



# **New Store Manager Curriculum Blueprint Project Update**

Discussion Document  
March 7, 2016

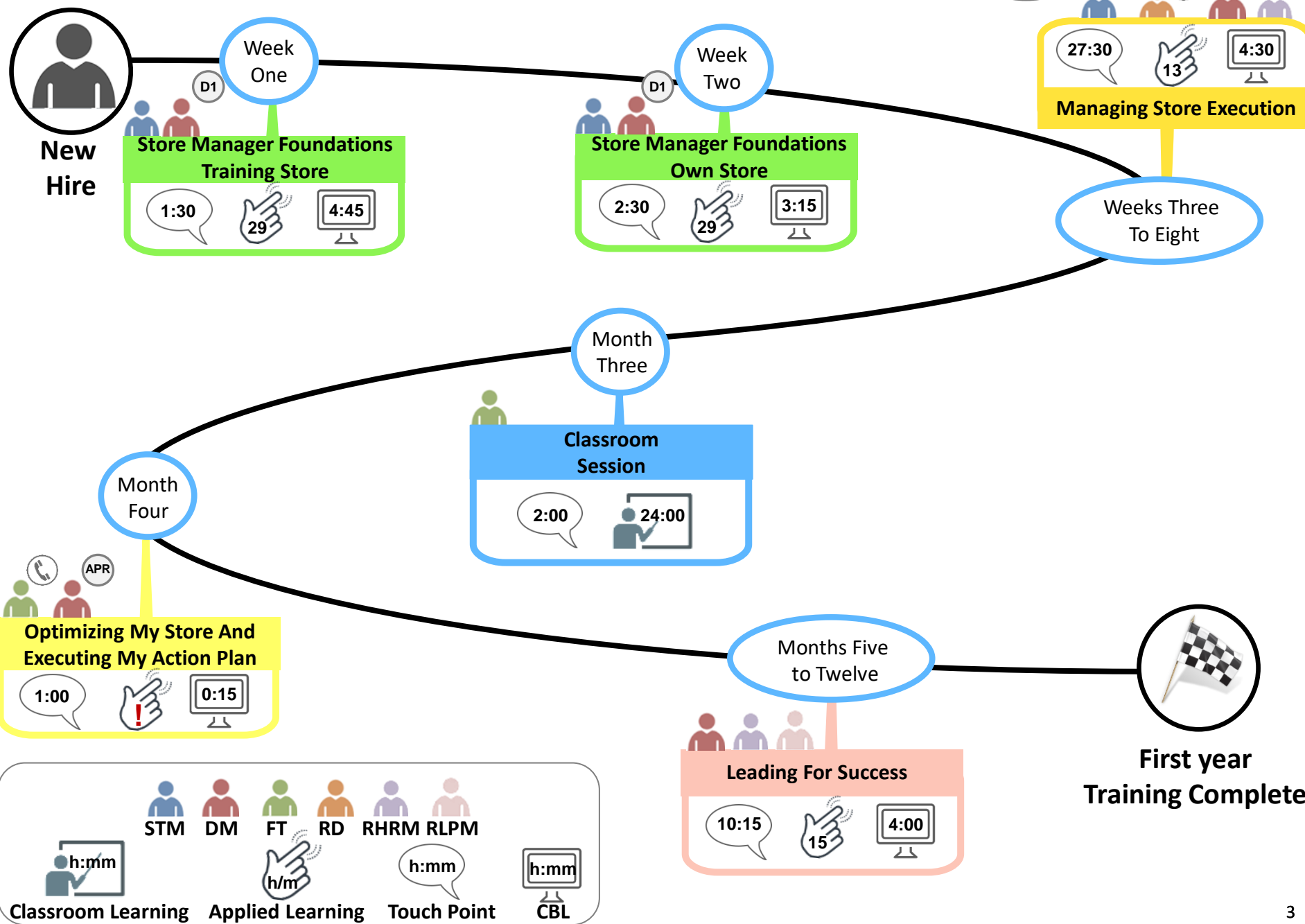
# Agenda

## **New Store Manager Curriculum Overview**

Examples of Key Elements

Implementation Considerations

# Store Manager Training Program



# Store Manager Training Program – Summary Detail

Equivalent of a 5 week training program spread across the year (App. 24 days)



10% Computer Based Learning (CBL)



15% Classroom Workshop



26% 1-1 Training and Support

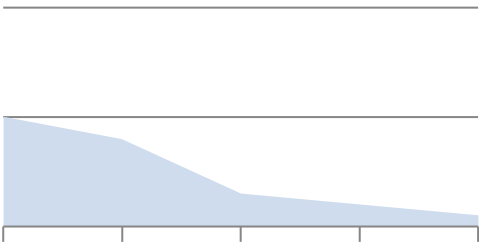
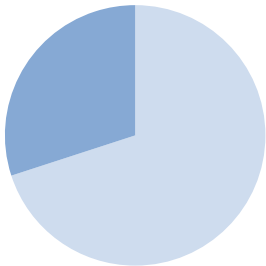


49% Applied Learning

Managers are supported throughout their learning journey with over 30 potential touchpoints across their first year

70% of the learning is focus on executing processes and is complete before Store Managers go into the Classroom Session

Learning requirements taper off over time. By the end of the 12 month training program, Store Managers will spend an average of 30-45 minutes per week actively learning.



## Internal validation identified goals for the model.

- Two sets of store visits identifying store-level Moments that Matter and new Store Manager perceptions of support for their learning.
- Review and analysis of all current learning content for new Store Manager.
- Interviews with 13 Core Team members across various roles to identify sequencing of skills development and alignment to the Winners' Profile.
- Meetings with Dollar General leaders and executives to review and refine the model.

### STORE MANAGERS

- To learn by doing – “don’t make me spend time in the office when I should be on the sales floor
- More time with my STM and DM so I can see what is expected and ask questions
- Help to get my store on process
- Help to learn to manage and delegate so I can focus on my tasks
- Help to see what’s next...

