

Business transformation project

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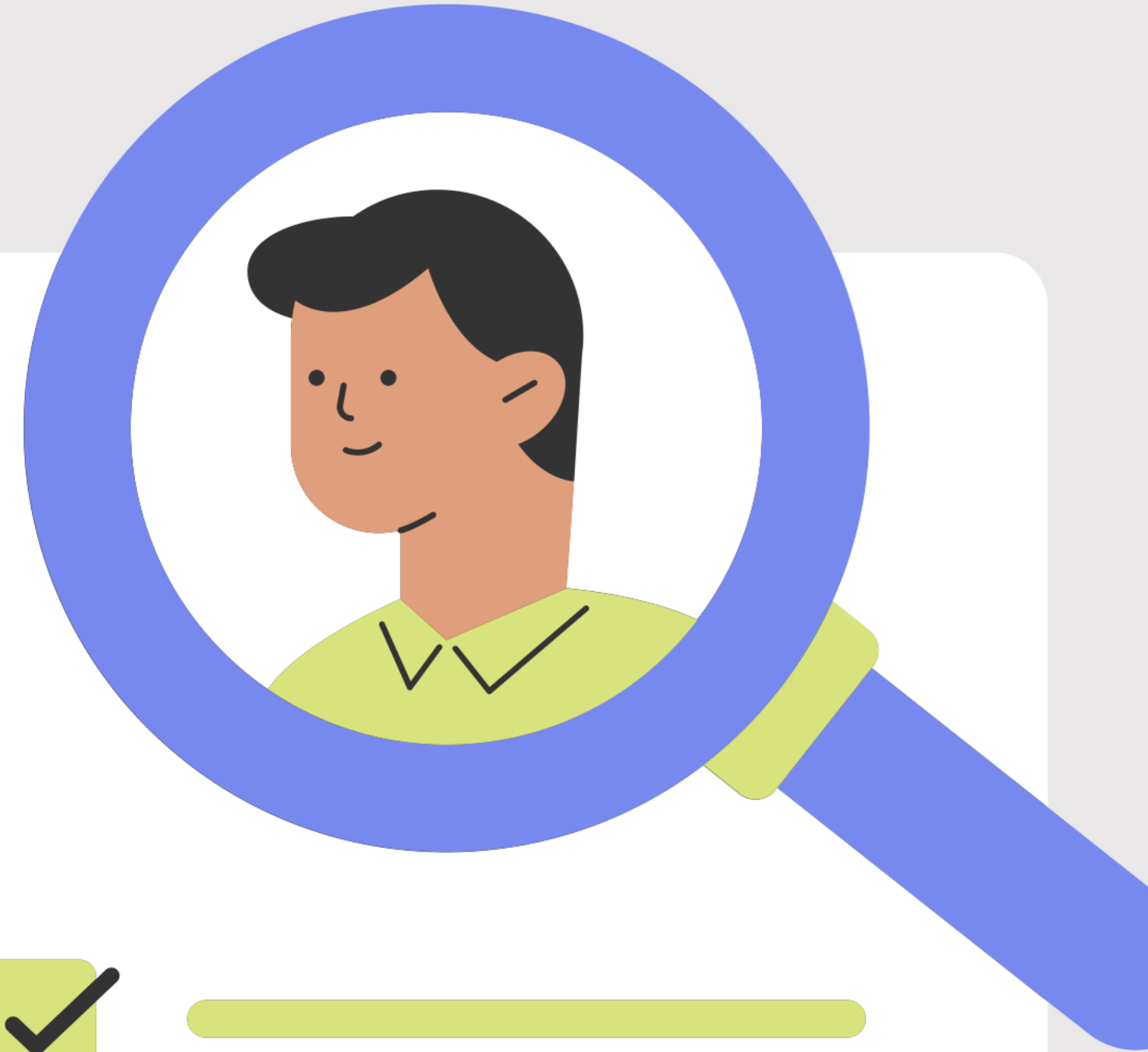


TABLE OF CONTENTS



- I. Context & Introduction
- II. The Recruitment Strategy
- III. Assessment & Selection
- IV. Technique & Format
- V. Conclusion and Key Takeaways

Introduction & Context - NatWest Group Transformation

Our organization, NatWest Group, operates across London and Birmingham and is currently undertaking a massive Digital Transformation Programme.

The success of this program depends entirely on securing exceptional talent to drive change.

Key Message:

The Project Manager will shape not only the project but also the team's culture and relationship with the business



RECRUITMENT PROCESS OVERVIEW



STEP 1

Define & Plan

Ensure the recruitment is strategic.

STEP 2

Source & Attract

Build a diverse, high-quality candidate pool.

STEP 3

Assess & Select

Using data-driven assessment methods.

STEP 4

Offer & Integrate

Ensure effective integration into the Project team.

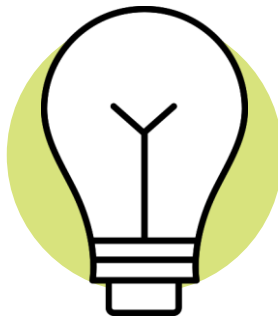
Foundational Tools: Job Analysis, JD, & PS



Job Analysis:

Provides the critical data needed to develop the JD and PS.

