



Recruitment

Moneyball 2.0 Leadership training





AGENDA

- 1 **Why is Recruitment important?**
- 2 How to Recruit?
- 3 Your summary and responsibility





RECRUITMENT AND CIRCLE OF OPERATIONAL EXCELLENCE



How does mastering **Recruitment** affect each area within ***the Circle of Operational Excellence*** in your store?

1. Take a couple of minutes to reflect
2. Note down one effect for each area of the Circle of Operational Excellence
3. Share with your trainer – or in the group



INTRODUCTION – WHY RECRUITMENT?

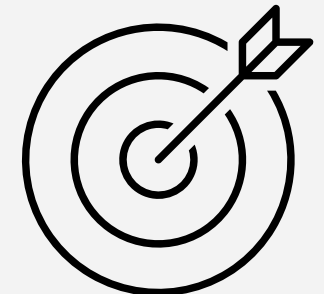
WHY ARE WE TRAINING THIS ?

- When you hire and select your own Juicers you get the **autonomy to build a strong team for your store**
- By you doing the recruitment you create a **meaningful relation from day one** – serving as a foundation for an **elevated candidate experience** and **boosted employee retention**



YOU WILL LEARN THIS:

- **THEORY AND MIND-SET** behind Recruitment
- **HOW** to request new employees?
- **HOW** to select candidates and invite for interview?
- **HOW** to host interviews?
- **HOW** to select & reject candidates?
- **YOUR** summary and responsibility



Source*: <https://www.gallup.com/workplace/321725/gallup-q12-meta-analysis-report.aspx> 2,7 mio. employees participated in the meta-analysis across 57 industries



**WHAT DO YOU THINK
MAKES A SUCCESSFULL
RECRUITMENT?**





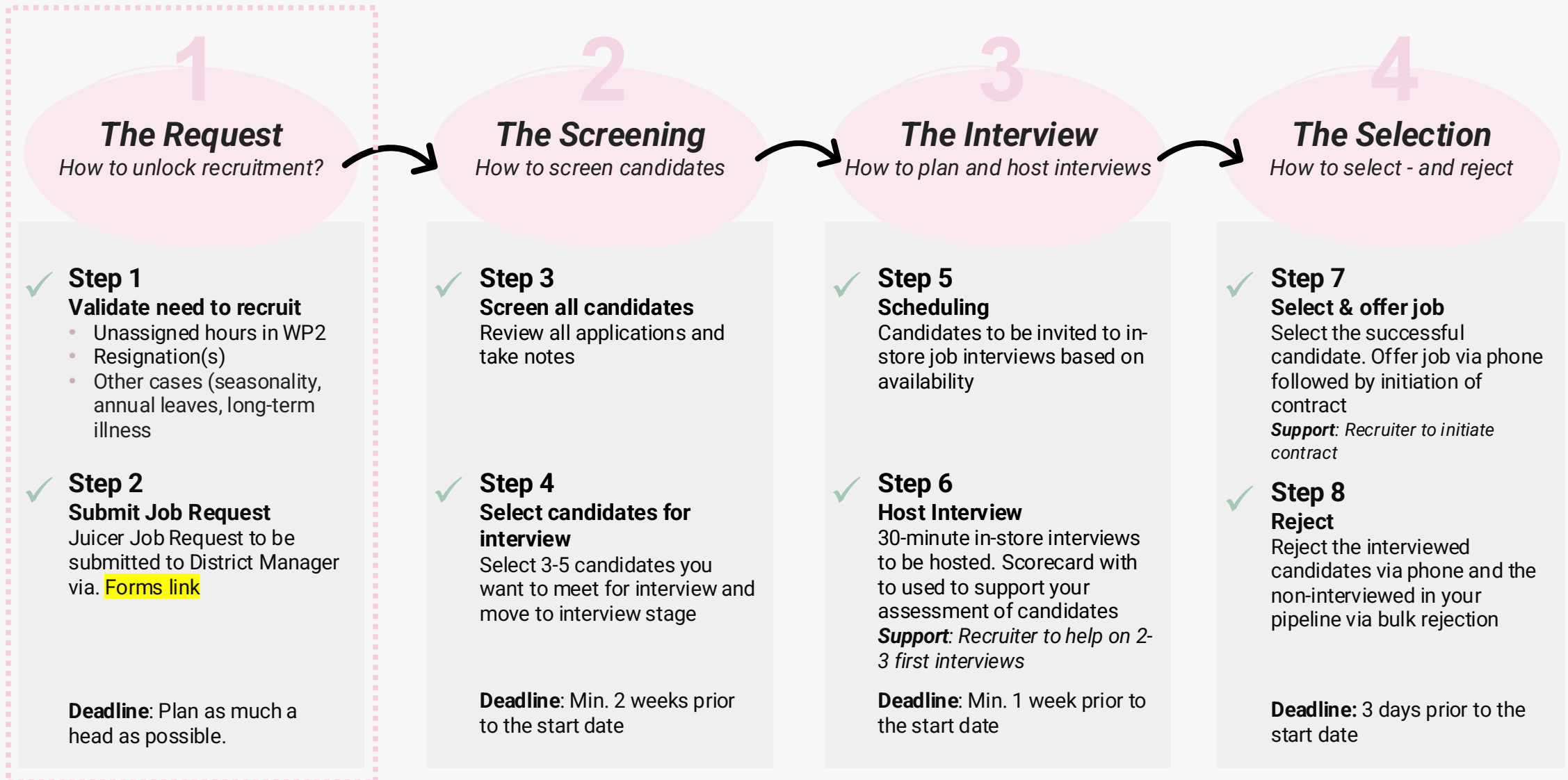
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WHAT IS THE RECRUITMENT PROCESS?



