

TRY IT

# Being Strategic

**Challenge:**

<b>WHAT IS</b>	<b>Key Strengths</b> (internal)	<b>Key Weaknesses</b> (internal)
	<b>Key Opportunities/Support</b> (external)	<b>Key Threats</b> (external)

<b>WHAT'S THE HOPE</b>	<b>Time frame</b> (date when challenge will be addressed):
	<b>Most important elements of my hoped-for future:</b>

<b>WHAT'S IN THE WAY</b>	<b>Key internal obstacles to achieving the vision</b>	<b>Key external obstacles to achieving the vision</b>

WHAT'S THE PATH—STRATEGIES, THEN TACTICS	Strategy #1		
	Tactic	Owner	Due Date
	Strategy #2		
	Tactic	Owner	Due Date

WHAT'S THE PATH—STRATEGIES, THEN TACTICS	Strategy #3		
	Tactic	Owner	Due Date

# EXAMPLE

## Being Strategic: Fast Food Industry

### Challenge:

How can we retain more assistant and store managers in the Houston market?

WHAT IS	<b>Key Strengths (internal)</b> <ul style="list-style-type: none"> <li>• Career path potential for those that want it</li> <li>• Ability to flex schedules and create work/life balance</li> <li>• Stable employment (no store closures in region in 5 years)</li> </ul>	<b>Key Weaknesses (internal)</b> <ul style="list-style-type: none"> <li>• Exit interview data reflecting poor people management skills by Operators</li> <li>• Weekend and evening work</li> <li>• Jobs are 'on your feet' and require stamina</li> </ul>
	<b>Key Opportunities/Support (external)</b> <ul style="list-style-type: none"> <li>• Strong connection to Latino population with good reputation as an employer</li> <li>• Houston region expanding at 2% a year means more opportunities for store and career growth</li> </ul>	<b>Key Threats (external)</b> <ul style="list-style-type: none"> <li>• Surplus of jobs in Oil and Gas industry with higher starting wages</li> <li>• Start-ups in Texas offering more tuition reimbursements</li> <li>• More food chains entering Houston market recruiting talent away from us</li> </ul>

WHAT'S THE HOPE	<p><b>Time frame</b> (date when challenge will be addressed):</p> <p>July 2016</p> <p><b>Most important elements of my hoped-for future:</b></p> <ul style="list-style-type: none"> <li>• <b>People Leaders</b> Operators are more skilled at developing people and supporting their success.</li> <li>• <b>Recruit for the Long Term</b> We're qualifying candidates better to hire those who can be long-term employees.</li> <li>• <b>Market Competitive</b> We're partnering with Home Office to keep pace with a growing market while staying true to our business model.</li> </ul>
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WHAT'S IN THE WAY	<p><b>Key internal obstacles to achieving the vision</b></p> <ul style="list-style-type: none"> <li>• Operators don't see themselves as part of the reason for attrition.</li> <li>• We're not use to going beyond hiring the most convenient candidate.</li> </ul>	<p><b>Key external obstacles to achieving the vision</b></p> <ul style="list-style-type: none"> <li>• Supply of skilled or capable workers in Houston not keeping up with demand.</li> <li>• Other jobs available in Houston.</li> </ul>
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**WHAT'S THE PATH—STRATEGIES, THEN TACTICS**

**Strategy #1** Build people management capability of operators.

Tactic	Owner	Due Date
1. Present exit interview data at regional operators' meeting as the business case for building people management skills.	Lee	November 1
2. Work with home office to customize an on-line and classroom based skills training for all Houston-area operators.	Anne	December 1
3. Create and distribute on-line survey for assistant and store managers to learn what they value and what will retain them.	Lee	December 31
4. Launch new people management skills training.	Anne	May 1

**Strategy #2** Hire new talent for the long term.

Tactic	Owner	Due Date
1. Create two new social media advertisements (English and Spanish) for Houston market that highlights expanded management track opportunities.	Grace	July 1
2. Revise interviewing guide to include questions that assess candidate's interest in long-term career positions.	Simon	August 1
3. Increase on-campus interviewing at three local community colleges to attract candidates interested in longer-term career positions.	Simon	September 31

WHAT'S THE PATH—STRATEGIES, THEN TACTICS	<b>Strategy #3</b> Create market-competitive compensation plans for store management roles.		
	<b>Tactic</b>	<b>Owner</b>	<b>Due Date</b>
	1. Build the business case for revising Houston compensation plan <ul style="list-style-type: none"> <li>a. Collect exit interview data on where assistant and store sanagers are going and their pay.</li> <li>b. Track how often candidates decline offer because of pay</li> <li>c. Research salary trends for these roles in Houston market</li> <li>d. Analyze and compile data into a report</li> </ul>	Andy	August 15
	2. Lead 10 focus groups across Houston market with assistant and store managers to learn what they value beyond base pay.	Sharon	September 25
	3. Host a summit meeting with District leaders, Regional VP and Home Office people to present the case and build plan for establishing new salary baselines.	Ed	October 1