

## 5-Step PROGRESSIVE Discipline Process

Step	Verbal/ Written	Location	Action Taken	Your Personal Post-Action Expression
<b>1</b>	Verbal	Work Place	Swift action taken, (a conversation with a smile and positive tone) on the very first infraction.	
<b>2</b>	Verbal	Office	The office setting sets a more serious tone to make it clear that you mean what you say.	
<b>3</b>	Written	Office	The first written documentation of the undesirable behavior takes the issue to the next more serious level.	
<b>4</b>	Written	Office	A second write-up and 1 day suspension drives the message home.	
<b>5</b>	Written	Office	The third write-up and termination discussion brings the undesirable behavior to a decisive end.	

# AM/PM Assignment Sheet

**Department:** \_\_\_\_\_

Assigned To	Description of Work	E.T.C. in Minutes	(√) Completed
	1.		
	2.		
	3.		
	4.		
	5.		
	6.		
	7.		
	8.		
	9.		
	10.		

\_\_\_\_\_  
**Department Manager Signature**

\_\_\_\_\_  
**Reviewed by Store Manager**

**Date:** \_\_\_\_\_

- Rules for Using AM/PM Sheets**
1. List only Variable Work Activities.
  2. Use E.T.C. Column.
  3. Total estimated time to complete column must not exceed 30 minutes for every 4 hours of scheduled work.
  4. Employees should be able to complete 3 of every 5 AM/PM sheets.
  5. AM/PM sheets must be used daily.

# The Concepts of '*FLOW*' and '*FOCUS*'

**'FLOW'**: “The customer’s conscientious act of moving (transitioning) from one area to another.”

## There Are Seven Distinct Transition Areas

1. The **Roadway** into Parking Lot
2. The **Parking Lot** toward the Entrance
3. The **Entrance** and into the ‘Presto Area’
4. The **Presto Area** and into their First Department
5. From the **Department** toward their First Purchase Decision
6. From the **Last Purchase** to the Checkout
7. From the **Checkout** to the Exit

## The Factors Affecting Customer '*FLOW*'...

1. Layout of the Store (Right angles vs. obtuse)
2. Width of Aisles (9', 7', and 5')
3. Signage (Clear, compelling)
4. Lighting (Contrasting bright and dim)
5. Aromas/Odors (There is a major difference)
6. Movement/Action (Action-attraction theory)
7. Sounds (Microphone)

**'FOCUS'**: “That which first captures the customer’s eye/attention.”

## The Factors Affecting Customer '*FOCUS*'...

1. Contrasting Lighting
2. Color
3. Signing; Style/Clarity/Compelling Reason
4. Creative Displays/Fixtures
5. Movement/“Action-Attraction”
6. Product Packaging
7. Labeling on the Package
8. Sounds (Microphone)

**Focus Test:** *Close your eyes. Take two steps. Open your eyes. What do you see?*

# Determining Your Leadership Quotient

Before we begin, please estimate your current Leadership Quotient: (1 – 100)...

## A Genuine leader...

	<b>My Score</b> (1 to 10)	<b>My Mentor</b> (1 to 10)
1. <b>Has</b> _____ <b>and</b> _____. "Where there is no vision the people perish."	_____	_____
2. <b>Creates/Plans/</b> _____. "A great idea without great execution is a great waste."	_____	_____
3. <b>Excels in</b> _____. "You have 2 ears and 1 mouth, listen twice as much as you speak."	_____	_____
4. <b>Knows the</b> _____. "If you can't measure it, you can't possibly manage it properly."	_____	_____
5. <b>Is Unquestionably</b> _____. "When in doubt, tell the truth."	_____	_____
6. _____ <b>Things.</b> "Don't let it die... kill it first!"	_____	_____
7. _____ <b>Others.</b> "Everyone you meet is your superior in one way or another."	_____	_____
8. <b>Is Continuously Self-</b> _____. "Someone who does not read has no advantage over the person who can't."	_____	_____
9. <b>Is</b> _____ <b>Conscious.</b> "Add years to your life and life to your years."	_____	_____
10. <b>Maintains a</b> _____ <b>Focus.</b> "The size of your funeral is directly related to the weather."	_____	_____