### DISTRICT MANAGERS and REGIONAL DIRECTORS

- Get them on process without feeling overwhelmed
- Don’t bore them with CBLs
- Help them get on process
- Help them lead
- Help them make better decisions when there is no clear answer
- Help them anticipate store needs
- Encourage them to “raise their hand”

### Store Manager Training

### COMPANY LEADERS

- Balance variability of 1-1 training with standardization
- Make it scalable across the organization
- Help them see themselves as store owners
- Help them understand that they are part of DG

### LEARNING AND DEVELOPMENT LEADERS

- Program that helps managers learn and execute
- Model that can be supported by the organization culture and technology
- Model that builds on best practices from other organizations
- Model that can grow and evolve with DG

## Externally validated the model through over 15 hours of interviews with thought leaders in Retail and Learning & Development

- See what good looks like in another store setting → Training Store time role models expectations and benefits of being on process
- Walk through with leaders → QSV on Day 1 in Training Store and Own store
- Teach financial acumen → Business Center curriculum begins Day 1 and culminates with DG financial and business acumen
- Pair CBLs with 1-1 on the job training → Weeks 1 & 2 structure provides opportunity to learn, do and receive feedback. Touchpoints throughout the program help ground CBL content
- Have a clear learning path and show progress along the path → Blueprint provides learning plan, visibility of progress is an opportunity for enhancement
- Internals need less than externals → DG SMEs disagreed. Current strategy provides content in different order in first 2 weeks to promote learning.
- Leadership skills should be covered in classroom settings → The planned classroom session is designed to be a pivot point from management to leadership
- Reflection should be a key component → Application activities have associated reflection questions
- Scenarios should reflect complexity of work → Classroom activities focus on “managing in the grey” to give managers a chance to work together to

Target Walgreens 7-Eleven Marriot Burlington Coat Factory Supervalu  
Chipotle Circle K Garden Fresh Restaurant Corp Lowe's Wyndham Wal-Mart

# Agenda

New Store Manager Curriculum Overview

**Examples of Key Elements**

Implementation Considerations

# Week 1: Store Manager Foundations

Day 1	Day 2	Day 3	Day 4	Day 5
<ul style="list-style-type: none"> <li>• QSV with DM and STM to set expectations</li> <li>• How will my store compare?</li> <li>• Set expectations for training</li> <li>• 7-Day Workflow overview</li> <li>• What can only a Store Manager do?</li> <li>• Impulse area and sales</li> <li>• <b>7-Day Workflow practice</b></li> <li>• Safety Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Store walk (previous day progress)</li> <li>• Identify and locate store's shrink prevention tools</li> <li>• How store readiness created customer experience</li> <li>• How DG and DSD products get to the store</li> <li>• Managing vendors</li> <li>• <b>7-Day Workflow practice</b></li> <li>• CBLs: Shrink and Customer Experience</li> </ul>	<ul style="list-style-type: none"> <li>• Store walk (previous day progress)</li> <li>• Store layout and customer experience</li> <li>• Parts of the Business Center, how to pull and post</li> <li>• Planograms and labels</li> <li>• Managing Backroom, shelves and sky shelves</li> <li>• <b>7-Day Workflow practice</b></li> <li>• CBLs: HHT and Product Placement</li> </ul>	<ul style="list-style-type: none"> <li>• Store walk (Business Center focus)</li> <li>• Scheduling employees overview</li> <li>• Using and trusting ATLAS</li> <li>• Using the Daily Planner</li> <li>• START tasks</li> <li>• Managing to build engaged teams</li> <li>• <b>7-Day Workflow practice</b></li> <li>• CBLs: ATLAS and Engaged teams</li> <li>• Learning Check</li> </ul>	<ul style="list-style-type: none"> <li>• Store walk (Synthesis focus)</li> <li>• 7-Day Workflow as integrated process</li> <li>• Communication, coaching, documenting performance</li> <li>• Planning for next week, readiness check</li> <li>• <b>7-Day Workflow practice</b></li> <li>• CBLs: Improving Performance and Task prioritization</li> </ul>

## 7-Day Workflow Modules

### Covered for each day:

- Role of manager vs team
- Skills needed to perform
- Tell-Show-Do

### Day specific activities and discussion points:

Truck Day: What happens if the truck comes before any employees arrive?

T+1: SMs to identify where various items should go in the store based on item labels.

T+6: Why should OHA only be completed by the Store Manager?



## Week 2: Personal Action Planning for My Store

### Day 1

- QSV with DM and STM in own store to ID priorities and develop plan
- Review schedule and staffing
- Review RMS
- Review Business Center
- Meet employees
- Organize office relative to SOPs
- **7-Day Workflow practice**
- CBLs: Using resources to solve problems

### Day 2

- Store walk (previous day progress and strategies needed to improve)
- Focused work on action plan items with STM
- Evaluate merchandising and store flow
- **7-Day Workflow practice**
- CBLs: 7-Day Workflow Deep Dive

### Day 3

- Store walk (previous day progress and strategies to improve)
- Focused work on action plan items with STM
- Sale and clearance topics
- 7-Day Workflow customer service scenarios touchpoints
- **7-Day Workflow practice**
- CBLs: 7-Day Workflow Deep Dive; Sales and Clearance Events; Serving your customer

### Day 4

- Store walk (previous day progress and strategies to improve)
- Focused work on action plan items with STM
- Building a culture of honesty
- Performance scenarios
- **7-Day workflow practice**
- CBLs: 7-Day Workflow Deep Dive; Highly Engaged Teams - Intermediate

### Day 5

- Store walk (previous day progress and strategies to improve)
- ID progress on action plan
- Game plan outstanding issues and upcoming checkpoints
- Managing stress/growth mindset
- **7-Day Workflow practice**
- CBLs: Reflect, Plan and Execute

## 7-Day Workflow Modules

### Covered for each day:

- Role of manager vs team
- Skills needed to perform
- Tell-Show-Do

### Day specific activities and discussion points:

T+2: What are some ways to help ensure that stocking is finished on time or early?

T+3: What damages have you noticed around your store? How can you as a Store Manager help prevent them?

