

DEVELOPING AND MANAGING INDIVIDUALS AND TEAMS



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LCLM 5002 Component 1

ABOUT TODAY'S PRESENTATION COSTA COFFEE



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INTRODUCTION TO COSTA COFFEE (UK)

- **Costa Coffee** is a UK-based organisation, the largest coffee chain in the UK
- Founded in 1971 in London, UK by brothers Sergio and Bruno
- Costa Coffee is present in 50 countries around the world, with 2,700 coffee shops in the UK & Ireland and 1,300 globally. (Costa Coffee, 2024)
- Offers a wide range of hot and cold coffee drinks, teas, speciality beverages like frappe, hot chocolate and seasonal drinks. Also, bakery items; cakes, muffins, sandwiches and pastries
- Store managers are responsible for leading teams, meeting business targets and maintain costa's brand standards, making the role essential to organisational success.





THE RECRUITMENT PROCESS AT COSTA COFFEE

Costa Coffee uses a fair and structured recruitment process to select Store Managers who matches its values, customer focus and business goal

Recruitment process of a Store Manager at Costa Coffee:

- **1. Identification of Vacancy** and operations identify the need due to expansion and staff turnover
- **2. Job Analysis:** Determines key responsibilities such as leadership, sales performance
- **3. Job Description:** outlines duties, reporting structure, working hours, and performance expectations
- **4. Person Specification:** Defines essential and desirable criteria for the role (Leadership, customer focus, commercial awareness)
- **5. Advertising the Vacancy:** Via Costa Coffee website, internal promotions and website like Indeed
- **6. Shortlistings:** Applications reviewed against Job Description and Person Specification
- **7. Selection Interviews and assessment** to evaluate attitude, leadership and decision making
- **Job offer and Introduction:** Offering the job to the best candidate and training and welcoming the new staff on values and store operations, policy regulations



WORKFORCE PLANNING AND RECRUITMENT

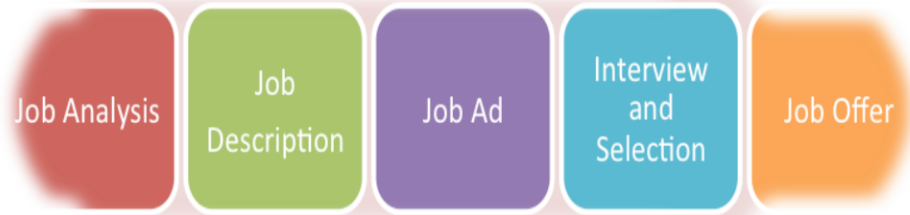
Staffing Needs

- Staffing gaps may occur due to employee turnover, extended opening hours, and busy trading periods.
- Store managers regularly monitor rota coverage to ensure customer service standards are met during peak times.

Recruitment Approaches

- Costa Coffee adopts a combination of internal and external recruitment to maintain an effective workforce.
- **Internal recruitment:** Existing team members can be trained or promoted into new roles, helping to retain experienced staff and motivate employees
- **External Recruitment:** Hiring from outside the organisation allows Costa to attract new talent, bringing fresh skills and energy, which is especially important for customer-focused roles.

JOB ANALYSIS



- **Job Analysis** is used to clearly identify the duties, responsibilities and expectations of the Store Manager role. (CHRMP, 2023)

Sample manager duties



Store Manager at Costa Coffee:

- Key duties include managing staff performance, controlling costs, ensuring health and safety compliance and delivering customer satisfaction.
- Accurate job analysis help ensure that recruitment decisions are fair and that training is relevant to the role.

JOB DESCRIPTION

The **Job Description** explains the purpose of the Store Manager role within Costa Coffee.

- **Store Managers at Costa Coffee:**
- Responsibilities include leading and motivating staff, planning work schedules and monitoring store performance.
- The Store Manager is also responsible for resolving customer complaints and maintain Costa's quality standards.



PERSON SPECIFICATION



The **Person Specification** identifies the skills, experience and personal qualities required for a Store Manager. (Morris, 2022)

- **Essential Criteria include:**
 - leadership skills,
 - communication
 - Ability
 - experience managing teams.
- **Desirable Criteria include:**
 - financial management skills
 - previous experience in retail
 - hospitality management.

This helps ensure the organisation selects candidates who fit the role and company culture.



