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Managing Self and Team

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Overview of the Day

Agenda



- Welcome and Introductions
- Self Management
- Learner Activity
- Management and Planning
- DEI
- Break
- Performance Management
- Managing Teams

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Learning Aim and Outcomes

The aim of this workshop is to evaluate your own self-management and leadership approaches to build inclusive, high-performing teams through emotional intelligence and performance development strategies.

By the end of this workshop, you will be able to:

1. Apply emotional intelligence and self-management strategies to improve personal effectiveness and professional interactions.
2. Evaluate team dynamics and development stages to build inclusive, high-performing teams using appropriate management styles and delegation techniques.
3. Discuss and implement SMART goals and learning plans to enhance individual and team performance, including addressing high performers, underperformance, and absentee

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Self Management

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The Foundation: Self-Management

- Self-management is the cornerstone of effective leadership.
- Before you can lead others, you must demonstrate the ability to lead yourself.
- This includes managing your time, energy, emotions, and personal development.
- Retail is fast spaced, stressful and can be emotionally draining
- With long hours, important we look after ourselves so we can then lead others

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The Foundation: Self-Management

Time Management

Effective retail managers prioritise tasks, manage their time strategically, and create systems to handle information overload. Mastering time management allows you to focus on high-impact activities.

Stress Regulation

Leadership positions come with significant pressure. Developing healthy coping mechanisms and resilience strategies helps maintain peak performance and prevents burnout.

Personal Discipline

Consistent habits, boundary-setting, and commitment to continuous improvement form the foundation of self-management. These practices enable sustainable leadership excellence.

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Emotional Intelligence: Goleman's Framework

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Motivation

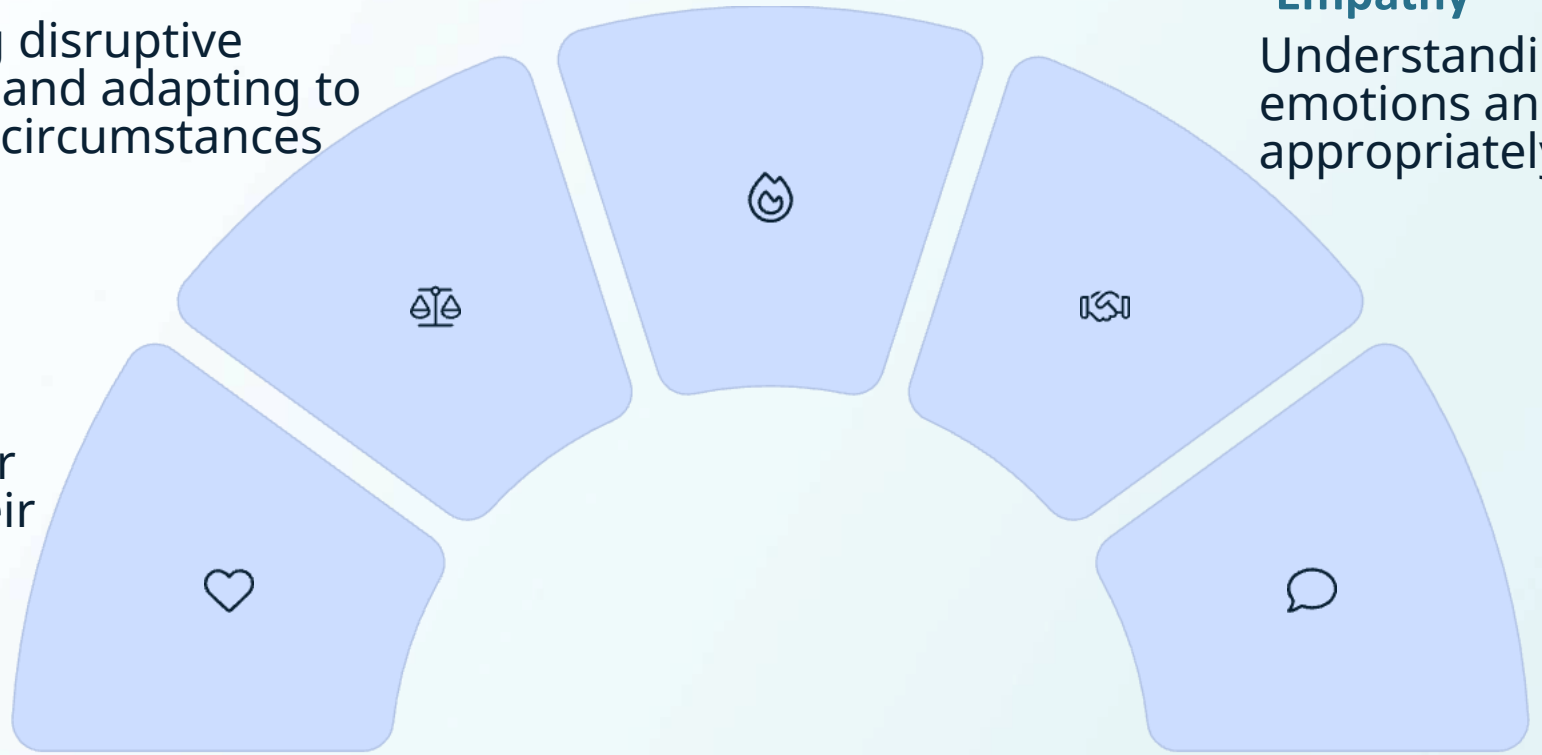
Driven to achieve beyond expectations and align with organizational goals