STEP 1: HOW TO REQUEST A JUICER

CORRECT LINK TO BE INSERTED



1: WHEN TO REQUEST

As soon as you:

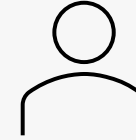
- Identify **unassigned hours in WP2** in upcoming shift plan template (on 15th each month)
- Receive any **resignations**
- Other cases (seasonality, annual leaves, long-term illness)



2: HOW TO REQUEST

Fill out following:

1. Register own E-mail
2. Type in Name of Store
3. Specify number of hours
4. Clarify ideal Start Week



RESPONSIBILITIES

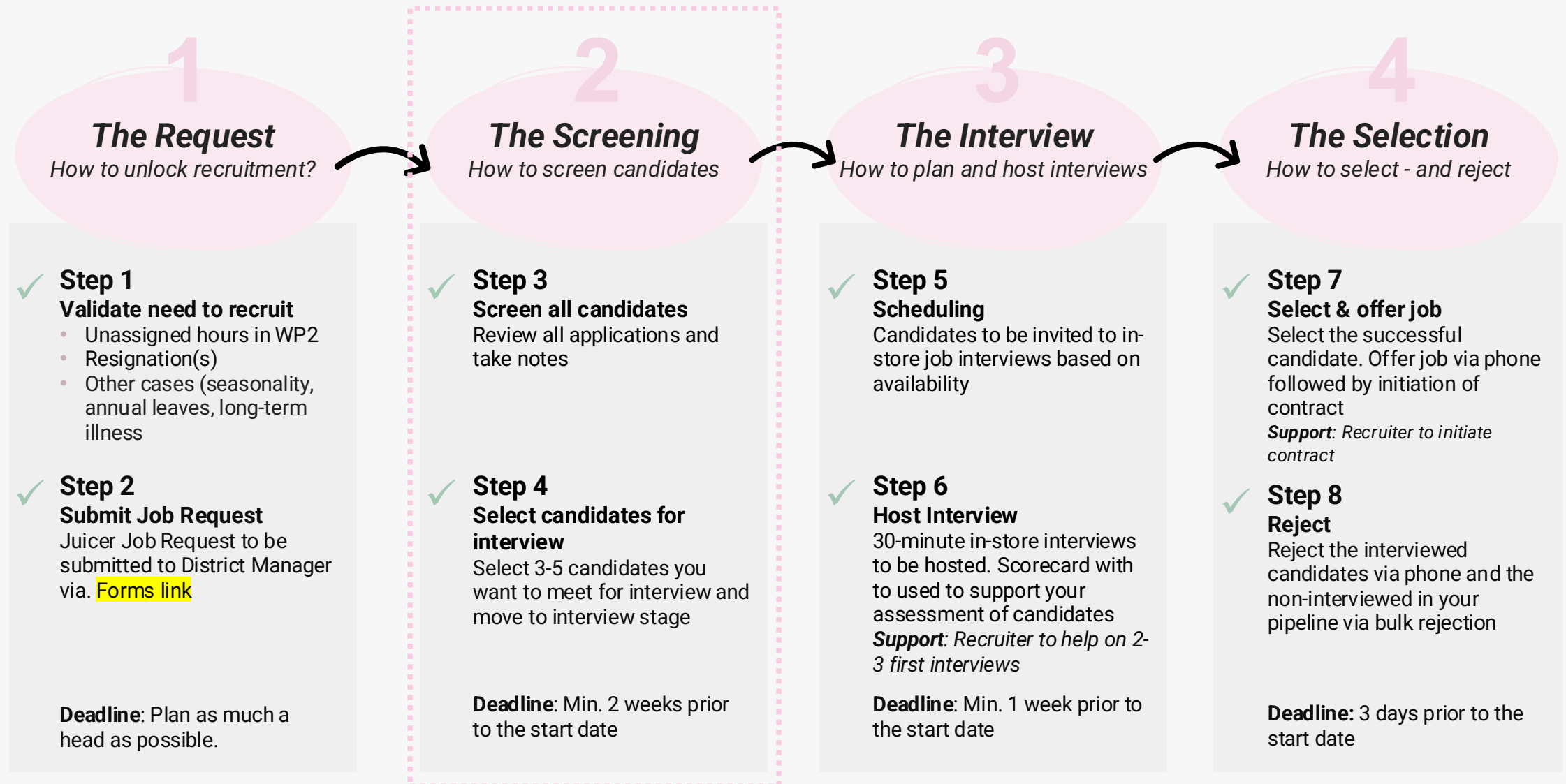
Common target:
No unassigned hours in WP2

- ✓ **Store Manager** to submit the request
- ✓ **District Manager** to review and approve the request and send to recruiter
- ✓ **Recruiter** to enable job post

If a Juicer request is not made in time, it will have a negative impact on both on your team and and your operation. The sooner you plan, the better.



RECRUITMENT PROCESS?





GREENHOUSE – THE SYSTEM TO SUPPORT RECRUITMENT

What is it?

A software platform that makes it easier to find, track, and hire the right people—supporting consistent, high-quality hiring across all stores



What value do you get?

- **Handle high-volume hiring with ease**
Manage all candidates in one place, saving time while still hiring the right people.
- **Better overview of your hiring progress**
See where candidates are in the process, so you can make faster and better hiring decisions.
- **A professional experience for candidates**
Give applicants a smooth, consistent, and positive impression of Joe & The Juice from first contact to hire.

IMPORTANT: After having submitted your first Juicer request reach out to your Recruiter to be trained in the use of Greenhouse



HIRING THE BEST JUICER EVER – WHAT ARE YOU LOOKING FOR?





WE HIRE FOR ATTITUDE

SEB AND THE JOB OFFER

“Sebastian Vestergaard was hired in 2005. Legend has it that Basse went to a grocery store and at the register sat a young man with

a different attitude

which appealed to Basse. That young guy was Sebastian. Basse paid for his groceries and said; “Hey, do you want a job in Denmark’s coolest juice shop”? Seb looked up and replied instantly: “I have a job! – I like it here.”

