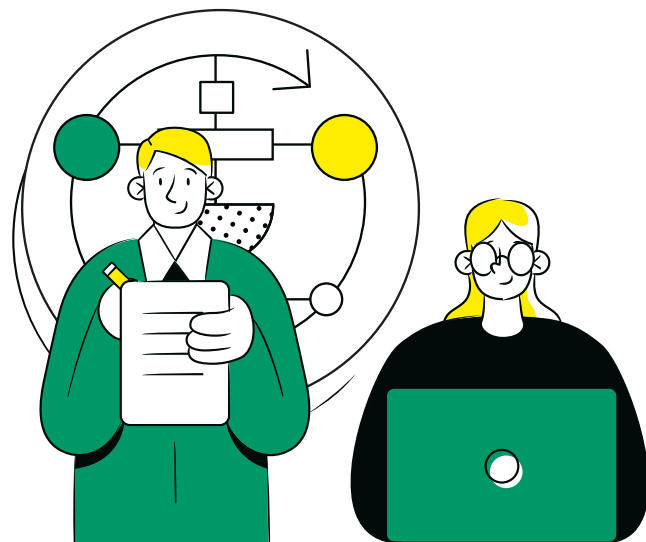
## 2. ...and we start to think

Talent is abundant and was probably carefully picked using data from their talent team. But the selected talent may not be right for the current situation, let alone the context the business now faces. And individuals might not have been put in the roles that give them the opportunities to be brilliant. And while the talent might have been 'picked using data', was it the right data, that actually correlates with a good outcome for the client? The client may well be right to be worried, and so we meet them and propose Project 1. We will almost certainly frame this in the 5 Box Model

## 3. Project 1: WGLL™

We propose the following steps:

1. Understand the real context of the strategic change the client is trying to make. How does it sit in the market (Porter's five forces)? What else is changing (PEST)? What else is going on inside the business that might drive or impede the change the client is trying to make?
2. How will we measure whether the change has been successful? What is the value of this to the client?
3. We assess the population. This includes, at least, Personality and Motivation. Depending on the volume/seniority/role, it might also include behavioural frequency, BEI, or intellect.
4. We look for outcome data, with which we can correlate, in the organisation.
5. We create a WGLL™ profile for the role; sometimes based on data, sometimes based on qualitative impressions. In the case of a big change that hasn't yet happened, probably more qualitative than not.
6. We measure where the people who need to undertake the change currently are, against the ideal profile.
7. We also work out how much value it would add to the client if their people were nearer to ideal. Because we understand the science, we have a sense of what can be changed and how quickly



# The Chemistry Lifecycle

## Continued

### 4. Partnership and Roadmap

Note this isn't another project. It's time to start the conversation about whether Chemistry and the client partner will work together to deliver the value identified at the end of project 1. We might not draw it yet, but we should think of it as a roadmap that is shared with the client. Multi-year, multi-project, and all described in terms of value created for the client, using the client's existing KPIs, and measured in the way they like it measured.

The roadmap probably has a number of components. Some might be delivered by Chemistry, some by the client themselves, and some jointly. Some might be delivered by existing suppliers, but with us guiding and measuring (training is a good example here).

Out of this will drop a 'how we do business' conversation. Is it a retainer that we draw down against (Experian), a 'rolling team' (Telia, EY, Barclays), or a series of high impact interventions (Tilney). Do we have a licence sale? NB – going forward, we may sell this bundled in a fixed monthly fee with the consulting support.



### 5. So what's on the roadmap?

And now we really are in the realms of context! But there is a 'more than evens' chance of some of the following being included.

1. Ongoing definition/refinement of further WGLL™ profiles and different role archetypes.
2. Support for driving culture/behaviour change to get closer to these profiles. This may include design, coaching, supervising third-party training.
3. Automated support for selection using our Select Tool.
4. High-touch selection support, often involving using our tools (and comparing against a WGLL™ profile with manual report generation), and BEIs.
5. Competency framework design and delivery.
6. Top team performance improvement. This may well include the delivery of coaching (Telia/Experian).
7. Sales team performance improvement.
8. Using our psychometric tools to help identify candidates (internal or external) with 'potential' to do a role well, where they might be screened out by traditional recruitment methods.

Our ability to guide a client through this lifecycle is dependent on our understanding of what we do for our clients, and our ability to conduct effective client interactions and talk about what we do.

chemistry

# What we do for our clients



# What we do for our clients

chemistry

1 Chemistry's overall proposition

2 Our clients' challenges

3 Our point of view

4 Propositions

5 Components



## 1

## Chemistry's overall proposition

The Chemistry Group exists to create positive business impact for our clients. We do this by identifying the talent they need, the talent they have, and helping them close the talent gap to achieve their business goals.

+ **We use our insight to strategically plan talent.**

- Who to keep in an existing role, who to develop, who to move, and where to focus on recruitment?

+ **We use our insight to create assessments to select the right talent.**

- Who has the potential for the performance that will create a positive impact?

+ **We use our insight to create the interventions that will develop the talent needed to deliver organisational objectives.**

- What are the learning and development or organisational changes required to enable people to develop and display the behaviours and capabilities that create impact.

+ We do this for

- Workforces
- Developing performance in workforces.
- Leaders
- Developing management and leadership performance.
- Executives
- Selecting and developing great executives fit for context.



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We believe talent isn't scarce, it's abundant

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Assessment Centres

Executive Profiling

## 1.1

## Chemistry's overall proposition

## Outside-in thinking From the client to us

As we engage with our clients we need to think from the “outside in”. Every client’s context is unique and must be explored before we provide solutions. All of us should understand and be aligned on the following key areas and structure our conversations accordingly so that we can deliver the value that our clients need....

## Client Challenges

**What challenges, issues and opportunities are our clients experiencing in their market and business context? What proof points and data validate and quantify these issues?**

[See p.9-10... for market insight.](#)

At Chemistry we see that most if not all organisations are worried about whether or not they have the right people for the future.

What they're looking for is confidence.

Talent is the number one issue keeping business leaders up at night for the last 7 years running. They're not confident that they have the right people to deliver their new business plan. They're not confident they have leaders who can adapt.

## Our Point of View

**How are we positioning ourselves in this context? What is our point of view? Do we have a unique perspective or viewpoint?**

At Chemistry we believe that talent isn't scarce, it's abundant.

Context is everything, but the answer is straightforward; understand What Great Looks Like for your business.

Diversity, equality and inclusion are the outcomes of getting this right.

## Propositions

**What do we do – how does this benefit our clients? What are the differentiated capabilities that we bring to our clients and how do we prove that we can do what we say we can using stories and proof points?**

At Chemistry we partner with our clients to achieve their business results by supporting them across multi-year, multi-journey and multi-division journeys to:

**Workforce insight.**

Assess and develop the talent you need in your workforce.

**Critical Role Selection.**

Select people with the potential for the critical roles in your business.

**Leadership talent.**

Assess and develop the leadership talent you need.

## Components

**What are the key components of our propositions that we leverage and combine to deliver value for our clients?**

At Chemistry, the core components that we need to understand and bring to life for our clients include...

- + WGLL™
- + The 5 Box model
  - [See p.21 for the background](#)
  - [See p.22 for an overview and the science](#)
  - [See p.109 for a detailed narrative of how we bring this to life for the client as part of articulating 'why us?'](#)
- + Software for online selection
- + Capability frameworks
- + Assessment centres
- + Leadership and executive profiling

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# 2

## Our Clients' Challenges

### Stats and Insight



#### Professional Services

**Attrition:** PwC are seeing attrition of over 30% within its consulting business, higher in core tech roles. EY are seeing attrition of 40%, within their tax practice, of individuals with more than 2 years' service. In 2021 a survey of HR professionals in professional services (CodinGame 2021) found 49% were focusing on investing in talent r/etention.

**Importance of Tech Talent:** For professional services, tech talent is key to meet client needs. Two-thirds of IT decision-makers polled by the Harvey Nash Group, for its international Digital Leadership report 2021, said a lack of tech skills was preventing firms from keeping up with the pace of change. But tech talent salaries are rising fast, circa 30% per annum (Tony Gregg, CEO at the executive search specialist Anthony Gregg Partnership).

In the face of a war for talent, internal development is key. EY have launched a Tech MBA (in partnership with Hult Business School), to which all of its staff have access.

PwC are planning on establishing a Tech Hub in the North of England to find untapped potential (3000 Tech individuals over 3 years).

**Cognitive Diversity:** Cognitive diversity is now seen as needed. In 2022 EY launched a Neuro-Diverse Hub of 150 individuals that will work across its business. In 2021, EY made 909 Graduate hires, of whom 46% were women, 38% were of ethnic minority heritage, and 4% were black.



#### Retail

**Talent shortages:** Almost all (94%) retailers are 'worried' about talent shortages in the retail industry, with 40% 'extremely worried' (HR News). The issues reported include:

- + people making career moves out of the retail sector (38%)
- + a lack of correctly skilled employees in the industry (37%)
- + burnout/poor mental health as a result of the pandemic (37%)
- + finding candidates that will stay in their roles long-term, not just for now (39%)
- + hiring the best candidates before our competitors do (37%)
- + and finding the top candidates from among large volumes of applications (36%).

**The cost of staff turnover:**

- + According to a recent study by the US Bureau of Labor and Statistics, retail is among the top 5 industries with the highest turnover rates. That in and of itself is unsettling, but a study by CAP 'ups the ante' by unveiling that even for a low-tier employee, the replacement cost is on average \$3,328.

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# 2

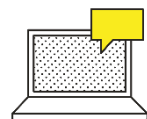
## Our Clients' Challenges

### Stats and Insight



#### Leadership

Eighty-six percent of all surveyed HR and business leaders cite leadership as one of their most important challenges. Only 10% believe they have an 'excellent' succession programme, and 51% state that their programmes are weak or non-existent (Deloitte, Human Capital Trends).



#### Services

##### Complexity

Sixty-eight percent of organisations are now providing omni-channel service (Customer Service Insights Report 2021).

Sixty-seven percent of organisations report that their contact centre is transforming – or has already been transformed – into a profit centre.

##### Customer satisfaction and business impact

'Service leaders need to understand the impact that rep personality has on their effectiveness at delivering a low-effort experience (Gartner).

Seventy-seven percent of customers will walk away if they receive poor service.

Forty-nine percent of consumers say that they stopped working with a

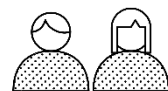
company in the past year because of an instance of poor customer service.

Consumer ranking of top customer service characteristics in terms of impact on consumer loyalty:

Ability to resolve any problem on first contact

An agent going above and beyond

Agent demeanor (friendliness, empathy, etc.).



#### Graduate Recruitment

**Diversity:** 69% of graduate recruiters face challenges achieving diversity targets (such as gender or ethnic background) and 32% for social mobility targets.

**Quality:** 54% of graduate recruiters want to increase the quality of graduates recruited.

**Quantity:** 40% of graduate recruiters need to attract more applications for specific graduate vacancies : 40% of graduate recruiters need to attract more applications for specific graduate vacancies

**Competition:** 25% say they face increased competition from other employers

**Efficiency:** 27% say they lack enough resources in the graduate recruitment team.

**Cost:** Cost per graduate hire for large finance and professional services firms are between £1,622 and £2,126 (Graduate Recruitment Bureau).

**Retention:** Two out of three graduates regret accepting job offers, as soon as they start in the role, with one in four saying they expect to leave their first employer within a year, according to a new report by member-based advisory company, the CEB.

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# 3.1 Our point of view

## We believe talent isn't scarce, it's abundant

Organisations will pass the right talent for them every day resulting in consequences like wage inflation as they believe the only way to win the “talent war” is to pay more.

Talent scarcity is “organizational stupidity” where hiring is based on a belief that talent looks a certain way. Outdated and invalid assumptions like “we only hire from certain universities” or, as Pizza Hut thought prior to our engagement, that “we need previous hospitality experience”

Talent scarcity is the perfect environment for WGLL™, because we are helping our clients to open up the potential size of the talent pool rather than shutting it down. We help our clients to identify the extraordinary people they need by helping you look beyond the ordinary places and criteria.

+ In **Pizza Hut** the belief that they needed previous hospitality experience was so baked into their way of thinking that it was even a killer question in their ATS. Through the WGLL™ process we identified that it wasn't previous hospitality or restaurant experience that determined success but it was about people who can connect with other people, and you can do that without having previous restaurant experience. By taking that question away the potential opportunity to hire in the market became broader. In addition we opened up the talent pool at both Pizza Hut and House of Fraser

even further as we took the need for a CV away as we knew there was no correlation between past experience and performance in the role.

- + We helped **Nortel Networks** to pivot away from the “talent war”, select highly motivated, talented people and avoid wage inflation. They were moving in the midst of a significant transformation from one platform to another and needed 1500 engineers at a time when Cisco and Alcatel also needed the same. The total need from these three organisations was for 10,000 engineers but there were only 2500 who had the necessary skills in Europe. We asked the question “how many engineers are there that have experience with the earlier version of the platform?” and identified that there were 10s of thousand of these engineers who were highly motivated to reskill. We used an assessment to target those engineers who would learn fast and fit the Nortel culture and in partnership with the head of learning we put an accelerated development programme. The result was that they were able to get the right talent at a fraction of the cost simply because we thought differently about who the right talent was.
- + **PWC** had opened a tech hub in Manchester and needed to hire 1000 technology people, but there weren't 1000 technology people in

the local area - a classic case of where the demand apparently outstrips the supply. The solution was to think differently and a) recognise that experience i.e. knowing the technology wasn't the thing and b) appeal to people who weren't thinking of themselves as technologists at that point. By knowing WGLL™ for great technologist and stripping away the experience we were left with intellect, personality and motivation - the intrinsic traits that are agnostic by ethnicity or background or experience. Knowing this we targeted people who weren't technologists at that point and streamed them into career paths and training based on their intrinsic traits - not just on past experience.

- + **EY partners** - When we defined WGLL™ for an EY partner what we found is that while there were some experience factors these could be learned. Being clear on the intrinsic traits meant we could target different communities and avoid competing with Accenture and Deloitte who were or all going for the people that looked like Partners now. We went to people in industry who we knew would make good partner because they fitted the WGLL™ profile apart from that they didn't have consulting experience.

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# 3.2 Our point of view

## Diversity, equality and inclusion are outcomes of our work

Talent doesn't come from a particular race, religion, class or postcode, nor does it need to have attended the right school or university.

Clients don't need to hire according to gender, ethnicity or orientation. Our unbiased tools help create a process where every candidate has an equal opportunity to shine, so that our clients can select the best talent from the right sources and pools of talent.

Our innovative approach enables our client to find the right people and give them the framework to flourish, boosting business performance as a result.

### Examples of this are as follows

- + **LexisNexis** (a leading global provider of legal and regulatory intelligence) were concerned that they weren't hiring enough women into their commercial function; only 8% of their hires were female.
- + We started by defining WGLL™ through a change process and identified the traits and behaviours of success in the organisation, which confirmed that

success had nothing to do with gender.

- + We didn't change any of the hiring managers, but we did redesign the hiring process, and 'change the glasses', by putting in an assessment that only looked at WGLL™ in order to remove any bias that did exist. Within six months, the run rate of women being hired into the commercial function was 41%, vs the original 8%.
- + The business impact of getting the right people in role was that revenue went up, new product sales went up, multiple product sales went up and they secured more long-term contracts.
- + **Accenture**. A programme of work to produce WGLL™ for their managing directors identified that the method by which senior managers were selected to be directors contained a number of questions that were potentially biased towards men.
- + We tested this by comparing the shortlist, that their traditional process produced, against an algorithmic model based on WGLL™ that removed any bias
- + The result of this was that the original process produced a list with 2-3 women stacked ranked towards the bottom; the list that we were able to produce contained six out of twelve, with three in the top five, including the number one.



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# 3.2 Our point of view

Diversity, equality and inclusion are outcomes of our work

+ **Diageo:** We were initially asked if we could help to re-engineer their graduate hiring and provide an assessment. When we explored why this was necessary, we identified that the business challenge was that their graduate programme was designed to create future managers and leaders and it simply wasn't doing so. In addition, only 31% of applicants were women, with a very small percentage of that group being hired. This was of course a significant DEI issue.

- We defined WGLL™ for future managers and leaders, with the initial hypothesis from Diageo being that applicants needed to be 'really bright'. In their language this meant being from one of 5 Russell Group universities. Through the process, we proved statistically that the educational establishment a candidate went to was not a predictor of success; it was clear that not all of their high-performing leaders and managers had been to Russell Group universities. A modicum of intellect was found to be one of the predicting factors, but this could be measured

through a cognitive ability assessment, rather than by reference to the school that applicants had attended.

- Once we identified the intrinsic, harder to change traits that were important beyond intellect, we then mapped those back into the profile, fed that into the hiring tool, and automated the selection process using technology so that there was no need to increase the size of the recruitment team to deal with a bigger pipeline of candidates. We then went to 234 different educational institutions in the UK and rolled this out across the world with 100,000 applicants.
- Finally, we redesigned the assessment centre, so it was not biased towards any particular type of personality trait or gender.

The outcome of this was that even though the same ratio of 31% in applications remained consistent, they actually hired women at the rate of 51%, and the performance of the graduate group went up, producing more managers and leaders over time. Outside of the business impact, hiring managers also reported:

- + seeing more people of colour in assessment centres, and from more different ethnic backgrounds, than they had ever done before
- + and seeing higher levels of engagement than previously, based on the fact that they were engaging with candidates from beyond Russell Group universities, who weren't just seeing Diageo as one of several options available to them, but recognising the value of the opportunity, compared to others that were potentially available.



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# 4.1 Propositions

## Workforce Insight

### Proposition

The fastest, most accurate way to understand the talent needed compared to the talent in place, and how to close the gap.

What is it?

A data and consultation solution that

- + answers the talent a client needs and what talent they have
- + provides insight on how to develop the talent they need
- + offers a partnership to develop and execute a roadmap to deliver the talent needed

### Our methodology (how we engage)

**WGLL™ Pre-Work** - Conduct a talent Diagnostic to understand internal and external contexts, challenges & opportunities to defining WGLL™ and an optimum hiring process for the target role.

**WGLL™ Definition** - Use a combination of qualitative and quantitative data sources to build, test and ratify WGLL™ for the target role. A key part of the change management process and in establishing legal compliance.

**WGLL™ Assessment** - Deploy a simple, fast to complete, and accurate WGLL™ assessment tool, to collect data to profile the workforce.

**WGLL™ Mapping** - Map the current talent situation using WGLL™ to understand how the workforce fit for potential and their current capabilities.

**WGLL™ Insight & Execution** - Summarise the insight, develop a roadmap from the challenges and opportunities it creates, partner with the client to execute and measure the impact of that roadmap.

### The Benefit(s) we provide to our clients

Whether it's for one target role, or for an entire workforce/cohort, we help clients **drive the performance of their business** by understanding :

- + What talent they need and the talent that they have
- + How to select and develop this talent
- + How they can understand and track the talent impact.

### Why we are different (Features and Advantages)

**We use our insight to strategically plan talent.** Who to keep in an existing role, who to develop, who to move, and where to focus on recruitment.

**We use our insight to create assessments to select the right talent.** Who has the potential for the performance that will create a positive impact.

**We use our insight to create the interventions that will develop the talent needed to deliver organisational objectives.** The learning and development or organisational changes required to enable people to develop and display the behaviours and capabilities that create impact.

### Proof points and third-person validation

Based on over 18 years of applied experience where Chemistry has learned what's critical in a solution and how to deliver it as evidenced by...

#### Case studies (see appendix)

- + Telia (Leadership)
- + Upfield
- + CPA global (post merger integration)
- + Freisland Campina (Bain)
- + Sage (SaaS readiness)
- + TSW
- + Barclays (Customer Service)
- + Vodafone
- + Co-op (Leadership)
- + Experian (Product dev)

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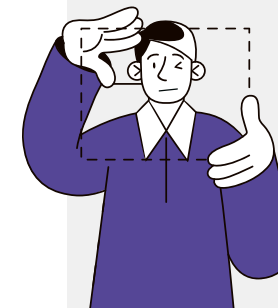
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# 4.2 Propositions

## Critical Role Selection

### Proposition

The fastest, most accurate way to select and engage high performing candidates at scale

What is it?

A data and consultation solution that:

- + Scientifically determines and then aligns stakeholders to What Great Looks Like (WGLL™), namely the factors that are actually predictive of performance in a role.
- + Integrates fast, accurate assessments of performance potential to clients' online hiring processes.
- + Provides instant feedback to applicants and hiring managers on role fit.

### Our methodology (how we engage)

**WGLL™ Pre-Work** - Conduct a rapid talent Diagnostic to understand internal and external contexts, challenges & opportunities to defining WGLL™ and an optimum hiring processor for the target role.

**WGLL™ Definition** - Use a combination of qualitative and quantitative data sources to build, test and ratify WGLL™ for the target role. A key part of the change management process and in establishing legal compliance.

**WGLL™ Assessment Tool** - Configure Chemistry's simple, fast to complete, accurate and legally compliant WGLL™ selection tool to select candidates and integrate it into the client's online hiring process via an API into their applicant tracking system. Implement relevant changes to the hiring process alongside any recruiter and hiring manager training required.

### The Benefit(s) we provide to our clients

- + closing the talent gap in their business for critical high volume roles.
- + In sales we help to grow revenues by hiring higher performing sales people
- + In service we improve customer satisfaction by hiring agents able to create customer success in today's more complex world.
- + In hospitality and retail we help to grow revenues and improve customer satisfaction by finding a greater number of people who will succeed and stay in hospitality roles.

- + In the graduate market we help to grow revenues by hiring graduates with the right potential fit for your organisation.

We help HR leaders...

- + Improve the quality of hire by widening your talent pool, making it easier to include people with potential.
- + Support diversity of hire by removing bias.
- + Reduce time and cost of hire by simplifying the hiring process.

### Why we are different (Features and Advantages)

We provide everything necessary to select and hire brilliant candidates within a unique proven methodology backed by robust science, data, simple to use software and business change management **which means that:**

- + we are able to drive tangible business outcomes.
- + ensure stakeholder alignment to WGLL™ for the target role and how to use it for hiring.
- + there is a simple and fast experience for applicants based on a legally compliant assessment that takes minutes to complete.
- + no adverse impacts for minority groups.

### Proof points and third-person validation

Based on over 18 years of applied experience where Chemistry has learned what's critical in a solution and how to deliver it as evidenced by:

#### Case studies

Hospitality  
+ Pizza Hut

Contact Centres  
+ SKY

+ Barclays

Retail  
+ Co-Op

+ O2

+ Vodafone

Sales  
+ LexisNexis

+ Experian

+ Vodafone Enterprise

Public Sector  
+ UCLH (NHS)

+ HS2 (Apprentices) (LB)

Graduate/Early Careers  
+ SAP

+ Diageo

+ HS2 (LB)

+ Co-op

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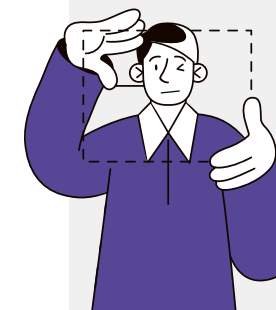
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# 4.3 Propositions

## Leadership Talent

### Proposition

#### What is it?

A data and change management solution that answers the leadership talent a client needs, the talent they have, and provides insight, plans, and support to develop the talent they need:

- + Assesses the goals and contexts of a business to determine the outcomes that need to be created by its leaders
- + Uses a trademarked, science based approach to assess the leadership talent that a business has against what it needs to deliver its business goals
- + Uses the insight created to highlight how to close

### Our methodology (how we engage)

**WGLL™ Pre-Work** - Conduct a talent diagnostic to understand business goals and desired outcomes, internal and external contexts, and the challenges & opportunities to defining What Great Looks Like (WGLL™) for leaders in a client's specific business.

**WGLL™ Definition** - Work with the client using Chemistry's data sets, experience and consultation to define the leadership traits and behaviours required to shift leadership performance.

The definition of WGLL™ uses Chemistry's Five Box Model™ including the critical leadership capabilities required.

**Leadership Evaluation using WGLL™** - e customised WGLL™ model for the client's leadership, evaluate the existing leadership population using Chemistry's 5-Box Model methodology™. Done using online Chemistry assessments and behavioural event interviews with each leader. Assessments last about 45-60 minutes. The behavioural event interviews include coaching time to engage and motivate leaders to understand and apply the insight on them.

The output of the assessment includes:

- + A personalised development report for each leader evaluated
- + A Leadership Insight report for the client that gives clear, actionable insight in to the talent gap

### The Benefit(s) we provide to our clients

Leaders and managers set the tone in any company and have a

disproportionate effect on overall performance.

We help clients understand the makeup of their leaders and managers - the groups of 100's or 1000's of people who set the tone of how things get done in their business - and what they need to develop to improve the performance of their business whether they are:

- + Looking to transform an entire business
- + Embed new ways of working to specific functions
- + Boost performance in key market facing areas like sales or customer service

### Why we are different (Features and Advantages)

We have the ability to go beyond the assessment and work with organisations to

#### Create a Business Aligned Leadership Talent Strategy

Using the Leadership Talent Gap insight, Chemistry works with the client to create a business aligned leadership talent strategy to enable the change that is needed to close the talent gap.

#### Provide an Operating Partner and team support for implementation

Provision of an Operating Partner

and support team to plan and help implement changes required, to gain stakeholder buy-in, and to ensure the business results are delivered.

#### Provide Leadership Coaching

Provision of coaching support for leaders to work through their personal insight and apply it to develop the critical behavioural changes in them that will support business goals and their own success within the business.

Would be useful for new people to have client testimonials attached to each of these points to build their belief as to the positive impact that they can have on client outcomes

### Proof points and third-person validation

Based on over 18 years of applied experience where Chemistry has learned what's critical in a solution and how to deliver it as evidenced by...

#### Case studies

- + Cable and Wireless in the Caribbean
- + Experian North America
- + Vodafone Managers
- + Co-op

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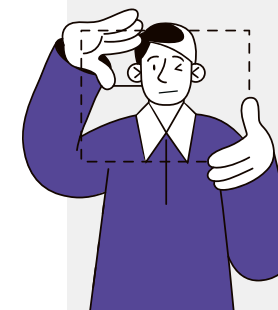
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# 5.1 Components

## What Great Looks Like™ (WGLL™)

### Component

What Great Looks Like (WGLL™) is Chemistry's trademarked process for creating, and format for defining, a measurable profile of high performing potential and or capability.

WGLL™ forms the basis of almost every project we deliver. It is how we frame, design, and deliver the insight we use to create client value.

A WGLL™ profile can be used:

- + As part of our selection proposition whereby WGLL™ is used to configure our selection software
- + To assess incumbent employees to determine talent strategies as part of a client project whereby a Chemistry assessment is sent to the people being assessed.

### Our methodology (how we engage)

We use a combination of qualitative and quantitative data sources to build, test and ratify WGLL™ for a target role.

Details on how we build WGLL consultatively are covered here

It is possible to run a purely data-led WGLL process if we are operating where there is:

- + a highly data-rich environment
- + where high quality performance data is available
- + a high volume of people doing the same role
- + a hiring process that is controlled centrally.

### The Benefit(s) we provide to our clients

Senior business leaders are able to understand the talent they have and the talent they need to create the relevant business outcomes in their organisation

### Why we are different (Features and Advantages)

- + We engage in a consulting-led approach to creating WGLL **which means that** we are able to positively impact the client's organisation by aligning stakeholders on exactly what they are looking for: and shifting their behaviour to align with the profile so that it is believed and embedded
- + We provide a legally compliant and scientifically evidenced measure **so that** clients are able to use it safely for employment decisions
- + We produce Individual reports for individuals participating in a WGLL™ study or who are assessed using WGLL™ **so that** clients are able to reward them for participating and help them with their personal development
- + We conduct a WGLL™ ratification workshop **so that** clients are able to fully understand the insight produced and to plan how to use it

### Proof points and third-person validation

When Google applied this for hiring engineers, they believed that the right school (eg MIT) was key. The hypothesis test blew that belief apart which meant that they were able to go to a much wider pool of schools to gain access to talent.

Clients are engaged by how we turn something as powerful and yet elusive as understanding people and performance into tangible insight, using the five box model to explain the data.

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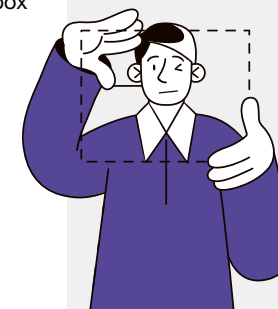
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# 5.2

## Components

### The the Five Box Model

## The Background to the Five Box Model

### The Founders Story

When Roger was Global Head of Resourcing at Nortel Networks a number of years ago he asked the question:

**‘Why are over 70% of the people our team are hiring not performing as expected?’**

Looking around he saw that this problem existed in other corporations. Why was it that at the point of hire, we could not, even using psychometrics from established vendors, predict accurately how someone may perform in the future?

At Nortel the sales team Roger was recruiting into could be broken up into 3 distinct buckets of individuals:

1. Star performers – the 20% of people doing 80% of the revenue. They had something different in their make up. They were doing things no one else was doing. They were known across the organisation.
2. Clock in & Clock outers – the people who were in or around their numbers. They weren't doing a great job, they weren't doing a particularly bad job. They were just 'there'.

3. Mood Hoovers – the people who literally sapped the life blood out of the organisation. Quite clearly they weren't aligned to the business and their turning up every day was having a negative impact on their colleagues and their customers.

What Roger wanted to understand was:

What if you could predict, at point of hire, with an unerring degree of accuracy, into which one of these buckets an individual would fall?

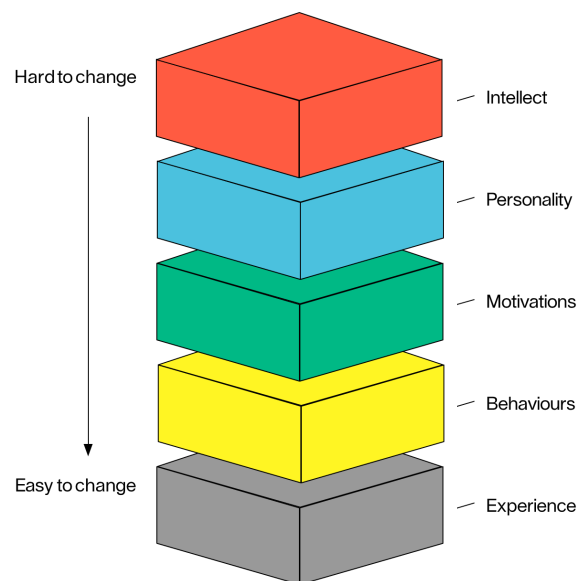
To understand this he worked with the British Psychology Society and a worldwide talent management agency, DDI, to conduct a piece of research into the key predictors of human performance...

The research had a number of stark findings, the most significant of which was this:

**‘Experience is the least reliable predictor of human performance.’**

Out of that the 5 box model was born.

[See here](#) for step by step guidance in how to tell this story and bring the 5 box model to life when positioning 'why us' to a client



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# 5.2 The Science Behind the Five Box Model

## Intellect

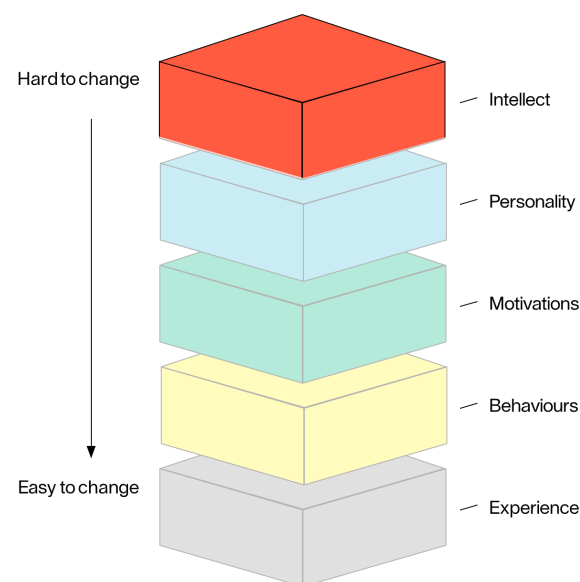
The speed and accuracy at which you take in, process, and retain new information. Focusing on academic achievement is really missing a trick when it comes to defining potential. For example, a third of the world's billionaires do not have a college degree.

### The theory behind it.

General intelligence is the ability to process new information combined with the knowledge and information gathered throughout life. We measure how people work with new information in different formats. This means they can get a view of how they solve problems that they have not been trained on or been exposed to before.

### What's being measured.

- The questionnaires they complete measure verbal, numerical and diagrammatic reasoning.
- Verbal reasoning refers to the ability to evaluate and reason with words and sentences.
- Numerical reasoning This refers to the ability to analyse and interpret numerical information and perform calculations based on this information.
- Diagrammatic reasoning This refers to the ability to think logically, identify patterns and apply abstract problem-solving.



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# 5.2 The Science Behind the Five Box Model

## Personality

The beliefs and principles that make each of us who we are. Most skills can be learned, but it's difficult to train a person's personality. It's personality that most accounts for a new hire deciding to leave a business within the first three months because they're not gelling with the cultural ethos.

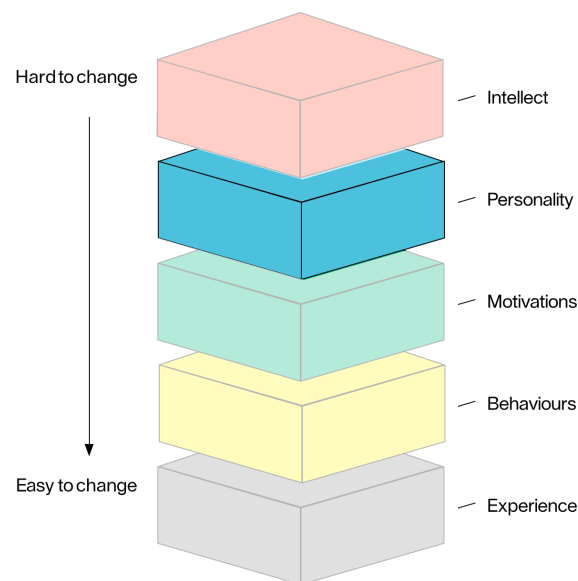
### The theory behind it.

Personality psychology is rooted in the view that people are similar in some ways and different in others. These similarities and differences can be identified, measured and used to predict behaviour. Your personality traits develop from an early age and tend to be stable over time. The personality traits used are based on the 'Five Factor Model' which has been extensively researched for over 50 years and is the most empirically robust model of personality that exists in the world today.