Self-Regulation

Managing disruptive emotions and adapting to changing circumstances

Empathy

Understanding others' emotions and responding appropriately



Self-Awareness

Recognizing your emotions and their impact on performance

Social Skills

Building relationships and managing conflict effectively

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Learner Activity

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Management Styles

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Management Styles: The DISC Model

- DISC is a behavioral assessment tool that categorizes personality traits into four types: Dominance (D), Influence (I), Steadiness (S), and Conscientiousness (C).
- It helps individuals understand their natural communication style, strengths, and areas for development.
- In self-management, DISC fosters greater self-awareness, allowing people to regulate their behavior, adapt to challenges, and work more effectively.
- When managing others, it supports better team dynamics by helping leaders tailor their communication, delegate appropriately, and motivate team members according to their individual styles—leading to improved collaboration and performance.

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Management Styles: The DISC Model

Dominance (D)

Direct, decisive, problem-solver, risk-taker. Focuses on the bottom line and achieving results. May come across as impatient or insensitive when under pressure.

Steadiness (S)

Patient, supportive, reliable, team-player. Creates harmony and builds consensus. May resist change and avoid confrontation.

Influence (I)

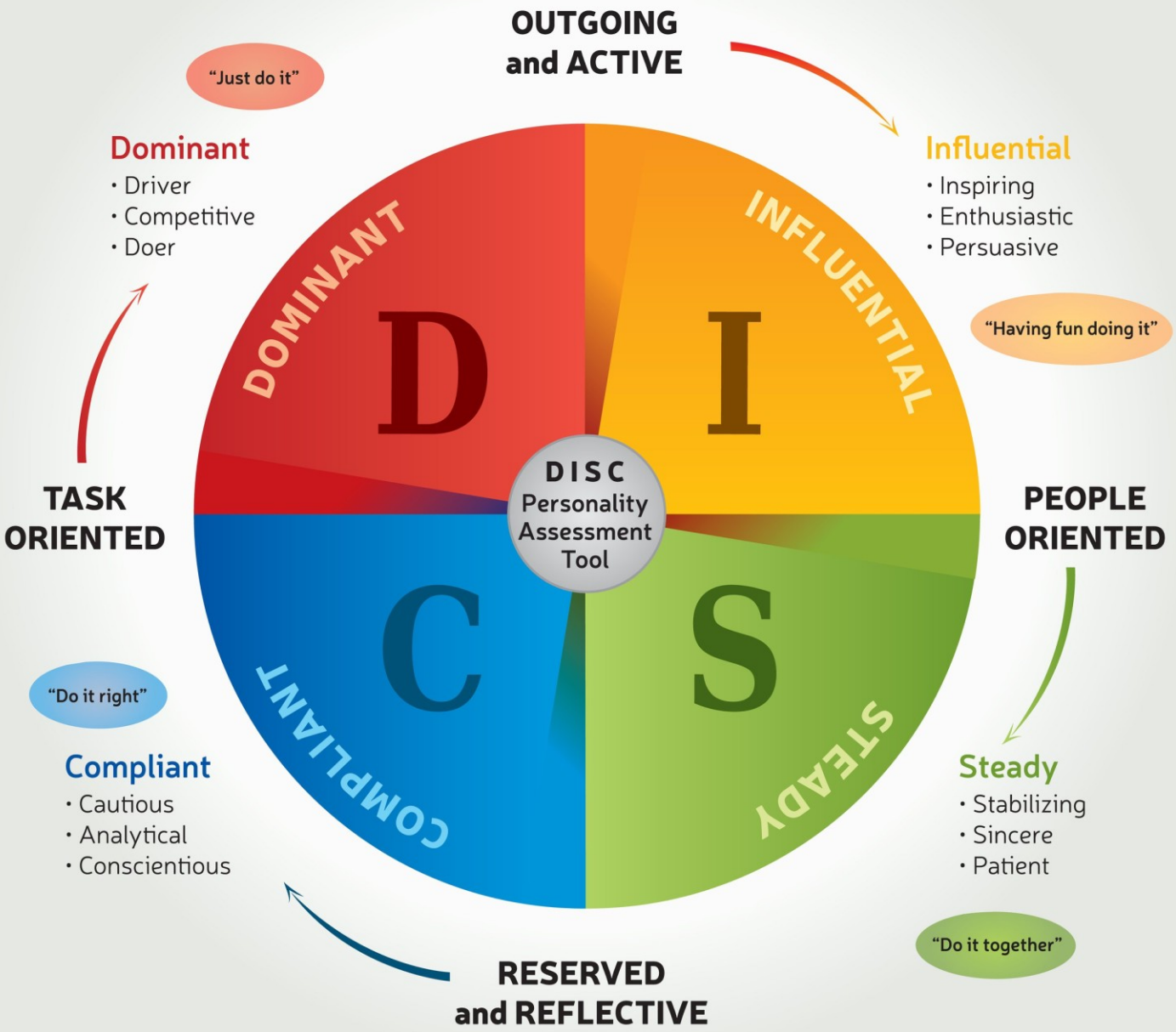
Enthusiastic, optimistic, collaborative, persuasive. Excels at motivating teams and creating positive environments. May struggle with details and follow-through.

