

# Published TMG Articles

As presented by Dan Mann, at The Running Event 2008.

## **LEADERSHIP TRAINING - THE RETAIL STORE MANAGER AS LEADER**

As retailers look for improvement in efficiencies, implementation and profitability, one staff position becomes increasingly important: Store Manager. In most retail companies, few roles have more impact on revenue growth, company culture, store environment and customer satisfaction. But how can a store manager be MOST EFFECTIVE? Great retail organizations recognize the Store Manager's role as Leader. The Store Manager influences, Teaches, Solves Problems, Coaches, Builds a Team and Represents the Brand to the public. The Store Manager is responsible for meeting Revenue Goals.

This seminar addresses these topics:

1. Defining the ideal role for a Store Manager
2. Characteristics of this Manager/Leader
3. Leadership Activities for the sales floor
4. How to Develop Leadership Skills for this role

### **Open:**

Hostess vs. Maitre d'

- Role Play and Demonstrate the difference
- Funny

Manager vs. Leader

- What is the difference between a manager and a leader?
- Think of the "things" you manage: inventory, store maintenance, the schedule, etc.
- Leading is focused on People—motivating, inspiring, modeling, setting standards, demanding, collaborating and ultimately getting results.

Three Hats: Manager/Player/Coach

- Demonstrate with 3 different hats.

### **A. So What is The Role of the Store Manager?**

What is the "Mission Work" of your retail store?

- Get people outdoors?
- Encourage the public to become more active?
- Build closer families
- Advocate for the environment
- Sell more product/Grow profit

Who does that Mission Work?

- Sales Staff

The Manager is the person in your company that has Mission Workers reporting directly to them. The manager position is where things are made to happen—for better or for worse.

The Manager gets the Mission Accomplished through others...

The Manager is the person who is closest to the work—and therefore, should know the most about it.

The manager is a front line representative of both ownership and employee. Managers have influence on both sides of the equation. Managers are the members of the management team that are closest to the work—and therefore, know the most about it.

Organizations that de-value or eliminate this crucial position are making a tactical error and taking a long-term risk!

### **B. For Better or Worse, retailers often promote Managers from within**

There are Dangers in Promoting from within (the assumption that this person is prepared for the role)

- Just because they can sell from the sales floor doesn't mean that they can lead a sales team.
- These are two different skill sets
- Michael Jordan (great player, poor GM)
- Peter principle- "In a Hierarchy Every Employee Tends to Rise to His Level of Incompetence."

### **C. Let's look at the Traits of the Store Manager/Leader:**

"Good to Great" author Jim Collins identifies 5 levels of leadership:

Level 5: Executive

- Level 5 leaders blend the paradoxical combination of deep personal humility with intense professional will.

Level 4: Effective Leader

- Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards

Level 3: Competent Manager

- Organizes people and resources toward the effective and efficient pursuit of pre-determined objectives

Level 2: Contributing Team Member

- Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.

Level 1: Highly Capable Individual

- Makes productive contributions through talent, knowledge, skills, and good work habits.

So we are looking for "Level 5" leadership when we can get it.

Humility

Competitiveness

Emotional Intelligence

Time Management/Multi-tasker

Self Discipline

Problem Solver

ACHIEVER:

-Entrepreneur

-Survivor

- Creator
- Team Builder
- Integrator
- Producer
- \*From Dr. Jerry Bell

**D. So What does this look like? What are the leadership “activities” for the sales floor...**

Gentle Pressure Relentlessly Applied

(Pendulum)

1. Set Expectations
2. Follow Up
3. Demonstrate what you want
4. Effectively teach your team how to behave

Your tools?

\*JWD discussions

1. Job Worth Doing
2. Job Well Done

Discuss and get agreement on:

- Contribution
- Approach
- Result

\*Role Play-How to use this as a teaching method

Demonstrate Both

**E. How do I develop these Leadership Skills in myself (or my manager)**

1. Learn from others: READ.
  - Good to Great
  - First Break all the Rules
  - Selling the Invisible
  - Others?
2. Practice
  - Role play with a co-worker or your supervisor
  - Repetition is the Mother of All Skill...
3. Commit
4. Create Accountability for yourself