

FIND.



ASSESS.



TRAIN.

GREENTHUMBS

www.greenthumbs.in | www.psyft.com



WHY GREENTHUMBS?

- Global Reach
- Intensively trained executives
- Hundreds of satisfied clients
- Cost efficiency
- Value added advisory services

YOU ARE IN THE BUSINESS OF BEING THE BEST. SO ARE WE.

Our **clients** tell us they work with us because we treat them as if they were our only client.

Our **candidates** tell us they seek us because of our competence, commitment and honesty.



UNITING TALENT WITH OPPORTUNITY.

FLEXIBLE ENGAGEMENT MODELS OFFER REAL ROI

- Executive Search
- Retained Search
- Contingent Search
- Recruitment Process Outsourcing (RPO)
- On – Demand Service (billed hourly)
- Search & Assessment Packages
- Search & Interview Assistance

VALUE ADDED SERVICES

- Psychometric Assessment
- Market intelligence
- Industry Mapping
- Creating Effective Job Descriptions
- Salary Benchmarking
- Interview Assistance

If people are at the **heart** of your business, **Speak to us today.**

SUCCESS STORIES

Speciality / Niche Hiring

FMCG Company

The company was looking for a very specific skill set – an FMCG salesman covering small tea-shops, with unique requirement that the candidate should be from Kerala only. We conducted a blended search comprising of traditional portal research, word-of-mouth messaging and headhunting. Our experienced recruiters improvised to a great degree, even learning a smattering of Malayalam! Not only did we find the perfect guy, we closed the position in 30 days.

Project Hiring

Hospitality Startup

The company was experiencing a huge surge in business demand, consequently had intensely compressed hiring cycle timeline to meet critical business needs. They chose us to partner with them for our expertise in sourcing across a wide geographical area in a short period of time. We met and exceeded project timelines & decreased the time hiring managers spent in the process.

Bulk Hiring

FMCG Company

The middle-east based food products company has a regular requirement of van salesmen. This is usually a tough mandate because the target population usually has no online presence. What made the mandate even more challenging was that the company wanted to focus the search only on a particular state – Rajasthan. When the extensive advertising also failed to get much response, we set up a core team, supported by several recruiters, who worked tirelessly for 5 weeks to create enough buzz to run a successful walk-in drive. Many creative strategies were devised and implemented. The walk-in happened on the planned dates and was a resounding success.

Leadership Hiring

IT Company

A multinational provider of software and services approached us to help them hire a senior executive. Our team created a strong employer value proposition for the organization, along with a multichannel sourcing strategy focused on targeting passive talent. This strategy also resulted in significantly increased brand awareness within the executive market. We also designed a process for identifying and assessing leadership talent, using the Psyft Personality Assessment (PPA). We successfully closed the position and the quality of hire exceeded client expectations. The partnership on this mandate has already led to four more senior mandates.

Talent Mapping

Consulting Firm

The client is one of the world's leading independent consultancy and outsourcing service providers in the field of financial retail software. They face the constant challenge of finding individuals with extremely niche skills. We proposed a talent mapping intervention to address their on going human capital needs.

CLIENT SPEAK

Honestly, from my experience with GreenThumbs I can only say one thing about them: they're great! They delivered the results we were seeking and seek. All in a timely and professional way. They are flexible and responsive and have demonstrated keen local insight in satisfying our manpower requirements in Saudi Arabia, which makes them a truly international staffing company. They took the initiative, invested time and met with us at our offices to better understand our company. We see Green Thumbs as a trusted staffing partner and look forward to continuing the relationship with them.

- HR Head, Multinational FMCG Company

The level of service from GreenThumbs has been excellent. They quickly gained an understanding of our requirements and took the time to understand how we work. I have found their team to be determined, dedicated and efficient. It is this approach of GreenThumbs and the experience gained through interaction with their team that they are always the first company that I contact when I have a recruitment need.

