

Driving Change Through Targeted Recruitment at Gallaher UK

The UK Commercial Division of Gallaher Group has a strong track record in advertising and launching highly successful brands of cigarettes, cigars and tobacco. Who hasn't heard of Silk Cut cigarettes or Hamlet cigars? The ban on tobacco advertising in the UK, which came into effect in February 2003, has been the stimulus for a careful review of the strategy, direction and culture of the UK business, and *the Change Team* played a key role in helping to deliver the changes identified as a result.

A small but highly significant part of our involvement in this change process was to help recruit two talented senior managers from outside the business who would move into key roles and help to accelerate the acquisition of best practice. These roles were strategically important to the business. This meant recruiting people who had both the technical competence for the role and also the personal style to facilitate the required changes.

We worked with the UK Managing Director, to specify the precise competencies that he would need from each role in the future, using the language of the business. These competencies formed the basis of the structured interview that was used to produce a final shortlist.

We then carried out in-depth assessment of ability, personality and motivation with the final short listed candidates for each role.

We reported back to our client on how well each candidate matched his requirements, and how they would fit within the context of the teams they would be joining, based on our knowledge of the business.

The final outcome was worth the investment of time and effort. The candidates selected have not only brought with them best practice skills and knowledge from their previous employers, but have also slotted seamlessly into the business. Feedback from existing managers has been very complimentary and the candidates themselves are enjoying their roles, achieving their objectives AND acting as catalysts for change, as intended.



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One unsuccessful, but very strong candidate even wrote to Gallaher offering praise for the quality and rigour of the assessment. This demonstrates that a thorough selection process helps to build the reputation of the company as a preferred employer for talented managers.

Barry Jenner's view of *the Change Team's* contribution to the recruitment process:

"Working with *the Change Team* on these critical assignments has frankly, revolutionised our thinking and approach. We created a detailed picture of the ideal candidate, including how they would need to act and how they would achieve their objectives.

We majored on the type of person as much as their previous experiences and achievements. In this way we fashioned a really objective profile of the ideal candidate, and were able to let *the Change Team* do the pre-assessment. The final part of the process was really simple, as we knew who, rather than just what we were looking for. On both occasions we have been delighted with the recruits.

By spending a bit more time at the beginning defining our ideal person, we've saved a lot of time (and money) in the longer-run, and most importantly, minimised the risk of failure in such high-profile recruitments."