### What's being measured.

We measure Personality across five overarching clusters: Feeling, Expressing, Exploring, Connecting and Doing. Within each of these clusters are another six distinct but related traits creating a total of 30 traits to be considered.

Understanding where you are particularly high or low on any scale will highlight potential natural strength behaviours and those that may come less naturally to you.



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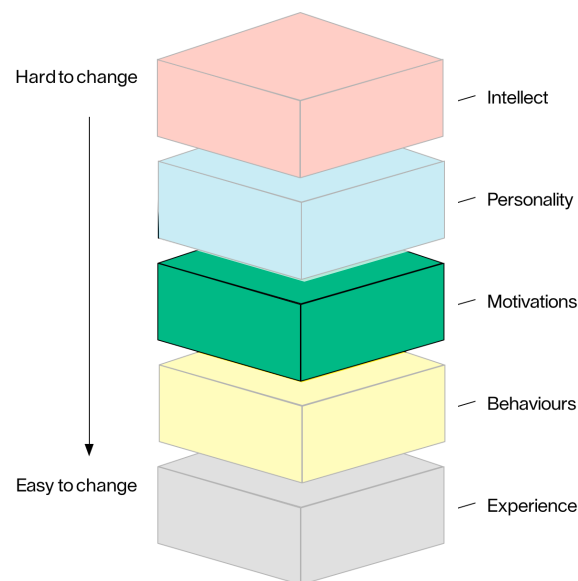
## Motivations

The factors which drive and sustain behaviour at work.

Discovering motivation is crucial to employee engagement and development, particularly when it comes to career development.

### The theory behind it.

The motivation we experience can be 'intrinsic' or 'extrinsic'. You are intrinsically motivated when you do something because you find it enjoyable or satisfying. You are extrinsically motivated when you do something because it will lead to an external outcome such as a payment. Motivation, in particular intrinsic motivation, has been linked to greater job satisfaction, job performance, and psychological well-being.



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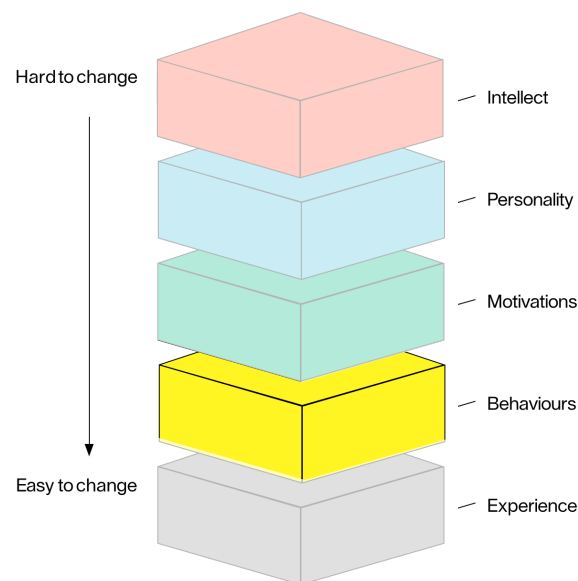
# 5.2 The Science Behind the Five Box Model

## Behaviours

What an individual will do at work, not what they can do. Behaviour can change depending on motivation – people tend to behave differently in the workplace than they do at home, hence singling out organisational context is critical. Analyzing how and why high performers behave the way they do enables you to spot this potential in others.

### The theory behind it.

Behaviours are not what you are capable of doing, but what you consistently do in your role. They are what others will see you doing. Organisational psychologists have studied work behaviours across a wide range of industries. These empirical studies have identified the behaviours that are key to job performance in most contexts. These are the behaviours represented in a report. Behaviours can be developed over time. They are influenced by personal preferences, motivations, and contextual factors. Understanding these can help you to understand how to develop your behaviours.



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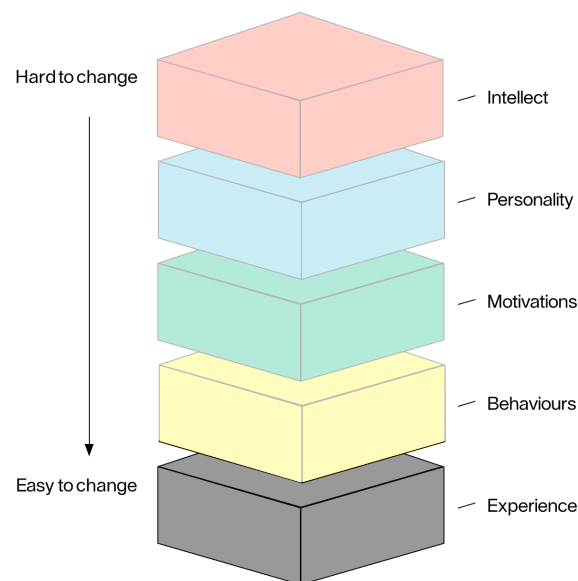
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# 5.2 The Science Behind the Five Box Model

## Experience

Contrary to common practice and belief, experience is the least reliable predictor of future performance. Although a person might be able to perform a certain task in a previous company, it doesn't necessarily mean they'll be able to do it in another context. This variable is the most adaptable; if experience has been the standard measure of talent up until now, there's still a lot to learn from the data.



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# 5.3 Components

## Our Technology

### Component

We can integrate with clients Applicant Tracking System (ATS) using a modern API.

Depending on what's right for any particular business goal, we can deploy standalone Cultural Fit Assessments, or include Role Fit Assessments that focus on specific job behaviours

### The Benefit(s) we provide to our clients

Our low friction solution helps our clients be more effective and efficient by:

#### Recruiters:

Placing the data a client specifies into their ATS so that they have everything they need to screen applicants for high performance in their business.

#### Hiring managers:

Providing training and simple to use information on candidates to use when interviewing

#### From a candidate perspective:

They get a fast, intuitive application experience that includes immediate feedback on their role fit

#### From an IT perspective:

- + AWS Firewalls protect the Chemistry technology platforms. These devices protect the perimeter between the internet (or untrusted networks) and our network.
- + All data is fully encrypted both in transit (via TLS 1.1+ over HTTPS) and at rest (Database and backups are encrypted with AES 256 bit algorithm).

### Why we are different (Features and Advantages)

- + Our API is configured to seamlessly deliver a unique and branded user experience as part of our clients online applicant journey so that we maximise candidate experience through the process
- + Select automatically creates and sends profile reports to applicants, and imports customised versions into a clients ATS so that their recruiters and hiring managers have the information they need to assess and interview candidates.
- + Select is built and operated entirely within Amazon Web Services (AWS) located within the EU, which means as a Chemistry customer you will get industry leading security standards. And hosting across multiple availability zones ensures system resiliency and reliability. Chemistry also adopts industry best practices for software development ensuring that secure code standards are applied and vulnerabilities are identified before release.

### Proof points and third-person validation

3.7 million  
assessments  
served to date

99.9%  
uptime

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# 5.4 Components

## Capability Frameworks

### Component

The definition of the capabilities to measure, and the scales used to rate people against, to define WGLL™ for a role.

A capability is a combination of somebody's knowledge, experience, skill and behaviour - do they know how to do something and do they do it consistently.

Capabilities are usually ranked on a four point scale, for example 'Foundation, Intermediate, Advanced and Role Model'.

An example sales capability might be: Building Relationships - Building appropriate and lasting internal/external relationships by asking questions, listening and confirming what you know about them.

### Our methodology (how we engage)

#### Step 1: Gather information on the client's context

Conducting stakeholder interviews, workshops, desk-based research and similar activities to learn what high-performing behaviours are required for the roles in scope, considering today's context and the future.

#### Step 2: Collate that information into distinct, measurable themes

Discussing internally in a working session the answer to the questions: 'What do high performers need to do for the client to be successful?' and 'How would we describe that in terms of distinct, observable behaviour?'

#### Step 3: Search Chemistry's bank for appropriate capabilities

With a shortlist of what observable behaviours it's most important for the client to measure, the team determine if those capabilities already exist in Chemistry's bank.

#### Step 4: Build any required bespoke capabilities from scratch

If those capabilities don't exist in the bank, they should be built from scratch.

#### Information is collected on employee capabilities in a number of ways:

- + Use just employee self-ratings - not recommended due to inconsistency and bias in a high stake situation. See behavioural rater.
- + Use ratings supplied by managers - preferred to self-rating, but open to manager bias which is something many senior stakeholders are concerned by. See behavioural rater.
- + Obtain a level of validation using a combination of both self and manager ratings in a 180 degree feedback process culminating in a joint review.
- + Use manager and peer ratings in a 360 degree feedback process, using some form of appropriate weighting of the ratings for each individual.
- + Using BEI's performed by Chemistry or by people trained by Chemistry.

### The Benefit(s) we provide to our clients

As part of defining What Great Looks Like, a framework enables senior business leaders to understand the talent they have and the talent they need to create the relevant business outcomes in their organisation

### Proof points and third-person validation

Competency Framework - Friesland Campina

Capability Framework - Upfield

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# 5.5 Components

## Assessment Centres

### Component

An Assessment Centre is a process whereby candidates are examined to determine their suitability for a role.

It is typically one stage of a recruitment journey. For instance, a candidate will likely have passed an initial sifting phase before being invited to an assessment centre.

It normally involves multiple assessments. For example a candidate might be asked to prepare a presentation, complete a group task, and face to face interview during the day.

### Our methodology (how we engage)

#### When:

When answering how to select and develop the talent a client needs.

After ratification and written sign-off by the client of:

1. WGLLTM profile(s) for the in-scope role(s);
2. Recruitment Process Workflow.

If RFA(s) are being delivered as part of the project, the Interview Toolkit(s) build can be done in tandem.

#### Who:

An Assessment Centre design steering group:

1-3 key client stakeholders and/or subject matter experts who have responsibility for the AC/ hiring process.

Chemistry Consultant team (typically BA/AC & C).

The Interview Toolkit build is led by the BA/AC, with reviews carried out by the C and BP.

#### How

1. Scoping workshop between the client and Chemistry's Consultant team to map out the structure and content of the centre.
2. Chemistry builds materials, the Client reviews them and gives feedback.
3. Chemistry makes changes and completes internal test of materials through running a dummy centre with Chemistry colleagues playing the role of candidates.
4. Repeat step 3, but this time with the client to test the materials live onsite with them.
5. Final amends and client sign-off via email. If in scope, it's a good idea for the Chemistry Consultants to support the client to facilitate the first use of the new materials - to spot what works/what needs adapting before the process is fully rolled out. The SoW should state how many iterations of the centre materials are in scope for the project.

### The Benefit(s) we provide to our clients

To aid with selecting the right people for the talent clients need to deliver the business outcomes relevant to their context

### Proof points and third-person validation

Example assessment centre design - Balfour Beatty

Example assessment centre design - PMI

Example assessment centre design - HS2

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# 5.6 Components

## Executive Profiling

### Component

Profiling an applicant as part of the recruitment process for an executive role. Essentially a BEI, done between a pre-brief and de-brief with the client's Hiring Manager in charge of recruiting for said role.

A behavioural event interview (BEI) is a dynamic method of interviewing where the interviewer gathers evidence through questioning in order to identify the behaviours an interviewee will show at work and their level of proficiency at those behaviours.

Following the BEI, Chemistry will present back to the Hiring Manager a recommendation for if the candidate is the right fit for the role they are applying for. If there are multiple candidates applying for the role, Chemistry will make a recommendation for which the Hiring Manager should take to the next stage

### Our methodology (how we engage)

#### When:

Usually for screening executive hires as part of selecting and developing the talent a client needs. May also be used to create a profile as part of understanding the talent a client needs.

If RFA(s) are being delivered as part of the project, the Interview Toolkit(s) build can be done in tandem.

#### Who:

Executive Profiling interviews are typically delivered by an Operating Partner or Client Partner. If the executive role being hired for is C-suite, the profiling session would likely be done by Roger

#### How

1. Chemistry send the job description and candidate CVs for the role/applicants in question
2. Hiring Manager briefing call between Chemistry Consultant & client team
3. Candidate completes Chemistry psychometrics
4. BEI delivered and written up
5. BEI report sent to HM team
6. De-brief call with hiring manager team (if there are multiple applicants being profiled for the role, this would take place once all have been profiled).
7. [OPTIONAL] Chemistry Consultant delivers on-boarding session to successful applicant once they take up their new position.

### The Benefit(s) we provide to our clients

To screen applicants for a role or capture data for defining What Great Looks Like in order to deliver the business outcomes relevant to their context

### Proof points and third-person validation

Example Individual Insight Reports

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# How we engage

chemistry



# How we engage

chemistry

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- 2 The buying cycle
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# 1 Client interaction principles

As with so many things, our thinking drives our behaviour. It's common that our preconceived idea of what sales is, gets in the way of our ability to engage proactively with clients to create opportunities for them to buy. Some of the things we could allow ourselves to think include:

- + 'We have to deliver value before we have earned the right to advise or explore new opportunities.'
- + 'I can't sell what I don't know about to an expert level.'
- + 'We haven't delivered that before, I don't feel comfortable selling it.'
- + 'They will ask us if they need/want any additional help.'

At Chemistry we have certain principles that should guide our client interactions. These should be consistent across all stages of the sales process. We have documented them here as a reminder of key behaviours that should be made habitual.

The approach to winning work should be just like when we kick off a consulting project. We need to be curious, empathetic, understand their context and then guide and shape their thinking. Our job is to stimulate and not just respond to a brief. Great CP's and OP's create

and expand opportunities by asking great questions and sharing insight that takes the customer to the realisation of the business value Chemistry can provide. Our role isn't to pitch our propositions it is to **create opportunities for our client to buy**.

- + In line with our values when we interact with clients we Love the Problem - we suspend the belief that we know the answer. Our role is to ask questions and be curious about the client context before we start offering possible solutions. At times, we won't know the solution straight away and we might not have done a similar programme before. That's ok. What we sometimes find is that across various programmes we have often delivered components of a solution before. We should be comfortable that we can take those components and combine them into a solution that is relevant to the client context.
- + Growing accounts is a team sport and our wins come as teams, not individuals. You don't need to be the master of everything and sometimes people think they can't sell what they don't know. Lean on your teammates for their expertise to deliver true value to the client

and be willing to give time and share ideas, without expecting anything back in return.

- + Confused customers will never buy. Our science based approach is a huge strength and we need to be able to deal with the specifics and the detail where it is relevant and appropriate. Resist the temptation to confuse the client with science. We should simplify and create the link that the client needs by ensuring that we place solutions in the client context. Use language that the client uses and is comfortable with based on their persona as detailed late in this guide.
- + Time steals deals. We are proactive in our thinking and responsive in our actions to ensure the opportunities that we have to add value to the client convert into projects.
- + Hope is not a strategy! Let's not fall into the trap some businesses have which is that 'if we deliver a good programme, if they need further support in the future, we hope they come back to us'. We need to be proactive in our approach and not rely on hope.
- + Networking is something we do little and often. It occurs outside of projects. Avoid having an ad-

hoc network that is mainly transactional. Be conscious about building a network that consists of technical, social and partnership relationships.

- + People love to buy but hate to be sold. Winning a project isn't something you do to someone but something you do with them and for them. The basis of growing an account is focusing on a mutual exchange of value looking at the business value from a customer perspective. Our belief that we can deliver value should come from our scientific methodology, our track record of being able to add value to our specific client's context and our people. For the customer to picture the value we bring, we need to ensure that the benefits outweigh the costs (these can be measured in time, monetary, risk)



## 2

## The buying cycle

## Let's start with the client. How do they buy?

The Buying Cycle illustrates the typical stages a client goes through in a purchasing process.

We need to be aware of these stages in order to match our behaviours to the clients context rather than creating a pressurised 'selling atmosphere' through misalignment.

- + Some clients move through this cycle relatively quickly over a call or meeting; some organisations will go through this cycle over many months.
- + **It is important to stay close to the clients at every stage of the process**, matching your activity and approach to their current context in order to take them on a journey through the cycle.
- + In response to the question 'How often do you choose a vendor who has worked with you to turn a vision into a clear path to value vs simply responding to a request.' Buyers indicated that they were c.3 times more likely to choose to work with those that engaged earlier in the buying process.

## How we engage

## Client Interaction principles

## The buying cycle

## Building and leveraging your professional network

Step 1: Identify the right people to know

Step 2: Gaining Access

Step 3: Build trust with your key contacts



# 2

## The buying cycle

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During their decision making stage it is vital to stay close. At the point of decision making, humans are more aware of risk and therefore become more risk averse. We need to give them reassurance. We need to use polite persistence to stay front of mind.

Top tips to being Politely persistent :

- + Send non work related – ‘Saw this and thought of you’
- + Share potential case study/recent results
- + Invites to events.
- + Introduction to someone that could be of potential value to them
- + Stop by ‘I’m in the area’
- + Pick up the phone and do an update over the phone rather than email

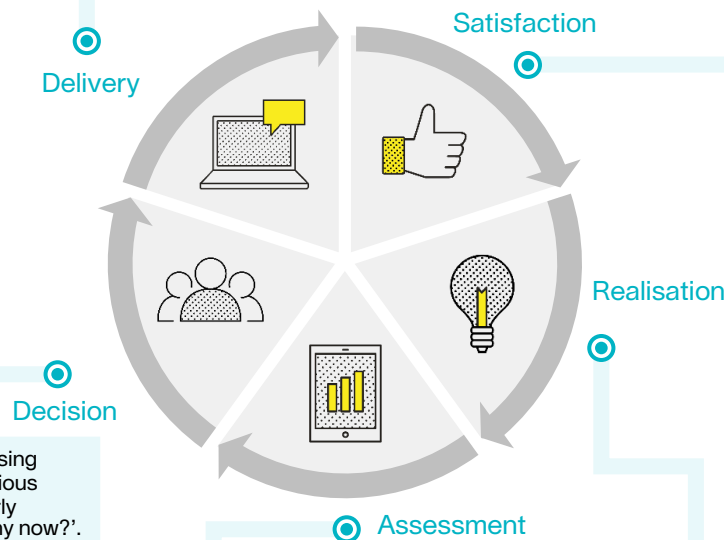
If we win the business:

- + Communicate that you are looking forward to working with them.
- + Always ask for feedback, get this from various sources.
- + Reach out to your internal advocate and thank them for their support.
- + Run a win/loss analysis
- + Ask for a referral intro

Businesses/people are so busy that they may be inadvertently living with problems that they could be solving and satisfied with their current talent solution as they are unaware of what the opportunities could be to improve it.

Engaging early, at the right level allows us to shape needs and buying vision vs responding to a buyers needs and buying vision that has been set by something or someone else! If we are engaging with a contact at this point our role is not to sell.

Our role is to ask great questions, understand their context and share market insight that moves a client from satisfaction and towards the realisation of ‘why change’. We shouldn’t just problem solve, but also aim to problem set. Some of our most powerful interactions have come when we constructively disrupt thinking and help them get that ‘aha’ moment.



They have moved from being satisfied, to realising there is a problem or an opportunity that is serious enough to do something about. They can clearly answer the question of ‘why change?’ and ‘why now?’.

If we are engaging with a client who has arrived at this point without us we have to understand how they have arrived here – what event or insight prompted the realisation that there was an issue – as well as what they see are the consequences of the issue and value of taking action.

At this stage a client is assessing their options. They will research, have exploratory discussions and request proposals. If we are engaging for the first time here, we need to ensure we understand not just what they say they need but the bigger ‘why change?’ and ‘why now?’ before we leap forward to talk about ‘why us?’. NB Where we engage later in their cycle it may require us to take the buyer back to redefine the issue, and/or access the persona that owns the business challenge that sits behind the surface level need; we can’t sell an outcome to a stakeholder who doesn’t understand (or have visibility on) the business context.



## 3.1

# Building and leveraging your professional network

Identify the right people to know



With limited time in our days we need to prioritise who we focus on from a business network perspective.

We do our most interesting work when we are engaged at the C-level solving business challenges so a high quality network will be made up of partner relationships at this level where you are asked to help in the areas that they consider to be your core expertise but where you are also asked to help on a broader basis as they value your thoughts, ideas and contacts.

Other relationships are:

**Social:** you like each other

**Technical:** built purely on your expertise

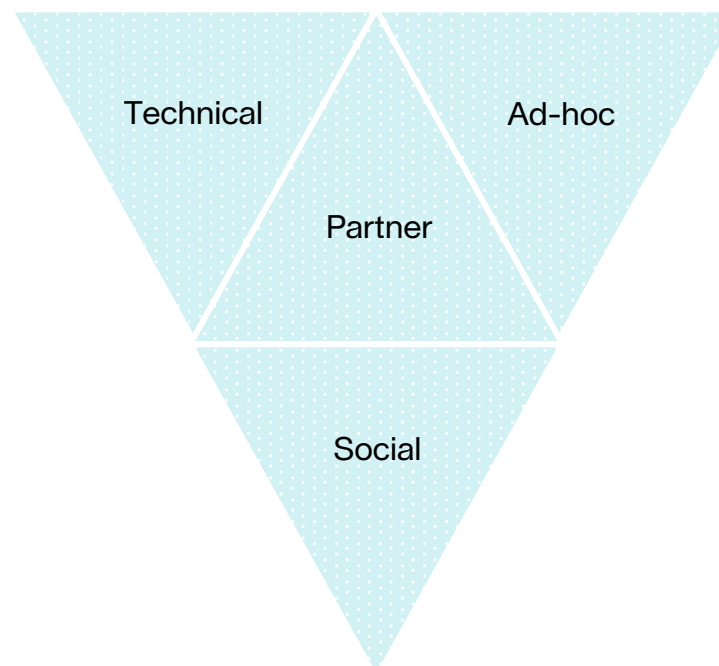
**Ad-hoc:** they recognise your capability but you only speak when they see they need you

Not every relationship needs to be at a partner level but we should be intentional in who we are looking to develop this type of relationship with.

Alongside the contacts that are already at the executive level we should identify the individuals that are high potential and on the fast track to C-Level so that we can develop trusting relationships that will last for many years.

## Chemistry Example:

Roger had a technical relationship for a number of years with 'JH' but as his role and importance in the client evolved Roger recognised the business value and importance in developing that relationship into a partner relationship which he achieved by sharing ideas, making introductions and investing time with 'JH'. The impact was the development of a mutually beneficial relationship.



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# 3.2

## Building and leveraging your professional network Gaining Access



In our role as client partners it is essential that we build networks within our existing accounts as this will enable us to secure our position and then unlock the growth potential that exists within so many of our accounts.

Too often we, like all professional services, will end up in what Professor Malcolm MacDonald referred to as a 'bow tie' relationship. Our role as client partner should be to act as the 'conductor' pulling the right people in at the right time to have the right conversation so that we are able to build a diamond shaped relationship network of contacts 'across' and 'up' within an organisation.

Engaging in this way will enable us to secure the relationship by mitigating the risk of relying on a "single point of failure" as well as increasing the depth of knowledge and understanding that we have about the client account and unlocking potential opportunities.

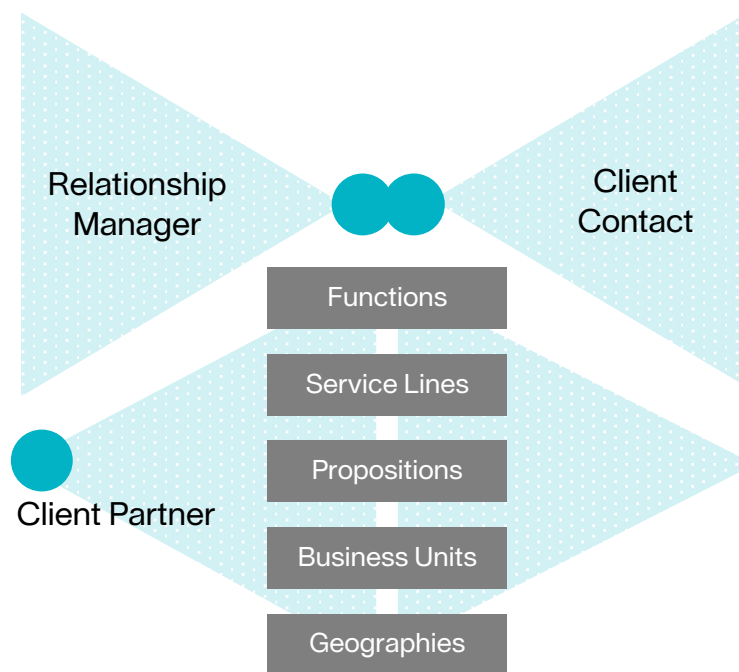
### Access Strategies that can be employed to build our network within an account include:

- + **Trading for Access:** if you... then I... e.g. 'if you can ensure and confirm that your CHRO is available to attend then we could pull a team together to run an initial exploratory workshop'
- + **Running workshops,** eg QBRs, Project wrap ups where key target contacts see the value in attending, best practice sharing sessions
- + **Referral/Introduction**
- + **Proactive outreach**

Hope is not a strategy 'we go in do a great job and hopefully we get introduced to other people' should not be our approach to client growth!

Many of the same approaches can also be used to build our broad industry network but additional strategies to access **new contacts** would include:

- + Attendance at conferences / association meetings – ideally in a speaking slot.
- + Publish articles in relevant publications and platforms eg LinkedIn.
- + Conduct a survey/research project.
- + Pro bono work for industry organisations.



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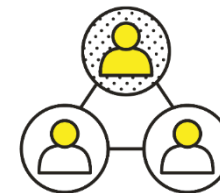
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## 3.2

# Building and leveraging your professional network

## Gaining Access



### Cont.

Alongside looking to build new relationships we must not ignore the potential that could already sit within our network of dormant contacts as your education, career to date and our project work means that you have met and worked with a huge number of great people.

#### Consider this fable shared by Russell H. Conwell in 1921:

There was a man, Al Hafed, who lived on the banks of the River Indus who had a nice farm with orchards and gardens, excess cash, a beautiful wife and children. He was 'wealthy because he was contented'. Then an old priest visited him and one night related how the world was made, including the formation of all the rocks, the earth, the precious metals and stones. He told the farmer that if he had a few diamonds, he could have not just one farm, but many. The farmer listened. Suddenly, he wasn't that happy with what he had thus far acquired in life.

He sold up and went travelling in search of diamonds, across Persia, Palestine and into Europe. A couple of years later, what money he had was gone, and he was wandering around in rags. When a large wave came in from the sea, he was happily swept under by it.

The man who had bought the farmer's land was another story. One day, watering his animals in the stream that ran through the property, he noticed a glint in the watery sands. It was a diamond. In fact, it was one of the richest diamond finds in history; the mines of Golconda would yield not just one or two but acres of diamonds.

**Action:** Review your LinkedIn connections, alumni directories, interest / affinity groups, delegates from conferences / business briefings, old client files. How many could you potentially reach out to, extremely easily, to start a conversation? How many could you potentially reach out to extremely easily to start a conversation?

Once we have reviewed our networks, we often realise that we are already standing on acres of diamonds and that rather than rushing out to look for new contacts our first step should be to reengage with our existing dormant contacts. The question then is how. We often find that people overcomplicate this; some simple approaches are:

- + 'It was good to reconnect with you on LinkedIn; it made me realise that we haven't talked in a while. How are you?'
- + 'I just reconnected with (person's name that you both know) and realised that we haven't talked in a while. How are things going for you?'
- + 'I just read an article on your firm in (publication) and thought of you. (Elaborate a bit on the article)... Just wanted to touch base to say hello and see how you were doing.'
- + 'I'm going to the... (virtual) conference in December and was wondering if you planned on attending. I thought it might be nice to reconnect afterwards and discuss thoughts. Do you plan on attending?'
- + 'I'm considering writing an article on (topic) and thought of you because I knew you would be a great person to give me a valuable perspective on it. Could I trouble you to arrange a call to get your point of view on (topic)?'

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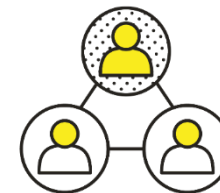
Step 3: Build trust with your key contacts



## 3.2

# Building and leveraging your professional network

## Gaining Access



Cont.

### Referrals

'I have been working with Google for the past few months and as the relationship is getting stronger, I have asked at the right moment, as suggested in training, for some referrals. My Google contact put me in touch with their counterpart at Twitter in Paris, as a result we are about to sign twitter beating our main competitor in the process (all thanks to Google endorsement).' SBR Consulting client

Everyone loves referrals as we all recognise the impact that an intro has in establishing trust, building a strong foundation to a relationship and ultimately optimising conversion rates. Too many people 'hope' that they will get them; proactively asking will uncover some great leads and also enable us to expand within our existing accounts.

What makes us hesitate? Often we worry about the cost to the person we are asking in terms of their time or the risk to them that they may perceive in making the intro. Behavioural research shows however that we should be thinking about this from the perspective of the social cost that they will incur to saying no. For example, in work with a major financial advisory firm 82% of their clients said that they would be happy to refer but only 10% of advisers were habitually asking.

Assuming that we recognise why we should ask we then need to know when and how we should ask. Key points that are based on both experience and research are:

- + We need to spot whenever there is a '**magic moment**' i.e. a point where we are seen to have added real value. This might be at the end of a project but could be at any stage through the relationship e.g. Client, 'we really appreciate the work that you have done in supporting our transformation' Consultant, 'that's great to hear and gives us huge satisfaction'
- + Use the word '**advice**' as humans are implicitly built to help and this has been shown to create a collaborative and co-operative mindset e.g. 'I was wondering if could ask your advice...'

- + Be **specific** about who you are looking to connect with to have a **conversation** and give a reason/insight into the value that you believe that you can add. According to research by Ellen Lange\* use of the word '**because**' has a strong persuasive impact! 'we would love to have a conversation with your counterpart in the European division because we have heard that they have high targets to achieve and we believe that we could potentially help them to grow by a similar amount to the impact we have had with you through our ability to support their transformation process and ability to execute within their new target operating model...' NB Explicitly asking for an intro to have a conversation rather than leaving room for the concern that you are going to try to pitch or sell to them will de-risk the request.
- + If more of a general request e.g. if you aren't interested in connecting with a specific person but more a category of connections e.g. 'other ambitious executives that are operating in dynamic businesses because we find that we are able to help ensure that they have the right people to execute against their business strategies', then help trigger thoughts by 'walking their memory', asking 'anyone else?' and using specific prompts... ex-colleague, someone they know socially, etc.
- + Get them to transfer credibility by connecting you. NB you can make this easy by offering to write the connection email for them to send on.
- + Finally, remember the concept of reciprocity – you will get more referrals if you are prepared to give more referrals.

\*<https://www.parosterlund.com/the-copy-machine-experiment/>

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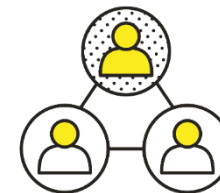
Step 3: Build trust with your key contacts



## 3.2

# Building and leveraging your professional network

## Gaining Access



### How we engage

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Cont.

#### Proactive outreach

'While an intro is always best it is better to reach out directly rather than just wait. Insight from conversations and light touch research can identify key areas where you can add value. An illustration of how you might articulate this is below:

#### Capture their attention

Subject: must be focused on relevant value prop to persuade them to open/read the main message e.g. Supporting your organic growth objectives (if your research shows this is relevant to them!)

Dear \_\_\_\_\_

Who you are expressed in their terms **At Chemistry we help clients like ... to create measurable business value by realising the full potential of their people**

Put relevant 'bait on the hook' **Based on my understanding of where the focus may be in your business and our previous experience with** (insert reference names/stats) **we believe** (add speculative value prop tailored to their context) e.g. from SBR... Based on my research into your firm and our previous experience with 10 other MCA member organisations we believe that we could potentially help you to achieve your organic growth target while building equity value in the business through our ability to optimise your sales process, people and tools.

Third-person Validation **Previous results that we have experienced in this space are** (insert tangible and ideally quantifiable examples of value add and links to any relevant case studies). E.g. Previous results that we have helped our clients to achieve in these areas can be found at <https://sbrconsulting.com/case-study-categories/consultancy-professional-services/> and include examples of uplifts of over 15% in organic growth.

Give to get **I would be happy to share any relevant insight based on our** (e.g. recent research report on...) **and to understand the specifics of your situation and areas of focus to determine if we can help** e.g. I would value the opportunity to understand the specifics of your situation and areas of focus from where I would be happy to share any relevant insight based on our recent research and white paper on sales in the consulting space.

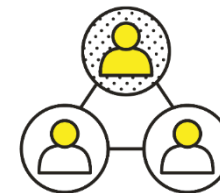
Proactive next steps **I will plan on calling you to follow-up on** (Date and time) e.g. Wednesday 14<sup>th</sup> at 3pm. **Feel free to contact me before then if more convenient from your perspective.** (NB it is critical that you then call them at that specific time – making the commitment that you will do it means you are more likely to actually do so!)

Best regards,



# 3.2

## Building and leveraging your professional network Gaining Access



### How we engage

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Cont.

#### Networking events

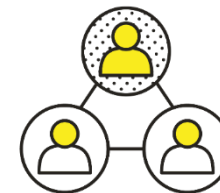
Face to face networking opportunities like conferences are often viewed with discomfort. We have summarised top tips and provided a conversational flow based on the QUIS (Question, Understand, Influence, Solidify) methodology that illustrates key principles that can be applied to these events or any other in person opportunity that may be relevant.

Arrive early and meet the organiser	Set goals beforehand around number of verbally agreed follow-ups	Be genuinely interested
Wear your badge on the right so that it can be easily seen when you shake hands	Repeat & remember names	Don't go to sell, go to listen and set up meetings if applicable
Approach "open" vs "closed" groups – being aware of body language will help us to effectively navigate a room	Control your self-talk	Block out time to follow up by phone
Look at the delegate list beforehand to identify key people you want to meet	Don't spend the time with your colleagues – pre meet & debrief	Know your word track....



# 3.2

## Building and leveraging your professional network Gaining Access



### How we engage

Client Interaction principles

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Step 1: Identify the right people to know

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Step 3: Build trust with your key contacts

Cont.

#### Networking events

An illustrative example of what you could say when you are asked, 'What do you do?'...sits below NB you should use your own words but the flow should always start with showing genuine curiosity and interest in them

<b>Build interest</b>	Very simply, we help ambitious organisations like.... to create measurable business value by utilising our core IP that allows us to predict human performance...(max 30 seconds)
<b>Hand Back the Baton</b>	So, what do you do?
<b>Question to Understand their context</b>	Really? Tell me more. How long have you been doing that for?
<b>Influence by linking to your business</b>	What you've been saying is really interesting... ..we've been working with... (relevant story)
<b>Buying Atmosphere</b>	...but now probably isn't the right time to go to into masses of detail.
<b>Solidify and set up follow up call</b>	It sounds like we should follow up to see if there could be some areas we could help each other - Would it be OK if I gave you a call to discuss further?
<b>Contact details</b>	What is your best contact...do you have a card... (reach for yours)
<b>Check Mobile</b>	Why don't I jot down your mobile as well...
<b>Change Topic</b>	...what other sessions are you planning to attend
<b>Break</b>	Great to have met and spoken looking forward to following up...



