



Zahra Batool
Student Number- 2330369



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Developing and Managing Individuals & Teams



Lecturer- Samson Oladejo



Recruitment & Selection during Organisational Transformation- Tesco



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INTRODUCTION TO TESCO & TRANSFORMATION

Tesco

- UK largest retailer.
- Founded in 1919 by Jack Cohen.
- Operate across food, banking, mobile and online services.

Nature of Transformation

- AI-Driven customer services.
- Automation & Data analytics.
- Expansion of E-Commerce Systems.

Needs for Digital Specialist

- Support digital innovation.
- Improve online customer experience.
- Implement new technologies.



Tesco's continued investment in digital channels, data analytics, automation, and online grocery services reflects its strategic focus on improving customer experience and operational efficiency (Tesco PLC Annual Report, 2025; Verhoef et al., 2021).

Why Tesco Needs Digital Specialists



Support Transformation

Implement AI & Automation.
Support Digital Products.



Enhance Customer Experience

Improve Online Shopping.
Use data to personalise services.



Drive Innovation

Introduce new technologies.
Maintain Competitiveness.



Manage Change

Support staff through change.
Reduce resistance to new systems.

Key Skills
Required

Data
Analytics

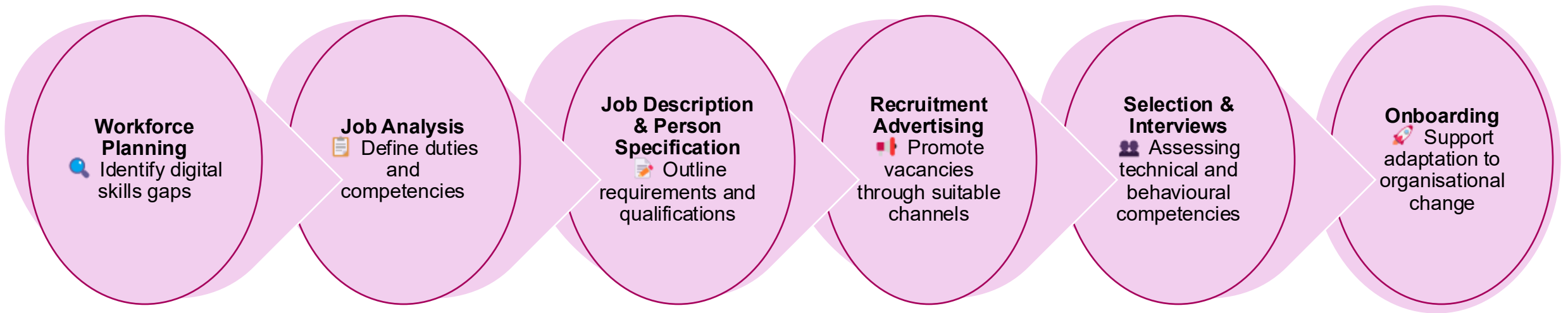
Technical
expertise

Problem
Solving

Communicat
-ion

Adaptability

Recruitment Process During Transformation



Why is this Important?

A structured recruitment process helps Tesco attract and select digital specialists who can support digital transformation and organisational performance (Bratton & Gold, 2022).

JOB ANALYSIS, JOB DESCRIPTION & PERSON SPECIFICATION

Job Analysis	Job Description	Person Specification
 Identifies tasks and responsibilities	 Defines duties and role purpose	 Outlines candidate requirements
Digital transformation projects	Support digital initiatives	Degree in IT/Business
Analyse operational data	Improve E-commerce systems	Experience in digital products
Train staff on new technologies	Collaborate with IT teams	Data analysis skills
Support digital change	Support organisational transformation	Adaptable and innovative

Clear job analysis and person specifications improve person-job fit and recruitment effectiveness (Dessler, 2020; Armstrong & Taylor, 2023).

