



Welcome to our very first snapshot. We are grateful for the input from many of you, letting us know what you wanted to see in it. We will try to mirror that and will vary some of the topics across the year too to ensure that happens. So do please keep reading future editions.

In this month's offering we will take a look at :

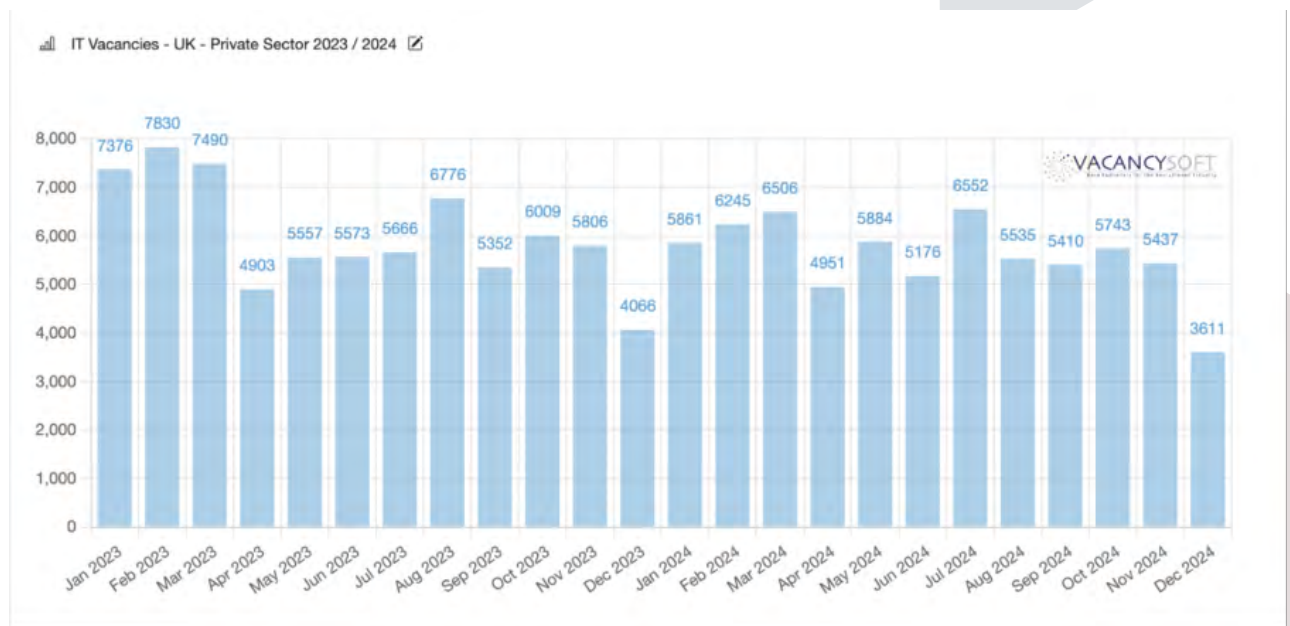
“Great Expectations” - Thoughts on what's ahead in 2025

“From the Front Line” - Recruiting advice

“Just for You” - a bespoke offering for each and every one of you

## Great Expectations

According to Vacancy Soft – a leading analytics firm focusing on vacancy data, the IT sector is set to have a good year. In particular, AI, Fintech and Clean Energy.



Here's a snippet of their article:

The announcement by the Labour party regarding increasing investment into AI will be welcome news for the industry. The AI Opportunities Action Plan is backed by leading tech firms, who have cumulatively committed £14bn towards various projects, where key recommendations being implemented include:

- **The UK to invest into its own proprietary supercomputing.**
- **AI Growth Zones to be created, the first to be at Culham, the HQ of the UK Atomic Energy Authority.**
- **Streamline of the visa application process for companies wanting to recruit skilled personnel.**

The full article is available via: <https://vacancysoft.com/hi-tech-sectors-set-to-drive-uk-growth/>

## Great Expectations [continued]

They often say the way to predict the future is to look back at history. The trouble with that statement is how long do you look back. Last month is unlikely to be much use in predicting the next month. At James Monro, we are cautiously optimistic for 2025 albeit there will be winners and losers along the way. And by way of closing the door on 2024 and pushing on, here are some of the headlines from 2024 showing just how topsy turvy it proved to be.

