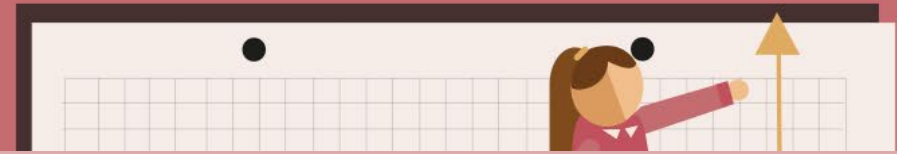


Principles of Developing, Managing and Leading Individuals and Teams to Achieve Success

Lesson 4





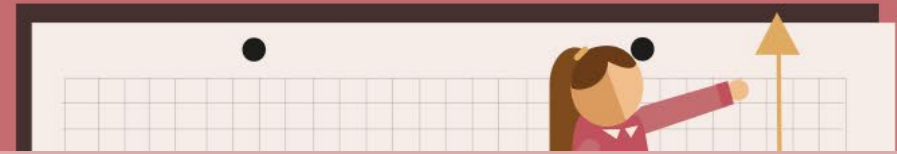
Recruiting New Team Members

**How to identify a
team's purpose and
the importance of
strategic alignment**

**How to identify any
gaps in the skills or
abilities you need
within your team**

**How to develop the
selection criteria for
choosing new team
members**

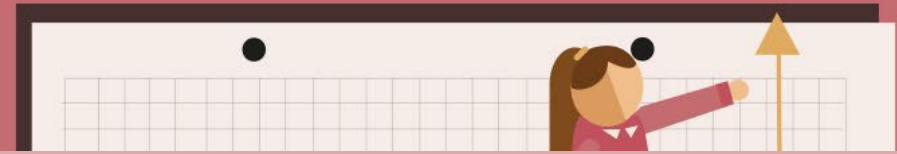
**How to shortlist
and select the right
candidate**



Putting a Team Together

In the first three lessons of this unit, we've explored theoretical approaches of how to manage teams and how to overcome some of the challenges involved in team management.

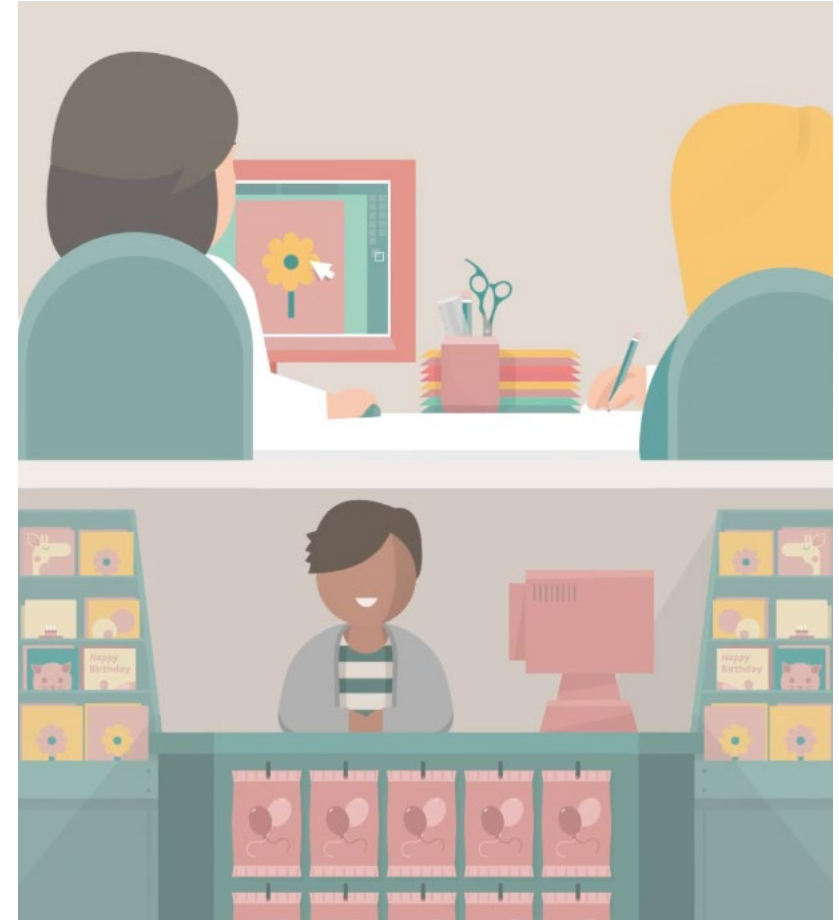
During this fourth lesson, we'll look at the practical steps of how you can put a team together. In the following lesson materials, we'll look at how you can decide what kind of people you need for your team to work effectively and how to recruit them.

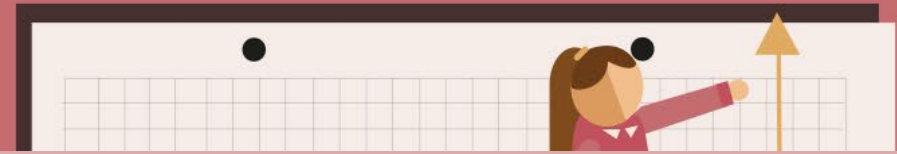


Team Purpose

Before you assemble a team, you need to answer an important question: what is the team's main purpose? If you don't know what the team is supposed to do, you'll have no way of knowing what it should look like or what team members it might require.

A team set up to design greetings cards may look very different to the team responsible for selling them, for example.



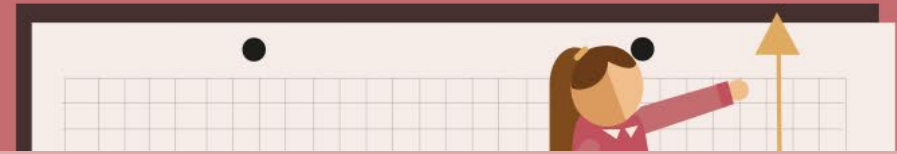


Strategic Alignment

To understand a team's purpose, you need to see how it fits in - or aligns - with the organisation's overall strategy. This brings us to the important concept of 'strategic alignment'.

At its most basic, strategic alignment looks at how well a company's structure and processes help to turn its mission and goals into results.

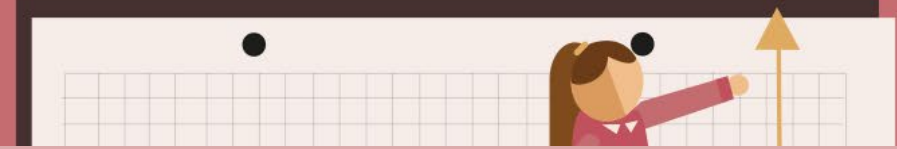
The aim is to ensure that every department, team, and individual is heading in the same direction, and that everyone understands what is expected of them.



The Golden Thread

We can use the theoretical concept of the Golden Thread to look at how this alignment works in practice.

You can think of the Golden Thread as an invisible strand that ties an organisation's purpose, vision and values to its plans and systems and to employees' day-to-day work.

