

How Teeling built a people development plan for growth

THE CHALLENGE AT A GLANCE

Caught up in day-to-day demands

No documented strategic plan shared with team

Undefined career pathways

> "We did the same thing we always did and got by, very reactive, as opposed to thinking strategically."

Lisa Jameson, General Manager, Teeling Whiskey Distillery



KEY RESULTS

Visible career pathways
Supporting talent development and retention

Strengthened team
With greater role clarity

Increased visitor spend
Positive commercial impact

Skillnet Ireland

Fáilte Ireland

About the programme

Skillnet Ireland's **Strategic Talent Development Programme** helps businesses plan for their people and skills needs now and for the future. Through practical workshops, one-to-one mentoring and applying a clear step-by-step framework, managers or HR lead the business to develop a tailored people development plan to support the business goals.

PROGRAMME AT A GLANCE

3
months
Expected programme duration

4-5
days
commitment including workshops

6-8
hours
One-to-one mentoring

Approx. 30
hours*
Developing your business's talent development plan

Time depends on the nature of the plan being developed for your business.

HOW THE PROGRAMME WORKS

1. **UNDERSTAND**
   Identify your business's people and skills needs, with guidance from your mentor.
2. **PLAN**
   Create a tailored talent development plan through practical workshops and mentoring.
3. **EVALUATE**
   Determine how you'll measure progress and track results.
4. **GAIN APPROVAL**
   Present your plan to senior leaders and secure their support.
5. **IMPLEMENT**
   Put your plan into action with support from your business.

WHO SUPPORTS YOU?

Your business sponsor provides leadership support and direction, while your mentor offers expert guidance throughout the programme.



What you'll take away

A practical plan tailored to your business's people and talent challenges, plus a reusable framework to identify skills needs, develop your team and build clear career pathways for long-term success.

From reacting to planning ahead

ABOUT THE BUSINESS



Opened in 2015 in Dublin's historic Liberties, Teeling Whiskey Distillery was the city's first new distillery in over 125 years. Its visitor experience team has grown from a small founding group to around 50 people.

As the business grew, General Manager Lisa Jameson and her team were caught up in day-to-day operations. Future plans weren't formally written down or shared, making it harder for employees to understand their role and how they could build their future career with the business.

Lisa was enabled through Fáilte Ireland's Employer Excellence Programme to join **Skillnet Ireland's Strategic Talent Development Programme** to bring structure to the business's people planning.

TAKING ACTION: HOW TEELING PUT THE LEARNING INTO PRACTICE

Over 12 weeks, Lisa completed five modules combining group workshops with one-to-one mentoring. Using the programme's framework, Lisa and the Teeling team:

- ✓ **Agreed strategic priorities** with senior leaders to guide future staffing and skills needs.
- ✓ **Shared those priorities** with employees to build understanding and engagement.
- ✓ **Created a talent plan** focused on the needs of individual roles.
- ✓ **Rewrote around 14 job descriptions**, linking roles to clear skills and measurable goals.
- ✓ **Supported two team members** to take on greater responsibility for planning and decision-making.

One-to-one mentoring gave Lisa a safe space to challenge existing thinking, explore ideas and build confidence to make changes.



> "My mentor allowed me to be very honest, in a safe space. I became braver, not to be afraid to shake things up a little."

Lisa Jameson, General Manager

Clear plans, stronger teams

WHAT CHANGED?

Teeling developed a shared talent strategy and supported two team members to take on greater responsibility for planning ahead.

Weekly management meetings also changed. Instead of separate operational updates, the senior team now discusses performance, agrees priorities and tracks actions together.



THE RESULTS FOR TEELING

14 job descriptions rewritten

Clearer roles and skills to support recruitment and staff development.

3 career moves

Learning across reservations and duty management contributed to two promotions and one move into another tourism role.

66 → 72 Trust Index score

Improved Great Place to Work score, linked to better culture and communication.

+5% average visitor spend

Which Teeling links to a renewed focus on training and consistency.

Stronger leadership

Greater confidence and leadership skills, with an exemplary final presentation recognised by the programme delivery team.

Better management

More collaborative meetings, shared priorities and tracked actions.

WHAT LISA GAINED

The programme gave Lisa practical tools and a clear structure for tackling people challenges. Mentoring helped her question established ways of working and build the confidence to lead change. She also gained the Certificate in Strategic Talent Development, worth 5 ECTS credits at Level 9 on the NFQ.

BUILDING ON THE LEARNING

Teeling can continue using the framework to review roles, identify future skills needs and create staff development plans and clearer career paths as the business grows.

Want to know more?

Skillnet Ireland's Strategic Talent Development Programme is open to participating businesses of Fáilte Ireland's Employer Excellence Programme, who meet Skillnet's programme eligibility criteria to apply.
For further information and to express your interest, visit Fáilte Ireland website.