

An Interview with...
Nora Solé
Regional Human Resources Director at
Leroy Merlin
Trade Sector



Elaborated by:

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 **Generalitat
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"Una manera de fer Europa"

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Regional Human Resources Director at Leroy Merlin

"A company committed to training and development of specialists; we invest in building the careers of our collaborators. "



Name: Nora Solé

Position : Regional Human Resources Director

Company: [Leroy Merlin](#)

Sector: Trade

Employees: 850 in Catalonia

Location: Barcelona

Date of interview: 05/05/2014

What is Leroy Merlin and what does it do?

Leroy Merlin is the GSB brand of Adeo group, a French multinational, and the leading company in home preparation in Europe for the second consecutive year. We are present in 13 countries: in Asia, Europe, Russia, Brazil, etc. and we have more than 300 stores. We are planning to increase the workforce to approximately 300 people in Catalonia, with a net employment creation of 15% in the next two years.

What are Leroy Merlin's goals for 2014 and how they will impact on HR policy?

In the next 2-3 years, our strategic plan is full of challenges. We believe that, gradually, the recovery of domestic consumption will also result in a increase of housing reform and adaptation to our customer needs.

Our main objectives in terms of human resources are: to be present in all the channels, ensuring the preparation of our teams for serving our customers at any time and from anywhere. We further enhance the expertise of our teams to provide better advice as a key element of differentiation and loyalty in our service.

Which profiles and job positions are currently the most demanded by the company?

The main profile of the company is a vendor responsible to customer needs and highly specialized in our products. We are looking for partners to join our team, willing to learn, with a passion for business and adapted to our values.

A company committed to training and development of specialists; we invest in building the careers of our collaborators. In regard to the requirements, medium or a undergraduate university degree.

The skills required correspond to: customer orientation, flexibility and adaptation to change, initiative and teamwork.

To find these profiles we have an internal selection tool and promote long contracts from internship students. Recently, our national grants program, which is being promoted in most of our stores, has been awarded at national level.

The main recruitment channels

Which are the most used recruitment channels? Are they different depending on the profile to recruit?

For basic positions such as logistics, retail and online safety, we use Infojobs. Although we often use LinkedIn for highly qualified positions, it also used, but less, as a selection channel for low-qualified positions.

For highly qualified positions such as members of the steering committee of the stores, we occasionally conduct selection with the collaboration of specialized external partners, specially, when the level of expertise required is very specific.

We only use temporary work agencies for specific periods, such as during the inventory. One selection channel widely used are job banks of professional colleges, universities, business schools and professional education centers.

If we open a local, we usually contact the relevant city council in order to promote local hiring.

The Company's corporate website is often used for both profiles without specialization and for highly qualified profiles.

Finally, although there are some differences between the peninsula and the islands (Balearic and Canary Islands), another channel are the employment fairs. In the case of the islands (Canary and Balearic Islands) results of employment fairs are very positive.

"One selection channel widely used are job banks of professional colleges, universities, business schools and professional education centers."

Summary table of the principal recruitment channels used by Leroy Merlin

Recruitment channels	Highly-qualified jobs	Less-qualified jobs
Generalist job portals: Infojobs	No	Yes
Social networks: LinkedIn	Yes	Yes
Specialized Recruitment Partners: : Headhunters and consulting recruiters	Yes	No
Temporary Work Agency: For some periods	No	Yes
High education institutions job boards: Universities, Professional Education Centers and Business Schools	Yes	Yes
Corporate channels: Company website	Yes	Yes
Occupational fairs: As a recruitment tool and employer brand visibility	Yes	Yes

Future challenges for talent attracting and development

Which future challenges will you set in terms of recruitment and talent development?

In terms of attracting and developing talent there are three challenges and objectives: to be present in all the channels, ensuring the preparation of our teams for serving our customers at any time and from anywhere, providing an answer to their needs. Despite being a large area, we want to be leaders in advising our customers, continue to grow and work according to our core values and support our partners in their development. Thus, in 2013, 100% of area managers were promoted internally and 70% of management national positions were also internal promotion.

What professional profiles or job positions will be required by the company in the future?

In the future we want to attract more profiles with a combination of competences rather than just technical knowledge. Professionals required may need to have technical knowledge of the product but also a proactive attitude and dedication to service. We believe that professional schools and university education related to engineering, business administration and commerce areas, offer good career opportunities for workers in the sector.

And finally, what recommendations would you make to someone who wants to take part in a selection process of Leroy Merlin?

My first recommendation would be to tell them that it is essential that they enjoy dealing with clients; if they do not like people they will not be happy in this sector. In the case of sellers or professional line cashiers, we advise them that they should have passion for customers, they should be dynamic and creative to help us making our customer dream and ensuing that the shopping experience is increasingly positive. In the case of managers, we recommend them to have a high focus on people. Moreover they should like trade a clear orientation toward results. When a person joins our company we want that he/she takes this opportunity, he/she should be ambitious and humble at the same time. He/She should ask himself/herself what he/she can give to be able to learn and share. If it is a first experience, strong learning skills are appreciated. Moreover, the candidate should work thinking in the long-term and considering the opportunity that it means to become part of a multinational such as Leroy Merlin, with its projection and growth.

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