

# Growth Appraisal

## Case Study - Poole Audi & Poole Accident Repair (Dorset)

### The Brief

Help Poole Audi improve their business results by re-instating belief in the business opportunity, developing leadership skills and creating a performance culture.

### Business Considerations

At Coachworks, we believe a performance culture can only be created where there is a culture of discipline through people, thoughts and actions. With Poole Audi, a top down, disciplined approach to developing their business was taken. This created a “multiplier effect” as the positive influence brought to the leader, was spread across the number of his or her direct reports.

### Coachworks' Solution

Working closely with the business owner and HR manager; “Leadership Growth Plans” were developed as a central part of a high impact, leadership appraisal programme. Coachworks promised that this programme would form the most worthwhile career discussion that participants had ever experienced.

### Approach

Central to any Coachworks programme is an appreciation that everything we do must directly or indirectly improve business performance, and Leadership Growth Plans are no exception. They had to act as a catalyst for not only the development of Directors & Senior Managers, but also the business as a whole. We took the following approach:

1. Orientation of all those involved to ensure programme understanding & “buy-in”
2. A 1:1 needs analysis meeting between the Consultant and each member of management
3. Launch of the Leadership Growth Plans with detailed explanation on completion
4. Coaching provided for appraisers on how to position the required feedback constructively
5. Facilitation of the individual Leadership Growth Plan appraisal meetings
6. Leadership Growth Plan reviews to ensure closure & accountability
7. A return to the business 12 months from commencement ensured sustainability

Coachworks ensured that Leadership Growth Plans took a pragmatic approach to the things that could actually be influenced, rather than being idealistic towards the things that could not. In doing this, Coachworks helped leaders to find the strength to confront the brutal facts, as they started to “look in the mirror, rather than out of the window”.

### Results

In the following 12 months the business prospered, and Managing Director, David Kelly said that the support brought by Coachworks was “the catalyst and kick start for a £640k improvement in profitability”.