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Rebooting the store visit post-pandemic.

Store Visits, while incredibly useful, even before Covid had challenges.

- They overwhelmed your staff by being constantly on the road.
- They became more of an "inspection" than a route to improved store performance.
- Area Leaders were spending most of their time traveling rather than on the value add – improving their people and delighting customers.

Covid-19 has fundamentally changed how we now need to manage businesses.

Management is now more remote as traveling to stores is challenging, and having formal structure is essential to learn what is working to scale and stop what isn't working.

Building great teams and businesses in 2020 doesn't need always in-person store visits. Regional Managers can empower and coach their Store Managers from afar, without subjecting everyone to the bureaucratic, tick-box performance reviews of the past.

It requires a mindset change. Store Visits become Agile Coaching: continuous dialogues that support ongoing sustained improvement and enhance the whole Manager Development experience.

In this guide, you will learn...

- Why Agile Coaching?

- Best practices and a structure to get going.

- How to create truly valuable Goals for staff and business.

- Tools that help you reach Goals more effectively and rapidly.

How to prepare for a great
Coaching Conversation.

The fundamentals around what drives better performance are nothing new.

Driving improved store performance requires us to know:

- What are the things we need to focus on that will have maximum impact?
- What progress has been made since our last conversation and what do we need to change?

This requires:
- Data analysis to spot the issues to go after.
- A record of actions taken week on week.
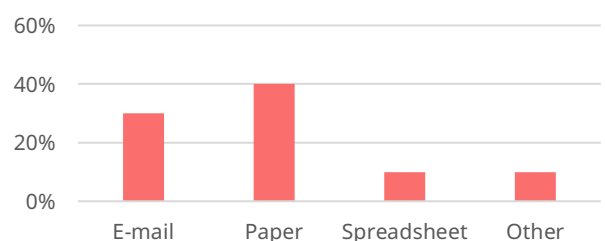- A way of measuring the impact of actions taken.

But few are taking these basic steps.
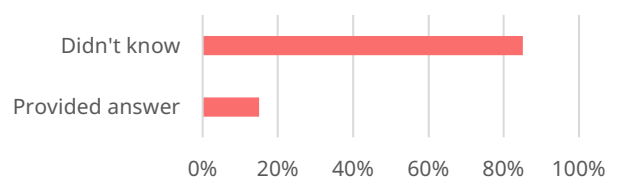
We asked 500 Regional Managers:

How long do you spend preparing for a store visit?

Bar chart — 0 hours: 25%, 0-0.5 hours: 50%, 0.5-1 hour: 20%, 1 hour +: 5%
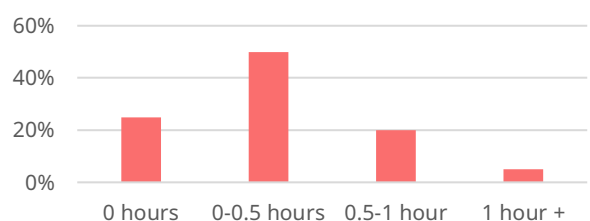
Where do you record actions taken for follow-up?

Bar chart — E-mail: 30%, Paper: 40%, Spreadsheet: 10%, Other: 10%

What impact did the actions you took last week have on your KPIs?

Bar chart — Didn't know: ~85%, Provided answer: ~15%

Best practices for Agile Coaching.

Great coaching is focused and actionable, but also human. They should occur at least once a week.

A challenge with remote working is the typically transactional nature of calls. Remember to start with the human elements.

The Store Manager should do most of the talking, since they are closest to the action. You provide insight and advice where it will help them take ownership.

Clearly record action plans and next steps. The end of every coaching conversation should include Goals to follow up on.

Example one-hour agile coaching conversation.

Time	
10 mins	Have a human conversation – how is that person doing?
5 mins	Describe top successes and challenges this week in store.
20 mins	Review of KPI performance and the actions taken last week to move the dial. Review of which ones have been successful.
20 mins	Actions planned for this week.
5 mins	Mutual next steps and follow ups.

How to think about Goals.

Goals are desired results which, if you hit them, would improve the performance of a KPI and, in turn, the whole business.

They are bigger and more specific than Tasks, which are discrete activities.

To think about it in football terms:
- The KPI target: winning the game
- Goals: scoring.
- Tasks: plays - passing, running, catching.

Focus on Goals, not Tasks.

Without a Goal – which has a specific desired outcome – we become "busy fools".

What should my Goals be?

Goals need to be determined by data.

Without robust data, you don't know what the issues are in each individual store. Coach your team to not to focus on everything at once, but to pinpoint and target the specific areas that are underperforming.

How specific do Goals need to be?

A handy tool used to structure your data is a KPI tree, which drills down into the multiple smaller metrics that impact the KPI. By identifying where in the tree underperformance is concentrated, your team can take targeted action.

See the example branch of a KPI tree below. Rather than creating a Goal to improve the whole of 'Service' in general, do some deeper analysis to identify where exactly within Service the problem currently lies. If it's delivery time, create a Goal that specifically drives speedier delivery, e.g. by streamlining operations.

