

## Store Manager Functional Capabilities

### Role Specific

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

- Readily takes action on challenges, without unnecessary planning.
- Identifies and seizes new opportunities.
- Displays a can-do attitude in good and bad times.
- Steps up to handle tough issues.

**Business Insight:** Applies knowledge of business and the marketplace to advance our organization's goals.

- Knows how businesses work and how organizations make money.
- Keeps up with current and possible future policies, practices, and trends in the organization, with the competition, and in the marketplace.
- Uses knowledge of business drivers and how strategies and tactics play out in the market to guide actions.
- Understands how to read and interpret financial statements to improve their business.

**Manages Conflict:** Handles conflict situations effectively, with minimal disruption.

- Steps up to conflicts, seeing them as opportunities.
- Works out tough agreements and settles disputes equitably.
- Facilitates breakthroughs by integrating diverse views and finding common ground or acceptable alternatives.
- Settles differences in productive ways with minimum disruption.

**Directs Work:** Provides direction, delegates appropriately, and removes obstacles to get work done.

- Provides clear direction and accountabilities.
- Delegates and distributes assignments and decisions appropriately.
- Monitors progress by maintaining dialogue on work and results.
- Provides appropriate guidance and direction based on people's capabilities.
- Intervenes as needed to remove obstacles.
- Extends smart trust sensibly to enable people to perform.

**Coaches and Mentors:** Provides effective teaching, coaching, and mentoring to grow Our People.

- Identifies strengths and learning opportunities by observing skills and behaviors in action.
- Remains flexible and present during the coaching conversation.
- Asks open-ended questions that create greater clarity, possibility, and new learning.
- Maintains two-way dialogue with others on work and results.
- Brainstorms and assists to define actions that will enable people to demonstrate, practice, and deepen new learning.
- Encourages people to set improvement targets and assists individuals to reach them.
- Communicates clearly and effectively.
- Brings out the BEST in people.

**Decision Quality:** Makes good and timely decisions that keep our organization moving forward.

- Prioritizes and schedules time based on what matters most, distinguishes clearly between important and unimportant tasks
- Makes sound decisions, even in the absence of complete information.
- Relies on a mixture of analysis, wisdom, experience, and judgement when making decisions.
- Considers all relevant factors and uses appropriate decision-making criteria and principles.
- Recognizes when a quick 80% solution will suffice.
- Utilizes time effectively and efficiently, avoids spreading self too thin.

**Drives Results:** Consistently achieves results, even under tough circumstances.

- Has a strong bottom-line orientation.
- Persists in accomplishing objectives despite obstacles and setbacks.
- Has a track record of exceeding goals successfully.
- Pushes self and helps others achieve results.