Basse handed him a piece of paper with an email address on and said, “Write down why you like your job and send it to this email address.” Seb did this and was asked to show up at Rue Verté where he was offered a job.

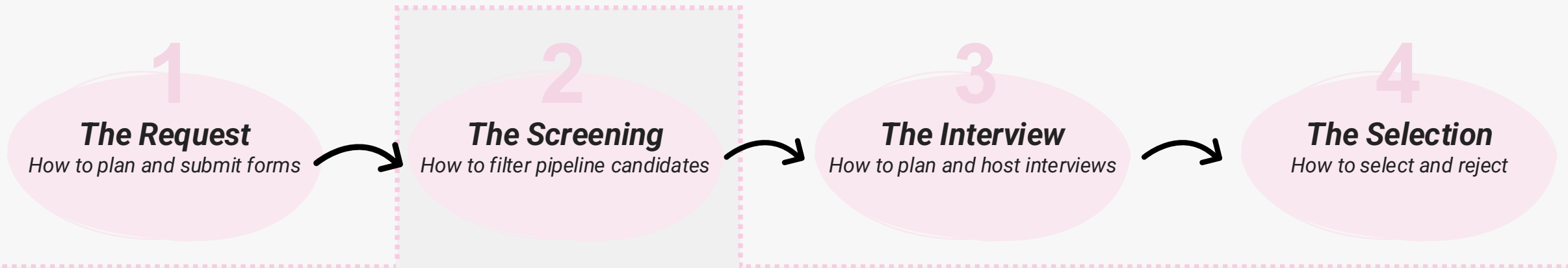
Upon visiting JOE, Seb realised that his job at the grocery store was boring in comparison. He worked as a Juicer until he became the CEO (Chief Executive Officer) of JOE & THE JUICE at the age of 33 years old**





STEP 2: SCREENING – HOW TO FILTER PIPELINE CANDIDATES

Screening for availability match and getting a sense of the candidate's motivation



X AUTO-REJECTED

Q1 · Are you above 18 years old?

Rejected if: Answer is NO

Candidates must meet the minimum legal working age working in a Store as JOE & THE JUICE

Q2 · What type of employment are you interested in?

Rejected if: Answer is Part-Time only (not Full-Time)

JOE & THE JUICE requires Full-Time availability. If the candidate has not selected Full-Time, they do not meet the role requirement

Q8 · Agreed to Recruitment Privacy Notice?

Rejected if: Not confirmed

The application cannot be handled

Not in your pipeline - NO Review needed

1

? CONSIDER IF AVAILABILITY MATCH THE STORE NEEDS

Q3 · What days can you work?

Assess whether their availability aligns with your store's shiftplanning needs

Q4 · Going into uni or new employment?

Flag candidates whose future plans may affect longevity. Consider your store's staffing horizon

Q5 · First available start date?

Match against your urgency. A distant start date may or may not suit depending on current staffing

Q6 · Upcoming vacations or days off?

Note any short-term absences. Factor this into onboarding and training scheduling

Q7 · How did they find out about us?

Useful context – referrals or proactive seekers often show stronger motivation

2

✓ TRANSFER TO INTERVIEW

If availability match store needs

AND

Application/CV shows effort and motivation targetted the job as Juicer

SELECT 3 TO 5 CANDIDATES MATCHING THIS AND TRANSFER TO INTERVIEW



EXERCISE: WHO TO INVITE FOR AN INTERVIEW?

Practice how to screen and decide which candidates to invite for interview

DISCUSS

You are Store Manager of a busy city-centre location: south-facing outdoor terrace, mix of tourists, locals and nearby office regulars. Your best Juicers last workday is 1 May. And you are now in the first days of April, screening applications in Greenhouse

1 Review the four profiles and decide which candidates to transfer to interview stage – and why you would choose them?

2 For the ones you do not transfer to interview stage – why did you not invite them?

2 ✓ **TRANSFER TO INTERVIEW**

If availability match store needs

AND

Application/CV shows effort and motivation targetted the job as Juicer

Alex Thornton · Age 26	
Q3 · Days	Monday - Sunday, fully flexible with shift times
Q4 · Future	No plans to study or change employment
Q5 · Start	Available from next Monday
Q6 · Holidays	No upcoming holidays in the next 3 months
Q7 · Found via	"A friend at your Soho store told me – I've been a regular for 2 years"
CV / App	18 months as barista at a specialty café. Cover Letter names specific JOE menu items, explains the switch from coffee to juice and why this store in particular. Well-structured, clearly proofread.

Riley Morgan · Age 22	
Q3 · Days	All days, all shifts
Q4 · Future	No plans
Q5 · Start	Immediately
Q6 · Holidays	None
Q7 · Found via	Job board (Indeed)
CV / App	Cover letter: "I am hardworking and reliable and looking for full-time work. I have customer service experience." No mention of Joe & the Juice, no mention of the Juicer role. CV lists several unrelated short-stay jobs. No indication of interest in the brand, health/wellness, or this role.

Noah Fischer · Age 20	
Q3 · Days	Monday – Friday only. Cannot work Saturdays or Sundays
Q4 · Future	Starting full-time university in September
Q5 · Start	Available immediately
Q6 · Holidays	3-week trip abroad in July
Q7 · Found via	Job board (JOE careerpage)
CV / App	Some café experience. Cover letter is warm and mentions trying Joe & the Juice before – motivation reads well.