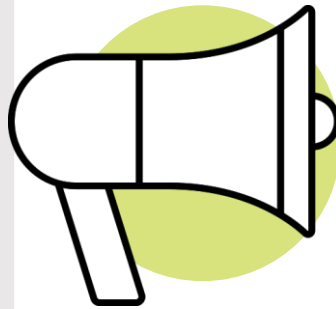
It ensures we recruit based on actual requirements, not assumptions.



Job Description (JD):

Oversee project budget \$10M

Drive timely delivery of the AI platform integration phase,



Person Specification (PS):

Essential and Desirable attributes.

This is the document used directly for screening.

JOBS



Interview Type 1: Structured Interview



What is a Structured Interview?

A formal interview where all candidates are asked the exact same questions in the same sequence.

Justification for NatWest

By standardizing the process, we minimize the influence of bias.

Interview Type 2: Behavioural

Interview (STAR)

Why Behavioural Interviews?

Behavioural interviews are the most effective.

What is a Behavioural Interview?

Based on the principle that past behaviour predicts future behaviour.

The STAR Method

Situation
Task
Action
Result

Justification for NatWest Project Manager

Assessing Competencies Screening
for Values



Interview Type 3:

Situational/Hypothetical Interview



01

Assessing Future Decision-Making

Situational interviews assess the Project Manager's ability to think critically.

02

What is a Situational Interview?

Presents the candidate with hypothetical, scenarios they might face on the job.

03

Justification for NatWest Project Manager

We need a PM who can make ethical decisions under pressure.

Justifying Appropriate Questioning Techniques



Probing

Following up a candidate's initial answer.

Open-Ended

Questions that require thoughtful answers

Socratic

Used in Situational interviews to challenge assumptions.

Comparison: Face-to-Face vs. Online

Interview

Face-to-Face (F2F) Interview

- Limited to local/willing candidates.
- High cost
- Provides Richer Non-Verbal Cues
- Better for assessing Cultural Fit and personality traits



Online (Video) Interview

- Global reach
- Lower cost and faster scheduling.
- Non-verbal cues can be limited.
- Focuses heavily on Technical Content.
- High degree of Standardization.

Strategic Justification & Recommendation

Foundational Tools (JD/PS)

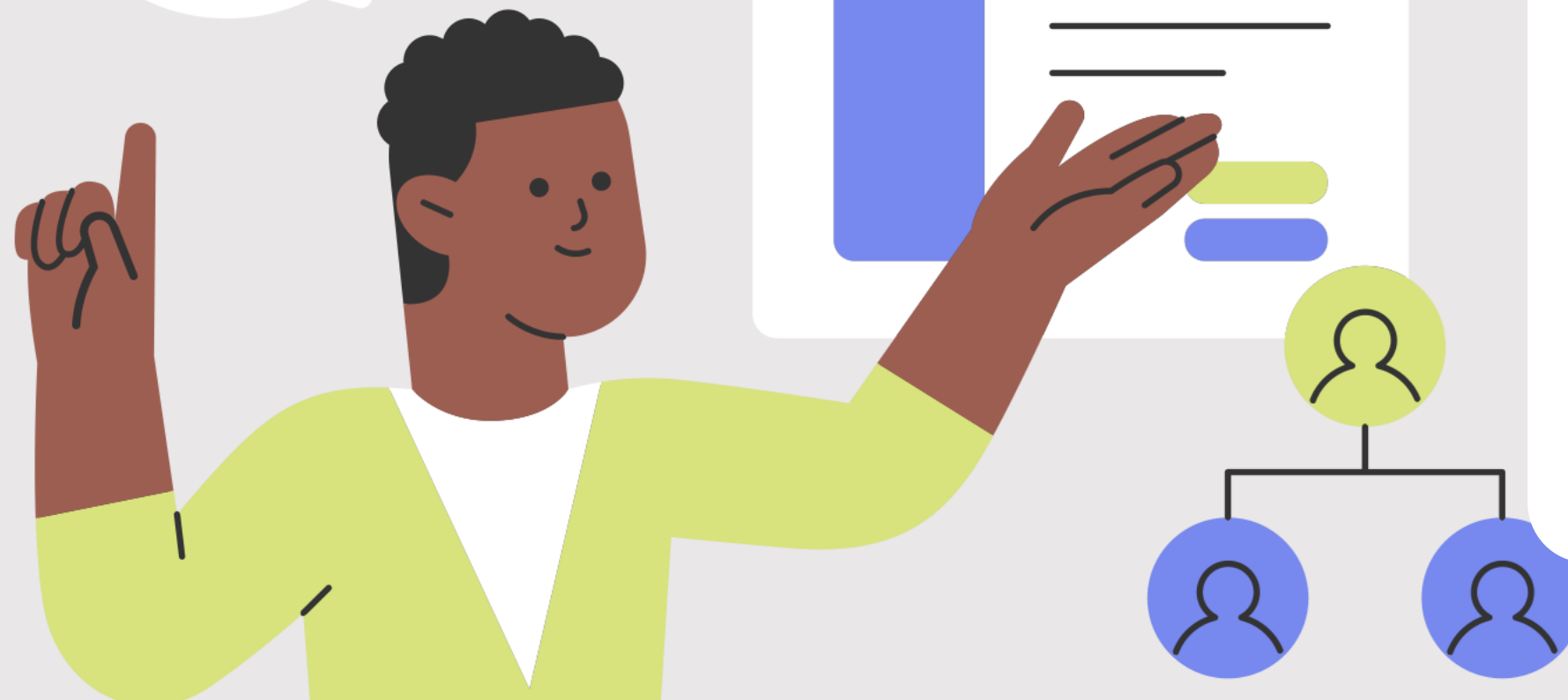
Ensures recruitment focuses on specific banking experience.

