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About Today's Presentation

- Overview of River Island
- Job role chosen within the business
- Recruitment process overview
- Explanation of Job Analysis, Job Description and Person Specification
- Importance of effective recruitment
- Learning, Training and Development Needs
- Behaviourist Learning Theory
- Cognitivist Learning Theory
- Experiential Learning Theory
- Benefits of Learning and Development
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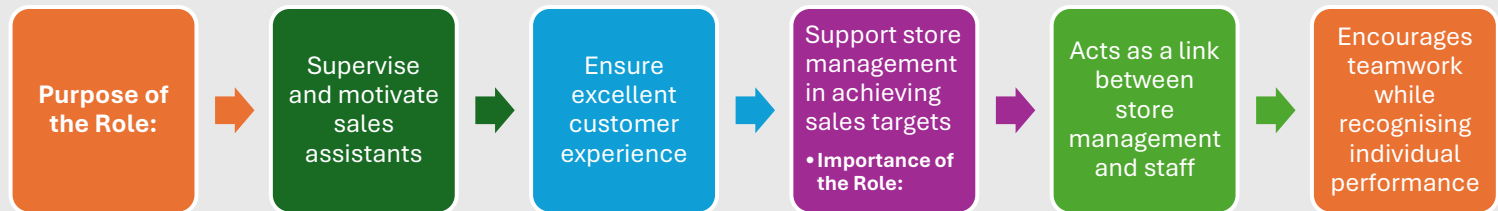
Overview of River Island (UK)

River Island is a leading UK fashion retailer founded in 1948 and headquartered in London operates over 250 stores in the UK and internationally, known for fast-fashion clothing, footwear, and accessories.

Organisational Aim:

- Deliver excellent customer service
- Maintain strong brand identity
- Develop skilled and motivated employees

Job Role- Retail Team Leader



Recruitment Process – Overview

River Island follows a structured recruitment process to ensure fairness and efficiency:

1. Job analysis -Ensures River Island clearly understands what each role requires (e.g. sales advisor, visual merchandiser, store manager).

2. Job description-Clearly communicates what the role involves, reducing misunderstandings

3. Person specificationHelps River Island select candidates who fit both the job and company culture.-

4. Attracting candidates-Allows River Island to target the right audience (e.g. young, fashion-focused applicants).

5. Selection and appointment-Interviews help assess customer service skills and personality, which are vital in retail.

Job Analysis

Job Analysis is the structured examination of a job's duties and requirements, providing essential insights for recruitment, training, evaluation, and compensation decisions. (Tumisang Bogwasi 2025)

River Island has different methods used to do job analysis such as

- Observation of current team leaders
- Interviews with store managers
- Review of sales targets and customer service standard

This can help with finding the key findings such as

- Strong leadership and communication skills required
- Ability to motivate a fashion retail team
- Customer-focused attitude

Job Description

A Job Description is an official document that outlines the duties, responsibilities, qualifications, and reporting structure associated with a specific position in an organization. (Bogwasi 2025)

Job Title: Retail Team Leader at River Island

The key responsibilities of a retail team leader at River Island are as follows :

- Supervise daily shop-floor activities
- Support and motivate sales staff
- Handle customer complaints professionally
- Ensure visual merchandising standards are met
- Assist with staff training and rotas

There are certain work conditions that need to be followed such as :

- Shift-based retail environment
- Weekend and evening work required

Person Specification

Providing clear and accurate information about the available position is critical when advertising a new role. The job advertisement section containing this information is known as the person specification. (Matt. 2022)

River Island follows two type of criteria for Person Specification

Essential Criteria:

- Previous retail or customer service experience
- Strong communication and interpersonal skills
- Ability to work under pressure
- Team leadership ability

Desirable Criteria

- Experience in fashion retail
- Supervisory or leadership experience
- Knowledge of visual merchandising

Importance of Effective Recruitment

Effective recruitment helps River Island deliver great customer service, increase sales, reduce costs and protect its brand making it essential for business success.

- **High Quality Customer Service**

River Island is a customer-focused fashion retailer. Recruiting the right staff ensures employees are friendly, confident and able to provide excellent customer service which increases customer satisfaction and loyalty.

- **Strong Brand Image**

Employees represent the River Island brand in stores and online. Effective recruitment ensures staff reflect the company's values, style and professionalism, helping maintain a positive image.

- **Increased Sales and Profitability**

Well-recruited staff have good product knowledge and communication skills, which helps them upsell and meet sales targets, directly improving store performance and profits.

River island uses both internal and external recruitment options

Internal –internal transfers like employees move another department. Internal Job advertisements like internal vacancies.

External- uses career websites, social media and recruitment agencies.

INTERVIEW, SELECTION AND INDUCTION

Interview types and techniques at River Island(retail team leader)

- Structured Interviews; all candidates are asked the same set of questions to reduce bias.
- Situational Interviews; candidates are given hypothetical retail scenarios.
- Competency Based Interviews; candidates are asked to describe any previous experiences to show key skills such as leadership, teamwork and customer service.
- Panel Interviews; more than one interviewer.