Camille Durand · Age 23	
Q3 · Days	All days, preference for mornings – fully flexible otherwise
Q4 · Future	Evening online course – no daytime or weekend conflict
Q5 · Start	2 weeks from today
Q6 · Holidays	5 days booked in July
Q7 · Found via	"I walk past every morning on my way to the gym – finally decided to apply"
CV / App	2 yrs retail + 6 months at a smoothie bar. Cover letter references 'this location specifically' and describes the store's outdoor energy.

Note! When you submit your first Job request reach out to your Recruiter to have 1-2-1 training in using Greenhouse for screening



EXERCISE: WHO TO INVITE FOR AN INTERVIEW?

✓ TRANSFER TO INTERVIEW

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CV / App	18 months as barista at a specialty café. Cover letter names specific JOE menu items, explains the switch from coffee to juice and why this store in particular. Well-structured, clearly proofread.

Shows he has extensive coffee experience, already reflected on the role and engaged with JOEs menu

✗ REJECT

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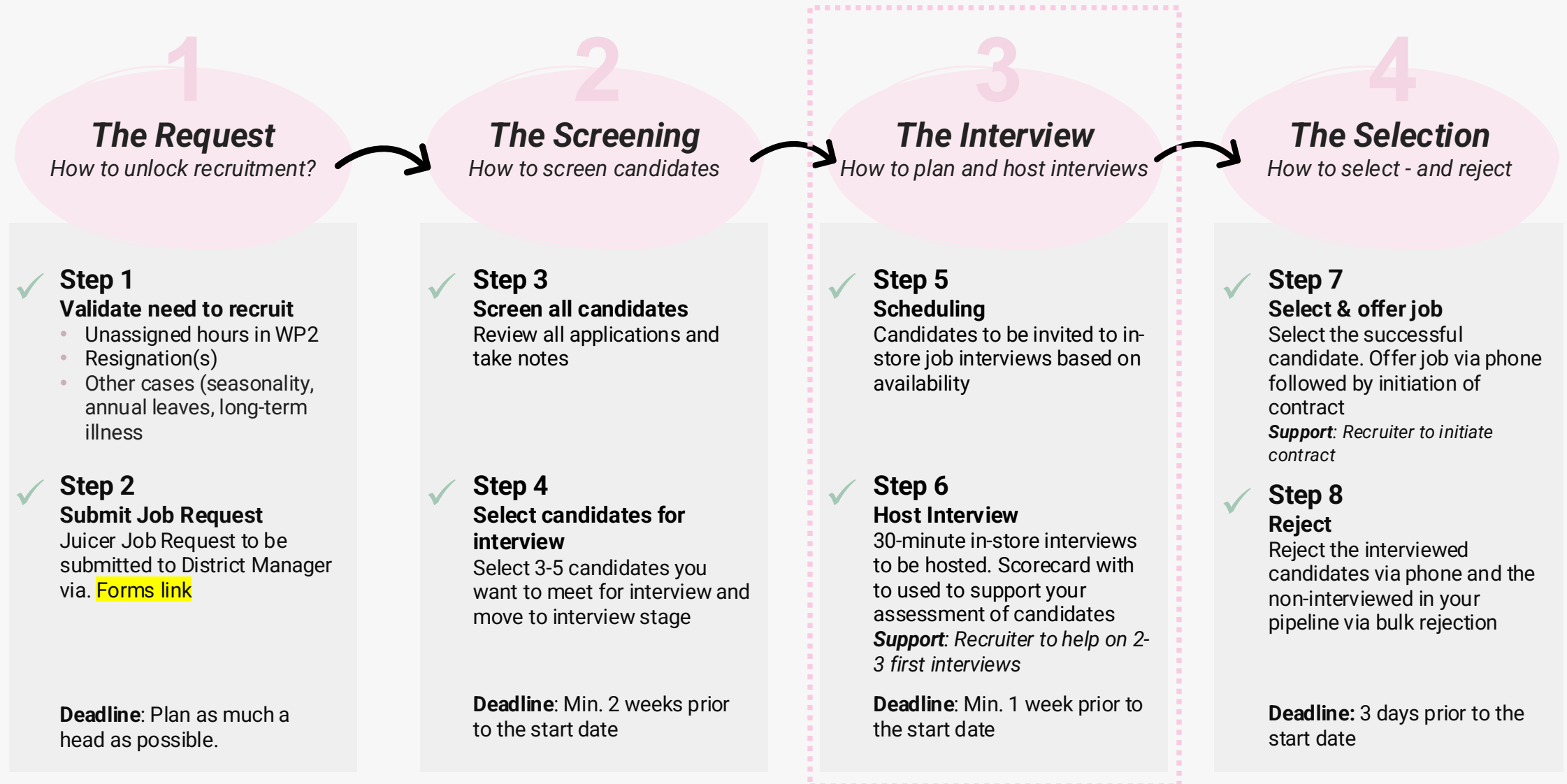
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CV / App	2 yrs retail + 6 months at a smoothie bar. Cover letter references 'this location specifically' and describes the store's outdoor energy.

NOTE

Shows she has observed and thought about the role before applying.



