Appendix A: Process Report of Internship at Mercuri Urval

This process report explains my key duties and responsibilities in the role as Business Analyst at Mercuri Urval in Sydney, Australia. I attended the internship for 6 months from August 2010 to February 2011 and without this internship I would not have been able to write this report. The role as Business Analyst is a developmental role and the first steps on the path to becoming a consultant. Some of the key duties and responsibilities are listed below:

- Understand Mercuri Urval's products and service and the value add solutions
- Identify new business opportunities for team members and yourself
- Provide Mercuri Urval consultants with market intelligence that could lead to business and add credibility to the team.
- Develop and deepen the relationship with existing clients into a long lasting business partnership which will result in a growing and continuous revenue stream
- Undertaking the relevant processes and methodologies to deliver results to the clients
- Team up and cooperate with colleagues – when asked and where possible – to deliver projects and results
- Maintenance of all Company property to a professional presentable standard.
- Upholding professional conduct and confidentiality at all times.
- Adherence to such policies and procedures as the company may from time to time introduce.

When I started at Mercuri Urval in August 2010 I was introduced to everybody in the team informally and welcomed by each of them. I was introduced to the IT system and some of my main tasks by my predecessor, the previous intern who had been there for 3 months. It was a brief presentation and left me with many questions. I was under the responsibility of one of the consultants who was the previous Business Analyst and the person who had created the internship position. He emphasized that I was not a personal assistant to him or any of the consultants, but a valuable member of the team who could provide everybody with knowledge and resources in daily tasks or projects. During the first week I completed Mercuri Urval's Personal Inventory (MUPI) which is the online tests and the ability tests that all candidates and managers go through as a client of Mercuri Urval. I had a brief in-depth interview to receive feedback on my scores and my personality, which secured an agreement between me and my supervisor.

During the first week I also had to do a presentation about me, my background, my expectations (focus and interests) and my expected time schedule, which served the purpose of letting everyone know who I am and why I was there. After that formal presentation I scheduled one-on-one interviews with everyone in the office to have an elaborated chat about their main tasks and interests, my interests and how I could contribute to their work and projects. It was a good way to get to know everybody and for them to get to know me. The role was (just like Mercuri Urval's goals) very sales focused but as my interest grew larger for delivery I managed to switch the focus from sales to working together with consultants on specific development and recruitment projects for clients. Furthermore I coordinated the sales reporting, created sales reports, assisted the office manager with process to improve internal efficiency and I was deeply

involved in the IKEA project with contact to candidates, their references and IKEA key people. I attended sales meetings and briefings at clients and took part in the delivery of those projects afterward. I contributed to the profiling of key executives by running the assessment testing and providing insight into their personalities and I continuously asked for specific project work and asked questions to learn and develop not only in the role but also on a personal level.

Even though I worked as part of the Mercuri Urval team, that is the entire office, I mostly worked individually on tasks, had meetings and received inputs to adjust my work to comply with the team direction and then worked individually again to reach the clearly defined common goals, which worked well because I was given autonomy to approach and deliver work using my own structured approach. Within these frames I was able to work methodically and accept the responsibility I was given but also use my interpersonal skills and create a good team spirit. It was important to me that I understood my role within the strategic plans and how I cold best contribute. I was the first intern to stay in the position for 6 months, the previous ones had only completed three months, but my supervisor and the sales director agreed that 6 months was better and more beneficial for both Mercuri Urval and the intern due to a better understanding, more learning and more value adding activities. Because of those reasons it was agreed to continue with 6 month internships in the future.

Because the office became highly involved in large projects and the office became very busy I was forced to enter the IKEA project like everyone else, which was a good way to learn because I was given a lot of responsibility and tasks all at once. It was rewarding to be involved in the internal processes of delivering a project where many of the complications emerged due to IT issues, management issues or planning issues, which was a good experience and provided me with much information and observation data for writing the project. A thing that I felt was missing after the office became very busy was for me to get more involved in the consultants' actual work and responsibilities in the large recruitment project, since my function was merely supportive of the consultants' work. I think that would have created a better basis for learning which capabilities were needed in the consultants' work in a time of business due to a large project.

