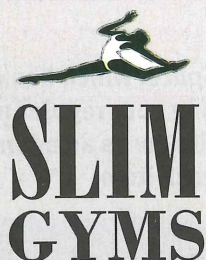


### Background

SLIM GYMS owns and operates six health and fitness clubs in Manhattan, New York. The clubs aim to appeal to people of all ages and income groups.

All the clubs have a large gymnasium, with the latest equipment, an aerobics studio, a solarium, a swimming pool, sun decks, a cafe, bar and clubroom. There are always several fitness instructors on hand to advise people and provide them with personalised fitness programmes. A wide range of aerobic and relaxation classes run throughout the day and during the evening. The clubs try to create a friendly atmosphere, organising numerous social activities to bring members together. Three of the clubs are located in areas where large numbers of Spanish, Chinese and Italians live.

Slim Gyms recently advertised for a General Manager.



### General Manager

Required for our chain of Health and Leisure Clubs

- Salary negotiable
- Excellent benefits package

Apply to:

88 Harvey Place 11-C  
New York  
NY 10003-1324

#### THE JOB

- Developing a customer-oriented culture in the organisation in the clubs
- Increasing the revenue and profits of the six clubs in Manhattan
- Exploiting new business opportunities
- Liaising with and motivating our team of managers and their staff
- Contributing to marketing plans and strategies

#### THE PERSON

- Dynamic, enthusiastic, flexible
- A strong interest in health and fitness
- A good track record in previous jobs
- The ability to work with people from different cultural backgrounds
- Outstanding communication skills
- A flair for new ideas and sound organisational skills

### Task

You are directors of Slim Gyms. Study the file cards on the four short-listed candidates on the opposite page. Hold a meeting to discuss the strengths and weaknesses of each person. Try to agree on who seems to be the best candidate for the job.

Then listen to the interview extracts with each of the candidates and come to a final decision on who should get the job: ◻ 5.4 Isabella Rosetti, ◻ 5.5 Michael Bolen, ◻ 5.6 Bob Wills, ◻ 5.7 Stephanie Grant.

### Writing

Design a promotional leaflet to increase membership of the six Slim Gyms clubs. It will be sent to various sports goods stores in New York. It will also be included in specialist health and fitness magazines.

**Name:** Isabella Rosetti  
**Age:** 35

**Marital Status:** Single:

**Education:** Princeton University – Master's degree in Business Administration (MBA)



**Experience:** Advertising agency for the last eight years. Important position liaising with clients and managing a team of 10 people. Previously worked as Sales Manager in a department store (Chinatown area).

**Outstanding achievement:** Got a contract with a major advertiser.

**Skills:** Fluent Italian, judo expert, paints.

**Personality/appearance:** Well dressed and self-confident. Says she is usually successful when she wants to be. Thinks women are better managers than men: 'They listen more and use their intuition to solve problems.'

**Comments:** Positive reference, but employer suggested she sometimes took days off work with no good reason. Several good ideas for increasing revenue, e.g. by setting up beauty centres in our clubs. Didn't mention the cost of doing this! Above average score on our aptitude test.

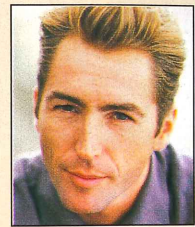
**Handwriting sample:**

*I am currently working for...*

**Name:** Michael Bolen **Age:** 36

**Marital Status:** Married, with three children

**Education:** Columbia University – Master's degree in Business Administration (MBA)



**Experience:** Four years with international sports goods manufacturer – Marketing Director. Previous experience with a variety of firms (sales, administration). Wants to work for a smaller organisation.

**Outstanding achievement:** Successful product launch in previous job.

**Skills:** Numerate and good with computers. Only a few words of Spanish.

**Personality/appearance:** Forceful, determined, with strong views. Likes to 'keep his distance' from people until he knows them well. According to the letter of reference, 'Some women find him too assertive and cold.'

**Comments:** Unhappy in present position. He has often changed jobs. Aptitude test – average score.

**Handwriting sample:**

*I am looking for a new challenge...*

**Name:** Bob Wills **Age:** 40

**Marital Status:** Single

**Education:** Park High School



**Experience:** Twenty years in US army – Physical Fitness Instructor. Travelled all over the world. Left army three years ago.

Has taken courses in marketing, management and computing. Over the last two years has run a fitness centre in Lower Manhattan very successfully.

**Outstanding achievement:** Two decorations for bravery.

**Skills:** Speaks Spanish fluently (his girlfriend is Puerto Rican). Is a successful disc jockey in a downtown club.

**Personality/appearance:** Correctly dressed in a dark suit, but has tattoos. Sociable, with a lot of friends. Enjoys parties and dancing.

**Comments:** Believes you should always stick to the rules. Values honesty and reliability. Can be quick-tempered if people are not doing their best. Very enthusiastic with many good ideas. High score on aptitude test.

**Handwriting sample:**

*I am writing to apply for the post of...*

**Name:** Stephanie Grant  
**Age:** 30

**Marital Status:** married, no children

**Education:** New York University – BSc in Business Administration



**Experience:** Former swimming champion. Competed at Olympic Games. For last six years, highly successful presenter (children and sports programmes).