Conscientiousness (C)

Analytical, precise, systematic, quality-focused. Ensures accuracy and maintains high standards. May over-analyze decisions and appear critical.

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DISC - Personality Assessment Tool



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Adapting Your Management Style

Team Member Style	Effective Approach	Communication Tips
High D (Dominance)	Be direct and concise	Focus on results and bottom line
High I (Influence)	Be enthusiastic and interactive	Allow time for socializing and discussion
High S (Steadiness)	Be patient and supportive	Provide clear, step-by-step instructions
High C (Conscientiousness)	Be logical and systematic	Provide detailed information and rationale

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DISC Management Approach

- By recognizing the DISC styles of your team members, you can adjust your communication, feedback methods, and delegation approach to match their preferences and needs.
- This adaptive approach significantly improves team engagement and productivity.
- The goal isn't to change who you are but to develop the flexibility to adapt with different personality types.

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Components of a Successful Team

Shared Purpose

Clear, compelling mission that connects individual roles to meaningful outcomes. All retail employees understand how their work contributes to larger goals.

Psychological Safety

Ensure our retail employees feel safe (safe from customers), but also safe to express their ideas and opinions to management

Mutual Accountability

Culture where team members hold themselves and each other responsible for delivering quality work and meeting commitments.

Complementary Skills Skills

Diverse capabilities and perspectives that balance team strengths and minimize collective blind spots.

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Creating Learning Plans

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L&D in Retail

- As a Retail Employer, consider about how you can promote internal opportunities to create career paths for people that build the skills and capabilities you need.
- Create a **pathway** that is transparent so people know how they can progress and develop new skills
- Think of all exciting new roles in retail:
  - E-Commerce
  - Digital Marketing
  - Cyber Security
  - Loss Prevention
  - Data Analysts