SELECTION, INTERVIEW AND INDUCTION PROCESS

Interviews Types:

- **Online AI Chat Sapia**-initial screening for personality and role fit (Costa Careers, n.d.)
- **In-Person/Store Interview**-Assess teamwork, attitude and customer focus
- **Behavioural Questions**-real life scenarios like handling difficult customers and problem solving
- **Optional trial shift**- Observe practical skills and work ethic

Techniques used as a Store Manager at Costa Coffee:

- Competency based questions
- Role-play/scenario questions
- Observation of behaviour during trial shifts
- AI screening insights for decision making

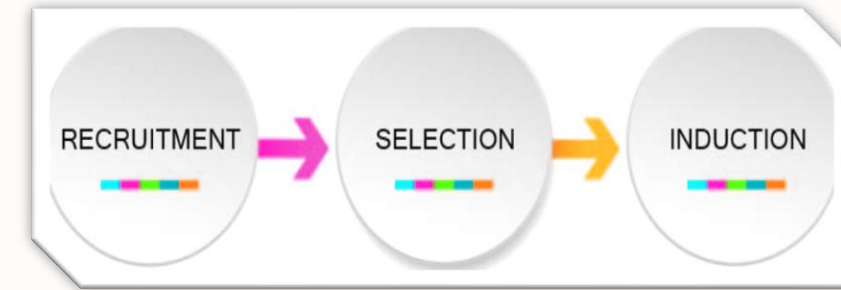
Key competencies assesses :

Customer service skills-being helpful ,respectful and efficient in service

Teamwork and collaboration-the ability to support the team

Communication skills-Clarity, good listening and effective interaction

Problem solving=Handling complains or issues confidently and calmly



Selection:

- Review applications and AI chat results
- Conduct interviews and trials shifts
- Evaluate skills, teamwork and customer service
- Make final hiring decision

Induction:

- **Welcome and Introduces** the company to the new employees company culture, policies
- **Training**-barista skills, customer service and health and safety
- **Mentoring and Supporting** the staff
- **Feedback** and progress review

IDENTIFYING LEARNING AND DEVELOPMENT NEEDS

- Newly appointed Store Managers may lack confidence in leading large teams and handling staff conflicts.
- They may also need development in areas such as budgeting, performance management and decision-making.
- Learning and development needs are identified through performance appraisals, feedback from senior managers and observation in the workplace.