**Outstanding achievement:** Voted Top Sports Personality on a cable TV channel four years ago.

**Skills:** Exceptional sportswoman.

**Personality/appearance:** Beautiful, clever and successful. Good sense of humour. On television, handles people well. Presents an image of a caring, sympathetic person.

**Comments:** 'She'll do anything to get what she wants,' wrote one journalist. At 24, she gave up competitive swimming, following rumours of drug-taking. Aptitude test – above average.

**Handwriting sample:**

*I would love the opportunity to contribute to your...*

5.4 (I = Interviewer, IR = Isabella Rosetti)

- I Now let me ask you a question we ask all our candidates. Why should we hire you?
- IR Why hire me? Simple. I get along well with people. I'm used to dealing with people from all walks of life. That's vital for this job. And I've got lots of ideas for making Slim Gyms more profitable. Want to hear them?
- I Not just now, if you don't mind. We'll come back to that later. Um, about your attendance record. Could you tell me why you've had quite a bit of time off?
- IR Hmm, you've been talking to my boss, I see. Let's get this clear. I've taken a day off now and then, true, but it's always to go to some family celebration – a marriage, a christening, a family reunion sometimes.
- I Uh huh.
- IR Anyway, I've got a great assistant at work – she looks after things if I'm away. It's no problem at all if I have a day off now and then.
- I Right. Can we look into the future now. I'm interested to know where you see yourself in a few years.
- IR In a few years I suppose I see myself ... um, working for your organisation, running the whole business.
- I I hope you achieve that objective.

5.5 (I = Interviewer, MB = Michael Bolen)

- I Right, a question now about your managerial skills. You're currently with a sporting goods firm. Do you enjoy working on a team – with other managers
- MB I enjoy working with colleagues a lot, especially when developing a project, let's say, working on a new product. It's exciting, often tiring, you're working long hours sometimes, but everyone's working together, to make a success of things.
- I So would you say you're a good team player?
- MB Definitely. But, let me say this, I like to be on my own from time to time. Especially if there's some problem to be worked out. I guess some people would say I keep to myself too much, but it's not true really.
- I OK, let me follow that up. Um, I'd like to know what your colleagues would say about you. How would they describe you?
- MB Huh, that's a difficult one. Mmm ... I think they'd say I know my own mind, I'm a decisive person. Sometimes, you have to do things that you don't like, for example, fire an employee. Well, if I have to do it, I do it, and then forget about it.
- I What else would your colleagues say?
- MB They'd say that I'm a friendly person, when I get to know people. Some of them think I'm too friendly.
- I Really?
- MB Well, you know, a few of the women in the company, they get a little jealous because I take out my administrative assistant, Sue, from time to time, give her a nice lunch, you know, say thanks for all her hard work. Nothing wrong in that, is there?

5.6 (I = Interviewer, BW = Bob Wills)

- I You're obviously eager to get this job. Could you tell me what your strengths are? What do you think you're good at?
- BW Main strengths? Good at managing people, I'd say. I suppose it's my army training. I know how to set goals for people. Objectives. And I make sure they meet them.
- I Hmm, don't you think some people might get upset, you know, lose their motivation if they don't achieve the goals you set?
- BW Not at all. You don't get anywhere in this life if you're too easy on people. You've got to make an effort to get anywhere. Like your health club customers. If they want to get fit, they've got to have discipline. Do all the exercises, eat properly, give up alcohol and smoking. Change their lifestyle – that's what it's all about.
- I Mmm, interesting! A final question. Maybe a difficult one. Could you tell me how you've changed in the last ... oh ... five years, let's say.
- BW Sure. I think I'm more realistic now than I used to be. I know it'll be difficult for me to get a good job – being in the army most of my life. So, I'm trying to learn new skills, update my knowledge. Like in marketing and finance. So I'll have more to offer an employer. I'm not going to sit around waiting for the big job to come to me – it's not my style.

5.7 (I = Interviewer, SG = Stephanie Grant)

- I Right. Can you tell me why you want to leave your present job. TV announcer. Well paid. Everyone knows you. Admires you. You've got everything you want, don't you?
- SG Huh, I guess it does look like that. I do love the job. But I'm thirty now. I know the management is looking for younger talent. It wants sparky, glamorous twenty-year-olds in the job. To increase the ratings. I'm on the way out, I know that. So ... I'm going before I'm pushed.
- I Oh surely not. Someone with your reputation.
- SG People come and go in my profession. Think of all the stars of ten years ago. Where are they now?
- I Mmm, I take your point. Um, looking at your CV, your earlier career. You gave up competitive swimming when you were ... er ... twenty-four. Rather early to do that, wasn't it? I mean, don't swimmers go on competing ...?
- SG Look, I'm sure you read the papers. You must know, when I won the big races, some of the swimmers accused me of taking drugs. You know, to improve my performance. It was horrible. All a bunch of lies. I got really upset, I thought, oh, I don't need this nonsense. I just gave it all up. I'd had enough.