## Bonus Points:

**Brings** \_\_\_\_\_ **to the Workplace.**

"Love what you are doing at least 70% of the time (and show it) or make a change." \_\_\_\_\_

**My LQ**

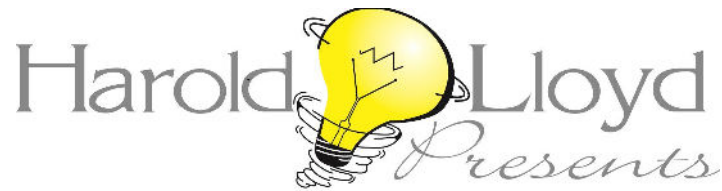
**Mentor's**



**Today's Date** \_\_\_\_\_

**Totals:**

**Just a Thought:** Try sharing this assessment with your boss, your significant other, or anyone else who cares about you and your personal growth. Benchmark your LQ and focus your effort to raise your LQ five points in the next 12 months.



## T.E.A.M. Meetings

Structured *T.E.A.M.* (Thoughts Exchanged by Associates and Management) Meetings are a powerful tool you can use to communicate in a meaningful way with your associates.

*Here are some specific suggestions to execute a meaningful T.E.A.M. Meeting:*

- 1. Make a commitment to a specific meeting day and time 12 months in advance.** Your employees should know what day and time your meetings will be held. Bimonthly meetings are suggested but quarterly is the absolute minimum. Post a calendar in the break room so that employees can plan ahead.

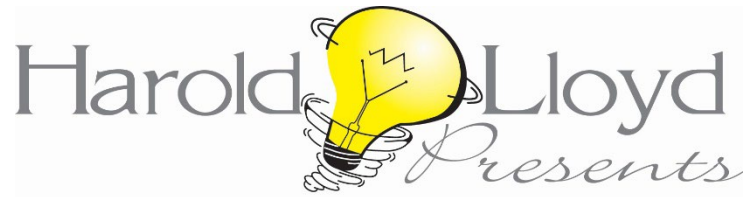
One of the best days and times to schedule a *T.E.A.M.* meeting is on Thursday at 4 PM. By Thursday, the operation has a full contingent of employees at work, so you will have a better chance of higher participation.

Four o'clock is a good meeting time, since day-shift workers can leave their jobs a bit early, attend the meeting, and go home. The p.m. shift can come in a little early, attend the meeting, and then report to work.

- 2. Use 3 clipboards to communicate T.E.A.M. Meeting activities.** After you've had 2 or 3 meetings and after you have established your meeting schedule, the next step is to have 3 clipboards placed in the employees' break room or another prominent employee location. *Clipboard #1* should hold a sheet of paper that asks: "Who would like to attend the next *T.E.A.M.* meeting?" Interested employees should be encouraged to sign up here. *Clipboard #2* should hold a form titled "Issues you would like discussed at our next *T.E.A.M.* meeting." It is very helpful to solicit questions beforehand. Employees who can't attend the meeting can still introduce a question they would like answered. *Clipboard #3* is for "Issues discussed at our last *T.E.A.M.* meeting." This is where you will post the minutes from the previous meeting.
- 3. The optimum number of participants is between 7 – 15.** Invite volunteers but when no one volunteers from one department or another, please "volun-told" them 😊. You should seek a good cross-section of departments and part and full time associates.
- 4. Choose a quiet, comfortable room to conduct the meeting.** Arrange the tables in an open 'horseshoe' seating arrangement with no second rows. The facilitator sits alone in the open end of the 'horseshoe.' Have name tents, pad and pens, bottles of water. Also, an easel is useful to visually explain someone's thought.

