

Purpose

Area, Regional and District managers in retail can find that they spend a lot of their time getting sucked into the “detail” and “admin” of managing each of their stores. They have store managers for that, so why does it happen? Surprisingly we often find when coaching Area and Regional managers that they have forgotten one of the most powerful and basic aspects of making their role work properly:

HOW TO BUILD REGIONAL PERFORMANCE

CRITICAL Weekly Actions

Remember – you get most bang for your buck by helping your store managers to engage with managing their own store performance. This process will make that happen – so they will learn how you work and respond quickly if you are consistent.

As soon as you have available the performance figures for your region or area go through them all, ONCE, with a RED and GREEN highlighter. You are looking to prioritise your actions and engage with the situation that presents itself – so discipline is essential.

- a. Highlight in GREEN the stores that have met or exceeded targets/KPIs
 - i. Phone them NOW and get them to talk through what they did, how they did it and why. If they don't know why they have performed well they are not close enough to their teams – coach and guide them to take a lead and to be better briefed when they “get lucky” again!
 - ii. Summarise one line examples of good practice that drove up performance in your green stores and list them on a single sheet of paper – this is your PERFORMANCE INTELLIGENCE.
- b. Highlight in RED the stores that have not met targets/KPIs
 - i. Phone them NOW and get them to talk you through what they did, how they did it and why. Ask them to tell you what they think they could have done differently and why. If they don't know why they underperformed find out what their main issue is (do they understand the job, are they close to their team? Did they invest their time poorly? Etc. etc.). You are seeking their own ideas first, then....
 - ii. Use your PERFORMANCE INTELLIGENCE – share with them right now the relevant examples from the stores that have performed well. Be very careful to select examples that you know will fit their store and their team.
- c. Now plan your weekly visits – you will know where you need to spend your time, why you need to spend it there and you have already started the ball rolling, so you can expect a higher level of ownership. Remember that your managers get the stores they deserve and you get the region you deserve.

Engage with a simple performance review EVERY WEEK and you'll get the best