

# CASE STUDY

## How Just Eat is creating a culture of accountability and momentum for change among a cohort of leaders through 1:1 and group coaching

### ABOUT JUST EAT

Just Eat Takeaway is a leading global on-demand delivery company. Through its platforms and partners it offers consumers a wide variety of choices from restaurants to retail in 17 countries.

### SNAPSHOT

#### NEEDS

- To align expectations and approaches to leadership
- To develop a strong pipeline of leaders after a large-scale transformation

#### SOLUTION

A targeted programme involving 1:1 and group coaching, aimed at enhancing leadership capabilities and impacting the wider team culture

#### RESULTS

- A significant increase in confidence levels across core leadership capabilities
- Enhanced influencing and strategic communication skills, as well as self-awareness and a desire to raise the bar among team and peers
- The cohorts have created a community of leadership practice to support their ongoing development.

“ Since being part of this coaching programme, I have grown in confidence, protected more of my time for strategic thinking and delegated tasks to my leadership group. This programme has changed how I lead the team for the better. ”

**Leader, Just Eat Takeaway**

## BACKGROUND & CHALLENGES

The Product division at Just Eat (JET) had recently gone through a large-scale transformation. During the next phase of the transformation, the Senior Leadership Team (SLT) were committed to developing a strong pipeline of leaders who excel in problem solving, decision making and being accountable.

The SLT believed a targeted, personalised coaching programme would support their high-potential leaders to develop strengths and awareness of how they show up as leaders and the multifaceted role they play within the division..

## SOLUTION

In consultation with the SLT, Amy Kirkwood created a tailored leadership coaching programme for a cohort of leaders involving:

- **Personalised 1:1 coaching** focused on individual development needs
- **Group coaching** to explore leadership in the wider organisational context, while providing opportunities to reflect on the cohort's own capabilities and challenges and expand collective thinking to create cultural shifts
- Sessions exploring **key leadership topics** such as leadership identity, relationship-building, systemic influences and creating positive impact
- **Intake, mid-way and end-of-programme feedback questionnaires** to identify focus areas, check in on progress, reflect on learning and create accountability for further development as a leader
- A **final coaching session with each leader's line manager** to agree on next steps and any support needed to integrate learning into the leader's role.



“ Amy has been a fantastic partner to collaborate with – she really understood our brief, challenged us in the right ways, and helped us make real progress in developing our high-potential leaders.

**Katherine Phillips, Director of Product Operations, Just Eat Takeaway** ”

## PLANNING & DELIVERY

When the approach and programme structure had been agreed, the SLT advertised the opportunity internally and gathered nominations from managers. They selected high-potential leaders to take part in the pilot programme.

The programme was delivered over a 5-month period, kicking off with an intake questionnaire and initial 1:1 session to gain clarity on each leader's goals and challenges. Each 1:1 session provided an opportunity to deep dive into current challenges, situations and patterns that the leader wanted to explore and work on.

The group coaching sessions started with contracting on ways of working followed by an exploration of a leadership topic for each session, supported by group discussion, exercises and peer coaching.

## IMPACT

The programme's impact was measured through:

- quantitative and qualitative feedback from questionnaires
- in-session feedback with the cohort and their managers
- check-ins with the programme sponsors.

Participants recognised changes in the following areas:

- 🎯 increased confidence
- 🎯 better able to delegate and create accountability within teams
- 🎯 creating safe spaces for feedback, discussion and connection
- 🎯 recognising my own ability to create impact
- 🎯 improved communication
- 🎯 building awareness of my leadership style and adapting it for different situations
- 🎯 fostering a culture of learning and innovation with peers and teams
- 🎯 proactively reflecting on my values and who I want to be as a leader



The programme has been a great moment of reminding myself of the key foundations of effective leadership and their importance, from which leadership styles to adopt in which circumstances/people through to the role of active listening and being clearer on those circles of influence and control. It's helped me feel and embody being proactive about the type of leader I want to more consistently be than reactive to the environment/other things going on.

