

Making the Shortlist

Situation: A large supermarket chain needs to appoint a store manager for their branch in Athlone, Co Westmeath. The store needs a dynamic, hardworking, energetic and innovative person with some previous experience of management in a retail environment. It is a very busy outlet which has recently been extended and modernised.

Candidates: Seán, Michael, Vicky, Julie, Robert

1. Seán

Late twenties, accountant, with post-graduate qualification in finance and business, very reserved, perhaps shy, extremely intelligent and clear-headed, conservative. Has worked in accounts department of another well-known supermarket chain in Dublin as junior accounts manager. Popular and well-liked in his previous job. Has never lived in Athlone, has no knowledge of the town or the area.

2. Michael

Local, mid-thirties, has extensive experience of supermarket work. Worked in supermarkets since leaving school. Worked his way up from stacking shelves to junior/line manager or department manager. Is currently working for the main competitor in the town. Tends to be bossy and keen on doing things his way. Is dynamic and entertaining but quite calculating and cold. Did night-classes in management, 2-year part-time course. Has no plans to get further qualifications as he feels he doesn't need them. Very ambitious.

3. Vicky

Also from the town, twenty-five years old, has worked in the shop since she was fifteen years old, first part-time while attending school and a PLC course in Marketing and full-time during college holidays as check-out/sales assistant. Is very energetic and good at her job. Knows every aspect of the business. Good administrative skills, quick to learn. Can be sarcastic and funny. Comes from a wealthy background. Very good with people, well known to staff and customers.

4. Julie

Late thirties. Degree in Business Studies. Has six years managerial experience in a department store in Galway where she was head buyer in children's clothes department. Vivacious with a sympathetic personality. Level-headed and sensible, she relates easily to others. Very clever, but not terribly ambitious and no particular knowledge of supermarket business. Moved to Athlone because her husband was transferred in his job.

5. Robert

Late forties. No professional qualifications, has worked in supermarkets all his life as a butcher. Is currently managing the meat section of the shop. Is interested in a managerial position for career and financial security. Very likeable with a pleasant personality. Easy-going, good with people. Not very efficient, but keen and enthusiastic. Well-known in the town, has been involved in sport all his life and has extensive connections with business people in the area. Is on the committee of the local football club and is a member of the golf club.

Make a Short List

1. In groups, examine the profile of each candidate and make a short list of the candidates, pick two or three that you think might be suited to the position. Look carefully at their personality traits and take these into consideration.

2. For each one you have chosen explain why you think they would be good at the job.