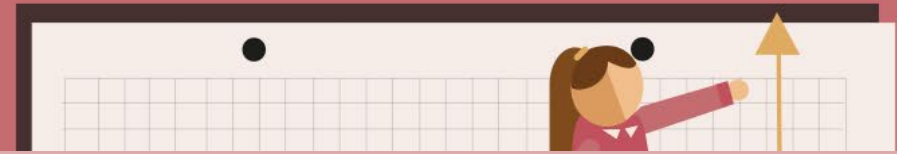


The Golden Thread (cont.)

It's generally shown as a five-step model, starting at the top with the organisation's high-level vision and mission. As you move down the model, each stage gets progressively more detailed. These stages are:

- Turning the vision and mission into a corporate plan
- Turning the corporate plan into strategic and operational plans
- Turning the strategic and operational plans into team and individual objectives
- Evaluating and feeding back on team, individual and company performance

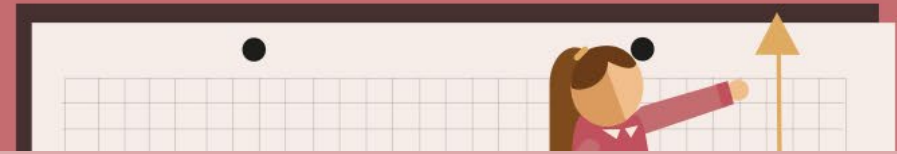




The Golden Thread (cont.)

The thread is not a one-way street, however - it runs both ways. Each stage informs and reinforces the stages above and below it. For example, while a company's strategic and operational plans help determine team and individual objectives, how well these objectives are achieved may lead the company to revise its plans.

Let's see what this model might look like in practice.

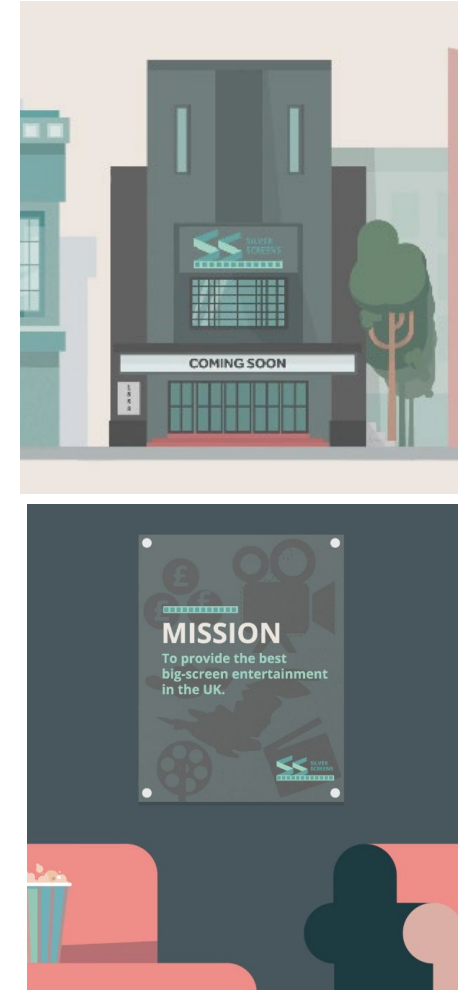


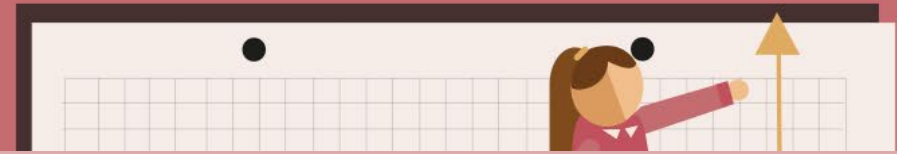
The Golden Thread - Example

Silver Screens is a cinema chain that operates movie theatres across the country. In the staff room of every cinema, the Silver Screens mission statement is on the wall for employees to see.

A company's vision or mission statement sets out the reason it exists or its overall purpose.

Silver Screens' mission statement is: "To provide the best big-screen entertainment in the UK." This acts as a daily reminder of the company's identity and its overall priorities.



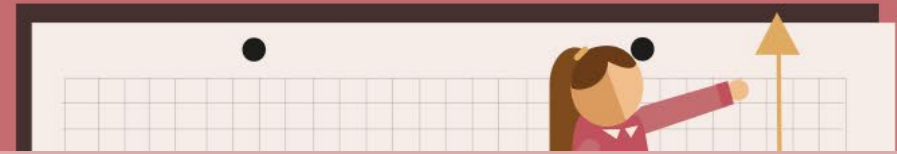


The Golden Thread - Example (cont.)

One step below the mission statement comes the company's corporate plan. This functions as an overview for how the business is going to achieve its vision. It translates the mission statement into a specific list of objectives.

So how does a vision of 'providing the best big-screen entertainment in the UK' translate into clear-cut business goals?

Corporate goals are typically expressed in numbers or targets. They need to be quantifiable so the business can objectively measure whether the goal has been achieved. Silver Screens' corporate goal is 'to sell more tickets than any other cinema chain in the UK'.

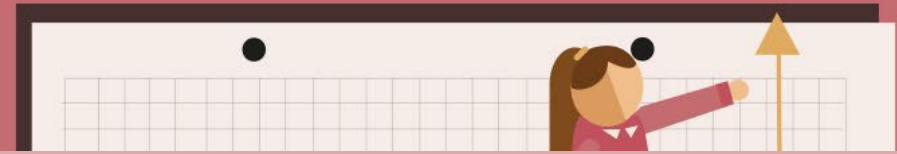


The Golden Thread - Example (cont.)

Next, the company's strategic and operational plans set out the practical steps it will take to meet its corporate goals. Silver Screens has a three-pronged operational strategy. It aims to offer:

- The most comfortable viewing experience
- The best variety of snacks
- The widest programme of films

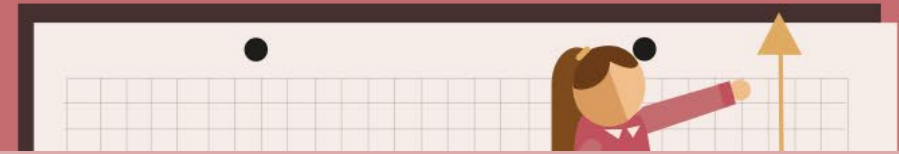
By implementing these strategic and operational plans, it hopes to achieve its corporate plan and overall vision.



The Golden Thread - Example (cont.)

The operational plans form the basis for the company's team and individual objectives. This is the part of the process we are most interested in, as it will help us understand what the cinema's teams and employees are responsible for delivering.

So, how could the company translate these strategic and operational objectives into goals for its teams and individual employees?



The Golden Thread - Example (cont.)

