

Developing and Managing Individuals and Teams 2412522 Lector: Toyin Adisa

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Introduction – Virgin Atlantic Airways

Founded: 1984 by Sir Richard Branson

Headquarters: London, United Kingdom

Industry: Airline / Aviation

Mission: “To embrace the human spirit and let it fly.”

Focus: Excellent customer service , safety , and innovation

Reason to Recruitment: To hire the right people for the Business Transformation Project (e.g., Project Manager, Change Manager, or Financial Analyst)



Recruitment Process Overview

Recruitment is about finding the right person for the right job at the right time.

Steps:

1. Identify the need for a new employee.
2. Conduct job analysis.
3. Prepare job description and person specification
4. Advertise the job
5. Screen applications and shortlist candidates
6. Conduct interviews
7. Select the best candidate
8. Make the job offered onboard

Job Analysis

Purpose: To understand what the job involves.

For example: Project Manager –
Business Transformation

Main tasks include:

- Planning and managing change projects
- Coordinating teams and resource
- Monitoring progress and reporting to leadership
Outcome: Clear understanding of skills, duties, and responsibilities.





Job Description and Person Specification

Job Description

Job Title Manager – Business Transformation

Location: London Head Office

Responsibilities: Lead transformation projects, manage timelines, budgets, and teams.

Person Specification

Skills: Leadership, problem-solving, teamwork

Qualification: Degree in Business or Management

Experience: 3 – 5 years in project management

Personal Qualities: Motivated, adaptable, and innovative

Interview Type 1 – Structured Interview

Definition: All candidates are asked the same set of questions.

Benefits:

- * Fair and consistent
- * Easier to compare candidates
- * Useful for technical or management roles

Example Question: “Describe a time when you managed a project under a tight deadline.”



Definition:

A group of interviewers (HR manager, project lead, finance manager) interview the candidate together.



Benefits:

- Balanced evaluation
- Multiple opinions reduce bias



Example Question:

“ How do you handle conflicts within a project team?”

Interview Type 3 – Competency-Based Interview

Definition:

Focuses on skills and behaviours needed for the job.

Benefits:

- Tests real experiences
- Predicts future job performance

Example Question:

“Give an example of when you successfully led a change initiative.”



Questioning Techniques

1. Probing Questions

To explore deeper.

“Can you explain how you solved that problem?”

2. Leading Questions

To guide responses.

“Would you say teamwork is your biggest strength?”

3. Socratic Questions

To test reasoning.

“Why do you think that approach was most effective?”

Best for Virgin Atlantic: Probing and Socratic

Questions help identify candidates who share company values and can think critically.

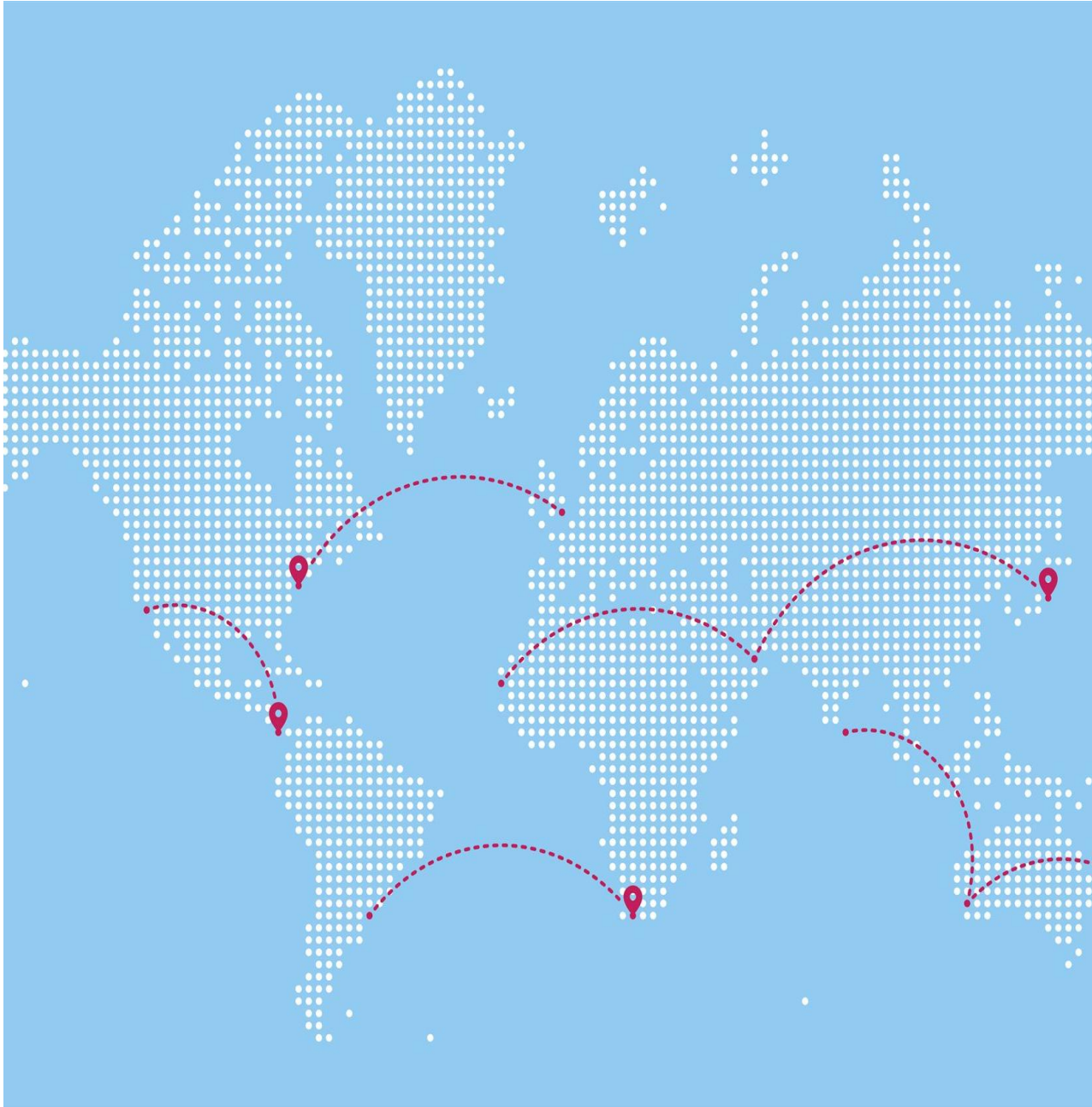


Face-to-Face vs. Online Interview

Aspect	Face-to-Face	Online
Setting	In-person at office	Conducted via Zoom/Terms
Advantages	Better connection, observe body language	Save time and cost
Disadvantages	Time-consuming, travel required	Possible technical issues
Best for Virgin Atlantic	Face-to-Face for final stage	Online for first screening

Conclusion

- Virgin Atlantic aims to hire people who believe in its mission.
- A structured recruitment process ensures fairness and effectiveness.
- Right interview types and questioning techniques help find motivated employees.
- Combining online and face-to-face interviews ensures flexibility and quality hiring.





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Thank you for
your attention.