KATHERINE REIN

Performance Diagnostic

Retail performance consultancy & coaching | Service guide

Understand what's shaping performance and where to focus next.

Start with your business goals and agree a clear focus. The diagnostic examines how your people and the way work gets done influence progress.

Bring employee feedback and commercial context together to identify strengths, constraints, blind spots, and practical improvements. Test existing explanations and clarify what supports strong results and the next stage of growth.

What's included

Agree the brief

A consultation to confirm your business goals, objectives, and scope.

Confidential questionnaire

Around 10-12 minutes per participant. Gather feedback from participants within a team, across functions, or across the business, with the number of participants agreed to scope. The starting scope includes up to 20 questionnaire participants.

Targeted stakeholder interviews

45-minute interviews with relevant leaders, team members, or both, with the number of interviews agreed to scope. The starting scope includes 3 × 45-minute interviews.

Structured analysis

Interpret patterns through three lenses: Clarity & Cognition, Energy & Capacity, and Strategic Execution.

Executive summary and findings report

Senior-leader summary, detailed findings, a concise dashboard, themes, strengths, and constraints.

Prioritised recommendations

The most important changes to address first, including quick wins and sequenced near-term and longer-term actions, with recommendations for investment or other expertise where needed.

Practical roadmap

A clear sequence of suggested actions, owners or decisions to agree, and realistic time horizons.

Diagnostic review session

Presentation and discussion of findings, recommendations, and priorities with key stakeholders, including questions and clarification.

The Focused Performance Diagnostic is the starting scope, covering an agreed area of performance, up to 20 questionnaire participants, and 3 × 45-minute stakeholder interviews. It can span a team, several functions, or a small business, and consider related business goals. Wider scopes are quoted individually. We agree who needs to take part and the time required before you commit.

How it works

ON BOOKING

Commercial Priorities Toolkit and clear next steps.

WEEK 3

Following two full weeks for questionnaires and interviews, receive an update on completed responses, remaining gaps, and agreed next steps.

WEEK 4

Receive a provisional summary of emerging themes and one or two early recommendations where the evidence supports them.

WEEK 6

Receive the final findings, executive summary, dashboard, prioritised recommendations, roadmap, and Priorities into Action Guide, followed by the Diagnostic review session.

Typically six weeks from the agreed kick-off. We agree who will contribute and the delivery dates before work begins. If response collection or changes to scope affect completion, we agree a revised date with you.

WHAT YOU GAIN An evidence-informed basis for deciding what to protect, adjust, stop, or introduce. The recommendations identify immediate priorities and longer-term actions or investments you can consider independently.

INVESTMENT From £4,000 | TYPICAL TIMING Six weeks from the agreed kick-off

Workshops

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Tackle a real performance challenge and agree practical next steps.

When you know which skills or ways of working need strengthening, a workshop is a practical place to start. Workshops can also address recommendations from a Diagnostic. The aim is to develop individual capability, strengthen collaboration, and improve how teams deliver against business goals.

Participants use evidence-informed tools, practical exercises, and their own retail or consumer-brand situations to explore a live challenge and agree practical next steps. Choose from the workshop library or commission a bespoke session.

The planning conversation connects the session to a live business priority and an achievable output, such as a practical action plan, clearer decision responsibilities, or an agreed team commitment.

Example workshops

From Firefighting to Focus

CHALLENGE
Urgent trading issues, interruptions, and competing demands crowd out strategic work.
→ WORK TOWARDS
Agree what needs immediate attention and how to protect time for commercially important work.

Working as One Team

CHALLENGE
Misaligned priorities, communication gaps, and weak coordination across functions slow delivery.
→ WORK TOWARDS
More effective communication, stronger collaboration, and clearer cross-team commitments.

Performing Under Pressure

CHALLENGE
Trading peaks, rising expectations, and limited capacity make consistent delivery harder.
→ WORK TOWARDS
Practical ways to manage demands, make trade-offs, and maintain focus and effectiveness.

Additional topics and bespoke workshops are available, with design and pricing agreed to scope.

What’s included in a library workshop

Brief planning call

A 20-30-minute discussion to confirm your audience, relevant challenge, and intended session output.

90 minutes of facilitated work

An established workshop adapted to your team and business context.

Practical activities and tools

Evidence-informed tools and practical exercises applied to real workplace situations and decisions.

Actions to take away

A simple capture of agreed actions, owners, and a prompt for internal review.