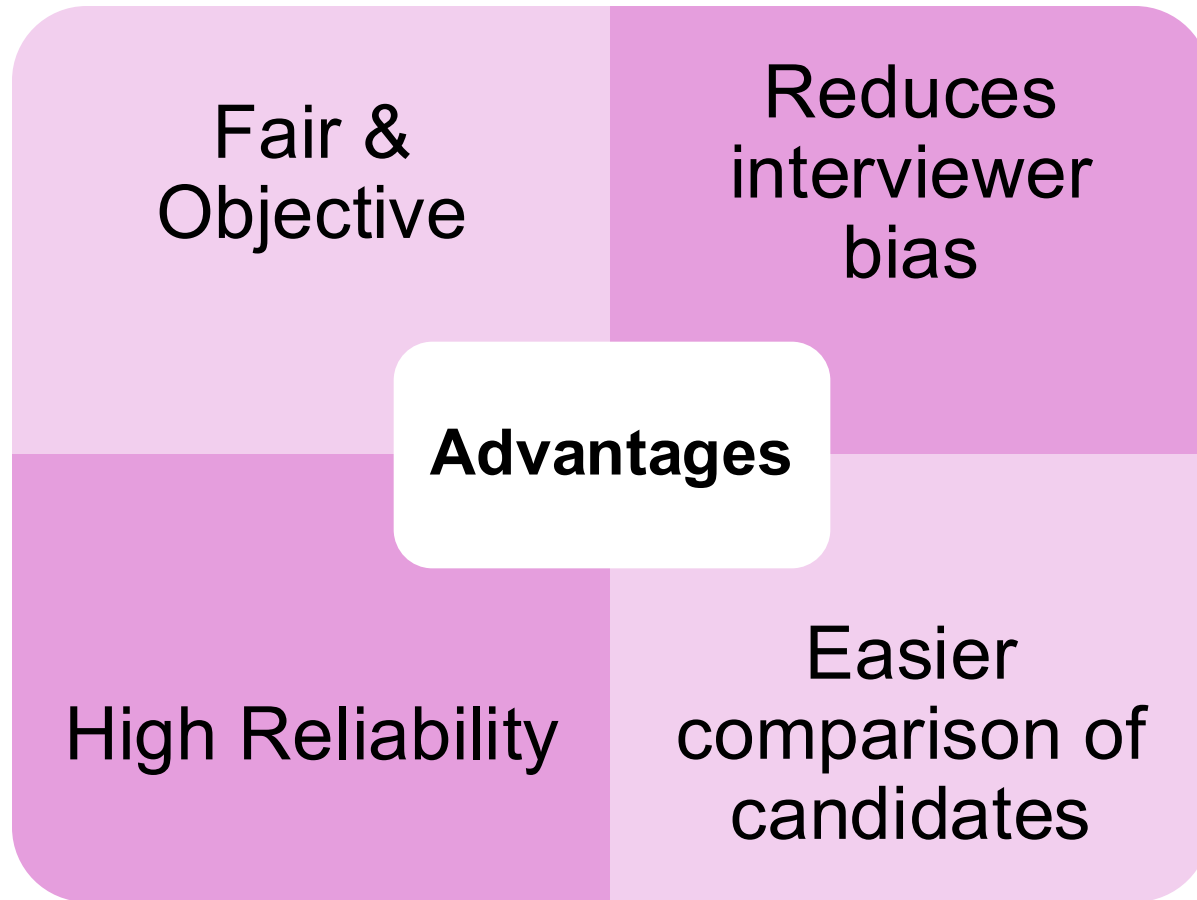
RECRUITMENT ADVERTISING PLATFORMS

Internal Recruitment	External Recruitment
 Tesco Intranet	 Tesco Careers
 Employee Referrals	 LinkedIn
 Talent Development Programmes	 Graduate Websites
 Internal Promotions	 IT Recruitment Agencies

External recruitment provides access to specialist digital talent needed to support Tesco's digital transformation (Stone et al., 2020; CIPD, 2024).

STRUCTURED INTERVIEWS

Standardised questions asked to all candidates



Example Question

💬 "What experience do you have implementing digital systems?"

Why Suitable for Tesco?

💻 Consistently assesses digital skills and competencies required for transformation (CIPD, 2024).



COMPETENCY-BASED INTERVIEWS

ASSESS SKILLS AND BEHAVIOURS THROUGH REAL-LIFE EXAMPLES

S- Situation

Online system slow during peak shopping periods

T- Task

Improve website performance and customer experience

A- Action

Analysed data and implemented system updates

R-Result

Reduced downtime and improved customer satisfaction

Advantages

- ✓ Assesses real experience
- ✓ Evaluates problem-solving skills
- ✓ Measures digital competencies
- ✓ Predicts future performance

Why Suitable for Tesco?

 Suitable for Tesco because it identifies candidates with the digital competencies and adaptability required for transformation (Armstrong & Taylor, 2023).

Example Question

 "Describe a time when you used digital technology to solve a business problem."

