



One-on-One

Core 3 and Department Managers



- Dedicated time for team member and manager to discuss business results and career aspirations.
- It creates transparency allowing real discussions on how we can improve the business.
- Helps build stronger relationships and better understanding on how we can lead more effectively.
- Creates a clear structure and ensures all leaders are focused on the same things.
- Ultimately create trust, increased productivity and improved results.

1:1 Best Practices

- Team member fills out 1:1 document prior to meeting.
- Maintain one workbook with tabs for each month to track progress.
- 1:1's should be scheduled and put on the calendar for the year.
- Meeting should begin with building rapport and asking about team members well-being.
- 1:1's should be led by team member.
- Manager should ask clarifying and open-ended questions throughout.
- Clear understanding of what the priorities and commitments are at the conclusion of the 1:1.



Filling Out the Form

Department Manager



Dept Manager _____
 Supervisor _____
 Date _____

Follow Up Items From Previous 1:1							
Commitments				Missed	Achieved		
Own It - Performance Goal Review							
Last Closed Period				Current Quarter to Date			
	Goal	Actual	Variance		Goal	Actual	Variance
Dept Sales Comp			0.00%	Dept Sales Comp			0.00%
Dept OSA			0	Dept OSA			0
Dept Shrink			0.00%	Dept Shrink			0.00%
Dept ER%			0.00%	Dept ER%			0.00%
CSAT			0	CSAT			0
Dept PCR 1			0	Dept PCR 2			0
Care - People Review							
Coachings Complete:			Notes:				
Staffed:			Notes:				
Love Being Different - Development Feedback (1 Strength and 2 Opportunities)							
	Leadership Competency			Action			
Strength							
Opportunity							
Opportunity							
Feedback:							
Commitments (X to Y by When)							
Commitments		Action Plan				Completion Date	

CORE Manager



Core Manager _____
 Supervisor _____
 Date _____

Follow Up Items From Previous 1:1							
Commitments				Missed	Achieved		
Own It - Performance Goal Review							
Last Closed Period				Current Quarter to Date			
	Goal	Actual	Variance		Goal	Actual	Variance
Sales Comp			0.00%	Sales Comp			0.00%
EBITDA \$			\$0	EBITDA \$			\$0
OSA			0.00%	OSA			0.00%
Shrink			0.00%	Shrink			0.00%
Controllable Expenses			0.00%	Controllable Expenses			0.00%
ER%			0.00%	ER%			0.00%
CSAT			0	CSAT			0
PCR 1			0	PCR 1			0
Care - People Review							
1:1 Complete:			Notes:				
Coachings Complete:			Notes:				
Staffed:			Notes:				
Anticipated Year End Turnover:							
Love Being Different - Development Feedback (1 Strength and 2 Opportunities)							
	Leadership Competencies			Action			
Strength							
Opportunity							
Opportunity							
Feedback:							
Commitments (X to Y by When)							
Commitments		Action Plan				Completion Date	

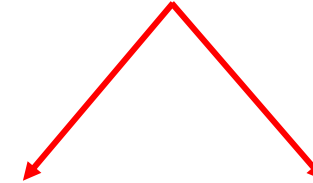




Enter the commitments you made from the previous month.



“X” in the missed or achieved box based on actual results.




Follow Up Items From Previous 1:1

Commitments	Missed	Achieved
OSA to 94.14% actual 93.99%	X	
FIM Production in Deli to 80% and actual 84%		X


X to Y by When

I will move X to Y by this date

Department Manager

 Own It - Performance Goal Review							
Last Closed Period				Current Quartr to Date			
	Goal	Actual	Variance		Goal	Actual	Variance
Dept Sales Comp	3.47%	2.55%	-0.92%	Dept Sales Comp	2.78%	3.11%	0.33%
Dept OSA	94.14	93.95	-0.19	Dept OSA	94.14	94.41	0.27
Dept Shrink	7.13%	7.95%	-0.82%	Dept Shrink	6.48%	8.38%	-1.90%
Dept ER%	100.00%	99.13%	-0.87%	Dept ER%	100.00%	97.88%	-2.12%
CSAT	92	90.4	-1.6	CSAT	92	90.8	-1.2
Dept PCR 1	91	93	2	Dept PCR 2	91	87	-4

Core Manager

 Own It - Performance Goal Review							
Last Closed Period				Current Quartr to Date			
	Goal	Actual	Variance		Goal	Actual	Variance
Sales Comp	3.47%	2.55%	-0.92%	Sales Comp	2.78%	3.11%	0.33%
EBITDA \$	175,422	175,677	\$255	EBITDA \$	355,679	349,777	-\$5,902
OSA	94.14%	94.44%	0.30%	OSA	94.14%	94.23%	0.09%
Shrink	7.13%	7.95%	-0.82%	Shrink	6.48%	6.44%	0.04%
Controllable Expenses	3.20%	3.11%	0.09%	Controllable Expenses	3.14%	3.15%	-0.01%
ER%	100.00%	99.13%	-0.87%	ER%	100.00%	97.88%	-2.12%
CSAT	92	90.4	-1.6	CSAT	92	90.8	-1.2
PCR 1	91	93	2	PCR 1	91	94	3





- Enter your goals using the Quarterly District Goal sheet.
- Dept OSA should be set by the Store Manager.
 - Recommended to use regional average as a base goal.

