

# It's what you do

## Support pack

More about the role you play



Team Leader





# Contents

## What's in store...

This pack is to help you understand your role a little better. Take a stand still moment and think about the role you play today and what you might do differently tomorrow.

- Your role and priorities
- Activities
- Stop, start and continue
- What good looks like
- Customer missions





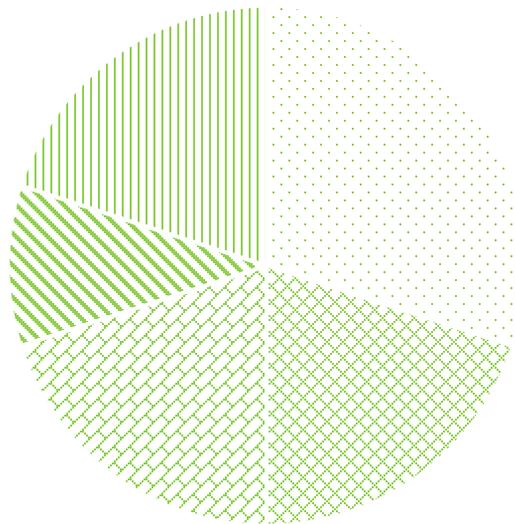
# Your role and priorities

## What you do

What you do as a store colleague has been split into the **5 what we do's** which you would have seen in your role profile. The purpose of the **what we do's** is to unite colleagues and be clear on how you contribute to the **store purpose** and a winning Co-op.

As a Team Leader you play an important role in leading our stores, you'll notice you'll have different amounts of time and activities in the different **what we do's** compared to other store roles. Here is a chart which shows a guide of where your time may be spent, depending on your store needs this may vary.

Team Leader



- Ensure the store is safe, legal & operational
- Easy & friendly customer experience
- Engaging with everyone to succeed together
- Co-operating for a fairer world
- Embrace Change





# Your role and priorities

## Store activities

For our stores to run smoothly for our customers we have activities that need to be done which make up your store operating model. These are activities we do week in & week out, there may be additional tasks that come and go through the year... This is where we **embrace change**.

We've looked at activities which either must, should or could be completed by particular roles.

### Must

I'm prepared and confident in carrying out this activity.

### Should

I'm able to carry out this activity and others in the team should be able to as well

### Could

I can carry out this task but it's better if others in the team do so.





# Your role and priorities

## Store activities

Ensure your store is safe, legal & operational			
Activity	Must	Should	Could
General replenishment	•		
Price changes	•		
Customer service checks (Checkouts, Lotto, Paypoint, AST, etc)	•		
Day to day safety checks	•		
Promotion & POS changes	•		
Ambient code checking	•		
Reduce to clear & code checking		•	
News & Mag returns process	•		
FTG replenishment		•	
Costa replenishment			•
ISB replenishment		•	
Checkout readiness			•
Managing short/over deliveries	•		
Receipt of deliveries	•		
Product returns	•		
Securing high value products	•		
Warehouse organisation		•	
Process waste	•		
Post Office		•	
Fuel Station	•		
Premises Licensing		•	
SOAR review	•		
Fire safety review		•	
Challenge/refusal report review	•		
Staff searches	•		
Confidential waste process		•	
CCTV Review	•		
Assisting law enforcement	•		
Legal MyWork tasks	•		
HHT & MyWork checks	•		
Fire alarm testing	•		
Opening & closing the store	•		
Cash review & sign off		•	
Petty cash processing			•
Review & action emails		•	
Lotto reconciliation	•		
Cash collections	•		
Processing cash requests	•		
Leakage health checks		•	
Pvt & branch charges		•	
Ordering and reviewing orders	•		
Range review planning		•	
GAP checking & actioning	•		
Stock counts; residual, negatives, store stock take, exceptions, etc	•		
SEM	•		
Range review		•	

Engaging with everyone to succeed together			
Activity	Must	Should	Could
Profit & loss review & update		•	
Weekly performance review, share & action plan	•		
Phone calls - Customer, Community, Co-op	•		
3rd Party liaison & Store visits	•		
Store impact review - Trade planning		•	
Colleague recruitment & induction		•	
Training (formal & informal)	•		
MyHR processes & MyLearn processes			•
Performance reviews & talent planning		•	
ER Procedures; Disciplinarys, absence reviews, investigations, etc.		•	
Talkback reviews, team engagement, coaching	•		
Planning colleague activity including coaching	•		
TARA planning, scheduling, reviewing, auditing, etc	•		
Flexibility & availability reviews	•		