# Managing Execution Example: Week 4

Topics	Skills	
T+4: Dedicated Restocking and Back stock	<ul style="list-style-type: none"> <li>• Manage team to execute T+4 tasks</li> <li>• Root cause the core overstock and identify strategies to resolve and prevent</li> <li>• Using the HHT to correct PIA issues</li> </ul>	<b>STM Call:</b> Questions designed to assess understanding of concepts and guide discussion around application to store
T+5: Find & Fill and Restocking	<ul style="list-style-type: none"> <li>• Manage tasks associated with Find &amp; Fill and general restocking processes</li> </ul>	
T+5: Deep recovery	<ul style="list-style-type: none"> <li>• Manage team members on deep recovery tasks (tag-to-tag, in-stock on multi-located items and product rotation)</li> <li>• Assess quality of deep recovery tasks</li> <li>• Identify and resolve common issues associated with deep recovery tasks</li> </ul>	
Other HHT	<ul style="list-style-type: none"> <li>• Ability to use HHT to process stock to/from other stores</li> <li>• Ability to use HHT to donate stock</li> </ul>	
Identifying Team Strengths and Opportunities	<ul style="list-style-type: none"> <li>• Identify individual strengths and opportunities for each team member</li> <li>• Identify team strengths and opportunities for the full team</li> <li>• Motivate to harness team strengths</li> <li>• Build a training and hiring plan to mitigate opportunities</li> </ul>	<b>DM Visit:</b> Check in on understanding of processes, and review of team observations and talent strategy
Strategic Talent Sourcing, Interviewing and Hiring	<ul style="list-style-type: none"> <li>• Use the RMS features to identify and process candidates</li> <li>• Conduct interviews based on DG standards</li> <li>• Select team members to meet skills needs</li> <li>• Use DG tools to constantly recruit</li> <li>• Execute all parts of the process according to DG SOP</li> </ul>	

**Sample Applied Learning Activity**

On T+6, assess the quality of the deep recovery tasks the night before. Identify two (2) areas of success and two (2) areas of improvement. Draft messages that reinforce positive behavior. Plan coaching conversations to address performance issues.

## Touchpoint Examples: Store Training Manager Visit Week 5

### Topics Learned by New Store Manager during this week:

- Receiving Product from non Dollar General Sources: DSD (Vendor), Scanned Based Trade
- Shrink II: Identifying and Managing External Shrink
- Delegation Basics
- Using ATLAS to support changing store needs

### Supporting Activities by STM during visit

#### Store Walk with Store Manager

##### 7-Day Workflow Review:

- Issues identified in Week 2 should be resolved
- Discuss new issues or concerns arising in the last week

##### Vendor Products:

- Assess degree of customer readiness for vendor products
- Discuss issues or concerns regarding vendors, determine next steps (including DM escalation)
- Review preventative measures for shrink from vendors

##### General External Shrink:

- Spot check tools and processes related to safety and prevention, fix and redirect as needed
- Review shrink metrics from Business Center to ensure understanding

##### ATLAS Support

- Review current week schedule and discuss questions, issues or challenges experienced.
- Observe as Store Manager completes upcoming weeks schedule. Provide feedback and guidance as needed.

Date and time of STM visits designed to allow STMs to observe and provide feedback on key tasks with minimal disruption to work.

## Given the focus on process execution in the first 8 weeks, the new Classroom Session can shift focus from operational to strategic leadership.

### New Model:

- Reduced from 5 days to 3 days
- Shift from process review to evaluating execution and strategies for optimization and making decisions where there is no clear correct answer
- Enhance existing skill and strategy around 5 content areas
- Targeted follow-up actions identified relative to Customers, Process Execution, Team Performance and Self Development for each content area

	Understand My Business	Managing My Team Performance	Knowing My Customers & Driving Sales	Optimizing Store Execution & Productivity	Building My Leadership Mindset
Customers	<ul style="list-style-type: none"> <li>• Dollar General Business</li> <li>• SM Role at DG</li> <li>• Product lifecycle</li> <li>• Sales at DG</li> <li>• Business Center</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Coaching for accountability and engagement</li> <li>• Effective staffing and productivity</li> <li>• Leveraging Daily Planner, ATLAS; other</li> </ul>	<ul style="list-style-type: none"> <li>• Core customers – needs, decisions and service</li> <li>• Advancing customer service at DG</li> <li>• Coaching on service</li> <li>• Driving sales through service</li> <li>• Business Center strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Optimizing 7-Day Workflow</li> <li>• Activity prioritization strategies</li> <li>• Full inventory process</li> <li>• Business Center productivity/execution</li> </ul>	<ul style="list-style-type: none"> <li>• Leading Self</li> <li>• Motivating and encouraging team</li> <li>• Proactive partnership with DM; others</li> <li>• Personal Action Plan</li> </ul>
Process Execution					
Team Performance					
Self Development					

### Sample Managing in the Grey

#### Balancing Shrink and Sales Scenario:

- Work in teams on a store scenario where store needs to balance emerging shrink issues with meeting sales goals. What is your team's strategy? What are the trade off you are making and how will you manage the impact of those?
- Role play the message you would give your team to motivate them to execute on the strategy.

**Store Managers are supported before and after the session to ensure learning is applied in the store when they return.**

## **Touchpoints before classroom**

### **District Managers**

- Store status relative to expectations
- Store wins and store challenges
- Focus areas for next 3 months
- Expectations for classroom session

### **Field Trainers**

- Engage (via phone) Store Managers before session to help prepare for workshop
- Personal Introduction to FT and upcoming classroom session
- Overview of three day interactive workshop
- Overview of logistics and what to expect
- Expectations leaving the classroom
- Review SM experience so far, refer to DM Visit week 8 work

## **Touchpoints after classroom**

### **District Managers**

- Review key concepts from the Classroom Session and answer questions related specifically to my store
- Review targeted actions identified and prioritize items
- Develop a strategy and identify resources needed.
- Establish milestones for improvement and next check in date

### **Field Trainers**

- Follow up with Store Managers on targeted actions identified in the workshop
- Questions arising since classroom
- Progress on targeted actions and any additional learning resources needed
- Facilitate setting up RHRM or RLPM meeting
- Overview/expectations for learning through year end