# 3.3

## Building and leveraging your professional network

Build trust with your key contacts



When we think of trust and what it means, we quickly realise it encompasses many things. We use the word 'trust' to:

- + Interpret what people say.
- + Describe behaviours.
- + Decide if we feel comfortable sharing information.
- + Indicate whether we feel other people have our interests at heart.

Trust relationships are vital to the way we do business today. In fact, the level of trust in business relationships, whether internal with employees or colleagues or external with clients and partners, is the greatest determinant of success.

The challenge is having a conceptual framework and analytical way of evaluating and understanding trust. Without the proper framework for evaluating trust, there's no actionable way to improve our trustworthiness.

- + **Credibility** Our words and credentials.
- + **Reliability** How others perceive the consistency of our actions, and our actions' connection with our words (integrity).
- + **Intimacy** How secure or safe the client feels sharing with us. While the organisation can play a significant a role in building perceived credibility and reliability, intimacy is predominantly built by the actions and attitudes of individuals engaging with other individuals.

- + **Self-Orientation** is about selfishness. Are we client-centric for the sake of the client? Or client-centric like a vulture? Self-orientation is also about our attention, our focus. Are we listening to do a brain-suck, just to get data to pursue our own hypotheses and ends? Or are we listening to truly hear the client? Are we obsessed by our own desires to succeed or win, and by our insecurities? Or do we truly focus on the client, paying attention to whatever it is that helps them succeed, or makes them insecure? Only the latter builds deep, long-term relationships. A high score in this area will undermine all three elements on the top line of the equation.
- + **Rational vs emotional** Most of us lead with the first two factors – credibility and reliability. These are quantifiable, and 'rational'. Consultants overrate these as the 'obvious' virtues; so do clients. Clients aren't comfortable 'confessing' that they have feelings, intuitions, instincts, and chemistry. They don't want to reject someone based on 'we just didn't have a good feeling for you'. But most humans – including clients – buy from the heart, and justify it from the head. That means the Intimacy and the Self-Orientation factors are very powerful in buying, and represent real opportunities for individuals to differentiate, increase trust, and be successful.

[Click here to watch: "Understanding The Trust Equation for Professional Relationships"](#)

$$\text{Trustworthiness} = \frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self-orientation}}$$

### How we engage

Client Interaction principles

The buying cycle

Building and leveraging your professional network

Step 1: Identify the right people to know

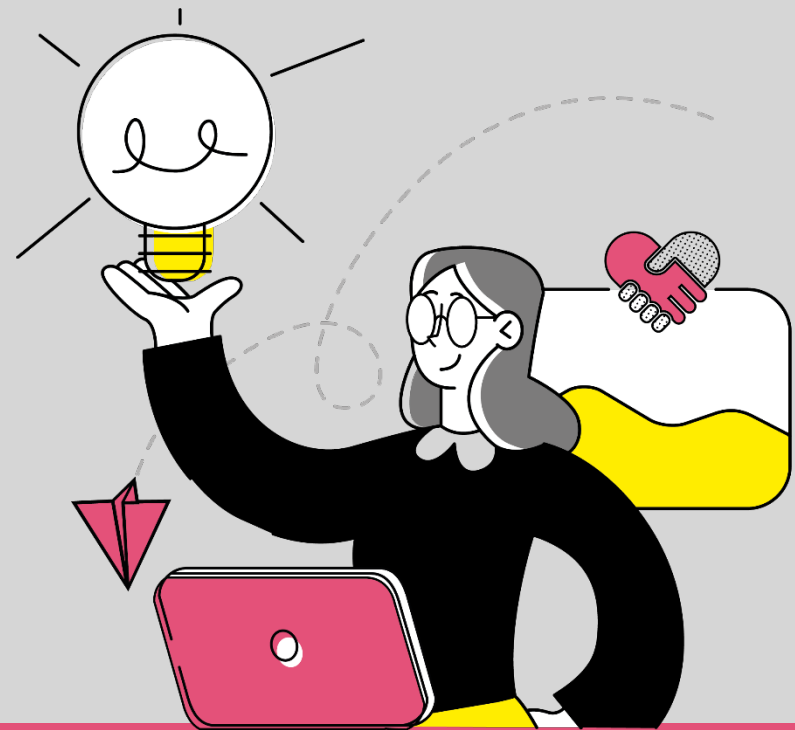
Step 2: Gaining Access

Step 3: Build trust with your key contacts



chemistry

# Structuring a client interaction using QUIST<sup>TM</sup>

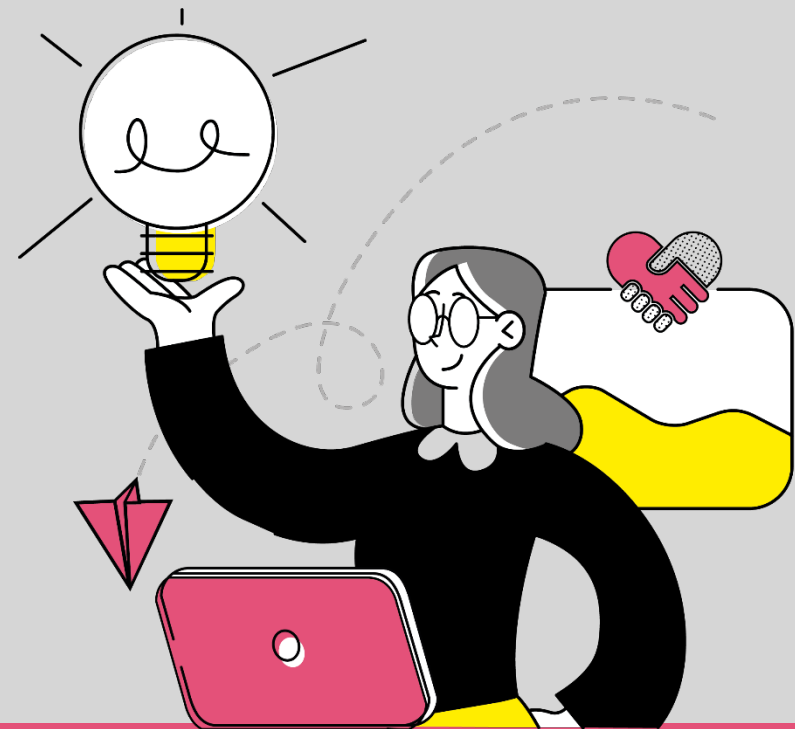


# Structuring a client interaction using QUIST™

chemistry

Introducing QUIST™ - the 4 techniques and 10 steps

- 1 QUIST™: The Consultative Conversational Journey
- 2 What does a good sales conversation look like?
- 3 Introducing QUIST™



## 1.1

# QUIS™: The Consultative Conversational Journey

To truly add value to the client, we need to understand their context; this includes their past experience, concerns and objectives.

Before we can offer a solution, we have to earn the right to be a trusted adviser.

We do this by applying QUIS – asking **questions** in order to truly **understand** before we seek to **influence** and **solidify**.

There are many advantages to this approach including

- + You and the client jointly go on the journey of understanding their context in order to offer the right solution that will help them to achieve their desired future outcome.
- + We create a better customer experience by ensuring there is a buying atmosphere and not a push / sales atmosphere.
- + It allows us to understand the reality of their context before we leap forward.
- + When it comes to talking about ourselves we can position referencing back to the client's own words.
- + We can uncover any objections and concerns the clients may have about proceeding.
- + We are better able to bring our offering to life by referencing stories and examples that will resonate.

The impact of not applying this approach is clear to us commercially when we see opportunities becoming 'stuck' in our sales process. This reflects in a bulge in the shape of the pipeline represented in Copper between stages 1-3.

By rushing to influence and being too quick to think about solutions we can end up investing resource in the wrong opportunities which drives up the average cost of every sale we make.

Simplistically clients must be willing and able to buy. As we will cover in detail in the upcoming session on 'staying curious' we must not only align with their needs (the 'why' that sits behind the what they need) but also the commercial context that they operate in:

- + **Timeline:** when do they need a solution? What is driving that timeline? Is there a compelling event?
- + **Authority:** what is the decision-making process? Who are the people involved? What are the decision criteria?
- + **Budgets:** what is the process to secure budget? What is the source of the budget? And ideally, what is the amount that is available?
- + **Obstacles:** who are the rivals? What aspects of our solution don't match their criteria? What do they see as our differentiation?

"Problems exist to be explored and overcome. And paradoxically, solutions are not necessarily our first port of call when presented with a problem."  
Chemistry Values

"We are curious. We ask questions. We seek to understand more."  
Chemistry Values

## Structuring a client interaction using QUIS™

### QUIS™: The Consultative Conversational Journey

What does a good sales conversation look like?

Example 1

Example 2

Introducing QUIS™

# 1.2 QUIS™: The Consultative Conversational Journey

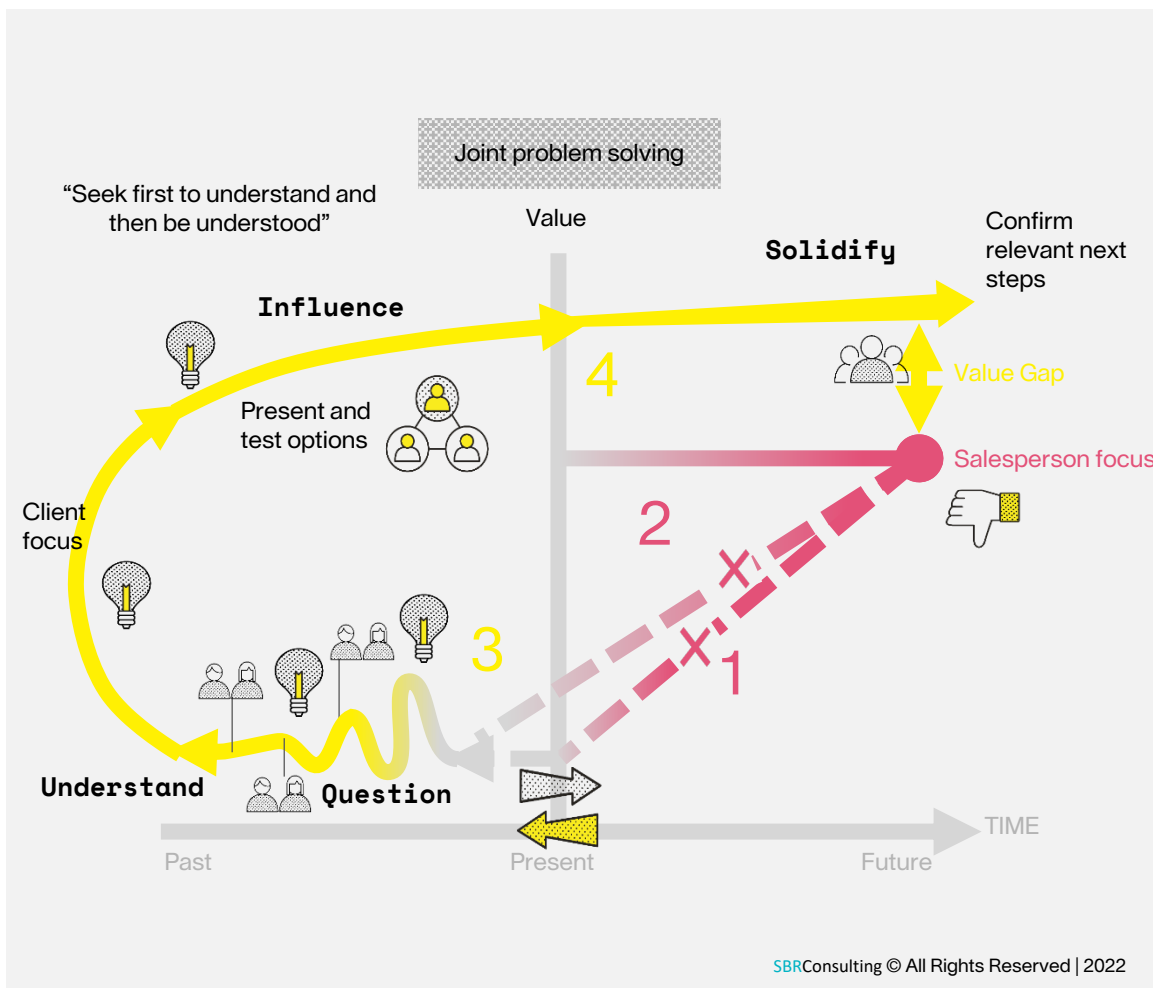
1. Bad practice when engaging with clients is to jump into the future at the start of the meeting and go into solution mode. This creates a selling atmosphere and will prompt objections.

2. We must also resist the temptation to ask only a few questions and as soon as we hear an issue, jump straight to a solution – at this stage we may understand the symptoms but not the root cause.

3. It is our job to be curious, and to align with and shape the buyer's value perception and view of the way forward. We should lead meetings with Questions that help us and the buyer Understand. As we go on this journey with the client and engage across the decision making unit, we may not know the answers straight away or even what exact problem we are trying to solve. We need to be comfortable with ambiguity and always create a buying atmosphere.

4. Once we have understood the client's/prospect's past experience and the problem, we have earned the right to Influence and Solidify.

5. Doing this effectively often allows us to identify a 'value gap', in terms of additional value that we can provide, and to highlight how our solution links it back to their key objectives



Structuring a client interaction using QUIS™

QUIS™: The Consultative Conversational Journey

What does a good sales conversation look like?

Example 1

Example 2

Introducing QUIS™

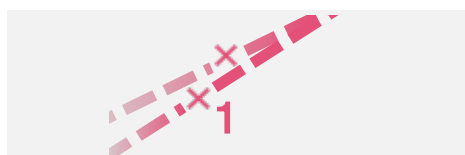
# 2.1

## What does a good sales conversation look like?

### Example 1

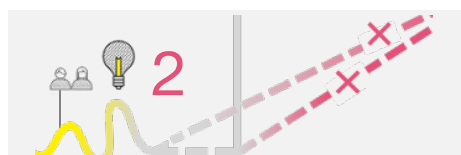
To add true value to our clients we must fully understand their context in order to offer them the right solution. If you jump straight to the solution without asking enough questions, you can't communicate the value you can add.

The difference between the two = the Value Gap.



'Based on the brief you sent through and some research we have conducted, we think we can support you in achieving your objectives.'

We then pull out our creds deck and talk about the projects we have delivered.



**Client:** 'We aren't growing at the rate we want and we are unsure if our sales team can deliver against our goals'

**Chemistry:** We ask a question to further understand their context. 'What do you mean by that? Can you give me a bit more context?'

**Client:** 'We think we may have some issues with the talent in our sales team.'

**Chemistry:** We think we understand their problem and it's a problem we have heard and seen before. Therefore, we think we have the solution. 'If you are unsure about the current talent in the sales team, what we can do is develop an assessment tool that can be used to profile the sales team'



What we should do is relax, don't ruin their flow and actively listen and look for opportunities to join the dots. If it's appropriate, ask a further question(s).

'Why do you think you have a talent issue in the sales team?'

'What is it that makes you think that you might have issues with the talent in the sales team?'

'What impact is that having on the business?'

'What things have you tried in the past to identify talent in the sales team?'

'What would be the value to the business if you solved the talent situation in the sales team?'

Structuring a client interaction using QUIS™

QUIS™: The Consultative Conversational Journey

What does a good sales conversation look like?

Example 1

Example 2

Introducing QUIS™

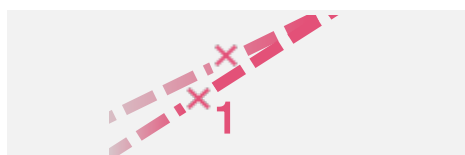
# 2.2

## What does a good sales conversation look like?

### Example 2

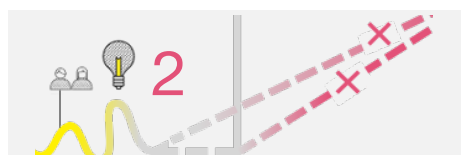
To add true value to our clients we must fully understand their context in order to offer them the right solution. If you jump straight to the solution without asking enough questions, you can't communicate the value you can add.

The difference between the two = the Value Gap.



We need you to re engineer our graduate hiring and we need an assessment.

We then pull out our creds deck and talk about the projects we have delivered.



#### We explore why

**Client:** they are concerned that it isn't effective

**Chemistry:** We ask a question to further understand their context. 'What do you mean by that? Can you give me a bit more context?'

**Client:** "It isn't producing the number of future leaders that we need in the organisation"

**Chemistry:** We think we understand their problem and it's a problem we have heard and seen before. Therefore, we think we have the solution.



What we should do is relax, don't ruin their flow and actively listen and look for opportunities to join the dots. If it's appropriate, ask a further question(s).

'Why do you think you have a talent issue in the sales team?'

'What is it that makes you think that you might have issues with the talent in the sales team?'

'What impact is that having on the business?'

'What things have you tried in the past to identify talent in the sales team?'

'What would be the value to the business if you solved the talent situation in the sales team?'

Structuring a client interaction using QUIS™

QUIS™: The Consultative Conversational Journey

What does a good sales conversation look like?

Example 1

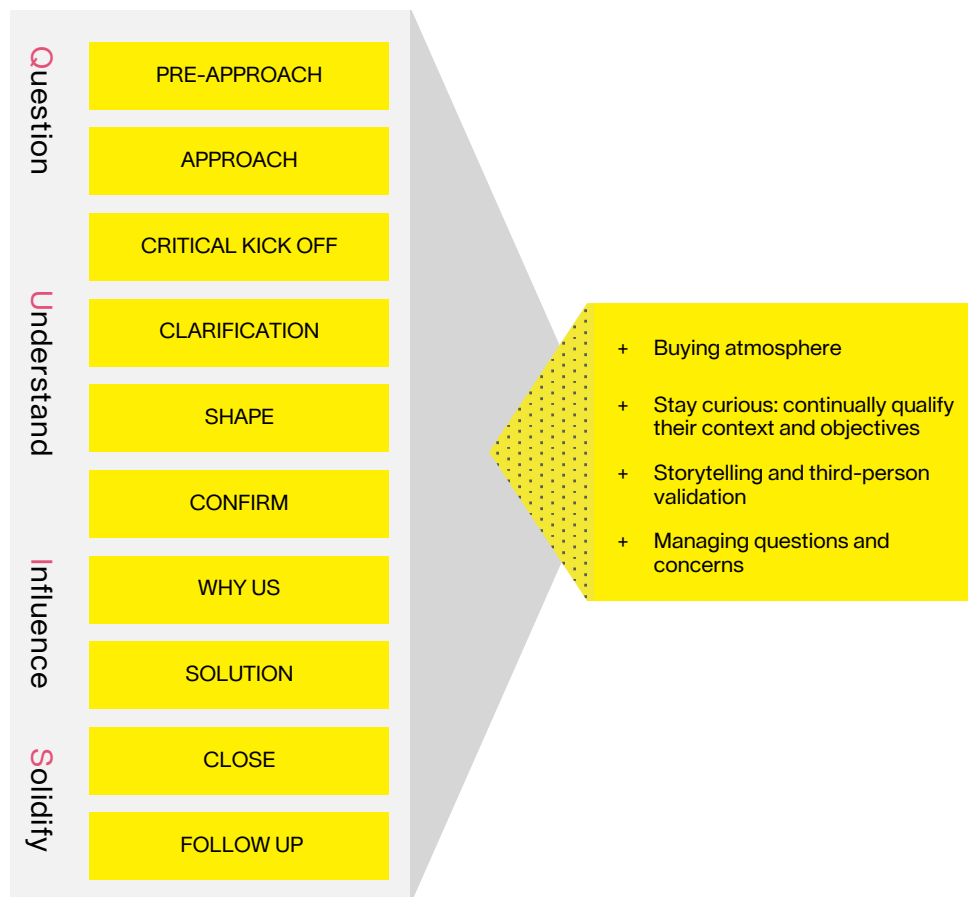
Example 2

Introducing QUIS™

# 3 Introducing QUIS™

## Question Understand Influence Solidify

The 10:4 methodology captures the ten steps and 4 techniques that can be used in any client interaction to maximise your ability to influence



Structuring a client interaction using QUIS™

QUIS™: The Consultative Conversational Journey

What does a good sales conversation look like?

Example 1

Example 2

Introducing QUIS™

# Structuring a client interaction using QUIST™

chemistry

Applying QUIST™ - the 4 techniques that should be used at all stages throughout the interaction

- 1 Creating a buying atmosphere
- 2 Stay curious: Continually qualify context, meaning and objectives
- 3 Storytelling and third-person validation
- 4 Managing questions and concerns

# 1 QUIST™ Question Understand Influence Solidify

## Creating a Buying Atmosphere

People love to buy but hate to feel sold to. It's their meeting, not ours. It is essential that during a sales meeting the customer feels that they are in control and are not being pushed into making a decision that is not their choice. You want the discussion to be focused on the customer's objectives and needs. By understanding how and when to create a Buying Atmosphere, you will find that the prospect is much more open and communicative.

### Top tips on creating a Buying Atmosphere:

Ensure the client feels in control	Be aware of your language	Use stories of previous client/projects that builds your credibility	Let them off the hook – It's ok for them to say No
<ul style="list-style-type: none"> <li>+ Ask them questions so that they are talking.</li> <li>+ Before talking about Chemistry, ask for their permission 'Would it be helpful if I shared some ideas on how we have done this in the past'.....(wait for them to say yes before presuming they want to hear everything about us)</li> <li>+ Give them choices 'When would be the best time to touch base again, would Monday work or would Thursday be better?'</li> <li>+ Explain things in their context so that the conversation resonates. Don't overcomplicate things by going into the details of the science. Science is not their area of expertise. Rather than potentially making them feel stupid, simplify things and make them feel comfortable and in control.</li> </ul>	<ul style="list-style-type: none"> <li>+ Use 'could' instead of 'should'. Rather than 'you should think about this', use 'one thing you could think about is'.</li> <li>+ Use 'share' instead of 'tell'. Rather than 'let me tell you what another client with a similar issue did', use 'would it be useful if I shared something that a previous client did when they had a similar challenge'.</li> <li>+ Use 'may' instead of 'will'. Rather than 'you will want to consider', use 'you may want to consider'</li> </ul>	<ul style="list-style-type: none"> <li>+ Think about their context and only use relevant case studies.</li> <li>+ Bring the <sup>2</sup> case studies to life by giving interesting detail that paints the picture.</li> </ul>	<ul style="list-style-type: none"> <li>+ Just because we share insight and how we may potentially help them achieve their goals, it doesn't mean they will work with us. We should be humble and offer our time and insight without expectation. 'I would be happy to share some insight on what we see working for our clients. If some of the topics resonate and are relevant, we would be happy to continue the conversation when it suits. However, if it's not relevant or timely, that's fine. It would be great to keep in touch.'</li> </ul>

### Structuring a client interaction using QUIST™

QUIST™: The Consultative Conversational Journey

What does a good sales conversation look like?

Example 1

Example 2

### Introducing QUIST™

QUIST™ Question Understand Influence Solidify

- + Buying atmosphere
- + Stay curious: continually qualify their context and objectives
- + Storytelling and third-person validation
- + Managing questions and concerns

# 2 QUIST™ Question Understand Influence Solidify

## Stay Curious: Continually Qualify Context, Objectives and Meaning

We should always be qualifying. This extends to the accounts that we are prioritising, the opportunities we are seeking to convert, the meaning that sits behind what our clients tell us or the questions and concerns that they express. For example:

### 'We need you to re-engineer our graduate hiring and we need an assessment'

They have told us **what** they want but not the **why** or business issue that sits behind it. For Diageo, this was that they needed their graduate programme to create a diverse group of future managers and leaders; but it currently wasn't delivering those outcomes

### 'What experience do you have working in our industry?'

They could be asking because they want examples or they could be concerned if you are working with one of their competitors. If we don't qualify the question we risk going down the wrong path.

### 'We think you are too expensive'

Rather than leaping to discount or a defence of our value we need to qualify the message behind what they have said. Are we too expensive compared to a competitor or to the value that they think that they would get. We would give a different response to these different statements.

### 'This is a critical need for us and we need to act urgently'

Why is it critical? What is their version of urgent – next week, next quarter?

At an opportunity level we need to qualify across different components of the opportunity to ensure that we are selling the right ideas to the right people and are correctly aligned not only with their willingness but also their ability to buy. It is impossible to forecast and resource plan effectively without effective qualification. Opportunity qualification involves:

- + Asking the right questions, in the right way to the right people at the right time. In any conversation the initial focus should be on understanding their needs in terms of the "why" that sits behind the "what" before we drill into:
  - + **Timeline:** when do they need a solution
  - + **Authority:** what is the decision making process, who are the people involved and what are the decision criteria
  - + **Budgets:** what is the process to secure, the source and potentially the amount available
  - + **Obstacles:** who are the rivals, what aspects of our solution that don't match their criteria and what do they see as our differentiation
- + Qualifying based on actions and not just words. For example if someone says that they want partnership but won't introduce you to other stakeholders...
- + Validating what you have been told so we aren't relying on one person's perception of context.

'Poor qualification remains the single biggest reason why sales opportunities do not close, slip to the next period, or are lost to a competitor.'

Michael J. Webb  
Sales and Marketing the Six Sigma Way

### Structuring a client interaction using QUIST™

QUIST™: The Consultative Conversational Journey

What does a good sales conversation look like?

Example 1

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### Applying QUIST™

QUIST™ Question Understand Influence Solidify

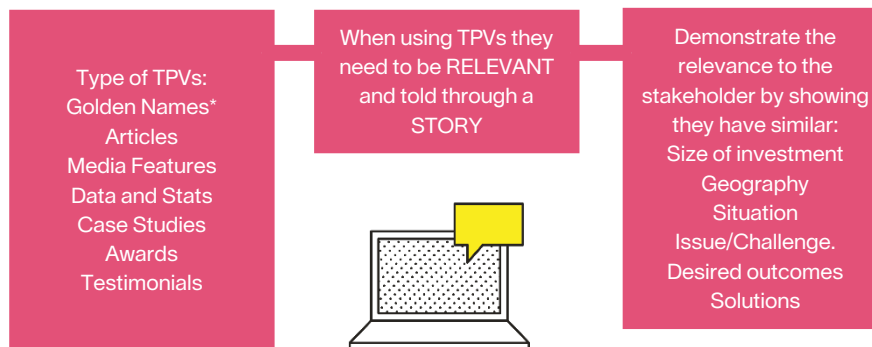
- + Buying atmosphere
- + Stay curious: continually qualify their context and objectives
- + Storytelling and third-person validation
- + Managing questions and concerns

# 3.1

## QUIS™ Question Understand Influence Solidify Storytelling and Third Person Validation

Nothing gives more credibility than having relevant examples that you can use to share which build reassurance and confidence. Third Party Validations (TPVs) can be used in a wide range of situations to establish credibility, frame questions, solidify confidence and handle objections.

This diagram outlines the different types and most effective use of TPVs.



Using the 'power of others' minimises any client anxiety, shows that you have experience and insight that can help you constructively challenge and disrupt thinking:

- + 'An example of how we engaged with another client that was unsure whether they had the right talent for where they needed to move strategically was...
- + 'The context that you have shared so far has some similarity to another global consulting business that we have engaged with.... In their situation they had previously unsuccessfully tried to implement a generic off the shelf assessment – is that something that you have looked at previously?'
- + One of the reasons that Bain have partnered with us since x is...

- + We have conducted over x projects with Fortune 500 businesses over the last x years – each has been unique based on the specific context that they are operating in and the specific outcomes that they have looked to drive. An example that may have some relevance is...
- + It is vital to be specific, relevant and tell a story for a TPV to have impact. The following page outlines a suggested framework which focuses on the outcomes.
- + \* Golden Names can be organisations that everyone has heard of which provides reassurance e.g. 'We are currently working with 3 partners from EY...

The first mistake that people make when it comes to Third-person Validation is that they speak in generalities. As US psychologist Wendell Johnson once said,

'Always and never are words that we should always remember never to say!'. Talking in general terms loses its credibility and impact e.g. :  
'Our clients always say...'  
'Everyone is telling us...'

Structuring a client interaction using QUIS™

QUIS™: The Consultative Conversational Journey

What does a good sales conversation look like?

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Applying QUIS™

QUIS™ Question Understand Influence Solidify

- + Buying atmosphere
- + Stay curious: continually qualify their context and objectives
- + Storytelling and third-person validation
- + The power of others
- + How story telling affects the brain
- + Think feel know
- + Managing questions and concerns

# 3.2

## QUIS™ Question Understand Influence Solidify

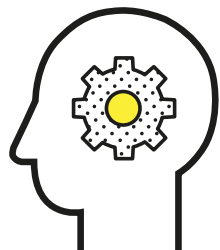
How storytelling affects the brain

### Neural Coupling

A story activates parts of the brain that allow the listener to turn the story into their own ideas and experience, thanks to a process called neural coupling.

### Dopamine

The brain releases dopamine into the system when it experiences an emotionally-charged event, making it easier to remember, with greater accuracy.



### Mirroring

Listeners will not only experience similar brain activities to each other, but also to those of the speaker.

### Cortex Activity

When processing facts, two areas of the brain are activated (Broca's area and Wernicke's area). A well-told story can engage many additional areas, including the motor cortex, sensory cortex and frontal cortex.

### Reference Story Structure

'Storytelling is the art of using fact and narrative to imbue understanding; of taking complex information and making it accessible to all. As human beings, we are hardwired to think in narrative structures, and storytelling serves as the foundation for teaching and learning.' Chemistry Values

Telling stories is a way to weave in the emotion as they create an emotional response. A key story type that we should all be able to tell is a reference story that focuses on OUTCOMES and is CLEAR, CONCISE AND COMPELLING. These stories can be created from our case studies following the simple structure of:

- + The context
- + Our approach
- + The results/outcomes

### Structuring a client interaction using QUIS™

QUIS™: The Consultative Conversational Journey

What does a good sales conversation look like?

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### Applying QUIS™

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- + Buying atmosphere
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- + Storytelling and third-person validation
  - The power of others
  - How story telling affects the brain
  - Think feel know
- + Managing questions and concerns

# 3.3

## QUIS™ Question Understand Influence Solidify

### Story Telling and Third Person Validation

#### The Context

A large global telecommunications provider struggled to move from selling handsets to Enterprise businesses to selling Value Add Solutions such as Security or Cloud Storage.

In order to transition their business, a sales team transformation was required; including exits, hires and development.

#### Our Approach

We used our What Great Looks Like (WGLL™) methodology to define the sales talent required to sell value add solutions and consulting services.

Benchmarked existing Salesforce vs. WGLL™, used insight to design and deliver sales talent strategy to increase in year revenue performance.

#### The Results

Within 12 months...

21% turnaround in revenue performance.

Customer retention increased by 15%

Gained market leading position, first time in 8 years!

“Logic makes people think, emotions make people act”

Abraham Maslow, American psychologist

We have mapped our case studies to different sectors, use cases and propositions and provided key examples in this section that have been identified as core examples that all client facing teams should be able to reference and share as stories throughout a conversation in order to validate and paint a picture of how we might engage.

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What does a good sales conversation look like?

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- + Stay curious: continually qualify their context and objectives
- + **Storytelling and third-person validation**
- + Managing questions and concerns

## 3.4

# QUIS™ Question Understand Influence Solidify

## Storytelling and Third Person Validation

As noted earlier one application for storytelling is to reframe, disrupt and challenge the way that your audience is thinking about talent in a way that is less likely to cause pushback and resistance. This can be achieved through using the 'think, feel, know' approach to storytelling.

- + For example: the client has expressed the belief that their people need to be bright to think on their feet. We might tell the following story: 'We worked with a client who thought (think) that the key to their people's ability to think on their feet was intellect. Through our work together they saw that the ability to do this in their people was linked to their core values and motivations, their approach to risk and how comfortable they feel with being wrong. As a result of the research we did together they know there is no link between intellect and thinking on your feet'
- + Another example would be, 'We believe (think) that everyone should have the opportunity to be brilliant at work and that we can change society if we can help organisations realise the potential of their people. The individual and the organisation will both feel the benefits of making this happen in terms of productivity, engagement and satisfaction. We know that 86% of people are unhappy at work - wouldn't it be amazing if that number was reversed?'

- + 'We have worked with call centres around the globe on reducing attrition, it's a really tough environment and actually we think that the talent required to do it is underestimated and in general undervalued. It's assumed that all call-centre agents are the same, it's why you find generic tools like CCSQ (an SJT from SHL) proliferate. A lot of people would feel overwhelmed as it's fast paced and a bit scary; they pick the phone up and in a split second have to decide which way to take the customer, all the time they are having to learn new prices, products etc. It's a tough gig for minimum wage. What we know is these tools when evaluated at predicting performance, make little difference. Every call centre is different so it is illogical that an off the shelf call centre assessment is right for all call centres, isn't it?' ...Chemistry have seen that when WGLL™ is defined and the assessment customised for that Call Centre environment, you can reduce your attrition dramatically.



### Structuring a client interaction using QUIS™

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- + Buying atmosphere
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- + Storytelling and third-person validation
  - The power of others
  - How story telling affects the brain
- Think feel know
- + Managing questions and concerns

## 4

# QUIS™ Question Understand Influence Solidify

## Managing questions and concerns

Questions can arise at any point in the client conversation; if they aren't effectively answered they can turn into concerns that can then manifest as objections and resistance to our ideas and recommendations. Most of the time when we hear questions and concerns it is because at that moment their perception of benefit is still outweighed by the perception of cost in terms of the time or money that they must invest or an element of risk e.g. personal brand. People express their concerns and issues as they are interested in exploring them, but not fully sold on the proposal and want more information before they will make a decision.

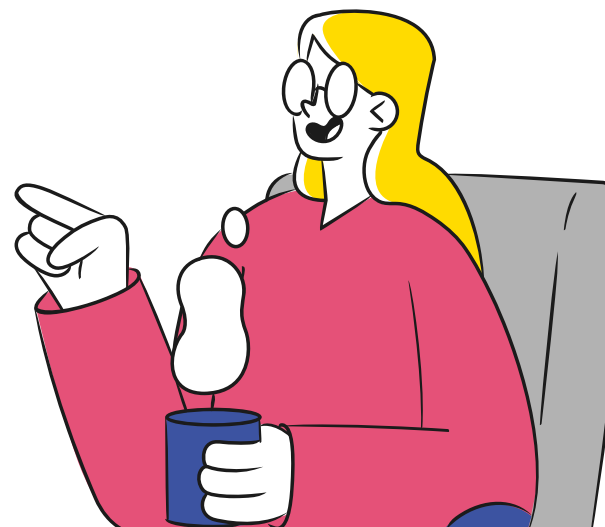
**We should remember that prevention is always better than cure and therefore we should:**

- + Engage with the right personas to have a business conversation vs getting stuck having the wrong conversations. Insight that is relevant to specific personas is captured on p78.
- + Focus on ensuring that their perceived benefit outweighs perceived cost (time / money / risk).
- + Create a 'buying atmosphere' by following the QUIS meeting structure where we seek to understand before trying to influence.
- + Be proactive. Acknowledge known and usual objections up front as described below.