Co-operating for a fairer world			
Activity	Must	Should	Could
Community engagement	•		
Community fund & causes engagement	•		
Foodshare	•		
Local cause liaison	•		
Membership advocacy & onboarding	•		

Friendly & thoughtful service			
Activity	Must	Should	Could
Dealing with customer feedback		•	
Reviewing YSYS & customer complaints/compliments	•		
Complete & coordinate ecommerce & partnership activities	•		
Product advocacy	•		
Helping customers	•		
Resolving till and AST issues	•		
Ready for customer checks	•		
Checkout operation		•	
Fault & servicing reporting and follow up		•	
Store walk and actioning/delegating	•		
Checkout readiness		•	

*This may slightly change depending on type of store but should provide a generic view, this doesn't mean we would want you to stop a specific activity just consider who and how it should be carried out.*





# Your role and priorities

## Stop, start & continue

At times it's helpful to take time to reflect on the way we go about our work on a day to day basis. There may be things we need to let go of or do differently to make the most of our time and get the best outcome.

In addition to the store activity list, here's some guidance about what you may need to STOP, START and CONTINUE doing in your role. It might be you're already working in this way, in which case, brilliant! However, the list featured on the next pages should help create meaningful work for you.



Did you know?

During the last couple of years we've trialed different approaches to ways of working in stores. Our colleagues have shaped the future of in-store ways of working through trials, insight and letting us know what works best for them.

The start/stop/continue section has been created from what we've learnt with colleagues and supports.....

Store Managers told us they were able to split their time more effectively towards management activity using the support material and empowering their teams

We have learnt when colleagues are trusted to try new things and take on more activities the store feels like there's more time & colleagues are more engaged

Role profiles and supporting material have been condensed and been made more visual. We've used a digital approach so tools are easy to access online, and easier for colleagues to give insight

Customer Team Members during the trial were given the opportunity to learn & do activities that they normally wouldn't do. This helped them develop and helped our Store Managers spot fantastic internal talent

Both letting go of old ways and being brave to try something new isn't easy. It can take time, speak to your team and encourage each other to embrace the change.





# Stop doing...

## Store Operations

Carrying out activities that is not apart of the operating model and important to the success of your store

## Behaviour

Don't complete activities because it's faster instead of empowering colleagues to take on activities

Giving the tasks to the same colleagues ahead of coaching/support opportunities for your team

Controlling decision making that could be resolved by CTM

Answering or completing issues colleagues ask when there is an opportunity to teach and grow

# Start doing...

## Store Operations

Encourage all colleagues to support customers with complaints and resolve within their ability

Encourage CTMs to complete operational activities such as stock counts, gap checking, range changes, price changes, code checks, waste/reductions as well as general replenishment and day to day operational activities

Role model leadership behaviours by coaching on the job and linking operations into what it means for the wider purpose and Co-op strategy

Plan operational activities with colleagues for optimum coaching opportunity wherever possible

Be more involved in with the general Store Manager management responsibilities, for example; P&L, cash management, sales, waste, availability, productivity, etc.

Encourage CTMs to carry out store readiness checks for their work areas and support management with readiness checks

## Behaviour

Allow enough time to plan and prepare operational activities, colleague development, community initiatives (FoodShare, Community causes, etc). Allocate jobs for empowerment and stretch

Embrace Co-op strategic plans/change initiatives by engaging the team and implementing seamlessly so they become the new ways of working

Be conscious to leadership behaviours to role model Co-op ways of being

Develop an open culture where colleagues can share continuous improvement ideas and have open conversation with leadership, peers and customers

Embed accountabilities & expectations aligned to role profiles

High challenge, high support to enable colleagues to do better

Feedback opportunities/issues to Store Manager

Ask questions to probe an answer and the right thing to do to support colleagues to grow

Plan and deploy activities by colleague for optimum coaching opportunities

Be a voice in the community advocating the ways of Co-op and spreading what makes Co-op different in retail

## People

Collaborate with the other Team Leaders to demonstrate shared leadership in order to work together

Have a plan and constantly consider succession and development in colleagues to drive progression

Provide CTMs with regular performance feedback

Support Store Manager with recruitment selection process where possible and be a vital part in successful inductions

Conduct peer to peer reviews with your team to gain valuable feedback and continually improve ways of working

Actively completing activities on TARA - scheduling, signing off, planning productivity, etc.