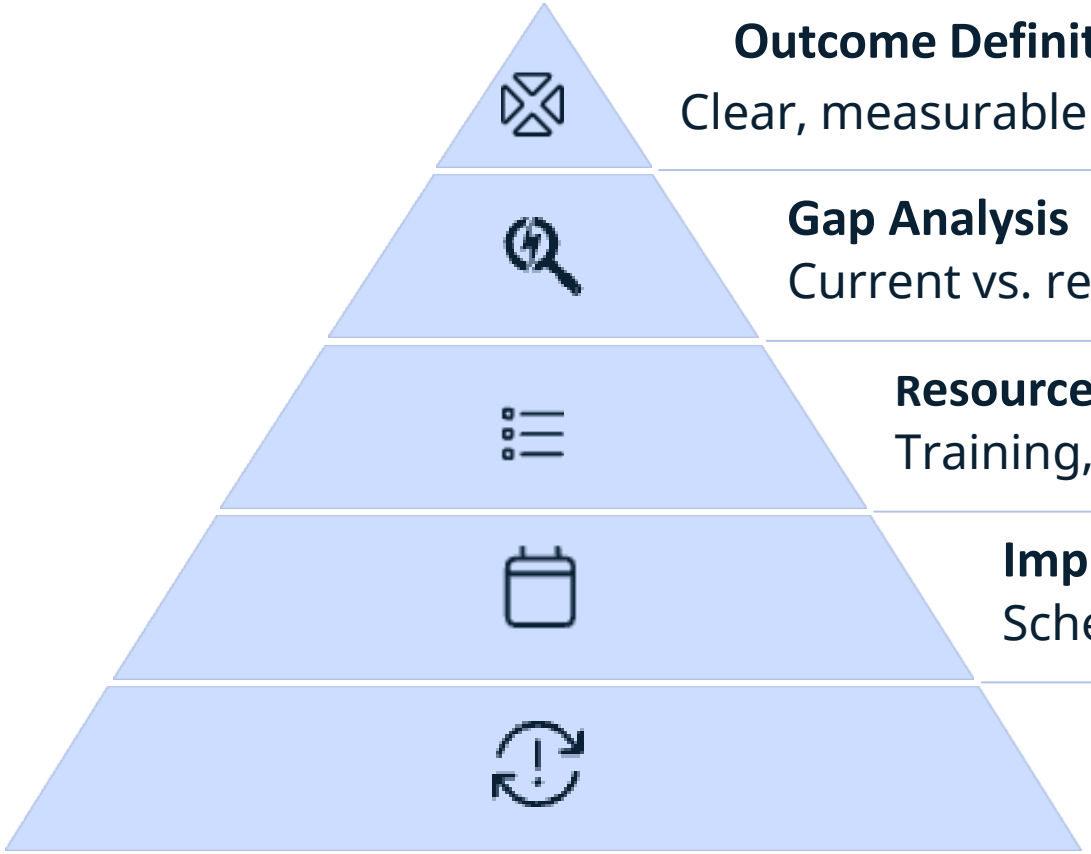
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L&D in Retail

- In the retail sector, the "**Great Resignation**" has evolved into the "**Great Re-skilling.**"
- Skills shortages are no longer just an inconvenience – they are a direct threat to business resilience
- For retailers, where the labor market is exceptionally tight, L&D is being used as a primary **retention tool** rather than just a compliance requirement.
- In 2026, L&D is often cited by EU retail workers as a more significant factor in job satisfaction than marginal pay increases.

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Creating Personal Learning Plans