5. **State the rules of the meeting.** After introducing yourself and the attendees, you should state two important rules; Rule #1: No personal issues – if an employee has a problem that doesn't affect anyone else in the room, it should be resolved outside the meeting; Rule #2: No one person is allowed to speak for more than 2 minutes at a time. This rule will effectively rein in those who tend to ramble or overstate their point. Reading the rules at the beginning will prevent someone from being embarrassed when you have to invoke one of the rules.
6. **Follow the 8/10 Guideline.** In general, a good agenda should contain no more than 8 issues, preferably less and each issue should involve no more than 10 minutes of the meeting time. Prepare your questions in advance and put them in priority order. This keeps the meeting moving and ensures that it will never take more than 90 minutes to complete. Always use proper questions like, "What is the one, biggest complaint you have about your break room?" vs. "Is there anything you don't like about our break room?" The best last question to ask the group is, "**What is the one 'stupidest' thing we do around here?**"
7. **Ask all attendees to write their responses down first,** before anyone responds verbally to a question. Then the more shy participants can simply read their written answers. This insures that all participants will tangibly contribute as their responses will be captured on the notepads collected at the end of the meeting. To save time, solicit responses in a 'leap frog' manner so half will respond verbally to any given question but all will have written answers to be collected later.
8. Offer to **show your written notes** to anyone in attendance before they leave the room. Show them you have nothing to hide and that there are no specific names documented only their suggestions/ideas.
9. **Follow through.** First, **post the minutes from the meeting on Clipboard #3** for those who did not attend the meeting. Next, after you have accomplished something you had agreed to do, boldly cross it off the sheet on Clipboard #3. If you use the store intercom to make "good morning" announcements or in your store's "Huddle," you can follow up on an issue discussed in a meeting by telling associates what has been accomplished. For example, you could say, "We just received the new fatigue mats for the cashiers at the front registers to replace the old rugs that were there. Thanks for the suggestion at our last *T.E.A.M.* meeting." This demonstrates your commitment to their suggestions and your ability to execute your plan. More importantly, it will minimize the common perception that nothing ever happens after an employee survey or feedback session.
10. At the very end of the session, **ask 3 – 4 volunteers to summarize the experience** they just had in the *T.E.A.M.* meeting. Surprises? Impressions? Positive take-aways?

**Finally,** the leader of the meeting should **send a personal note of thanks** to each attendee for their participation within a week of the meeting.



## How to Transform a **Good Idea** into a **S.M.A.R.R.T.E.S.T. Goal**

**S** **SPECIFIC** details of your goal. What is to be accomplished (in 50 – 100 words)?

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**M** **MEASURABLE.** How will the success of this goal be measured? (Ex. Increase sales dollars, reduce turnover %, improve customer satisfaction ratios, gross margin improvement, number employees cross-trained, etc.)

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**A** **ACTIONABLES.** Chronologically, list the specific tasks that need to be completed to achieve the overall goal.

	<b>What</b> needs to be done?	<b>By When?</b>	<b>Who</b> needs to be involved?
1 <sup>st</sup> step:	<hr/>	<hr/>	<hr/>
2 <sup>nd</sup> step:	<hr/>	<hr/>	<hr/>
3 <sup>rd</sup> step:	<hr/>	<hr/>	<hr/>
4 <sup>th</sup> step:	<hr/>	<hr/>	<hr/>
5 <sup>th</sup> step:	<hr/>	<hr/>	<hr/>
6 <sup>th</sup> step:	<hr/>	<hr/>	<hr/>
Additional steps:	<hr/>	<hr/>	<hr/>

## **S.M.A.R.R.T.E.S.T.** Goal Crafting (continued):

**R REALISTIC.** Is it possible to achieve this goal in the time allocated and with the resources we have available? You must first convince yourself to be able to convince others. Avoid the hype and the bravado. Realistically, can it be done?  Yes  No

**R RELEVANT.** With seemingly limitless tasks that we need to get done and with our limited resources, is achieving this goal truly necessary? Does it deserve a priority status?  Yes  No

**T TIMED.** Start Date: \_\_\_\_\_  
Targeted (Hopeful) Completion Date: \_\_\_\_\_  
Guaranteed Completion Date: \_\_\_\_\_

**E ETHICAL.** Is achieving this goal in the very best interest of:  
Your Company? Your Family? Your Health?  Yes  No

**S SHARED.** Who can/should you share this goal with to achieve the necessary emotional/spiritual/financial or organizational support?

Goal Team; possible participants I'll need to achieve this goal:

1. My immediate supervisor/co-worker(s) \_\_\_\_\_
2. My spouse \_\_\_\_\_
3. My life coach, mentor, employees? \_\_\_\_\_

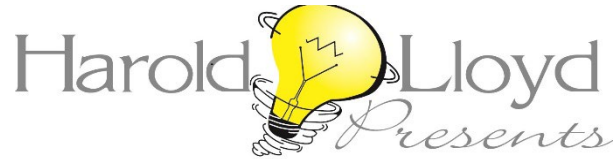
**T TYPED/Written.** When a goal is committed to paper its success rate rises. By committing to the “1+2+3” philosophy you will improve your odds for success dramatically.