## Safety & risk

Encourage colleagues to take charge and intervene if they see a potential incident or near miss

Encourage colleagues to report issues that may lead to a safe & secure issue

Be proactive on safety, encourage CTMs to have conversations about safety and report opportunities to be better and reduce potential incidents





# Continue doing...

Safety & risk
Completing all processes & procedures as defined by Co-op policy to ensure safe and legal operations at store
Raising issues appropriately and proactively for necessary support
Have an accountability to mitigate risks and report any issues to Store Manager, if urgent log with OSS.
Ensuring all colleagues understand Co-op policies and are trained to keep our stores, colleagues, customers and visitors safe throughout all trading hours
Deal with visitors, e.g. Police, EHO, trading standards, etc.
Complete safety checks and complete relevant MyWork activity and/or paperwork

People
Review colleague availability to ensure good working condition and store cover
Carry out people management duties where policy allows, for example; investigations, note taking, absence reviews, etc.

Store Operations
Be accountable for ensuring a customer centric approach to operations by colleagues, putting the customer first and giving great service
Log issues with facilities, IT, OSS and report on deliveries when necessary. Follow up on calls and reported issues.
Support with shop floor and warehouse activities when necessary
Coach colleagues best practices to maintain high level efficiency
Carry out back office activities to policy and on time
Encourage CTMs to anticipate queues and respond by putting the customer ahead of activity, if safe to do so
Conduct stock management, service and back office activities in the operating model

Behaviour
Deliver great service to customers and communities through putting customers first in operational planning and colleague communications
Ensure all colleagues are involved in decision making, operational activities and performance insight (when relevant to role)
Ensure other colleagues (predominantly CTM level) are typically more involved in shop floor/warehouse operations; replenishment, price changes, code checks, etc.
Relieve colleagues from activity to cover breaks and/or when support is needed
Coach colleagues best practices whilst carrying out activities
Be capable of leading the Store in the absence of the Store Manager. Be responsible for the store, colleagues and customers when on duty.
Understanding the collaboration with your member pioneer on local community opportunities and where to deliver the community strategy
Knowledge of the local and the strategic opportunities for the store to deliver a community focus, which includes detail of the community plan and member pioneer contact
Advocate Co-op and encourage the team to be involved in community events/activities and expressing Co-ops purpose and promises
Advocate Co-op promises, ways of being and leadership behaviours in everything you do.



# Your role and priorities

## What good looks like

Here are some points on what good looks like as a Team Leader. This supports in bringing to life the behaviours in your role and what you or others would see, hear or feel.

This is generally what we'd consider good to look like, there's plenty of room to add the magic when bringing your personality to work. Think about how you can develop in your role mastering the points within the **5 what we do's**.



### Ensure your store is safe, legal & operational

- Speaking up when colleagues may be putting others at risk with safety measures to coach them there and then
- Regular conversations about store safety (SOAR) with all colleagues to empower proactive decision making to mitigate risks in store
- Ensure colleagues have completed training and coach where necessary. Share why we do the procedures and adhere to policies we do
- Plan time to be able to review safe, legal and operational performance. Have a good understanding of success measures & performance indicators
- Have a culture in store of speaking up and sharing ideas to improve the stores performance
- Being able to complete all the MUST and SHOULD points in the store activities
- Have conversations with colleagues on how they bring the Co-op values & behaviours to life and how their day to day contributes to Co-op strategy
- Gather regular feedback from team and action to show you care
- Coach colleagues on the One Best Way methods for standards, make the coaching engaging for different colleagues
- Plan time to coach and talk to colleagues throughout the week so everyone is up to date with information

What you'll see, hear or feel ...

- Completed actions from store safety (SOAR) visits so teams feel secure
- Financial & operational measures of performance are achieved or excelled
  - Team understand policies & procedures.
  - There is a proactivity towards safety and performance





## Embrace change

- Coach the team on any change initiatives being implemented
- Learn from previous initiatives to understand how you can support colleagues better through sustainable change
- Take time to understand the reasons for any change to be able to share with the team
- Recognise that some colleagues may take longer to adopt change
- Working with CTM's to understand what has gone well previously and what can be improved on

What you'll see, hear or feel ...