This kind of analysis will make your action targeted and your output more productive.
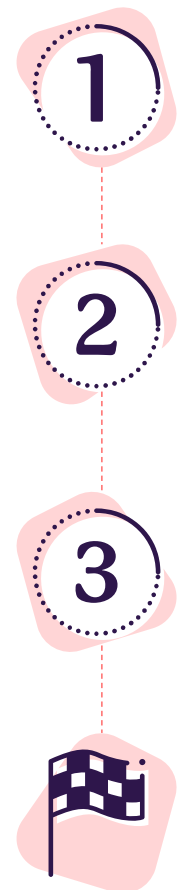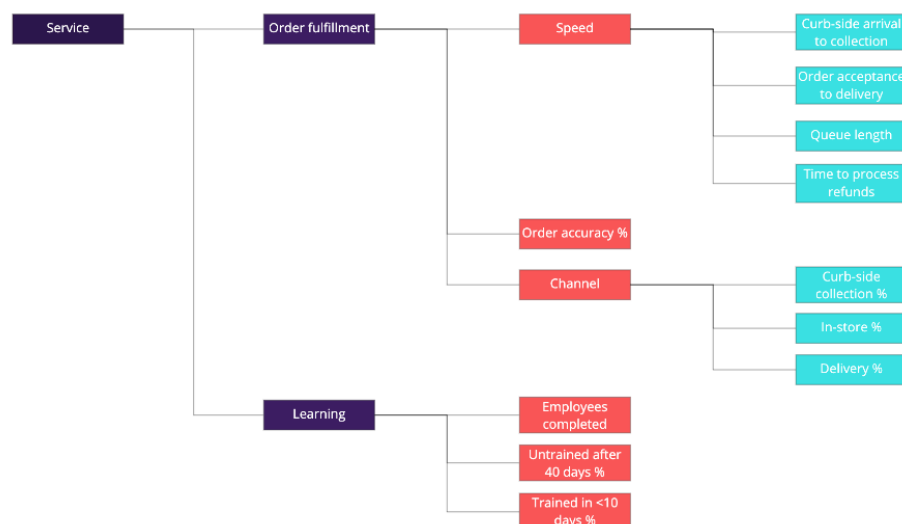
How many Goals should I set, and for how long?

Quorso has analyzed 1,000s of Goals created in our business intelligent management platform. Here is what the data tells us about the optimal number of plans and their length.

The optimal number of action plans is 3-4 per person per week.

Any more than 3-5 things to focus on each week, on top of BAU operations, and people struggle to execute as effectively.

% business improvement over 3 months
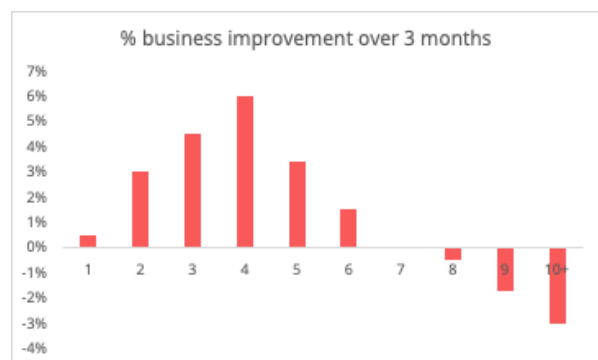
The minimum recommended length of an action plan is four weeks, in order to ensure improvement is sustained.

Following up on a Goal's impact beyond its immediate execution is required to monitor and prevent performance decay. This is why we recommend a four-week tracking period.

% KPI improvement over 6 months
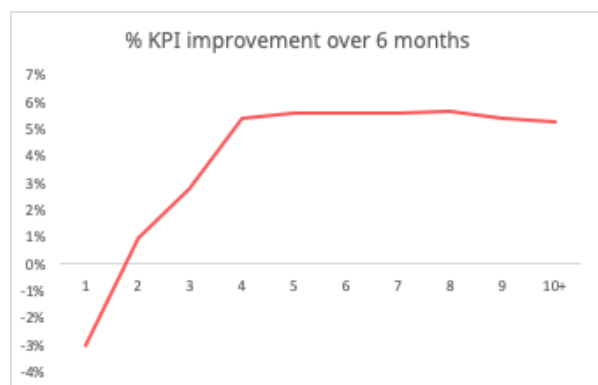
85%

Value retained per four-week plan

Building Agile Coaching into a habit.

Repetition

Habits can take as many as 200 days to settle and must be repeated regularly.

Setting a regular weekly rhythm for conversations is crucial to making a coaching habit stick. However, remember that coaching is a continuous dialogue that should not be limited to 1-2-1s.

Reward

Dopamine is the reinforcing hormone that makes habits stick.