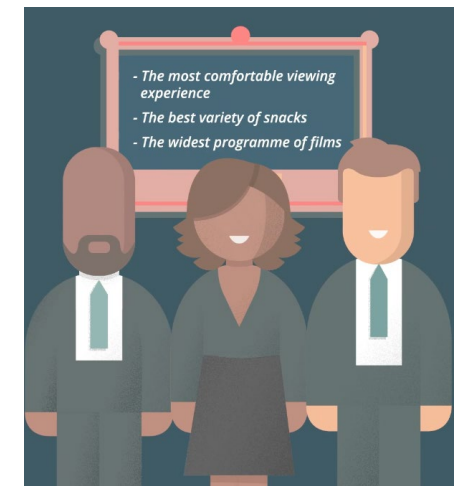
‘Providing the most comfortable viewing experience’ might translate into a specific goal for the cleaning team - ensuring that each screen is thoroughly cleaned between each film showing.

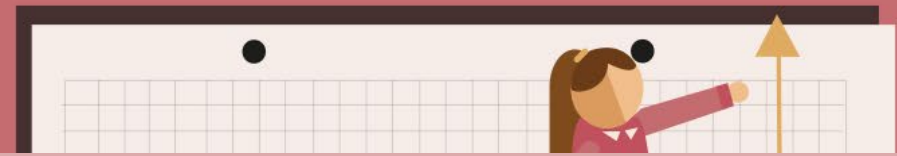


‘Offering the best variety of snacks’ might translate into a specific goal for the catering team - keeping the concessions stand fully stocked at all times.



‘Providing the widest variety of films’ could translate into a goal for the cinema’s programming team - developing good working relationships with a wide network of film distributors.

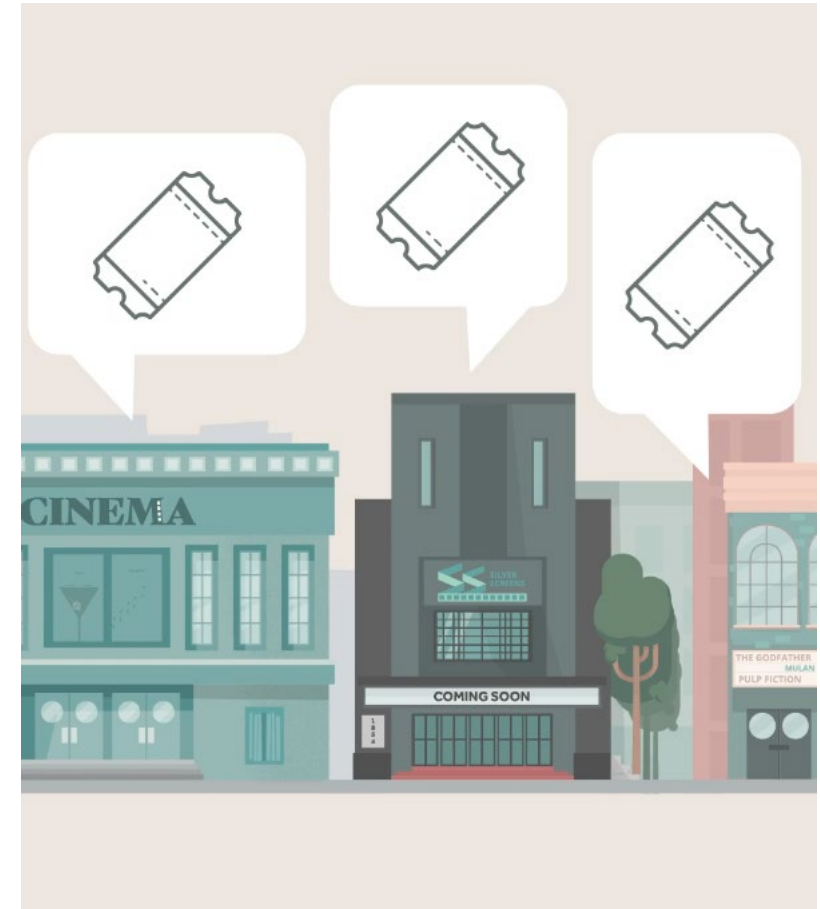


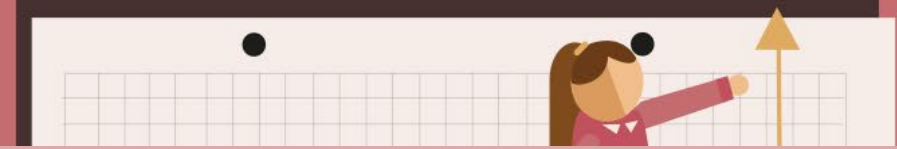


The Golden Thread - Example (cont.)

The final step in the Golden Thread is evaluation and feedback on performance.

Here, the cinema benchmarks its ticket sales against all other UK cinema chains. Good results will reinforce the company's current objectives and strategies, while poor performance may lead senior management to revise its objectives and operational plans.



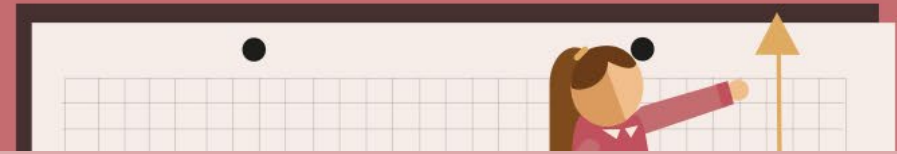


Using a Skills Matrix - Example

Let's continue with our Silver Screens example to see how these plans can help managers to recruit the right people into their teams.

To help the company deliver on its goal of 'providing the most comfortable viewing experience', senior management has decided to set up a project team tasked with looking at how the cinema chain might improve in this area.

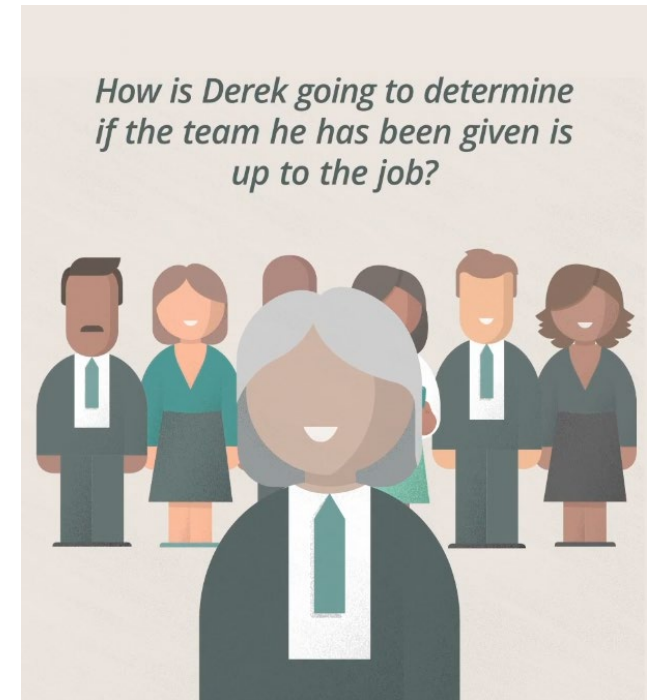


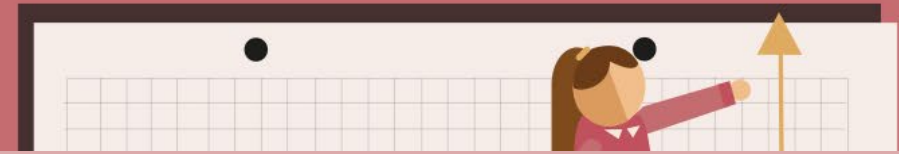


Using a Skills Matrix - Example (cont.)

