

## Case story

# Nando's: Strengths-Based Recruitment



## Background

Nando's were keen to invest in a positive, innovative approach to recruitment and development conversations and explore the impact this could have on people.

Bailey & French's unique application of Positive Psychology aligned well with their culture and mission to create lasting positivity for all people who come in contact with Nando's. The strengths-based approach is something they felt they could employ in their recruitment and development conversations to help further celebrate the uniqueness people bring to the table.

## Our approach

We first worked with the Nando's Talent Acquisition team to help implement a strengths-based recruitment process, working towards 3 goals;

- Making Patrões (the restaurant managers) lives easier
- Sourcing better candidates
- Changing lives positively having a positive impact through our candidate experience

We also worked with the L&D team to equip and enable Patrões to embed the strengths approach into their restaurants. We took a co-creation approach to start empowering people to discover their own strengths and get the best out of others. This started with a pilot in 2 UK regions. Within our Grow Self and Grow Others modules, we first worked on helping Patrões learn their strengths in order to get the best out of themselves, before working on key skills such as strengths-based feedback. To support this, we co-created strengths-spotting guides and quick reference strengths questions.

## The impact

"There has been a reduction in turnover in the first 3 months for Nandocas (Nando employees), and the strengths-based recruitment approach may have contributed to this.

Both Patrões and their Assistant Managers are feeling more comfortable giving all levels of feedback, there have been some positive shifts in managers ratings of 'Overall Manager Effectiveness', as well as similar positive shifts relating to the statement 'My Manager uses the Strengths in the Team to help us perform'

**Bailey & French.**

## Facts

When focusing on strengths, there is a 36% increase in performance. Which means before, an employee was generating £1, when focusing on strengths they'll generate £1.36

*Deloitte, 2020*

Strengths use has been found to be an important predictor of wellbeing, leading to less stress, increased positive affect, vitality and self-esteem

*Gallup, 2012*

Companies that had the best corporate cultures, that encouraged all-around leadership initiatives and that highly appreciated their employees, customers and owners grew 682 percent in revenue

*Forbes*

## Feedback

"B&F are super flexible and work with any model/structure that's in place"

"Working with Bailey & French was an all-round awesome experience. They really balanced the level of academic research in a way that was comfortable for all people"

"The team, specialists and consultants, are very skilled"