

Leadership development at Boots

Context

As part of a continuing focus on efficiency of Service Centre Operations, operations and personnel were transferred from 3 existing warehouses under 3rd party management to a single large new warehouse fitted with state of the art systems. This move included significant changes in hours, shift patterns, ways of working and a desired culture shift to increase focus on 'serving stores'.

The andpartnership were selected to design & deliver a Leadership Development Programme (LDP) to simultaneously achieve skill development and this significant cultural shift.

Approach

After consultation with all levels of the involved population, the programme included:

- Face to face briefing with Q&A with Director, Senior Leaders as mentors
- Personality profile (MBTI) feedback
- 6 workshops spread over 9 months, supported with activity & feedback
- Transfer of skills for in-house delivery
- Robust feedback/evaluation throughout
- 360 feedback and ongoing coaching post programme to embed different behaviours

Results

Over the 9 month implementation period, positive scores in the staff survey for "Performing & Developing" section increased from 45% to 53% , "a statistically significant improvement reflecting increased engagement of the leadership team"

"Staff are now volunteering for various jobs, which was not the case previously!"

"Through use of tools learned on the programme, my previously disengaged team member is now hitting targets and coaching others!"

"I would rate LDP better than any other management course I have been on—I look forward to LDP2!"