

# Case Study: Rowlands Pharmacy



## Performance Management: *A success story*

### Managing Performance in a nutshell

**It is the responsibility of a leader to do more than plan for success.**

A strong leader must ensure that those plans are put into **action**, consistently and to a high standard, in order to make them a reality.

#### **A challenge for Rowlands Pharmacy**

Recognising untapped potential within their chain of 330 pharmacies Rowlands, the fourth largest pharmacist in the UK, wanted to **develop the abilities of 20 key personnel.**

The plan was to **grow the skills of area managers** to enable them to improve the performance of branch managers to **gain increased product turnover and profitability.**

#### **Area Manager Participants**

The participants were well educated and highly qualified individuals. Personal development previously provided had been in legal and product orientated matters. Some leadership training had been undertaken two years earlier but no significant behavioural change had been observed.

#### **The Blue Water solution**

- **Bespoke seminars** were developed, **in consultation with internal HR and training departments**, to focus on specific organisational challenges.
- Together the Rowlands sales director and the Blue Water coach-mentor undertook an **initial briefing** of the area management team.
- The **Blue Water coach-mentor then held introductory meetings** with each area manager to positively set their attitude toward the planned learning.
- **SMART personal objectives** were agreed with each participant. Each objective was based on a performance KPI focused on that individual's working responsibilities.
- The series of seminars was **supported by telephone mentoring** with an emphasis on developing coaching skills to **drive performance improvement.**

## Client Testimonial

The coaching has rekindled enthusiasm in the branch managers and has given clear goals to strive for through the action plans.

The branch teams have grown stronger. As the managers have had meetings to pass on their knowledge each shop member has been given a role in the process.

### Jill Chiwara, Participant

I have freed up my time to develop strategies to move the business forward.

The more empowered and motivated my staff the more chance there is of them staying with the company. My entire team now have more of my time. I am less stressed, so we have better relationships and a happier environment. Customers benefit from content, efficient staff.

### Karen Slater, Participant



## Positive Changes:

Positive changes were first reported within four weeks of the programme start.

83% of personal objectives were achieved by the programme completion date.

Each participant reported improvements achieved in the branches for which they were responsible.

## Two Performance Management Principles

In the cut and thrust of a business day it is easy to overlook the significance of considered Performance Management and its true value to company success.

The Blue Water Partnership recognises two principles of equal importance:

1. From a leadership perspective the tools for managing performance - standards, processes, measurements, monitoring – must be introduced or adjusted using appropriate **change management** techniques.
2. The second principle distinguishes a mediocre team from a high performing team: those being managed must want the performance strategy to work. Without this commitment performance management methods don't achieve their potential.

**Assertive communication, feedback and fulfilling team needs** are essential tools for a performance manager.

### Rebecca Wray, Rowlands Pharmacies, Training Officer

“The Blue Water Partnership continues to deliver **training and coaching focused on the individual participant needs**. This programme ensured that each participant received one to one coaching throughout a 9 month period giving them the **opportunity to share experiences and reinforce learning**. The format of the programme ensures that learning is **directly linked to the business needs and shows results immediately.**”



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