### **Formula for Success:**

**1 Goal + 2 Hours**(of thinking and writing) + **3 Pages**(of detailed planning) = **A Greater Success Rate**

**Ready? Set. Go Write Some **S.M.A.R.R.T.E.S.T.** Goals!**





## “Huddle” Topics

Here are some suggested topics for your daily “Huddles.” Make 12 laminated copies of some variation of this sheet and hand them out to participants at the start of your “Huddle” to help them come up with a pertinent contribution.

1. **Birthday/Anniversary** (Personal).
2. **Anniversary** (with company).
3. **Manager(s) on Duty.**
4. **Sales Goals**; what we achieved yesterday and/or our goal for today.
5. Demos/**Food tastings** scheduled for today.
6. **New item** being introduced. Discontinued items, too.
7. **Soup of the Day.** Lunch special.
8. What are you going to do today in your department that’s **new or different?**
9. Any call-outs? **Do you need help?**
10. Equipment needs...**something’s broken?**
11. **Introduce new employee.** Also, retirements and yes, separations.
12. A pertinent **school achievement.**
13. **Community contribution** by an individual or by the store/company.
14. Upcoming **promotional event**, “Here’s what’s Coming Soon!”
15. **Policy reminder** of the day. (Ex. “no phones on sales floor, please”. And why?)

## Retail Leaders' Top 10 Best Practices

Score an A,B,C,D or F

- 1. Create and 'live' a motivating, inspirational **Mission Statement** and develop your **Five SPOD**.
- 2. Two Team '**Huddles**' Daily.
- 3. Acknowledge the true value of your most valuable resource with an annual **Success Plan**.
- 4. Adopt a personally sincere **10 Dime Recognition Accounting System**.
- 5. Enforce with positivity your **5-Step Progressive Discipline Policy**.
- 6. Embrace the **Concept of Flow and Focus** as well as the **A.I.D.A. Principle** and the **3 Second Rule**.
- 7. Conduct a quarterly fact-finding, pulse-feeling **T.E.A.M. Meeting**.
- 8. '**Work as a Clerk**' monthly to stay as close as you can to your day-to-day operations.
- 9. Utilize **Assignment Sheets** (employees) and **Weekly Planners** (managers) to maximize accountability.
- 10. Continuously monitor your store's **First and Last Impressions** with regard to your mission Statement and Five SPOD.
  
- Bonus Best Practice:** Always Write S.M.A.R.R.T.E.S.T. Goals!

### How to Score?

**A** = "That's a great recommendation. I'm embracing it for sure!"

**B** = "I'll discuss it with my team. If they like it like I do, we'll commit."

**C** = "Sounds interesting. Let me cogitate on it."

**D** = "Really? It's that important? Well, maybe if I find the time."

**F** = "Huh? What? Why?"



## Store Manager's Weekly Planner

<b>Name</b>	<b>Store #</b>	<b>Period</b>	<b>Week</b>
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**Due to Supervisor by noon on Monday**

(S, C, A, O)

<b>Monday's</b> (Top Priorities)	1.	
	2.	
	3.	

<b>Tuesday's</b> (Top Priorities)	1.	
	2.	
	3.	

<b>Wednesday's</b> (Top Priorities)	1.	
	2.	
	3.	

<b>Thursday's</b> (Top Priorities)	1.	
	2.	
	3.	

<b>Friday's</b> (Top Priorities)	1.	
	2.	
	3.	

<b>Saturday's</b> (Top Priorities)	1.	
	2.	
	3.	

<b>Sunday's</b> (Top Priorities)	1.	
	2.	
	3.	

My three One-On-One's were with:

1.
2.
3.