Formats and investment

Single workshop

One 90-minute session | £1,000

Half day

Two 90-minute sessions delivered in one half-day workshop | £1,800

Full day

Four 90-minute sessions delivered in one full-day workshop | £3,500

Additional days / bespoke

Scope agreed individually | By quotation

Available online or in person, for up to 20 participants within the published workshop formats. Larger groups are available by agreement, with the format, facilitation, and pricing confirmed in advance. We agree the group size and activities around your intended outputs before booking. Applicable travel, accommodation, and venue costs are agreed in advance. Significant redesign, additional facilitators, extra delivery days, or follow-up delivery are quoted separately and agreed before you commit.

WHAT YOUR TEAM TAKES AWAY Participants leave with practical tools and agreed actions. We clarify who will take the actions forward and how the client team will review progress. Any additional support from me is agreed in the scope.

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Coaching & Mentoring

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Develop capability, confidence, and performance at every career stage.

For founders, experienced leaders, new managers, and retail professionals who want to improve performance, address a challenge or development need, or work towards their next goal. Coaching and mentoring can support individuals, teams, or groups, whether they are navigating a challenge or building on existing strengths.

Areas we can work on

Progressing in your role

Work through challenges, develop your strengths, and take purposeful steps towards your next goal.

Developing as a leader

Build confidence in delegating, setting clear expectations, and leading effective conversations as you take on responsibility for others.

Strengthening existing leadership

Improve judgement, communication, delegation, and the balance between leading people and managing delivery.

Priorities and decision confidence

Work through uncertainty, competing demands, and difficult decisions, then agree what to do next.

Energy and effectiveness

Explore workload, cognitive and emotional demands, working relationships, personal energy, and recovery, with practical strategies relevant to your situation.

Career growth and collaboration

Navigate professional transitions, strengthen relationships, and work more effectively with others.

What’s included in individual coaching or mentoring

Agree the goals and focus

Clarify what you want to achieve and what useful progress would look like.

Confidential sessions

Explore your priorities through focused, confidential 60-minute discussions.

Reflection and practical action

Use relevant questions, exercises, models, or frameworks, with agreed actions between sessions.

Simple progress tool

Capture goals, reflections, actions, and progress reviews in a one-page template.

Coaching

A confidential process using questions, exploration, and reflection to develop your own thinking, explore your options, and decide how to move forward.

Mentoring

Confidential guidance and practical advice informed by more than 17 years of experience in buying and merchandising across the UK and UAE.

For sponsored work, we agree what can be shared with the sponsor before sessions begin.

INDIVIDUAL INVESTMENT From £525 per person for 3 × 60-minute sessions (£175 per session). Further sessions are available at £175 each, with a minimum of 3 sessions for each new participant. Team and group engagements are quoted to scope.

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Tailored Performance Programme

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Connect diagnostic insight with targeted development and practical action.

For retailers and consumer brands looking to build on strengths, prepare for growth, or address persistent challenges, this programme combines the Performance Diagnostic, workshops, and coaching, with mentoring where appropriate.

The programme starts with the Performance Diagnostic. The findings shape the workshop topics, practical exercises, coaching or mentoring participants, and development goals around your commercial priorities.

How the 12 weeks fit together

WEEKS 1-6 | UNDERSTAND & PRIORITISE

Questionnaire, stakeholder interviews, analysis, executive summary, findings report, priorities, and leadership meeting. Identify strengths, quick wins, and longer-term opportunities.

WEEKS 7-12 | DEVELOP & APPLY

Deliver the agreed workshop sessions and coaching or mentoring. Provide action and review tools; client leaders own implementation and track progress internally.

Illustrative starting programme

The example below shows one possible scope. Workshop sessions can build around one substantial issue or cover several connected themes. Where useful, we can agree a different mix of workshops, coaching, or mentoring, with the scope and fee set out in the proposal.

Focused Performance Diagnostic (starting scope)

One focused review

Full workshop day for up to 20 participants

Four 90-minute sessions

Six individual coaching sessions for one person, or three each for two people

Six 60-minute sessions

Programme investment

£8,000

The coordinated brief gives the Diagnostic, workshops, and coaching a shared purpose. We agree the inclusions, participants, dates, responsibilities, and investment in the proposal.

What your business receives

Evidence and perspective

A clearer view of the strengths and constraints shaping people performance.

Priorities and recommendations

Quick wins, sequenced recommendations, and a practical roadmap.

Targeted development

Workshop and coaching support linked to the most relevant findings and business goals.

Tools for follow-through

Agreed actions and a simple review template for the client to use and maintain internally.

Flexible by design: Additional workshop sessions can be added at the published format rates, and individual coaching at £175 per hour (minimum 3 sessions for each new participant). Broader Diagnostic scopes, bespoke design, or substantial changes are quoted separately.

INVESTMENT From £8,000 | DELIVERY Typically 12 weeks