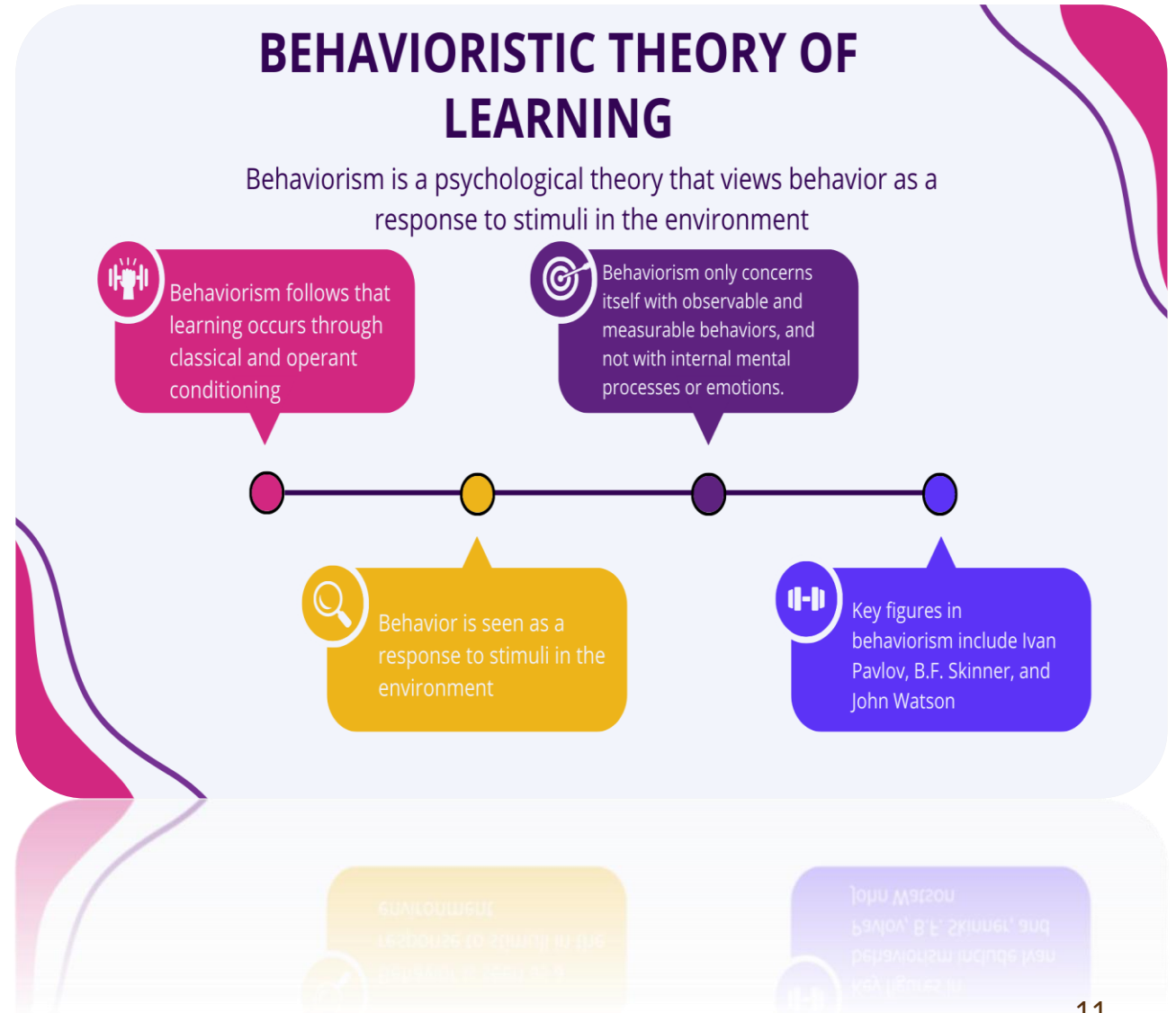


BEHAVIORIST LEARNING THEORY

Behaviourist learning theory focuses on learning through repetition, practice and reinforcement. (Feder, 2024)

At Costa Coffee, this can be applied through:

- on the job training,
- role-play
- shadowing experienced managers
- Positive reinforcement , such as
- praise and rewards,
- encourages effective leadership behaviours and improves.



COGNITIVIST LEARNING THEORY

Cognitivist learning theory focuses on understanding and mental processes involved in learning.

Store Managers use this approach when learning:

- how to analyse data,
 - plan staff rotas
 - solve operational problems.
-
- Training workshops and e-learning modules help managers understand why decisions are made and how to apply company policies effectively.

What is Cognitivism?



how the
mind works



memory,
thought,
knowledge,
& problem-
solving



behaviors as
results of
thought

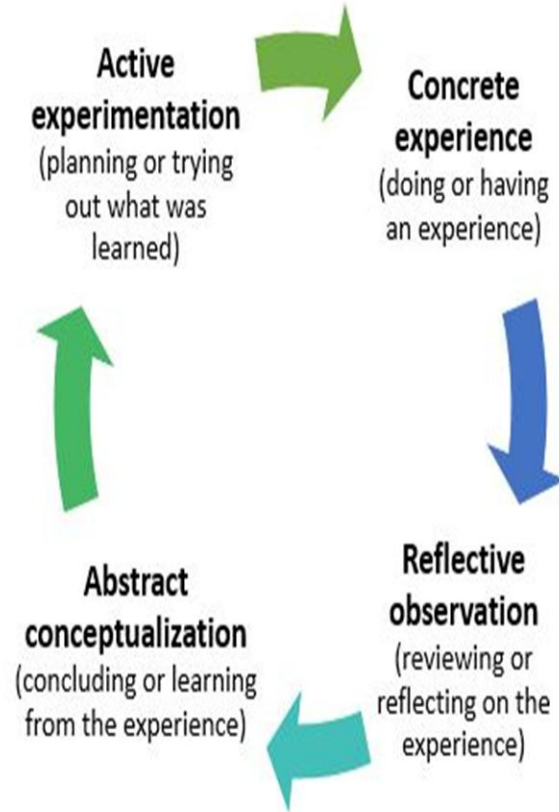


connecting
new and old
information

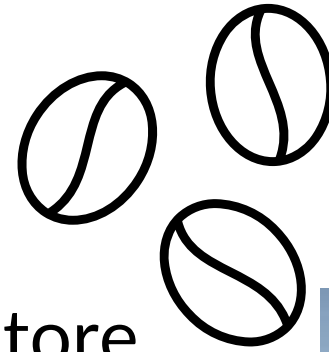
HUMANIST/EXPERIENTIAL LEARNING THEORY

Experiential Learning Theory focus on personal growth and learning through experience.

- **Store Managers develop leadership skills** by reflecting on real workplace experiences, such as
 - managing staff performances
 - handling customer complaints.
- Coaching and mentoring :
- support self-development and confidence.



BENEFITS TO COSTA COFFEE



- Effective recruitment ensures the right Store Manager is appointed to lead the team.
- Training and development improve leadership quality, staff motivation and teamwork.
- This result in improved customer satisfaction, higher productivity and better store performance.



CONCLUSION

Overall, recruiting the right Store Manager is essential for the smooth running of Costa Coffee stores. Job analysis, Job Descriptions and Person Specifications supports fair and effective recruitment. Learning and development help address skill gaps and improve leadership performance. Learning Theories provide a structured approach to developing Store Managers and supporting organisational success.

CONCLUSIONS





THANK YOU

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