

Senior Leaders Working As A Great Team.....

The Background

The Senior Teams at every store location were challenged to make a shift from being operational and task focused to strategic. With a further challenge to increase year on year retail sales by at least 16%! This was no mean feat when the smallest store turns over £50 million annually.

Whilst there was an importance linked to the development and creation of a strategy, there was a far greater need for the senior teams to fundamentally change how they lead their own management teams and how they actually worked together as a team.

They needed to delegate the day to day responsibility and accountability to make the right things happen to their Management Team, whilst they spend their own time focusing on their store's future development and growth. The shift in behaviours would have to be great, if we could have used handcuffs to stop the 'hands on approach' and banned 'telling' then it would have been easy!!!

Team members change regularly in this fast moving organisation. This was seen as creating instability, eroding openness and honesty and therefore trust, support and co-operation. Developing ways of creating and sustaining the fundamentals of a high performing team, whilst consistently changing, needed to be found.

What happened?

For one store, our challenge was to increase performance, enhance leadership skills and develop the team – all in 2 days!

Clearly there was a need to do a 'teambuilding' event with them that resulted in positive change. We used our experiential activities with a tool that identified individuals working style. We used these to explore their working style, gaining clarity of the team's strengths and danger points.

The team established for themselves WHAT needed to change, HOW they would achieve the change and WHAT difference the change would make to their store's performance.

Once the Senior Team were working well we then focused on exploring how they really spent their time and used this to evaluate how reactive and proactive they were. We again used our experiential activities to create significant Ah ha, oh oh moments! This enabled the team to agree their role, their responsibilities and the role and responsibilities of their Managers. They also developed a way to introduce this in store and make it work for everyone.

The Results

The team were astounded with what they had achieved in just 2 days. The employee feedback is reporting significant improvements in leadership and the store is on schedule to achieve their stretching sales target – in an economic climate where retailing is struggling.

What Next?

We have now worked with the Senior Teams in half of the UK retail outlets although what we have done differed according to the unique requirements of each team and their location.

We have worked with the 'next layer down' – in many of the stores after the Senior Team recognised that they could not make significant change without their Managers being completely bought into why the change was necessary – Liviana does **'buy in'** exceptionally well!

Can we help you?

'All businesses are different and all issues unique, so for a fresh, pragmatic and individual solution give us a call'

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