- HR Head, Large Middle Eastern Trading Company

I have been associated with GreenThumbs for years and I am really happy with the quality of recruitment given to us. I like the thrust of you guys to work on Middle and Senior level requirements and you have been a thorough professional during this tenure. All the very best for the future assignments to GreenThumbs.

- HR Manager, Multinational Insurance Company

Green thumbs is a very professional recruitment firm. GreenThumbs has perfect professional and experienced recruiters! Thanks to Kanika who is employee of Greenthumbs. She is very focused and dedicated to her work and completes all the recruitment processes till end.

- HR Associate, Leading IT Company

CANDIDATE SPEAK

Transition across industries is usually difficult for higher positions and especially if it's from telecom to an FMCG. But GreenThumbs has proved its mettle and made it a smooth change for me. Their consultants are well-trained, professional and thorough and understood my priorities. I specially appreciate their consistent and timely feedback in keeping me informed of every development along the way. I would definitely recommend them for their services because of the sheer professionalism and efficiency they bring to the table.

- Business Manager, Large Food Manufacturing Company

This is just the best and super professional recruitment firm. I am so glad to have the chance to be hired by GreenThumbs for one of the best companies in the region. GreenThumbs has perfect professional and experienced recruiters! I am speechless! GreenThumbs is an example of having perfect services! Thanks to Neha, she is a star shining at GreenThumbs!

- Head of Compensation & Benefits, International FMCG Company

Where's the ROI?

Nearly **94%** of job candidates matched by PPA have been rated in the categories "exceeds expectations" or "meets expectations" in their annual reviews.

Personality Can Predict Performance.

The Psyft Personality Assessment (PPA) identifies clear patterns between individual characteristics and potential job performance in specific roles.

SCIENTIFIC DESIGN

Designed by Psychologists, following APA* & BPS** guidelines; with professionals in mind.

FAKE RESISTANT

Ipsative format makes socially desirable responses almost non-existent.

PROFESSIONALLY VETTED

Reviewed and used by professionals in a variety of industries.

CRISP, RELEVANT REPORTING

User-friendly, business relevant reporting; graphical representations of results.

* American Psychological Association
** British Psychological Society



Our science impacts your bottom line.

Reduced selection errors
Reduced time-to-hire
Reduced staff turnover

PPA IN ACTION – USE CASES

RECRUITMENT & SELECTION

A boutique consultancy firm

Challenge

Hiring dynamic associates with the ability to step up to client acquisition and engagement responsibilities.

Solution

We suggested administering the PPA to help obtain an understanding on how candidates are likely to behave in their specific roles after they join, how they are likely to act and communicate with the client and their own teams. The tool was also suggested to provide a comprehensive analysis of individual traits through the lens of the Universal Competency Framework.

Results

Upon taking the PPA, one candidate was found to be leaning towards extreme emotional sensitivity, marked by high levels of self-consciousness and anxiety. This was a definite red flag for the role and the Client was informed of the risks. However, the Client chose to override the results in case of this individual and hired him purely for his technical skill.

A year after administration, during our follow up reviews, the Client confirmed the accuracy of the assessment as the employee was unable to perform his role effectively, despite having all the knowledge and support. The PPA has since become a regular part of hiring process at this firm and has helped the Client avoid such glaring hiring errors.

TEAM BUILDING

A law firm

Challenge

In any organization, especially in a compact one, a disconnected team can have disastrous consequences. Communication and efficiency are paramount - a lack of which can cost the firm not only an engagement, but also its hard won reputation. So a team that is working in silos is never good and must be fixed.

Solution

We suggested a day long, PPA based, Team Building Workshop. The PPA gave people an opportunity to understand themselves and each other in depth and consequently view others' personalities more objectively. The Workshop allowed coworkers to meet each other in a relaxed, neutral environment.

Results

Many issues, so far unsaid and unaddressed, were articulated and put to discussion in the workshop due to findings of the PPA. The thoughtfully designed exercises required team members to get out of their comfort zone and show their true selves. One of the team members for example, stated that he doesn't covet a leadership role and would rather be a follower – this was new to the management and helped them align their people strategy accordingly. By the end of this workshop, the team had moved from mere recognition to genuine camaraderie. After the PPA-based workshop, the team members started understanding each other much better and developed a certain level of empathy. The overall positive impact on productivity was evident to the client from the first week itself.