### **RHRM and/or RLPM**

If needed, schedule contact in month 5 to partner on areas of opportunity

## Leading for Success: 3 Examples

### Optimizing Your Team and Processes

### Creating a Proactive Culture

### Career Development for You and Your Team.

Topic	Execute your Personal Action Plan from the Classroom Session	What does your inventory tell you about your customers?	Identifying who is ready to move into an ASM or Key Carrier role
Skills Learned	Reduce time it takes to process the truck by maximizing labor hours, utilizing stocking & merchandising best practices and motivating your team. What to do with the extra time to increase sales and customer satisfaction. Barriers to optimization and how to overcome them.	How to analyze your inventory metrics to identify trends and patterns. Using customer trends to anticipate customer needs – comparable and compatible products. Using inventory patterns to predict staffing needs for recovery and shrink prevention.	Official criteria for key careers and ASMs. Ways to proactively develop employees for these roles through delegation and feedback. Support processes already in place.
Sample Applied Learning Activity	Select one of the processes in the course and compare the optimized version to your team execution. Identify the next step to take to move your team forward and implement that task.	During your next T+6 processing, think about what your notes and tons tell you about the buying patterns of your customers this week. What resources do you have to tell you whether your observations are part of a larger pattern?	What differentiates your Key Carriers from other employees? What are some of the skills and mindsets would you need to develop in your team?
DM Touchpoint:..	Review and prioritize strategies.	Review observations about customers and proactive strategies.	Review talent pipeline observations.

# Agenda

New Store Manager Curriculum Overview

Examples of Key Elements

**Implementation Considerations**

# Considerations for Implementation

## Challenge Area

## Mitigation Solution

Variation in SM success due to STM skill level

Review of selection and certification process is underway.  
Guides and tools will be designed proscriptively to promote standardization.  
STM Train the Trainer program  
Assessments strategy provides indirect indicator of STM skill

Operations leadership support for sequence of learning

SME validation of sequence and timing  
Leadership meetings to validate and champion  
Communications/change management planning

Current technology/bandwidth may limit ability to deliver engaging content, track progress and assess learning

Working with DG technical team and LMS team to better understand capabilities before developing content  
Exploring additional technology options that would support more robust learning options

Review and approval process needed for buy-in may delay rollout

Identify review/approval process during March meetings to ensure the project plan is accurate



# Appendix

## The new plan maximizes features of the current model, but differs significantly in how and when new Store Managers learn skills.



Focus on “survival skills” for the first 4 weeks to prevent overload



Touchpoints throughout the year provide support to new Store Managers



Both internal and external hires spend two weeks with Store Training Managers



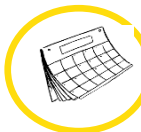
On-Demand learning options supplement the core training so that Store Managers can learn new skills when they need them



3-day classroom immersion focuses on skills needed to be proactive, make good decisions and be a strong leader



Action planning at two key milestones help new Store Managers achieve and maintain operational excellence,



Curriculum shifts from process execution to store leadership over the course of the year



Knowledge and skill assessment will help STMs, Field Trainers and DMs identify the additional support store managers need

# Across all the interviews consistent 3 categories of survival skills have emerged that can be used to identify what specific skills to teach first

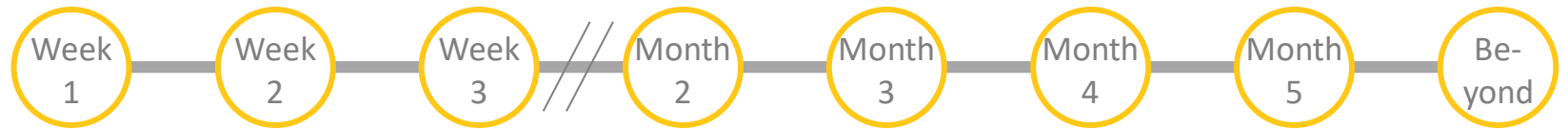
## *Survival skills needed for the:*

Survival skill category	First two weeks	First month
<b>1</b> Executing the 7-Day Workflow	<ul style="list-style-type: none"> <li>Understand the tasks and standards for the 7-Day Workflow (emphasis on T+1,T+2, T+6)</li> <li>Ability to delegate and hold team accountable for executing the 7-Day Workflow</li> </ul>	<ul style="list-style-type: none"> <li>Improving execution of T+1,T+2,T+6 with additional focus on T+3-T+5, T-Day</li> </ul>
<b>2</b> Establishing leadership credibility, connections, and support system	<ul style="list-style-type: none"> <li>Adopting a leadership mindset</li> <li>Meet and engage individual team members</li> <li>Establish connections needed to support my transition. Identify resources available</li> </ul>	<ul style="list-style-type: none"> <li>Effective coaching, scheduling, staffing, and delegation to improve execution</li> </ul>
<b>3</b> Managing to the DG business model and Code of Conduct	<ul style="list-style-type: none"> <li>Using the Code of Conduct to guide decision making</li> <li>Understanding my store's specific challenges and identifying priorities</li> </ul>	<ul style="list-style-type: none"> <li>Understanding KPIs and the behaviors that impact them</li> </ul>

### *Unique survival skills may include:*

- Upcoming Inventory
- Seasonality
- High shrink
- Upcoming remodel

## The new Store Manager training includes multiple touchpoints throughout the 12 month program to ensure that the new manager is supported at key milestones.



### DM / RD

- DM: Welcome
- DM: Store readiness check
- DM: Quality store walk
- DM: Develops action plan
- RD call to ensure store and training needs met
- DM Bi-weekly visits and follow up on training
- DM Bi-weekly visits and follow up on training
- DM reviews and refines action plan developed during the Immersion
- DM normal visit cadence & follow up on ongoing training
- DM normal visit cadence & follow up on ongoing training

### Store Training Manager

- Role models ideal store processes
- Designs training plan to support DM action plan
- Assists with transition
- Store visit or calls (alternating each week)
- Store visit or calls (alternating each week)
- Transitions to resource role

### Field Trainer

- Calls SM to set expectations for Immersion
- Leads Immersion session
- Follow up on action plan created during the Immersion

### HR/LP Partners

- As needed: RHRM for high turn or at risk store and/or RLPM for high shrink stores

1

## Welcome and expectations

- STM & DM welcome SM to new role
  - Gauge SM's level of comfort with new role
- Learning path over their next year

2

## Training store walk

- Expectations for store appearance and processes that support
- SM-only tasks
- Connecting store processes to DG Values

3

## Day specific activities

- 7-Day workflow processes specific to day
- Scheduling and planning for success
- Typical challenges and available resources

