

Quicker recovery from change at Greggs

Context

Following the merger of two divisions, the newly formed Greggs South East Region was suffering from increased management turnover and staff dissatisfaction. The andpartnership were selected to investigate the root causes of these problems and recommend effective solutions.

Approach

The assignment was delivered in three phases:

- **Diagnosis**—we initially ran 6 focus groups for all 98 graded managers. This was followed with in-depth interviews with the senior team and phone interviews with a sample of recent leavers. Findings were validated against the internal staff satisfaction report and presented to the senior team at an away day
- **Mobilising**— we designed a large group event where the senior team facilitated a discussion of findings and co-created with their teams action plans to address key issues
- **Development**—focusing on the senior team and HR community, we developed the internal capacity to coach and give constructive feedback.

Results

- Management turnover reduced by 60%
- Staff 'Intention to stay >12 months' increased by 55%
- Increased internal capacity to coach and give feedback

“The andpartnership helped us to find the reasons for high management turnover and used innovative methods to turn it around. The results we achieved so far have been remarkable and have exceeded my expectations”

Managing Director

“They were very good at helping us to do it for ourselves—they enabled us to create the energy for change which is still there to this day. As a result of this intervention, we have prevented some of our best people from leaving—I consider it money well spent!”

HR Director