

## Store Manager Functional Capabilities Role Specific

**Action Oriented:** Takes on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.

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| <ul style="list-style-type: none"> <li>Readily takes action on challenges, without unnecessary planning.</li> <li>Identifies and seizes new opportunities.</li> </ul> | <ul style="list-style-type: none"> <li>Displays a can-do attitude in good and bad times.</li> <li>Steps up to handle tough issues.</li> </ul> |
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**Business Insight:** Applies knowledge of business and the marketplace to advance our organization's goals.

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| <ul style="list-style-type: none"> <li>Knows how businesses work and how organizations make money.</li> <li>Keeps up with current and possible future policies, practices, and trends in the organization, with the competition, and in the marketplace.</li> </ul> | <ul style="list-style-type: none"> <li>Uses knowledge of business drivers and how strategies and tactics play out in the market to guide actions.</li> <li>Understands how to read and interpret financial statements to improve their business.</li> </ul> |
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**Manages Conflict:** Handles conflict situations effectively, with minimal disruption.

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| <ul style="list-style-type: none"> <li>Steps up to conflicts, seeing them as opportunities.</li> <li>Works out tough agreements and settles disputes equitably.</li> </ul> | <ul style="list-style-type: none"> <li>Facilitates breakthroughs by integrating diverse views and finding common ground or acceptable alternatives.</li> <li>Settles differences in productive ways with minimum disruption.</li> </ul> |
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**Directs Work:** Provides direction, delegates appropriately, and removes obstacles to get work done.

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| <ul style="list-style-type: none"> <li>Provides clear direction and accountabilities.</li> <li>Delegates and distributes assignments and decisions appropriately.</li> <li>Monitors progress by maintaining dialogue on work and results.</li> </ul> | <ul style="list-style-type: none"> <li>Provides appropriate guidance and direction based on people's capabilities.</li> <li>Intervenes as needed to remove obstacles.</li> <li>Extends smart trust sensibly to enable people to perform.</li> </ul> |
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**Coaches and Mentors:** Provides effective teaching, coaching, and mentoring to grow Our People.

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| <ul style="list-style-type: none"> <li>Identifies strengths and learning opportunities by observing skills and behaviors in action.</li> <li>Remains flexible and present during the coaching conversation.</li> <li>Asks open-ended questions that create greater clarity, possibility, and new learning.</li> <li>Maintains two-way dialogue with others on work and results.</li> </ul> | <ul style="list-style-type: none"> <li>Brainstorms and assists to define actions that will enable people to demonstrate, practice, and deepen new learning.</li> <li>Encourages people to set improvement targets and assists individuals to reach them.</li> <li>Communicates clearly and effectively.</li> <li>Brings out the BEST in people.</li> </ul> |
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**Decision Quality:** Makes good and timely decisions that keep our organization moving forward.

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| <ul style="list-style-type: none"> <li>Prioritizes and schedules time based on what matters most, distinguishes clearly between important and unimportant tasks</li> <li>Makes sound decisions, even in the absence of complete information.</li> <li>Relies on a mixture of analysis, wisdom, experience, and judgement when making decisions.</li> </ul> | <ul style="list-style-type: none"> <li>Considers all relevant factors and uses appropriate decision-making criteria and principles.</li> <li>Recognizes when a quick 80% solution will suffice.</li> <li>Utilizes time effectively and efficiently, avoids spreading self too thin.</li> </ul> |
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**Drives Results:** Consistently achieves results, even under tough circumstances.

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| <ul style="list-style-type: none"> <li>Has a strong bottom-line orientation.</li> <li>Persists in accomplishing objectives despite obstacles and setbacks.</li> </ul> | <ul style="list-style-type: none"> <li>Has a track record of exceeding goals successfully.</li> <li>Pushes self and helps others achieve results.</li> </ul> |
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