Last week's best new Sales Building idea was:


Last week's BEST Cost Control improvement was:


Last week's best improvement to Strengthen Our Team was:


How we applied our Mission Statement last week:


Signature \_\_\_\_\_

Week Rating(1 – 10) \_\_\_\_\_

Date \_\_\_\_\_



## 25 Strategic Points of Difference

"Our Mission is to be the **BEST** in executing the following **Five Strategic Points of Difference!**"

### Select 5:

- 1. The **Freshest** Foods
- 2. The **Greatest Variety** of Products
- 3. The **Low Price** Leader
- 4. To be **Price Competitive**
- 5. The **Easiest/Fastest To Shop** In-store/On-line
- 6. The Most **Community Connected\***
- 7. The **Cleanest**, Most Sanitary
- 8. The Highest **Quality** Image
- 9. The Most **Knowledgeable** Staff\*
- 10. A Great **Place To Work\***
- 11. The Most **"Kid" Friendly\***
- 12. The Most **Personalized** Service\*
- 13. The Best **Health** and **Wellness** Offerings\*
- 14. The Most **Experiential/Fun\***
- 15. The Most Connected Via **Social Media\***
- 16. The Most **Convenient** Location and Site
- 17. The Greatest **Selection of In-store Services**
- 18. The Most **Cost Conscious**
- 19. The Most **Technologically** Advanced
- 20. The Most **Unique** and **Creative** Experience\*
- 21. The Best **Meal Marketer** (Food Service)\*
- 22. The **Friendliest**/Superior Customer Relations\*
- 23. The Most Compelling, **'Craveable' Signature Items\***
- 24. The Most **Socially Responsible**/Environmentally Friendly
- 25. The Most **Promotionally Exciting\***

### How to Choose?

To choose an ideal Point of Difference for your company, you must be able to answer 'yes' to all **three** questions:

**1.** Is being the \_\_\_\_\_-est something **YOU** personally want to achieve?

Yes  No

**2.** Is being the \_\_\_\_\_-est something the **CUSTOMERS** in your marketing area **really** want?

Yes  No

**3.** Is your **COMPANY** physically, financially, and intellectually capable of achieving this strategy?

Yes  No

# Our Company's Mission MATRIX

Our Mission is...

## Our FIVE Strategic Points of Difference

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### Programs

to define the Strategic Point of Difference

a.	a.	a.	a.	a.
b.	b.	b.	b.	b.
c.	c.	c.	c.	c.
d.	d.	d.	d.	d.
e.	e.	e.	e.	e.

Strategy Champion: \_\_\_\_\_

## **10 RULES** to a **MORE EFFECTIVE** **EMPLOYEE PERFORMANCE REVIEW PROCESS** (A.K.A. "SUCCESS PLAN")

### **1. Offer One Week's Notice**

Give the employee at least one week's notice so he/she can prepare their thoughts, ideas, and goals. The employee should be **given a blank performance evaluation review form to complete** on themselves and submit that form to you a day or two prior to the actual meeting. This will give you a glimpse at how the employee sees his/her performance and to identify any areas of disagreement which may require additional thought and preparation.

If you find your associate's rating and your rating are off by 20% or more, be sure to clearly identify examples that support your score **or** be prepared to change it/compromise.

### **2. Be mindful of the 50/50 Preparation/Presentation Guideline**

This means you should **spend as much time preparing for the meeting as you spend conducting the meeting!** For example, a full-timer's performance review of 60 minutes will require 60 minutes of prep time to do the job correctly. The thoroughness of the preparation will set the stage for a productive session. This preparation time is needed to review the employee's self-review, to talk to other supervisors, review their current job description, peruse the employee's file, **and to create suggested goals for the next 12 months.**

### **3. Arrange for Privacy, Comfort, and Sufficient Time**

Hold all calls during the meeting. There should be ***no interruptions.*** This practice shows the seriousness of the matter at hand. Also, offer a beverage to relax the employee.

A part-time ('Prime Time') employee meeting requires a minimum of 30 minutes. A full-timer requires 60 minutes. Plan on 90 minutes for a department manager and two hours for store management. These time frames are accurate guidelines. **Don't ever look at your watch during the review process.** In fact -- take it off and leave it in your desk drawer. You want the employee to feel that you have time for the session. Don't make them feel rushed or like you have something more important waiting.

### **4. "Two-on-one" Reviews**

To maximize the positive impact on the organization and because the performance review process is a vital and strategic experience for both the employee and the company, **the meeting should include at least three persons: the employee, the reviewer and the reviewer's immediate boss.** With the reviewer's boss in attendance, the tendencies for the reviewer to do a better job, increases dramatically.