Outcome Definition
Clear, measurable learning goals

Gap Analysis
Current vs. required capabilities

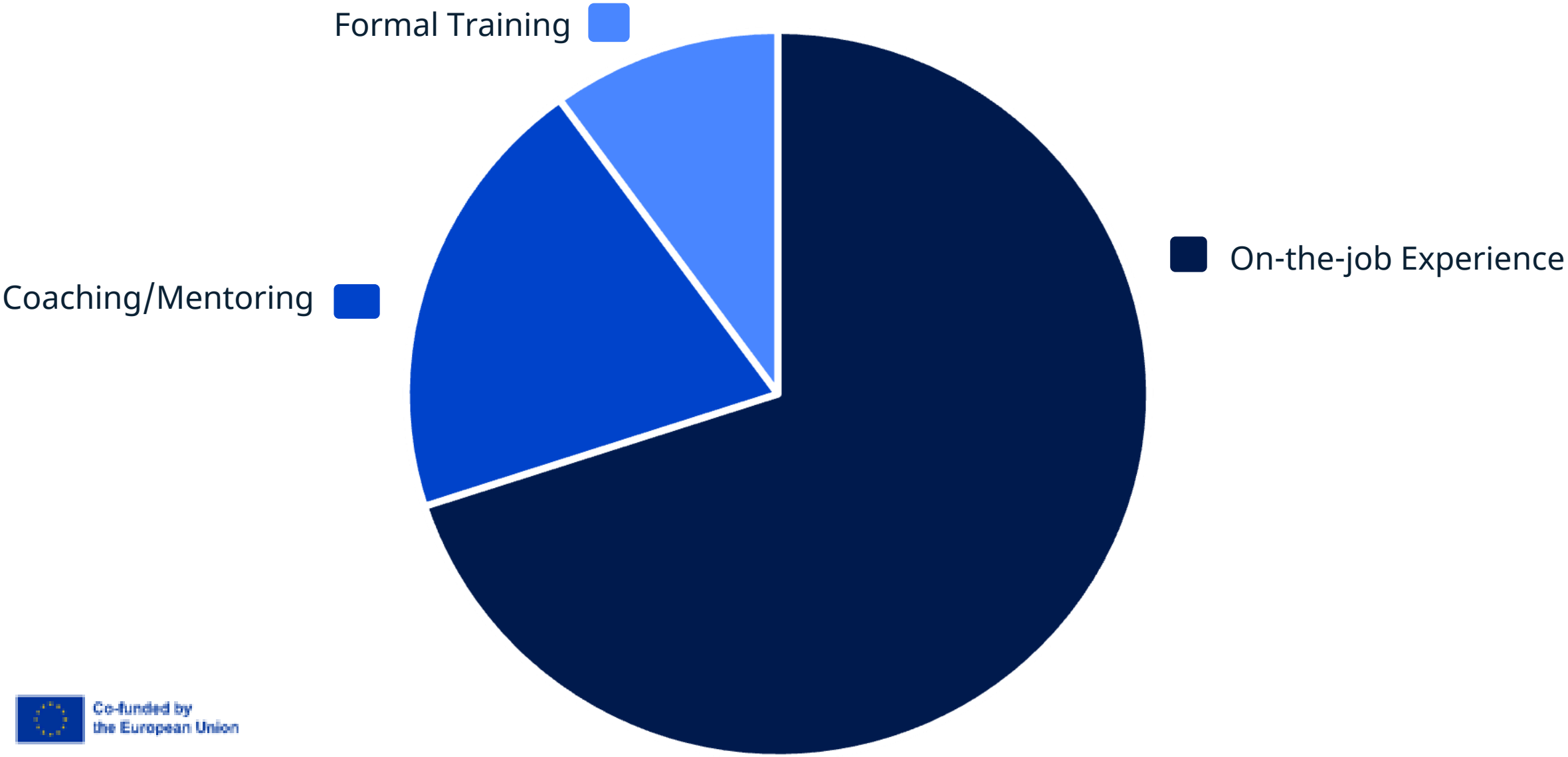
Resource Identification
Training, mentors, experiences needed

Implementation Timeline
Scheduled milestones and checkpoints

Evaluation Process
Methods to assess progress and impact

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Creating Learning Plans for Team Members



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Creating Personal Learning Plans

- The 70-20-10 model illustrated previously shows that most professional development occurs through on-the-job experiences (70%), with smaller but critical contributions from coaching relationships (20%) and formal training (10%). Effective learning plans should reflect this distribution by emphasizing practical application opportunities.
- When creating learning plans for team members, begin with a thorough needs assessment that includes performance data, skills gap analysis, career aspirations, and organizational needs. Involve the employee directly in this assessment to ensure motivation and accurate development needs.
- For maximum impact, learning plans should include a mix of immediate skill building for current role success and longer-term development for career progression. Regular review and adjustment keep plans relevant as needs evolve.

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Creating Personal Learning Plans

➢Continuous learning is essential for leadership growth. A structured learning plan transforms vague development aspirations into actionable steps. When creating your plan, align your learning goals with both organizational needs and personal career aspirations to ensure relevance and motivation.

➢ Effective learning plans combine formal training with experiential learning opportunities. Seek challenging assignments that stretch your capabilities and provide opportunities to apply new knowledge in real-world contexts.

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Diversity, Inclusion and Equity in Teams

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Diversity, Inclusion, and Equity in Teams

Diversity: The presence of differences within a team, including race, gender, age, religion, disability, sexual orientation, education, and national origin.

In retail, we serve a wide range of diverse customers – we should reflect this with a diverse workforce….

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Diversity, Inclusion, and Equity in Teams

Inclusion: Creating an environment where all individuals feel welcome, respected, supported, and valued to fully participate.

Benefits: Higher employee engagement, reduced turnover, improved psychological safety, and increased knowledge sharing. Inclusive teams make better business decisions up to 87% of the time.

