

Management Leadership Training Program - Program Planning Matrix

Overall Program Objectives	Overall Program Success Metrics/Targets
1. Provide a vehicle to arm TAS Managers with the skills they need (consistent with TAS core competencies) to contribute to the success of the business 2. Build engagement by demonstrating TAS's commitment to professional development for its managers 3. Create a common management approach and culture across all TAS businesses 4. Build an internal network that can provide ongoing support to managers	100% of managers have completed all training modules by Sept 1 2014 100% of newly hired managers complete critical training modules during initial 3 months 100% of training participants have identified a 2 person internal support network

Guiding Principles

1. Fun, engaging for participants
2. Rewarding both professionally and personally
3. Used as a recruitment and retention tool (demonstrate that we invest in the development of our people)
4. Relevant and applicable content (will make a difference in job performance and associated business outcomes)
5. Used to build the desired TAS culture (communicate what is expected from leaders/managers and how this ties to overall vision/mission/strategy)
6. Program must be scaleable with ability to utilize training content in self study mode

Program Modules

Program Module	Module Objective	Desired Outcome	Module Content Development	Module Delivery Method	Success Metrics	Effort Level	Importance
1. TAS Story & Culture (Might want to title this - Where We Have Been, Where We Are Going, and How We Will Get There)	Provide basic grounding in the business to include: * History * Business overview including all divisions with drill down to entities where appropriate * Mission/Vision/Values * Current Business/Growth Strategy * Customer Value Proposition * Employee Value Proposition * Other Key Business Drivers?	At the conclusion of the module, participants will have a common understanding of the business and what is required from them to execute the current business strategy.	Content for this module will be developed internally leveraging existing company information and insights from Kent and leadership team regarding the business strategy and key business drivers.	Module will be delivered in classroom type setting with Kent and members of the TAS leadership team as presenters. Facilitated discussion among participants at the conclusion of the presentation to share thoughts on the state of the business and how each participant (in their current role) can contribute to the success of the business.	* Individual performance goals are aligned with business strategy and key business drivers * Leaders/Manager are able to (and do) communicate business strategy and key business drivers to their teams	3 - Medium	5 - High
2. HR Basics	Provide basic grounding in key HR policies and procedures to include: * Interviewing * New Hire * Performance Management * Termination * Employee Relations * TAS HR Systems and Reports * Other?	At the conclusion of this module, participants will have an understanding of the key HR policies and procedures and be able to execute the associated processes within their stores/departments.	Content for this module will be developed internally leveraging existing HR policies and procedures. Might also incorporate best practices (internal and/or external) for each process and role playing exercises.	Module will be delivered in classroom type setting with Lon and members of the TAS leadership team as presenters. Role play exercises will be used to develop skills in interviewing candidates, facilitating performance management discussions, responding to employee relations issues.	* Reduction in the number of regrettable hires due to improved effectiveness of candidate interview process * All employees have meaningful performance discussions with their manager * Leaders/Manager are able to (and do) handle more routine employee relations issues without need for escalation	3 - Medium	4 - Medium High
3. Finance Basics	Provide basic grounding in core financial management concepts and practices to include: * Revenue, Costs, Margin * Financial statements * Inventory Management (e.g., Turn, Days of Supply, Stock to Sales Ratio, Sell Through %) * TAS Financial Processes, Systems and Reports * Other?	At the conclusion of this module, participants will have an understanding of the key financial concepts and practices and be able to apply these in the financial/inventory management of their store/department.	Content for this module will be developed internally leveraging existing financial and inventory management practices/content. Might also incorporate store-level best practices as case study/examples (e.g., Navy Exchange store for inventory management).	Module will be delivered in classroom type setting with Mike (CFO), best practice store manager, and members of the TAS leadership team as presenters. Quiz and/or exercises will be used to help reinforce understanding.	* Managers are able to explain/share key financial metrics with their key employees * Each manager demonstrates improvement in at least one key financial performance metric by the end of 2013.	2 - Medium Low	4 - Medium High
4. Leadership	Provide TAS with a leadership model that is consistent with the company's vision/mission/values and provides the tools that can help managers apply the leadership module in their professional lives.	At the conclusion of the module, participants will have a common understanding of the desired TAS leadership model and identify specific actions that they will take to develop and demonstrate their leadership capabilities.	Content for this module will be acquired through external sources with the ability to tailor for the specific needs of TAS. Content could include: * Why leadership matters * Characteristics of a great leader * Inspiring oneself to lead and others to follow * Building effective teams * Tools and techniques that help to develop leadership capabilities Might consider some type of leadership assessment to provide participants with feedback on their current leadership capabilities.	Delivery of this module could include: * Presentation by outside speaker to explain the leadership model and inspire participants to take action (e.g., Lisa Ford, Rosa Say) * Presentation by Kent and members of the TAS leadership team (share perspective on the need for strong leadership and how they have developed their leadership capabilities) * Facilitated action planning activity	* Managers have an individual action plan that will enable them to develop/demonstrate their leadership capabilities. * Managers receive positive feedback from their staff regarding their leadership capabilities. * XX% of open leadership/manager positions are filled from within due to increased bench strength	5 - High	4 - Medium High