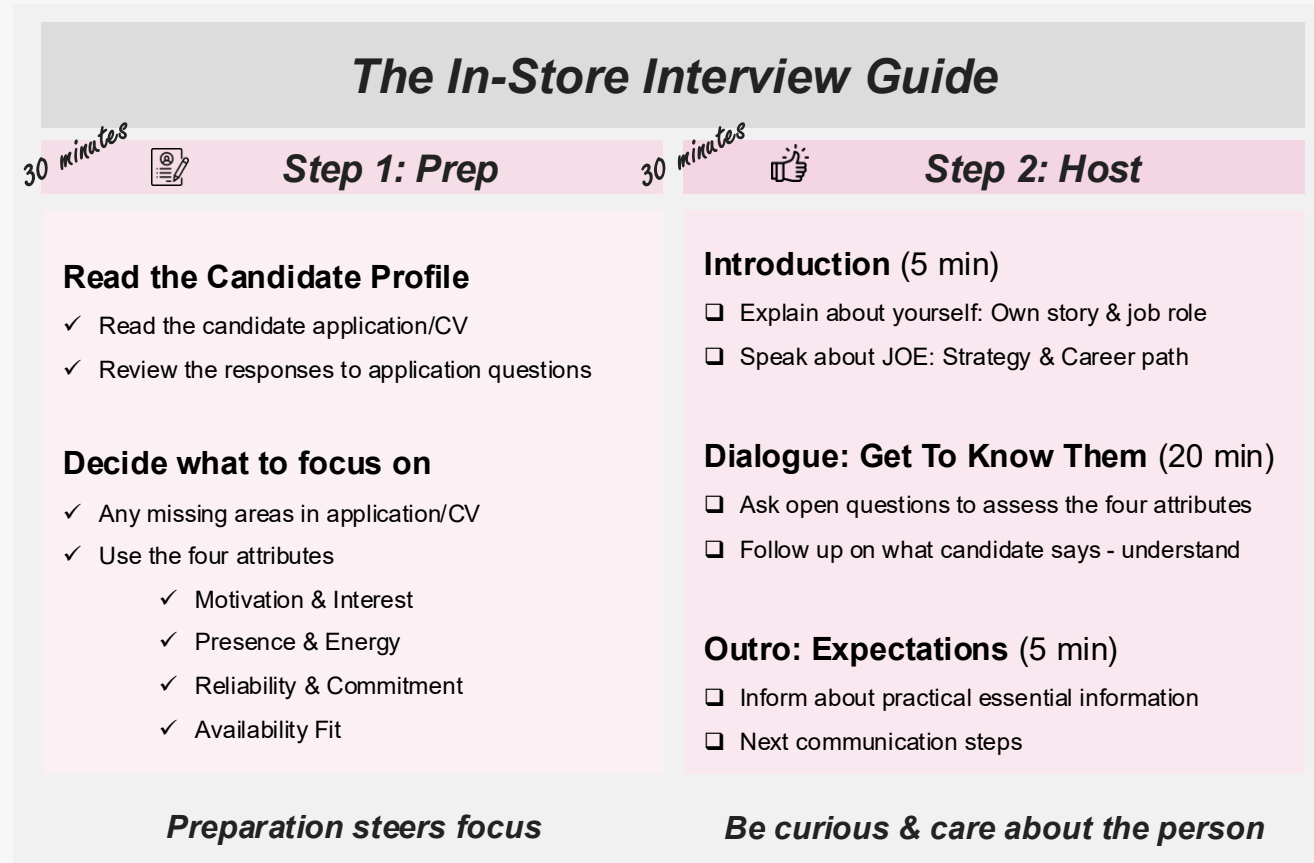
RECRUITMENT PROCESS





STEP 3: HOW TO HOST AN IN-STORE INTERVIEW

How successfully host a job interview





EXERCISE: THE INTERVIEW

Hosting the job interview asking open questions to assess the 4 attributes

IN GROUPS OF 2

1 One of you plays the role of a motivated candidate and the the other plays the role as Store Manager. Purpose is to train asking open questions to assess all 4 attributes (the Dialogue: Get To Know Them part of the Interview). Spend 20 min.