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Diversity, Inclusion, and Equity in Teams

Equity: Ensuring fair treatment, access, opportunity, and advancement for all team members, while identifying and eliminating barriers.

Benefits: Increased trust, stronger team cohesion, improved performance meritocracy, and reduced workplace conflict. Equitable organizations are 5.4 times more likely to retain high performers.

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Diversity, Inclusion, and Equity in Teams

- DEI drives better collaboration, innovation, and organizational success.
- Leadership teams must actively champion diversity, inclusion, and equity through both policies and daily behaviors.
- This involves examining hiring practices, promotion patterns, and team norms to identify and address implicit biases and structural barriers.





Team Development

Tuckman’s 5 Stages of Group Development

1. **Forming -** Team members are polite but cautious. Focus on understanding goals, roles, and expectations. Leadership needs: Provide clear direction, establish structure, and build relationships.
2. **Storming -** Conflicts emerge as team members express different opinions and working styles. Leadership needs: Facilitate productive conflict resolution, clarify decision-making processes, and maintain focus on team goals.
3. **Norming -** Team establishes effective ways of working together. Cohesion and trust develop. Leadership needs: Delegate more responsibility, focus on developing team members, and reinforce collaborative behaviors.
4. **Performing -** Team operates with high efficiency and effectiveness. Members support each other and adapt to changing needs. Leadership needs: Provide strategic direction, remove obstacles, and recognize achievements.
5. **Adjourning -** Project completion or team dissolution. Members reflect on accomplishments and transition to new roles. Leadership needs: Celebrate success, capture lessons learned and provide closure.

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Effective Team Building Strategies

- **Purpose-Driven Activities:** Design team building exercises that reinforce specific skills or behaviors needed for your team's success, rather than generic "fun" activities. Connect the experience to concrete workplace applications.
- **Inclusive Design:** Ensure activities accommodate different physical abilities, personality types, and cultural backgrounds. Avoid activities that might make team members uncomfortable or exclude anyone.
- **Consistent Integration:** Incorporate team building into regular operations rather than treating it as an occasional event. Brief activities in weekly meetings often yield better results than annual retreats.
- **Measured Outcomes:** Evaluate the impact of team building efforts by measuring relevant metrics before and after, such as communication effectiveness, trust levels, or collaboration quality.

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Effective Team Building Strategies

Effective team building goes beyond recreational activities to intentionally develop the capabilities your team needs. Research shows that teams with strong social connections demonstrate 1.3 times greater productivity and are more resilient during challenging periods.

Any good Team Building exercises in your retail organisation



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Leveraging Team Strengths for Performance

- ✓ **Strengths Identification:** Use formal assessments like Clifton Strengths or informal methods like peer feedback to create a comprehensive team skills inventory. Map both technical capabilities and behavioral strengths.
- ✓ **Strategic Alignment:** Match team members' strengths to project requirements and organizational priorities. Analyze upcoming challenges to identify which strengths will be most valuable.
- ✓ **Strengths-Based Culture**: Celebrate and reward the application of individual strengths rather than trying to standardize approaches. Encourage team members to become experts in their areas of natural talent.

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Research by Gallup shows that teams focused on strengths experience 12.5% greater productivity and 8.9% greater profitability. When people use their strengths daily, they report lower stress, higher engagement, and greater job satisfaction.



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Performance Management

Managing High Performers

- **Recognition Strategies-** Acknowledge achievements publicly when appropriate but tailor recognition to individual preferences. Some high performers prefer private acknowledgment over public praise.

Connect recognition to specific behaviors and outcomes to reinforce what made their performance exceptional.

- **Growth Opportunities-** Provide challenging assignments that stretch their capabilities. High performers often value growth opportunities more than other rewards.

Can you ask your shopfloor staff / till staff to get involved in digital marketing promoting the store?

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Managing High Performers

- **Autonomy Balance-** Grant significant autonomy in how work is accomplished while maintaining clarity about expected outcomes.

Schedule regular check-ins focused on removing obstacles rather than micromanaging their work process.

- **Retention Strategies-** Discuss long-term career goals and create personalised development plans that align with these aspirations.

Connect them with mentors and opportunities that expand their organizational network and visibility.

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High performers deliver 400% more productivity than average performers according to research from personnel psychology. Their retention is critical to organizational success, yet they're often the most at risk of being recruited away.