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5. Effective Communication	Improve the manner in which managers interact with TAS leadership, their peers, their staff, and TAS customers.	At the conclusion of the module, participants will have practical tools/techniques that they can apply toward fostering clear, fact-based communication throughout TAS and with their customers.	Content for this module will be acquired through external sources and will focus specifically on: <ul style="list-style-type: none"> * Active listening * Clear, fact-based verbal communication * Influencing and inspiring action * Impact/role of social media 	Module could be delivered via classroom setting or through self study (e.g., computer based training). Exercises will be used to provide participants with a vehicle to develop their communication capabilities (e.g., role playing).	<ul style="list-style-type: none"> * Managers increase the frequency of communication with their staff/team. * Leadership team and/or staff members are able to identify improvements in the effectiveness of communications by managers who have completed this module. 	3 - Medium	3 - Medium
6. Planning, Organization, Prioritizing	Provide tools and techniques that managers can utilize to become more productive.	At the conclusion of the module, participants will have practical tools/techniques that they can apply toward more effectively planning/organizing their work and managing their time.	Content for this module will be acquired through external sources and where possible will leverage best practices identified/shared by TAS leadership team. Content will focus specifically on: <ul style="list-style-type: none"> * Planning/Organizing * Establishing SMART Goals * Prioritizing * Time Management * Delegation * Continuous Improvement 	Module could be delivered via classroom setting or through self study (e.g., computer based training). Exercises will be used to provide participants with a vehicle to develop their planning, organizing, prioritizing capabilities. Participants will also develop a person action plan for becoming more productive in their current	<ul style="list-style-type: none"> * Reduced number of missed deadlines by participating managers * Managers indicate that they are spending more time on their most important responsibilities. * Each participating managers has delegated at least 1 current work activity to their staff. 	3 - Medium	4 - Medium High
7. Managing An Effective Sales Team (Can we combine How To Be An Effective Trainer into this module?)	Provide tools and techniques that managers can utilize to build greater sales capabilities within their teams. (This module will be specifically targeted toward Store Managers, Assistant Managers, and Sales Leads and others who would be responsible for sales training)	At the conclusion of the module, participants will have practical tools/techniques that they can utilize to deploy and support their sales team.	Content for this module will be acquired through external sources and where possible will leverage best practices identified/shared by TAS leadership team. Content will focus specifically on: <ul style="list-style-type: none"> * Building a Sales Team * Sales Goal Setting * Executing Sales Campaigns * Training Sales Team Members * Monitoring Sales Performance * Managing Customer Relationships <p>Will look to leverage Ron Martin's Pro-Active, No-Pressure Selling system)</p>	Module could be delivered via classroom setting or through self study (e.g., computer based training). Exercises will be used to provide participants with a vehicle to develop their sales management capabilities. Participants will also contribute to ongoing peer group forum to share sales experiences and key learnings.	<ul style="list-style-type: none"> * % increase in same store sales during second half of 2013. * All store-based associates receive sales training from store manager. 	4 - Medium High	5 - High
8. Branding/Marketing/Promotions	Provide basic grounding in how to position TAS in the market to include: <ul style="list-style-type: none"> * Brand Image * Marketing/Promotional Campaigns * Store-Level Merchandising * Customer Experience * Other? 	At the conclusion of this module, participants will have an understanding of the desired TAS brand image/customer experience and how they can apply marketing/merchandising techniques to drive sales within their stores.	Content for this module will be developed in partnership with external parties (e.g., Creative Solutions) and will focus on: <ul style="list-style-type: none"> * Define basic concepts * TAS specific branding and customer experience vision * Successful marketing/promotional campaigns * Successful store-level merchandising (including merchandising standards) 	Module will be delivered in classroom type setting in partnership with external parties and members of the TAS leadership team. Participants will also be asked to share successful marketing campaigns and merchandising techniques.	<ul style="list-style-type: none"> * All TAS stores will leverage a more consistent approach to marketing and merchandising (where appropriate) to drive desired brand image and customer experience. * % increase in sales that can be linked to promotions and/or new merchandising standards. 	4 - Medium High	4 - Medium High