
DEVELOPING AND MANAGING INDIVIDUALS

COMPONENT 1 INDIVIDUAL PRESENTATION

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INTRODUCTION

Marks & Spencer is a British leading retailer who provides exceptional quality, great value food, clothing, and homeware to millions of Individuals. (M&S,2019). Due to increased competition from online retailers, changing consumer expectations and advances in technology, M&S is undergoing major organisational transformation which includes:

- Digitalisation of business
- E-commerce operations
- Restructuring of sores
- Modernisation of supply chains and cultural change initiative.

Marks and Spencer's is undergoing major transformation to modernize its retail footprint, digital platforms and loyalty platforms (M&S, 2026).

According to Kotter (2018), organisational transformation requires organisation to develop new capabilities and align Human Resources with strategic objectives. To support its transformation M&S must recruit talented professionals such as change managers, digital Specialist, managers and financial analysts who can successfully implement and sustain organisation change as they have the correct skills and knowledge to do so. (Kotter, 2018; Armstrong and Taylor, 2023).



RECRUITMENT PROCESS OVERVIEW OVERVIEW

Recruitment is the process of inviting and selecting qualified candidates to fill organisational vacancies. During the process of transformation, effective recruitment becomes particularly important because organisations require employees who can adapt to change well and contribute to their strategic objectives. The recruitment process begins with workforce planning, this is where managers identify future staffing requirements resulting from organisational changes. Next is job analysis, development of job description and person specification, advertising vacancies, screening applicants, conducting interview and selecting the most suitable candidate. The final stage would involve on boarding and integration into the organisation. A structured recruitment process helps to avoid hiring mistakes, improve employee performance and ensure that transformation projects are adequately supported by staff who are competent. (Armstrong and Taylor, 2023)



JOB ANALYSIS

Job analysis is the process of collecting information about a role, including its duties, responsibilities, and required competencies. It forms the foundation of all recruitment and selection activities because it helps to find what knowledge, skills and abilities are needed for successful job performance.

For example, a change manager at M&S would handle managing the transformation initiatives, engaging with stakeholders, addressing employee resistance and ensuring that their successful implementation of the new systems and processes. This would mean that the role requires strong leadership, communication, problem solving, and project management skills.

Conducting an effective job analysis enables HR professionals to develop accurate selection criteria and improve person job fits. This increases the chances of recruiting candidates who contribute positively to their strategic objectives. Organizational transformation, this is important as transformations can sometimes be stressful. (Brannick, Levine and Morgeson, 2019)



JOB DESCRIPTION AND PERSON SPECIFICATION

A Job description outlines the purpose of the role, its key responsibilities, it also provides applicants with a clear understanding of what the position involves and what is needed from them. A person specification finds the qualification, experience, skills and attributes needed for successful performance.

For example, a digital transformation specialist, the job description for this would be

- To support implementation of digital technologies
- Analyse business process
- Deliver digital transformation projects
- Train employees on new systems

Person specifications:

- Degree qualification
- Experience in digital transformation
- Strong analytic skills

Sought after:

- Retail sector experience
- Data analytics ability

Together the job description and person specification support fair and objective recruitment decisions by showing clear selection criteria(Torrington et al., 2020).



ADVERTISEMENT PLATFORMS

When considering attracting high-quality candidates it's important to select appropriate advertising platforms. M&S can utilise both internal and external recruitment methods. Internal recruitment includes promoting opportunities through company intranets and employee referral schemes. This approach can improve employee motivation and reduce recruitment costs.

External recruitment can utilise platforms such as LinkedIn, Indeed, Reed and the M&S careers website. These platforms provide access to a wider talent pool and increase the likelihood of attracting candidates with skills that are specially required for transformation roles. Using multiple recruitment channels enables organisations to reach a diverse candidates and improve the quality of applications received (CIPD, 2024)



STRUCTURED INTERVIEWS

Structured interviews is a process of asking all candidates the same questions and evaluating responses using standardised scoring criteria. This interview methods is very reliable because it allows interviewers to compare candidates objectively and reduces the influence of unconscious bias. Structures interviews are particularly unstable for project managers, operation managers and financial analysts because these potions require consistent assessment of technical knowledge and professional competencies.

However, structures interviews can sometimes limit flexibility because interviews may have fewer opportunities to explore unexpected responses, despite this research indicates that structured interviews are among the most effective predictors of future job performance. (Cook, 2021).



COMPETENCY BASED INTERVIEWS

Competency based interviews focus on identifying evidence of skills and behaviours demonstrated in previous situations. they are based on the principle that past behaviours is a strong predictor of future performance. Candidates are often encouraging to answer questions using the STAR framework. STAR stands for Situation, Task, Action And Result.

For example, describe a time when you successfully managed resistance to organisational change, this method is suitable for change managers and digital specialist because it enables interviews to assess leadership, communication, adaptability and problem-solving skills. Competency based interviews provide valuable insight not a candidate's practical experience and ability to perform effectively in transformation.

STAR

The **STAR** format stands for Situation, Task, Action, Results



SITUATION

An event, project, or challenge faced



TASK

Your responsibilities and assignments for the situation



ACTION

Steps or procedure taken to relieve or rectify situation



RESULT

Results of actions taken

(Product Mindset, 2021)

ASSESSMENT CENTRES

Assessment centres consist of a combination of selection activities designed to evaluate candidates across multiple competencies.

Exercises include:

- Group discussions
- Presentations
- Business stimulations
- Case study analysis
- Role play activities.

Assessment centres are especially useful when recruiting senior transformation leaders because they provide a realistic assessment of how candidates perform under pressure and interact with other individuals. Although assessment centres can be expensive and time consuming they are widely regarded as one of the most valued methods of predicting future management performance. (Torrington et al., 2020)



QUESTIONING TECHNIQUES

Several questioning techniques can be used during interviews to evaluate effectively. For example, behavioural questions, these questions can be "tell me about a time you dealt with major organisational change". A situational question could be, "How would you respond if employees resisted a new digital system?"

A competency-based question focuses on specific competencies such as communication and leadership for example "describe a project where you demonstrated strong leadership skills". A probing question would encourage candidates to provide additional details and clarification. The most appropriate method or approach for transformation related roles is a combination of behavioural, probing and competency based question. This enables the interviewers to assess both previous achievements as well as future potential. (Wilton, 2022; Armstrong and Taylor, 2023).



FACE TO FACE VS VIRTUAL INTERVIEWS

Face to Face interviews are held face to face for many reasons, it allows the interviewers to observe body language, establish stronger rapport and assess interpersonal skill more effectively. This is preferred for senior leadership positions where relationship building is important.

Virtual Interviews offer flexibility, lower costs and access to a wider geographical talent pool, however virtual interviews may be affected by technical issues and can make it more difficult to assess non verbal communication. (CIPD,2024). For M&S it would be recommended to have a hybrid approach, for example an initial screening interviews can be conducted virtually to reduce cost and increase efficiency, while final staged interviews can be conducted face to face to facilitate deeper assessment.



CONCLUSION AND RECOMMENDATIONS

The success of the organisational transformation depends heavily on recruiting the right individuals with appropriate skills, experience and behaviours.

Here are a few recommendations to think about during this process:

- Conduct thorough job analysis before recruitment
- Develop accurate job description and person specifications
- Use multiple advertising platforms to attract diverse talent
- Implement structured and competency-based interviews
- Use behavioural and probing questioning techniques
- Adopt a hybrid interview model combination virtual and face to face methods

By implementing these recommendations, M&S can improve recruitment effectiveness and increase the likelihood of successful transformation outcomes.

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