Interview Techniques

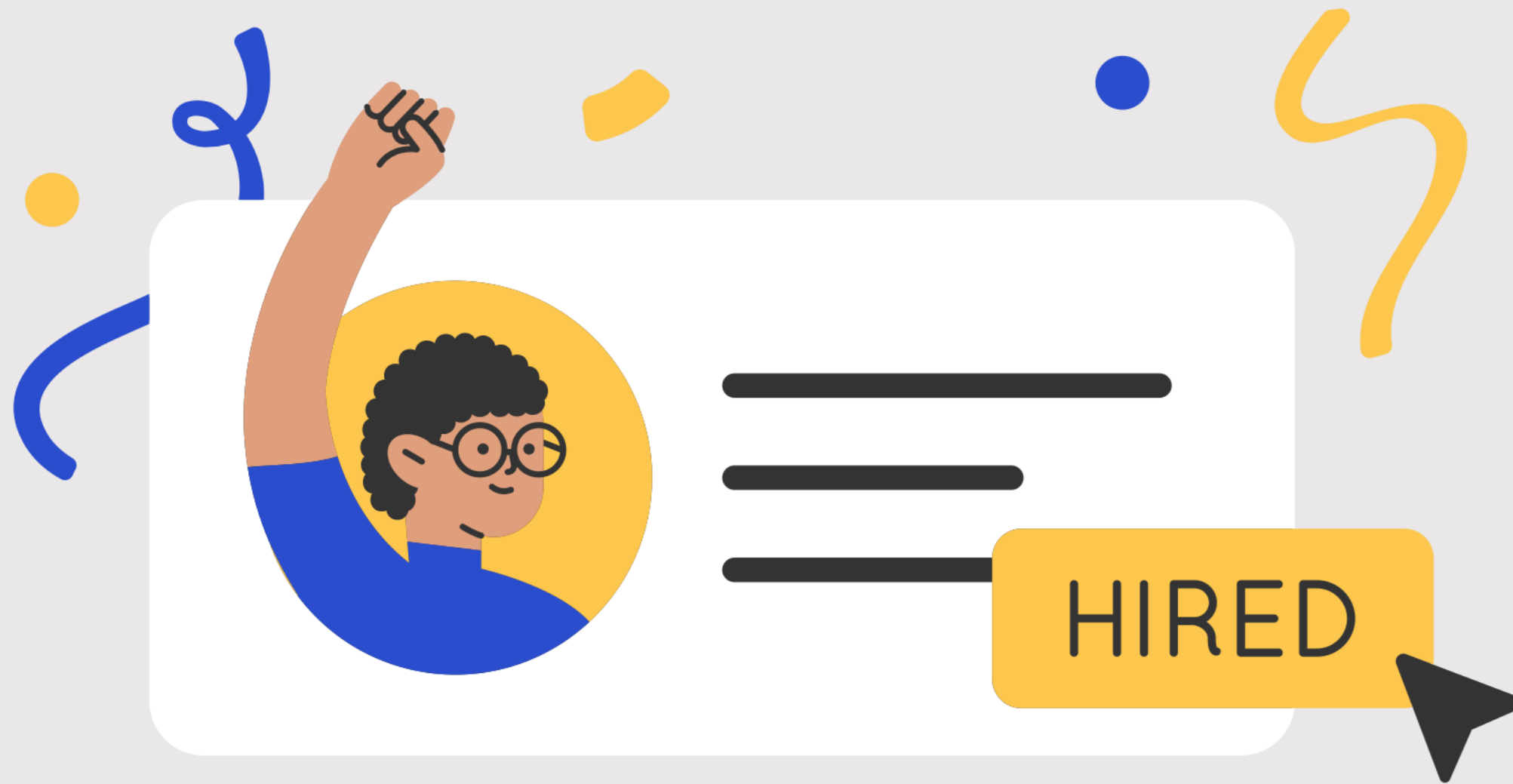
The combination of Structured, Behavioural (STAR), and Situational methods.

Questioning

Probing and Socratic techniques move beyond rehearsed answers.



Conclusion



Project Manager for NatWest is achieved through a mission-aligned process.

1. Strategy First
2. Assessment Depth
3. Enhanced Reliability

DESCRIPTION OF HOW THE FINAL DECISION IS
MADE.

References



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