

The DNA of JUMBO

How to create a simple, reliable and
discriminatory measurement
instrument on norms and values
based on discernable behavior

October 2016



A total approach to talent



Korn Ferry Hay Group helps you align your organization to your people – developing, engaging, and rewarding them to reach new heights.



Korn Ferry Executive Search helps you attract the best executive talent for moving your company in the right direction.



Korn Ferry Futurestep delivers professional talent that builds up leadership.



JUMBO and its place in the Dutch retail landscape



Formule	2007	2008	2009	2010	2011	2012	2013	2014	2015
Albert Heijn	29.5	31.3	32.8	33.6	33.5	33.7	34.0	34.1	35.0
C1000	14.3	13.2	11.7	11.5	12.1	12.0	9.5	5.8	1.1
Jumbo	4.4	4.8	4.9	5.5	7.4	9.6	11.2	14.0	17.4
Jumbo Groep	-	-	-	-	21.8	21.7	20.7	19.8	18.5
Superunie	30.0	30.7	29.6	29.6	29.2	29.0	28.8	29.0	29.2
Coop	2.4	2.5	2.4	2.5	2.6	2.7	2.8	2.9	3.0
Deen	1.9	1.9	1.9	2.0	2.0	2.0	2.0	2.1	2.1
Detailconsult	-	-	-	4.2	3.9	3.7	3.7	3.8	3.8
Dekamarkt	-	-	-	-	-	1.9	1.9	1.9	1.9
Hoogvliet	1.9	1.9	1.9	2.0	2.0	2.1	2.1	2.1	2.1
Jan Linders	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Plus	6.0	6.1	6.0	6.0	5.9	5.8	5.8	5.9	6.2
Poiesz	0.9	0.9	0.9	1.0	1.0	1.0	1.0	1.0	1.0
Spar	1.9	2.2	2.3	2.2	2.1	1.9	1.8	1.7	1.7
Vomar	-	1.6	1.7	1.7	1.6	1.6	1.6	-	-
Aldi	8.9	8.5	8.3	7.9	7.9	7.6	7.4	7.4	7.3
Lidl	4.0	4.8	5.4	5.6	6.7	7.5	9.0	9.7	10.0
Overig	1.5	0.7	0.8	0.8	10.6	0.6	0.5	-	-



So it is all about Values and Norms

A sad story on “Samenwerken, Ondernemen, Winnen” (Collaboration, Entrepreneurial, Winning)

4.7 / 5



At least JUMBO is not the only one struggling

Jumbo DNA

Winning,
Collaborating,
Enterprising

Hay Group values

Courageous, Insightful,
Committed, Helpful,
Empathic

Rabo core values

Respect, Integrity,
Professionalism,
Sustainability

KPMG values

Lead by example,
Collaborate, Respect the
individual, Provide facts &
insights, Be open & honest,
Be committed to society,
Integrity

Enron values

Respect, Integrity,
Communication,
Excellence

Blackrock principles

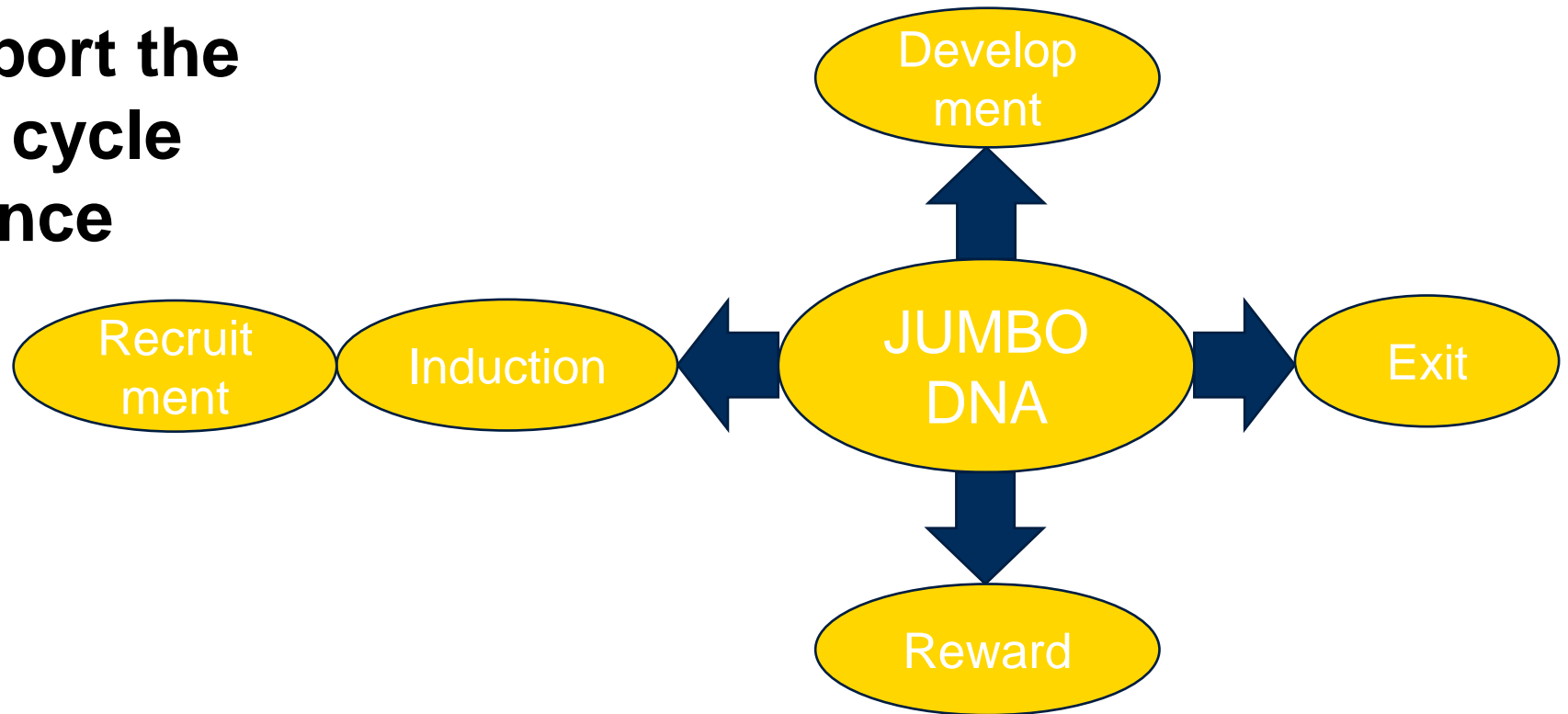
Fiduciary to clients,
Passionate about
performance, One
Blackrock, We are
innovators