Example

Total		
DEPT	Q3 Region OSA	Goals
Bakery	93.65%	94.00%
Bulk	97.23%	97.00%
Dairy	93.45%	93.50%
Deli	93.25%	93.50%
Frozen	94.60%	94.50%
Grocery	94.36%	94.50%
Meat	91.34%	92.00a%
Produce	93.38%	93.50%
Vitamins	98.73%	98.50%
Total	93.96%	

	P10-2023	P11-2023	P12-2023	Q4-FY23
Metric	%	%	%	%
Comp	3.95%	5.87%	6.09%	5.35%
Produce	(4.98%)	(3.44%)	(5.41%)	(4.66%)
Floral	11.40%	20.55%	4.23%	11.27%
Grocery	8.57%	9.67%	11.37%	9.97%
HABA	(2.92%)	(4.56%)	(4.35%)	(3.98%)
Vitamins	(5.28%)	(6.96%)	(4.59%)	(5.53%)
Frozen	6.03%	9.36%	10.53%	8.69%
Dairy	8.47%	10.90%	9.92%	9.79%
Deli	6.66%	12.92%	12.24%	10.68%
Bulk	1.99%	(0.55%)	2.17%	1.26%
Beer & Wine	0.10%	3.90%	3.18%	2.50%
Bakery	5.00%	7.58%	6.47%	6.37%
Meat	10.34%	11.52%	13.02%	11.74%
Shrink	4.81%	4.79%	4.94%	4.85%
Produce	6.68%	6.90%	7.16%	6.92%
Floral	10.46%	10.04%	11.62%	10.76%
Grocery	1.92%	2.05%	2.04%	2.01%
HABA	4.07%	4.03%	3.69%	3.91%
Vitamins	2.99%	3.11%	3.07%	3.05%
Frozen	1.62%	1.74%	1.59%	1.65%
Dairy	2.91%	2.75%	2.77%	2.80%
Deli	9.60%	9.57%	10.43%	9.90%
Bulk	3.93%	3.90%	3.90%	3.91%
Beer & Wine	2.35%	2.14%	2.25%	2.24%
Bakery	5.85%	5.85%	5.61%	5.76%
Meat	7.65%	6.87%	7.06%	7.18%
Supplies	0.93%	0.92%	0.83%	0.89%
Shrink+Supplies	0.05745418	5.71%	5.77%	5.74%
OSA	94.14%	94.14%	94.14%	94.14%

*Excludes auto-qualifying stores

**Comp only excludes non-comp stores



Care - People Review

Department Manager
(Example Deli)

Coachings Complete:	No	Notes:	No documented coaching for MTD.
Staffed:	No	Notes:	Need one early morning TM for production. One TM transferring at the end of October.



Care - People Review

Core Manager
(Example ASM)

1:1 Complete:	No	Notes:	Missing 2 DMs (Bakery & Produce).
Coachings Complete:	No	Notes:	2 documented coachings for DMs in September (1 attendance, 1 missing an order).
Staffed:	No	Notes:	Bakery DM and Back up reciever
Anticipated Year End Turnover:	74%		

Review previous month's documented coaching (relative to how many team members on their team).

Who have they recognized the prior month and how?



Select from the drop down the competencies from your IDP.
1 Strength and 2 Opportunities

Enter the detailed actions update from your current IDP.
Should match Workday



Love Being Different - Development Feedback (1 Strength and 2 Opportunities)		
	Leadership Competencies	Action
Strength	Customer Focus	
Opportunity	Communication	
Opportunity	Coaching and Developing	

Feedback:	Use my strength of leading change to help improve FIM execution. Ensure I am showing up to meetings on time.
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Things to consider:

- The strengths and opportunities should not change month to month and should match IDP.
- Does the team member understand how to identify their strength and opportunities? Do they know how to leverage their strength?
- Ensure the team member understands the competencies and their definitions.
- During the feedback section, allow the team member time to share their feedback. Must stay open-minded.

