

Skills4Retail
Building sustainable growth

Leadership in the Experience Economy

Workshop 1: Introduction to Leadership

Funded by the European Union. Views and opinions expressed are, however, those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor the granting authority can be held responsible for them.

Co-funded by the European Union

Module Overview

4 Days

Thematic Areas:

- Leadership
- Experience Economy
- Customer & Employee Experience
- Emerging Technologies
- The 6 Pillars of Experience

Co-funded by the European Union

Workshop 1
Welcome & Session Objectives

- Explore leadership essentials in the Experience Economy
- Understand key leadership theories
- Discover the role of emotional intelligence in leadership
- Reflect on personal leadership styles

Co-funded by
the European Union

Leadership in the Experience Economy

- Experience is as vital as product
- We buy experiences as well as products/services
- Leadership drives culture, service, and innovation

Co-funded by
the European Union

Leadership in the Experience Economy

- Leadership in the Experience Economy is about creating value not just through products or services, but through memorable, meaningful experiences for both customers and employees. It requires leaders to deeply understand human needs, foster emotional connections, and align business strategies with purpose and authenticity. In this economy, successful leaders inspire teams, empower individuals, and use empathy, innovation, and storytelling to shape compelling experiences that drive loyalty, engagement, and competitive advantage

Co-funded by the European Union

Your Learning Journey

- Understand leadership role in the background of the Experience Economy
- Learn by doing, reflecting, applying

Co-funded by
the European Union

What is Leadership?

- Leading with authenticity and vision – how values-based leadership inspires performance
- Influencing, inspiring, empowering
- Focus: vision and people



Co-funded by the European Union

What is Management?

- Planning, organising, controlling
- Focus: tasks and processes
- Management is more about day to day managing of tasks and people

Co-funded by
the European Union

MANAGEMENT VS LEADERSHIP

LEADERS	MANAGERS
Leaders align people with the mission	Managers organize and staff
Leaders monitor motivation	Managers monitor performance
Leaders set the company's direction	Managers detail how to achieve the company's direction

Daniels College of Business
UNIVERSITY OF DENVER

When to Manage - When to Lead

- Situational leadership, awareness
- Balance of structure and inspiration



Co-funded by
the European Union

Self-Assessment

- Do you lead or manage more?
- Reflection prompts
- The importance of self-awareness and reflective practice in developing as a leader

Co-funded by
the European Union

Retail Leadership Traits

Hard Skills	Soft Skills	Traits
• Change-agency • Delegation • Strategy • Data analysis • Cross-functional leadership • Automation and artificial intelligence • Sales leadership • Branding • Time management • Product Performance	• Partnering and collaboration • Quick decision-making • Vision • Ability to influence • Listening • Communication • Inclusiveness • Disruption, innovation • Proactive • Coaching skills • Detail orientation	• Empathy • Innovation • Reliability • Adaptability • Agility • Supportive • Risk-tolerant • Curiosity and open-mindedness • Focused on customer over product

Leadership Profiles

- Rose Marcario, Howard Schultz examples





Admired Leader Reflection Exercise

- What traits do they exhibit?
- How do you compare?

(See handout - Leadership Activity)

Co-funded by the European Union

Introduction to Theories

- Theories that help structure and improve leadership in the Experience Economy



Co-funded by the European Union

Goleman's 6 Styles Overview

- Visionary, Coaching, Affiliative, Democratic, Pacesetting, Commanding

Co-funded by
the European Union



Goleman's 6 Styles Overview

Daniel Goleman’s Six Leadership Styles, rooted in emotional intelligence, offer a versatile framework for effective leadership across different contexts, including retail.

The styles—Coercive, Authoritative, Affiliative, Democratic, Pacesetting, and Coaching—each serve a unique purpose depending on the situation and the needs of the team.

In a retail environment, where customer expectations, team dynamics, and pace can vary widely, the ability to adapt these styles is essential.

Co-funded by the European Union

Goleman's 6 Styles Overview

For example, the Authoritative style is valuable when setting a clear customer service vision across multiple store locations, while the Affiliative style helps foster strong team morale during peak trading seasons.

The Democratic style supports front-line staff inclusion in decision-making, improving engagement and innovation.

Meanwhile, Pacesetting can drive high performance during sales events, and Coaching nurtures staff development and retention.

Retail leaders who master and switch between these styles thoughtfully are better equipped to lead diverse teams, deliver consistent customer experiences, and respond to the fast-changing demands of the retail landscape.