4

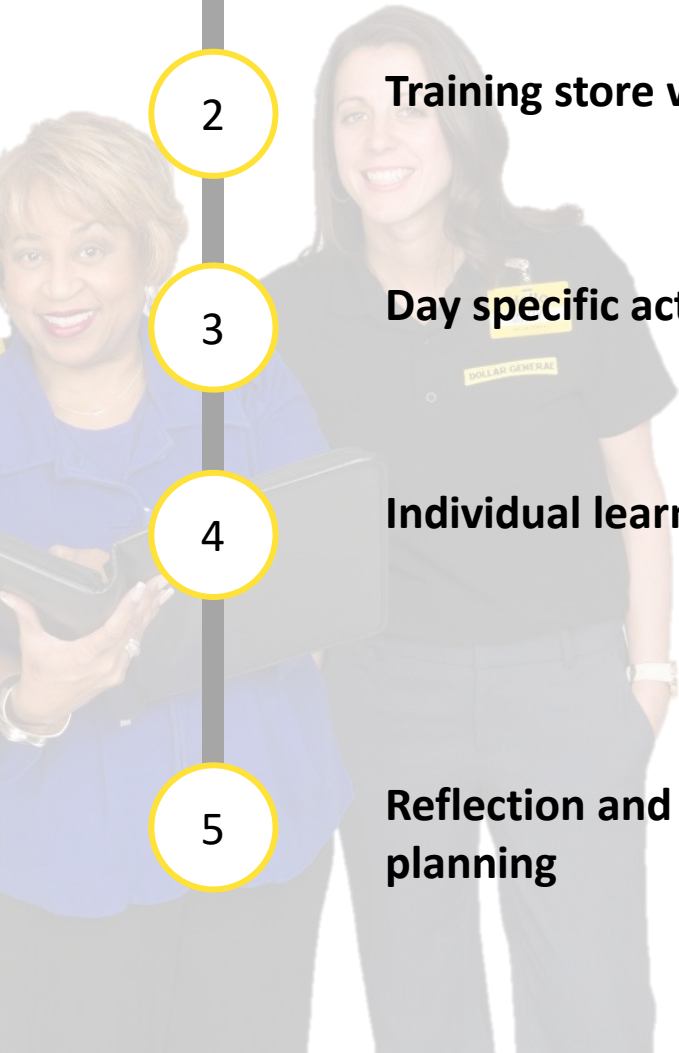
## Individual learning

- Take the modules on:
  - Benefits of 7-Day Workflow
  - Processes and SOPs for Day 2
  - Customer experience

5

## Reflection and planning

- Reflect on one STM technique you would like to employ at your own store
- What does your DM think is the most important part of your job as Store Manager?



# Store Manager Foundations sample agenda for Week 2: Day 1

ILLUSTRATIVE

1

## Welcome and expectations

- STM & DM welcome SM to their store and introduces to team
- Review customer ready store standards and Mag layout
- Review contact numbers and safety procedures

2

## Store walk and action planning

- DM observes SM conducting quality store walk
- DM reviews recent store performance and sets up action plan
- STM identifies learning priorities to support the action plan

3

## Day specific activities

- Apply appropriate 7-Day Workflow practices based on T-day with help from STM
- Use Daily Planner to observe team member execution

4

## Positioning for success

- Review Daily Planner for next day and discuss follow up strategies
- Review RMS with STM and identify two candidates to screen
- Organize office and receiving room to DG standards

5

## Individual Learning

- The Basics of ATLAS
- Coaching vs Consequence?: Utilize motivational coaching and the effects on employees (CBL)

6

## Reflection and planning

- Review your action plan, what area are you most concerned about? Why? What resources are available to you?
- Recall a time when you've been upset or frustrated. How did you respond? Identify one response/trait you need to be careful of in your new role as a Store Manager

# Action Plan identifies priority store needs and supporting resources

ILLUSTRATIVE

## Strong Start: Transition Planning for Your Store

Name: \_\_\_\_\_

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

Store #: \_\_\_\_\_

Y/ N	Observed Status	Action Steps	Related Training	Milestones	Priority
	Back Room is Impacted	Process all stock in the backroom	Processing the back room HHT features Nones/ Tons		
	Safety issue identified:	Fix safety issues	Safety Course:		
	Store is high shrink	Ensure all defensive merchandising is in place Review key metrics to identify target areas	Defensive merchandising 101 Using CCTV What your metrics tell you about shrink		
	Store needs key carrier	Review recruiting processes Schedule interviews with DM	Selecting key carriers		
	Store has critical staffing need	Review recruiting processes Schedule interviews	Effective interview questions Recruiting do's and don'ts		
	Store is due for inventory within 3 weeks	Preparing for inventory	Inventory Basics		
	New Mag	Preparing shelves to receive new product	Preparing for the Mag Winter Holiday Prep Guide		
	Store is a high volume store	Adjust staffing and scheduling to maintain efficiencies	Anticipating the special needs of high volume stores		

Action Plan grid is pre-loaded with factors that may require additional attention from new Store Managers.

- Based on observable factors to ensure consistency
- Pre-populated with action items and supporting learning resources
- DM identifies milestones for the Store Manager and the priority for the action
- Space for additional observations

