

COACH *in a* BOX

"Kept the key concepts of the recent development workshops alive and in my conscious long enough for them to start to become habits and therefore help ensure I get longer lasting value from the workshops."

Band A Manager

Case Study - PepsiCo UK & I

PepsiCo UK & I controls some of the country's best known brands. Many of the brands were under pressure as a result of the growth in emphasis in healthy eating. To respond creatively and ethically, it faced an organisation-wide leadership challenge. It needed leaders who were pioneering in outlook and better able to influence the wider business beyond their own functions.

PepsiCo launched a highly successful breakthrough leadership programme for its key 'Band A' (i.e. senior management) population.

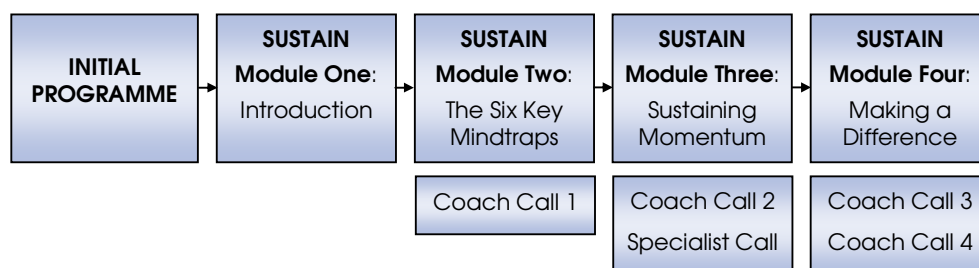
But PepsiCo knew that turning the energy generated by this kind of programme into sustained and consistent day to day changes in leadership behaviour was a big challenge.

The Coach in a Box Solution

Coach in a Box worked with PepsiCo to develop a tailored, three month coaching programme to sustain the learning. Using the unique Coach in a Box platform it was able to deliver a high impact programme of this kind, with two-weekly one to one contact with the leaders for under £350 per head.

Each individual signed up to a personalised three month change programme after the course. The programme was supported by two specialised coaches; a Personal Coach who built up an understanding of the individual and their business challenges and guided them through the programme, and a Specialist Coach who was able to work at a deeper, more transformational level.

The programme mirrored the design of the workshop:



Modules One and Two

Focused on helping delegates apply and bring to life the tools from the original programme. In particular it looked at how the pressures and stresses of day to day work undermine our best intentions as leaders and how, using the 'Mindtrap' technology, leaders can fundamentally change the way they respond to these challenges.

Module Three

Focused on developing a vision for each leader at their best. Introducing four leadership archetypes, it helped each individual identify their most powerful innate leadership style and those that they currently under-use. In the light of the healthy eating agenda, the module then introduced some thought provoking material on how to use diet, exercise and recuperation techniques to increase a leader's energy on a day to day basis.

Module Four

Went beyond the individual's own style to help them introduce change in the wider business. It introduced an 'experimental' approach to change and encouraged individuals to try things they would not normally have done. It also showed leaders how to transform 'difficult' relationships or engage 'unwilling stakeholders'.

The Results

Although the programme was voluntary, 93% of delegates elected to take part and 100% of these felt that it met or exceeded their expectations.

As a tool for embedding the learning of the initial programme it was highly successful with, for example, individuals describing themselves as 40% more confident in applying the key elements of the programme.

"By fully exploring the lessons from our leadership workshops with Coach in a Box it meant that both the business and I will get longer lasting value from the initial investment."

"The Sustain process was a great idea for me - I typically find it difficult to maintain momentum from courses".

The ongoing coaching over three months also helped individuals bring their learning to life by making practical changes in the workplace. For example, some individuals used the process to transform their day to day job by delegating tasks and decisions to their teams and spending more of their time on strategic and creative activities. This has been quantified as a 60% increase in their time focused on significant strategic issues.

"I would only think about strategy if I was invited along to meetings. I now dedicate a least half a day a week to think about the future of my function and this business."

"It has provided me with renewed vigour and enthusiasm for the development of myself and the people around me."

"The sustainment of learning was supported by the regular contact and focus on the development areas specific for you. This brought the course to life as you really started to think through real life implications."



Personal experiences: Samantha

Following the workshop Sam's development objective was to set the agenda and take change through the organisation and be willing to challenge the norms.

Her mindtraps (Prover, Doubter and Pleaser) were holding her back from taking risks and allowing herself to make mistakes. She would often avoid certain parts of her role for fear of not doing it perfectly. Her Pleaser gave way to other people's opinions rather than standing by her own convictions.

One of Sam's responsibilities is to run a Commercial Operations Meeting. Her experiment was to take ownership of this meeting and proactively set the agenda rather than allow it to be hijacked by other senior managers. The first time she conducted the meeting this way she received very encouraging feedback. Sam is now continuing to take the lead with this critical business meeting by setting the agenda, taking some risks and running the meeting with ever growing confidence.

Sam is now much more willing to stand up for what she believes in, has more confidence, trusts and values herself more. She claims her influencing ability has gone from a 4/10 to a 7/10 and is keen to continue to develop in this area. In support of her development objective, to lead the change agenda, she has moved from spending 0% of time on strategy to now spending 60% of her time on non day to day activities.

"I found the material & phone calls really useful - easy to understand and easy flowing. The material really made you think and apply. Invaluable and I will keep the materials so that I can use them again and again in the future"

Personal experiences: Simon

Simon is a Site Manager and had the leadership challenge of opening a new production line. Simon wanted us to support him with his Prover mindtrap which impacted on his clarity of thinking and relationship with his team, which could become very task focussed and his style one of parent to child.

Simon experimented with giving his team more space to run with things and more air time in their meetings rather than him dominating the meetings with his input. In preparation for the launch of the second line, Simon spent time communicating his vision, helping individuals to share in that vision and understand what it meant for them. He worked with each of his direct reports to align their own personal development needs within the context of the vision.

In reviewing progress at the end of the Sustain product, Simon's Prover is still very strong however his awareness has increased and he believes that he is becoming more self confident and therefore needs to prove less. This realisation has played a big part in what he claims as a 20% improvement on his ability to influence Seniors Managers. The time that Simon now spends on leading rather than managing has moved from 50% to being around 75%.

"I believe I am more measured in my response and react less habitually to situations. I have more confidence and now recognise that I don't need to or have to prove myself. I was initially sceptical about Sustain but felt it worked really well and liked the anonymity of working with my Coach over the phone. I'm disappointed that it is coming to a close - which is my acid test of something worthwhile."