

Large National Retail Chain sees improved results and engagement for senior operational team

This case study is interesting because it demonstrates the speed of positive change possible for a dispersed team with demanding roles operating in difficult market conditions.

Executive Summary

We were brought in to support Regional and Area Managers. They were a geographically dispersed team with highly pressurised roles. The team were facing burn-out from work load and were under pressure to improve



store performance. We offered a programme of training and coaching to support their needs. This included wellbeing training, communication training and one-to-one coaching. We saw uplifts in performance and resilience across 70% of metrics. We were grateful to receive excellent feedback directly from the participants including a 94% average rating for trainer delivery.

Background

The managers roles were highly demanding and required them to handle multiple commercial, logistical, and people challenges.

The individuals in our group had responsibility for over 200 stores and a total of 2100 employees.

Transform created bespoke interventions based on the typical day to day challenges of these senior operational managers.

Transform provided a development programme including Wellbeing and resilience training, Communication skills training and teamwork.

We also provided 60 one-to-one coaching sessions to the cohort so they could work through personal development areas across role performance, wellness, and career aspirations.



The Project

We met with the central Learning and Development team together with the Area Managers to learn more about the needs of the group. We learned a great deal about the nature of the challenging the team faced.

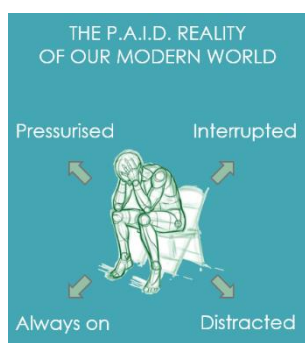


Figure 1 Coaching model to illustrate modern day pressures

We offered a range of possible approaches and recommendations before the client selected the best intervention for them. We timed the face-to-face training around retail seasonality and when the group would already be together in the same location. Having selected the topics to cover across the two training sessions we provided 10 possible topics for each session and the client was able to choose the 6 most impactful based on their preferences.



For the Wellbeing training the final 6 selected topics were:

1. Wellbeing- 7 key aspects
2. Resilience: Managing our instinctive physical responses
3. Improving our thinking behaviour
4. Creating and maintaining and saying 'no' with boundaries
5. Engaging and motivating staff
6. Peer Coaching

We followed a similar collaborative approach to building the communication skills training. This took place in the head office to save venue costs.

For the Communication and influencing training the final 7 selected topics were:

1. Effective communication
2. Barriers to communication
3. Listening skills
4. Feedback
5. Questioning
6. Rapport
7. Body language



Results

► Solid improvements in majority of measures

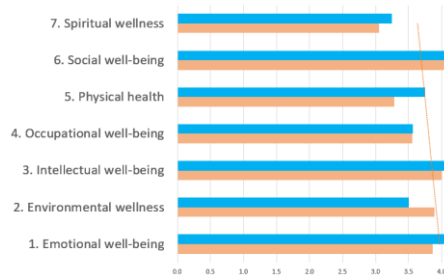


Figure 2 – Data change achieved - blue shows second read on full wellbeing measures

We saw 6% uplift in store sales performance and captured resilience improvements across 5/7 metrics following wellbeing training.

Uplifts were seen in social, physical, emotional, intellectual, and spiritual wellbeing.

We were grateful to receive excellent feedback directly from the participants including a 94% average rating for trainer delivery during the communication training. The one-to-one coaching had an 89% NPS.

“I learnt some new skills and it encouraged me to think differently”

“It has been a positive reminder of the importance of wellbeing in my role and in the wellbeing of my team”

“I liked the rapport building model which will be useful when meeting new people “

What the Operational managers said about the programme:

“This will help me focus on my team wellbeing as well and my own”

“Great day, useful that it has been tailored for us as individuals”

“The start stop continue exercise was memorable and a great idea to have an accountability partner to ensure follow through”