



The Big Blue Box Ltd

Reviewing the Business

One of the benefits of coaching is to enable people to be able to see things for themselves.

In this case the leadership team were each enabled to view their business and role in a new perspective. The questioning and challenging was frequently unspoken – but the realisation and feedback was powerful and fully owned by all the individuals in the team.

The impact for individuals and the team was significant.

The Background

This project was undertaken within one division of a plc. The large and specialised divisional senior management team was determined to improve upon its already ‘target busting’ performance of last year.

Each manager was very busy but all willingly engaged within the coaching process.

The Process

Following a One to One session, each manager was asked to lead a ‘walkabout’ tour of their areas of responsibility.

During the walkabout, the real customer experience became evident to all the operational managers who had typically been focused upon immediate and detailed tasks, old and inappropriate metrics and had lost sight of the ‘big picture’ and the customer’s experience.

The following comments were typical of those written by the coachees after the walkabout.

‘How I feel now?’

‘Refocused. I know what is expected in terms of delivering to customers.’

‘From my walk with Chris, it was clear that if I did do [a walk about], it was not effective I realized that what I was doing was not enough. ... If Chris and I had seen what we’d seen, in terms of standards, then why hadn’t I seen it before – too complacent!’

How the meeting made me feel?

When someone asks you a direct question about your part of the business and says ‘is that acceptable?’ there’s nowhere to hide! ... I found the process very interesting in exploring my thoughts about my performance, my teams and the SLT. The meeting was positive experience.

Anything learnt?

Lot’s. Never, ever stop – there is always a long way to go. Keep challenging what your teams are doing. Speak more with the people who are doing the job / closest to the customer. Always take a different view – get as close to the [customer] experience as possible – don’t stand back as you cannot hear the [customer] / staff.’

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The Outcome

As result of this intervention and its style, the senior team reassessed their collective performance and reviewed their KPIs.

At that time, a customer service KPI was running at 95+%. As a direct result of the project mentioned above, customer service measures were reviewed, a revised measure set current performance at a real 70%.

Within a month an improvement project had achieved a score of 85% - a real 20% performance improvement, using the revised measure.

The organisation went on to achieve a 100% profit increase over target and set records within its parent group.

The power of having an independent review with an objective person who is working confidentially, and alongside the coachee, can enable the coachee to be open and objective about their own performance.