**Known:** This is where the client has communicated beforehand a concern e.g. lack of available budget so we go into the meeting aware of the objection. The key tactic here is to pre-empt the objection. Remember that whoever brings it up first wins, so bring it up at the start of the meeting, e.g. "I know you had mentioned that there are some potential immediate issues with budget but before we go through them, it would be good to understand a bit more about

your situation..." By acknowledging the objection, you are effectively parking it and can focus on building the perception of benefit with them. If the objection still comes up you will be better placed to handle it.

**Usual:** The table on the next page demonstrates how to deal with objections that usually come up. The key is to be brave enough to call them out and bring them up while you are in the room so that you control the dialogue rather than hoping that the client won't have the concern. Prepare relevant TPVs that help offer reassurance.



### Structuring a client interaction using QUIS™

QUIS™: The Consultative Conversational Journey

What does a good sales conversation look like?

Example 1

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### Applying QUIS™

QUIS™ Question Understand Influence Solidify

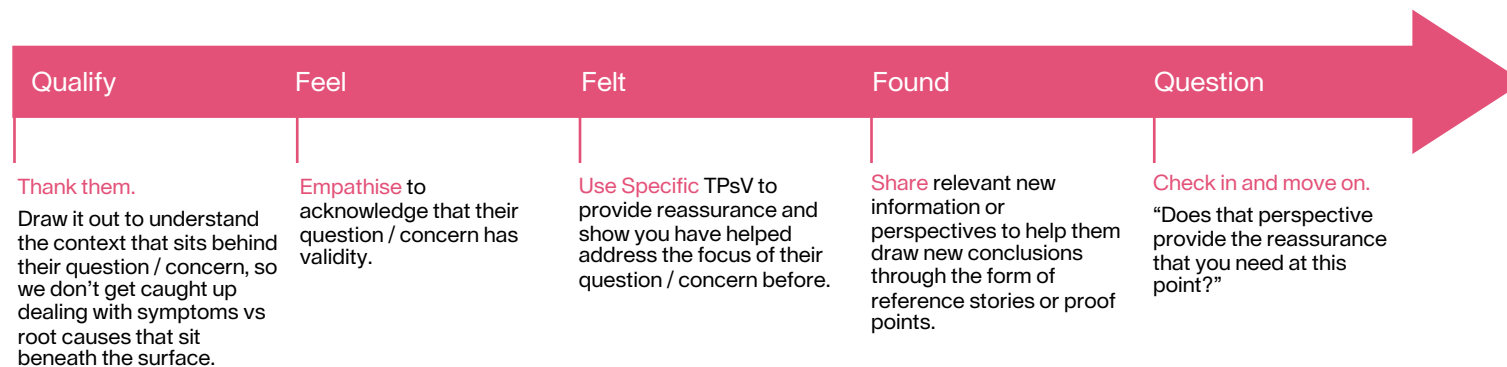
- + Buying atmosphere
- + Stay curious: continually qualify their context and objectives
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- + Managing questions and concerns

FAQs

# 4.2

## QUIS™ Question Understand Influence Solidify Managing questions and concerns (cont)

If you have to respond to a question or concern that you weren't able to pre-empt:



"Thank you for letting me know your concern. Just for my understanding, could you tell me a little more about why that is a concern or where that concern comes from.....thank you for going through that with me, I understand why you may FEEL that way. In fact we had a client in a similar situation (FELT) and when they went through the financials with their CFO what they FOUND was that by splitting the payments over two financial cycles....(Question) would that be a conversation that would be worth exploring here?

You do not have to use the words FEEL, FELT, FOUND, it's important though to understand the intention that sits beneath the words...

Potential responses and third-person stories for common questions that we hear are captured on the following pages.

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FAQs

# 5 QUIST™ Question Understand Influence Solidify

## Managing questions and concerns 'Updates'

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- + Managing questions and concerns

FAQs

Updates

Wizziness of platform

The value of benchmarking

Diversity

Time and scalability

Question or concern	Relevant Value Proposition or New Perspective	Customer Story / Third-person Validation
How often does WGLL™ need to be updated?	In stable environments the profile doesn't need to be updated and can stay relevant for a number of years. In a more dynamic environment where updates are required, we can build and evolve on previous work so typically we don't need to start again from scratch.	Accenture: An environment where there isn't much change and therefore didn't need to be updated frequently.
Will we need to continually refresh WGLL™?	Sample response once you have clarified:  <i>'I understand the concern as other organisations like... initially had the same question. What they found is that the degree to which updates are necessary is dependent on how dynamic their context is. An example of that would be an organisation like e.g., Accenture... Does that help answer your question?'</i>	Sky: For their contact centre, where the landscape for what a good customer service advisor was shifted constantly, there was a need to revisit on a more regular basis. Tech and customer expectations have evolved and as result the role of a CS agent has changed
Do you have to refresh WGLL™? If so, how often?		

# 5.2

## QUIS™ Question Understand Influence Solidify

Managing questions and concerns  
 'Wizziness of platform'

Question or concern	Relevant Value Proposition or New Perspective	Customer Story / Third-person Validation
Why Us	<p>The biggest aspects from an engagement, effectiveness, adoption and legal compliance perspective that we hear are important to candidates and employers are:</p> <ul style="list-style-type: none"> <li>+ That hiring managers and candidates understand the process of how they are being measured and believe that it is valid/reliable</li> <li>+ That the assessment is quick to do</li> <li>+ That it provides immediate feedback</li> </ul>	<p>At Verizon and PWC the assessments that they had in place were taking 90 minutes to fill in as they could only measure one trait per game</p> <p>Pizza Hut uses Select to completely remove recruiters from their hiring process and still hire better than before.</p> <ul style="list-style-type: none"> <li>+ They post a job on their careers site</li> </ul>
'The look and feel of the tech you use looks dated.'	<p>Our platform is intentionally simple and doesn't use gamification so that we are able to measure c.30 traits in 25 minutes vs a game-based platform that can only measure one construct per game.</p> <p>Because it is simple line managers can easily understand what is being measured which means that we get the buy-in, and engagement needed to embed the assessment.</p>	<ul style="list-style-type: none"> <li>+ Candidates take Chemistry's assessments in minutes</li> <li>+ Select inputs candidate scores into ATS</li> <li>+ ATS books interviews with Restaurant Managers</li> </ul>
'We have seen a provider who uses games and/or video in their recruitment tools, why don't you?'	<p>Additionally, with some of the research on the validity of games still being inconclusive, we have chosen to stick with a Likert scale approach in order to maximise validity and reliability.</p> <p><b>To prevent:</b></p> <p>Decision criteria need to be qualified earlier with expectations set and framed. We should aim to proactively influence their perception of value early and guide them to look at the quality of the data rather than what the platform looks like.</p> <p>Per Carphone Warehouse example we can talk about how we can customise to their context.</p>	<p>Carphone Warehouse: We customised the platform to their context where they were experiencing candidate drop rates of well over 70% and weren't getting the quality of hire needed. We invested time to understand the end-to-end process which highlighted that a high proportion of their candidates were applying from job centres using a voucher that provided them with 15 minutes of internet access. Their current approach took 17 mins which explained the drop off rate. We therefore redesigned the assessment to ensure that they could do it within 15 minutes</p>

Structuring a client interaction using QUIS™

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The value of benchmarking

Diversity

Time and scalability

# 5.3

## QUIS™ Question Understand Influence Solidify

Managing questions and concerns  
 ‘The value of benchmarking’

Question or Concern	Relevant Value Proposition or New Perspective	Customer Story / Third-person Validation
<p>‘We want people who are aligned with the future so how does modelling behaviour of the people who are performing best right now help?’</p>	<p>Relevant Value Proposition or New Perspective</p> <p>‘What we do is build a qualitative hypothesis with you based on a clear understanding of your context objectives and outcomes and our collective experience and insights based on 18 years of running research projects.</p>	<p>An example of where the internal hypothesis was wrong was EDF where 70% of what they believed was true of low performers was consistent across low and high performers.</p>
<p>‘Our context is changing so modelling WGLL™ off our existing high performers will not help us achieve our commercial outcomes...’</p>	<p>We then test that hypothesis 6 months later against your people as they are operating in the new Target Operating Model/Context/Role.</p> <p>Based on the data we are then able to iterate and refine to ensure that the output is correctly aligned.’</p>	<p>SAP: The process looked for top academic education, extroverted males. The data showed that degree level and academic institution was inconsequential and wanted collaborators and challengers. Outcome we delivered from 401 hires was 35% increase in sales target attainment, gender diversity jumped from 20% to 50%.</p> <p>Yes Telecom: The founder and CEO had a future aspiration to sell the organisation to Vodafone but was prevented from doing this by the high levels of talent attrition that existed in the business. The business operated a low-cost business model with high levels of control from the CEO. They had built a hypothesis based on industry data rather than conducting a research study that took into account their context and the traits of the people who succeeded. Their current process looked for individuals with a top university degree and a high IQ test score, who were mavericks. The data we collected showed that what they were recruiting for was almost the complete opposite of what they needed to achieve their ambition – they needed people with no degree who score bottom in IQ test scores and are conformists. We got them to think about either changing the context that their people operated in, or hiring people who would thrive in a highly autonomous high-pressure environment. As a result of better understanding who they were hiring their attrition dropped from 89% to 12%.</p>
<p>‘If you’re just going to benchmark our people, what value do you add?’</p>		<p>Accenture: they gave us their best 13; we then benchmarked them across the data on the best in the industry, and they showed up in the bottom quartile.</p>

Structuring a client interaction using QUIS™

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What does a good sales conversation look like?

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# 5.4

## QUIS™ Question Understand Influence Solidify

Managing questions and concerns  
‘Diversity’

Question or concern	Relevant Value Proposition or New Perspective	Customer Story / Third-person Validation
<p>How do we balance so we don't end up without diversity and a bunch of clones?</p> <p>If we are defining WGLL™ from our existing high performers, will it not be a cookie cutter? This sounds like it is the opposite of creating a diverse workforce?</p> <p>Won't everybody end up looking the same if we base WGLL™ on our current team?</p>	<p>‘Diversity is an outcome of everything that we do and what we strive to do by using WGLL™ is to remove any and all bias that exists and place greater emphasis on your uniqueness rather than what makes you similar.</p> <p>There are over 30 traits and 8 motivations that we look at which we will then RAG with the focus being on the small set of traits that determine performance. We don't take into account any demographic data.</p> <p>The diversity will come from the variance that sits across the other traits outside of the ones that drive performance. An individual who is 9 on the scale would be different from someone else being a 9.</p> <p>In addition, having multiple WGLL™ passes will provide the required cognitive diversity.’</p>	<p>Experian North USA sales team focused on 9 traits which impacted performance which means that there are 21 that are different.</p> <p>TO DO: Review the deck from Experian from LBC that will help people visualise that you can have 2 very different people.</p> <p>At Bain there are 3 paths to greatness (WGLL™) for high-performing BAIN partners.</p> <p>Diageo: Weren't happy with the performance of their grad intake in terms of the number who progressed to leadership level or the number of women that were being selected.</p> <p>At that point, the highest percentage of women in the team had been 21% of the pool and of that 21% the most they had hired was 31%.</p> <p>We ran WGLL™ with the original hypothesis, that they shared, namely that you have to be smart to be successful at Diageo, and with the proxy they used for being smart, which was that you had to have come from one of 5 Russell Group universities.</p> <p>We identified that there was no positive correlation with this by highlighting how many of their high-performing leaders came from RG unis. We went on to define the data of what did make a leader successful - none of which had anything to do with which university applicants attended – and used tech to target 234 colleges that they weren't recruiting from.</p> <p>We created a level playing field for selection; 51% of those selected were women, with more ethnic backgrounds than ever before. What we were most proud of was that when we spoke to the people running the assessment centres, they said that they were some of the best and most engaged they had ever run, because the participants weren't from a background where they were potentially taking the opportunity for granted. We love to create opportunities for everyone to be brilliant at work.</p>

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- + Buying atmosphere
- + Stay curious: continually qualify their context and objectives
- + Storytelling and third-person validation
- + Managing questions and concerns

FAQs

Updates

Wizziness of platform

The value of benchmarking

Diversity

Time and scalability

# 5.5

## QUIS™ Question Understand Influence Solidify

### Managing questions and concerns 'Time and scalability'

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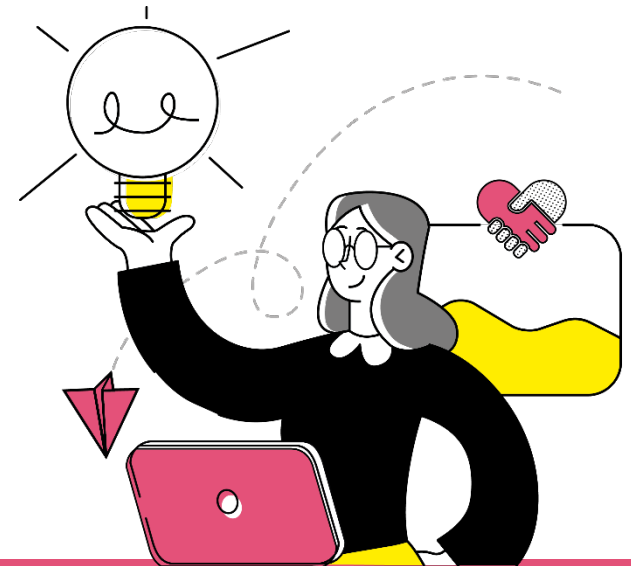
Question or concern	Relevant Value Proposition or New Perspective	Customer Story / Third-person Validation
It takes a lot of time and resource to implement this.	'Our focus is on delivering a business outcome and embedding change within your organisation.'	
Why WGLL™, looks hard, will it take too long?	The reason that this takes the time is that this is something that we do with you not to you by adopting a change management and consultancy based approach.	
WGLL™ feels like a lot of work, do we need to do that part of the process, don't Chemistry have something off the shelf?	The cost of going too quickly is an impact on quality, adoption and validity. WGLL™ is a consultative process where we take the time to conduct the analysis and to truly understand your context rather than an off the shelf solution that may tick a few boxes but doesn't truly deliver value.'	
Why do we need so much consulting up front?	If required, unpack the project plan and look at if they have the potential to optimise the process. NB Emphasise that 'we can typically move at least as fast as you can'. Validate by using the SOW to reference what is required from them.	SAP: We delivered 950 hires across 11 markets simultaneously. From the moment we were engaged to the hiring being instigated took 6 weeks.
Why do we need to do Stakeholder interviews?	To prevent this objection, there is a need to set realistic expectations early in the sales process as to who is involved. BAIN highlight that to make this successful there needs to be access to 3-4 roles, e.g. access to EAs for scheduling. We should not shy away from this conversation; we should tackle it upfront and proactively to help us qualify in/out.	Telia: We have been able to deliver 277 executive profiles with feedback and insight within 12 weeks
The time that it takes to do WGLL™ means that even if we want to do it we cant afford the lift required across multiple roles of the business (an extension of the questions about time investment up front but talks to concerns about scalability).	Value = Benefit-Cost. Need to help them see that cost in time is outweighed by the business benefit/outcome that they will receive. To mitigate the perception of cost and time need to ensure that we have quantified the benefit to the business. NB this is a typical objection that will be raised by HR. In order to prevent make sure that you are operating at the right level and ensure you have the right people in the room to have a business conversation. This allows us to look at the trade offs between quality, outcomes and time. E.g. Conducting a quicker process and possibly identifying wrong traits for top performing sales people vs	

# Structuring a client interaction using QUIST™

chemistry

Applying QUIST™ - the 10 steps that underpin an effective meeting

- |   |                   |    |           |
|---|-------------------|----|-----------|
| 1 | Pre-approach      | 7  | Why us    |
| 2 | Approach          | 8  | Solution  |
| 3 | Critical kick off | 9  | Close     |
| 4 | Clarification     | 10 | Follow up |
| 5 | Shape             |    |           |
| 6 | Confirm           |    |           |

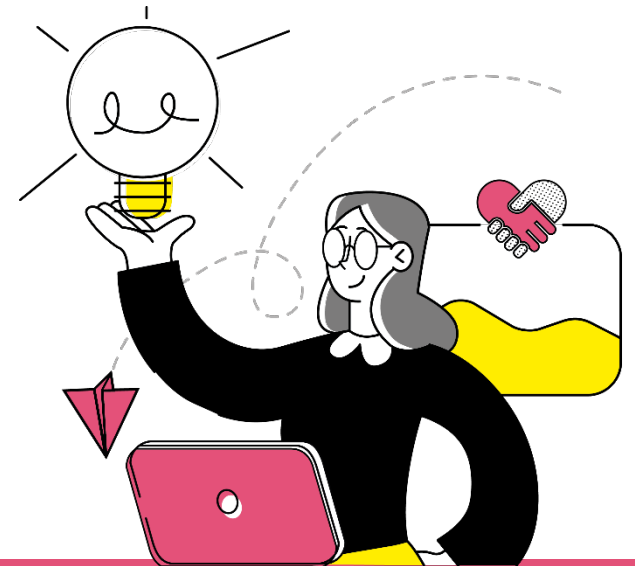


# Structuring a client interaction using QUIST™

chemistry

Applying QUIST™ - the 10 steps that underpin an effective meeting

## 1 Pre-approach



# 1 Setting yourself up for success: pre-approach

## What info do we need?

People

- + Their role and what it encompasses.
- + Check mutual connections on LinkedIn.
- + Reference case-studies.
- + Their hired, measured and fired.
- + Interests and hobbies.
- + Find 'uncommon-commonalities'.

Industry

- + We need to be comfortable having a conversation at a market level.
- + Competitive landscape, market trends, type of talent, trends and historic data and head count growth across the industry.
- + Their position in the market and their sector.
- + Industry terminology.

Business

- + Size of org, number of offices.
- + Scale up and scale down.
- + Target customers/competitors.
- + Current hiring plans and issues.

Effective preparation puts us in a better position going into the meeting where you are able to position yourself as a 'Consultative Partner and Trusted Advisor'. We don't need to do a full SWOT analysis on the client and we should feel comfortable having conversations that deal with ambiguity. However, doing some research is necessary and can help build credibility and intimacy.

Preparing effectively enables you to:

- + Plan the right questions to ask in order to qualify their context in terms of their Needs, Timelines, Authority, Budgets and Obstacles. Many people just plan what they are going to say which can lead to us investing in opportunities that stall later in the sales process.
- + Think who is involved and what they might want to get from the meeting.
- + Add value by mentioning relevant market intelligence and recent case studies.
- + Align the Chemistry offering to suit the need, problem or opportunity.

These categories give you areas to explore.

**How do we get it?**

- + LinkedIn Insights and their activity, follow the business.
- + Existing talent partner. Do we know who they are using?
- + From the client themselves.
- + Ask our team.
- + Ask our professional network.
- + Glassdoor.
- + Google alerts.

**How do we use it?**

- + Building rapport and stronger relationships.
- + Navigate through the business to the DMU.
- + Share learnings and how they are relatable.
- + Case studies that we will reference.
- + Changing our approach.
- + Making sure it is relevant to the people in the room.
- + Using the information to plan what we are going to ask (plan our questions).
- + Pre-empting objections.
- + Qualification all the way through (NTABO).
- + Utilise the news/triggers to reach to the prospect or client.

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# 2

## The value of pre-approach / preparation

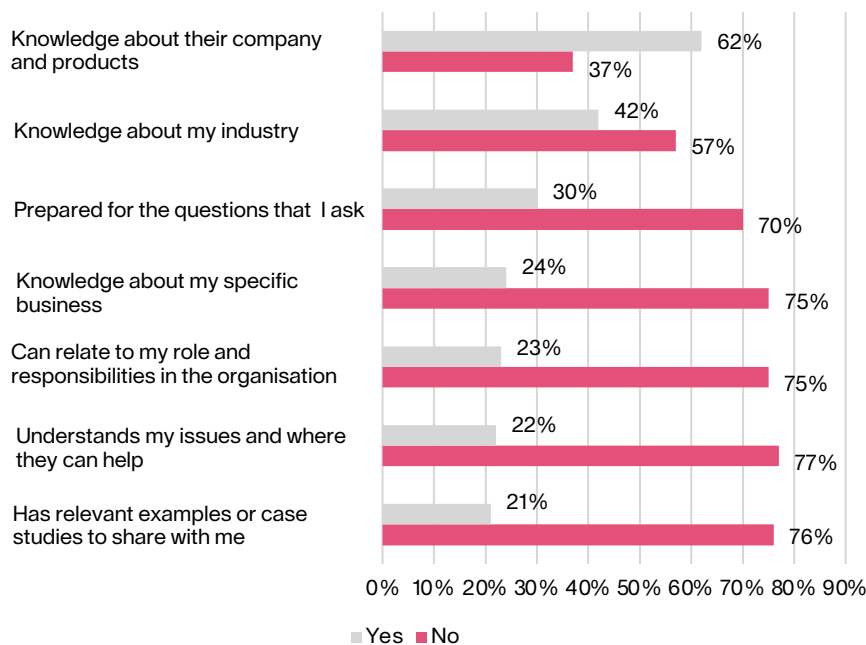
When B2B buyer research was conducted into the following two questions\*  
 What seller behaviours make you more likely to buy?  
 What do you wish sellers would do differently?

### Four topics rated highly on both lists

- + Understand my business
- + Excellent Communications
- + Focus on post-sale
- + Provide insights and expertise

\*2018 CSO Insights Buyer Preferences Study

### Are vendor salespeople frequently prepared for your meetings in the following ways?



Base: 319 executive-level buyers at global companies with 100 or more employees.  
 Source: Q4 North America and Europe Executive Buyer Insight Online Survey.

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# 3 Pre-Approach Personas

As highlighted on the previous page only 23% of executive level buyers feel that the people that are selling to them can relate to their role and responsibility in the organisation.

Although we engage with these personas frequently we haven't necessarily walked in their shoes ourselves.

The following pages represent the collective knowledge and understanding of the personas that we most frequently encounter to enable us to empathise and behave in the most effective way.



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## HR Persona

HR Director, Chief People Officer, Senior HR Business Partner, Talent Acquisition Leads, Organisational Effectiveness / Design

### What are their challenges

- + Lack of an HR budget. Therefore we are competing against multiple priorities.
- + They aren't always involved in business conversations and get asked to execute initiatives without wider context.
- + Business can view them as a blocker or that they slow things down without appreciation that if they are a global organisation, they may need to align to corporate processes.
- + They may be blamed when things go wrong. e.g. we launched a product late as HR didn't recruit the teams we needed to execute against the timelines.
- + Some of their personal wins and incentives can be counter to broader business goals.
- + They may have influence but aren't the ultimate decision maker.
- + Majority of time can be spent on tactical/HR (e.g.. preventing grievances / legal challenges / tribunals) and not at a business or strategic level.

### What outcomes are they looking to drive

- + They aren't always able to articulate to key decision makers the value they/Chemistry add. (Customer Service or Sales don't always value their opinion from a commercial perspective).
- + Investment levels required to work with us. We may be seen as an expensive investment, and they don't want to spend a significant part of the budget they have been allocated with Chemistry.
- + They see Chemistry as an assessment provider and don't see the value we can add.
- + The perceived time and resource required to run a programme.
- + Not all HR have the capability or visibility to have commercial conversation.
- + HR focus on implementation vs business benefit. e.g. SAP - when we went into the central HR team there was push back based on needing a consistent approach across the org.

### Potential barriers to working with Chemistry

- + Connect them to other HR stakeholders and be willing to give without expectation of return.
- + Help to link any programme to business outcomes as well as HR KPIs.
- + Position Chemistry as a trusted partner and not a threat to them. (e.g. Katherine (VP HR) at Experian is example of personal value where we profiled and then coached her)
- + Set them up for success in front of their business stakeholder(s) by supporting them to show the business value they can add.
- + Be present at events they attend or get inspiration from (Recfest, SHRM).
- + Understand the personal and business value to them.
- + Being very specific in terms of how you are going to drive and execute in the areas of concern that they may have around implementation - project plan details etc.
- + Recognise they might have tried to communicate the same message but that the SLT/business stakeholders listen to a 3rd party.

### Tactics to work more effectively

- + Reducing duration and cost of recruitment process.
- + Staff attrition.
- + Longevity of hires (employee lifetime).
- + Time to effective performance (ramp time).
- + Succession planning.
- + Employee productivity.
- + Employee engagement.
- + People awards – Best Place to Work.

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## Business Leader Persona

CEO, CCO, CGO, MD, sales director, CTO, C-Suite

### What are their challenges

- + Revenue growth, profitability, customer satisfaction, customer churn, new product launch, satisfying shareholders, Low Productivity - e.g. speed.
- + They don't have a trusted partner or confidant to turn to when thinking about talent across their organisation.
- + Change in leadership (e.g.. new CEO/PE investment) or change in strategy that requires their function to operate differently.
- + M&A's – integration of businesses
- + Pressure and expectations of pace that they may need to operate in within a transformation/turnaround context or ambitious CEO with aggressive ambition e.g. PE/investor led
- + Not aligned with their HR leader in relation to the business outcomes that they are looking to drive.

### What outcomes are they looking to drive

- + Revenue growth
- + Profitability
- + Customer satisfaction
- + Reduced customer churn
- + Market share
- + Expansion into new sectors/geographies.

### Potential barriers to working with Chemistry

- + They may be looking for a quicker 'fix' and our process may be seen as taking longer.
- + Might not see the quantifiable value that we can add vs traditional profitability or revenue metrics.
- + Introducing Chemistry may build conflict within HR function.
- + We may deliver what business leader wants but this might not tick all the HR boxes. E.g. the business leader may want something more specific for their context but the HR leader wants a 'one size fits all' solution across the corporate structure.

- + DPA issues and the legal compliance associated with them.
- + Perceived risk as their context is rapidly changing, and they don't see the value of taking a data driven approach.
- + Perceived risk as unsure this will be embedded across their organisation.

### Tactics to work more effectively

- + Leverage referrals from other csuite contacts to gain access
- + Tell relevant stories about other individuals and businesses that relate to their context.
- + Use our customer champions to speak directly to them e.g. Tellia spoke to Craig Boundy and CHRO of Co-op, Bain spoke to 18 clients as part of DD process before selecting us as their talent partner
- + Share thought leadership that is applicable to their business context and personal goals.
- + Hypothesise or playback what we think the CEO challenges are and align to those.

- + Take one of their people through the profiling experience to validate approach and outcomes.
- + Emphasise that this is a change management process focused on delivering a business outcome.
- + Demonstrate our ability to be flexible by evidencing how we can deal with a moving context. (NB. We may factor this into the consulting element of WGLL™ )
- + Begin with the end in mind. Align with and document key success metrics at start of opportunity and through sales process so we can link our solution to their outcomes and measure success. NB. Success measures don't always have to be a validated hard number. It can be a more qualitative outcome. e.g. Telia - wanted us to support them in thinking differently about talent; we have then measured the change in sentiment to demonstrate impact.

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# 6 Psychologist Persona

## Organisational Psychologist, Head of Assessment/Selection, Business Psychologist

### What outcomes are they looking to drive

- + Demonstrating to key business and HR stakeholders the validity of organisational psychology principles in employee selection and development.
- + Educating stakeholders who are time poor.
- + Embedding best practice into the organisation.
- + Assessing and comparing multiple vendors regarding the validity of instruments / solutions.
- + Erroneous beliefs and processes embedded in existing business practices.
- + Gathering data for their own purposes e.g. performance.

### What are their challenges

- + Improved individual and business performance.
- + Retaining talent.
- + Career progression for employees.
- + Successful application of best practice across the business.

### Potential barriers to working with Chemistry

- + Alternative views on Chemistry's philosophy and application of science.
- + Understanding advanced application of statistics by Chemistry as if they aren't supported by a team of analysts, the detail/complexity we provide can lead to anxiety.
- + Not being convinced on the validity of Chemistry tools.
- + Challenges to their status as the expert in their area. This may lead to them feeling the need to challenge (or be seen to challenge) and can end up in a game of one-upmanship. As Roger described there can be similarity to the situation when a plumber reviews another plumber's work and inevitably will critique it!
- + Perceiving their role in a project as gathering data for Chemistry's benefit.

### Tactics to work more effectively

- + Many of the issues highlighted will be minimised if we are engaging in business conversations at the right level in the business.
- + Avoid first contact being in front of their peers where they may feel the need to impress. Enable the science team to have the opportunity to build a relationship and trust in a safe space.
- + Set up the conversations so they are most effective and ensure we capture what is important to them. e.g.. If we were to put you in touch with our science team, what specific questions would you like them to focus on?
- + Provide reassurance of validity of tool and recognise that there still may be a debate around this (D and Kirsty referenced 1 pager FAQ's that we can link to).
- + Be conscious of the need to stroke vs threaten ego. Get their opinions as key thought leaders. Create a forum/panel of experts to gather insight and ask them to be on that panel.

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# 7 Pre-approach: The Potential Value Zone

Our differentiated capabilities need to be seen in relation to who our rivals are in the client's mind. This may be the organisations listed below, doing nothing and choosing to live with the issue, looking to leverage inhouse capability or sourcing an alternative option to achieve the business outcome that they are looking to solve e.g. in order to improve productivity we could develop the team we have or we could choose to start from scratch and recruit a completely new team.

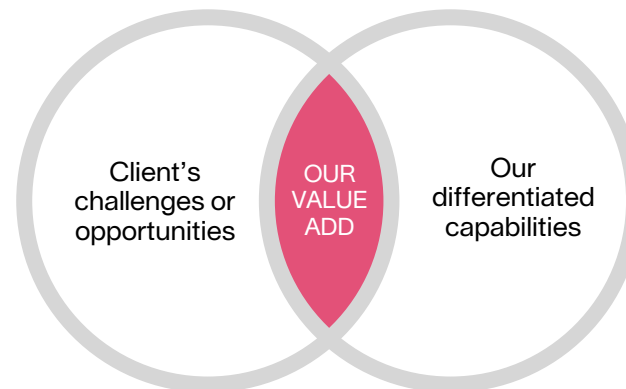
In order to provide guidance on our differentiated capabilities we have outlined below the features or specific elements of our proposition that enable us to stand out vs our rivals and the advantage or generic value that those features provide.

Through engaging with the client and understanding their specific context and perception of need we will be able to articulate the answer to the question 'why us' at the appropriate time in the conversation. We will do this by emphasising the features and advantages that link to the relevant benefits that the stakeholder we are seeking to influence explicitly wants.

## For example:

- + We have (Feature)... a business consulting led approach to creating and embedding WGLL™
- + Which means that (Advantage)...we engage and get the hiring managers support through the process
- + So that you can (Benefit)...avoid the risk of the profile not being used once developed as you mentioned has happened with off the shelf profiles that you have deployed in the past

Before we have engaged and understood the nuanced reality of the individual it is not possible to link through to the explicit need in this way which highlights the importance of qualifying and quantifying throughout the engagement.



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Rival	Chemistry Differentiator(s)	Third-person Validation: Proof points/client stories
<p>Volume assessment providers: (e.g. SHL, PSI, Savilles, Capfiniti, Talent Queue - now owned by KF)</p>	<p>Feature: We don't think that tech is everything so have a consultancy, research and change management based approach to co-creating and embedding WGLL™ that is based on the client's specific business context.                      Advantage: Which means that we are better able to produce the outcome the client is trying to achieve compared to a solution that focuses purely on speed and accessibility.</p>	<p>EY: were using a Saville Consulting personality assessment (Wave). The business didn't buy into it, the hiring managers didn't buy into it, it wasn't gaining any traction because it didn't align those stakeholders to a proven WGLL™ profile that they understood and was predictive of performance.</p>
<p><b>YSC</b> CONSULTING</p> <p>Probably the most popular assessment firm in the world for exec assessment. Have JDI. Good brand rep. Very science based.</p>	<p>Like KF we look similar to the client and will not win by trying to compare our 'mousetrap'.                      Most execs we speak to don't enjoy it, don't get a lot of feedback and find it very academic.                      They won't go beyond C-Level -1 and are very expensive c.4-15k so it would be prohibitive for an organisation to do so.                      Feature We are willing and able to engage across the organisation; our focus is on helping everyone be brilliant at work.                      Advantage which means that we can provide one complete data set across the organisation.</p>	<p>We spoke to head of BT who said that they had done £3 million of YSC assessments. When they looked at whether the leadership capability had improved there was no improvement to the capability.                      We partnered with YSC at Diageo where we did all the assessments below the executive as they weren't willing to engage at that level.                      We have mapped the JDI model to Chemistry to provide a complete data set across the organisation. An example of where we have done this is at Sage where they used YSC for the C-suite and we engaged below.</p>
<p><b>KORN FERRY</b></p> <p>Have acquired all the assets to be viewed as a serious rival but have not integrated them well so as a client they are hard to navigate.</p>	<p>We don't compete based on our methodology as it looks the same to the client but they have larger volume as they have done more interviews than we have.                      Feature We are the only provider in the market that has the ability and willingness to take the analysis across all levels and functions in the organisation. We do that by using the same set of tools at the leadership level as at junior management level, we use behavioural event interviewing at leadership level which can then be scaled across areas like technology and less senior levels in the business.                      Advantage This means that we can get an end to end data set from 1st line manager all the way up to CEO .</p> <p>Chemistry works in small, client facing teams focused on achieving business outcomes. We customise everything necessary to select and hire brilliant candidates within a unique and proven methodology including robust science and data, simple to use software, and business change management.</p>	<p>When we were pitching for Ocado we were pitching directly against Korn Ferry and on the face of it we are very similar - psychometrics, competency/behavioural event interviews. They weren't prepared to go beyond exec roles and across the organisation whereas we were to give them a complete view.</p>

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Rival Chemistry Differentiator(s) Third-person Validation: Proof points/client stories

 <p>Appear a lot in the Leadership space. Hogan is a personality assessment and Intellect test. Hogan have done about 9m assessments worldwide. They have a test that looks at Hogan dark side (derailers) and light side (strengths).</p>	<p>In order to use Hogan, you need to be accredited by Hogan to test and give feedback. Each assessment costs £100's and it becomes expensive for an organisation to roll out. It's a good tool to use to coach someone but not scalable.</p> <p>Feature: Our product isn't reliant on your team being accredited to use it. Advantage: Which means that you can roll this out across the business/function at scale</p> <p>Feature: Chemistry don't charge separately to a client for assessments. Advantage: Which means that it is a more cost-effective way of assessing your talent.</p>	<p>Client example?</p>
<p>Search Companies</p> <p>They have started to position themselves as being able to assess talent. Not just source talent.</p> <p>Their day job is to source talent. Our day job is to define and assess talent.</p>	<p>Their focus is to source talent and their capability is not in defining and assessing talent.</p> <p>Some search firms will say that they can do the assessment as well. That is equivalent to marking their own homework. They are good at sourcing candidates - not great at selecting candidates.</p> <p>Because of the nature of their business model, their motivation is that a company hires 'a' candidate. Our motivation is that you hire the right candidate.</p> <p>Feature: Our assessment tool is one that can be used by all your search partners. Advantage: Which means that when you are bringing in leaders, you are using a consistent psychometric and personality tools which gives you a consistent data set</p>	<p>Experian have been hiring for the last 5-6 years using 1 consistent data set so they can compare leaders they have hired regardless of the search company who they have hired them from.</p> <p>At Experian the search companies said that they can source and have their own way of assessing candidates. However, that meant they were marking their own homework.</p>

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Rival	Chemistry Differentiator(s)	Third-person Validation: Proof points/client stories
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Game-based assessment options: main players are Pymetrics and Arctic Shores. Used in grad recruitment and across a number of management consulting firms.



