



CASE STUDY



Why did you feel there was a need to work with staff on this issue? (Team building, Motivation, Coaching and Leadership Development).

John Nicholls: As a business we identified early on in the recession that we need to do things differently to have the edge over other merchants and needed to change the way our managers worked. Having been a centrally run business we knew we had to change and give our managers the ability to run their own branches as their own businesses. Leadership, motivation and coaching skills were therefore needed, we also wanted to identify skills within other key staff potential so we could also develop a succession plan.

What did you do?

John Nicholls: We developed with the help of PGS a team building and skills identification programme that was held over a couple of weekends in the Peak District. The programme focused on giving everyone the chance to clearly understand the type of person they were and their own individual skills. They then used this knowledge to identify how best to use their skills as being part of a larger team. It also allowed them to best understand how they should interact with their teams and understand others around them and what motivated them, a vital skill when trying to get the best out of others.

Why did you go down this particular avenue?

John Nicholls: As MD it was vital that I was a part of this programme and taking staff out of their normal environment and working with them was a key to its success. Having worked with PGS before, I was confident that a programme could be tailored to the specific needs of John Nicholls and not some generic training which is sometimes offered by others, with PGS's specific knowledge of our industry I was also confident that the training would be pitched at a level that would connect with the attendees.

How do the staff who participated feel that it helped them and the way they approach the business?

John Nicholls: The feedback I received was exceptionally positive after some initial scepticism prior to the training. For all staff they felt it was a breath of fresh air and appreciated the investment we were making in them. As with everything like this the senior management buy in is vital and following up and talking to staff after the events has kept everyone motivated to make the changes in themselves to benefit the business.

What benefit do you feel there has been to the business?

John Nicholls: To change the culture within a business is probably one of the hardest journeys to undertake, this programme over a couple of years has helped us to do this. We have moved from an autocratically run organisation to one that is far more inclusive giving our staff the ability to be part of the success. Change is far more easy to introduce which has been vital in the current economic conditions and has steered Nicholls through the difficult times. The business is now ready to start growing again with strong staff behind that growth.

'Having a company such as PGS working with you to develop your staff makes the job so much easier as they know what is needed within our market sector, they listen to your specific needs and adapt themselves to fit your organisation'.

David Hebdon, Managing Director, John Nicholls Ltd

