

# Coaching development at Virgin Trains

## Context

Virgin Trains, employs over 2500 around the UK. In a move to engender a more empowered work force, andpartnership were selected to assist with the development of coaching as a leadership style.

## Approach

The assignment was delivered in three phases:

- Change agent skilling—development of the internal OD/HR team as change agents, including facilitation skills, internal consultancy skills, using coaching in facilitation and one-one coaching for individuals
- Leader skilling— delivery of 2 day coaching skills workshop to the top 100 leaders with Directors attending as part of cross-functional working.
- Developing in-house capability— progressive transfer of skills to deliver the leader programme using a ‘train the trainer’ approach.

## Results

- Increased in-house capability to deliver culture change
- Enabled investment in empowerment programme to be realised
- Audience expanded beyond initial audience to include all board train managers

*“This coaching really works—I finally got my team member to take ownership for the solution and got it delivered”* On-Board Manager

*“This is the missing link—it has helped us to see how all the work invested in the Vision workshops can make a real difference to our teams”* Manager

*“Excellent workshop—can really see how this will make the practical difference with our business. I want my whole team to go thorough this as soon as possible”* Director

*“As part of our engagement programme, the andpartnership delivered performance coaching workshops to all our senior managers. This has proved to be one of our most popular workshops ever—the skills learned over the 2 days have proven invaluable for leaders at all levels of the business. I thoroughly recommend it”* HR Director