### My top 3 priorities for the next two weeks:

Issue	2 Week Goals	Actions to Take	Resources	Results

### Notes:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

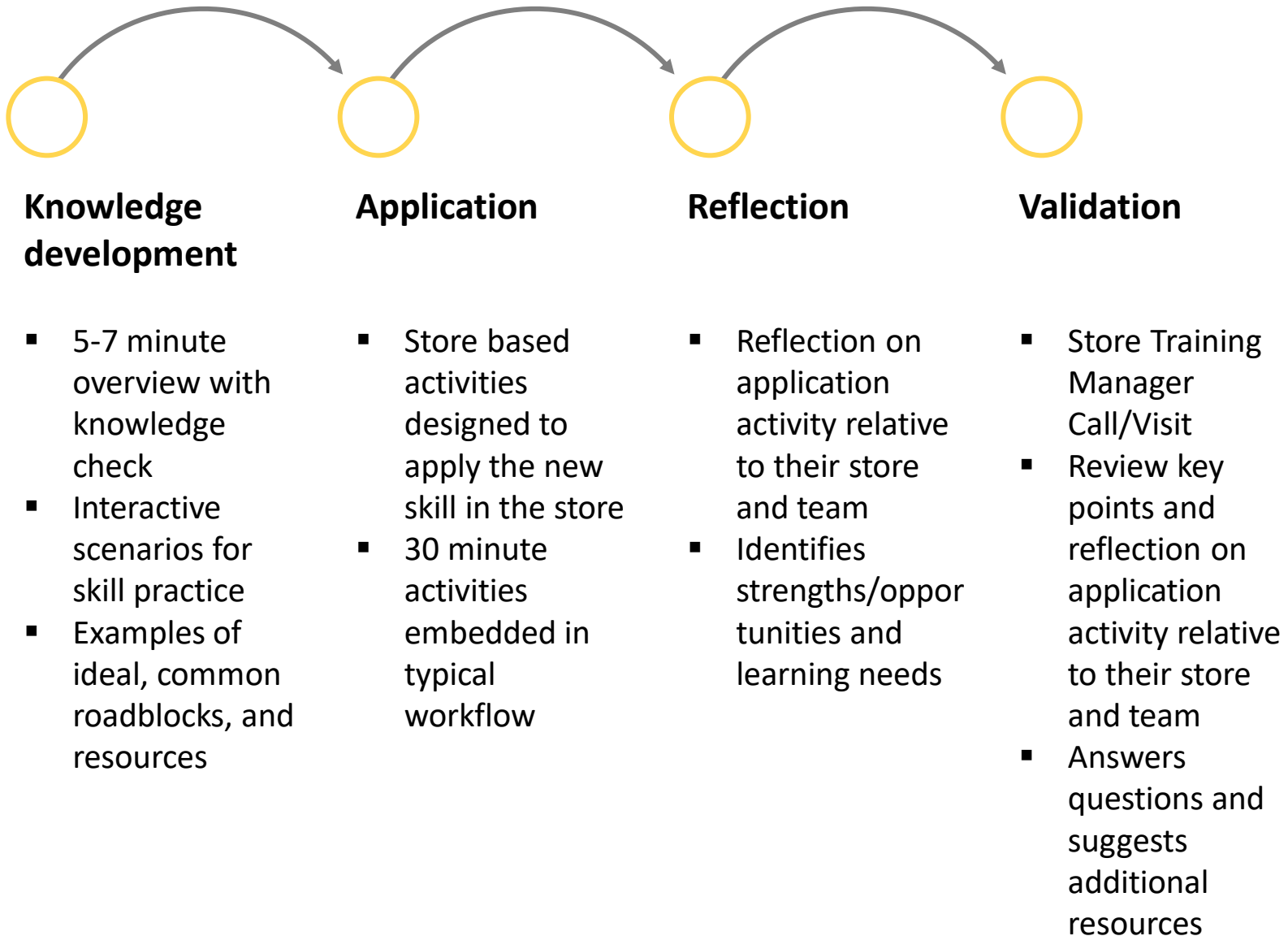
Store Manager

District Manager

Store Training Manager

DM and Store Manager identify top three actions for next two weeks.

- Breaks the transition plan into smaller “wins”
- Clarifies expectation
- Identifies resources
- Store Manager, DM and STM sign off on the plan to indicate they all have accountability for its success





# Leadership Immersion is a three day program designed to propel Store Managers into their next stage of growth

ILLUSTRATIVE

## Leadership topic

## Activities



### 7 Day Workflow Optimization

- Discuss and brainstorm methods to make the 7-Day Workflow more efficient to save time (inventory management, recovery, use of ATLAS, etc.)
- Address employee resistance to recovery and how to overcome the identified resistance rationale



### Strategic Leadership

- Examine different delegation tactics with resistant employees and create an action plan for more efficient delegation that positively impacts profit and loss and other business needs
- As a class, share current challenges/problems Store Managers face and create solutions using a debate format



### Team Engagement

- Develop employee growth/succession plan for using growth mindset concepts
- Determine coaching actions for difficult conversations (e.g., key store metrics, breaches in ethics, poor hygiene, etc.) from provided scenarios/video
- Develop personal approach to proactive prevention of shrink using awareness rather than paranoia



### Store Challenges & Prioritization

- Evaluate task prioritization strategies given a scenario
- Create a plan of action using sample reports that would be displayed in the Business/Communication Center



### Superior Customer Experience

- Role play using suggestive sales methods
- Determine best course of action to challenging customers using profile/scenarios (refunds, returns, customer service vs task completion)

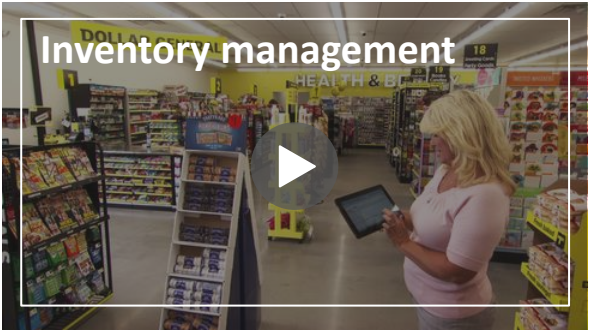
After the Leadership Immersion, all Store Managers will receive the “Leading Success” curriculum to broaden their skills. Store Managers will also have individualized learning based on their action plan and store needs.

ILLUSTRATIVE

All New Store Managers	Leading for Success Curriculum	<ul style="list-style-type: none"><li>▪ Learning activities build business acumen, store owner mentality and strategic leadership skills</li><li>▪ Videos, CBLS and Activities</li><li>▪ Topics cover:<ul style="list-style-type: none"><li>– Creating a more efficient team. Evaluating workplace culture to determine areas of breakdown and improvement.</li><li>– Successfully navigating unique situations/challenges.</li><li>– Solving difficult customer issues.</li><li>– Helping your team understand and connect to the DG business model</li></ul></li></ul>
Specific to me	Learning Based on Action Plan Goals	<ul style="list-style-type: none"><li>▪ Challenges related to optimizing 7-Day workflow and business processes</li><li>▪ Growing and developing my team</li><li>▪ Personal Career Growth</li></ul>
	Strategic Touchpoints	<ul style="list-style-type: none"><li>▪ Ongoing DM visits focus on executing store action plan and fostering career growth</li><li>▪ Interactions with HR and LP teams to mitigate risk areas if needed</li><li>▪ May identify additional learning</li></ul>

A learning plan for Months 4-12 will include a mix of content that is general to all store managers and specific to my store and my individual needs.