Research shows that 77% of underperforming employees can improve with proper intervention. Addressing performance issues promptly and constructively not only helps the individual but also maintains team morale and productivity standards.



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Addressing Underperformance

- **Diagnose Root Causes-** Investigate whether underperformance stems from skill deficits, motivation issues, personal challenges, or organizational barriers. Different causes require different interventions, so accurate diagnosis is essential before taking action.
- **Conduct Feedback Conversation-** Hold a private, specific discussion about the performance gap. Focus on observable behaviors and impact rather than personality or assumptions. Listen actively to the employee's perspective before suggesting solutions.

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Addressing Underperformance

- **Develop Improvement Plan-** Collaboratively create a clear plan with specific goals, resources, timeline, and check-in points. Document the plan and ensure mutual understanding of expectations and consequences.
- **Provide Ongoing Support-** Offer appropriate resources like training, mentoring, or job modifications. Monitor progress consistently and provide timely feedback on improvements or continued issues.

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Goal Setting



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Goal Setting

- Well-crafted goals increase performance by providing clear direction and creating healthy tension between current reality and desired outcomes. They serve as both motivation and measuring for progress.
- Research indicates that setting specific, challenging goals leads to higher performance 90% of the time.
- For maximum effectiveness, involve team members in the goal-setting process rather than simply assigning targets. When people participate in creating goals, they demonstrate significantly higher commitment to achieving them.

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S.M.A.R.T. Goals for Elevated Performance



Specific- Clearly define what will be accomplished



Measurable- Include concrete criteria for success



Achievable- Challenging but realistic to accomplish



Relevant- Aligned with broader objectives



Time-bound- Include specific deadline or timeframe

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Benefits of SMART Goals

01

25% Performance Boost- Average improvement when using SMART goals vs. general objectives

02

76% Goal Achievement- Success rate for written SMART goals with accountability

03

3X Commitment- Increased employee buy-in when they co-create their goals

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Implementation Planning

- Successful implementation requires thoughtful planning and accountability mechanisms.
- Creating action plans with specific tasks, timelines, resources needed, and success metrics for each area you intend to learn and develop.
- Research shows that sharing your implementation intentions with others increases follow-through by up to 65%. Consider finding an accountability partner to check in with regularly on your progress.

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Implementation Planning

30-Day Actions

Immediate steps focused on quick wins and establishing new habits.

Examples include
implementing weekly team check-ins, creating a personal emotional intelligence practice, or establishing a delegation system.

90-Day Initiatives

Medium-term projects requiring more preparation and resources.

These might include
developing team operating agreements, implementing a new goal-setting process, or creating learning plans for team members.

6-Month Transformation

Substantial changes to team culture and leadership approach.

Examples include
redesigning team structures, implementing comprehensive performance management systems, or developing a team diversity and inclusion strategy.

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Managing Teams

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Delegation

- Effective delegation is a critical leadership skill that benefits both the retail employer and team members.
- Any good examples of how delegate in your retail organisation.

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Delegation Principals

Authority Transfer- Grant decision-making power with responsibility

Clear Expectations- Define outcomes, constraints, and parameters

Skill Matching- Align tasks with capabilities and development needs

Support System- Provide resources, guidance, and accessibility

Accountability Measures- Establish checkpoints and feedback mechanisms

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Common Delegation Pitfalls

1. Under-Delegation

- Hoarding work due to perfectionism
- "It's faster to do it myself" mentality
- Failure to develop team capabilities
- Creating leadership bottlenecks

Signs include working excessive hours, becoming a decision bottleneck, and team underutilization. This approach limits both your capacity and your team's growth.

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Common Delegation Pitfalls

2. Poor Delegation

- Vague or incomplete instructions
- Inadequate authority transfer
- Inconsistent follow-up
- Delegating without support

Results in rework, missed deadlines, and frustrated team members. Creates inefficiency and damages trust in leadership judgment.

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Common Delegation Pitfalls

3. Over-Delegation

- Abdicating rather than delegating
- Overwhelming team members
- Delegating inappropriate tasks
- Losing touch with operations

Leads to quality issues, burnout, and leadership credibility problems. Proper delegation involves balance and thoughtful distribution.

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Absenteeism Management

Understanding the Impact- Absenteeism costs organizations approximately 35% of payroll in direct and indirect expenses. Beyond financial costs, it increases workload for present employees, reduces productivity, and can damage team morale and customer service quality.

