

CASE STUDY 2

The business is a large household pharmacy chain operating nationally throughout the UK. The internal Learning & Development department were designing and delivering a 3 day management programme for their 80 Area Managers. The programme consisted of leadership capabilities - Leading Change, Building Capability and Commercial Awareness. The internal team were struggling with how to build and structure effective content for the important Commercial Awareness programme.

Dawn and Helen of Indigo Performance were commissioned to assess the requirements for the business and propose an effective structure for a Learning & Development programme.

Work that was carried out was:

Interviewing all major stakeholders

- Retail Director
- Regional Directors
- Finance Directors and senior Finance staff
- HR Director
- Capability Director

From this, review of the financial models and the balanced business scorecard, the business model was understood, the current challenges that the business was facing and where all of the major stakeholders felt that the Area Managers were not performing as they required.

The Area Managers needed to have modern business acumen skills to work effectively, be able to build and sustain business relationships and know how to react quickly and develop their Retail managers in today's challenging economic climate. A 2 day programme was devised for Day 1 - Ownership, Accountability and Responsibility of the commercial number and Day 2 - Influencing & Engagement.

The key aspects were:

- Understand 'what' the numbers were saying
- Big Picture and knowing when to flag something was wrong
- How to find out 'why' something was happening
- Knowing what to do
- Knowing how to do it

The framework that was devised for the programme was to design 3 specific (bespoke) case studies to develop the following:

- Understanding the big picture – P&L's and KPI's in combination
- Root Cause Analysis and how to apply
- Impact Analysis – which levers to pull, which buttons to press
- Applying Pareto and action Planning
- Moving from internal to external - competitor analysis
- Understanding customer needs
- Communication, influencing and engagement models
- Building Relationships
- Understanding the NHS agenda and how this applies
- Applying engagement models
- Overcoming barriers
- Managing for commercial performance

2 follow up action learning sets for maximum 6 people were also included to embed and enhance the learning experience.