**Feature:** We create simple assessments

**ADVANTAGE:** which means that Chemistry assessments take minutes compared to hours and can be completed on a wide range of tech.

**Feature:** Chemistry's assessments are relevant to the role and provide instant feedback to applicants.

**ADVANTAGE:** Which means that hiring managers believe in and use them.

**Feature:** Chemistry uses assessment formats that are proven to have reliability and validity beyond just intellect.

**ADVANTAGE:** Which means that they are accurate and legally compliant.

At Verizon and PWC the assessments that they had in place were taking 90 minutes to fill in as they could only measure one trait per game. Some of the games used e.g. popping balloons or putting fireflies in a jar which is confusing in terms of what they are measuring.

Pizza Hut uses Select to completely remove recruiters from their hiring process and still hire better than before.

- + They post a job on their careers site
- + Candidates take Chemistry's assessments in minutes
- + Select inputs candidate scores into ATS
- + ATS books interviews with Restaurant Managers

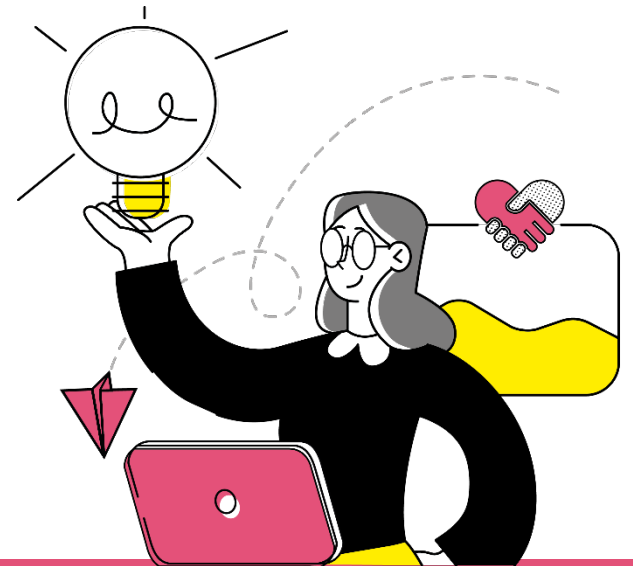
Carphone Warehouse: We customised the platform to their context where they were experiencing candidate drop rates of well over 70% and weren't getting the quality of hire needed. We invested time to understand the end to end process which highlighted that a high proportion of their candidates were applying from job centres using a voucher that provided them with 15 minutes of internet access. Their current approach took 17 mins which explained the drop off rate. We therefore redesigned the assessment to ensure that they could do it within 15 minutes leading to....

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## 2 Approach



# 1 Approach

The Approach is the stage between when you arrive and when the meeting actually starts. When we are meeting people face to face, it's the walk from the reception area to the meeting room. In the virtual world, it's the 2-3 minutes at the start of the meeting when people are dialling in.

Our job in the approach is to build a connection with the client and tune in to their context.

If they meet you in reception and walk you to the meeting room, take note of the different awards/office design/pictures and comment on them. If you are in a virtual context understand where they are based. Be curious, look to understand them and seek to get them talking. As Dale Carnegie said if you want to be interesting be interested.

If you are in their office, be conscious of where you sit based on the environment that you are trying to create. A slight edge is to have them sitting with their back towards any windows. This eliminates potential distractions for them during your meeting. If you have a virtual meeting, similarly remove potential distractions. Have your cameras on, have a clear background and if there is background noise use a headset.

Connection is even more important when we are working remotely as there is a danger that if we don't build rapport, our relationship can become very transactional. Some edges to be aware of and apply are:

- + Personal presentation: dress appropriately for that meeting. If you are meeting EY, they might be more formal. If you are working with a tech company like OVO, they might be more informal.
- + 'On time' means early! Build in the time needed to ensure you don't arrive late. If it's a new venue – it may take you longer than normal to find it. You don't know how long the sign-in process is, it can take up to 10 minutes. If you are having a virtual meeting, if you are using a new platform you may need to download the software.
- + Adjust to their style – if they are task focused get into the meeting quickly, if they are relationship focused take time to build rapport and don't jump straight into the meeting. You may want to prepare small things to discuss; look at their Linked In for possible common connections, what is some recent company news.
- + 'I see you are connected to \_\_\_\_\_. I used to work with her, how is it you know each other?'
- + 'I saw you announced some impressive growth figures last month. It must be exciting times for yourselves'.

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APPROACH

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CLARIFICATION

U SHAPE

CONFIRM

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SOLUTION

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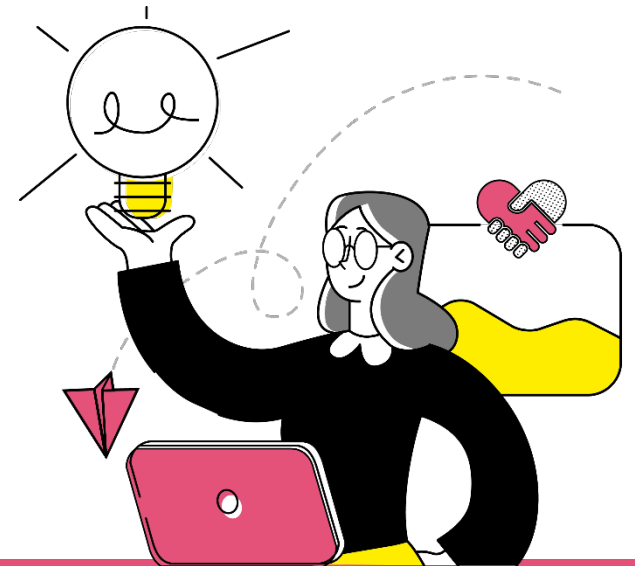
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## 3 Critical kick off



# 1 Critical kick off

The whole goal of this stage of the interaction is to lay the foundations that are needed for a successful meeting, create dialogue and get the prospect to talk about their context, objectives and challenges so that you can understand and align with their perception.

Tips on how to listen and maintain a curious state are only applicable if we are able to create an environment where the people we are engaging with are happy to talk!

A skeleton structure that you can build an opener around that is relevant to the individual and the context that you are meeting is documented below.

The key is to be authentic but having an element of structure can build confidence and ensure that you lay the foundations necessary for a successful meeting. As in any stage of the meeting knowing what you are going to say also means that you can focus on the client rather than what you want to say next.

Structure	Word track
Set the scene	+ Clarify timescales and create a 'peer to peer' environment.
Position your role and potential value	+ Focus on the outcomes you help your clients achieve, not on what you 'do'.
Agree the agenda with them (Them, us and we)	+ Follow a THEM, US, WE approach to the agenda and mentally be prepared to explore unexpected areas if that is where the client wants to go – we must be comfortable navigating ambiguity + Always ask if there is anything else they want to add to the agenda to transfer ownership, don't rigidly impose your agenda on others
Establish a buying atmosphere and conceptual agreement	+ Set up the fact that they will be direct with you and vice-versa - a no is just as good an answer as a yes. Get 'conceptual agreement' to discuss and agree relevant mutual next steps at the end of the meeting as this enables you to reference back to this and transition more comfortably into asking for commitment.
Pass the talking baton as quickly as possible	Options for achieving this include: + Use a 'cluster question' to get them talking about what is most important to them. + Share high-level examples of the outcomes that we solve and enquire which, if any, is relevant to them + Priming: Tentatively share a hypothesis regarding an issue you suspect is relevant to kick-start discussion

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# 2 Critical kick off

## Chemistry Example 1

Example for a pre-existing contact that you are looking to re-engage.

Structure	Word track
Set the scene	+ Great to see you again, we had an hour booked in, is that still ok for you?
State role and potential value	+ As you know my role as client partner is to align with your strategic objectives so we can pull the right resource to help you achieve them (NB this is where insight from the personas can be helpful to help you tailor how you position)
Agree agenda with (Them, us and we)	+ In terms of today's agenda we wanted to suggest broadly 3 key areas:
'Yes is fine, a no is fine, but a maybe will kill you'	+ It's been a while since we last caught up so it would be great to get any updates to current context and focus.
	+ Then I can run through relevant updates or thoughts from a Chemistry perspective.
	+ At the end if it's relevant we can then cover off next steps
	+ Is there anything that you would like to add?
Establish a buying atmosphere and conceptual agreement	+ If there are some areas we can support great, if not it's always a pleasure hearing your perspective, I'm assuming that if we do identify some areas worth discussing further we can look to schedule some time for a follow up with the right people on both of our sides?
Pass the talking baton with a 'cluster question'	+ In terms of updating on your context how has the last year been for you, have there been any big changes, and anything else that you think would help me get up to speed on your situation.

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# 3 Critical kick off

## Chemistry Example 1

Example for a meeting with a new contact.

Structure	Word track
Set the scene	+ Great to meet and looking forward to today’s conversation. We have 1 hour booked in, is that still ok for you?
State role and potential value	+ I’m XXX and I’m a client partner at Chemistry. My role is to partner with ambitious senior business leaders by understanding their business goals and pulling in the right resource from our team to achieve outcomes like increased revenue, profitability and productivity.
Agree agenda with (Them, us and we)	+ In terms of today’s agenda can I suggest 3 high level points:
	+ We always start with you – so that we can understand your current situation, where are you trying to get to and your thoughts on the path that you need to navigate
	+ I can then share with you some preliminary thoughts on how we may be able to help you and some relevant detail about Chemistry and how we have worked x number of clients like (relevant names) over the past 18 years.
Establish a buying atmosphere and conceptual agreement	+ If we both think there may be a fit and value that we can add we can then look at next steps
	+ Is there anything else you would like to add or cover off today?
	+ As you can imagine sometimes these conversations show us that there is a fit and sometimes there isn’t. Assuming at the end of the conversation we are both comfortable that there is am I right in assuming that we would probably look to set up another conversation with relevant stakeholders involved?
Pass the talking baton with a ‘cluster question’	+ Great, well in that case let’s start off with you, what would be really helpful is if you could tell me a little bit about question_____, question_____, question_____ and anything else that you think would help me to better understand your situation.”
Set the scene	+ Great to meet and looking forward to today’s conversation. We have 1 hour booked in, is that still ok for you?

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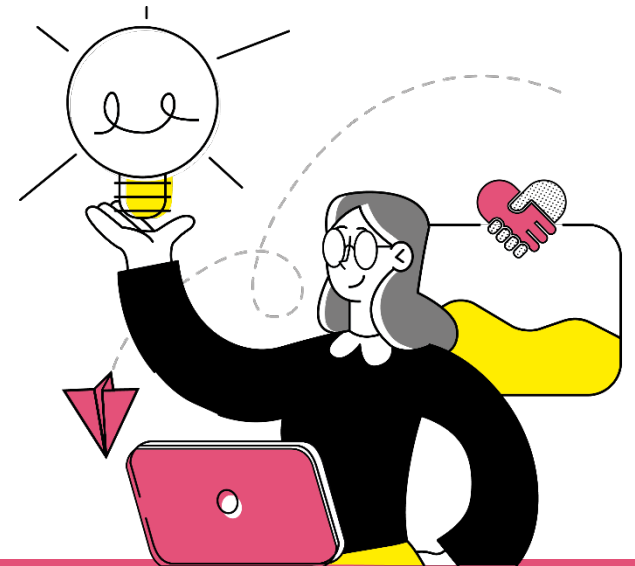
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## 4 Clarification



# 1 Clarification

Once we have completed the critical kick off, we should have laid the foundations for the conversation and succeeded in getting the client talking. It is at this point that we should be listening. Unfortunately, as Stephen Covey highlights, ‘most people do not listen with the intent to understand, they listen with intent to reply.’

There are various reasons why we don’t listen, which can range from wanting to be right and advise, comparing and judging what people are saying, filtering out what we do and do not want to hear and rehearsing what we are going to say when the other party stops talking!

There is a distinct difference between ‘hearing’ and ‘listening’.

- + Hearing is; Accidental, Involuntary, Effortless.
- + Listening on the other hand is purposeful and focused, requiring motivation and effort.
- + Listening, at its best, is active, focused, concentrated attention for the purpose of understanding the meanings expressed by a speaker. Listening means paying attention not only to the story, but how it is told, the use of language and voice, and how the other person uses his or her body. In other words, it means being aware of both verbal and non-verbal messages.

Top tips for actively listening include:

- + Withhold judgement: Focus on them.
- + Show understanding: Repeat back the words you heard to confirm you have captured the message
- + Reflect: Reflect back what you think is the meaning behind those words.
- + Verify: ‘Did I get that right?’
- + Clarify: Ask clarifying and expanding questions e.g. Tell me more...Could you describe what you mean by, Could you explain the thinking behind that...
  - Chemistry example: Client: ‘We need our graduates to be really bright’ Chemistry: ‘Could you explain what you mean by that?’ Client: ‘We need them to come from 1 of 5 Russell group universities’...we may go onto challenge that as an effective way to source!

Know what you are listening for... which in a commercial context means the information that will help you to pull together a clear, concise and compelling value proposition.

As summarised in the earlier section on staying curious this would include:

- + Understanding their needs in terms of the ‘why’ that sits behind the ‘what’
  - Chemistry example: Client, ‘We need you to re-engineer our graduate hiring and we need an assessment’ This is the what. The why that sits behind this is they need their graduate programme to create a diverse group of future managers and leaders but it currently isn’t performing against that metric.
- + Timeline: when do they need a solution and what is driving that timeline i.e. is there a compelling event?
- + Authority: what is the decision making process? who are the people involved? what are the decision criteria?
- + Budgets: what is the process to secure, the source and potentially the amount available?
- + Obstacles: who are the rivals, what aspects of our solution don’t match their criteria and what do they see as our differentiation?

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# 2 Framing

When we question our client / prospect we need to think, not just about the 'What' and 'When' of questioning but also the 'How'. The term that we use to describe this is 'Framing' as in the frame that we are placing around the question. In the same way that a painting can be lifted by the frame that it is placed in so can a question be lifted by what we wrap around it..

Chemistry example 'According to research that our partners BAIN have conducted, 85% of companies wouldn't rehire their sales teams. We are seeing many organisations prioritising the need to identify the gap between the talent that they need and the talent that they have got across high volume functions like sales and customer success. I'm aware that this may or may not be a priority for you! So that we can focus on the areas that are most relevant for you could you share the top 3 priorities that you are focused on?' This is more effective than asking, 'what are your priorities?'

## Here are 6 framing techniques that you can weave into your client conversations

- + Client's Own Words. If they use the term employee experience and not employee engagement, be comfortable using employee experience. Example "Previously you talked about the employee experience when completing the online assessment form, what impact is that having on..."
- + Research: Show that you are credible by referencing research. Example 'I saw a post by your CEO and understand from that that the business priority is to move to a more digital solution. With that in mind have you considered what that means for your talent strategy'
- + TPV (Third-person Validation) or customer stories is a great way or sharing insight without coming across as an arrogant expert: Example 'One of our clients that has a large contact centre workforce (if appropriate use their name) found that due to the changing expectations of the customer, the landscape for what a good customer service agent looks like has shifted. Is this something you are also finding?'
- + Empathy: Example 'I appreciate that you might not have all the data and it may be a difficult question to answer, but could you expand a little more on some of the key reference points you use to predict future performance?'
- + Share with them the value of the question (to you and them): Example 'For the next meeting, who from the business will be attending and what is their primary focus, that way I can make sure I bring the relevant people from our side that can add value.'
- + Humbling disclaimer: Example 'I apologise if I am missing something that should be clear, but I am struggling to understand...'



'Clarification questions' are the simplest questions to ask but we often forget to ask them because we get excited about the potential that we think we see for a sale e.g. 'This is a critical need for us and we need to act urgently' Why is it critical? What is their version of urgent – next week, next quarter?

- + TED questions: 'Tell me...', 'Explain to me...', 'Describe to me' can be used as a basis to ask these questions e.g. "Can you explain to me what you mean by urgent?"
- + This can be framed with a quick response and then the clarification question 'We pride ourselves on our ability to flex to the customer so we can respond extremely quickly if needed. So that I give you the level of detail that you need, can you explain why turnaround time is critical to you?'
- + 'What else?' once we have someone keep them talking. Resist the urge to take control back.

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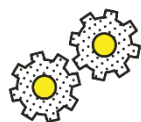
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# 3 Question categories

It is important that we don't waste the opportunity to ask great questions. Too many people ask lots of questions but they are the wrong type and this damages rather than helps their credibility. We can categorise questions into 4 types:



## Status

Help you to uncover facts and details e.g. how many employees do you have?

These are low value to the customer so we should consciously minimise the number that we ask through ensuring that we have done our prep. Their job is not to educate us about the basics of their business. There will be some status questions we have to ask / validate, but would you agree that saying to a customer 'what I think I understand about your business is... is that correct?' is very different to saying, 'tell me how your business is performing.'



## Issue

These are the most important questions in an effective meeting. They are designed to uncover business issues, i.e. problems or opportunities that a company or an individual within a company is facing.

For example, 'How are you responding to the increased pressure on margins that was mentioned in your last annual report?' or 'How satisfied are you with your ability to hit the increased revenue target next quarter?' These questions show the customer that you are able to have a business-level dialogue which is essential if we are looking to successfully operate at the C-suite.



## Consequence

The third category are 'Consequence' questions. These are questions that explore the effect that issues are having.

For example, 'What effect is the decline in revenues that you mentioned having on the business?'  
A: 'it means that we aren't able to invest in the areas that we would like.'



## Value

These are the questions that uncover the value perception that the customer has of resolving the issue and consequences.

For example, 'What would it mean to the business if you were able to increase investment by halting the decline in revenues?' or even more powerful, 'what would it mean to you personally?'

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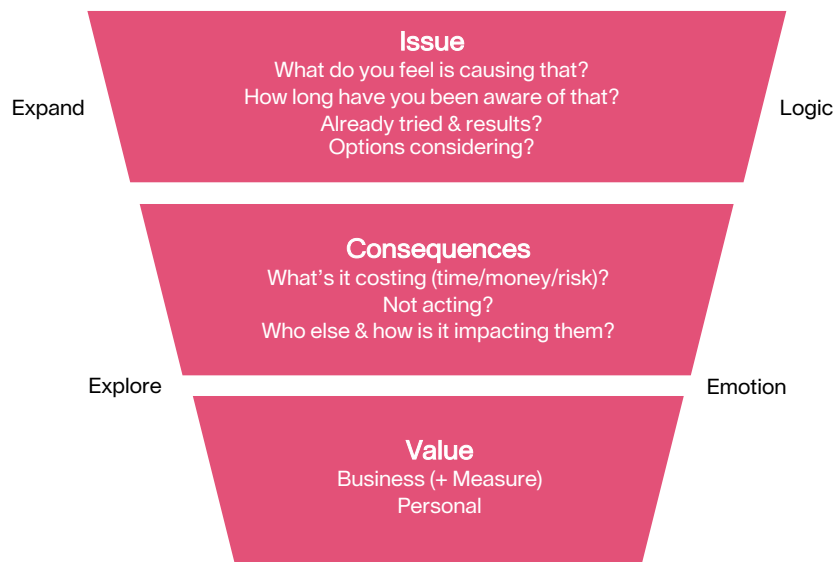
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# 4 Question funnel

Abraham Maslow once said that 'logic makes us think but emotion makes us act'. Taking the time to empathetically probe down to the value layer gives us the opportunity to align with the emotional drivers that sit behind a need. These questions need to be well framed in order to ensure that they land well and so that you maintain a buying atmosphere.

This is the key to identifying and helping to shape the measures of success that a) enable us to present a compelling proposition and b) enable us to measure the impact of the engagement.

An expanded version of this journey from issue through to value would potentially involve a number of additional steps:



Please note the chances are that you won't have to ask all of these questions if you have got the customer talking at the start. However, by having them in mind, it enables you to listen and plug the gaps in your understanding.

There are two levels of value: 'business' and 'personal'. 'Business' value is usually quantifiable and measurable so we should find out the measurable future state e.g. if they say the value is "growth" we should clarify how they are measuring growth (revenue, profit, headcount) and what the goal is and where they are starting from. 'Personal' value isn't always measurable but it can be just as powerful a motivator for someone to act.

An example to bring this to life is: If the issue is a missed revenue target, the consequence is that that means they are not hitting their profitability target. The value from a business perspective of hitting the profitability target is that they are able to invest in new technology, initiatives and people, with the personal value being the RVP achieves the level of profit needed to build their stock portfolio so that they can retire and spend the time they want with their family.

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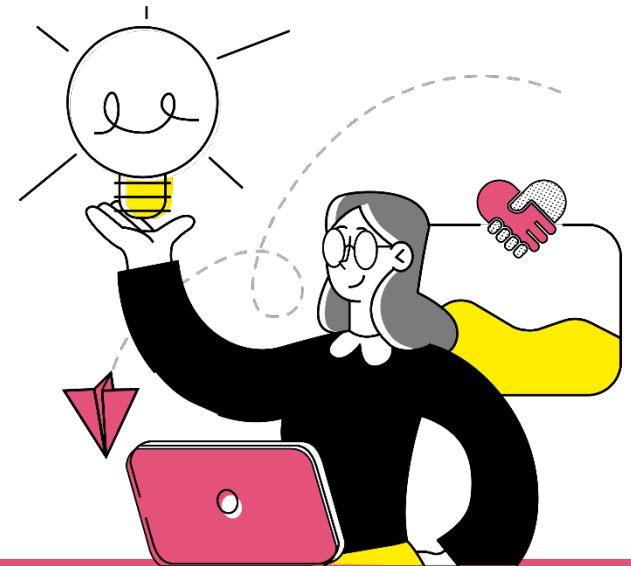
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## 5 Shape



# 1

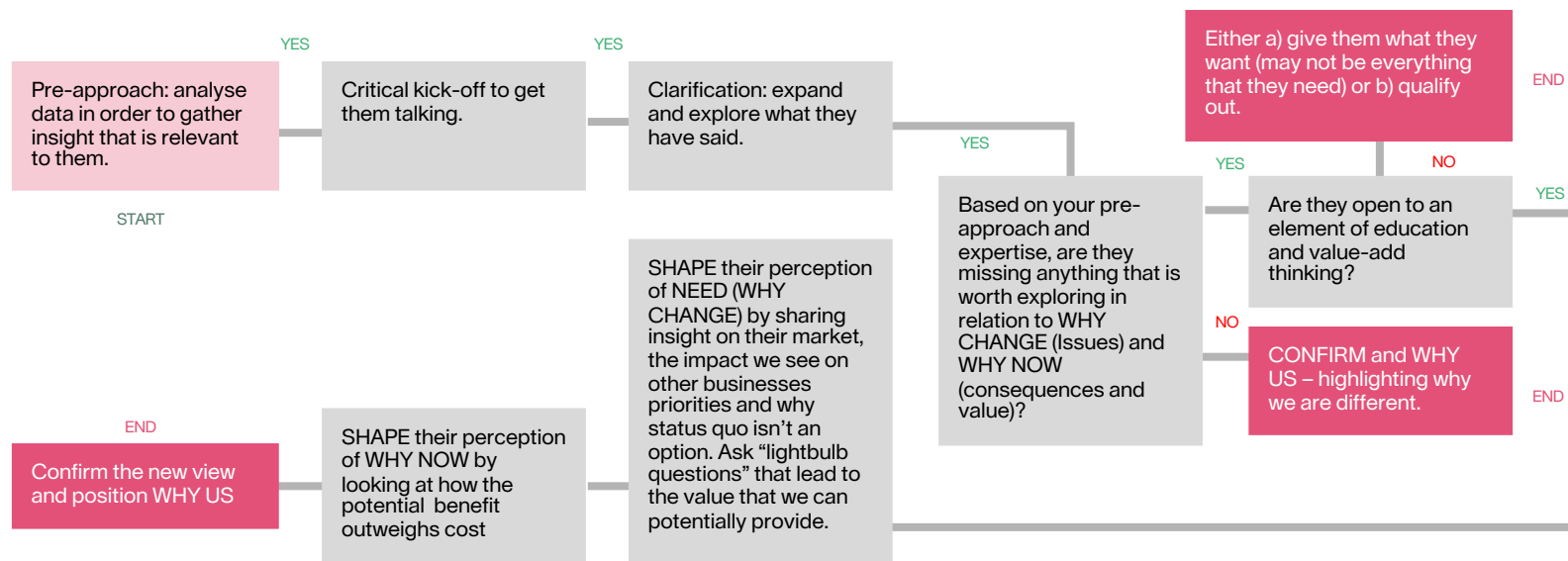
As experts in what we do, we may be able to see opportunities, challenges and perspectives that our clients cannot. As Henry Ford once commented, 'If I had asked people what they wanted, they would have said faster horses.' In line with our value of loving the problem we must remember that the Einstellung Effect is a cautionary tale of how our first ideas are rarely our best. It posits that when faced with a problem, we tend to stop thinking constructively or exploratively about it as soon as we think we've found an answer. Our role is to ensure that our clients do not fall into this trap.

Having taken the time to understand and clarify their perception with empathy and curiosity we have potentially earned the right to use our insight and relevant experience to shape their perception of need, the

internal dynamics that need to be navigated to kick a project off and how we can collaborate to achieve their objectives. When looking to shape their thinking we should not be communicating 'you are wrong', we should be communicating curiosity and client vs self orientation in order to position and maintain our 'trusted advisor' status.

The value of creating these lightbulb moments is captured well in the outputs of research by the Corporate Executive Board and others, 'What sets the best suppliers apart is not the quality of the products, but the value of their insight – new ideas to help customers either make money or save money in ways they didn't even know were possible.'

The flow of how this may fit into a client discussion is:



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# 2 As we shift into this phase we should say something like....

'Thanks for taking the time to go through that. It's really helpful to understand your context as you have described it. There are a couple of things it would be good to drill down on based on what you have said. Would you mind if I asked a couple of further questions?'

From the point that we have permission we can leverage our insight, our knowledge of their concerns and our knowledge of how we differentiate in the market to ask questions to create the relevant lightbulb moments around: opportunities that we believe that they need to focus on and prioritise; criteria on which they should be making a decision; the steps needed to drive an initiative forward (including new stakeholders that should be engaged); and why we are the right partner vs other options that they may currently either be using or considering.

We can try to shape thinking by simply presenting an alternative view but in order to preserve a 'buying atmosphere' we would be well served remembering that as Galileo once said, 'You cannot teach a person anything, you can only help him to discover it within themselves'. The best way to truly challenge someone's thinking is to ask questions rather than to tell them how they should think.

The right question can lead to a 'lightbulb moment'. This is where the client truly understands the reality of their situation, where previously they may have been at the 'Satisfied' stage of the Buying Cycle, or at the stage where a challenge / opportunity was not yet high enough on their agenda to warrant immediate action or where they hadn't fully appreciated the nuanced reality of how they would need to navigate their internal context e.g. to secure budget.

Questions that we ask at this stage will often start with phrasing like:

- + 'How satisfied are you with...'
- + 'How comfortable are you...'
- + 'How important is...'

In addition to timing these questions another key consideration to help you maintain a buying atmosphere is how to present them. One of the most effective techniques is to frame the question in a client story...

- + Chemistry Example 'When we were in discussions with Ocado they were considering a number of alternatives to achieve their desired business outcome. They shared that on first review we all looked similar, we all talked about psychometrics and competency/behavioural event interviews and so they were struggling to know how to differentiate. As discussions progressed it became clear that it would be incredibly valuable for them to have one data set across all levels of their business from the executive all the way down through their different functions so they needed a team who were both willing and able to engage in this way. How important would it be to you to have a complete data set that covered the whole organisation vs something that just covers the exec team?'

On the basis of the insight on competitive differentiators provided earlier in the playbook, example questions – that lead to our differentiation, that we would ask to shape the client's perception of 'why us' when we know that we are being compared to rivals – could be:

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# 2.1

## Example 'Lightbulb' questions

Rival	Chemistry Differentiator(s)	Possible "lightbulb" questions
<p>Volume assessment providers: (e.g. SHL, PSI, Savilles, Capfiniti, Talent Queue - now owned by KF)</p>	<p>Feature: We don't think that tech is everything so have a consultancy, research and change management based approach to co-creating and embedding WGLL™ that is based on the client's specific business context.</p> <p>Advantage: Which means that we are better able to produce the outcome the client is trying to achieve compared to a solution that focuses purely on speed and accessibility.</p>	<ul style="list-style-type: none"> <li>+ How satisfied have you been with the levels of buying and compliance that you have had when using a volume solution like...</li> <li>+ How comfortable would you be with the change management approach that will be rolled out</li> <li>+ How important is the quality of the outcome vs the need for speed and accessibility</li> </ul>
<p><b>YSC</b> CONSULTING</p> <p>Probably the most popular assessment firm in the world for exec assessment. Have JDI. Good brand rep. Very science based.</p>	<p>Like KF we look similar to the client and will not win by trying to compare our 'mousetrap'.</p> <p>Most execs we speak to don't enjoy it, don't get a lot of feedback and find it very academic.</p> <p>They won't go beyond C-Level -1 and are very expensive c.4-15k so it would be prohibitive for an organisation to do so.</p> <p>Feature We are willing and able to engage across the organisation; our focus is on helping everyone be brilliant at work.</p> <p>Advantage Which means that we can provide one complete data set across the organisation.</p>	<ul style="list-style-type: none"> <li>+ How comfortable would be having a model that is different for your exec team vs other roles in the business?</li> <li>+ How important would it be for you to have a complete data set up and down the organisation?</li> <li>+ How important is having a consistent data set as people go throughout their career?</li> <li>+ How important is it that your leadership model evolves as your context evolves?</li> </ul>
<p><b>KORN FERRY</b></p> <p>Have acquired all the assets to be viewed as a serious rival but have not integrated them well so as a client they are hard to navigate.</p>	<p>We don't compete based on our methodology as it looks the same to the client but they have larger volume as they have done more interviews than we have.</p> <p>Feature We are the only provider in the market that has the ability and willingness to take the analysis across all levels and functions in the organisation. We do that by using the same set of tools at the leadership level as at junior management level, we use behavioural event interviewing at leadership level which can then be scaled across areas like technology and less senior levels in the business.</p> <p>Advantage This means that we can get an end to end data set from 1st line manager all the way up to CEO.</p> <p>Chemistry works in small, client-facing teams focused on achieving business outcomes. We custom everything necessary to select and hire brilliant candidates within a unique and proven methodology including robust science and data, simple to use software, and business change management.</p>	<ul style="list-style-type: none"> <li>+ How important would it be for you to have a complete data set up and down the organisation from 1<sup>st</sup> line manager all the way to CEO?</li> </ul>

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# 2.2

## Example 'Lightbulb' questions

Rival	Chemistry Differentiator(s)	Possible "lightbulb" questions
<p><b>HOGAN</b></p> <p>Appear a lot in the Leadership space. Hogan is a personality assessment and Intellect test. Hogan have done about 9m assessments worldwide. They have a test that looks at Hogan dark side (derailers) and light side (strengths).</p>	<p>In order to use Hogan, you need to be accredited by Hogan to test and give feedback. Each assessment costs £100's and it becomes expensive for an organisation to roll out. It's a good tool to use to coach someone but not scalable.</p> <p>Feature: Our product isn't reliant on your team being accredited to use it. Advantage: Which means that you can roll this out across the business/function at scale</p> <p>Feature: Chemistry don't charge separately to a client for assessments. Advantage: Which means that it is a more cost-effective way of assessing your talent.</p>	<p>How important is it for this to be rolled out at scale quickly?</p>
<p>Search Companies</p> <p>They have started to position themselves as being able to assess talent. Not just source talent.</p> <p>Their day job is to source talent. Our day job is to define and assess talent.</p>	<p>Their focus is to source talent and their capability is not in defining and assessing talent.</p> <p>Some search firms will say that they can do the assessment as well. That is equivalent to marking their own homework. They are good at sourcing candidates - not great at selecting candidates.</p> <p>Because of the nature of their business model, their motivation is that a company hires 'a' candidate. Our motivation is that you hire the right candidate.</p> <p>Feature: Our assessment tool is one that can be used by all your search partners. Advantage: Which means that when you are bringing in leaders, you are using a consistent psychometric and personality tools which gives you a consistent data set.</p>	<p>How important is it that you are able to validate the hypothesis that you have for <b>WGLL™</b> in the role?</p> <p>How important is it that you are able to use a consistent data set to assess the leaders that you bring into the business?</p>

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# 2.3

## Example 'Lightbulb' questions

Rival	Chemistry Differentiator(s)	Possible "lightbulb" questions
<p>Game-based assessment options: main players are Pymetrics and Arctic Shores. Used in grad recruitment and across a number of management consulting firms.</p>  	<p>Feature: We create simple assessments.</p> <p>ADVANTAGE: Which means that Chemistry assessments take minutes compared hours and can be completed on a wide range of tech.</p>	<p>How comfortable are you that your target audience would be comfortable making the connection between a game where they are popping balloons and the relevance to the role that they are going for?</p>
	<p>Feature: Chemistry's assessments are relevant to the role and provide instant feedback to applicants.</p> <p>ADVANTAGE: Which means that hiring managers believe in and use them.</p>	<p>How important is reliability and validity of the result to you?</p>
	<p>Feature: Chemistry's uses assessment formats that are proven to have reliability and validity beyond just intellect</p> <p>ADVANTAGE: Which means that they are accurate and legally compliant.</p>	

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# 2.4

## Example 'Lightbulb' questions



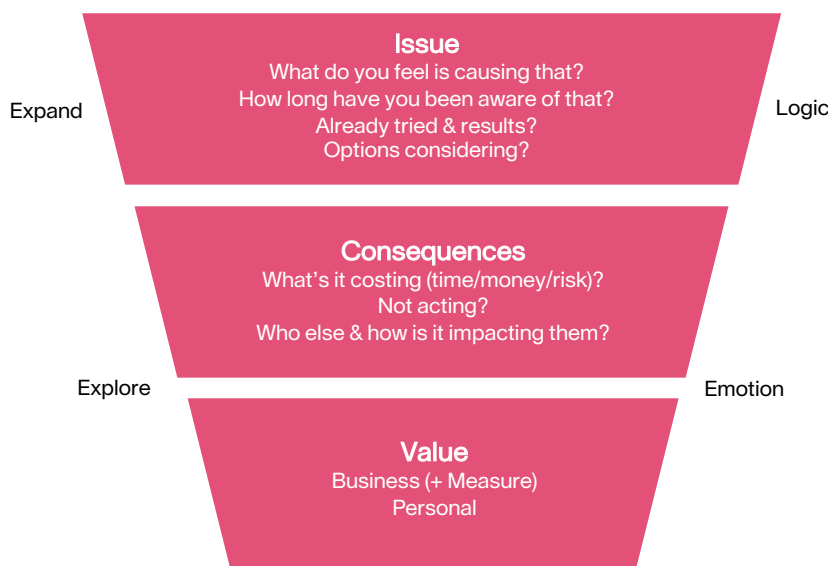
Examples of how we might shape based on the initial responses that we have received based on the responses we have received in the clarification section:

**Chemistry example:** When we asked 'what are the reasons that sit behind the issue?', the client shared their thinking that the reason behind the fact that they aren't producing enough leaders from their grads was a selection issue. Based on our knowledge of helping Diageo we know it could be sourcing. 'When we have worked with clients with similar objectives we see where they are sourcing can have an impact, how satisfied are you with the visibility you have on whether you are accessing the right pools of talent for you?' Validate by sharing the story of Diageo recruiting outside of the Russell group or C+W recruiting from local talent in the Caribbean using the WGLL™ profile that removed bias.