2 Swap roles so both tries to be Store Manager & Juicer Candidate

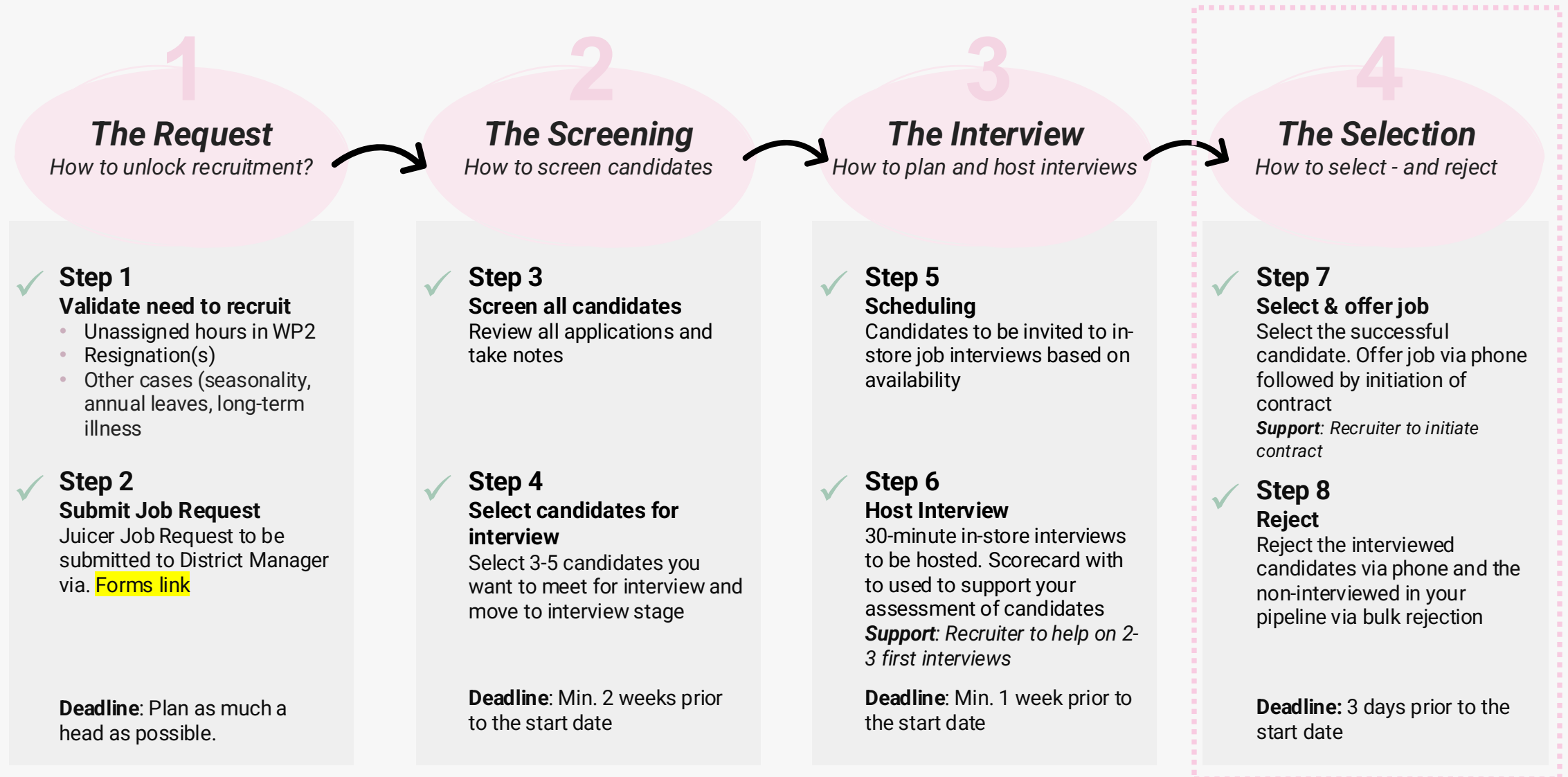
The In-Store Interview Guide

30 minutes	Step 1: Prep	30 minutes	Step 2: Host
	Read the Candidate Profile <ul style="list-style-type: none">✓ Read the candidate application/CV✓ Review the responses to application questions		Introduction (5 min) <ul style="list-style-type: none">□ Explain about yourself: Own story & job role□ Speak about JOE: Strategy & Career path
	Decide what to focus on <ul style="list-style-type: none">✓ Any missing areas in application/CV✓ Use the four attributes<ul style="list-style-type: none">✓ Motivation & Interest✓ Presence & Energy✓ Reliability & Commitment✓ Availability Fit		Dialogue: Get To Know Them (20 min) <ul style="list-style-type: none">□ Ask open questions to assess the four attributes□ Follow up on what candidate says - understand
			Outro: Expectations (5 min) <ul style="list-style-type: none">□ Inform about practical essential information□ Next communication steps
	<i>Preparation steers focus</i>		<i>Be curious & care about the person</i>

Note! When you submit your first Job request reach out to your Recruiter to have 1-2-1 training in using Greenhouse for taking notes



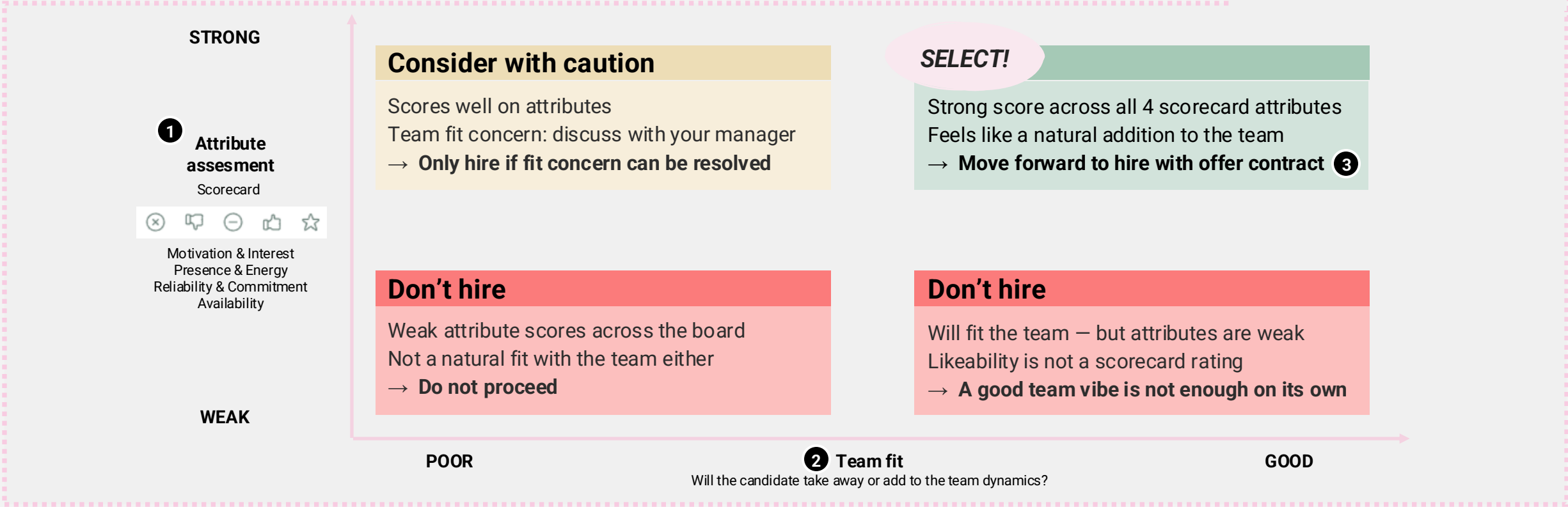
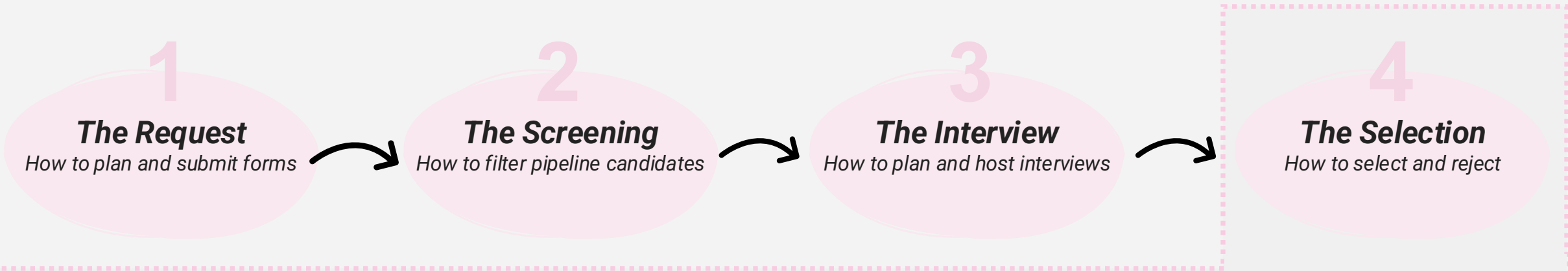
RECRUITMENT PROCESS