DEVELOPMENT

A large manufacturing firm

Challenge

Identifying HiPos (High Potential employees) for plant leadership positions.

Solution

We suggested a 2 day, PPA based, Assessment & Development Centre (ADC) where select employees are tested using a variety of exercises, simulations and discussions. It provides a holistic view of each participant's personality, skill and aptitude.

Results

A detailed individual report was prepared for each participant which provided rich, evidence based information which could be used to create individual development plans. In addition, a comprehensive report was submitted which became the basis of a leadership pipelining exercise by the Client to be used for succession planning and allocation of various senior level roles.



**FEEDBACK IS THE BRIDGE BETWEEN
PERCEPTION & PERFORMANCE**

SUCCESSFUL TEAMS DEPEND ON HONEST FEEDBACK, FROM *EVERYONE*

- Reveals hidden strengths and blind spots
- Enables career development and strategic coaching
- Provides feedback both in form of measurable ratings & subjective comments
- Aids concrete action planning
- Adds more insight to the performance management process

Being consistently perceived as an exceptional leader is achieved by **only about 10%** of participants in a typical 360-degree feedback project.

Can you imagine the impact in your organization if the number of exceptional leaders was multiplied?

| CONTENT

Research-backed, validated content designed by I/O Psychologists and vetted by industry experts.

| TECHNOLOGY

Our proprietary 360 feedback platform is not only user friendly, but being web-based, also gives a lot of flexibility to the end-user.

| REPORTING

Our 360 reports are packed with meaty content, yet are easy to interpret.

| COACHING

360 degree feedback is often an emotional process, sometimes evoking shock and resistance. Our skilled coaches help participants manage these emotions and use the feedback for effecting change.

CLIENT SPEAK

I believe their 360 Degree Feedback Survey helped us in dealing with challenges at work place better and more effectively. I found this exercise worth every paisa, if we were to use it meaningfully and look at it sincerely and honestly.

- CEO, Gramin Vikas Trust

360 DEGREE FEEDBACK IN USE

Part of Culture Change Program

Leading Retail Chain

Challenge: The leadership team wanted the company to move to a culture of devolving responsibility, encouraging people to take ownership of their problems and resolve them proactively. The company believes this will enable them to make giant leaps in agility and customer satisfaction.

Solution: Our 360 Degree Feedback tool was introduced as part of training & development plan.

Result: Significant improvement was noted in managerial performance in response to upward feedback (i.e. a junior employee providing feedback on a senior team member). It was found that performance ratings by peers and direct reports are one of the most important or reliable source of information. The feedback mechanism has become a recurring and important lever in eliciting the desired behavior change.

Organization's first 360 degree

Logistics and Supply Chain company

Challenge: Cultural resistance and resource constraints had prevented HR from undertaking a formal feedback process so far.

Solution: We framed all communication in a way that the exercise was understood as a business improvement process. We ensured that the whole team was involved from start to avoid distrust. Detailed product sensitization was planned for key stakeholders, highlighting the positive takeaways from the process.

Result: Initially some participants found it daunting to provide upward feedback, but our promise of confidentiality helped allay those fears. The exercise not only won buy in, but was conducted with enthusiastic cooperation from all levels of participants. Additionally, positive performance impact was noted in annual reviews.

Evidence based leadership development

Large FMCG Company

Challenge: Developing a Leadership development program based on real-world evidence and not something simply influenced by theories, personal biases or passing fads.

Solution: We suggested a self-insight workshop with 360-degree feedback analysis as a key component.

Result: The feedback, together with the workshop takeaways, helped the participants see from a new perspective and understand both, the requirements of their role and the gaps in their leadership styles.

Increasing rate of participation

Banking

Challenge: The company had long experience with various feedback mechanisms, but getting people to participate had been a pain point.

