



Coach in a Box

Turning **coaching** on its head



“Excellent programme, it is so good to be part of a company that recognizes, accepts and then challenges and helps resolve the human behaviour and interactions that are intrinsic to our everyday work life.”
Store Manager

Case Study – Sainsbury's Top 70 and 1000 Store Managers

In 2007 Sainsbury's set a strategy which would take them from recovery to growth. This direction for the business was communicated to the Top 70 managers in a series of 'Making Sainsbury's Great Again' events. It was imperative for the momentum from these events to be brought to life, not only for the Top 70 managers in the business but also for all 1000 Store Managers to inspire them to see themselves as leaders of their store and of the people within it.

We know, and research confirms, that attitude lies at the heart of customer service...and that our staff's attitude is influenced by our leader's attitude. Within Sainsbury's there was a need to rebalance management behaviours from being task focused; delivering the agenda, doing, organizing and controlling, to creating more leadership behaviours of creating the agenda, people focus and listening, inspiring and coaching.

Please turn the page to see how the Coach in a Box process works and the results that the Sainsbury's colleagues achieved....

The Sainsbury's Coach in a Box Solution Phase One – the Top 70 Programme

Over a period of three months Coach in a Box provided one to one coaching for the Top 70 managers as preparation for the 'Commitment is Earned' Workshops which would then be rolled out to all 1000 Store Managers. The coaching programme was designed to support these senior leaders to act as inspirational role models for the desired leadership behaviours and become familiar with, and confident in, the content and ideas that formed the backbone of the subsequent Store Manager workshops which they would co-facilitate.



Phase Two – The 1000 Store Manager Programme

Together with our sister company, Bridge, we worked in partnership with Sainsbury's to create a bespoke programme which combined a two day Leadership Workshop with three post workshop coaching calls over a three month period for all 1000 Store Managers. The combination of providing a powerful leadership experience coupled with personalised coaching has demonstrated a c.60% improvement in ROI. The coaching programme took the core elements of the workshop to deepen understanding and look for practical ways to experiment with the tools on real issues.



The Results

"2008 Best Christmas ever with improved customer service and strong product availability"

Justin King, CEO, Sainsbury's trading statement, Jan 2009

Over three hundred and fifty individuals returned feedback forms after completing the product from which:

- 94% had their expectations of the product met or exceeded
- 91% made some or significant changes as a result of the programme and only 1% of respondents said that they made no change at all
- 93% would recommend Coach in a Box to a colleague or a friend

Respondents gave our Coaches an average score of 8.6 out of 10 with 28% giving their Coach a top score of 10.

"I have managed to improve the region's warehouse & checkout operation, halving the till losses and improving availability from 95.4% in period 8 to 98% in period 12, which I think is the best in the company. The part that really helped was the visionary work which I have used a lot and learning the 'taking others with you' method." Senior Manager

"A fulfilling and challenging experience that has made me think differently about how best to handle tricky situations." Store Manager

"There has been a dramatic increase in store results and an increase in teamwork within the store, with a greater understanding of what we need to achieve. Greater trust has been built across the team. Communication is from the heart with real passion. This is two way and allows me to understand how people are feeling." Store Manager

"This programme has had the most significant impact on my personal confidence of any development activity I have ever undertaken." Store Manager

