

Module Title: - Developing and managing individuals and teams

Module Code: - LCLM 5002

Assignment - Component One – Individual presentation

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INTRODUCTION TO TESCO PLC

Company Profile: Founded in 1919, Tesco is the UK's largest grocery retailer.

Market Position: Operates over 4,000 stores with over 300,000 employees in the UK.

Core Values: "No one tries harder for customers" and "Treating people how they want to be treated."

The Goal: Maintaining a high-volume, high-standard workforce, which requires precision in recruitment and continuous upskilling.



THE RECRUITMENT PROCESS – TEAM MANAGER

Deep Dive: Interview Questions for the Team Manager

- Leadership: "Describe a time you had to motivate a demotivated team member. What was the outcome?" (Links to Humanist Theory).
- Problem Solving: "If a delivery is 3 hours late and 2 staff members have called in sick, how do you prioritize?" (Links to Cognitivist Theory).
- Conflict: "Tell us about a time you disagreed with a manager's decision. How did you handle it?"

To ensure they find the "Right Fit," Tesco utilizes a multi-stage selection process:

- Initial Screening: Automated CV parsing against the Person Specification.
- Situational Judgment Test (SJT): An online assessment where candidates react to retail scenarios (e.g., a sudden staff shortage).
- Competency-Based Interview: Using the STAR method (Situation, Task, Action, Result) to evidence past performance.
- The "Floor Walk": A practical assessment where the candidate spends 30 minutes on the shop floor to observe their natural interaction with customers.

Job Analysis for Team Manager role

- Purpose: To understand the specific tasks and the environment of the role.
- Method: Observation of current high-performing managers and interviews with Store Managers.
- Focus: Managing floor shifts, inventory oversight, and staff motivation.



"Job analysis is the fundamental process of determining the tasks and responsibilities of a role to ensure organizational fit (Armstrong and Taylor, 2023)."

Job Analysis



Job Description

Job Description

The Job Description outlines the tasks:

- **Role:** Team Manager (Fresh Food Section).
- **Key Responsibilities:** Overseeing stock rotation and waste management.
- Leading a team of 15-20 Customer Assistants.
- Ensuring Health & Safety compliance.

Person Specification

The Person specification outlines the **qualities** (The "Right" Member):

"A robust person specification distinguishes between 'essential' and 'desirable' criteria to minimize bias during selection (**CIPD, 2025**)."

Essential: Strong communication, 2+ years in retail, ability to work shift patterns.

Desirable: Level 3 Management Qualification, experience with JDA (supply chain management) software.

Competencies: Resilience, empathy, and quick decision-making.

Identifying Learning and Development needs

Identifying Learning and development Needs

For a newly recruited Team Manager, we use the TNA (Training Needs Analysis) model:

Organizational Level:
Does the manager understand Tesco's "Better Together" strategy?

Task Level: Does the manager know how to use the automated stock-ordering system?

Individual Level: Does the recruit have gaps in "Conflict Resolution" or "Digital Literacy"?

Learning and Development Theory - Behaviourism & Cognitivism

Behaviourism (Skinner): Used for technical training (e.g., Till operation). Positive reinforcement (praise/bonuses) is used when the recruit follows safety protocols correctly.

- **Cognitivism (Piaget/Bruner):** Used for complex problem-solving. They provide "mental models" of how the supply chain works so the manager can troubleshoot delivery delays logically.

"Behaviourist approaches rely on positive reinforcement to standardize technical tasks, while Cognitivism focuses on how the recruit processes and organizes information (Mullins and Christy, 2023)."

Learning and Development Theory - Humanist & Experiential

- **Humanist (Rogers/Maslow):** Focuses on the "Self." We encourage the manager to set their own career goals (Self-Actualization), making them feel valued beyond just a "resource."
- **Experiential Learning (Kolb):** For the newly recruited manager, training isn't just a manual; it's a cycle of action. The "Do-Review-Learn-Apply" cycle.
- **Concrete Experience:** The manager handles a difficult customer - The new manager leads their first "huddle" (team meeting).
- **Reflective Observation:** They watch the recording or receive feedback from a mentor on how the team reacted. They discuss the interaction with their mentor.

Abstract Conceptualization: They read the "Tesco Leadership Guide" to understand the theory of effective communication.

Active Experimentation: They lead the next huddle using a new technique learned from the guide.

"Learning is not a one-time event but a continuous cycle of experience, reflection, and application (Kolb, 1984)."

- **Conclusion**

- **Integration:** Successful HR isn't just about hiring; it's about the "Handshake" between recruitment and development.
- **Impact:** By using structured theories (Kolb, Skinner), Tesco reduces turnover and ensures the Team Manager is "future-ready."
- **Final Thought:** Balance individual focus with team diversity for maximum organizational growth.

- **List of References**

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- Kolb, D.A. (1984). *Experiential Learning*. Prentice Hall.
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- "According to **Kolb (1984)**, learning is the process whereby knowledge is created through the transformation of experience."
- Effective recruitment requires a clear Job Analysis to avoid 'cloning' existing biases (**Armstrong and Taylor, 2023**)."
- **Mullins, L.J. and Christy, G. (2023)** *Management and Organisational Behaviour*. 13th edn. Harlow: Pearson.