Effective Return-to-Work Conversations- Conduct brief, supportive conversations after each absence to express concern, identify any workplace factors contributing to absence, and discuss any needed accommodations or adjustments.

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Absenteeism Management



Identifying Patterns- Track and analyze absence data to identify trends by day of week, workload cycles, or specific teams. Look for patterns in individual attendance that might indicate underlying issues requiring specific interventions.



Preventive Strategies- Implement wellness programs, flexible work arrangements, and engagement initiatives to address root causes of avoidable absence. Create a positive attendance culture through recognition of good attendance records.

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Research indicates that up to 30% of workplace absences are discretionary instances where employees choose whether to attend work.

These decisions are influenced by job satisfaction, workplace culture, leadership quality, and personal factors.



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Schedule Predictability and Retail

- Retail employees with predictable schedules are significantly less likely to quit, as consistency allows them to manage their lives outside of work.
- A steady, reliable work-life rhythm can transform a "job" into a "career," encouraging team members to stay long-term rather than viewing their role as a temporary stepping stone.
- **In retail, predictability is the equivalent of "remote work" for office staff**;

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Integrating Leadership Skills





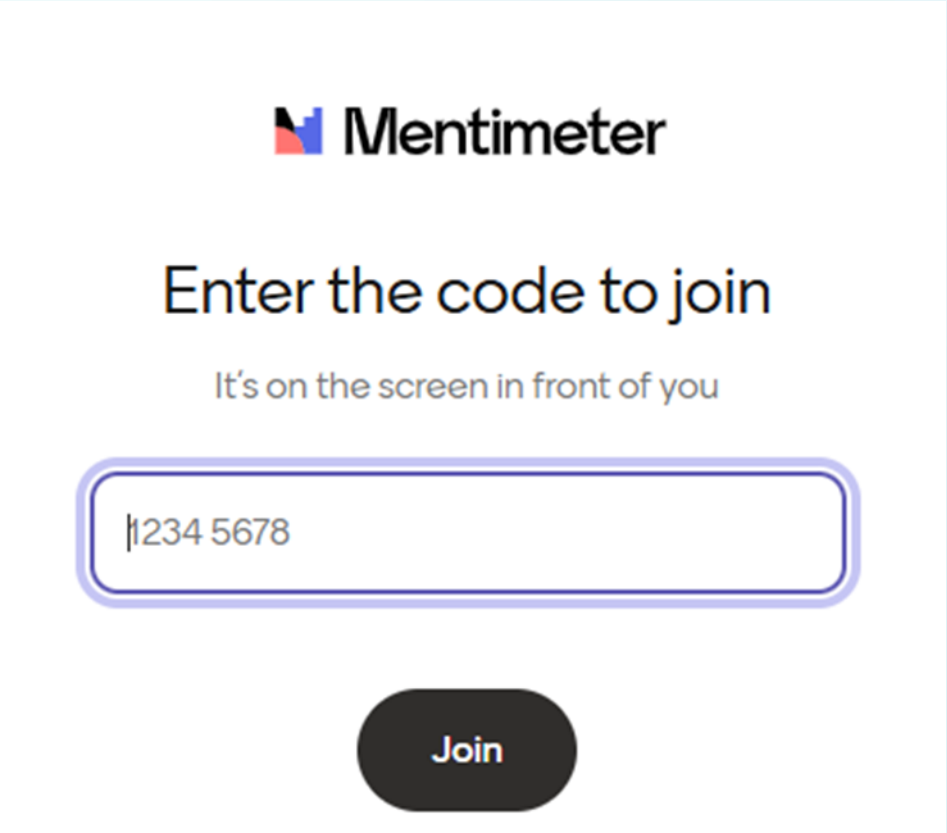
Effective leadership requires the integration of multiple skills into a cohesive approach. Rather than applying techniques in isolation, skilled leaders blend emotional intelligence, team building, goal setting, delegation, and performance management into a consistent leadership style that responds to situational needs.

This integration occurs through intentional practice and reflection. By regularly reviewing your leadership choices and their outcomes, you develop the ability to select and apply the right combination of skills for each situation. The most impactful leaders continuously refine this integration based on experience and feedback.

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Mentimeter Feedback

- Please type into your web browser menti.com and the screen shown should appear.
- Once you are on menti.com please enter the code to access the feedback questions
- Complete the feedback questions from today.



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