Interview techniques used at River Island;

- Behavioural Interviewing
- Probing Techniques
- Open-Ended Questions

Selection

- 1.Shortlistig
- 2.Interview Selection
- 3.Assessment Techniques
- 4.Decision-making and Scoring
5. Pre-Employment Checks
6. Job Offer and Induction

Induction

- Purpose of Induction at River Island
- Welcome and Introduction to business
- Company information and policies
- Health and Safety Training
- Role-Specific Training
- Supervision and ongoing support after induction



Learning, Training and Development Needs

- **Identified Development Needs of a Customer Service Team Leader:**

- Leadership and people management skills
- Conflict management
- Performance appraisal skills
- Decision-making and problem-solving

- **These needs are identified through:**

- Performance reviews
- Feedback from line managers
- Customer satisfaction data

Behaviourist Learning Theory

According to National University 2023 behavioural learning theory emerged in the early 20th century as a reaction against introspective psychology, which relied on subjective reports of mental states and processes. Behaviourists such as John B. Watson and B.F. Skinner argued that psychology should be a science of observable and measurable events and behaviours, and that mental states and cognitive processes were irrelevant or inaccessible.

Behaviourist Learning Theory is based on the idea that people learn through observable behaviour and that behaviour can be shaped through rewards and consequences. Learning happens when actions are reinforced positively or corrected when standards are not met.

Key ideas include:

- Learning through reinforcement*
- Positive reinforcement encourages repeated behaviour*
- Negative consequences reduce unwanted behaviour*
- Repetition helps embed correct behaviour*

For example, as a retail team manager at River Island it would reward desired behaviours to encourage consistency and motivation such as praising team leaders for strong customer engagement



Cognitivist Learning Theory

The theory of cognitivism centres on how information is processed within the mind. It goes beyond observable behaviour, emphasizing the internal mental processes that occur in learning. Cognitivism theory asserts that learners play an active role in information processing, and so there is a focus on developing areas such as knowledge, memory, thinking, and problem-solving. (Kurt,2023)

Key Principles:

- Learning is an active mental process
- People learn by understanding, not just repetition
- Prior knowledge influences learning
- Problem-solving and reflection

As a Retail Team Manager at River Island cognitivist learning theory can develop team leaders who think independently , solve problems and make informed decisions in a fast-paced retail environment.



Experiential Learning Theory

- Experiential Learning Theory is based on the idea that people learn best through experience and reflection. It was developed by David Kolb, who suggested that learning is a continuous cycle rather than one-off event.
- ***Kolb learning cycle includes four stages:***
- **Concrete Experience**-doing the task
- **Reflective Observation**- thinking about what happened
- **Abstract Conceptualisation**- learning from the experience
- **Active Experimentation**- applying learning to improve performance

Learning is more effective when all four stages are used.

As a Retail Team Manager at River Island, it is needed to use experiential learning to develop Team Leaders and sales staff by allowing them to learn through real workplace experiences, supported by reflection and feedback.



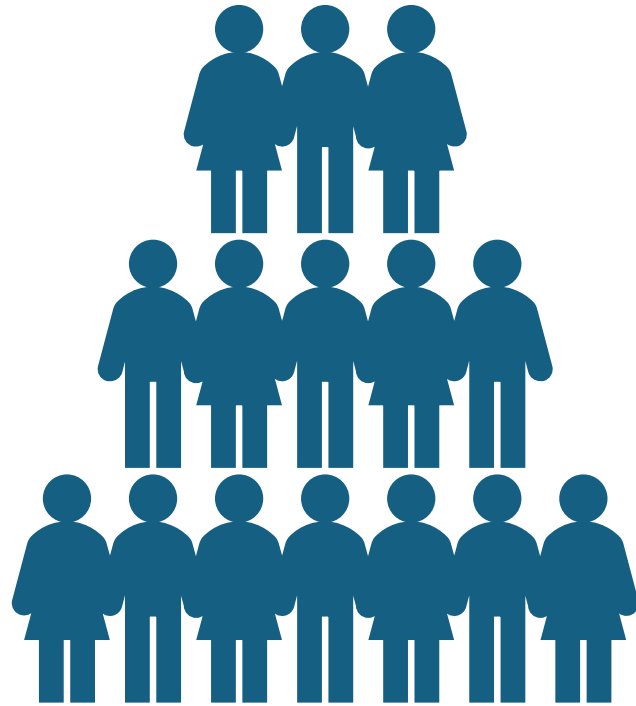
Benefits of Learning and Development

For the Individual:

- Increased competence and confidence
- Career progression opportunities

For the Organisation:

- Improved customer service
 - Strong leadership pipeline
 - Increased employee engagement
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- Learning and Development is essential at River Island to ensure employees have the skills, knowledge and confidence to perform effectively in a fast-paced fashion retail environment.



Conclusion

In conclusion;

- Effective recruitment begins with job analysis, job description, and person specification
- Selecting the right team leader supports store success
- Continuous learning and development are essential in fashion retail
- Learning theories help design effective training programmes
- Balancing teamwork and individual development supports organisational growth

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