



## Case Study – Coaching For Excellence

Facilitating coaching roll out to geographically-spread franchisees by training their trainers and using a blend of materials

### Summary

A global restaurant chain faced challenges in getting commitment to adopting a standard approach to coaching across its own and franchisee managed sites. Emerge developed a 'coaching for excellence' programme that was delivered to the senior team and coaches. Emerge then prepared this group to roll out the programme to all sites across the company. The result for the client was reduced training costs and increased skills for their own coaching staff.

### Background

A global restaurant franchise chain own about 60% of restaurants within the UK with the other 40% franchised. They call their managers 'coaches' as they believe that they are not there to manage, but to lead and coach their various direct reports to make their own business decisions in line with company vision and goals, in order to increase feelings of personal responsibility and ownership for achievement of the business plan. The parent organisation had a complex relationship with their Franchisees which created difficulty in setting absolute direction for how they run their restaurants. They could encourage the Franchisees to attend training workshops but could not force them. The cost of the training was due to be passed onto the Franchisees who were reluctant to pay for something they saw as non-essential. This made it harder to achieve a consistent leadership and coaching approach across all UK restaurants from an employee's perspective.

### Who Was Involved

The initial work was done with the senior team and area management. The programme was eventually rolled out across the entire country. Gillian Jones and Julia Standfield, of Emerge, ran the initial event, created purpose-built material and trained the trainers

### The Emerge Approach

Emerge created a purpose-built programme, called 'Coaching for Excellence' which was a one day programme designed to both train the participants in their own coaching skills, and also enable them to deliver certain elements of the course itself down to their direct reports.

Emerge trained the Senior team and Region Coaches on one event. This was filmed by a professional video maker, and the video was then given to each of the Region Coaches so they could watch how Gillian and Julie of Emerge delivered each session. The Region coaches were then also given a script with slides to go away and learn – we then portioned out various sessions of the course for the Region Coaches to deliver to us, and we fed back to them on their delivery style.



The course was then rolled out to the Area Coaches (Emerge co-facilitated with the Region Coaches), with the Region Coaches delivering various sessions, demonstrating top-down their knowledge and commitment to the approach.

## Outcomes and Impact

The Area Coaches then ran localised sessions for their RGMs (Restaurant General Managers) and these sessions were co-facilitated by the Region Coaches.

As part of the course design, we scripted and directed with a professional film company and actors, various restaurant based scenarios where the RGMs could use the coaching and communication tools from the workshop with their own staff. The video was used as part of a practical exercise on the workshop itself as a different medium to cater for the delegate's different learning styles.

As well as the workshop and videos, we created very simplistic handouts – one page per tool, summarising the tool and how to use it, which was provided in a KFC specific format called a recipe toolkit card. (Sample attached). All Coaches and RGMs carry a set of cards with them on a ring as quick reminders of tools they can use on the spot.

We also provided zed cards (the first produced by Emerge) which were professionally printed, summarising the specific tools.