Co-funded by the European Union

Goleman's 6 Leadership Styles

Visionary	Motivates people towards a vision	**"Come with me"**	Self-confidence, empathy, change catalyst
Coaching	Developing people for the future	**"Try this"**	Developing others, self awareness, empathy
Affiliative	Creates harmony and builds emotional bonds	**"People come first"**	Empathy, building relationships, communication
Democratic	Forges consensus through participation	**"What do you think?"**	Collaboration, team leadership, communication
Pacesetting	Sets high standards for performance	**"Do as I do now!"**	Conscientiousness, drive to achieve, initiative
Commanding	Demands immediate compliance	**"Do what I tell you"**	Drive to achieve, initiative, self-control

Based on **Primal Leadership** by Daniel Goleman, Richard Boyatzis, and Annie McKee

Commanding & Visionary

- Clear directives, expects compliance, inspirational and motivational
- Creating and communicating a long term vision

Co-funded by
the European Union

Affiliative & Democratic

- Building relationships, fostering collaboration

Co-funded by
the European Union

Pacesetting & Coaching

- Driving results, developing talent

Co-funded by
the European Union

Activity: Dominant Style

- Reflecting on the Goleman’s 6 Leadership Styles - consider your own dominant style and your least preferred style - see Goleman’s matrix

Co-funded by the European Union

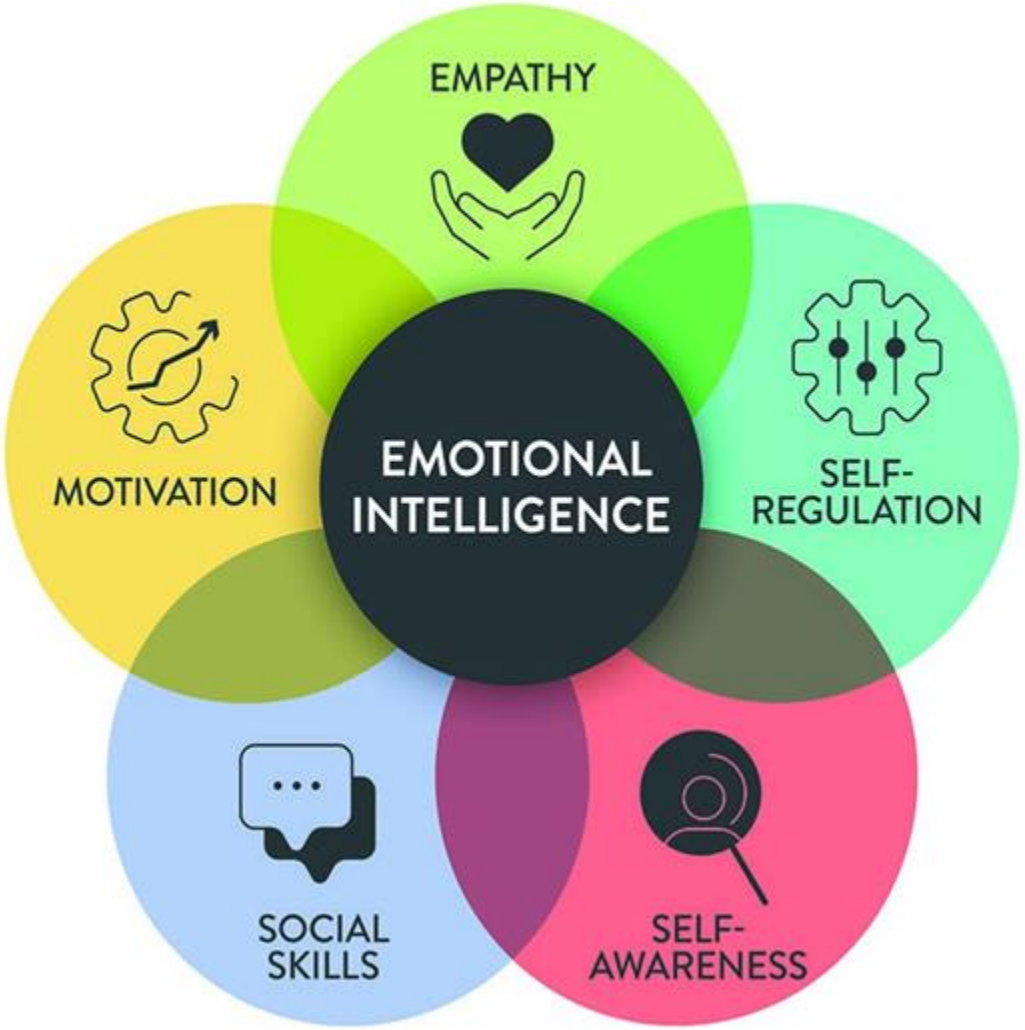
Style Adaptability

- Match style to context and need



Co-funded by
the European Union

What is Emotional Intelligence?



