



CASE STUDY

BUILDING THE FOUNDING TEAM FOR A GLOBAL FOUNDATION

In Essence

THE CHALLENGE

The client planned to establish a new global foundation with its biggest set-up in India. They needed best people on-board across hierarchy and functions, to be able to successfully launch and take it to an exponential growth trajectory

THE SOLUTION

SDF supported them in mapping the talent market, identifying and presenting key people for critical positions, and provided extensive support in engaging with candidates and coordinating for various stages of selection process

THE IMPACT

Helped them hire a team across niche and support positions, essential for smooth running of the foundation.

CHALLENGE

A Nobel laureate with an objective to work for children's welfare, planned to set-up a global foundation based in India and the U.S. In order to become operational in India, they needed to build a team across hierarchy and functions within stipulated time. Like for any other organization, the founding team was very essential as that would be fundamental in determining their growth trajectory in the first year of their establishment and then the years to come. The client sought SDF's help in searching for the right people. They also wanted us to establish an understanding of the organization and develop job descriptions for each of the position to be filled.

For SDF team, it was a new sector and the team was excited to learn more about how the sector functions.

SOLUTION

Pre-Recruitment phase

As the sector was new for SDF to explore, we started with developing in depth understanding of the social development sector. We organized detailed one-on-one sessions with the foundation's CEO to understand in detail what is the plan for the foundation in the coming future, how would the organization span out in terms of departments and people. We also did secondary research using the net along with talking to people in our network from the sector to understand the nitty-gritties of the sector and talent market.

The next step was to understand the planned organization structure and get a brief on open positions, their roles and responsibilities, to be able to create job descriptions for the same. We created around 30 job descriptions spanning across functions and hierarchy.

With the help of the client, we identified key players in the similar area of function and then conducted a detailed exercise on mapping them. We found people working in those organizations using our network and online database. We created detailed Market Mapping document with close to 10 companies mapped where we included details like name, designation, company, years of experience, function, location, previous organizations and contact details (if available). By the end of the exercise we were able to find almost 250 people working in those organizations. We also figured out through this exercise that not many people in the social development sector are using social media network which was a foreseen challenge for the recruitment drive.

As the next preparatory step, for junior team members we helped them create a script for initial round of interaction detailing about the foundation and the objective with which it's going to function. Also it was important to communicate the grandness of the foundation.

Recruitment Phase

Sourcing

Considering the unique requirements in skills for this sector, we created job posts and published those in social development sector specific job portals. We also used other online job portals such as Naukri and LinkedIn to find matching profiles. Though the most successful sourcing channel was references generated through our network and while speaking with prospective candidates. We maintained a detailed MIS for all the sourced profiles.

Screening

Keeping in mind the pre-defined selection criteria we wanted to make sure that only the candidates that add value to the client's organization are presented to them. A detailed pitch was developed for recruiters for introducing the organization and explaining the job role to prospects. The screening used to happen while having a detailed conversation over the phone and at times face to face. For senior level candidates, we used to have multiple conversations to be doubly sure of their candidature before scheduling their meetings. For some of the junior roles, we also organized walk-ins at the client location. It really helped in fast-forwarding the process.

Interviews

SDF coordinated with the client for available slots for conducting interviews. Since the team was limited to only the CEO and the Head HR, at times it was difficult for them to manage their time. So we helped them in blocking the entire day for interviews and then scheduled interviews accordingly. Based on the role, there were 3-4 meetings that were to be organized with client. For some of the critical roles, client also conducted work sampling assessments. We coordinated with the client and prospects rigorously to ensure best experience for the parties.

Before each interview day, a tracker was shared with the schedule and details of the candidates.

Closure

With the help of the client, a reference check template was developed with a set of questions to be posed to people with whom the prospect has worked in the past. A mail was sent to the referees for their inputs on their experience of working with the candidate in consideration. Once the references were received, an offer letter was sent to the candidates. For determining the salary, we used to act as a facilitator between the candidate and the client. We broadly had an idea of client budgets for various roles and accordingly used to understand candidate's expectations and discuss the offer.

Other Support Activities

We helped the HR Head with maintaining candidate documents such as CVs, JDs and other related documents. We also helped her in finalizing salary bands for different designations and mapping the designation to number of years of experience.

A team member was stationed in their office to speed-up the understanding of roles which helped in creation of job descriptions for those roles.

Also to tightly monitor the project, weekly project review meetings were held to understand from the client priority positions and plan the week deliverables. This meeting was also used for sharing an update on last week's work and raise any challenges being faced. Since the organization was in its initial stage of set-up, they kept modifying the organogram and thus the roles to be hired for. So we got to know about these changes also in the review meetings.

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