ILLUSTRATIVE



- Strategic skills:
- Prepping & conducting inventories
  - Understanding PIA



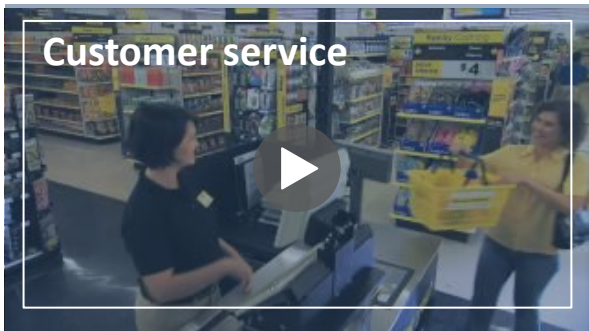
- Strategic skills:
- Analyzing operating statements
  - Using metrics to improve your processes



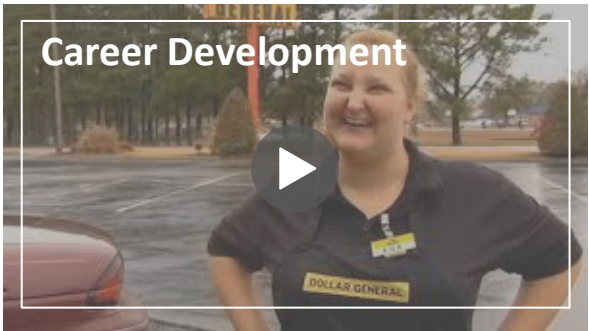
- Strategic skills:
- Delegating for development
  - Planning and Prioritizing



- Strategic skills:
- Growing your ASMs
  - Coaching & fostering collaboration
  - Addressing employee concerns



- Strategic skills:
- Demonstrative responsiveness
  - Understanding Dollar Generals target market



- Strategic skills:
- Peer to Peer: Surviving and Thriving
  - Managing Change

**Business process and Leadership Skills are covered throughout the 12 month program, however the focus shifts from tactical business operations to strategic store leadership over time.**

*Topics Covered:*

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**DG Business Processes**

- Executing 7-Day workflow
- Sales
- Operations Management
- Deliveries and Receiving
- Stocking
- Merchandising
- Recovery
- Shrink
- Store Safety
- Scheduling
- Recruiting/Hiring



**Leadership Skills**

- Engaging the Customer
- Achieving Operational Excellence
- Excels through People
- Skillfully Managing Change
- Building Relationships
- Leadership Presence



**While developing the curriculum blueprint, several organizational factors were identified that will help support the success of new Store Managers.**

### **Needed for success**

### **Considerations**



#### **Supporting STM Success**

- Review criteria for STM certification
  - Review STM headcount
  - Provide hours to Training Store to support additional touchpoints
- 



#### **Consistent performance expectations**

- Consider a 'grace period' for new store managers relative to performance expectations
  - Ensure all DM/RDs have bought in to “survival skills” expectations
- 



#### **Accountability for touchpoint success**

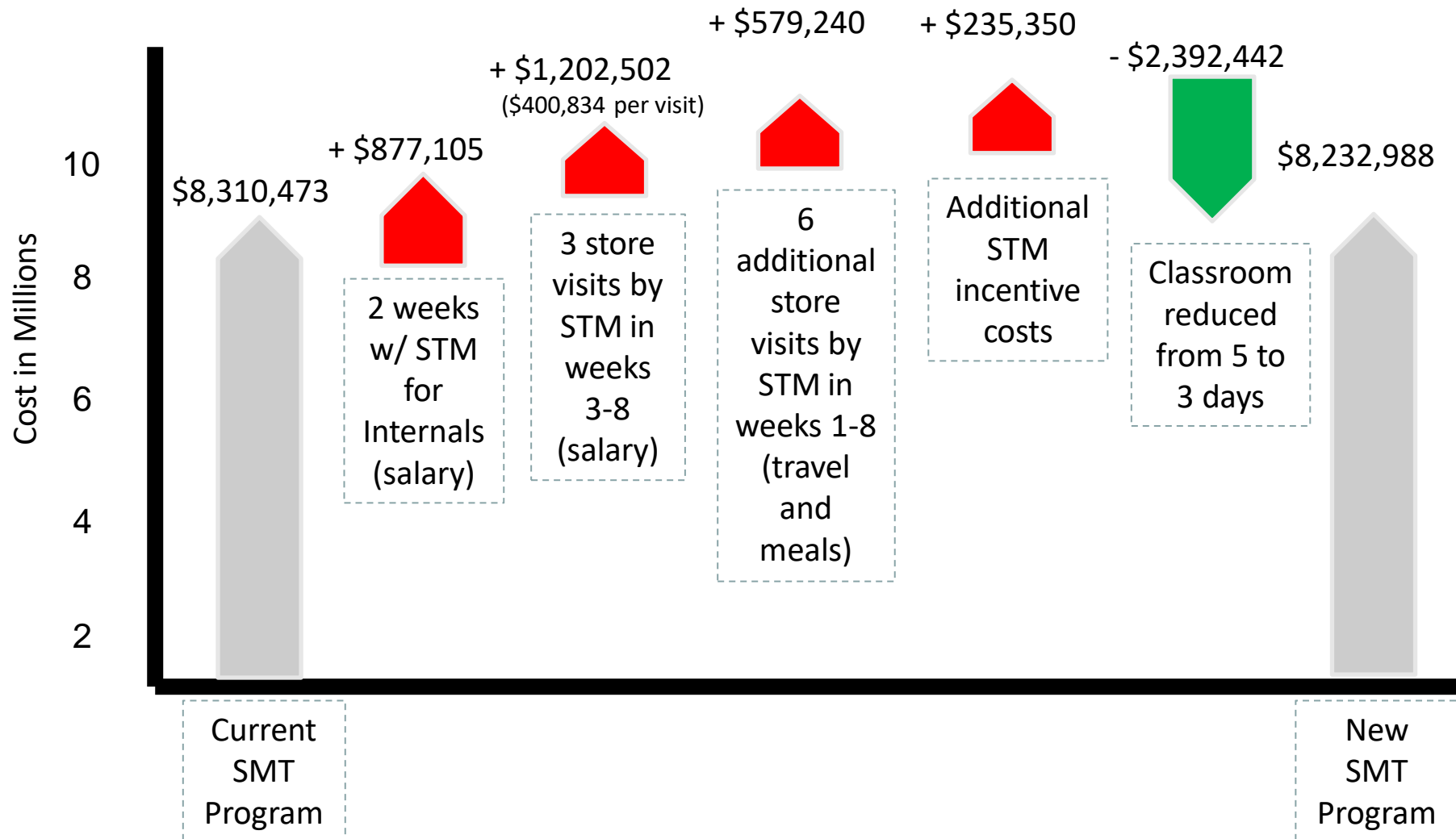
- Establish strategies to ensure quality of touchpoints
  - Track execution of touchpoints and determine escalation process
- 