EQ vs. IQ

- Emotional skills key in retail leadership as opposed to IQ only
- Competencies Vs. Qualifications

Co-funded by
the European Union

EQ in Retail

- Dealing with upset customer or staff



Activity: EQ Reflection

- As a leader, your ability to connect, inspire, and guide others is deeply rooted in your emotional intelligence—how well you understand yourself and others. Take a moment to reflect: How aware are you of your own emotional triggers, especially under pressure? Do you listen to understand, or to respond? Can you sense the emotional climate of your team and adjust your approach accordingly? True emotional intelligence goes beyond being "nice"—it's about being intentional, authentic, and adaptable. Consider how your emotional habits shape your leadership impact. Where do you lead with empathy, and where might your reactions be limiting your effectiveness?

- This is your opportunity to pause, look inward, and ask: *What is it like to be led by me?*

Co-funded by the European Union

Developing EQ

- Practices: mindfulness, journaling, feedback



Authentic Leadership

- Authentic leadership is about leading with honesty, self-awareness, and a clear sense of purpose. It means staying true to your values, even when it's difficult.
- Authentic leaders build trust by being consistent, transparent, and emotionally genuine. They don’t pretend to have all the answers—they listen, learn, and lead with integrity



Co-funded by
the European Union

Values-Based Leadership

- Personal and organisational alignment



Values-Based Leadership

- Values-based leadership in retail centres on leading with integrity, purpose, and a clear set of guiding principles that align with both customer expectations and employee wellbeing. In a fast-paced and highly competitive environment, retail leaders who consistently model core values—such as respect, fairness, accountability, and service excellence—foster trust and loyalty among their teams and customers alike.

- This leadership approach cultivates a culture where employees feel empowered and engaged, knowing that their work contributes to something meaningful. It also ensures that business decisions, from customer interactions to supply chain practices, are ethically grounded and socially responsible, strengthening brand reputation and long-term success

Co-funded by the European Union

Values and Vision

- Vision anchored in personal values



Start with Why

- Purpose drives clarity and consistency

Co-funded by
the European Union

Purpose in Leadership

- In retail leadership, purpose acts as a powerful compass that drives clarity and consistency across all levels of the organisation.
- When leaders are anchored in a clear purpose, their decisions, communications, and actions align more cohesively, creating a unified direction for teams to follow.
- This clarity helps employees understand not just what they are doing, but why it matters—fostering a stronger sense of meaning and motivation in their roles. Consistency, rooted in purpose, builds trust among team members and customers, as they experience reliable standards of service and behaviour.
- Especially in a dynamic retail environment, a shared purpose enables leaders to navigate change confidently while keeping teams focused, engaged, and committed to delivering exceptional customer experiences

Co-funded by the European Union

Retail Case Study: Patagonia

- Leadership values driving loyalty

(See handout - Patagonia case study)