They decide it would make sense to give this task to an existing team that has just finished a different project - and they appoint Derek, an experienced project manager from elsewhere in the business, to take charge of running it.

How is Derek going to determine if the team he has been given is up to the job?

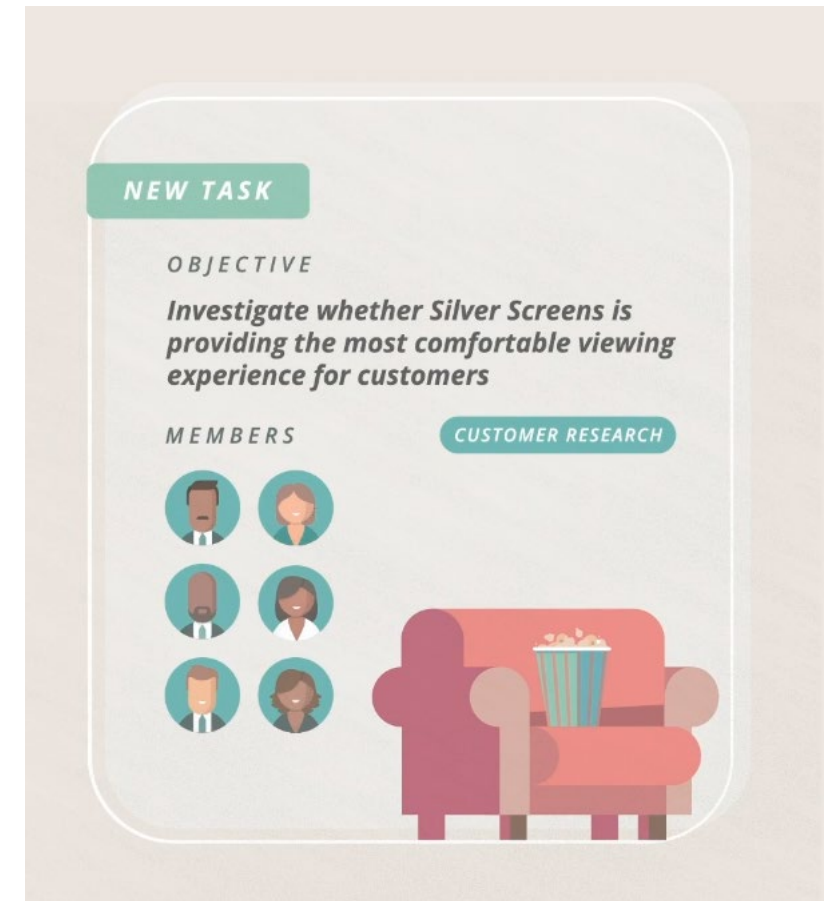


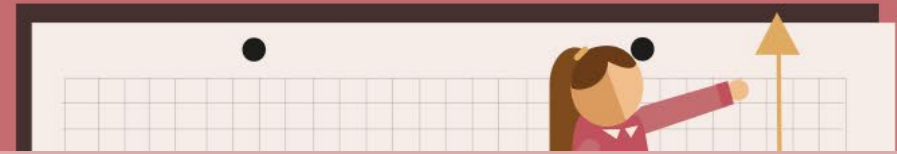


Using a Skills Matrix - Example (cont.)

To begin with, he needs to look at what the task will involve. In this case, the project team needs to investigate whether Silver Screens is providing the most comfortable viewing experience for customers. This is primarily a research task, so the team's members will likely need to have skills and experience in customer research.

Derek decides to use a skills matrix to evaluate the skills and experience his new team members have and how well they match the demands of the task.





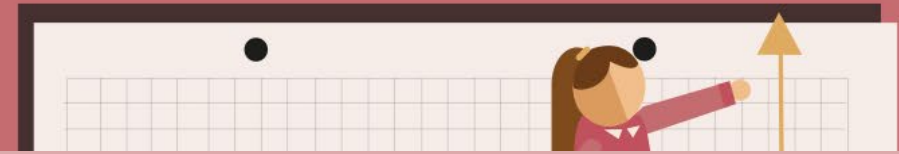
Using a Skills Matrix - Example (cont.)

A skills matrix maps out the skills that are needed within a team. It helps managers visualise what skills the team has available as well as any gaps it might have.

The skills needed in this project team include:

- Interview skills
- Survey design
- Data collection
- Data analysis
- Presentation skills





Using a Skills Matrix - Example (cont.)

Derek puts these skills along the top of the matrix and then adds the names of his team members down the side.

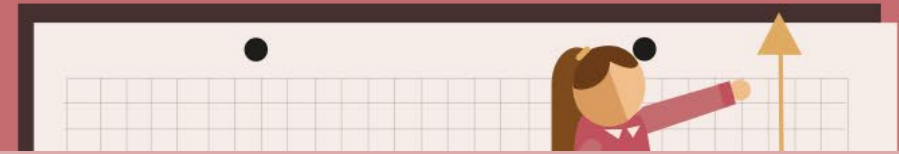
He then uses the results of the team's latest performance review to see what skills and experience his team members have, and completes the matrix by indicating whether each individual is 'strong', 'satisfactory' or 'in need of development' in each of the required skills.

Skills Matrix

	Interview skills	Survey design	Data collection	Data analysis	Presentation skills
Sahra, M	Strong	In need of development	Satisfactory	In need of development	Satisfactory
Antonio, S	Strong	Satisfactory	Strong	Satisfactory	In need of development
Kiera, B	Satisfactory	Strong	Strong	In need of development	Satisfactory
Anis, O	In need of development	Satisfactory	Strong	Strong	In need of development
Ahmed, T	Strong	In need of development	Satisfactory	Strong	In need of development
Kelsea, J	Satisfactory	Strong	In need of development	In need of development	Satisfactory

Legend:

- Strong
- Satisfactory
- In need of development

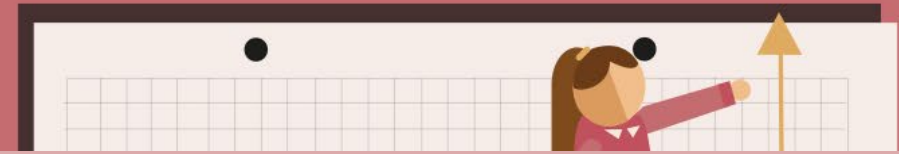


Using a Skills Matrix - Example (cont.)

The completed matrix shows that while the team has good coverage across most of the required skills, none of the team members has strong presentation skills.

He also asks each team member how interested they are in performing the various duties involved in the research project, to see if this reveals any deficiencies in the team's make-up. This shows that nobody in the team wants to carry out interviews with customers.

