

# Transforming Retail

## Humans

### Retail Executive Education

It's no secret. Retail's changing existence has created a stir of panic. "Grandma is dying, and that's okay...", as NYU Professor Scott Galloway said in relation to old physical retail. Physical retail's demise has been largely exaggerated, but one thing is for certain: technology and speed are bleeding into every function of a retail organization from Human Resources to Finance to Merchandising. Is your executive team up to the task?

#### Retail Education's "Last Mile"

E.X.E.C.™ is currently the final installment in Progress Retail's Retail Education suite of programming, building on the basic infrastructure of the C.A.R.E. Customers Are Really Everything®, S.M.A.R.T.™, & H.E.L.P.™ solutions. This succession-oriented learning journey contains our common threads of core values: empathy, feedback, and learning. Understanding that the buck truly stops with the retail executive and her leadership, it seeks to separate strategy from tactics, and instill a sense of ownership over an organizational business function.

#### Training is the Boss's Job

Leaders lead by example, and training is a wonderful example. Are you regularly engaging in your own professional development? If not, why should your team be expected to? In a world, and industry, changing this fast, we and our teams are rapidly depreciating assets unless we are undergoing regular mental exercise. The concept of lifelong



employment has expired, and the demands this places from a continuing education standpoint, are very real. People want to work for an executive leader that is invested in their development. E.X.E.C.™ solidifies the educational planning process for executive leadership and their direct managers.

#### Do you have a Lieutenant?

Most successful executives, from Bill Gates, to Warren Buffet, to Steve Jobs, have a lieutenant in place that can actively gauge your vision's progression, and become tactical if the situation calls for it. This is necessary whether you are running the overall organization, or you're responsible for one of its business functions. This individual must be capable and command respect, but must still be simultaneously undergoing development by their executive leader. The two must work as a team to drive the vision, communicate with extreme candor and clarity, and engender mutual respect at all times, publicly and privately. As the lieutenant filters appropriate information to their executive leader, confidentiality is sacred. A mature executive leader understands and respects the power in this responsibility. E.X.E.C.™ clearly defines the role of an executive leader, and the corresponding behaviors they must emulate.

## Executive Level Meetings

The “meeting” has undergone many cosmetic surgeries in the past decade. From Amazon’s famed “Two Pizza Rule”, or Apple’s “Who Are You?” meeting styles, one thing is for certain: regardless of your approach, you need a format. Most importantly, executives can’t attend every meeting, or be present for every decision. Successful execution occurs when direct reports observe and then replicate structured meetings in their own day-to-day experience. Take control of your business function’s destiny with productive, focused meetings.

## Setting Up Tours of Duty

Inspired by Reid Hoffman’s book, *The Alliance: Managing Talent in the Networked Age*, E.X.E.C.™ demonstrates the teachings of this book through its emphasis on each employee being on a specific tour of duty. This tour is the foundation of a contract between themselves, and their manager. The current contract between the employer and employee is broken. We as leaders, hire individuals into our businesses and expect trust from the beginning. Yet, these very individuals begin their first day as a probationary employee, who can be exited within that time period! Begin with trust, and watch your business function thrive.

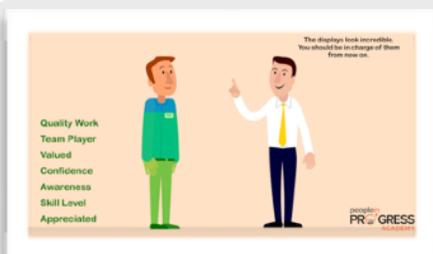
## Curriculum

E.X.E.C.™ is comprised of nearly four hours of video, over a dozen quizzes, and a dozen PDF support

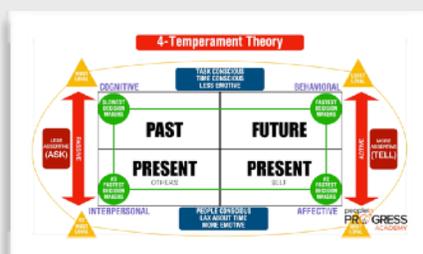


documents, with varying levels of customization existing. Topics include:

- Changing Face of Retail Leadership
- The Business Tree
- Crossroads Communication
- Leadership Style
- Continuing Professional Education
- Who’s Your Lieutenant?
- Setting Up Tours of Duty
- What are we Meeting About?
- Advanced Temperament & Learning Styles
- Future Proofing Your Function
- Maintaining a Healthy Lifestyle



7:1 Feedback Ratio  
**Section 9:**  
**Team Dynamics & Building Resilience**



Origin of Temperaments  
**Section 6:**  
**Four Temperament Theory**



Retail Format  
**Section 8:**  
**The 4-MAT Model**