When we asked 'what is it costing?', the client may have said £x based on the cost of having to hire and onboard a new member of their team to the point that they are productive. We can get them thinking more broadly through our 'lightbulb' questioning and ask a question such as 'in addition to the loss in revenue you have highlighted other clients have shared that there is also a risk that time is being spent in areas that are not adding value as focus is lost. How comfortable are you that the team are focusing all their time into the right areas?'

'Who else is it impacting?', from which the client may have said no one as they had not given much thought to it. We can challenge that through our 'lightbulb' questioning and ask a question such as 'typically we find if there are these challenges you mentioned, the customer success team often feel an impact too, would that potentially be the case here?' If it turns out it is the case we can bring in another stakeholder to the conversation.

In response to business value, if the client talks about the team being engaged and supported, we can then ask the lightbulb question, 'typically we see this type of spend needs a business case, so while we agree the team being supported is important, what would be needed to satisfy the Financial Director that the financial benefit outweighs the financial cost?'



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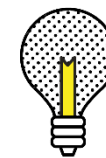
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# 2.5

## Example 'Lightbulb' questions



We can apply the principle of shaping the buyer perception by using lightbulb questions beyond their view of "need" into other critical areas of qualification i.e. timelines, authority, budget and obstacles.

Henry Ford said, 'If I gave people what they wanted they would have ended up with faster horses'. He recognised that most people do not have perfect knowledge of the context in which they operate in and that they will inevitably have blindspots in their understanding.

In a complex multi-stakeholder environment we often need to help our contact to navigate their own internal landscape to achieve approval for a project. If they have never engaged the type of external support that we can provide they may not be aware of key factors such as sign-off levels that need to be taken into account.

Examples of how we can create lightbulb moments if we suspect that there may be 'blindspots' in their awareness are illustrated for authority below.

- + Process: If they have explained the decision process in their business but haven't talked about the need for an internal business case but we know from experience that this is typically a stage in the buying process for most enterprise customers we might ask, 'Thanks for the detail that you have shared on how you will look to get this project approved internally. One stage that you haven't explicitly talked about that we often see in other similarly sized organisations is that there has to be a business case approved. That may or may not be a stage here but I wanted to double check in case that is something that we many need to consider?'
- + People: If they have explained who is in the decision making unit but haven't talked about key stakeholders (e.g. legal/finance/procurement) that we know from our experience are often involved on opportunities above a certain spend threshold we might ask, "Thanks for sharing the detail of the key stakeholders that need to be aligned for this decision. One group that you haven't

explicitly talked about but who we often see getting involved in other organisations is the finance team. Is there a threshold above which they might need to be engaged in the process?"

- + Criteria: If they have shared the top 3 criteria (beyond price) against which they will make a decision and haven't explicitly talked about a factor or consideration that you know is often important you may test this by asking, 'In addition to the points that you have highlighted how important is 'X' likely to be when making a decision'. NB This approach can also be applied to introduce areas of differentiation that you know that you have vs your competition e.g. 'how important is the change management approach that your partner takes to embedding new ways of working into the hiring manager community so that they use the outputs that they are provided with?'



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# 3 How do we shape their thinking?

From the customer perspective

## Why change?

Demonstrate knowledge and empathy of their context and then state the case for change to provide insight

- + MARKET VIEW – Share validated perspective on what is changing in the clients market e.g. regulation, customers...
- + BUSINESS VIEW – share perspective on how market changes are impacting other similar organisations and explore relevance to their business and objectives. Identify, align and SHAPE their issues (adversaries/opportunities).
- + Change vs Status Quo – Acknowledge and empathise on the barriers that need to be overcome and that the key question is do we work through the barriers to change or stay as we are?

## Why now?

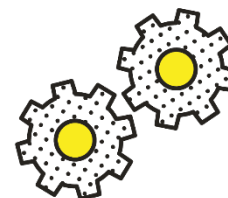
C.60% of global sales opps end in no decision i.e. “do nothing for now...”. We must break away from the acceptance of status quo or fear of innovation

- + What is the BENEFIT vs COST (time, money, risk) - help them assess and see that the benefits of change outweigh the costs of change at this point
- + Quantify the potential value.
- + Engage emotion not just logic to drive excitement about the potential new reality.

## Why us?

You are competing against direct, indirect and internal competition...

- + How will you help them navigate through and past the barriers to change and capitalise on the potential benefits?
- + What is the value proposition matched to their needs and supported by relevant third-person validation and statistics?



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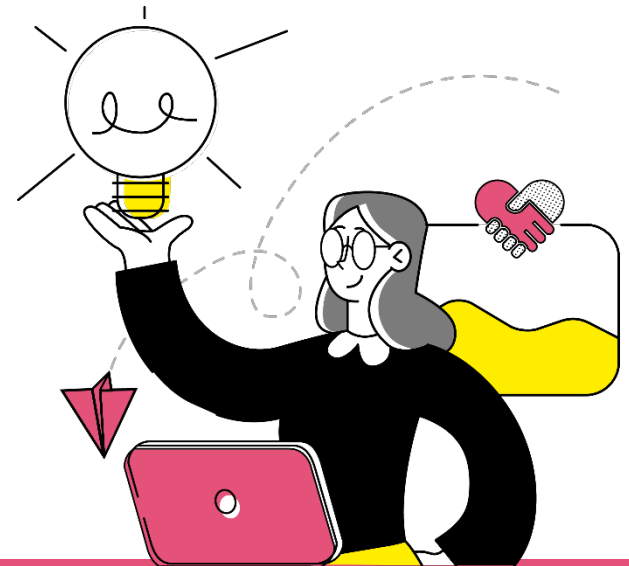
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# Structuring a client interaction using QUIS™

chemistry

Applying QUIS™ - the 10 steps that underpin an effective meeting

- 6 Confirm
- 7 Why us



# 1 Why Us

Once we have qualified the customers need, time, authority, budget, and obstacles, we should have a clear understanding of the client context so it is now time to help them see that we can help them achieve their objectives through presenting a clear, concise, and compelling articulation of 'Why us'.

The amount of detail that we go into will depend on where we are in the process. Early on, we may only be planting a seed. At the later stages, we may need to provide more detail but the consistent pattern throughout is that we need to ensure that they see that the benefit of engaging with us outweighs the perceived cost. If we do not manage to tip the value equation so that perceived benefit of engaging with us outweighs perceived cost (money, time and risk) that is normally when concerns and questions are raised.

Ineffective consultants don't listen enough in the early stages of engagement and don't really understand what is relevant to the client. They attempt to credentialise in a generic way rather than recognising that 'less is more' and only sharing the relevant features and advantages that can be linked through to relevant benefits for their audience.

The transition into 'why us' started in the previous section as we confirmed back our understanding; this should then continue by asking, 'how much do you know about our background and approach?'. This can be made specific to a specific proposition Chemistry Example: 'how much do you know about our approach to filling high volume roles' or an element of our offering Chemistry Example 'Have you had exposure to the 5 box model that sits at the heart of how we engage?'

This question allows us to qualify that you aren't about to tell them something that they already know. Like all good questions this also helps you to flush out any potential concerns that they may have. The follow up question is to then:

"Before I go into thoughts on how we might look to engage would you mind if I shared a couple of relevant points about Chemistry and our approach?"

Gaining permission in this way is all about maintaining a buying atmosphere vs slipping into a mode that exerts pressure on the individual.

Feature: A specific element of our offering

Advantages: the generic value - where possible should be used to differentiate with the competition.

Benefit relates to the specific value that the prospect that you are addressing explicitly wants.

We have the ability to use technology to automate your selection process.

Which means that you don't have to increase the size of your recruitment team to deal with a bigger pipeline of candidates.

This will enable you to break your dependency on a small group of universities and rapidly achieve your objective of sourcing a diverse pool of talent that matches the WGLL™ profile that we will build with you.

We have the ability to stream people in and not just select them out.

This means that we can approach people that aren't actively looking

This will help ensure that you maximise the size of the talent pool that you are recruiting from. An example of where we did that was with Carphone Warehouse...

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# 2.1 When presenting, some key guidelines are:

- + Numerate your points: 'in our experience with other clients looking to achieve a similar outcome there are 3 main reasons that they share, sitting behind their decision to partner with us. Point 1... Point 2... etc.'
- + Make sure to link all the way through to benefit so that they see the relevance of the point that you are highlighting – the client is interested in the 'so what' for them.

Feature	Advantage	Benefit
---------	-----------	---------

We have... we are... our approach is...

...which means that...

...so we would be able to hit the tight timelines that you mentioned, earlier in the conversation, were a key priority for you earlier in the conversation.

- + Back up your claims with proof points stories and third-person validation. Chemistry Example 'We have been able to deliver 277 executive profiles with feedback and insight within 12 weeks in a programme with Telia', talk about your own traits to bring the five box model to life (remembering to be humble!)
- + Test commitment in order to confirm that the points you shared have resonated. This should never be done by asking 'does that make sense' as it doesn't tell you if your point has resonated. Instead be more specific and ask something like: 'Have the points that I have shared helped give you the confidence that we have the potential to help you quickly and effectively implement the right talent solution so that you can accelerate growth?' If they say yes that gives us a green light and it may be time to start to move the conversation forward towards offering solutions.

If they say no we can deal with any objection there and then. Other commitment questions that you could use at this point include:

- + What is going through your mind as I am covering this?
- + What do you think the team will like most about this approach?
- + Does that give you enough confidence that we might be the right partner for this project to help you achieve your goals?
- + Based on what we are sharing do you feel that would be a fit for your organisation?

CONFIRM

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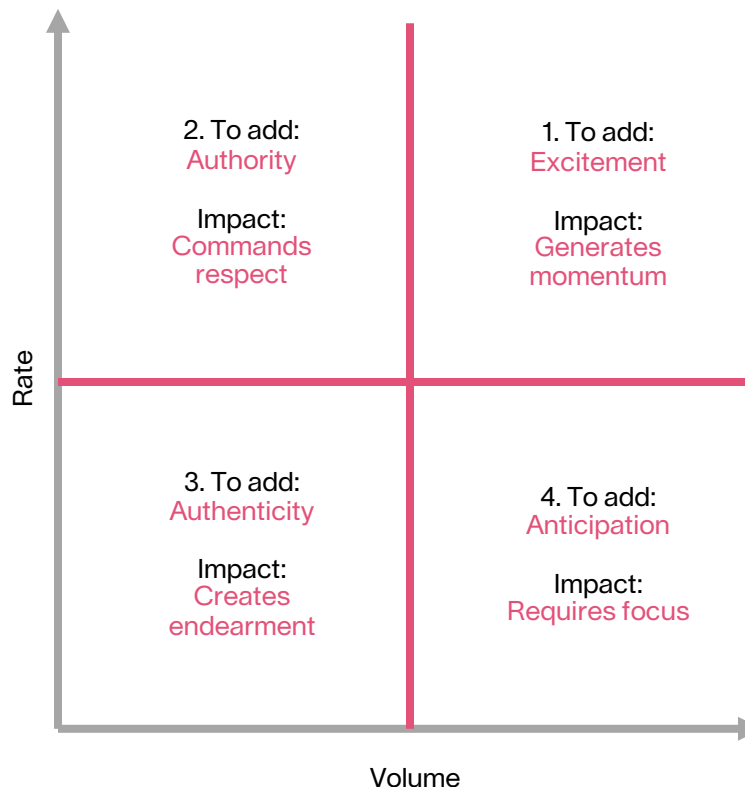
SOLUTION

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# 2.2 When presenting, some key guidelines are (Cont):

- + Eliminate don't create distractions when sharing thoughts e.g. be intentional with body language rather than unintentionally creating visual noise.
- + Its not just what you say but how you say it. Think about your vocal variation with rate and volume.
- + Use participant names to keep their attention.
- + Media should support your presentation not vice versa. There's something very human but also impressive about leaving the slide deck behind, picking up a blank piece of paper and pen and making what are actually quite complicated messages really simple to digest and understand. You'll buy yourself credibility and wow factor when you get it right.
- + Get the audience to write things down (e.g. get them to draw the five box model too) as they will retain a greater portion of what has been covered.
- + Support one another if presenting as a team; nod in agreement when key points are made, focus on the speaker vs looking elsewhere.
- + If there are positive indicators from the client, pause and explore with them, 'it looks like that point has resonated, what's going through your mind?'



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# 3 Introducing the 5BM

When you're introducing the 5 Box Model, here are 3 things you need to say:

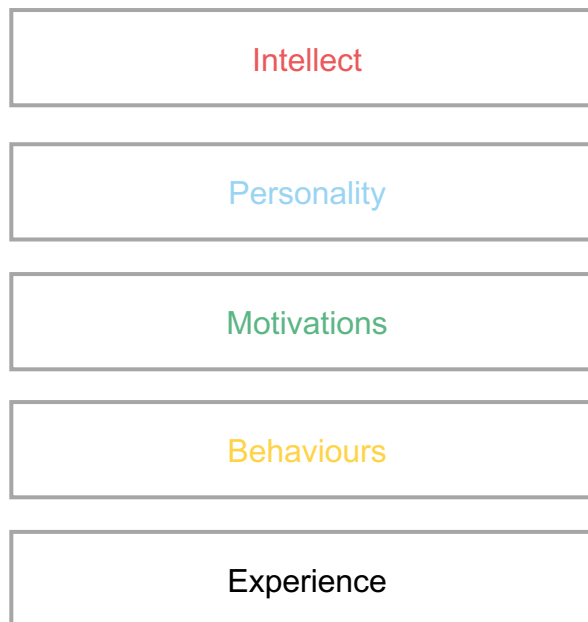
1. Our 5 Box Model is our core piece of intellectual property
2. It gives our clients the confidence to make better people decisions
3. It's our formula for predicting human performance in any given workplace or environment

Draw the model NB The way we draw the 5 Box Model is key. Remember that storytelling is about building suspense. You don't have to rush this!

1. Start by drawing your 5 boxes in black.
2. Fill in the boxes one by one, starting with **Intellect (Red)**, then **Personality (Blue)**, then **Motivations (Green)**, then **Behaviours (Orange)**, and then Experience (Black).
3. Pause – let your audience process the words in front of them. Use silence to build anticipation.

You'll have the following drawing as shown here:

Your model should look like this:



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# 3.1 Introducing the 5BM

Use relevant stories and examples based on the conversation so far to help the audience identify that although they may be gathering different types of data on their people through their hiring and developmental processes and practices the challenge is that those pieces of data are often not correlated to the outcome variable. Too often there is a reliance on experience even though it is the least reliable predictor of human performance. Therefore, it is essential that they identify the traits, behaviours and experiences that are predictive of the business outcomes that they are looking to achieve and this is where Chemistry can help. Through a combination of data analytics, modelling and consulting expertise we use the 5 box model to determine WGLL™ for their unique context.

We can illustrate the challenge of looking at data that is not correlated to the outcome variable in a number of ways including:

- Referencing a relatable example e.g. 'Many organisations have experienced a challenge when they promote sales people to become sales managers based on their experience as a sales person. This has often resulted in the destruction of the team as they lose a top performing sales person and put that person into a role that they are unsuited for where they negatively impact the performance of the team around them.'
- Sharing the example of Google who several years after Chemistry had identified this challenge realised that their historical approach to recruiting engineers based on the educational background at universities like Stanford was not providing the talent that they needed to succeed in their context.
- Sharing our own client experiences and third-person validation e.g. 'When we worked with a financial services organisation, we found that 70% of what they looked for when they hired someone was not relevant to the decision that they were trying to make.'
- Sharing the Founder's/Nortel Story (as detailed on following pages).



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# 3.2

## Introducing the 5BM The Founder's/Nortel Story

### Here's the backstory to how The 5 Box Model was created.

Our CEO Roger Philby, who was Global Head of Resourcing at Nortel Networks a number of years ago, asked the question:

'Why are over 70% of the people our team are hiring not performing as expected?'

Looking around he saw that this problem existed in other corporations. Why was it that at the point of hire, we could not, even using psychometrics from established vendors, predict accurately how someone might perform in the future?

At Nortel the sales team Roger was recruiting into could be broken up into 3 distinct buckets of individuals:

1. Star performers – the 20% of people generating 80% of the revenue. They had something different in their make up. They were doing things no one else was doing. They were known across the organisation.

2. Clock in & Clock outers – the people who were in or around their numbers. They weren't doing a great job, they weren't doing a particularly bad job. They were just 'there'.
3. Mood Hoovers – the people who literally sapped the life blood out of the organisation. Quite clearly they weren't aligned to the business and them turning up every day was having a negative impact on their colleagues and their customers.

'What Roger wanted to understand was:

What if you could predict, at point of hire, with an unerring degree of accuracy, into which one of these buckets an individual would fall?

To understand this, he worked with the British Psychology Society and a worldwide talent management agency, DDI, to conduct a piece of research into the key predictors of human performance...The research had a number of stark findings, the most significant of which was this:

'Experience is the least reliable predictor of human performance.'

NB The important bit here is to start to get your audience to think about the implications of their own people decision making processes, and the impact it's likely to be having on their business.

"In every single subsequent study, we've ever done into workplace performance, experience has always been the least reliable predictor of performance. That's to say, what makes the difference between your best people and everyone else, is never a question of what they've done in the past...

That's how we define experience...The knowledge or skills you have acquired in the past. In other words, what you've done before. How long you've done it for. Which business you've done it in."

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# 3.2 Introducing the 5BM

'What we're not saying is, experience is not important, just that it's the least reliable predictor. In some jobs, like medicine, you can't perform the role if you haven't got the required training and accreditation. But once you have, the difference between one doctor and another doctor's performance has nothing to do with their SAT scores.'

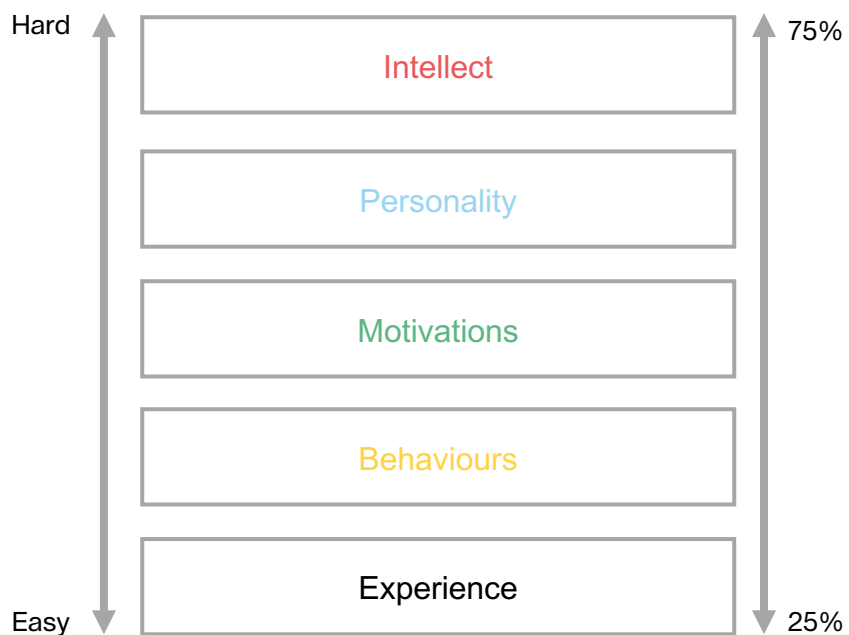
If you only look at experience (as in the case of 99.9% of recruitment processes), you'll only ever be around 25% accurate predicting the future success of that individual.

Draw 75%, 25% line here... NB. these axes are really critical because it's when the penny will start to drop for your audience.

Using the 5 Box Model we look at the performance of a human being at work through 5 lenses, which increases the accuracy of predicting future performance up to 75%. That's because often the things that are the most predictive of performance are highly intrinsic and therefore difficult to change, no matter how much coaching, training or time a person is given...

Draw 'Hard to Change', 'Easy to Change' line here...

Your model should look like this:



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# 4 Intellect

## ‘So, if experience is the least reliable, what are all the other predictors?’

Start at the top with Intellect. NB It’s really important that we position Intellect in the right way, as most clients think it’s the be all and end all (‘you just have to be clever’)... Of course, it’s not necessarily measuring what they think it is, so our first job is to re-frame their understanding of it:

Intellect is not a measure of your academic achievement. It is not a measure of how much you know. It is not a measure of how ‘clever’ you are Intellect is a measure of the speed and accuracy at which you take in, process and retain information.

It is not at the top of our model because it is the most important, but rather because it is the hardest to change!

We think about this important distinction as ‘Crystallised’ v ‘Fluid’. Crystallised Intellect is what drives your 2 tonnes of car to work, while you do your make up, drink your coffee, chat on the phone and day dream about quitting your shitty job. Fluid Intellect is the part of the brain you use when something unforeseen happens on that drive, e.g. pedestrian walks out in front of you.

### Story Option 1: YES Telecom.

High Intellect was a predictor of failure, churn levels at 85%, high performance profile was low Intellect, high Conformity, high Detail.

### Story Option 2: Diageo.

Intellect not a predictor of performance in their graduate roles across the globe. Think of all the graduate schemes using Intellect tests as first ‘screen’, think of all the talent they’re missing out on...

It’s important to test for Intellect because:

- As complexity and ambiguity increases, Intellect tends to become increasingly important. In comparison with the Yes Telecom example, which was a simple, process-driven sales role, now imagine selling a complex IT service to a CFO. The script isn’t set, there are many moving parts, there is huge complexity and multiple stakeholders to process.

If Intellect predicts performance in the role, it’s critical to measure it. That’s because its set from an early age and doesn’t change. Between the ages of 6 and 12, grey matter is produced in the brain. This effectively acts as a growth hormone. The more stimulated this grey matter is in that period, the more ‘synapses’ (or receptors) your brain activates. After the age of 12, the grey matter stops getting produced, and any unused synapses are shut down. The speed at which you process information is now set for life.

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QUIST™: The Consultative Conversational Journey

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# 5 Personality

When we talk about Personality at Chemistry, the single most effective and engaging means of talking about it is to use our work with the NHS as the crux.

## Here are the key things to say:

The reason why we measure Personality is because it acts as the central compass that all of us frame our decisions and behaviour around. Personality is the set of key traits and beliefs you hold.

The most common reason people leave their job, or that they are underperforming, can be rooted in their Personality set. The most common reason kids don't succeed at school can most often be traced to their Personality set. The feeling is the same, when there is a misalignment, the individual doesn't feel like they 'fit in', and everyone around them feels it too.

### 1. Story Option 1: NHS.

In 2013 a formal investigation into the high mortality rates in the Mid Staffordshire hospitals was launched; the outcome was the Francis Report. This report recommended a 'zero tolerance' approach to patient care – that's to say, it set out to create an environment where patient-care and patient safety was put first. Chemistry created an online assessment to screen all patient facing staff (from consultants to cleaners) for their propensity to ensure patients left the hospital feeling better than when they came in. By the way this has nothing to do with how 'qualified' those staff members were. This had the double effect of dramatically reducing the amount of time nurses were spending away from patients interviewing candidates, and increasing by over 100% the candidate suitability at interview stage.

### 2. Story Option 2: House of Fraser.

At HoF we helped them to solve a business problem which was that at the start of 2014 they were told they needed to make 300% more hires the following Xmas, with no more budget or resource! We worked with their sales teams to understand what made the difference between their high performers and others. Interestingly, as with the NHS, this was the ability to make customers feel better about themselves leaving the store than they did when they came in. Again, what we found was this had nothing to do with how long they had worked in Retail. There were a number of critical personalities that predicted performance, the key one being 'Care'. It didn't matter how Introverted or Extraverted they were, all of their high-performing staff were high 'Caring' – that's to say, they couldn't help but help other people. No matter how busy they were, if they saw someone struggling in the queue, if they saw someone was unsure about their purchase, not confident in what to wear, they HAD to help them. It was just a part of their belief set. No amount of training or time could make someone low 'Caring' into someone who would consistently give the experience HoF was looking to deliver. Compare this to Primark; it's the same job, but the WGLL™ is completely different. They have no interest in making the customer feel better about themselves walking out the door; they just care that they walk out having as many bags draped over their shoulders as possible.

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# 6 Motivations

The way we explain Motivations is that they are more work based or environmental traits. Intellect and Personality are set from an early age, Motivations are influenced by the environment and can therefore change over time.

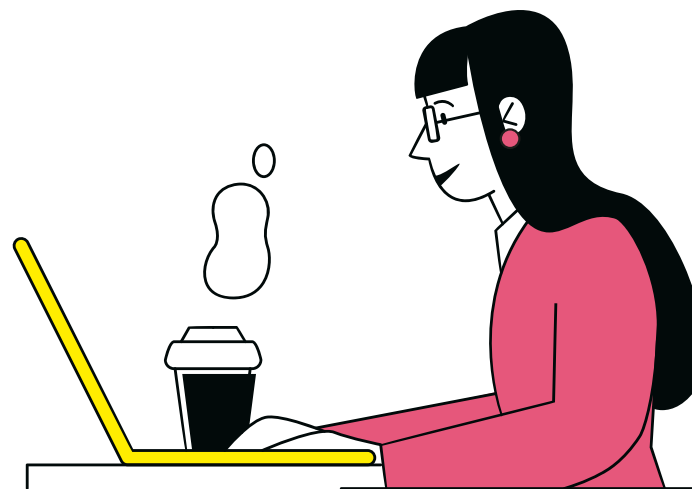
## Here are the key things to say:

Think of your Motivations as a 'lens' for your Intellect and your Personality. You could theoretically have two individuals with exactly the same Personality sets that perform completely differently at work. Your Motivations are the intrinsic and extrinsic factors that energise you at work and drive your behaviours.

We measure motivations in three ways: the job you want; the environment you want; and the working style you want.

Let's take the NHS example... High performers in the NHS Personality 'Care'. So do high performers at HoF. So do high performers at Priory Gp (mental healthcare institution). However the motivations of high performers in those environments are entirely different! High performers at the NHS need to be motivated to work in a highly beaucocratic, structured environment... High performers at HoF need to be motivated to work in a fast-paced, target-driven environment... High performers at Priory Gp need to be motivated by being wholly immersed in their work (they need to be prepared to bring their whole self to work).

Motivations are the key to understanding why leadership strength is the number one concern of CEOs. It's a case of "motivational confusion"... The same individual with the same intellect, the same Personality and experience gets moved into a leadership role... They move there because their motivations (hierarchy, status, money, progression) have all told them to take the job, they're the same motivations that made them great at being an individual contributor. They're also the same motivations that will make them stink at a leadership job, which is about focus on others rather than focus on self...!



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# 6 Motivations Cont

## 1. Story Option 1: O2.

At O2 we helped to create a completely new role – the O2 Guru – for their UK Retail stores. Their recruitment team processed 10s of 1000s of applications for Retail jobs, and given they were creating the role from scratch, Experience/the CV wasn't going to help... We worked with O2 to define the Personality, Motivations and Behaviours of high-performing Gurus. How would it feel to interact with them? What would they say? How would they say it? One of the critical things the Retail management team defined sat in Motivations, which they described as being a 'maven'. Mavens are people who love sharing their knowledge and experience with others. The Guru role wasn't so much about building relationships with customers, it was about sharing knowledge and expertise. Chemistry created a game that focused on measuring these core characteristics, and screened hundreds of thousands of applicants. This saved O2 £5m in hiring-manager and recruiter time over five years, created an engaging game-based experience, and increased O2 'fan scores' to over 95%.

## 2. Story Option 2: Experian.

At Experian we are running a programme that gives the business insight on the ongoing capability shift of their sales people. Experian are shifting from a product sell to a solution sell, and as part of a bi-annual assessment we can understand 1) where their capability is where it should be to enable that shift, and 2) how motivated/what's the appetite of the sales team to bridge that gap' should be 'Experian are shifting from a product sell to a solution sell. As part of a bi-annual assessment we can understand: 1) whether their capability is where it should be to enable that shift; and 2) how motivated the sales team is to bridge any gap between capability and requirement. The most critical finding in the initial assessment was that over 80% of the sales force were not motivated to develop themselves. Not motivated to improve, not motivated to learn new things. This is a worrying statistic in an organisation trying to change who they are and what they're selling. On top of this, it was a motivation that could be shifted with the right leadership... If you stopped 10 people on Oxford St and asked them if they wanted to be better tomorrow than they are today, they would answer yes. The data showed a leadership problem... Motivations can be fundamentally impacted by the external environment.

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# 7 Behaviours

Before you move on to describing behaviours, it's important to make the link between Intellect, Personality and Motivations, and the resulting behaviour that is displayed.

Here are the key things to say about Behaviours:

Behaviours are the manifestation of your Intellect, Personality and Motivations. Behaviours are what you will do, not what you can do.

Behaviours are the key part of the 5 Box Model. In every single study of human performance we have ever done, the difference between high performers and everyone else is always their behaviour. That's to say, they're showing up differently, they're doing things differently, we put language and objectivity around how specifically they are different.

Let's look at an example of a retailer; if we compare the behaviours of high performers in different retailers, what they are doing in both retail advisor roles is almost identical. They are building relationships with customers. They are working to targets. They are collaborating with their colleagues. How they do these things specifically is the key to understanding performance. For example, how high-performers build relationships in a high-end retailer is they want to know about the customer's life outside their shopping transaction – they want to know what kind of house they live in, what kind of lifestyle they live, if they have kids or not... Conversely, at a budget retailer, high-performing retail assistants don't care about

this, they just care about getting you to the things you have come in for. No one ever went to a Primark store to explore, it's a transactional experience. Higher end retailers are offering a 'VIP experience' to customers – a very different set of behaviours is required to do this!

Behaviours are the key to understanding why your latest training programme didn't work, they are the key to understanding why your leaders aren't getting the best from your people, they are the key to performance



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# 7 Behaviours

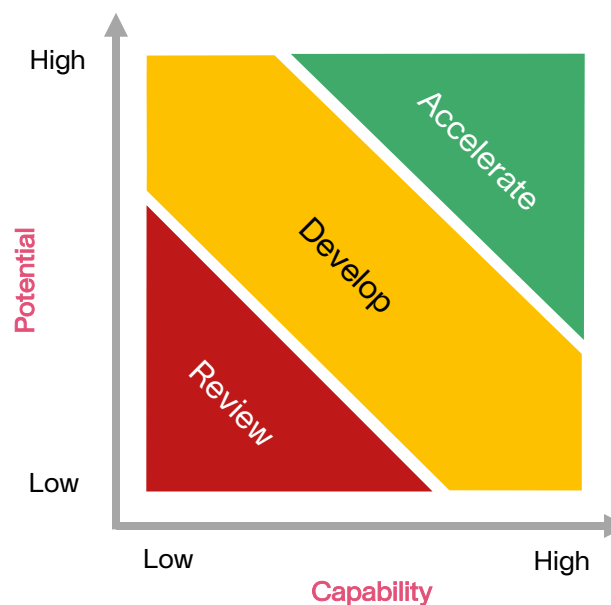
## Cont

### 1. Story Option 1: Vodafone.

Vodafone, having launched a new service, came to us with a business problem: 'We've spent £1/4m on training and development for our managers to get them to coach their people in a new way of selling, we've seen little or no change'. To which our response was, that's because you're transferring knowledge, not changing behaviour... The truth is most leaders in most large organisations know the manual of how to coach people back to front – the difference is do they actually coach and develop their people day to day..? Our data showed Vodafone that only 20% of their managers were effectively coaching their people, but more importantly, we also showed them who in that population had the potential to change with the right investment and the right environment.

As shown in the visual on the right, we showed Vodafone who in their sales management team had the propensity to demonstrate the desired high-performance behaviours. This meant that for the first time Vodafone had the data to make confident and objective decisions about their people. We simultaneously changed their recruitment process to look for behaviour over and above experience. No longer were they looking for the guys with 10+ years Telco experience, they were looking at FMCG, FS, IT, a whole range of talent they hadn't accessed before!

After one year, Vodafone had transformed its sales performance from being 7% behind their numbers to 7% ahead. They also took 2% market share in that same period!