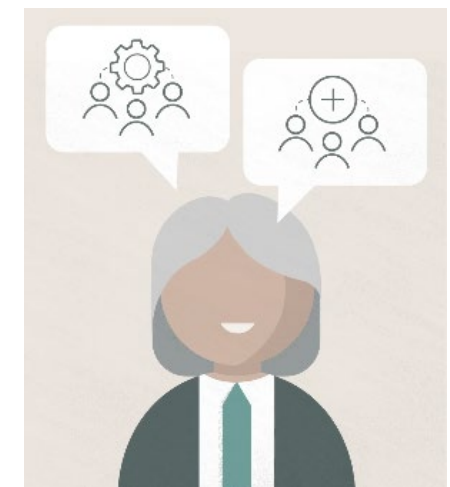
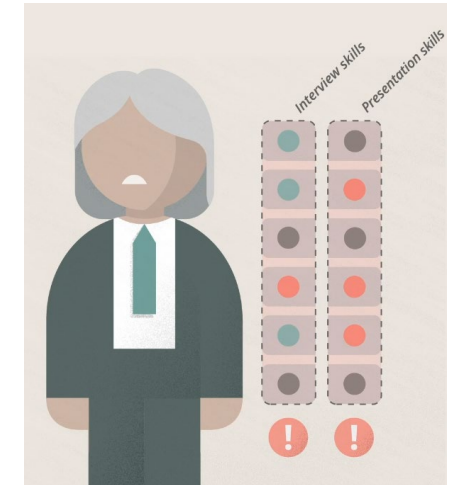


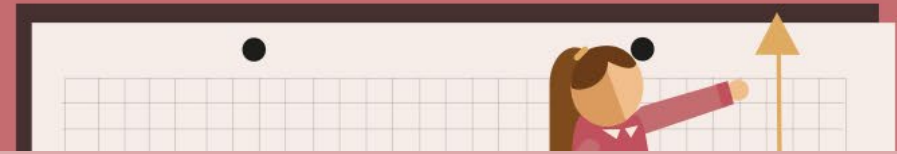


Using a Skills Matrix - Example (cont.)

So Derek's team has two major gaps - a lack of presentation skills and an unwillingness to carry out customer interviews.

Derek is now faced with a choice - he can either choose to address these skills gaps by developing his current team members - or he could try to recruit new people into the team.

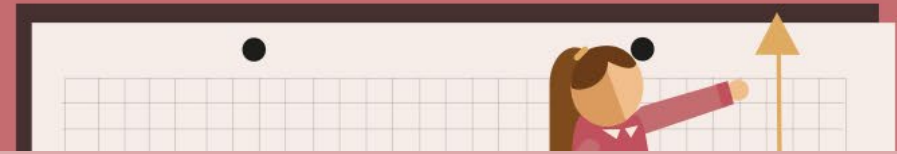




Job Descriptions and Person Specifications

If there are skills gaps within the team, one way of addressing these is to recruit new team members. We'll take a high-level overview of the recruitment process now.

The first step in any recruitment exercise is to draw up a job description and person specification for the role in question.

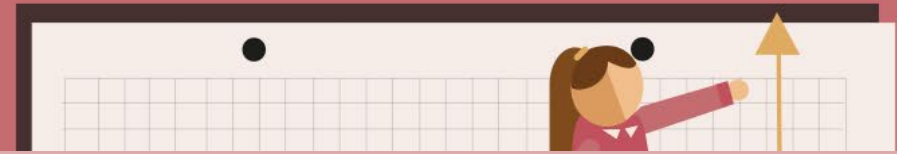


Job Description

The job description should provide a list of the key activities and responsibilities the team member will be expected to perform.

In our Silver Screens example, the new recruit will be joining a team tasked with researching how to improve the customer experience at its chain of cinemas. The responsibilities in the job description for the role might include:

- Designing surveys
- Interviewing customers
- Running focus groups
- Collecting and analysing data
- Presenting research results



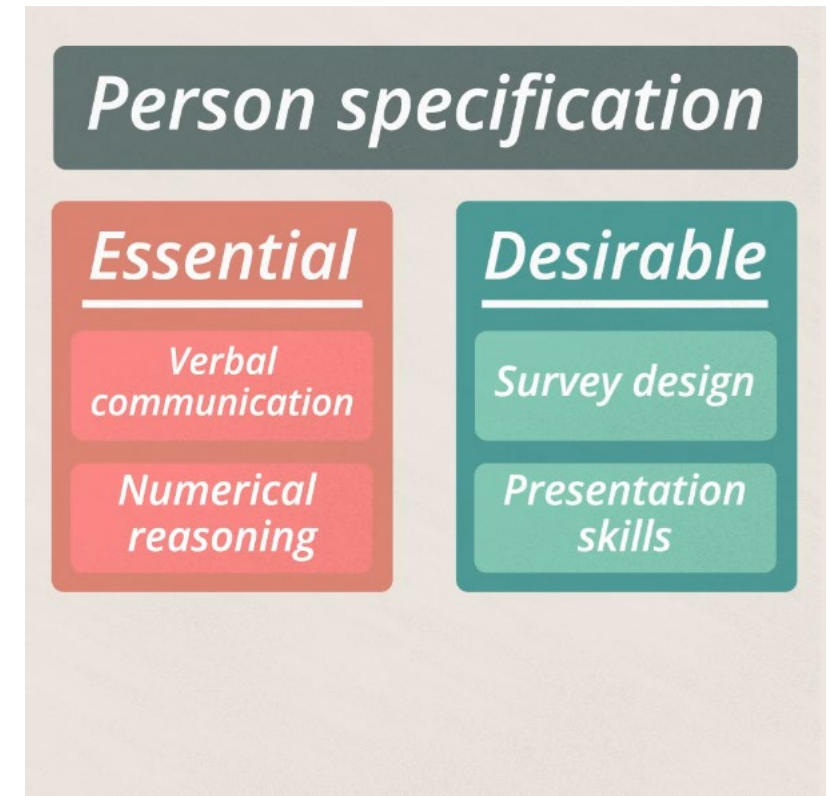
Person Specification

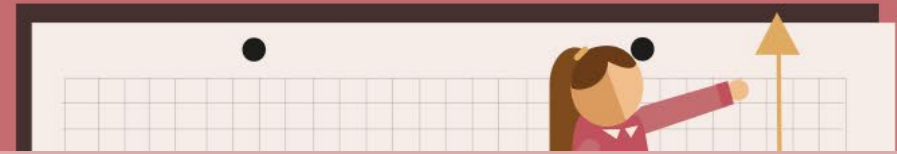
The person specification should build on this list by setting out the skills and experience the jobholder will need in order to carry out all of these responsibilities effectively.

These skills and experience should closely match those you initially used in the skills matrix to identify gaps within the team.