#### **Ecosystem training**

- New program has implications for DM, Assistant Manager, Store Training Manager and Field Trainer learning programs.

# SMT Cost Comparison



\* Includes assumption of 4,827 SMs trained annually- consistent with FY16 budget; and 65% IPR

\* Average cost per SM \$1721/ person vs \$1657

# Appendix

# Example: Inventory Management topics across the curriculum

ILLUSTRATIVE

## Weeks 1 & 2



### Store Manager Foundations

Days 1-7\*  
STM Store

### Managers will:

- Know the T+6 process and how other tasks impact its success
- Able to receive truck and DSD but not one-off's (include HHT technical)
- Fully recover backroom before full on-hand adjustments
- Navigate, communicate, schedule in ATLAS and Daily Planner to support T+6 activities
- Follow up with effective management techniques
- Understand how inventory management relates to customer satisfaction and shrink

Touchpoints: DM and STM

### Goals

Internal: Refresh understanding against best practices through manager lens

External: Learn proper T+6 processes and tools



### My Action Plan

Days 7-10\*  
My Store

- Store Walk with DM and STM identifying challenge areas (Ex: backroom; recovery)
- Determine short term T+6 priorities
- Identify elements of on-demand learning needed immediately

Touchpoints: DM and STM

Be able to transition my store from current state to DG standards

Tailor learning plan to store and individual needs



# Example: Inventory Management topics across the curriculum

ILLUSTRATIVE

## Weeks 2 -12



Successfully  
Managing My  
Store

Week 2 – Month 3  
My Store

### Managers will:


- Use all remaining functions for HHT including all types of receiving /outbound
- Understanding how inventory management impacts next week
- Vendor reconciliation
- Identifying process breakdowns
- Refine personal execution of T+6
- Refine team execution on related processes
- Identifying key challenges in my store
- On-Demand and seasonal training as relevant

Touchpoints: STM, RD & FT

### Goals

Store-based activities develop key skills through blend of content and on-the-job learning

Consistent touchpoints provide ongoing support



Store Manager  
Immersion

Aprox. Month 3  
4-days Classroom

- Strategies for improving inventory management
- Inventory Management scenarios highlighting decisions with grey areas
- Develop an action plan based on lessons learned and store analysis

Touchpoints: FT

Shift from reactive execution to proactive store leadership. Improved decision making.

# Example: Inventory Management topics across the curriculum

ILLUSTRATIVE

Months 4+

Managers will:

Goals



My Action Plan  
Part II

Month 4  
My Store

- STM and DM checkpoints
- Learning resources related to goals identified in learning plan created during immersion
- Discussions with my DMs about implementation of specific ideas

Touchpoints: DM and FT

Establish practices in my store that help me proactively manage my people and processes



Successfully  
Leading My  
Store

Months 4-12  
My Store

- Why does DG use PIA systems
- How can you use your IM processes to help better meet your customer needs
- Helping your team understand the IM process
- On-demand and seasonal training as needed

Touchpoints: Specialty teams

Store-based activities develop key skills through blend of content and on-the-job learning

# Key Curriculum Elements (Store Manager's First Year)

<b>Store Manager Foundations</b> <i>Days 1-7*</i> <i>STM Store</i>	<ul style="list-style-type: none"><li>Internals <u>and</u> Externals (7 days) work with STM at TS location to model excellence. Special focus on T1, T2, T6 as part of larger DG business model</li><li>Diagnose learning needs around execution; learn/apply specific “survival skills”</li><li>Code of Conduct as frame for ethics and compliance</li></ul>
<b>My Action Plan</b> <i>Days 7-10*</i> <i>My Store</i>	<ul style="list-style-type: none"><li>In own store with STM; do a full QSV with DM and develop an action plan for getting the store on the 7-Day Workflow. Identify learning needs to support</li><li>Work with STM/DM to learn/begin implementing some aspects (Ex: Safety)</li></ul>
<b>Successfully Managing My Store</b> <i>Week 2 – Month 3</i> <i>My Store</i>	<ul style="list-style-type: none"><li>Core training elements arranged in two week increments focused on building out process and management skills. Prerequisites for classroom Immersion.</li><li>Customized learning activities related to their personal store action plan</li><li>Touchpoints with STM to reinforce and FT to connect to upcoming workshop</li></ul>
<b>Store Manager Immersion (3 day workshop)</b> <i>Aprox. Month 3</i> <i>Classroom</i>	<ul style="list-style-type: none"><li>In-person workshop focusing on shifting mindset from day-to-day execution to store leadership: being proactive, good decision making, leveraging reports, owning your total store; developing your team</li><li>Develop a personal and store action plan based Immersion learnings (with DM)</li></ul>
<b>My Action Plan Revisited</b> <i>Post Immersion</i> <i>My Store</i>	<ul style="list-style-type: none"><li>Learning activities aligned to needs identified in revised action plan</li><li>Touchpoints with DM to reinforce</li></ul>
<b>Successfully Leading My Store</b> <i>Months 4-12</i>	<ul style="list-style-type: none"><li>Additional core training elements focused on building higher level skills, building leadership skills, refreshing on standards</li><li>Career development opportunities specific to individual needs and goals</li></ul>
<b>On-demand Learning</b> <i>Ongoing</i>	<ul style="list-style-type: none"><li>Training designed for special circumstances that can be taken as needed (Ex: Urban, Shrink)</li><li>Career development opportunities</li></ul>