

## **Module 1 - Leadership Principles**

### **1. People Leadership**

- A. Investing In Talent
  - 1) Sources Of Candidates
- B. Commitment To Development
  - 1) Coaching
    - a) Individual
      - i. Feedback Skills (+/-)
      - ii. Written/Verbal Skills
      - iii. Establishing A Development Plan
      - iv. Assessment (Timely/Regular)
    - b) Team
      - i. Feedback Skills (+/-)
      - ii. Written/Verbal Skills
      - iii. Establishing A Development Plan
      - iv. Assessment (Timely/Regular)
  - 2) Counseling (Individual)
    - a) Feedback Skills (+/-)
    - b) Written/Verbal Skills
    - c) Establishing A Corrective Plan
    - d) Follow Up (Timely/Regular)
    - e) Documentation
- C. Mentoring Principles
  - 1) Formal & Informal (Choice)
  - 2) Looking Up And Down
    - a) Identify A Mentor(s)
      - i. Internal/External
    - b) Being A Mentor
      - i. Internal/External
- D. Commitment To Performance Management Principles
  - 1) Goal Setting
    - a) Key Metrics
      - i. Financial
    - b) Developmental
      - i. Personal
      - ii. Team
    - c) How To Establish An Environment Of Accountability
      - i. Personal
      - ii. Team
  - 2) Reviews
    - a) Consistent Documentation
    - b) Developmental
  - 3) Communicating The Plan
    - a) Written / Verbal

- 4) Ongoing Feedback (No Surprises)
- E. Principles Of Succession Planning
  - 1) Forecasting Growth & Turnover
  - 2) Planning
  - 3) Depth Chart
  - 4) Continual Assessment
  - 5) Opportunities
    - a) Internal
    - b) External
  - 6) Evaluating Talent
    - a) All Levels
  - 7) Retention
- F. The Value Of A Diverse Workforce
  - 1) The Importance Of Building
    - a) How Diversity Helps To Maximize Performance
    - b) Culture (Assessment)
  - 2) Identifying Components
  - 3) Recruiting For Diversity (How, Where)

## **2. Ethical Standards**

- A. Personal
  - 1) Lead By Example
- B. Corporate
  - 1) Lead By Example (Team)
  - 2) Guidelines (Written)
  - 3) Premise Of Ethical Conduct (Explained)
    - a) Basis Of Your Actions And Why
- C. Loss Prevention
  - 1) Watch Dog (Higher Expectations)
- D. Interpersonal (Treat Each Other)
- E. Treat Our Business Partners
  - 1) Internal
  - 2) External
- F. Courage To Act (Ethical Courage)
  - 1) How To Act

## **3. Personal Development**

- A. Transition From Manager To Leader
  - 1) Plan
    - i. Short Term
    - ii. Near Term
    - iii. Long Term
- B. Networking
- C. Continuing Education (Involvement)
  - 1) Formal
  - 2) Informal

- D. Professional Organizations
- E. Industry Certifications
- F. Self-Awareness / Self-Assessment / Insight
  - 1) Self-Acceptance (?)
  - 2) Self-Confidence / Self-Esteem
  - 3) Work-Life Balance
- G. Community Involvement

#### **4. Building And Leveraging Partnerships - Effective Working Relationships**

- A. Internal
  - 1) Operations
  - 2) Merchandising
  - 3) Human Resources
  - 4) Understanding LP Needs
  - 5) Distribution Center
  - 6) Information Technology
  - 7) Marketing
  - 8) Legal
  - 9) Senior Mgt
  - 10) Board Members
  - 11) Training
  - 12) Audit
  - 13) Peers
  - 14) Real Estate
  - 15) Subordinates
  - 16) Vendors (Inside Contractors/Temporary Services)
  - 17) Consultants
  - 18) Public Relations
  - 19) Finance
  - 20) District Managers (Non-Loss Prevention)
  - 21) Store Partners
- B. External
  - 1) Law Enforcement
  - 2) Peers
  - 3) Regulatory Agencies
  - 4) Contractors
  - 5) Vendors
  - 6) Media
  - 7) LP Consultants
  - 8) Customers
- C. Skills Sets (How)
  - 1) Negotiating
  - 2) Communicating
    - a) Writing
      - i. Internal
      - ii. External

- 3) Listening
- 4) Speaking
  - a) Public
  - b) Interpersonal
- 5) Marketing/Promoting Your Department/Programs
  - a) Building A Business Case (Selling)
    - i. Understanding The Numbers (ROI)
    - ii. Strategic Planning
    - iii. Forecasting
  - b) Adding Value
    - i. Initiatives
- D. Being A Business Partner
  - 1) Two-Way Communication
- E. Business Savvy
  - 1) Understanding Operational Impact
  - 2) Tailoring Your Message To Your Audience
  - 3) Setting LP Goals To Match Corporate Goals