**Leader, Just Eat Takeaway**

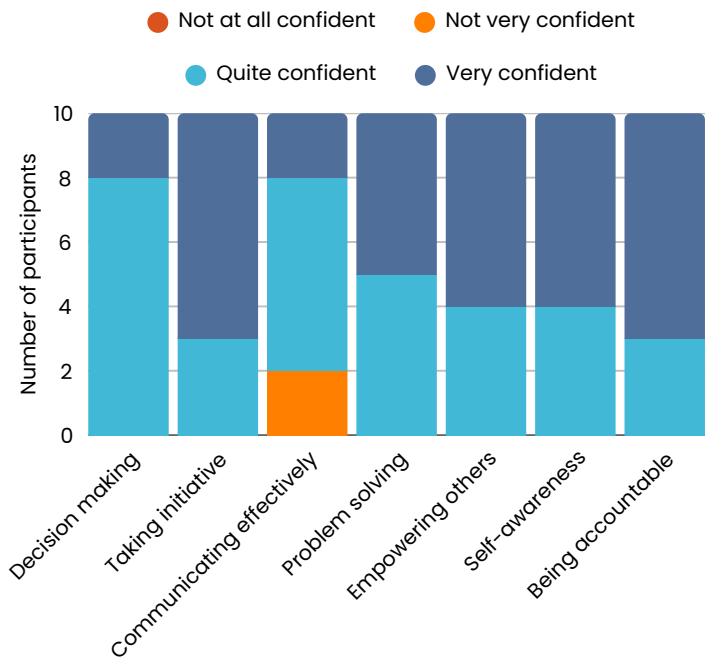
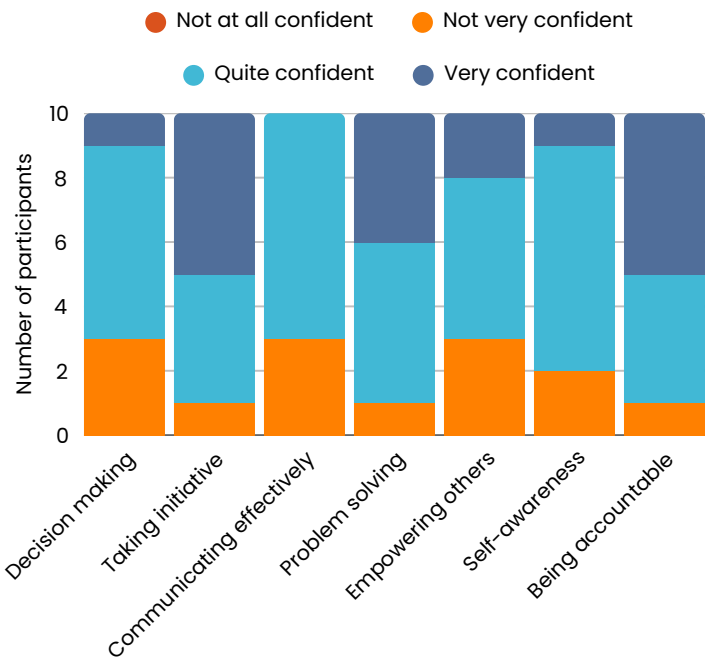


### Confidence levels

Survey results showed an overall increase in confidence levels for core leadership capabilities:

Confidence levels - start of programme

Confidence levels - end of programme



### Individual shifts and culture change

By combining 1:1 and group sessions, the cohort were able to gather momentum for change as a group as well as individually. While each participant worked towards their own goals, the cohort identified shared areas for development and how they could support each other to make changes in their teams, with their peers and in the wider organisation.



This shared experience showed us how much we can learn from each other regardless of our specific roles.

Group coaching pushed us to reflect, stay humble and listen to new perspectives. That’s where the real growth happens.

We have committed to meeting monthly to bring leadership topics and challenges to the table for support and discussion. We want to continue to grow as leaders and keep sharing our successes, lessons and challenges together.

**Leader, Just Eat Takeaway**



## NEXT STEPS

Based on the success of the pilot programme, the sponsors were keen to run more cohorts with high-potential leaders in the division. It was agreed to increase the number of group coaching sessions for the next programme due to the positive impact of bringing leaders together to learn from each other and create change.

## THE FUTURE OF LEADERSHIP AT JUST EAT

The coaching programme has been a success across three cohorts of leaders, with a fourth cohort now underway. Beyond the programme, the cohorts have organised monthly catch-ups to discuss and peer coach each other on leadership challenges, and have reported that they're using the insights they've learned to directly impact their teams and influence their peers.

The SLT are also rolling out coaching groups with both senior and mid-level leaders to learn from each other and co-create a positive leadership culture within the division.

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Amy has worked with the direct reports of my leadership team, and the feedback has been excellent. She brings clarity, challenge, and support that has helped them grow as leaders and increased their impact. I'd recommend her to any organisation serious about developing its talent.

**Jess Hall, Chief Product Officer, Just Eat Takeaway**

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### INTERESTED TO FIND OUT MORE ABOUT COACHING WITH AMY KIRKWOOD?

I offer tailored 1:1 and group coaching programmes for organisations who are invested in developing their people to create real shifts in behaviours and ways of working. If you'd like to explore how we can work together, or would like an informal chat about how coaching can support your organisation, please contact me – I'd love to hear from you.