STEP 4: HOW TO SELECT THE RIGHT CANDIDATE?

Make an enlightened decision considering attribute assessment from scorecard and team fit



1

Attribute assesment

Scorecard



- Motivation & Interest
- Presence & Energy
- Reliability & Commitment
- Availability

WEAK

POOR

2 **Team fit**

Will the candidate take away or add to the team dynamics?

GOOD



EXERCISE: WHO TO OFFER THE JOB?

Practice how to choose your new Juicer

DISCUSS

Since the last screening you did, two more candidates came in which you also decided also to interview. You have now held the four interviews, assessed the candidates against the four attributes and made notes.

1 Review the four assessments and decide which candidates to transfer to offer the job – and why you would choose that candidate?



Alex Thornton · Age 26	
Screening	Mon-Sun · No future plans · Referral from Soho store · Starts Monday
Interview notes	Arrived 10 mins early, clearly prepared. Named specific menu items unprompted and explained his switch from coffee to juice with real conviction. Warm and natural throughout – held the conversation without prompting. Café background shows.
Attributes	
Motivation & Interest	
Presence & Energy	
Reliability & Commitment	
Availability Fit	
Team Fit	Was chatting to the barista at the counter while waiting – completely at ease. Brings calm confidence without dominating. Would be a stabilizing presence that lifts others rather than competing with them.

Marcus Osei · Age 24	
Screening	All days · No future plans · Friend referral · Available in 1 week
Interview notes	Warm and genuine but struggled to answer with depth. Couldn't explain why Joe specifically – 'it seems like a good place' Energy flat; conversation needed constant prompting. Commitment is strong on paper (2+ years at last job), but the other scores are simply not there.
Attributes	
Motivation & Interest	
Presence & Energy	
Reliability & Commitment	
Availability Fit	
Team Fit	Introduced himself to two staff members while waiting and asked about their day. Easy, unforced warmth – the kind of person everyone likes immediately. Would slot in without friction and never create drama.

Sofia Reyes · Age 21	
Screening	All days incl. weekends · No future plans · Available in 2 weeks · JOE career page
Interview notes	But the interview told a different story. Arrived 8 minutes late without acknowledgement. Gave one-word answers, needed constant prompting, and couldn't name a single Joe product. When asked about motivation: 'I just need income right now, it seems fine.'
Attributes	
Motivation & Interest	
Presence & Energy	
Reliability & Commitment	
Availability Fit	
Team Fit	Sat slumped in the waiting area and didn't acknowledge any staff. Made an unprompted comment about her last workplace being 'full of drama'. Would risk introducing the negativity she described.

Camille Durand · Age 23	
Screening	All days · Evening course only · 5-day July holiday · Walks past store daily
Interview notes	Outstanding natural energy and genuinely location-specific motivation – she's watched the store for months. However, when asked about teamwork she gave individualistic answers and twice referenced preferring to 'just get on with it' rather than relying on others.
Attributes	
Motivation & Interest	
Presence & Energy	
Reliability & Commitment	
Availability Fit	
Team Fit	Didn't acknowledge the till captain on arrival. During the interview made a comment about 'slow colleagues holding her back' at her last job. High energy, but likely to dominate and create friction with current team members.



EXERCISE: WHO TO OFFER THE JOB?

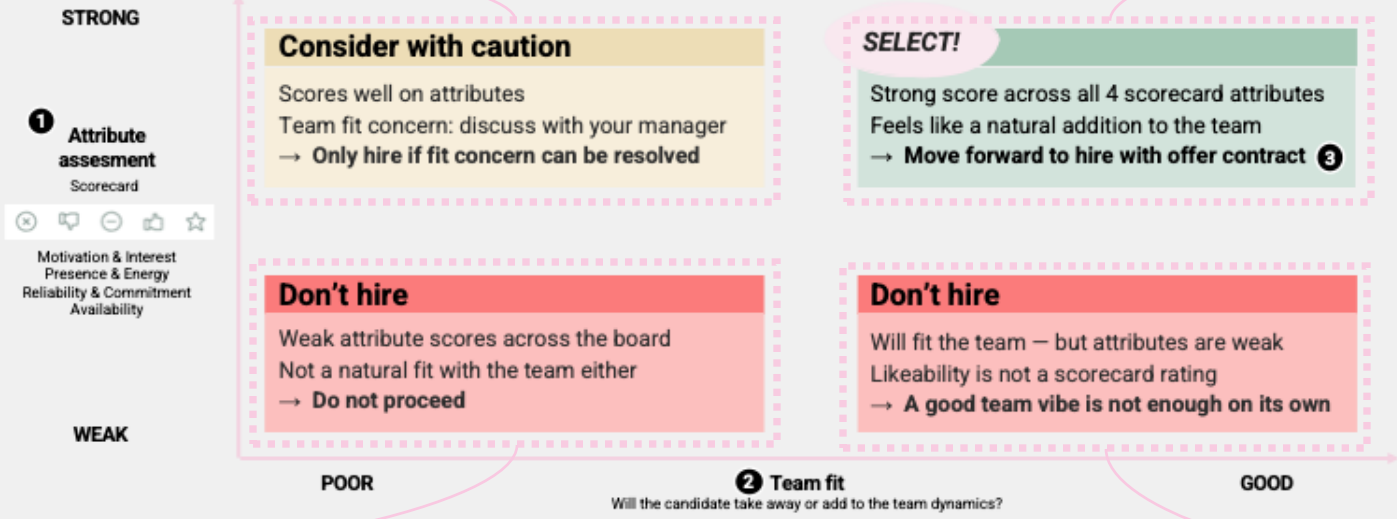
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Team Fit	Sat slumped in the waiting area and didn't acknowledge any staff. Made an unprompted comment about her last workplace being 'full of drama'. Would risk introducing the negativity she described.					