The questions JUMBO asked us

Help us design an instrument that measures the current Jumbo DNA properly and that helps strengthen them

It should support the employee life cycle and performance



Valid!? Reliable!? Discriminating!? Aligned!? Simple!?

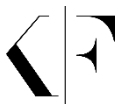
Start the conversation in the language a client can understand

■ Validity

- Release the true original meaning of the DNA in 2015 language, through telling recent stories that back them up, with emphasis on what you saw people doing
- Don't use just single words, we need a story
- Try to come up with stories for different levels, but certainly for direct reports
- Avoid overlap with the 7 daily promises, be parsimonious, you cannot cover every value in the story
- We have to realize that there are more people that are gifted personators of what a value is, so get outside/field wisdom in as well

■ Reliable

- If we measure progress it should be real progress, not luck
- You don't use a thermometer to measure fever if it indicates +/- 2 degrees
- A non reliable instrument will only be used 1 or 2 years, it is a lost investment
- In order to determine whether an instrument is reliable, you have to field test. The truth lies with the user



Valid!? Reliable!? Discriminating!? Aligned!? Simple!?

Start the conversation in the language a client can understand

- Discriminating
 - It should not be a shame to score a 2 on a 5 point scale, so the sentences that describe the behavior (the items) should be “stretched”
 - We have to capture the full “spread”/variance in the organization and there are more nuances than just 2 (the 4 and the 5 on a 5 point scale)
 - This is not just a theoretical exercise, you have to field test whether you indeed have captured full variance, the truth lies with the user
- Aligned
 - With other HR competencies
 - If there is a strong belief that behavior that signals mastering these values leads to better business results, you’d better alter your competency models otherwise you measure twice if maybe even contradictory
- Simple
 - The language level must be European Level B1 or lower
 - 5 minutes max. to use the instrument
 - It could be we end with multiple instruments (for different groups)



The plan

Indeed a combination of everything we have in house

Step	How	Participants
0. Project planning/management	Workshop on ways of work, accountabilities, communications etc.	Project managers
1. Refresh DNA	Workshops storytelling	HR, Family, Board, Hay Group (DNA group)
2. Decode stories	Per value, match best behavioral description items from HG competence database to stories and rephrase them in JUMBO language (up to 2 competencies) Create "stretch" items	Hay Group
3. E feedback from field	Ask feedback and additional examples from field and DNA group via E survey (open ended questions)	Trusted employees and managers from operations DNA group
4. First selection of items per value	Workshop Linguistic feedback	DNA group Linguistic expert
5. Create draft E tool	Program HG platform, use linear list, grouped by content, 7 point Likert scales	Hay Group
6. Field test draft instrument	Field test with help of stratified random sample of (200) trusted management (all layers) and employees to use on good, normal, less performer with background variables Organize communication, training, helpdesking	Hay Group Board and family Trusted employees and managers from operations
7. Calculate the most effective version(s) from test data	Item Response techniques (capturing variance) and reliability calculations	Hay Group
8. Final decision on content of tool(s)	Workshop	Family
9. Program in HRIS	Programming RAET system	JUMBO IT, Hay Group
10. Align other competency models	Workshop per segment of employee cycle (recruitment, induction, development)	HR, line managers, Hay Group
11. Create norms	Use appraisal distributions per employee category as input for distribution	HR, Hay Group
12. Reward	Workshop on reward, appraisal and the DNA measurement	DNA group
13. Implementation	Stakeholders, training, communication, HRIS	HR, Hay Group
14. Maintenance	tbd	HR, Hay Group



What did we actually learn

Implementing competencies is a real team effort. That is what one should realize in order to make competency models fly. You need a competent and diverse project team (members from both sides) and a motivated and participating client. If not competency models end up as the next toy of HR and they don't live up to the (scientific) expectations.



Thank you