This two on one arrangement is a win, win, win, situation. The employee gets to "shine" in front of two levels of management. The reviewer can demonstrate to his boss how well he develops his/her people over time. The boss gets to conduct an informal personnel inventory to identify future stars or potential areas in need of improvement.

To lessen the fear of intimidating the employee by having the image of "two against one," **be mindful of the seating arrangement.** In years one and two, the reviewer should sit on one side of a rectangular table and the employee and boss sit on the other. Positioning the big boss on the same side as the employee bolsters confidence. In year three and beyond...the seating arrangement really doesn't matter because the fear and misconceptions about the process have dissipated and mutual respect and trust have begun to form.

## 5. The "70/25/5" Rule

Here is a guideline on how much each of the three people should talk during the review:

**The employee should be encouraged to speak 70% of the time. The reviewer should talk about 25% of the time.** And the senior manager or boss is restricted to occasionally guiding the conversation **not** leading it, occupying only 5% of the conversation.

This ratio (70%/25%/5%) is difficult to achieve in the organization's first year of performance reviews due to the reviewee's apprehension. As they realize that all parties present are there for only one purpose; to maximize the employee's potential, they will begin to relax and converse more. When the reviewee speaks 70% of the time the reviewer gets a much better understanding of what makes the associate tick. You don't learn much when you do all the talking.

## 6. Show That You Listen and That You Can Be Flexible

It is a good practice to **use two colored pens.** The reviewer completes the form in advance in one color. The second color should be used when making changes, additions and deletions on the appraisal form during the session. If the employee makes a reasonable argument regarding a score or comment, you might change yours to agree with the employee. It shows that you listen, respect the other's viewpoint, and are willing to change.

## 7. Avoid the Effect of "Haloing" and "Sandwiching"

The **"Halo Effect"** is when you, as the reviewer, have a personal bias towards one performance category and mentally skew all the other scores in that direction. For example, you might personally believe that customer service is the most important attribute for an employee to possess. As a result, you give higher scores on all criteria to an employee who is really good with customers. It's important to measure each criteria separate and apart from the others.

Also, avoid **"Sandwiching Criticism"** between compliments. For example: "You're very personable with the guests, but your cash control is poor. But don't get me wrong, I'm grateful you're so friendly." Avoid tip-toeing around areas of poor performance. Be direct and positive with their short-comings and find ways to resolve it.



## 8. Complete the entire form

**If there is space available on the review form...fill it up with explanations, examples, elaborations or clarifications.** When you leave your present position, your reviews remain behind to be used by the next manager. A score of "B" or a "3" mean nothing without some supporting words. The managers after you need to know what you meant by a '3' or a 'B'. Help them by clarifying with some details and examples. Vagueness doesn't help anyone and can work against you. Clear, specific and honest comments vs. a number or a letter grade will build more **mutual trust** and a better review process.

## 9. You Must Separate Performance Reviews/Success Plans and Pay Adjustments Discussions

Although pay and performance are, more often than not, directly related to one another, it's a good idea to **separate the discussion on any associate's performance with the discussion on a pay adjustment by at least a month.** My biggest mistake in conducting reviews was to end the performance review session with the determination of how much the associate's pay would be changed as a result of the review and their performance for the year.

I learned that many associates were not truly listening to anything until the raise discussion began. The worse-case scenario, which happens far too often, was when the associate received less than they had hoped. Their disappointment far outweighed any positiveness generated in the conversation leading up to the topic of money.

By creating some time space between the two discussions, the performance goals can be 'digested' and work can begin on them before any disappointment about pay that may arise later. If a raise is earned, it can be made retroactive to the original day of the review.

## 10. End with a positive goal setting session

This session should consume 60-70% of the review process and it will have the most positive impact on all parties concerned. **Specific goals give the employee a clear direction** on what he or she must do to improve and grow with the company. A few sentences do not constitute a well-written goal. A complete goal (i.e. SMARREST Goal, see attached) takes at least one hour of thought and writing. SMARREST Goals could involve an associate's strength, "how can we best utilize this valuable skill in other parts of the company?" They could also be written for the associate's weaknesses or areas of improvement, "what can we do to fix what's broken?"

**Attachment:** SMARREST Goal Template