Solution: We researched the reasons for low participation in the guise of training needs analysis discussions with various levels of employees. We found that people avoided giving feedback due to some process complexity but mostly due to a widespread lack of seriousness about the process.

Result: We implemented an easy-to-use 360-degree feedback process, designed to be cascaded down the line, with seniors inviting their direct reports and so on. We made it mandatory that the top team should be the first to complete, as demonstrable commitment to the process. Initially planned as a one-off exercise, the process has so far been taken up bi-annually by top 3 levels of management.



Engagement is more than satisfaction.

Why do you want Engaged Employees?

- Engaged companies grow profits as much as **3X faster** than their competitors.
- Highly engaged employees are **87 percent less likely** to leave the organization.
- A disengaged employee costs an organization approximately **\$3,400** for every \$10,000 in annual salary.

Some key questions we help organizations answer:

What is the current engagement level of your employees?
 Are your most valuable employees open to leaving?
 Do the least productive employees plan to stay?
 How do we turn things around?
 Who are the highly engaged employees?
 How to increase productivity without raising the salary bill?
 More than money, what do employees want?

Who is eroding more value?

- the engaged employees who want to leave
- or
- disengaged employees who plan to stay?

The Psyft Advantage

Fully Customize-able survey forms -
 Responsive design (can be taken on mobile devices) -
 In-depth analysis and advanced reporting -
 Full-service support by assessment team -
 Follow up consulting and training to create change -

Get in touch for a customized proposal today.



SUCCESS STORIES

High Employee Turnover

Logistics & Warehousing Company

Challenge: This growth stage startup faced some serious retention issues with the fresh graduates they were hiring. Once they were fully trained, many decided to leave and join a larger organization. The company had no data or information to guide decisions about how to increase graduate engagement and them.

Solution: We quickly realized what the company needed was an avenue for staff to confidentially provide feedback both on the positive elements of the work experience and the pain areas that needed improvement. It was the right time to conduct an employee survey. Today it has become a yearly exercise and is at the heart of the company's employee engagement initiatives.

Results: In spite of staff numbers doubling, consistently high survey participation rates of between 80% and 91% have been achieved for the last three years. During that time engagement levels have increased from just over 50% to around 80%. But most importantly, employee turnover has fallen from over 50% to below 20%.

Enhancing Engagement Levels

Finance & Insurance

Challenge: An employee engagement survey revealed that lack of clear career path was a major issue, especially at the middle management level. People saw others progressing and didn't know why; their seniors told them how they were doing but didn't articulate what they needed to do differently in order to achieve their next promotion.

Solution: Based on our post-survey recommendations, resources were allocated to developing a formal career development model for middle level employees. However, in isolation, the model would not be of much use. Further work had to be done by the Client on an e-learning portal to really ensure that employee engagement was impacted and then reflected in the next survey.

Results: Ongoing

A Multilingual Survey Solution

Hydropower Company

Challenge: This large public sector organization has offices spread across the length and breadth of the country. Having attempted employee engagement surveys earlier, they realized not all parts of the organization were participating enthusiastically. Some geographies and employee levels were underperforming severely on participation rates.

Solution: We suggested a multilingual survey, where respondents could choose the answer in their native language.

Results: The participation rates in the underperforming areas jumped significantly. There was appreciation from all quarters, including from the Managing Director.

Introducing Modern HR Practices

Chemicals & Fertilizers

Challenge: Historically, the Company had a very traditional approach to performance management, relying on an annual appraisal with often little or no follow-up. The newly appointed HR head wanted to bring contemporary thinking around motivation and behavioral science into the company, in a bid to understand how she could help staff perform to the best of their ability.

Solution: We suggested that the best place to begin would be an employee engagement survey, to get the pulse of the organization – what are your employees feeling?

Results: By focusing attention on various elements of the survey, staff were able to gain a clearer picture about what might be impeding them and how they might be helped. In the long run, there was a change in the way employees felt they could approach issues. Rather than experiencing a general feeling of dissatisfaction, they were able to put a name to their problems and thus address them specifically.

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