Co-funded by
the European Union

Importance of Self-Awareness

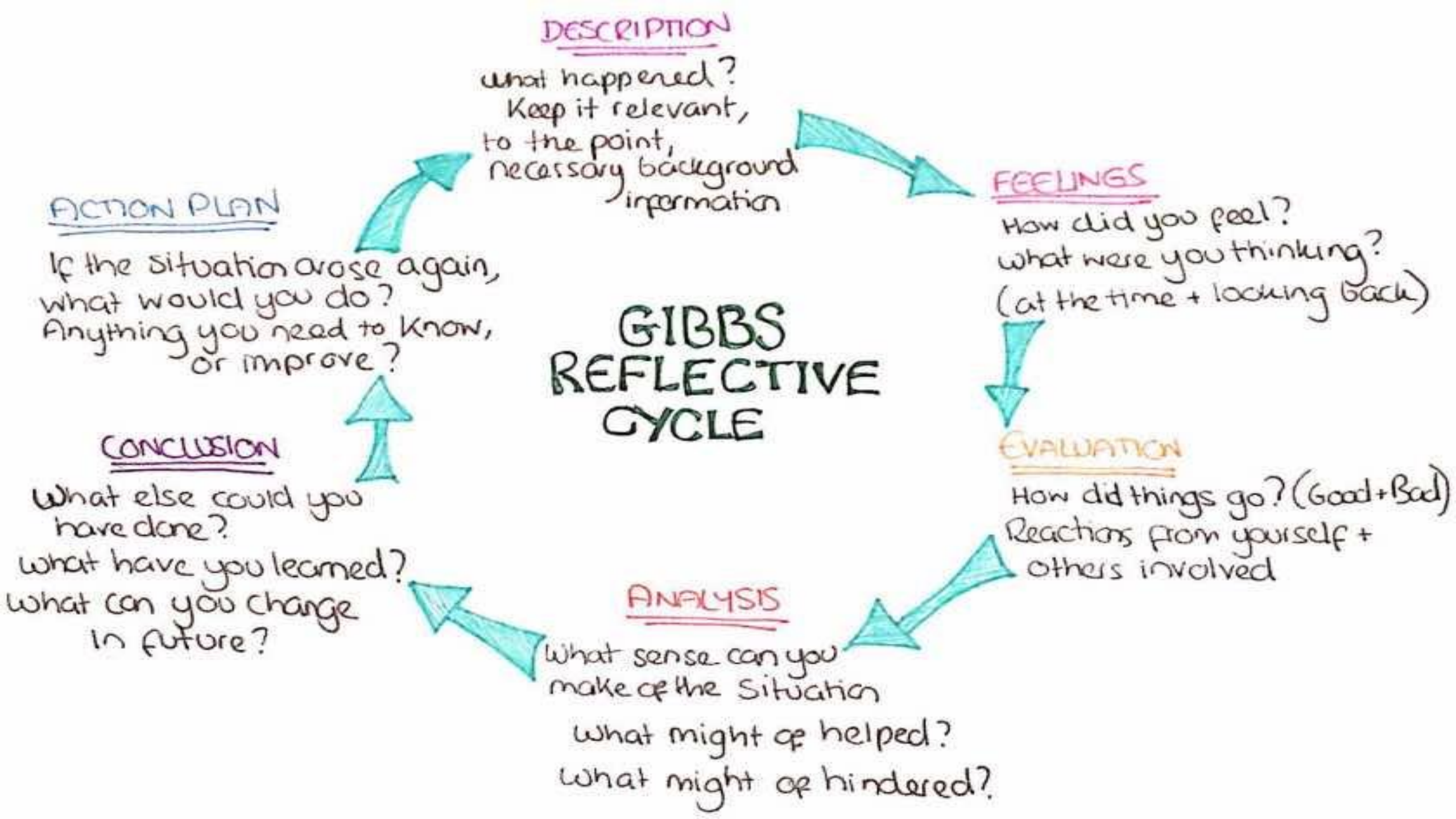
- Know yourself to lead others

Reflective Practice Models

- Examine both Gibbs' and Kolb’s frameworks

Co-funded by
the European Union

GIBBS REFLECTIVE CYCLE



Kolb's Reflective Framework



Reflection = Learning

- Make reflection a leadership habit



Co-funded by
the European Union

Leadership Drives Experience

- Leaders set the tone for workplace culture, directly influencing how employees feel and perform
- Employee experience mirrors leadership behavior—how leaders treat staff often reflects how staff treat customers
- Visionary leadership creates clarity, aligning teams around a shared purpose that enhances both customer and employee experiences
- Emotionally intelligent leaders build trust, fostering psychological safety and engagement across the organisation, consistency in service, ensuring customers experience the brand promise at every touchpoint

Co-funded by the European Union

Leadership Shapes Culture

- Culture is what leaders say, model, reward



Co-funded by the European Union

Scenario Discussion Activity

- Poor vs. Inspiring Leadership: How to respond

(See handout - Poor v Inspired Activity)

Co-funded by the European Union

Debrief

- Group discussion on takeaways

Summary Slide

- Recap key points from today

Reflection: One Insight

- What stood out most for you?

Co-funded by
the European Union

Action: One Commitment

- What will you apply immediately?

Co-funded by
the European Union

Draft Your Vision Statement

- Complete: "As a leader, I will..."
- Create a leadership vision, and complete the statement: "As a leader, I will..." think about the kind of leader you aspire to be, the values you want to embody, and the impact you hope to have on others
- Write down 2-3 sentences of your own words and be prepared to share with the group
- Allow 10 minutes for this important exercise

Co-funded by the European Union

Workshop 2 Preview

- Introduction to the Experience Economy
- Pine and Gilmore model

Co-funded by
the European Union

Reading & Resources

Winning in the Experience Economy

https://www.forbes.com/councils/forbesbusinessdevelopmentcouncil/2021/04/07/winning-in-the-experience-economy/

Effective Leadership in Retail

https://becomingthis.com/leadership-in-retail-industry/#:~:text=In%20this%20section%2C%20we%20will%20discuss%20the%20importance,drive%20growth%2C%20and%20create%20a%20culture%20of%20success.