MEET YOUR NEW JUICER!





THE REJECTIONS

When your selected candidate has accepted the offer make a professional rejection to the other candidates

1

When rejecting candidates who has attended an in-person interview

THE PHONE REJECTION



THE APPRECIATION

1
*"Hi [Name], this is [Your Name] from JOE.
Thank you for taking the time apply / come in for an interview!
It was a pleasure **getting to know you** and learn more about
you."*

2

THE CLEAR DECISION

*"After consideration, **we've decided** to move forward with
another candidate for this role.
We always strive to find the best fit for the specific
requirements of the role."*

3

THE ENCOURAGEMENT

*"**Unfortunately**, this means we won't be moving forward with
your application.
However, we encourage you to **stay connected** and consider
applying to future opportunities with us!
We **appreciate** the time and effort you put into this process and
wish you all the best"*

2

When rejecting candidates from pipeline pool

THE BULK WRITTEN REJECTION



Utilize pre-made templates from
Greenhouse Platform for efficient
communication



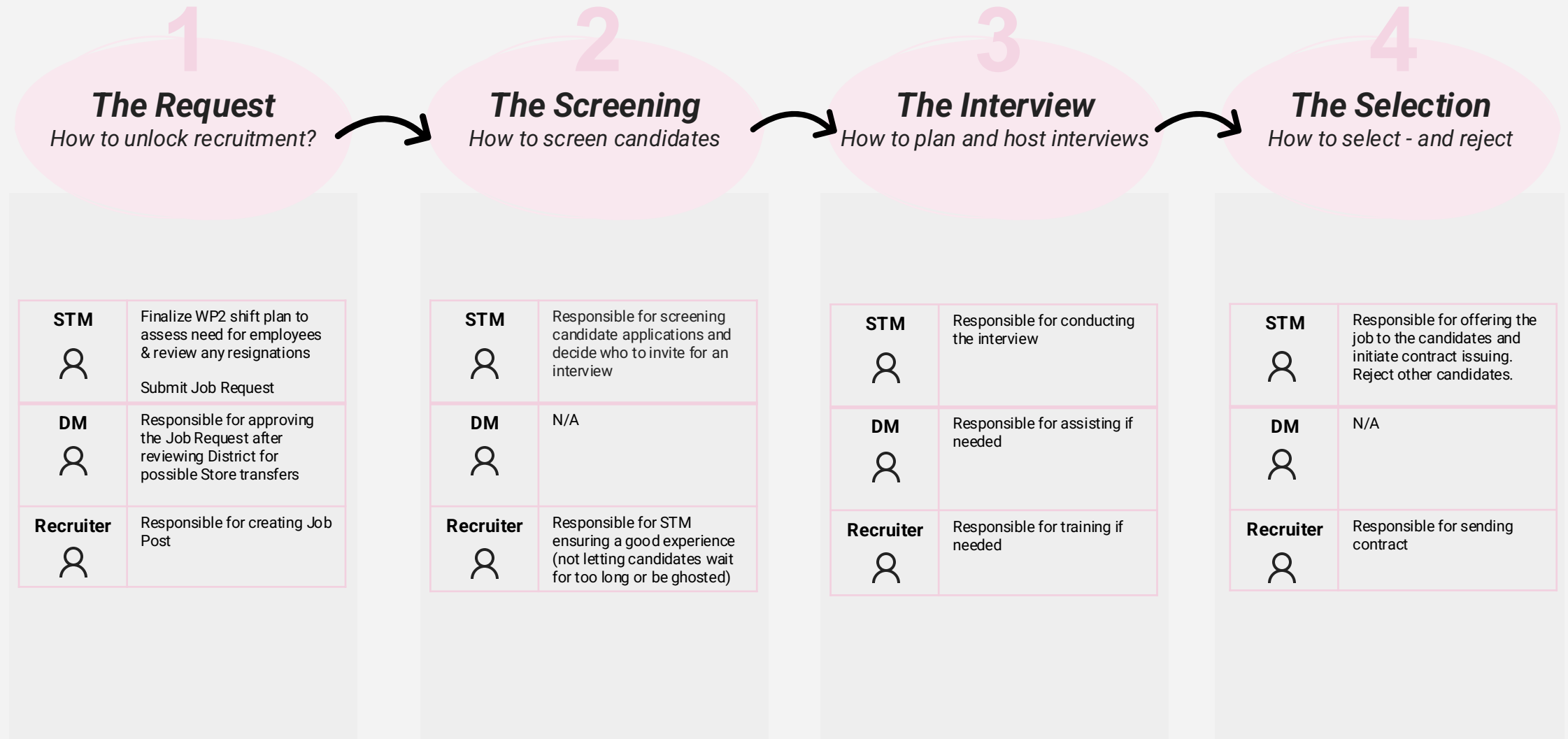
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- 3 Your summary and responsibility**





OVERALL FLOW AND RESPONSIBILITY





MANAGER SPECIALIST SESSIONS

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