- *LATAM FinTech deal activity halved in 2024 as investors prioritised deals over \$100m.*
- *Canadian FinTech investments grew by 8% in 2024 as investors loosened their purse strings.*
- *UK companies dominated the European RegTech market with six of the top 10 deals in 2024.*
- *UK firms dominated the European WealthTech market in 2024 amid plummeting deal activity (see image below).*



## From the Front Line

I've been in the Recruitment and Exec Search arena for longer than I care to remember. Incidentally, I wonder if you knew that the very first recruitment business in the world was started in the UK in 1873 by John Gabbitas. His original business is still providing services to the independent education sector to this very day!

Clearly over time there have been advancements to help employers and recruiters identify and research talent. Much needed. The last 10 years has possibly seen more RecTech tools come to market than the previous 142 years combined. Some not so needed. No AI bot with a scripted introductory email and a keyword coded search engine to screen CV's will ever give the same personalised brand building opportunity for a prospective employer that an initial reach out from a human can give. Nor will it ever replace the 1-2-1 person to person feel of an interview.

In future snapshots we will look at all aspects of the recruiting cycle from the vacancy arising through to employee onboarding. I will throw in a handful of RecTech tools that can improve your process and save you time along the way. For now, let's look at the ten things the very best hiring managers do when engaging with a candidate:

### 1. Clearly Define the Role and Expectations

**Why:** A well-defined job description helps inform, therefore attract the right candidates and sets clear expectations.

**How:** Include specific responsibilities & accountabilities (they are different!), qualifications that are needed (not wanted), and success metrics in the job posting.

## 2. Ensure a Streamlined Application Process

**Why:** A cumbersome application process can discourage top talent. Time kills all deals!

**How:** Use user-friendly application platforms (Q: Do you really need one?) and request only essential information upfront.

## 3. Prepare for Interviews Thoroughly

**Why:** A prepared interviewer creates a professional and respectful atmosphere. Key point: Have an agenda and share that with the interviewee.

**How:** Review each candidate's CV properly – no skim reading please, prepare relevant questions, and align on interview goals with the hiring team.

## 4. Communicate Timelines Clearly

**Why:** Clear communication reduces candidate anxiety and builds trust.

**How:** Inform applicants about the hiring timeline, the number of interview stages, and expected feedback dates. NB Lack of feedback is the number one gripe from candidates. Silence is far from golden!

## 5. Conduct Fair and Structured Interviews

**Why:** A consistent approach ensures all candidates are evaluated equitably. Unconscious bias is the biggest reason why interviews vary from person to person for the same job.

**How:** Use a structured interview format with a mix of behavioural, technical, and situational questions. Remember a great interviewee doesn't necessarily make a great employee.

## 6. Showcase the Company Culture

**Why:** Candidates want to envision themselves in the role and team. Note: Explaining your company culture is extremely difficult.

**How:** Highlight your company's values, work environment, and team dynamics during the interview process.

## 7. Provide Timely and Constructive Feedback

**Why:** Feedback is valuable for candidates to improve, even if they aren't selected.

**How:** Share personalised insights after the interview, highlighting strengths and areas for growth. It's a small world and small gestures go a long way.

## 8. Involve the Team in Decision-Making

**Why:** Collaborative decisions reduce bias and ensure alignment with team needs.

**How:** Gather input from team members who interacted with the candidate and weigh up their feedback. NB Don't let one person's opinion derail things – listen to objective evidence not personal preference.

## 9. Be Transparent About Salary and Benefits

**Why:** Open discussions foster trust and prevent misaligned expectations.

**How:** Share salary ranges, benefits, and growth opportunities early in the process. Even better show it on your advert and/or with your preferred recruiter. NB if you say you will pay to £100k, expect to pay £100k not try and low ball someone because "they are keen and your company is a great catch"!

## 10. End the Process with Gratitude and Respect

**Why:** How you treat candidates reflects on your company's reputation.

**How:** Thank all applicants for their time, inform them of the outcome, and leave the door open for the future for those that are a match for your business, even if they aren't a match for the job.

## Just for You

Many of you told us how keen you are to understand the job market, including salaries & benefits on offer. This is difficult without it becoming a broad, bland banding document.

So instead, we have an offer for you and its free too! When you are looking to hire and before you release the role and go public with it, call us. We will review your job description, discuss exactly what type of person you need, advise accordingly and then go away and do our due diligence.

We will then report back with up to the minute data so you can make your decision as to what you wish to offer your next hire safe in the knowledge your decision is based on valid information.

While we would love to be part of the live role hiring process, the above offer is not dependent on that being the case.

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Well, that's a wrap. I hope you have both enjoyed the read and have in some small way, come away more informed.

Best wishes,

*Andrew*



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