In this example, the skills and experience listed in the person specification might include:

- Survey design skills
- Verbal communication skills
- Numerical reasoning skills
- Presentation skills



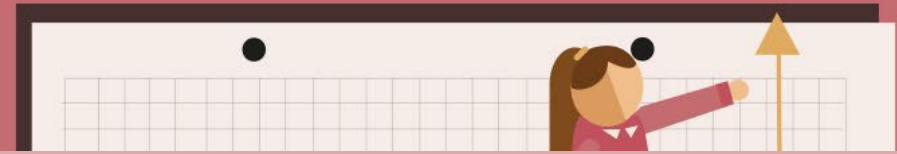


Essential Criteria

It's common to divide the elements in a person specification into 'essential' and 'desirable' criteria.

Essential criteria are the attributes a candidate must have in order to be considered for the role.

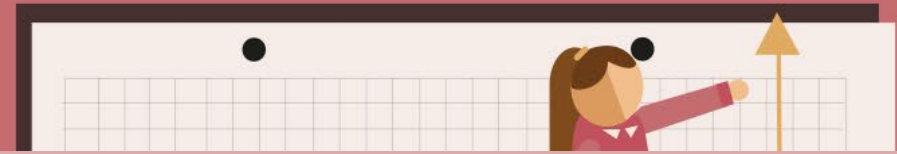
In this case, 'verbal communication' and 'numerical reasoning' skills might be considered essential for carrying out the team's tasks to the required standards.



Desirable Criteria

Desirable criteria are the qualities that will give a candidate an advantage in the selection process, but which aren't absolutely necessary.

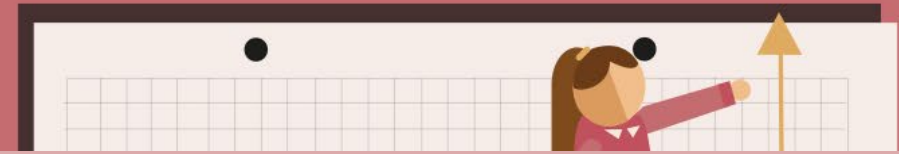
Here, 'survey design' and 'presentation skills' could be considered desirable rather than essential, as new team members could be asked to focus on data analysis rather than survey design or presenting results. But having these skills would be an advantage, as it would allow them to perform these tasks if needed.



Person-group Fit

When recruiting into a pre-existing team, you may also want to consider the concept of 'person-group fit' within your person specification.

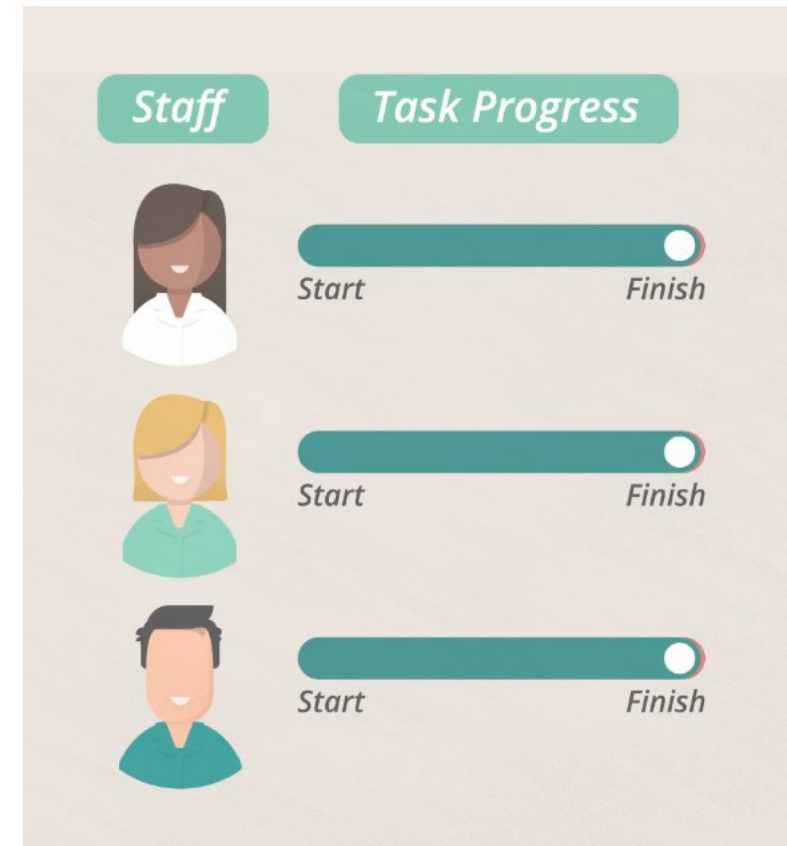
This idea, researched by management professor Amy Kristof-Brown in the US, suggests that when an individual is compatible with their coworkers and the values of the group, they will achieve good 'person-group fit' and everyone in the team will experience greater job satisfaction.

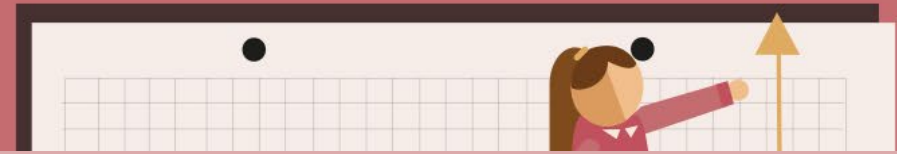


Person-group Fit (cont.)

So, if you know what kind of values and work preferences would help a candidate to integrate well with current team members, these could be included in your selection criteria. This might include factors such as preferred pace of working and working style.

For example, it might make the team more cohesive if all its members work at roughly the same speed.



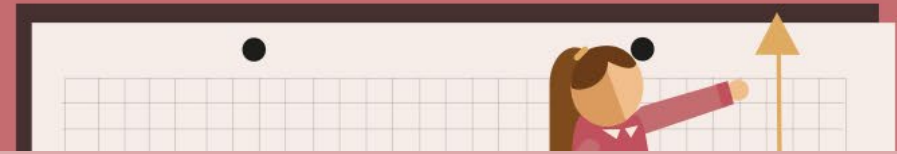


The Equality Act

However, you must ensure that the criteria you use do not breach any of the protected characteristics of the Equality Act: it is against the law to discriminate between candidates on the basis of:

- Age
- Sex
- Disability
- Gender reassignment
- Race
- Religion or beliefs
- Sexual orientation
- Marriage or civil partnership status
- Pregnancy or maternity status

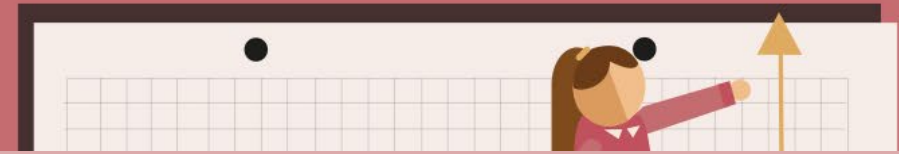
Having established the criteria you'll use to select between candidates for the role, it's time to begin searching for applicants and carrying out the selection process.



Attracting Potential Candidates

We'll now take a look at how you might attract people to apply for a job in your team and select the right person for the role.