Emotional Intelligence for Leaders in the retail industry

https://touchstonepublishers.com/boosting-emotional-intelligence-for-leaders-in-the-retail-industry/

The Six Goleman Leadership Styles – Which is Yours?

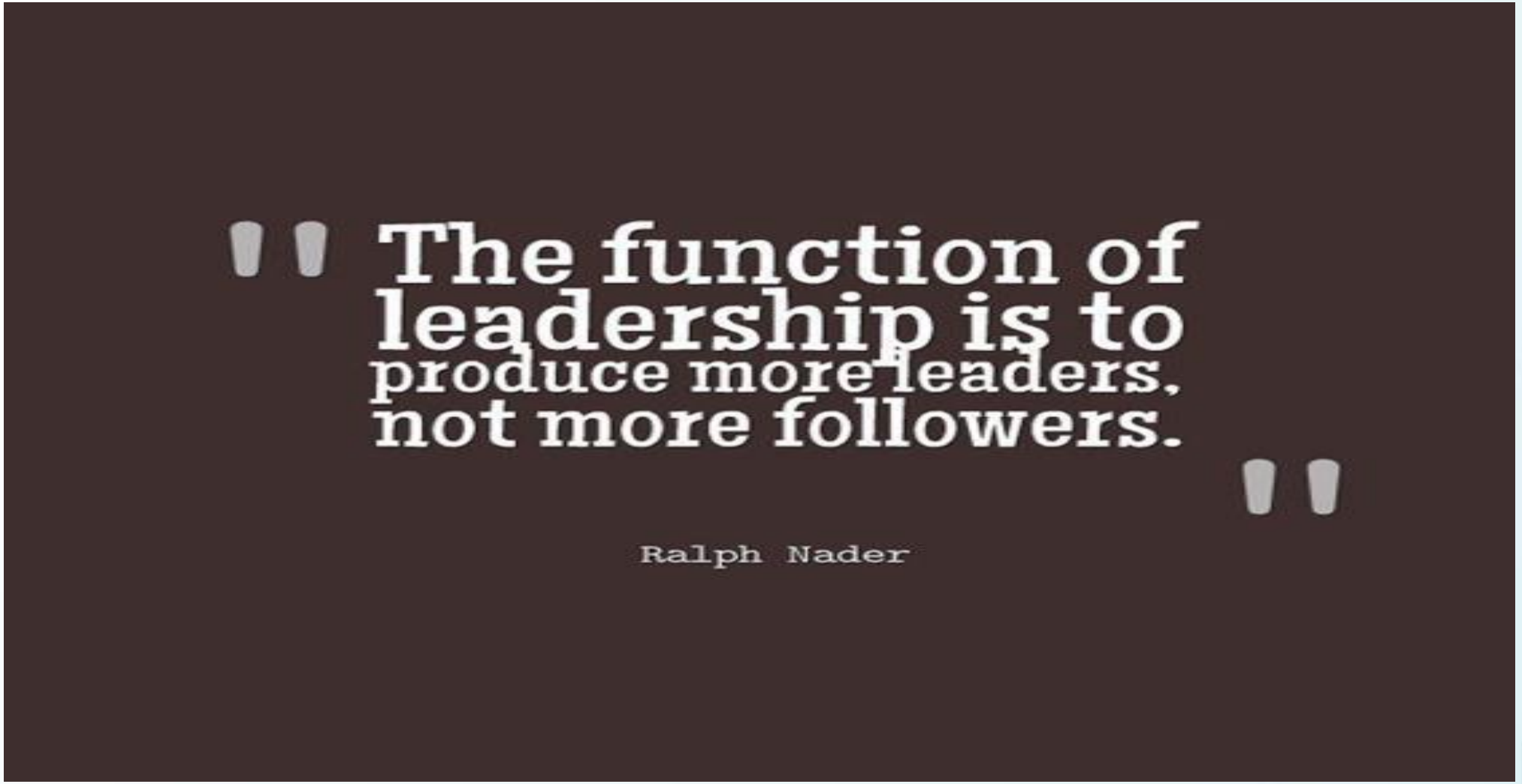
https://www.personio.com/hr-lexicon/six-goleman-leadership-styles/

Co-funded by the European Union

Thank You and Final Q&A

- Open floor for final questions

Co-funded by
the European Union



Co-funded by the European Union

Skills4Retail
Building sustainable growth



Thank you

Funded by the European Union. Views and opinions expressed are, however, those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor the granting authority can be held responsible for them.

Co-funded by the European Union