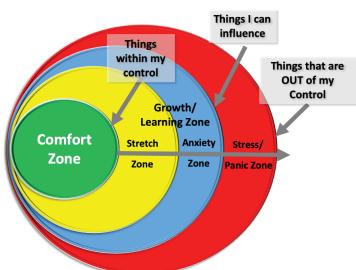
Bi-Monthly Forum: Leading in a Time of Crisis



Retail Service Leadership Exchange Forum

Virtual Meeting & Survey #3: Themes & Takeaways

Sphere of Influence/Pushing Us Out of Our Comfort Zones



POLL: Where are you on the Comfort Zone Model?

Stretch: 65% Anxiety: 30% Strees/Papie: 5%

- As more businesses open back up, leaders have to manage both staff and customer comfort zone issues.
 - Teams: May be in a different place than the leader
 - Customers: Will have specific emotional/other needs that will have to be addressed before they're comfortable shopping in stores again
- · Key skills: Empathy and asking for input
- Between Stretch and Anxiety Zone: Growth, new learning, relearning take place
- In the Panic/Stress Zone: Energy is used up managing and trying to control anxiety; little left over for learning
- Your Comfort Zone is expanded each time you step into the Growth/Learning Zone
- Focus energy and tasks on where you can make the most direct impact. Avoid focusing time and attention only on the things that are out of your control, especially now when so much is
- Flexibility and adaptation are key, with more team collaboration and synergies when influencing.



Focused on Reopening & Go-Forward Strategies

- · Priority focus: Reopening plans and creating new training for expected new normal
- #1 challenge and criteria for reopening: Ensuring locations are safe and up to new COVID-19 standards for employees and customers
- **Next biggest concern:** Making sure associates and store leaders are trained to address customer safety; resetting expectations of associates to respond to customers' current needs
- Targeted training topics are a productive way to fill managers' time while they wait for stores to open
- · Varying stages of reopening, preparedness, and approaches to reopening
- · Feeling of light at the end of the tunnel with reopening dates confirmed
- **Profitability, finances and inventory levels:** Spring, Easter, Mother's Day business lost; Father's Day is debatable. Merchandise in stores is not a match to current summer needs.
- Uncertainty around if and when customers will return to stores