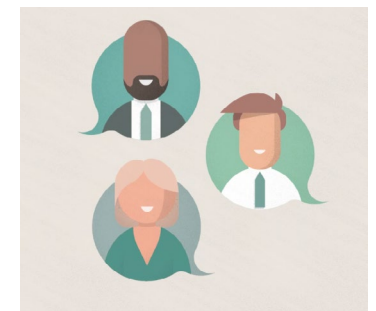
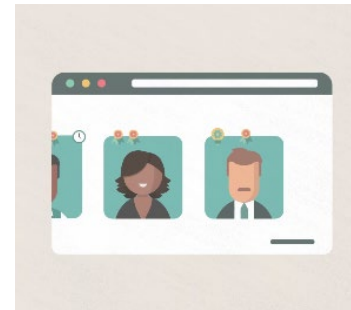
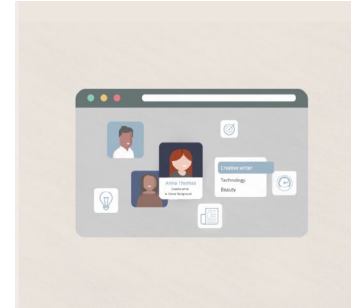
There are many ways to find potential candidates for a role on your team. In general, these can be divided into 'internal' and 'external' recruitment methods.

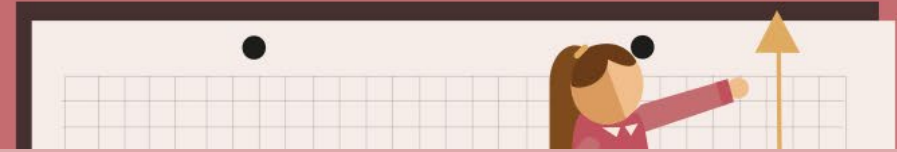


External Recruitment Methods

External methods look to attract candidates from outside the organisation. While some employers still advertise vacancies using job adverts in national or local newspapers, many organisations now find other methods more effective.

The Chartered Institute of Personnel and Development (or CIPD) regularly surveys HR professionals to find the most popular strategies for recruiting new staff. In 2017, the favourite method among employers for attracting candidates was to use their own corporate websites. This was followed by placing adverts on professional networking sites, such as LinkedIn, and then on commercial job boards. In fourth place came recruitment consultants, followed by social networking sites, such as Facebook.

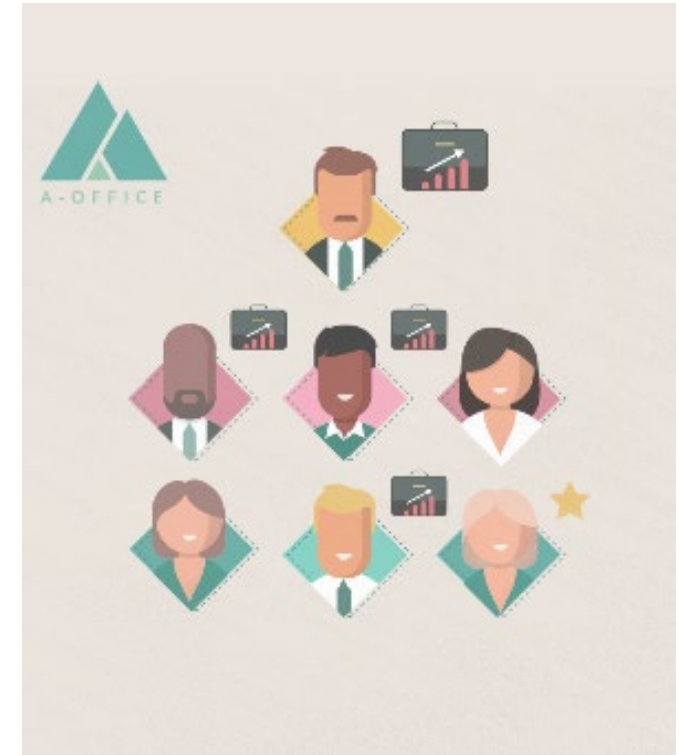


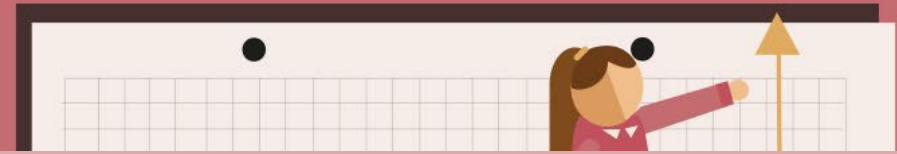


Internal Recruitment Methods

Internal recruitment methods try to find job candidates from within the organisation, through promotion, career moves between teams, or secondments.

These methods may be particularly valuable when you're recruiting a new member for an existing team, as current team members may recommend a suitable candidate from elsewhere in the company.



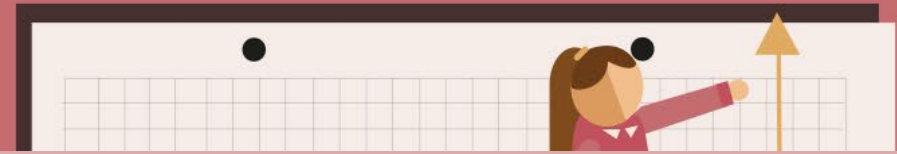


Approaching the Selection Process

Once you've chosen a suitable recruitment method and received some applications, you'll need to select the right person for the job from the pool of applicants.

Again, there are a number of ways to approach the selection process - and the route you take will depend on factors such as budget, time and other resources. However, most employers follow a simple two-stage process, involving shortlisting and then interviewing suitable candidates.





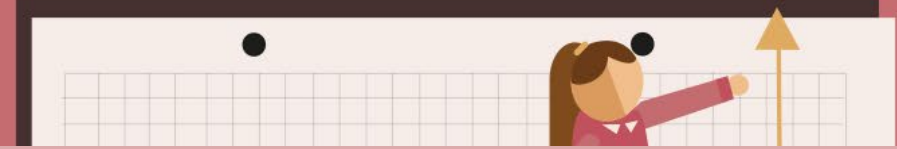
Shortlisting Candidates

Where a large number of people have applied for a role, employers need a way of eliminating some of the candidates at an early stage to make selection more manageable and cost effective.

Where there are tens or hundreds of applicants, it is simply not possible to interview every one. Instead, employers shortlist the most suitable candidates.

A systematic approach to shortlisting will match each applicant against the person specification for the role. In this type of process it's important that each applicant is judged against the framework, and not against each other.