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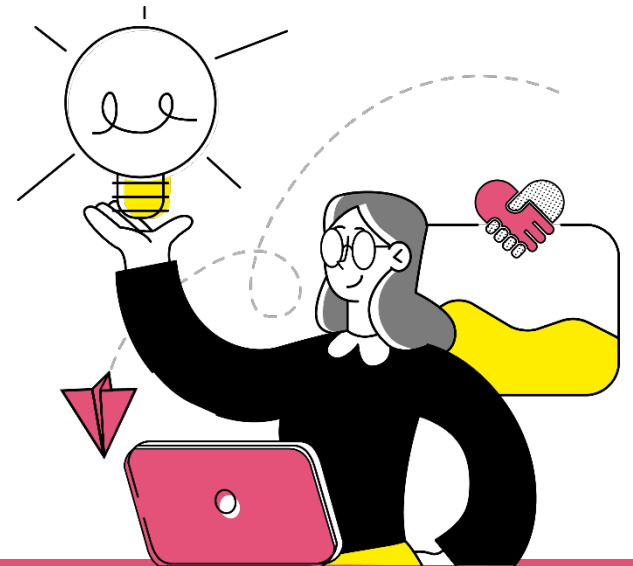
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# Structuring a client interaction using QUIST™

chemistry

Applying QUIST™ - the 10 steps that underpin an effective meeting

## 8 Solution



# 1 Solution

The key principle to remember when presenting a solution is that we can't sell to someone that can't buy. If the business owner isn't in the room, you may need to be strong and push back against presenting our solution until we can get their involvement. Setting this expectation and trading for access would be key.

While there may be a final presentation we should take every opportunity through the early stages of an engagement to test, validate and co-create a solution. The more the client feels they are co-creating the solution the higher the likelihood of them taking action and buying as by being part of the process it will drive buy-in and engagement.

## Some key principles to follow when co-creating:

- + 'I need to think about this more but based on the experience of what we have run in your space, I'm thinking we could do...' 'These are some of the things I'm thinking could take place... does that line up with your type of thinking?'
- + Setting expectations around price to avoid sticker shock. (Qualify early).
- + Continue to qualify and gain incremental commitment throughout by linking back to solutions e.g. "We would love to do a consult create embed, who would need to be involved in that?"
- + Use TPVs throughout to build confidence and paint a clear picture.
- + To reinforce: You can't sell to someone that can't buy; build the solution with the right contact.



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# 2 Constructing our narrative

When thinking about the narrative structure of how we will present a solution, many consultants are familiar with the Pyramid Principle. It is a communication framework originally outlined by **Barbra Minto** who was a Principal at McKinsey Its purpose is to support you to communicate your ideas clearly and succinctly.

The pyramid principle allows you to clearly communicate and structure your message as you have a clear understanding of what your main message is and the point you want to get across. Your main idea sits at the top of the

pyramid with the supporting topics and discussion points feeding into this key message. Under the main idea you'll have the main arguments. The main arguments are then supported by more details, data or TPVs.

When structuring a communication there are two ways to approach it. When it comes to clients, understanding their 'marking scheme' and preference is critical. You need to ask yourself: 'Are they someone who gives points for seeing the working , or do they just need the answer?'. On this basis we can adjust our approach to be either top-down or bottom-up.

The Top-Down Approach is also known as **INDUCTIVE REASONING**. This approach begins at the top starting with the key message or 'governing thought' you are looking to put across i.e. the solution.

When presenting recommendations and presentations to busy executives we often only have a few minutes to capture their attention. So, we need to be concise, this means we should adopt the top-down approach. We present the main idea (Solution) and then support it with arguments and data.

- + Clear and simple to understand.
- + May still succeed if one is point weak.
- + Helps you to Logically order your supporting ideas to help the recipient get the message faster.
  - You need to have earned the right to do Inductive style. Once we are seen as the 'trusted advisor' we can then start with the solution and then provide arguments.
  - To be able to use an inductive approach when selling, all the presented ideas need to be in line with the expectations and viewpoint of the buyer.

The Bottom-up approach is also known as **DEDUCTIVE REASONING**. We start with the detail and build up to the Solution.

- + Can help create a buying atmosphere as we are taking the audience on a journey vs simply presenting a solution and then telling the audience why they should follow it.
- + A good approach for delivering bad news. Eg. When the Minister of Finance is increasing taxes, they will not start with 'Today I am raising the taxes.' They will use deductive reasoning: 'Today we are in a crisis, we are in X amount of debt, the way we can help the country get out of this debt is to raise taxes. Therefore, from today taxes will be increasing.'
- + It is more likely to be remembered - Students learn more when you take them on a deductive route and the same works with clients.

If people don't agree with one of your points, they will lose interest.

- It can be laborious for the reader if used in longer documents or presentations.

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# 3 Our pricing principles

We don't sell products, we sell propositions that create value.

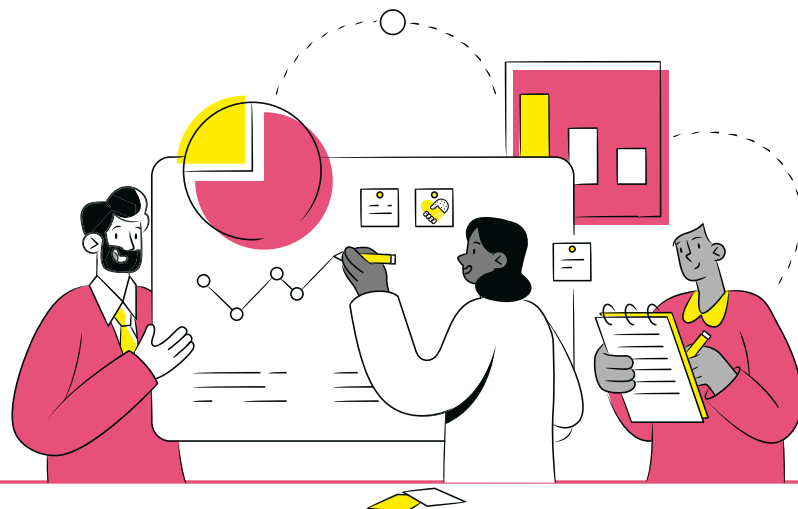
Propositions which are designed to include everything we have learned which is required to create client value: tech, science, consultancy and change management.

## We charge based on project complexity and value creation.

How much we charge is determined per project by the teams selling and delivering them:

- + We price the first year (year 0) based on proving the value; we cost the components and sufficient capacity for us to partner with the client.
- + We price subsequent years (years 1+) based on the ongoing value we have proven in year 0.

We charge clients using monthly recurring revenues covering our science, tech and team capacity.



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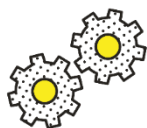
FOLLOW UP

# 4 Online selection (nee Select)

## How to price year 0

### + Define the client value:

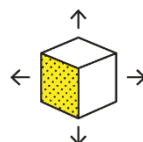
#### The challenge



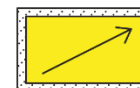
#### Current state



#### Future state



#### Value goal



- + Estimate a target Year 1+ price based on the value to the client and add this to the account plan.
- + Cost the project using the pricing tool including access to the selection software:
  - WGLL™ pre-work.
  - WGLL™ definition.
  - WGLL™ assessment.
- + Cost the capacity required to partner with the client to create and prove the value in the first year, accounting for the complexity of what is required, and add it to the project cost.
- + Price the project for year 0 as:
  - + An up-front fee to cover WGLL™ and hiring set up.
  - + A recurring monthly fee for the WGLL™ assessment software (Select) + team capacity to help the client exploit the solution and for us to understand the value creation.
- + Gain pricing approval from Head of Client Services.

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# 5 Examples

## Year 0 pricing

### +Low-complexity project

Using our component pricing sheet the team have costed a project as:

WGLL™ (pre-work and definition):	£45,000
Hiring process review:	£6,500
Hiring toolkit and training:	£7,600

Monthly capacity	
AC, 2 days:	£2,400
SC, 1 day:	£2,000
OP, 0.5 days:	£1,500
WGLL™ assessment (select):	£100,000*

Price	
Up-front fee for WGLL™ and set up:	£54,000
Recurring monthly fee:	£8,800

(sum of monthly capacity and WGLL™ assessment / 12)

\* our standard cost for the WGLL™ assessment software is £100k p.a. regardless of volume.

### +High-complexity project

Using our component pricing sheet the team have costed a project as:

WGLL™ (pre-work and definition):	£60,000
Hiring process review:	£8,000
Hiring toolkits and training:	£10,000
Assessment centre redesign:	£64,000

Monthly capacity	
AC, 20 days:	£24,000
SC, 10 days:	£20,000
OP, 4 days:	£12,000
WGLL™ assessment (select):	£100,000*

Price	
Up-front fee for WGLL™ and set up:	£142,000
Recurring monthly fee:	£13,000

\* our standard cost for the WGLL™ assessment software is £100k p.a. regardless of volume.

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# 6 Year 1+ pricing

## Pricing to value

The goal of our Year 0 work is to prove the value that we create and to use that proof to generate further value creation opportunities.

The end of year 0 would look like:

- + A good OP outcome: an increased per month fee for ongoing use of our selection proposition, or a performance payment to Chemistry committed to by the client in the sales process.
- + A brilliant CP outcome: an increased monthly fee by developing the account to add greater value to the existing client, for example supporting selection plus workforce insight, and/or support more areas of the client's business.



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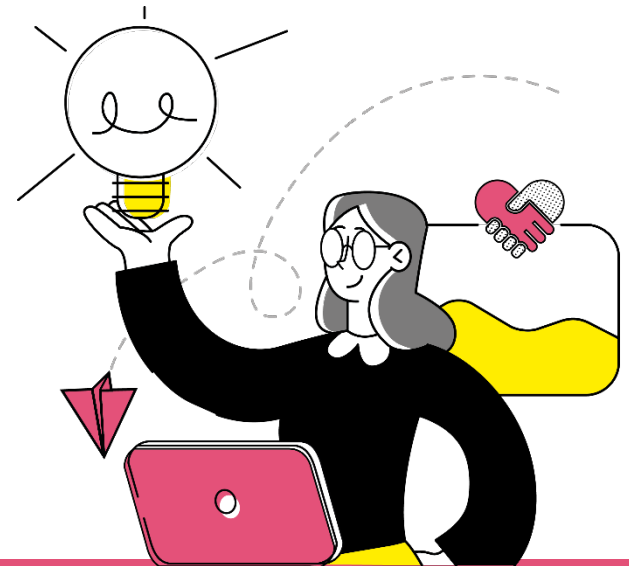
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# Structuring a client interaction using QUIST™

chemistry

Applying QUIST™ - the the 10 steps

9 Close



# 1 Gaining commitment

## Pricing to value

All stories have a beginning, a middle and an end. In a meeting, the end is the opportunity to look at how we can move things forward with the customer.

The end of the meeting is about gaining commitment from the customer on what are the next steps. Asking for commitment from clients is important as it helps them move through their buying process and make decisions vs procrastinating. We should be comfortable hearing either a 'yes' or a 'no' and never exert pressure; maintaining a buying atmosphere through our words, tonality and non-verbal communication is critical throughout.

It's important to realise that gaining commitment is a process and not an event. Initially we may be seeking commitment to introduce us to the right stakeholders and at the end of the process we may be seeking commitment on contractual terms. Throughout the process we should remember that our role is to facilitate a conversation about how we can find a way forward that is mutually beneficial to all parties.

One way of looking at this is to think about the journey towards commitment as one that needs to pass through a series of traffic lights.

The traffic lights represent the questions we ask throughout the interaction in order to gauge and test their commitment levels. If we get a red light, we need to slow down and stop before we move on, if we get an amber we need to proceed with caution and if it is a green we can move ahead with confidence. Checking in in this way ensures that we don't end up in an all-or-nothing situation where it comes to the end of the meeting and we turn around and ask, 'shall we set up a follow up meeting'.

Asking for commitment and getting a series of green lights can happen at all stages of the meeting, even at the very start of the meeting in our opener when we set up a conceptual agreement.

An examples of this process may sound at Chemistry could be:

"When assessing WWGL™, we typically suggest conducting stakeholder interviews and workshops to understand what is in place and this acts as the start of the change management process. In terms of phases, is that what you had in mind?"



### Red Light answer

"No, we were hoping that a few stakeholder interviews would suffice as we are keen to progress quickly with this". At this point we need to stop, qualify their context and share our point of view before moving on.



### Green Light answer

'That works for us, and I can see the value in bring people along the journey'.

If we get a positive response like that, we could ask a follow-up question to get them thinking about the future state. "Who are the key stakeholders that we should spend time with?". If they give us another positive answer, we have received another green light.

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# 2 Gaining commitment

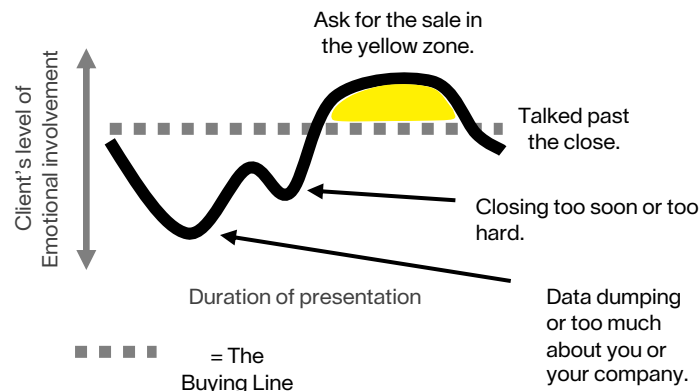
## Pricing to value

An effective commitment question opens up the possibility that they could say no. Questions like 'does that make sense?' are frequently used but rarely provide insight into the level of commitment that exists in the mind of the client.

Some examples of questions you can use throughout to test commitment are:

- + What are your thoughts on that?
- + What is going through your head as a result of what we have discussed?
- + Do you feel that would be a fit for your organisation based on what we have shared today?
- + You mentioned \_\_\_\_\_ would be a key stakeholder in this. What do you think their thoughts on what we have discussed so far would be?
- + If you were to go launch a programme like this, what sort of timeframes are you looking at?
- + Which team would we be looking to work with?

When we feel that we are in the commitment zone we can then summarise, link, commit:



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### Step 1: Summarise and confirm

Summarise and confirm what you have covered off in your conversation(s) to that point. This shows that we have been listening. Ask for their confirmation and get them saying 'Yes'. Getting a small confirmation first will help you get the bigger confirmation later.

'Based on our conversation today it feels like we have confirmed the following....would you agree or is there anything that I have missed?' PAUSE

### Step 2: Link

Link back to your conceptual agreement. Having set the conceptual agreement and buying atmosphere in your opener, you can now reference back to it as a transition into asking for commitment. This is another example of building the momentum for, "Yes."

'We spoke at the start of the meeting and agreed that if we both saw potential fit between your needs and our capabilities, a next step would be to set up a follow up meeting with other stakeholders. It feels like some of what we have discussed shows that there is a fit between us would you agree?' PAUSE

### Step 3: Commit to next step

Ask for commitment. This is not the time to be shy, this is the time to ask the question and to remember that a yes or no are both good options. As with any question, this is another key time to think about how we are framing the request to ensure that we are selling the value of what is being suggested.

'Would a follow up meeting with yourself and Jane, who you mentioned as critical to a successful outcome for any project work, better next week or the week after work best?'

## Structuring a client interaction using QUIST™

QUIST™: The Consultative Conversational Journey

What does a good sales conversation look like?

Example 1

Example 2

Applying QUIST™

QUIST™ Question Understand Influence Solidify

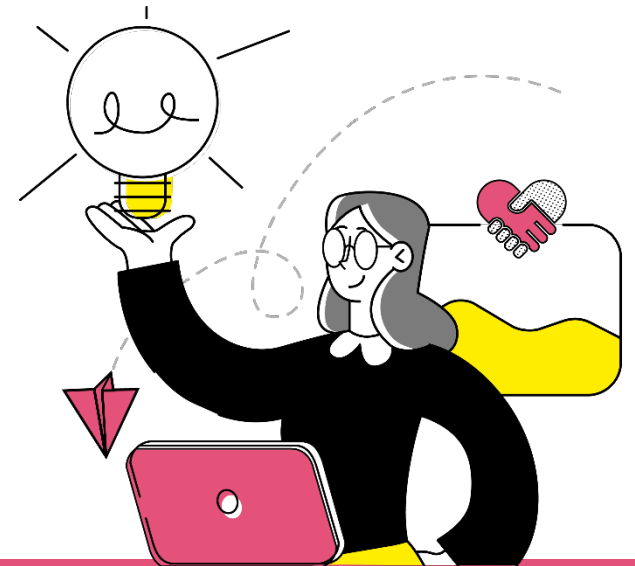
- Q PRE-APPROACH
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- I WHY US
- SOLUTION
- S CLOSE
- FOLLOW UP

# Structuring a client interaction using QUIS™

chemistry

Applying QUIS™ - the 10 steps that underpin an effective meeting

**10** Follow up



# 1 Why is it important?

- ✓ Builds stronger, longer relationships
- ✓ Helps us make the transition from HR to C-suite clients
- ✓ Creates a promoter network and develops the stories we need to attract new clients
- ✓ Enables us to 'Price with Pride'
- ✓ Underpins our USP (in terms of business impact through tailored analytics)
- ✓ Contributes to our overall marketing strategy (when we have one!)

## And ultimately...

Is a critical enabler to us becoming a £50-100M revenue business with 50+ £1M per annum clients



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# 2 What to measure

Both hard and soft metrics should be captured in three key categories:

1. People and business
2. Talent Improvement Process
3. Chemistry's relationship with the Client

	People & business	Talent improvement process	Chemistry's relationship with the client
Hard metrics (clearly definable & measurable outcome)	<ul style="list-style-type: none"> <li>Increased sales</li> <li>Business performance</li> <li>Increased revenue</li> <li>Quality of revenue</li> </ul>	<ul style="list-style-type: none"> <li>Attract and Recruit</li> <li>Retain and Develop</li> <li>Cost to recruit</li> <li>Cost to develop talent</li> <li>Number of people who have been through process</li> </ul>	NPS
Soft metrics (less tangible & more difficult to measure)	<ul style="list-style-type: none"> <li>Leadership quality</li> </ul>	<ul style="list-style-type: none"> <li>Diversity</li> <li>Candidate Quality</li> <li>Candidate experience</li> </ul>	<ul style="list-style-type: none"> <li>Agility</li> <li>People quality</li> <li>Process clarity</li> <li>Skills transfer</li> <li>Quality of deliverables</li> <li>Planned future work</li> </ul>

Scorecards can be used to capture key metrics which will then form the basis of impact statements/success stories.

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# 3.1 How to implement (1/2)

Both hard and soft metrics should be captured in three key categories:

1. People and business
2. Talent Improvement Process
3. Chemistry's relationship with the Client

	People & business	Talent improvement process	Chemistry's relationship with the client
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# 3.2 How to implement (2/2)

Measures of Success (MoS) will feature throughout a client/project engagement:

## 1. Pre-Kick-Off (as a part of SoW):

- ✓ Impact MoS identified and scorecard signed off by client\* and Client Partner. This will include:
  - + Established baseline metrics
  - + Performance improvement potential
  - + Understanding between Chemistry/Client on how readily we are able to collate data that will feed into MoS metrics
- ✓ Agreement that Chemistry & the client will jointly write up a success story when the impact has been achieved

\*no SoW is complete without signed off Measures of Success scorecard (unless simple extension of existing work)

## 2. During project:

- ✓ Agree the process of measuring success (when/how often)
- ✓ Build and refine MoS framework (sense checking what we are measuring as the project develops)

## 3. At project close (& ongoing basis as required):

- ✓ Continue to review outcomes based on process agreed during project (when/how often)
- ✓ Measures of Success (MOS) scorecard outcome completed & signed off with client
- ✓ Success story to be completed (for publication) with client's input and agreement

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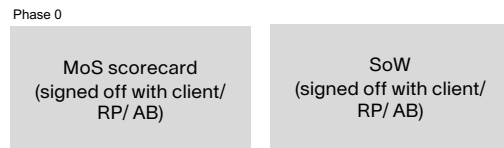
# 3.2

## How to implement (2/2)

MoS additional milestones added to the current BAU 2-phase delivery process:

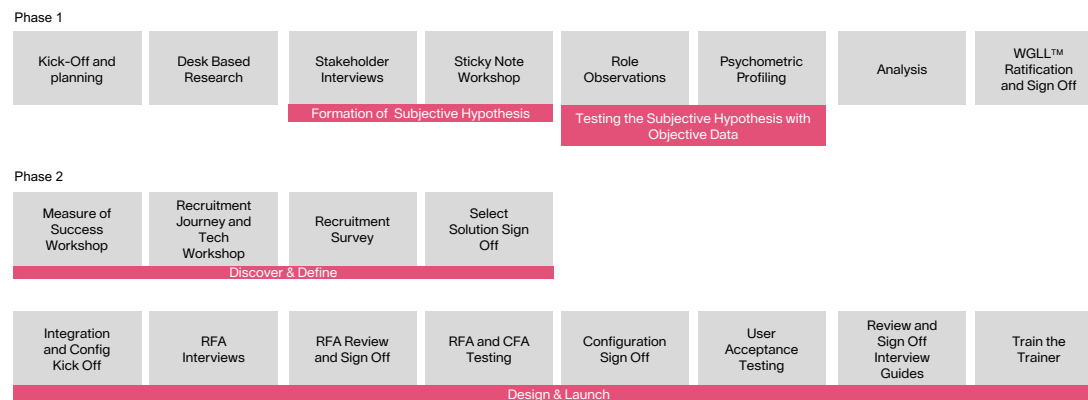
### Phase 0

Additional process to capture MoS pre-kick-off



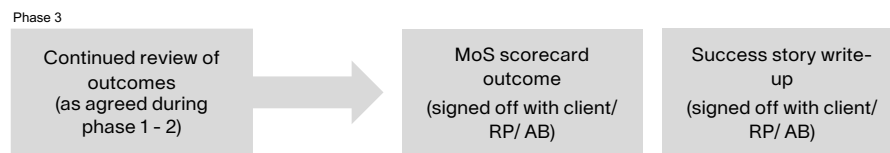
### Phase 1 - 2

Current Chemistry delivery process  
The build out & refining of the MoS framework (what we're measuring & when) will be included



### Phase 3

Additional process to sign off MoS at project close (& ongoing basis if required)



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S CLOSE

FOLLOW UP

## 4.1

## Supporting the process (1 of 3)

Embedding desired changes into the delivery process

## Masterclasses

- + Masterclass held on each new MoS/SoW (unless a simple extension of existing work)
  - supported by Roger Philby and Alan Bird

## Tools

- + MoS templates (under construction) per Chemistry product offering (e.g. MoS with WGLL™, MoS with Select, MoS with Perform etc.)
- + Success write-up templates



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# 4.2

## Supporting the process (2 of 3)

Example templates to be used in the 3 key success categories:

People and business				
Metric	Baseline (current performance)	Performance Improvement Potential (agreed success criteria range – to include timeline)	Value (the translation of successes into monetary values)	Outcome (actual results)
Increased sales				

Talent improvement process					
	Metric	Baseline (current performance)	Performance Improvement Potential (agreed success criteria range – to include timeline)	Value (the translation of successes into monetary values)	Outcome (actual results)
Business performance					
Increased revenue					
Leadership quality					
	Retention rate				
	Cost to recruit				
	Cost to develop talent				
	Diversity				
	Candidate experience				

Hard metric  
Soft metric

Chemistry's relationship with the client	
Metric	Outcome (actual results)
NPS	1 2 3 4 5 6 7 8 9 10
Agility	Very unsatisfied <span style="float:right">Very satisfied</span> 1 2 3 4 5
People quality	Very unsatisfied <span style="float:right">Very satisfied</span> 1 2 3 4 5
Process clarity	Very unsatisfied <span style="float:right">Very satisfied</span> 1 2 3 4 5
Skills transfer	Very unsatisfied <span style="float:right">Very satisfied</span> 1 2 3 4 5
Quality of deliverables	Very unsatisfied <span style="float:right">Very satisfied</span> 1 2 3 4 5

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# 4.3

## Supporting the process (3 of 3)

Because we have some great examples of client success now, over the next few weeks we need your help in capturing the best and getting these written up and signed off by the client (we're going to target 10!) The process will be similar, but just done retrospectively:

Process for new pieces of work

Process for inflight or closed pieces of work

Measures of Success (MoS) will feature throughout a client/ project engagement:

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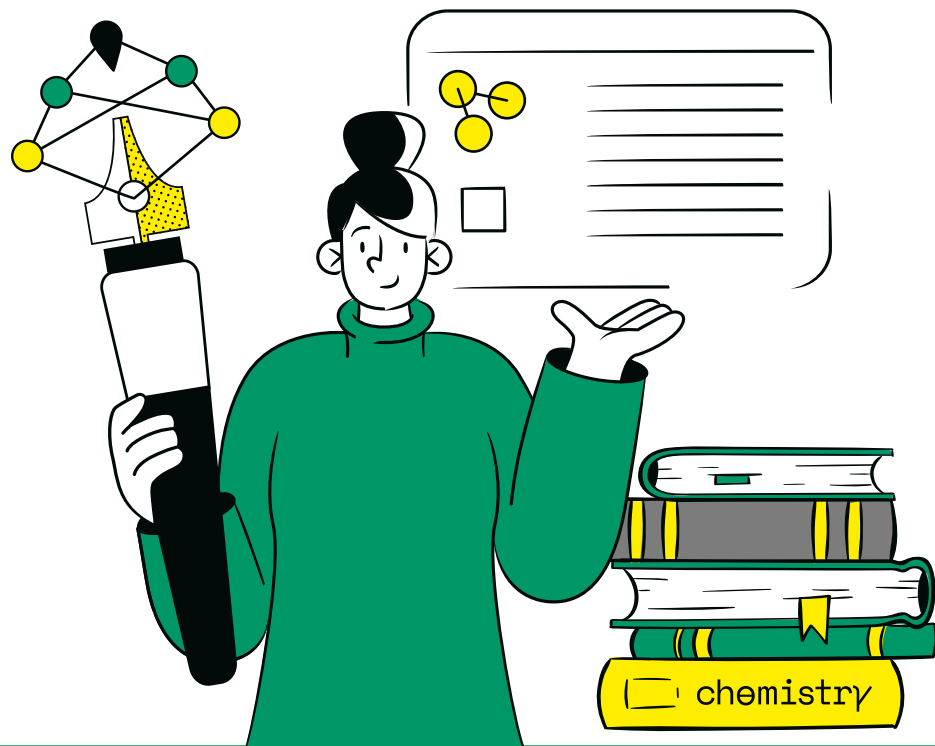
SOLUTION

S CLOSE

FOLLOW UP

# Case Studies

chemistry



# Case Study Matrix

	Sector	Retail	Hospitality	Sales	Financial Services	Professional Services	Contact Centre	Public Sector	Graduate	Public Sector	Proposition	Workforce Insight	Leadership	Critical Role Selection	Use Case	Accelerating the shift to agile	Post Merger Integration	SaaS Readiness	Product Development	Culture	Performance Optimisation	Perceived Talent Scarcity	Business Transformation		
Pizza hut			*											*											
Sky							*							*											
Barclays							*						*	*											
Experian North America																									
Experian Product Dev																									
Experian Sales				*												*			*						
Vodafone Enterprise				*																					
Vodafone Managers													*												
Co-op		*							*				*												
o2		*																							
Vodafone		*																							
Lexis Nexis				*																					
UCLH (NHS)								*						*											
HS2								*	*					*											
SAP									*					*											
Diageo									*					*											
Tellia												*	*												
Upfield		*																							
CPA												*					*								
Sage												*						*							
C+W in the Caribbean													*												

# 1.1

## Pizza Hut



### The Problem

High attrition rates across stores was impacting the quality of customer service being provided.

There was a fall in Net Promoter Score (NPS) as customers were highly dissatisfied. This was detrimental for Pizza Hut who rely heavily on repeat trade from their regular customers.

Pizza Hut were also looking to hire utility players who could make pizzas, as well as serve customers (rather than hiring for each role separately).

The biggest challenge was the absence of a recruitment team that could efficiently screen 100k-150k applicants every year. This meant that managers had to deal with the entire recruitment process for their area independently.

### Our Approach

**What we did:**  
Chemistry proposed a fully-automated recruitment process by integrating our Select system with Pizza Hut's Applicant Tracking System (ATS).

We defined WGLL across all restaurants. We built CFAs and RFAs to measure applicants against the WGLL profile and effectively screened for utility players.

Individuals could apply for the role within 15 minutes and get screened through our integrated system to be selected or rejected for an interview on the same day. For those who were rejected, they received a feedback report to explain why and what might work better for them instead.

We also provided managers with interview guides to facilitate the interview process.

### The Result

Attrition rates significantly reduced across restaurants and customer satisfaction levels increased.

The number of utility players increased from 216 to 1,200. This positively impacted Pizza Hut's operational expenditure by reducing the number of employees hired within a store.

We entirely eliminated the need for recruiters, by automating the recruitment process with their ATS provider. This is highly impactful for a business that operates on a low margin, high volume and hourly wage basis.

- Pizza Hut
- The Co-operative Group
- Vodafone
- Lexis Nexis
- Telia
- Cable and Wireless
- Experian
- Accenture
- EY
- Upfield
- Tilney

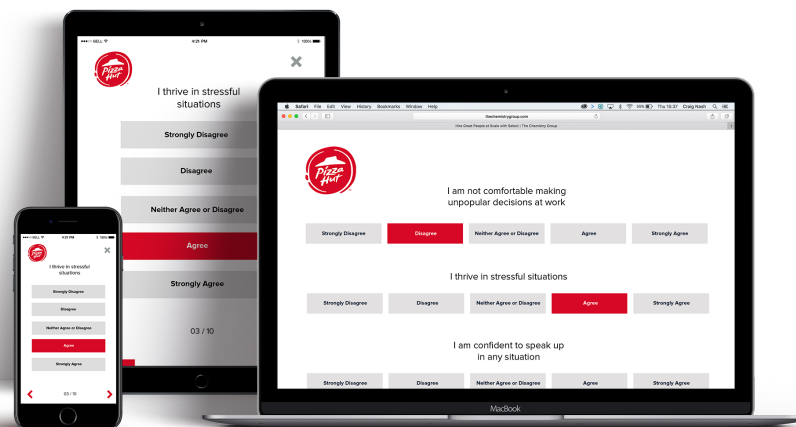
## 1.2

## Pizza Hut

### Improving Efficiency



#### Case Study 1: Pizza Hut - UK Restaurant Recruitment



- + 55,000 applicants a year
- + Annual attrition reduced by 6%
- + Leavers within first 30 days reduced by 4%
- + 5% reduction in number of leavers within first 90 days of employment
- + No recruiters involved in their hiring process

# 2.1

## The Co-operative Group

Using a Cultural Fit Assessment (CFA) improved employee performance, engagement and profit across a diverse organisation



Case Studies

- Pizza Hut
- The Co-operative Group
- Vodafone
- Lexis Nexis
- Telia
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### At a glance

The Co-operative Group is the UK's fifth biggest food retailer, the number one funeral services provider, and a major provider of insurance and legal services.

Co-op has 63,000 employees across 9 verticals. As of May 2020, 450,000 candidates had taken Chemistry's assessments.

Co-op has a clearly defined set of values, called 'Being Co-op', which articulates the values that drive the behaviours required by high performers at Co-op.

A critical element of embedding these values is at the point of hire, both internally and externally.

### Our Approach

**What we did:**  
Chemistry created a What Great Looks Like (WGLL™) profile aligned to the 'Being Co-op' values by collecting Intellect, Personality, Motivation and Behavioural data from 1,695 colleagues across all their business units and functions. Five Personality traits and two Motivations were found to predict living the "Being Co-op" values.

Chemistry built the WGLL™ profile into an online CFA, taking 10 minutes to complete.

