

JD Williams Group part of the N Brown Group Plc

Background

The JD Williams Group is the UK's leading direct home shopping company, operating over twenty successful catalogue brands, with over 2 million customers and 4,000 employees.

In 2004, JD Williams also acquired the leading homewares catalogues brand, The House of Bath, which specialises in stylish products for the home. In more recent years, the company has expanded its high street and online offerings with brands such as Simply B and Jacamo.

The challenge

Enthios has been working with JD Williams since 2007. The initial request was to provide a coaching service, integrated with their leadership programme. The organisation wanted to use the programme for established senior managers who found themselves having to lead their staff through times of significant change and growth within the business. They also wanted to use it with those who had been identified as 'emerging talent,' to equip them for more senior roles as opportunities arose.

What we did

Enthios provided coaching consisting of 6 x 90 minute sessions with a personal coach for each executive over a six-month period.

We used our 'coaching clinic' approach where four 'coachees' are seen on the same day by the same coach. This has the advantage of a number of key personnel being supported at the same time, which helps meet the requirements of a successful, fast-paced retail business.

The results

To date, forty managers have completed the programme.

Typical coaching topics included career and staff development, helping managers prepare to deliver difficult messages to their teams in times of uncertainty, as well as preparing directors for Board level positions.

This programme has also been the catalyst for a senior team programme, introduced in 2014. The process begins with each individual undertaking a Hogan Leadership Series psychometric and feedback session. This session is then followed by a Hogan team session to share insights, generate understanding and encourage inter-team support. The remainder of the programme includes three individual coaching sessions with alternate action learning sets (ALS) with the whole team. ALS has been adopted to develop coaching, questioning and problem solving skills through a period of unprecedented change across the organisation.

Two senior teams within Buying and Communications have completed the programme so far, which has supported them through the restructure of two key departments.

Other assignments

In addition to these programmes, Enthios has also facilitated various team events such as:

- e-learning team development
- CRM Contact Centre coaching skills
- Speed coaching
- Conflict resolution
- Annual House of Bath strategy development

What the participants thought ...

'Thank you for the fantastic advice and guidance - I can't recommend the service we received highly enough.'

'The tailored programme is delivered in a friendly, engaging and very efficient way. '

What the client thought ...

'Excellent stakeholder management - subject matter experts who are small enough to care but big enough to deliver.' **Michael Vincent – Head of Talent**