

Performance Language: National Field Retail Operation

THE CHALLENGE

Create a performance language for national field retail operation of District Managers and store managers, who are dealing with larger store counts and geographical areas to cover than ever

THE SOLUTION

- A broader span of control intensifies the demand for Situational Leadership®
 - Developing R3 / R4 behaviors and tasks in store managers is key to drive business
 - Consult to succeed – not control to succeed
- Certify 18 District Managers in Situational Leadership® at one conference in order to achieve critical mass quickly
- On-boarded District Vice Presidents and District Directors before the conference for all District Managers
- Use the organization's LEAD macro data to identify strengths and areas for development
- Integrate LEAD data with macro MBTI data
- Develop an action plan for creating style to readiness alignment along with subsequent coaching
- Incorporate plans into organization's performance management system

THE RESULTS

- Behavioral change resulted in improved earnings for their store and catalogue sector of their business between 2009-2014
- Despite undergoing major change due to the appointment of a new CEO and CFO, District Directors and District Managers reported "being able to continue to meet expectations without compromising their quality of life by using the methodologies they learned through Situational Leadership®"
- Client continues to build their bench by keeping key people in an industry that is notorious for turnover
- **Eighteen** certified trainers delivered Situational Leadership® to approximately **1,500** store managers and associates

ADDITIONAL PROJECT / CLIENT COMMENTS

Client was awarded 2011 JD Power Customer Service Champion