All candidates and hiring managers receive a customised feedback report that details a candidate's cultural alignment to Co-op



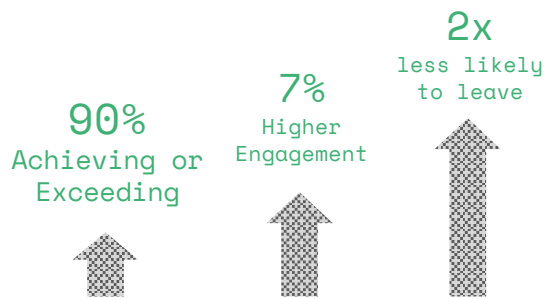
### The Result

Since the tool was launched in May 2018, Co-op has assessed almost half a million candidates with the following key results:

90% External hires rated as achieving or exceeding expectations by their third performance review

7% higher levels of employee engagement from colleagues hired through Chemistry's CFA

Colleagues hired through the CFA are 2x less likely to leave



# 2.2

## The Co-operative Group

75% of leadership are executors, which may explain their behaviour gap in response to major disruption in the industry



Case Studies

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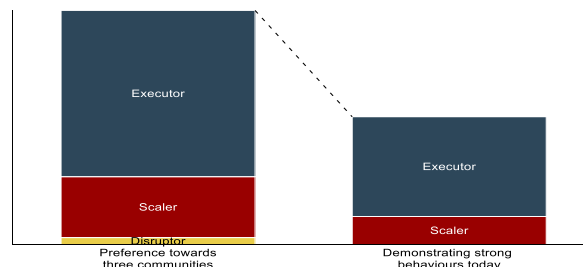
### Situation

Mature Supermarket Co struggling to grow and respond to major disruptions in the industry

Launched three community diagnostics to understand the behavior spikes and gaps in the organisation

### What we did

Diagnosed three communities



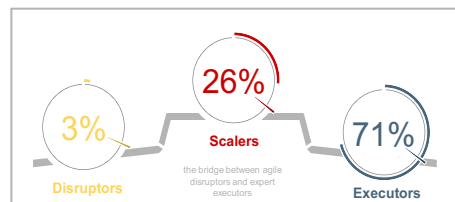
Disproportional allocation of executors versus scalers and disruptors

~50% of leadership high fit with communities

### Insights

- + Supermarket Co overexposed to executors in the leadership team of 75%
- + Supermarket Co has <5% disruptors in the leadership and no high fit
- + The behaviour gap may explain their lack of innovation and new business ideas (e.g. in ecommerce)

### Benchmarked versus industry Implications



Retail benchmarks suggest ~30% of leadership are disruptors, Supermarket Co severely lagging behind

- + Launch three communities tool in recruiting as an input to fill behaviour gaps
- + Identify disruptors and scalers in the wider org and create the right incentive programmes to reward these behaviours
- + Create cross-functional and balanced micro-battle teams to mobilise against biggest priorities in customer rewards and e-commerce

# 2.3

## The Co-operative Group

75% of leadership are executors, which may explain their behaviour gap in response to major disruption in the industry



Case Studies

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- The Co-operative Group
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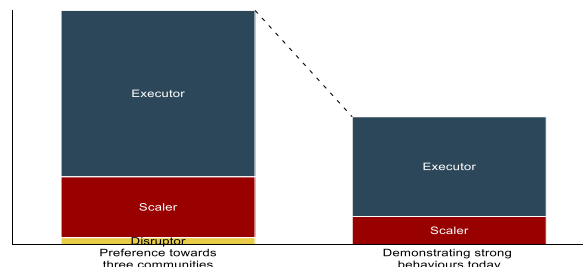
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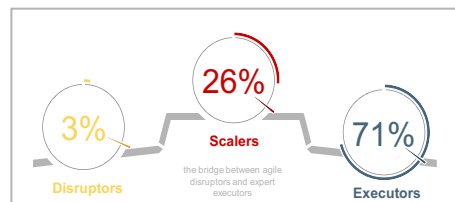
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# 2.4

## The Co-operative Group

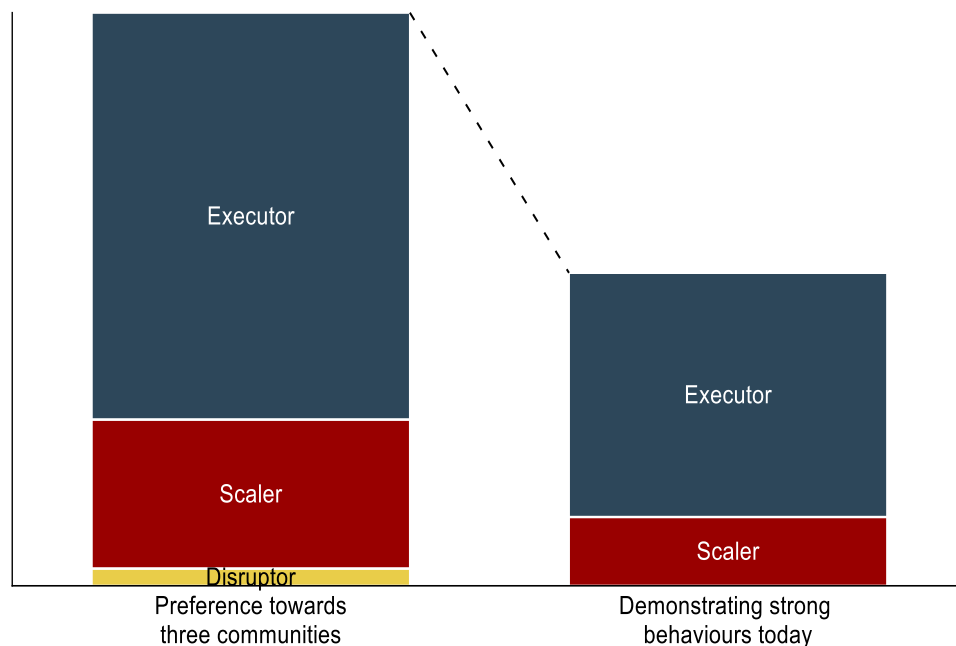
Overweight of executors (75%) in leadership team, ~50% have high fit with communities - no high fit disruptors however



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### Readout



### Insights

- + Disproportional allocation of executors versus scalers and disruptors
- + ~50% of leadership showed high fit with communities, no high fit disruptors in Supermarket Co
- + Even though Supermarket Co has scalers, they don't have any high fit disruptors to come up with ideas to scale

### Implications

- + Create cross-functional and balanced micro-battle teams to mobilise against biggest priorities in customer rewards and e-commerce
- + Create the right incentive programmes to reward scaler and disruption behaviours

# 2.5

## The Co-operative Group

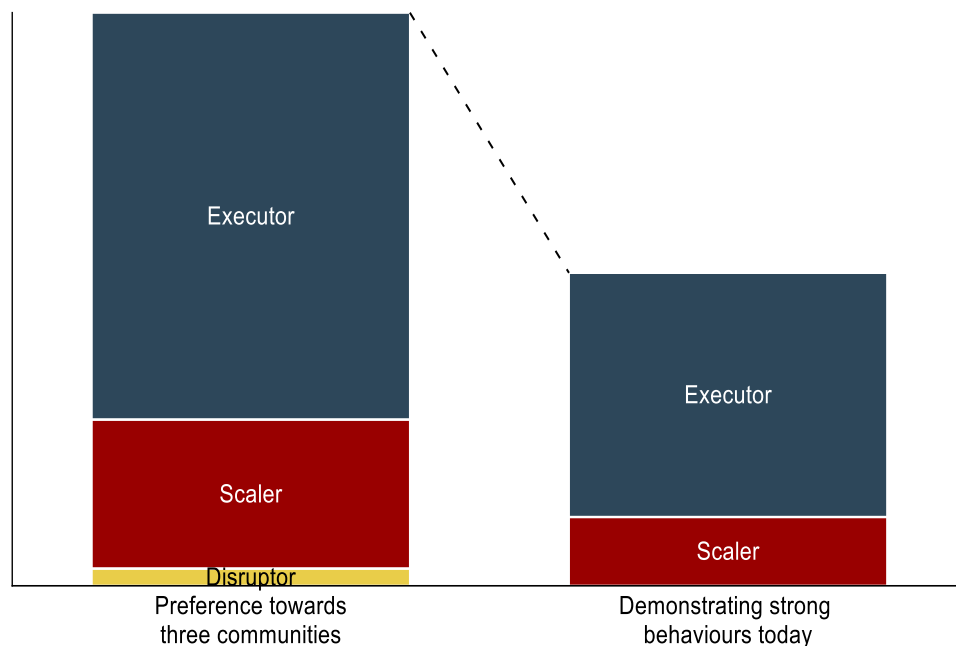
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### Insights

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### Implications

- + Create cross-functional and balanced micro-battle teams to mobilise against biggest priorities in customer rewards and e-commerce
- + Create the right incentive programmes to reward scaler and disruption behaviours

# 2.6

## The Co-operative Group Institutionalising commercial performance improvement



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Food Co. is a large, global co-operative, specialising in dairy products

In 2018 Bain were engaged to implement and institutionalise Commercial rigour in their Consumer business

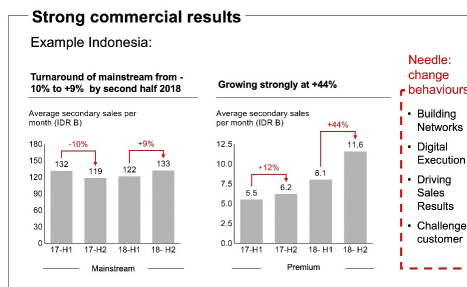
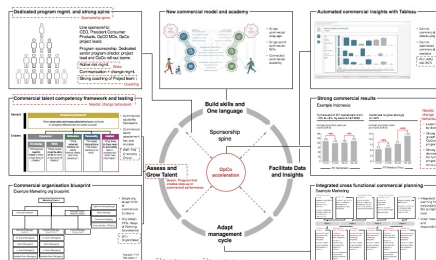
Chemistry were engaged by Bain to design and embed an ambitious talent development programme, aligning the right talent within the new operating and organisation model

Sales results were in decline in most operating markets

- + Commercial organisation blueprint established, highlighting need for talent in critical marketing, digital and sales roles
- + Chemistry developed a bespoke talent model for Food Co
- + Chemistry deployed a talent assessment model to step up commercial performance across 25 global markets
- + Chemistry builds off Bain teams rolling out Commercial rigour model

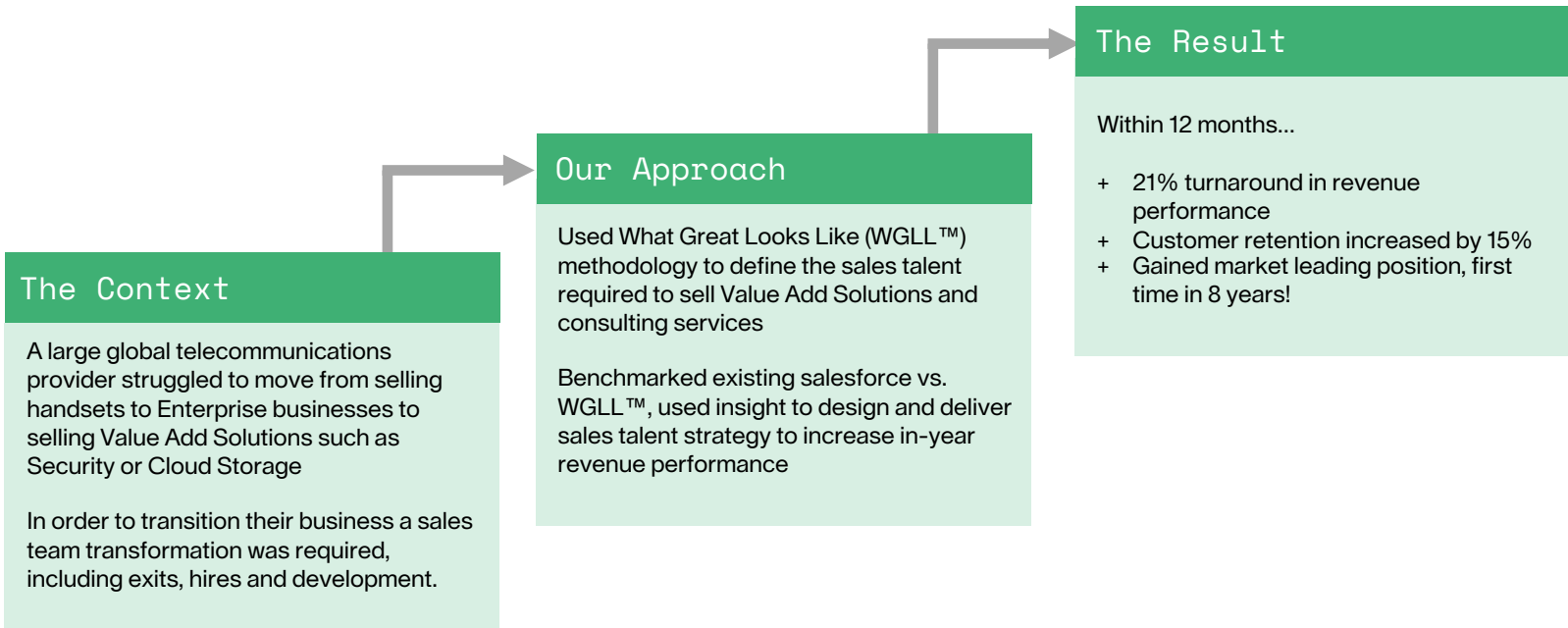
- + 8 markets have bespoke assessment model and assessment deployed and trained out
- + All eight deployed markets outperforming other markets by 2x
- + Have sold on further work to engage other customer business units

‘Bain and Chemistry have combined their expertise to create exceptional customer value, in this instance 1+1 really does equal 3, I highly recommend the Chemistry team’  
Jeroen Hegge, Partner



# 3 Vodafone

## Transformation to Market Leader



Case Studies

- Pizza Hut
- The Co-operative Group
- Vodafone**
- Lexis Nexis
- Telia
- Cable and Wireless
- Experian
- Accenture
- EY
- Upfield
- Tilney

# 4 Lexis Nexis

Shifting from offline product to online solution



Case Studies

- Pizza Hut
- The Co-operative Group
- Vodafone
- Lexis Nexis**
- Telia
- Cable and Wireless
- Experian
- Accenture
- EY
- Upfield
- Tilney

### The Context

Client is large global online business information provider with a market leading position in legal and tax sectors.

Digital disruption in the distribution of their services was in its infancy, and they wanted to shift their distribution and sales model to meet the emerging competition.

New proposition and price point required engagement of C-suite in purchase.

### Our Approach

Used What Great Looks Like (WGLL™) methodology to define the sales talent required to a) have C-suite conversation and b) sell end-end online solutions

Transformed hiring and development process to recruit new sales talent to the WGLL™ profile, and re-positioned training to upskill existing salesforce towards the WGLL™ profile.

### The Result

Within 12 months...

- + New product sales increased by 256%
- + Multi-year sales increased by 143%
- + Salesforce attrition reduced by 50%
- + New rep productivity ramp reduced from 6 months to 3 months
- + Shifted the new sales rep hire demographic from 8% female reps hired to 41% within 12 months

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# 5 Telia



“Chemistry’s work is the most important thing we’ll do in achieving our strategy”  
- Telia executive

## The Problem

Context: Bain partner Miguel Simoes, contacted Roger regarding the strategy-building work Bain were doing with Telia, who had recently appointed their new CEO, Allison Kirkby.

There were concerns around the lack of right people in the right place and whether the leadership team possessed the necessary capabilities to be able to successfully execute the planned strategy.

Further issues related to transforming their legacy technology, having high business costs, and being unable to make quick decisions due to complex structures and being heavily unionised.

## Our Approach

What Chemistry did: Roger met up with Allison and the HR Officer at Telia to discuss these issues and establish how Chemistry could help.

Initially, we measured 100 leaders using our behavioural framework to observe whether they had the right capabilities to execute the strategy. This then extended to profiling 227 leaders in total, including 2 CEOs, since Telia appreciated Chemistry’s capabilities.

Overall, Chemistry conducted 224 BEIs, followed by 224 one-hour coaching and feedback sessions. We presented our insights back to Global Executive Management to highlight the challenges they faced while attempting to execute their strategy.

## The Result

Chemistry was able to drive practical insights that changed Telia’s narrative. Prior to this project, they lacked a vernacular to discuss their talent and the leaders were disengaged in this matter. The insights we presented elicited excellent feedback from executives and the CEO.

The insights also prompted Telia to further engage with Chemistry for their 2-day leadership event. We were asked to provide our in-depth team insight sessions to help Telia grasp how teams worked collaboratively.

Chemistry was able to demonstrate its capabilities in successfully executing a large scale project, despite being a small business. We have a great pool of associates who enable us to pull off these projects at great margins. This project valued at £1m and we made 110% (£1.1m) at the end of it.

‘You’ve changed our entire perspective of how we approach people and talent in our business’  
- Telia’s CEO

# 6 Cable and Wireless



**CABLE & WIRELESS**

Case Studies

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## Context

We were engaged by the Chief Operating Officer of a FTSE 100 organisation, to solve the problem of executive talent in one of their crown jewel assets; the oldest business in its region. We discovered that the executive team were all expatriates, mostly white, and the sixth such team in seven years attempting to become the most important economic driver in the region. From an external perspective the issue was clear. The incompetent leadership wasn't the commercial issue; it was structural racism. In its long history, the company had never had an all-local leadership team. While the employee base remained firmly from the region, a 'conveyor belt' of white, expatriate men flew in on private jets, postured, made little impact and eventually gave up; until the next private jet dance started again. The business maintained there was no talent in the region that had the experience to run a company of its scale and complexity. At the height of the brain drain, the company was leeching 10-40% of the locally skilled workforce to OECD countries. On the flipside, it meant that 60-90% of nationals were choosing to stay in the home nation.

## Our Approach

We created a talent strategy that put the very best leadership in place, a leadership that was local in origin, and – crucially – a leadership that represented the population the business was there to serve. The talent scarcity the FTSE 100 company believed in did not exist. As in so many cases, intentionally or otherwise, hiring and development systems worked to narrow a talent pool to a small homogeneous group. We worked with the folks at Spencer Stuart to initiate a local and global search for the national ethnic diaspora, with the local education system to track and trace talent, and with US and British universities. We also interviewed alumni networks. Having defined What Great Looks Like (WGLL™) for each of the leadership roles, the CEO (a hugely inspirational and culturally aware leader) flew around the world to talk to and engage with potential candidates, and ultimately make hires.

## The Result

The executive talent that was hired was hugely successful, transforming a business that won back market share from an aggressive competitor, and turning the existing punitive relationships with regulators, the government, and unions into relationships that were productive and co-operative. And, for the the first time in its history, the company's entire leadership team was local in origin.

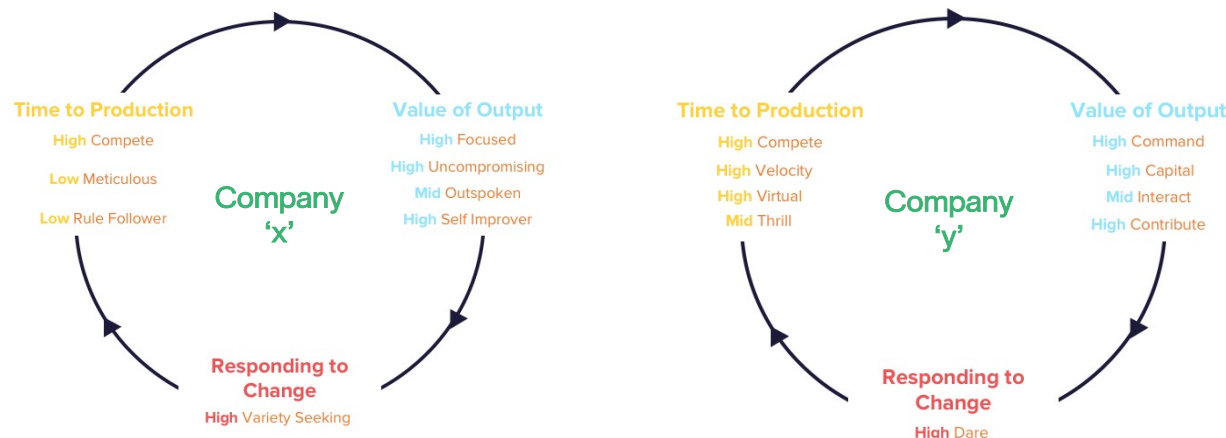
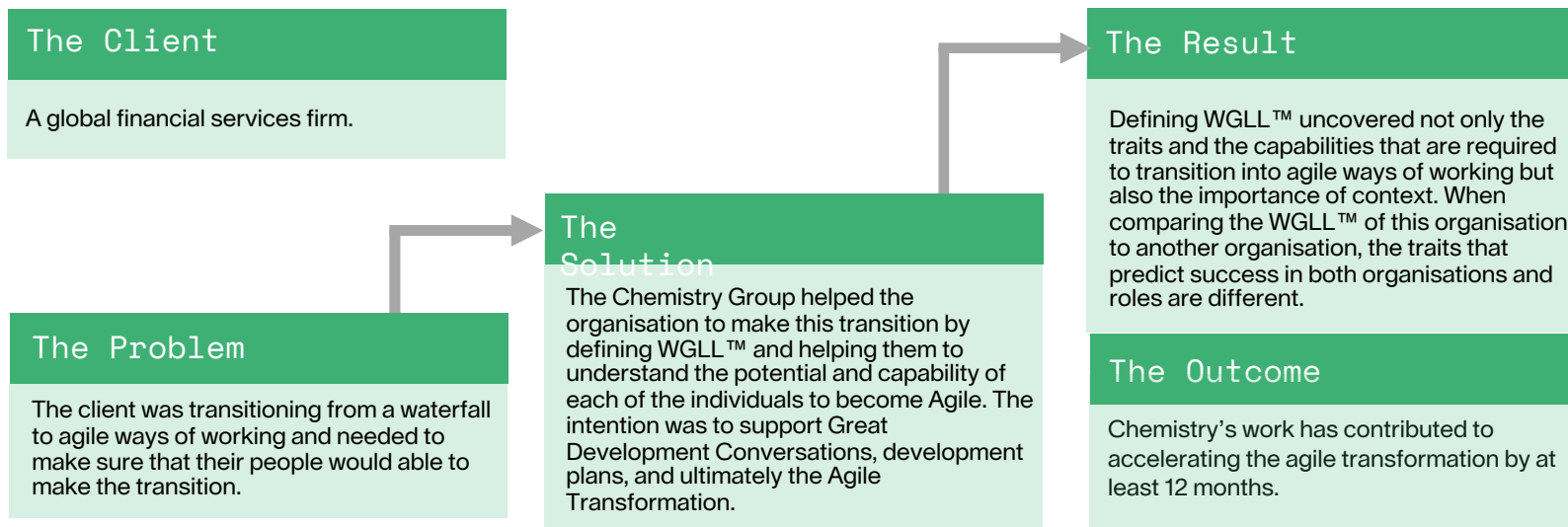
# 7 Experian

## Accelerating Agile Transformation



### Case Studies

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# 7 Experian

Transforming sales performance by improving quality of talent



Case Studies

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## The Context

A leading big data company in financial services wanted to differentiate their business in a highly competitive marketplace, not only through its technology and products but through its client-facing people. With over 17,000 employees across 34 different countries, they knew that in order to increase their market share globally their sales talent was the key to success. The business understood that transforming the capabilities of its employees and closing the gap from good to great was the answer to driving consistent business performance.

## Our Approach

We started by defining What Great Looks Like (WGLL™) for all roles across the sales function. Chemistry was then able to pinpoint the traits and behaviours uniquely associated with high performance.

With WGLL™ defined, we were able to build platforms for selection and development that we knew would drive the department into a high-performing state. We launched these bespoke tools in tandem, which allowed the business to hire and develop their sales talent to their unique WGLL™ profile, giving them the ability to deliver unprecedented performance insight at scale.

## The Result

Having hit 93% of its sales target in the year before partnering with Chemistry, performance has improved exponentially:

- + 102% of sales target achieved in Y1
- + 108% of sales target achieved in Y2
- + \$49 million above sales by Y2
- + Based on the data collected, Chemistry's algorithmic platform is now able to predict first year sales revenue in all new hires

In addition:

- + 67% of hiring managers would re-hire 80-100% of new hires
- + Hiring efficiency improved by 33%
- + 82% of candidates said application was quick and simple
- + 88% of team members have improved capability
- + Higher capability correlates with greater revenue

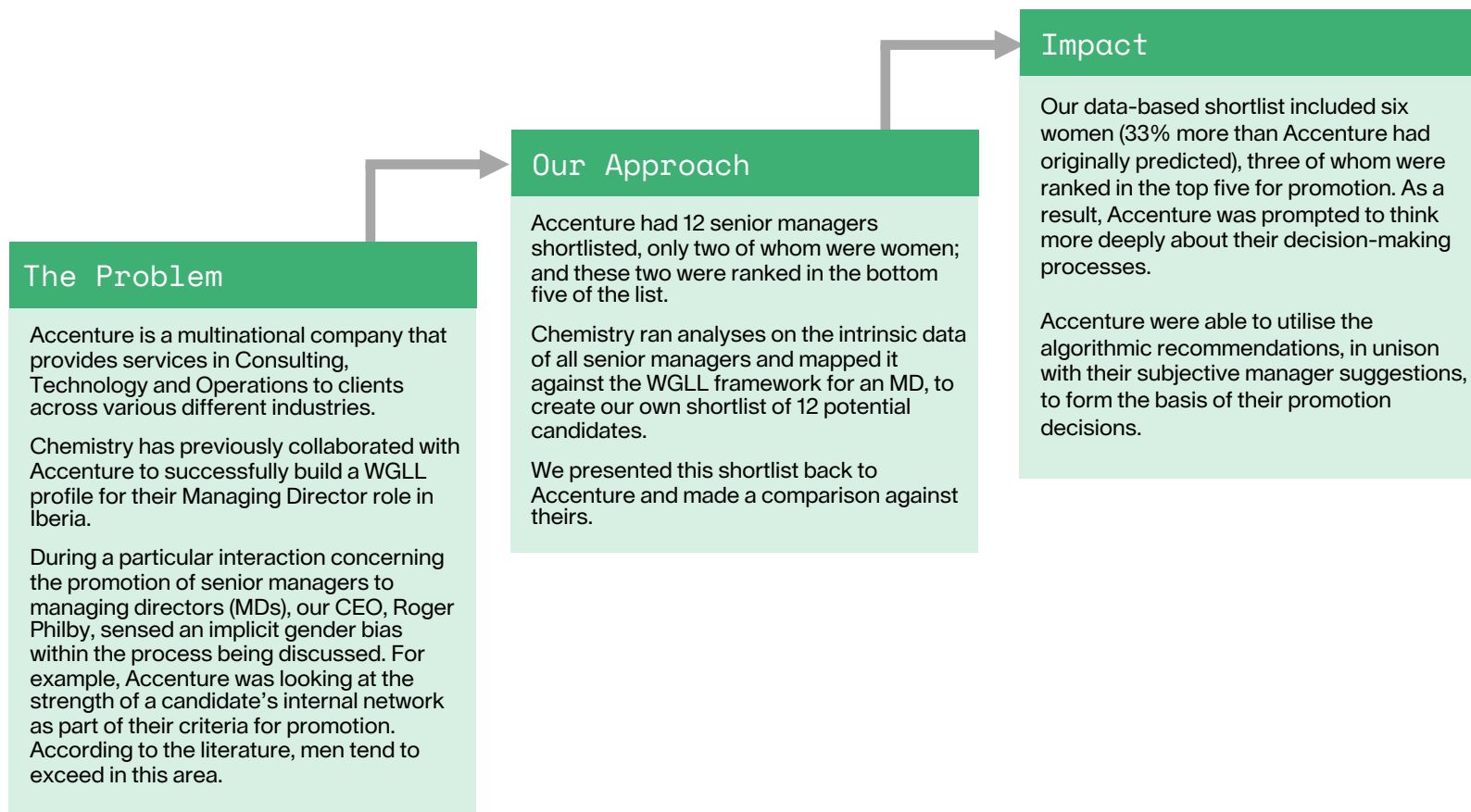
# 8 Accenture

Identified potential of bias in Accenture’s promotion process and mitigated it using our data-led insights to improve decision making.



## Case Studies

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## Case Studies

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### The Context

Chemistry has a long-standing relationship with a multinational professional services company, and has been providing workforce insight within their financial services function. As part of that work the organisation also wanted support with succession planning, to establish who was the best Senior Manager to promote to a Managing Director role. The business had already shortlisted 12 potential candidates, and wanted to know who would be the best fit based on the traits and behaviours we identified as necessary to be a high-performing Managing Director.

### Our Approach

Chemistry built a predictive, trait-based model of performance which was able to measure how closely aligned an individual is to the Managing Director WGLL™ profile. The profile is based upon an individual's scores on the Intellect, Personality, Motivations and Behavioural assessments. Each shortlisted candidate was put through the predictive model and received a percentage fit score, which is statistically predictive of the individual's potential to be a high-performing Managing Director.

### The Results

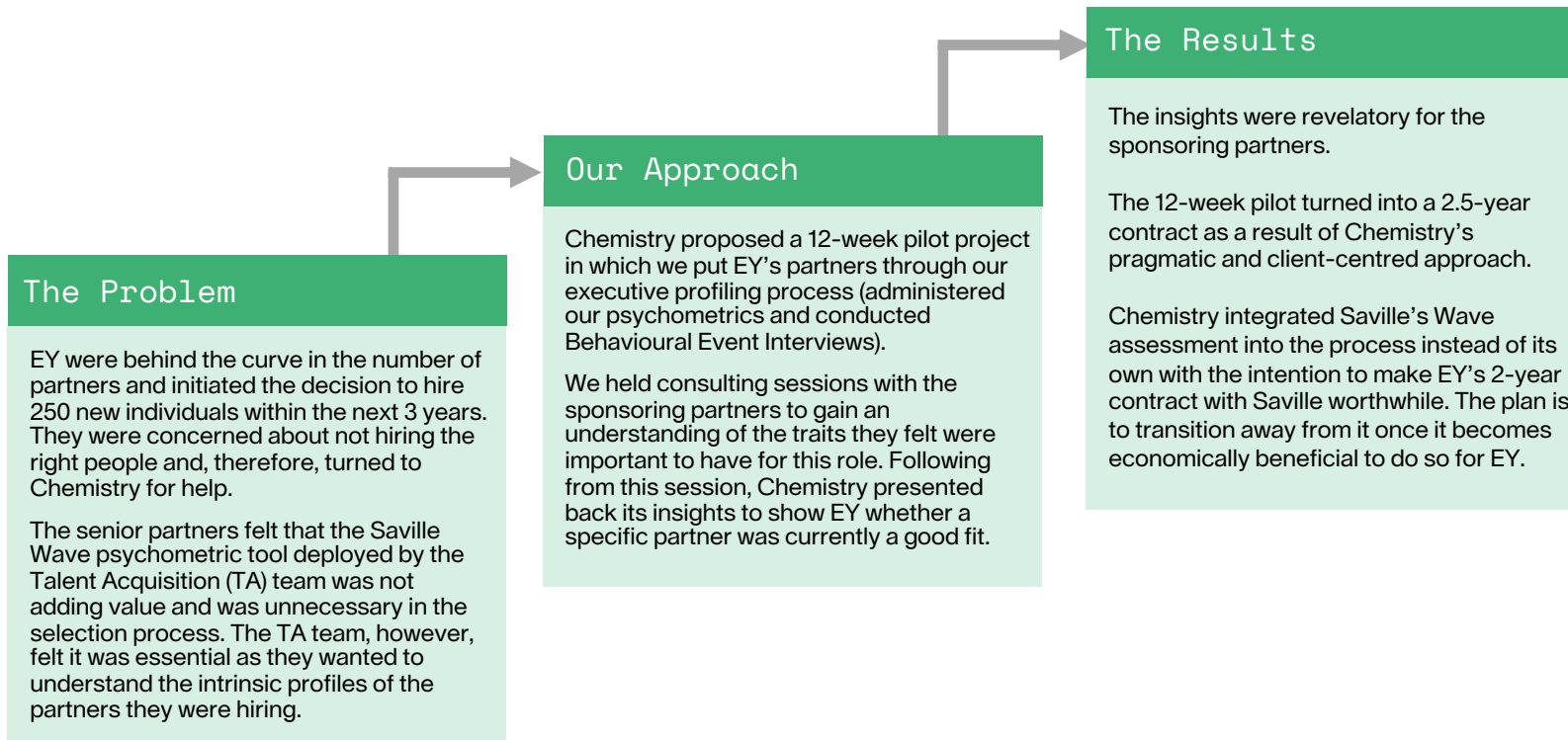
Chemistry found that out of the shortlisted 12 potential candidates, only 3 candidates had a fit score over 85%. One of the potential candidates, who was tipped to be the one selected, had a fit score of 0%. Additionally only 2 of the 12 candidates were women.

We then put all the Senior Managers through the predictive model, and only three of the original 12 candidates featured in Chemistry's top 12. Additionally, three women featured in the top five candidates.

These results challenged the leadership team to rethink the traits and behaviours they need within the Managing Director role. While their top candidate was a high-performing Senior Manager, they ultimately were not a good fit for the Managing Director role, but for another role in the business.

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# 1

## Upfield

Identified key competencies that predict revenue generation for frontline sales roles globally to close performance gaps and increase profitability



Food Co. is a large plant-based CPG company that operates in 95 countries

In 2018, Food Co. was spun-off from a global CPG company and purchased by a PE firm

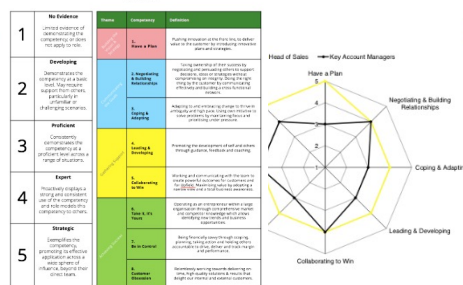
Many sales employees were transferred from Food Co.'s parent company, but both new hires and existing employees not consistently meeting sales competency requirements or driving the right behaviors

- + Food Co. needed insight on what was driving some markets to outperform their targets while others underperform against them
- + Chemistry developed a bespoke sales competency framework for Food Co.
- + Globally deployed assessment of sales team and leader's current capability and full potential
- + Delivered actionable insight to Executive team on the key changes to talent strategy needed to deliver 4-8% growth

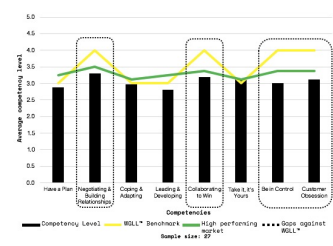
- Advised Food Co on talent strategy (hiring & development) for leaders against desired competency framework to ensure behaviour shift across the entire salesforce
- + Created bespoke online performance management tool to enable Food Co.'s salesforce to increase growth to 4%
- + Have sold on further work to engage global sales population in sales transformation
- + Embedded hiring & development tools and practices to drive change

Sales results after first 12 months post-acq. were very mixed with markets globally reporting inconsistent results. Deal thesis requires 4-8% growth over next 3 years

The WGL™ Competency Framework and the Competency Levels

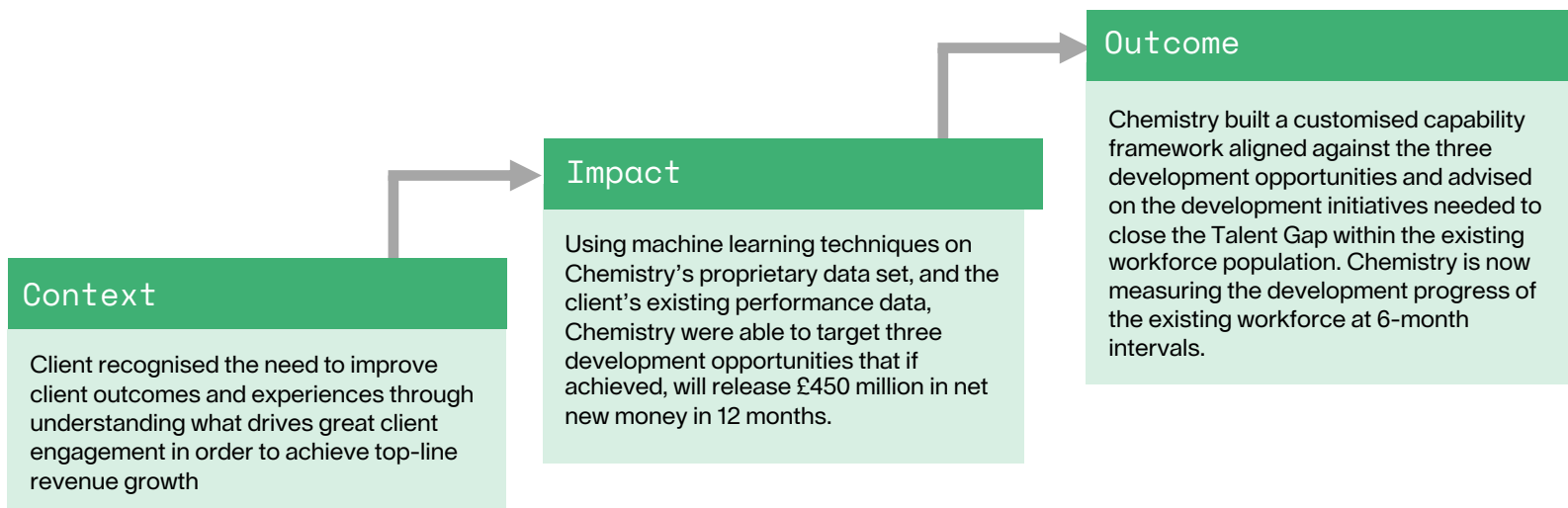


Identified 4 sales competencies that drive overall revenue growth



# 2 Tilney

## Creating Business Impact for a UK investment and financial planning organisation



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