Love Being Different - Commitments

Select a metric you want to improve

What actions are you going to take to achieve your commitment

Select a date you want to achieve this goal



Commitments (X to Y by When)		
Commitments	Action Plan	Completion Date
OSA 94.14 to 94.5	Walk schematic integrity in on dept every Monday and review orders with Produce and Grocery on order days to ensure minimal adjustment and better BOHs.	10/14/2023
CSAT 92 to 93	Daily observations and coaching completed by every core manager for a minimum of 30 mins a shift.	11/1/2023

X to Y by When

I will move X to Y by this date



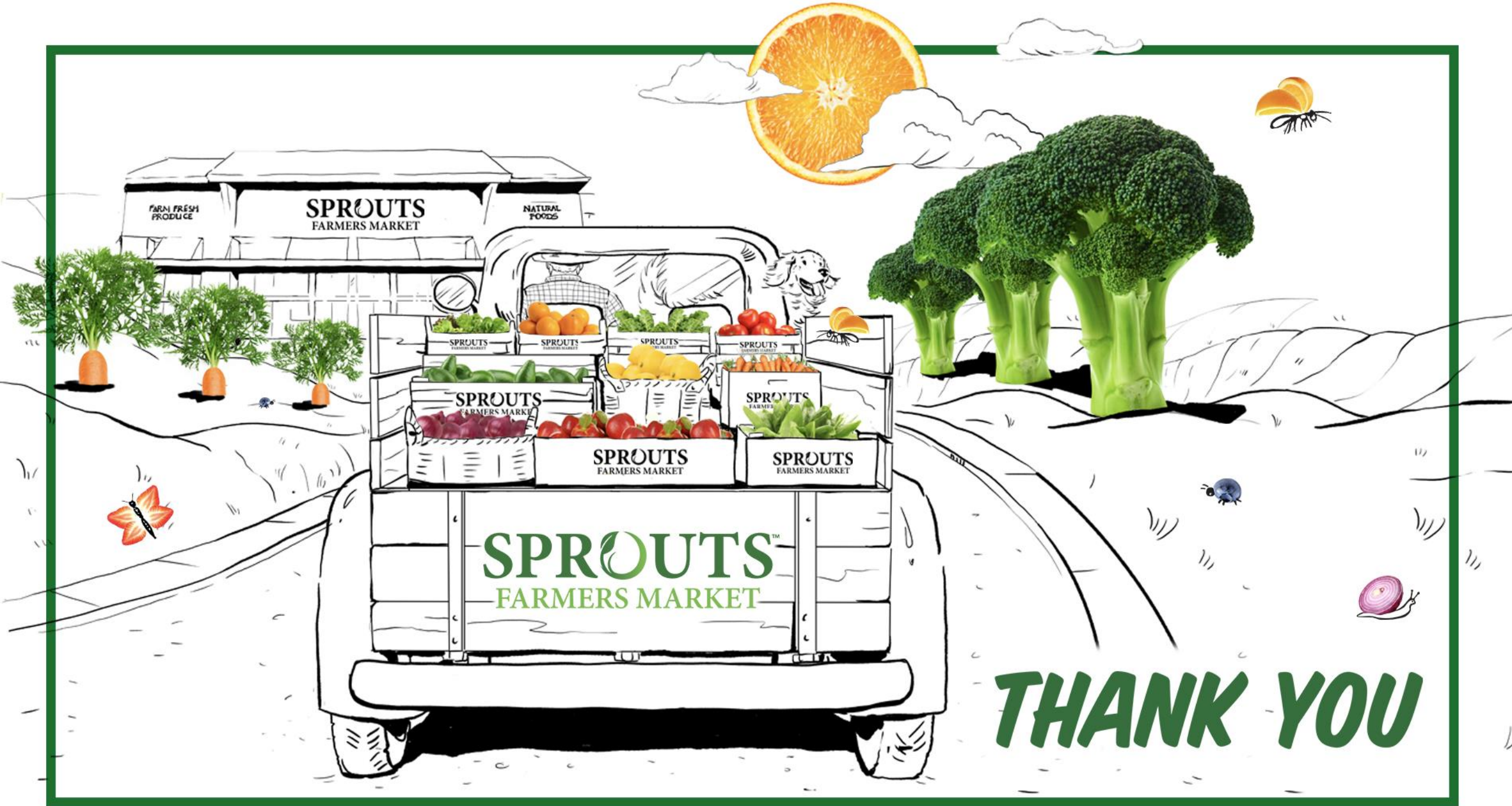


- Store Manager/Asst. Store Manager have scheduled all 1:1's with the team.
- During the 1:1 the Store Manager/Asst. Store Manager should validate the following:
 - Are the previous months commitments logged correctly?
 - Are all metrics correct?
 - Does the team member have the best IDP to make them successful?
 - Do the commitments help the store achieve their goals?
- Keep the 1:1 focused on performance and development.

Roll Out Expectations

- DD's - Communicate the program to all stores by 12/4/23.
- Store Managers – Communicate to Asst. Store Manager and Department Managers by 12/8/23.
- DDs/Store Managers/Asst. Store Managers – All 1:1's for P12 scheduled by the end of the period.
- Confirmation all 1:1's have been completed by 12/31/23 to DD.





SPROUTSTM
FARMERS MARKET

THANK YOU