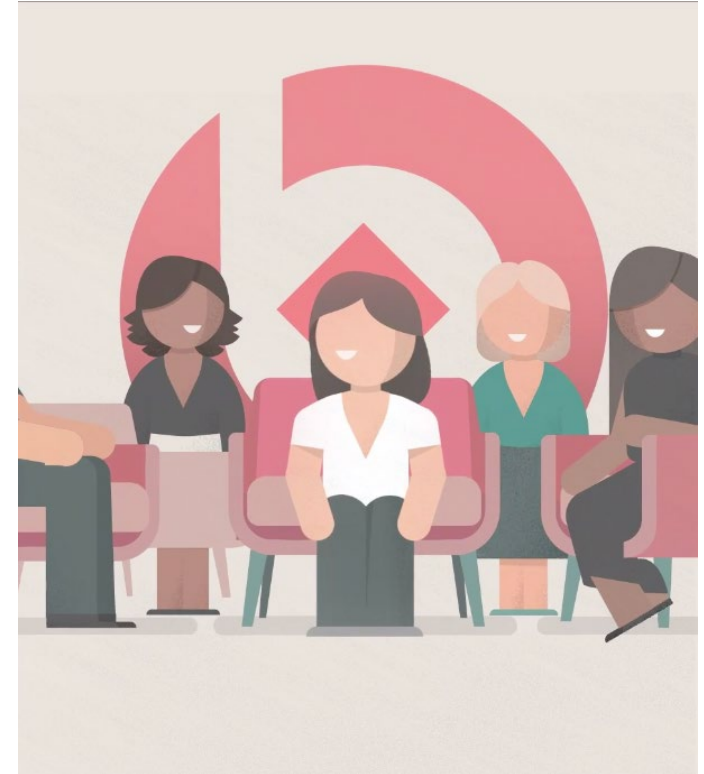
Employers will typically use the information submitted by applicants in their CVs, covering letters or application forms to help them with this shortlisting process.

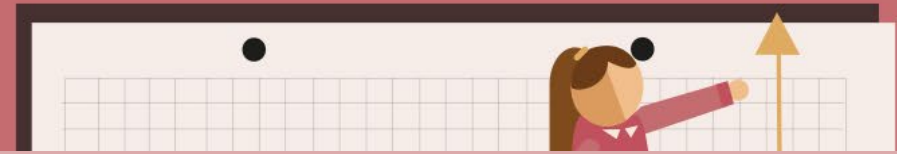


Selection Events

Once you've created a shortlist, all of the chosen candidates are invited to a selection event.

In some cases, this may involve an assessment centre, where candidates are asked to complete tests and exercises to evaluate their skills and abilities. Candidates may also be asked to complete psychometric tests, which may assess their numerical or verbal reasoning ability or their personality preferences.



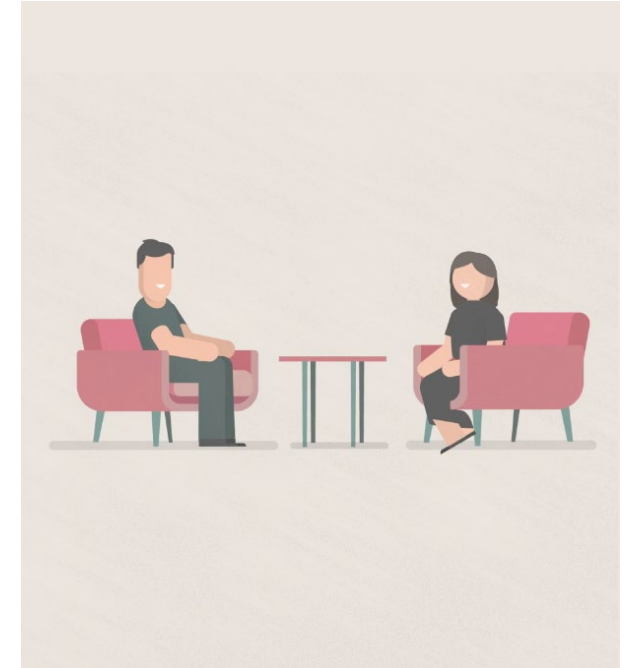


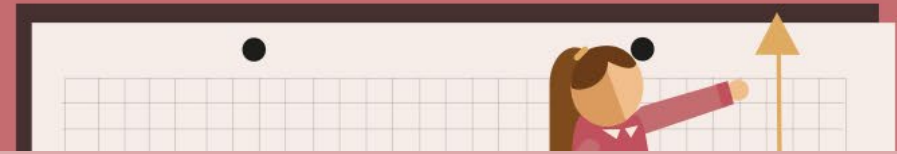
Interviews

Almost all selection processes will include an interview of some sort. 78 per cent of respondents to the CIPD's 2017 survey used competency-based interviews to help them select between applicants.

The exact form the selection interview takes will vary, depending on the nature of the job and the resources available.

Let's consider some of the options.

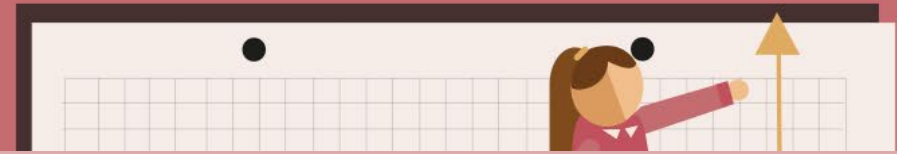




One-to-one Interviews

One-to-one interviews are usually conducted by a line manager or supervisor.

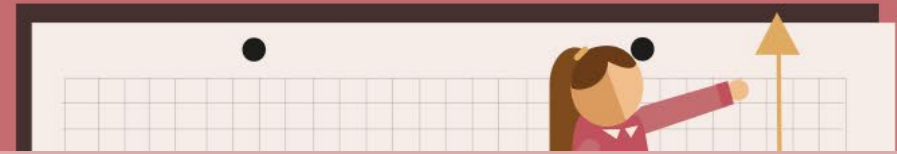
They are useful as a face-to-face encounter and are relatively cheap and easy to organise. However, they do not have any checks and balances, meaning that the outcome will usually be based on just one person's opinion. One-to-one interviews are commonly used for entry level positions.



Panel Interviews

Panel interviews are carried out by two or more people, and the panel members are usually drawn from both management and HR. This type of interview allows for a more formalised structure, better evidence collection and should result in more objective decision-making. However, the more interviewers there are, the more difficult and costly these types of interview will be to organise and manage, and the more pressure will be placed on the candidates. As a result, panel interviews tend to be reserved for more senior roles.

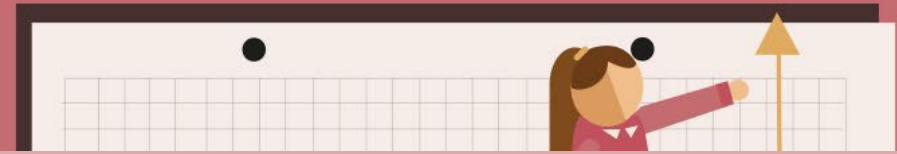
At the end of the interview, the candidate who performed the best and who most closely meets the job requirements is offered the role.



Reward and Talent Management

A key part of an organisation's recruitment and retention strategy is its approach to reward. You can find out more about reward in the lesson's associated information sheet.

In addition, recruitment and reward are both important elements of a broader concept called 'talent management' – which in part involves identifying and attracting employees with valuable skills or experience. Read the 'Talent Management' information sheet in the lesson to find out more.



Recap

In this lesson, you have learned about:

- How to identify a team's purpose and the importance of strategic alignment
- How to identify any gaps in the skills or abilities you need within your team
- How to develop the selection criteria for choosing new team members
- How to shortlist and select the right candidate