

Case study

Games Workshop



The Company

Games Workshop Group is a business that designs, manufactures, distributes and sells everything an enthusiast needs to play tabletop wargames in the fantasy world of Warhammer. It is a niche business that appeals to people dedicated to the Games Workshop Hobby. They create materials of the highest quality that appeal to a niche sector of the population.

It is a global business with more than 250 stores in The Americas, Continental Europe and Asia Pacific but also trades with thousands of other independent retailers worldwide.

Games Workshop has its own hobby centres that introduce people to the Hobby. They also work with independent retailers and sell direct both on the Internet and by mail order.

Games Workshop is not a retailer, its stores promote the Hobby and provide a venue for experienced gamers to meet and play.

Game Workshop's biggest challenge is to ensure they constantly provide a level of detail and service that is appropriate and respectful to the devotion of their customers.

The Issue

The development of a strong management team is one of the company's highest priorities. The team has to work co-operatively across cultural and national boundaries to achieve team and corporate goals. As such their management philosophy is not to hire and fire at will but to work with the right people for the business in the long term. It is therefore crucial to identify and recruit the right people in the first place.

Games Workshop wanted to be able to understand its management team's strengths and weaknesses in order to develop their potential. They also wanted a tool that would streamline the recruitment process.

Gill Greenwood, HR Director comments "Strong management across Northern Europe is a business pre-requisite. Recruitment and development of area managers is crucial to driving the business forward. We wanted to have a greater understanding of our area managers so that it could be fed into our succession planning. Succession planning is vital to develop a strong strategy and a cornerstone to this is fitting the right person to the right role when reviewing the opportunities available."

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The Solution

Games Workshop used Thomas International's Personal Profile Analysis (PPA) and associated reports as part of this training process.

The PPA assesses an individual's behaviour in the work environment. The test poses a series of questions, taking no more than six minutes to complete, with the answers charted on a graph under the four headings of Dominance, Influence, Steadiness and Compliance (DISC). The PPA is used to trace behavioural patterns and predict likely behaviours at work.

Greenwood comments, "The PPA really helped us develop a more targeted approach to recruitment. We used the PPA after the first interview to ensure we identified the right questions to ask at the second interview to maximise effectiveness."

They used several of the reports such as Strengths and Limitations, Compatibility and the Executive Summary.

One of the issues Games Workshop needed to resolve was the recruitment for the role of Head of HR for Australia. Greenwood went over to Australia to conduct interviews to recruit for this role.

"One of the things that really impress us about Thomas was the ability to complete the PPA online, in any language, immediately from anywhere in the world. I went over to Australia to recruit a Head of HR for the South East Asia region. One of the requirements of the role was that the candidate spoke Cantonese and understood the different cultural differences across the region. As the test is completed online I didn't need to carry large amounts of paperwork with me, we profiled the candidates in situ, with the results e-mailed directly back to us from Thomas."

"The fact that the PPA can be completed online meant that I was able to profile all the Australian senior management team while I was there. This was incredibly beneficial for them in terms of raising awareness of how each team member worked and how to manage each style effectively."

Games Workshop is a very spontaneous business and they may have to profile several people across Europe in the space of an afternoon. The fact that the PPA can be completed over the Internet gives them the ability to do this.

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