In the appraisal letter that was written upon my internship it says that I demonstrated the intelligence, communication and problem solving skills that you would expect from a consultant and that I was equally capable of committing to the more analytical tasks. I did learn much from the internship and I think what could have created a better basis for learning would have been my own confidence which increased during the internship to create a steeper learning curve. I was glad that I was able to customize the internship to fit my interests and not be as sales focused as it was first intended and I think that the customization definitely increased my output along the way as well as being in a friendly environment with friendly colleagues.

Appendix B: Interview Guideline

All of the following questions were asked in the planned interview with the recruitment manager. Many of the questions were discussed with the sales director and some of the questions were informally discussed with the consultants.

Typical development project

- How many people are usually assessed in a management group?
- What is the normal time scope?
- How many consultants are usually involved and who else?
- What are the normal complications that might occur in delivering a project?
    - Coordination/communication issues?
    - Technical issues
    - Quality issues
    - Leadership issues

Typical recruitment project

- How many consultants are usually involved in a recruitment project?
- How many people are usually recruited in a project?
- How many candidates will normally apply
- How much time does a normal recruitment project run for?
- What are the normal complications that might occur in delivering a project?
    - Coordination/communication issues?
    - Technical issues
    - Quality issues
    - Leadership issues
    - In hand over of responsibility
    - Documentation

IKEA specific questions

- What is agreed?
    - Written, verbal or how is all this agreed?
- What is required for Mercuri Urval to deliver the project?
- How many documents were created that have not been used?
- How many documents were created that have actually been used?
- Are we sticking to the plan, or have things changed?
    - Which things have changed?
    - Why do we allow all the changes that IKEA make?
    - How easy is the system that the candidates apply through?
    - Which complications does the system cause?

        - Is IT normally a major issue in all projects or is IKEA particularly bad (also with amount of documents and keeping track of them, updating them and the like?
    - How do we know if we are successful or not, feedback from clients and candidates
        - How do we measure that?
        - What do we measure against?
    - The review meeting on the 10th December?
        - What was discussed?
        - How many collective internal meetings have we held about IKEA?
        - How do we secure that everybody is updated and that people can remember what has been agreed?
    - The numbers from our meetings to depict the scope of this project:
        - How many roles in total?
        - How many resumes/applications
        - How many phone screenings
        - How many CBF's sent out
        - How many 1st interviews
        - How many assessments
        - How many 2nd interviews
    - Mercuri Urval's goal is to grow, and with that comes bigger projects such as IKEA, Telstra etc.
        - Expanding the office, which complications do you see?
        - More project management and delegation?
        - What will this future scenario require?
        - How does Mercuri Urval best prepare, develop and sustain the new way of working to enable the capability to deliver big projects like these in the future?

General Questions

- How much do recruitment and development programs (incl. assessment) make up for in percentage of total sales revenue?
    - What's the goal?
- Any KPI's that measures the quality and efficiency of delivering a project?
- What is done to optimize internal efficiency?
    - Who is responsible?

Appendix C: 7S Questions

The following questions were used to secure that the right things within each element of the 7S model were covered when collecting data and in the analysis.

Strategy

- What is our strategy?
- How do we intend to achieve our objectives?
- How are changes in customer demands dealt with?

Structure:

- How is the company/team divided?
- What is the hierarchy?
- How do the team members organize and align themselves?
- Is decision making and controlling centralized or decentralized?
- Where are the lines of communication? Explicit and implicit?

Systems:

- What are the main systems that run the organization?
- Where are the controls and how are they monitored and evaluated?
- What internal rules and processes does the team use to keep on track?

Shared Values:

- What are the core values?
- What is the corporate/team culture?
- How strong are the values?
- What are the fundamental values that the company/team was built on?

Style:

- How participative is the management/leadership style?
- How effective is that leadership?
- Do employees/team members tend to be competitive or cooperative?
- Are there real teams functioning within the organization or are they just nominal groups?

Staff:

- What positions or specializations are represented within the team?
- Are there gaps in required competencies?