This can be helped by awarding praise, incentives, and gamifying coaching, and it also helps to strive for variation in the Goals and improvements your team can drive.
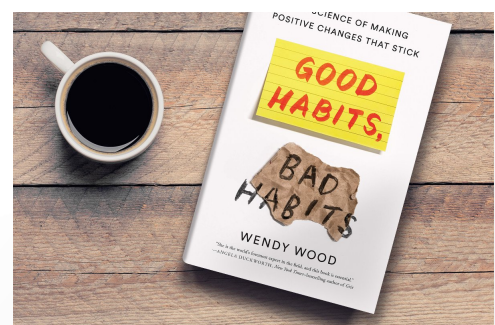
Building coaching into the fabric of your business.

We think there are three crucial principles when it comes to embedding great Goals and coaching.

1 Alignment.
Every person in the organization should have Goals that align to business priorities, so that KPIs are cascaded up and down and everyone understands the significance of their individual contribution. Together, everyone turns the dial.

2 Collaboration.
Solutions are found horizontally as well as vertically. Every organization needs a framework for sharing best practice among peers in addition to top-down coaching.

Draw on the SMART methodology for creating action plans that everyone can pick up and execute. SMART means: Specific, Measurable, Action-oriented, Realistic, and Timebound.

3 Continuity.
Hold yourself and your team to rigorous governance until habits are formed.
Coaching doesn't stop outside of scheduled 1-2-1 conversations. You should be in contact with your team every day.
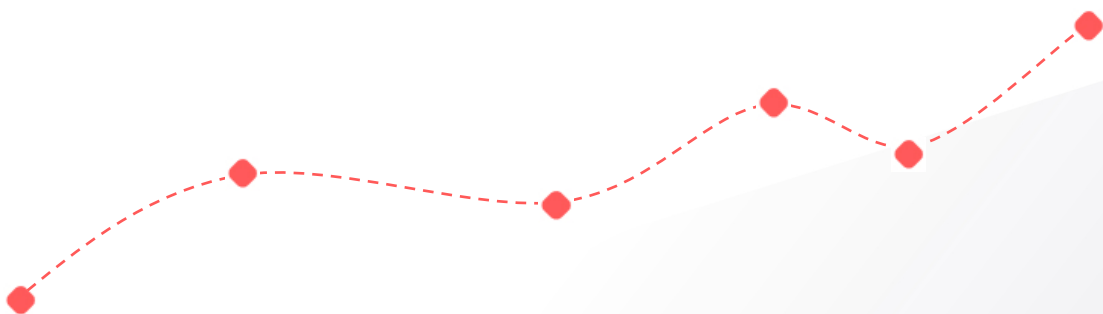
Quorso

A tool that develops your people
whilst improving your bottom line.

Monitor actions.

Quorso allows you to see who is working on what and how they are doing.
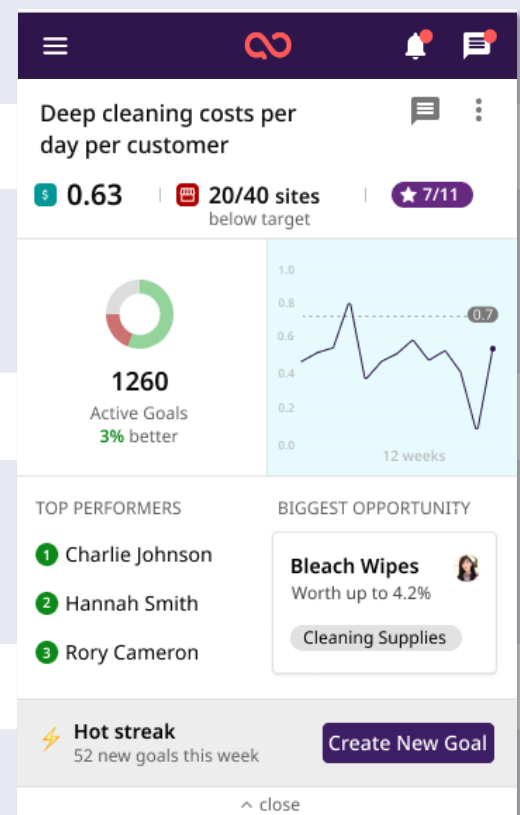
Coach and engage your team.

Quorso logs actions and lets you and your team know week on week how they are impacting the business.

Drive business performance.

Quorso allows you to shift focus the focus of your KPIs in minutes.

Surface data-based priorities.

Quorso automatically surfaces the best opportunities delivering your business objectives.

Deep cleaning costs per day per customer

$ 0.63 | 20/40 sites below target | ★ 7/11

1260
Active Goals
3% better

0.7

12 weeks

TOP PERFORMERS

1 Charlie Johnson
2 Hannah Smith
3 Rory Cameron

BIGGEST OPPORTUNITY

Bleach Wipes
Worth up to 4.2%

Cleaning Supplies

⚡ Hot streak
52 new goals this week

Create New Goal

∧ close

Build an entire business of star performers.

Set yourself up with Quorso get positive ROI in just two months – find out how at quorso.com/getstarted