- Training completed for the team on time
- Engaged colleagues who feel involved in decisions and involved in change
  - Evidence of coaching and different engagement methods
- Change initiatives and new ways of working is embedded in the store



## Engaging with everyone to succeed together

- Use various ways to communicate to the team so it appeals to everyone. Use your time effectively to engage the team so colleagues are proud to work together for Co-op
- Encourage the team to speak up by talking and not ticking to share their thoughts for continuous improvement
- Being able to complete all the MUST and SHOULD points in the store activities
- Making sure communication is two way so the team feel like they're are listened to
- Following up with colleagues on any conversations and showing you care
- Develop ways for the team to share communications that engage colleagues
- Seek opportunities for diverse working with all our colleagues to build an inclusive culture.
- Understand where colleagues are in their development and speak to colleagues about their aspirations and goals
- Challenge colleagues where they don't demonstrate Co-op colleague behaviours
- Coach colleagues proactively on the job and talk them through the why
- Create innovative ways to support your team in their development. Ensure compliance of formal Co-op training and coach informally on the job
- Proactively discusses colleague performance on an individual basis in the moment and uses the colleague check-in questions as part of the performance process

What you'll see, hear or feel...

- Talk Back results are positive
- Colleagues are motivated in work and know their contribution to the teams success
  - Colleagues see opportunities with a growth mind-set
  - Colleagues say their role is meaningful





## Easy & friendly customer experience

- Taking time to walk around the store and view it through the eyes of our customers and co-ordinating the team so everyone can deliver our service promises
- Share customer feedback with all the team
- Give colleagues the opportunity to speak up and their thought on ways to improve the customers shopping experience
- Being able to complete all the MUST and SHOULD points in the store activities
- Taking time to speak to customers to understand their feedback and any potential opportunity for community links
- Coach colleagues proactively on the job and talk them through the why
- Challenge the team when customers are not being put first in behaviours and actions

What you'll see, hear or feel ...

- Improved YSYS performance
  - Positive customer feedback - Customer Service Helpline
    - Store service plan
- Team putting customers before activity and advocating customer promises



## Co-operating for a fairer world

- Speak to colleagues to gather suggestions of local community causes and initiatives to connect with
- Collaborative working with your member pioneer to understand what tools, resources and events are available to support your community aligned to the wider Co-op strategy
- Consider innovative ways to contribute to the Co-op national charity and ways to support your community
- Being able to complete all the MUST and SHOULD points in the store activities
- Encourage your team to be involved and care for their community
- Provide colleagues with recognition when they demonstrate ways of being Co-op and Co-op colleague behaviours
- Develop shared responsibility instore for community involvement/engagement. Ensure colleagues know how they can contribute to the Co-op strategy and how the Co-op does business differently
- It's in the work you do e.g. cause selection, engaging with local causes, FoodShare
- Using resources available e.g. Food donation policy, template for a Fairtrade assembly
- Being flexible to enable colleagues e.g. flexibility around working patterns to allow people to do things in their community
- Using hours given for community activity effectively
- Encourage & role model working with other Co-ops, logistics and funeral care colleagues where possible to bring plans to life

What you'll see, hear or feel...

- The team having great relationships in the local community
  - Up to date and well utilised community notice board
- You'll feel involved in the community you work in and see the value of cooperation in the local community
  - Good relationships with local member pioneer with knowledge of the community plan
    - You'll feel like you're involved in helping people in the community





# Missions

## Understanding your store segment

We have 4 different types of store segments which influence your range, format, services and what we think your customers need.

How you lead a store may be slightly different due to the different customer needs, if you don't know your store segment ask your Area Manager.



### **Everyday Convenience**

The majority of our stores are this mission

Working in this type of store means you'll need to be multi-skilled to handle any operational activity in your store

Get to know your customers and promote the benefits of membership to encourage shared ethics and values

For this mission you should be adaptable to different customer types depending on time of day



### **Everyday Convenience +**

Working in this type of store means you'll need to be multi-skilled to handle any operational activity in your store

Get to know your customers and promote the benefits of membership to encourage shared ethics and values



### **Everyday Convenience Urban**

You'll be working in a challenging environment which means you may need to react quickly to certain situations

Your customer interaction will vary so it means serving customers at speed is necessary whether it's workers on their break, tourists visiting the store or students

Customer basket spend will be small and will mainly be convenience shopping for a specific need

Stores are essential within the community to provide the right shopping experience, but not many customers are members, they choose us for a convenient experience



### **Local Supermarket**

You'll have the opportunity to interact with customers and support their needs as they buy a variety of products

You'll receive training to be able to work anywhere in the store but you may find yourself working in a specific area, that doesn't mean though that you may get asked to work anywhere when required

Customer basket spend will be larger on average than the other customer missions

Lots of our customers are members too so there is a shared purpose of our ethics and values which creates connections