Skills:

- What are the strongest skills represented within the company/team?
- Are there any skills gaps?
- Do the current employees/team members have the ability to do the job?
- How are skills monitored and assessed?

Appendix D: Internal Analysis Elements

The following topics and questions were used to secure that relevant aspects of an internal analysis were covered to find Mercuri Urval's challenges and to paint the as-is picture. (Wæhrens Lecture 2007)

- **Vision:** What are we? Where are we going? Creates a possibility for joint enthusiasm and identification and sets the direction for how the organization is to develop.
- **Organizational Form:** Which structures are basis for the company's transmission system. Organizational form (formal/informal) is determining how the different units (teams, departments etc.) are functioning together.
- **Reward Systems:** Connection between what the company wants and what it rewards. Often limited activities are rewarded while cross functional activities that tie together the organization and make it seem like one unit are less rewarded. Knowledge sharing and reward systems are closely connected.
- **Organizational Culture:** The cooperation between the individual, the team and the organization as a whole. The company culture is determining how the employees relate to each other and how they each perceive their roles in the company.
- **Organizational Routines and Competencies:** The company can be particularly effective through establishment and maintenance of routines, but at the same time these routines can hamper learning of new things, which could trap the company in a competency trap.
- **Leadership:** The way managers view their tasks and approach these has a large impact on the company's ability to learn new knowledge and utilize existing.
- **Financial Situation:** What is the financial space in the company, does it have the possibility to draw on the parent company in a crisis situation
- **Technologies:** Which technologies do we have, internal technology development vs. external dynamics.
- **Ability to Develop:** The company's experiential development capability (something in the organization that signals that the company could perform a technology jump or similar)

Appendix E: Candidate Background Form (CBF) - Template

IKEA has a vision "To create a better everyday life for the many people". Our success depends on the best efforts of each of our co-workers working together.

Always remember…."Most things still remain to be done - A Glorious Future!"- *Ingvar Kamprad, founder of IKEA.*

Candidate name		**Location**	
Email		**Mobile**	

Section 1- Culture and Values

What makes you unique? Tell us a little bit about yourself outside of work
Describe your connection to the Australian way of life at home.
IKEA dares to be different. Can you tell us of a time when you dared to be different?
Life and work is a journey. What does your life look like in 10 years time?

Section 2 - Leadership

What tools do you use to ensure your team remains motivated and inspired? Can you give an example?
Describe your proudest moment delivering results through people.
IKEA co-workers embrace change. Can you tell us of a time when you pro-actively looked for ways of doing things differently?

Section 3 - Job Competence

IKEA looks forward to learning from you as much as you do from them. What can you bring to this position that makes you stand out from the crowd?
What is your Allen Key to success? Can you give us an example where you demonstrated success in a similar leadership position?

Your background

Education and Qualifications

Employment History (starting with most recent, add additional lines as required)			
Organisation	Position	Date from/to	Reason for Change

Employment Details	
Current Salary & Benefits	
Desired Salary & Benefits	
Availability for Interview	
Notice Period	
Have you any upcoming holidays	
Willingness to Relocate	
Have you worked for IKEA? Provide details.	
Do you have full work rights in Australia?	
Do you have a preference on position?	
Willingness to work hours which reflect the store's trading hours? The rotating roster includes working one weekend per fortnight and some afternoon/evening work (e.g. 1pm to 9pm) during weekdays.	

References (ONLY contacted with your permission, at second round)			
Name		Name	
Role		Role	
Company		Company	
Contact Details		Contact Details	
Relationship		Relationship	

Additional Comments

Appendix F: Reference Check – Template

Candidate and Referee Details	
Candidate:	**Referee:**
Position applied for:	**Organisation:**
Interviewer:	**Title:**
Date:	**Contact Details:**

Questions	
1. Relationship to referee?	
2. Position within organisation? Areas of responsibility? Changes during employment? Period of employment?	
3. Working Style	
5. What motivated Candidate in you view?	
6. How did {candidate} behave under stress?	
7. Could you describe Candidate's strengths?	
8. What in your opinion were Candidate's limitations?	
9. Special areas of interest: 3 personalised questions	