PANEL INTERVIEWS

👥 *Multiple interviewers assess one candidate simultaneously*

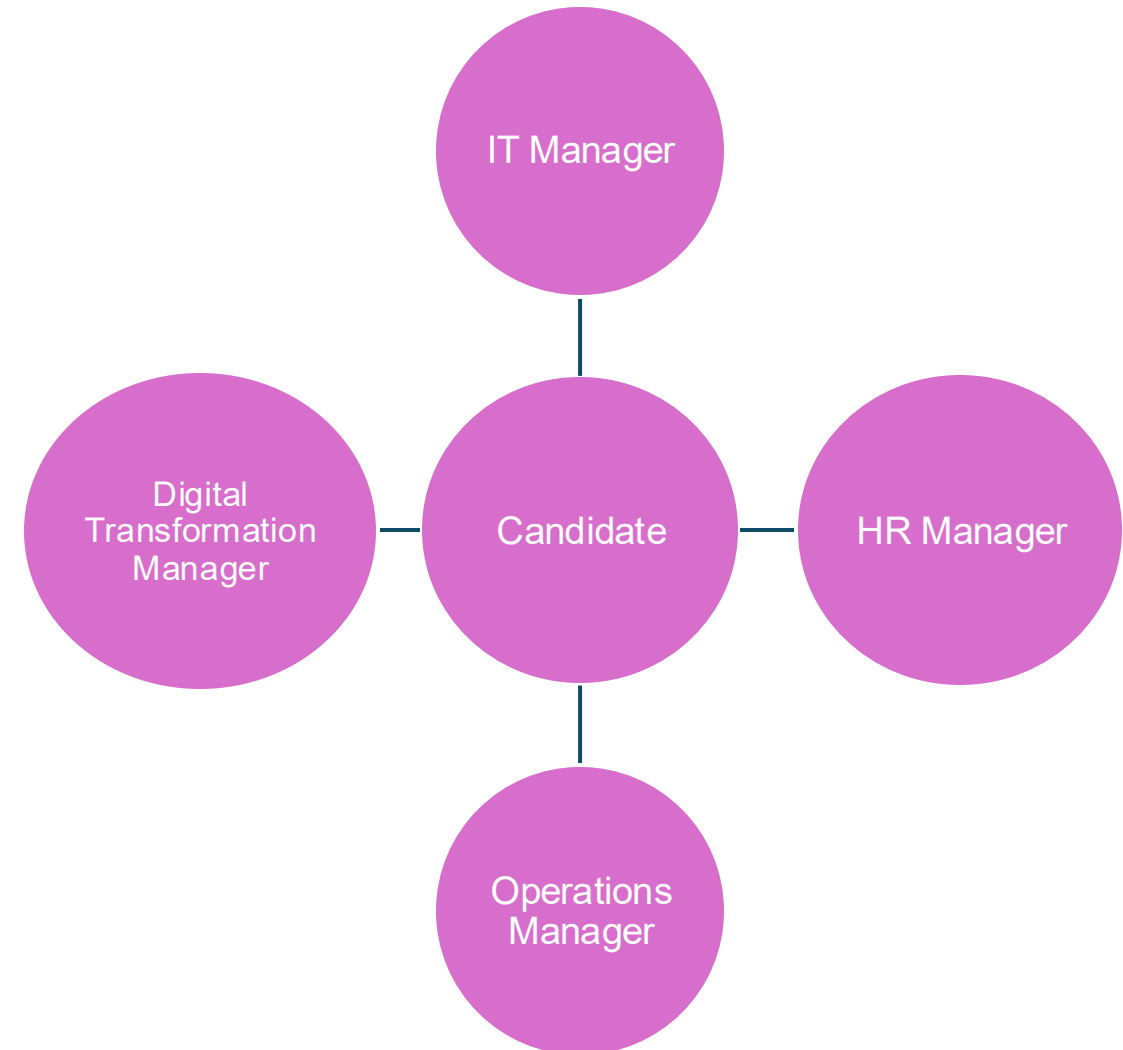
Advantages

- ✓ Multiple professional perspectives
- ✓ Reduces interviewer bias
- ✓ Assesses communication skills
- ✓ Improves hiring decisions

Why Suitable for Tesco?

💻 Enables HR, IT, and Digital Transformation managers to evaluate technical skills, teamwork, and adaptability required for digital transformation.

(Armstrong & Taylor, 2023; Bratton & Gold, 2022)



QUESTIONING TECHNIQUES



**Behavioural
Past Behaviors**
“Tell us about a time..”



**Situational
Future Decisions**
“What would you do if..”.



**Competency Based
Skills & Ability**
“How have you demonstrated..”.



**Probing
Deeper Information**
“What challenges did you face..”.

Combining different questioning techniques enables Tesco to assess digital skills, problem-solving ability, and adaptability during organisational transformation (Taylor, 2023).

FACE-TO-FACE VS VIRTUAL INTERVIEWS

Criteria	Face-to-Face 🤝	Virtual 💻
👁️ Communication	Better observation of body language	Limited non-verbal cues
💰 Cost	Higher cost	Lower cost
📅 Flexibility	Less flexible	More flexible
🌍 Talent Reach	Local candidates	Wider Talent pool



Why Tesco Should Use a Hybrid Approach

- 💻 Virtual interviews help Tesco attract digital talent from a wider geographic area and reduce costs.
- 👥 Face-to-face interviews allow managers to better assess communication skills, cultural fit, and adaptability to change.
- ★ Therefore, a hybrid approach combines the strengths of both methods and best supports Tesco's digital transformation objectives.

Hybrid interviewing improves recruitment flexibility, efficiency, and access to talent while maintaining assessment quality (Brenner, Ortnier & Fay, 2021).

RECOMMENDATIONS

- ✓ Adopt a hybrid interview strategy.
- ✓ Use competency-based interviews to assess digital skills and adaptability.
- ✓ Expand recruitment through LinkedIn, Tesco Careers, and specialist IT agencies.
- ✓ Invest in upskilling existing employees to support digital transformation.



Virtual Interviews

+



Face-to-Face Interviews



Best Candidate Selection

CONCLUSION

- ✓ Digital transformation requires specialist talent
- ✓ Effective recruitment improves hiring outcomes
- ✓ Job analysis and person specifications support candidate suitability
- ✓ Interview methods help identify the best candidates
- ✓ Recruitment should align with Tesco's digital transformation goals.

(Armstrong and Taylor, 2023; CIPD, 2024)



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