



Employee Engagement

Moneyball 2.0 Leadership training



Proudly made in JOE collaboration with

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#1393 – Senior People Associate



AGENDA

- 1 **Why is this skill important?**
- 2 How to master the skill
- 3 Sum-up and Impact
- 4 How to apply into practice



WHY IS THIS SKILL IMPORTANT?

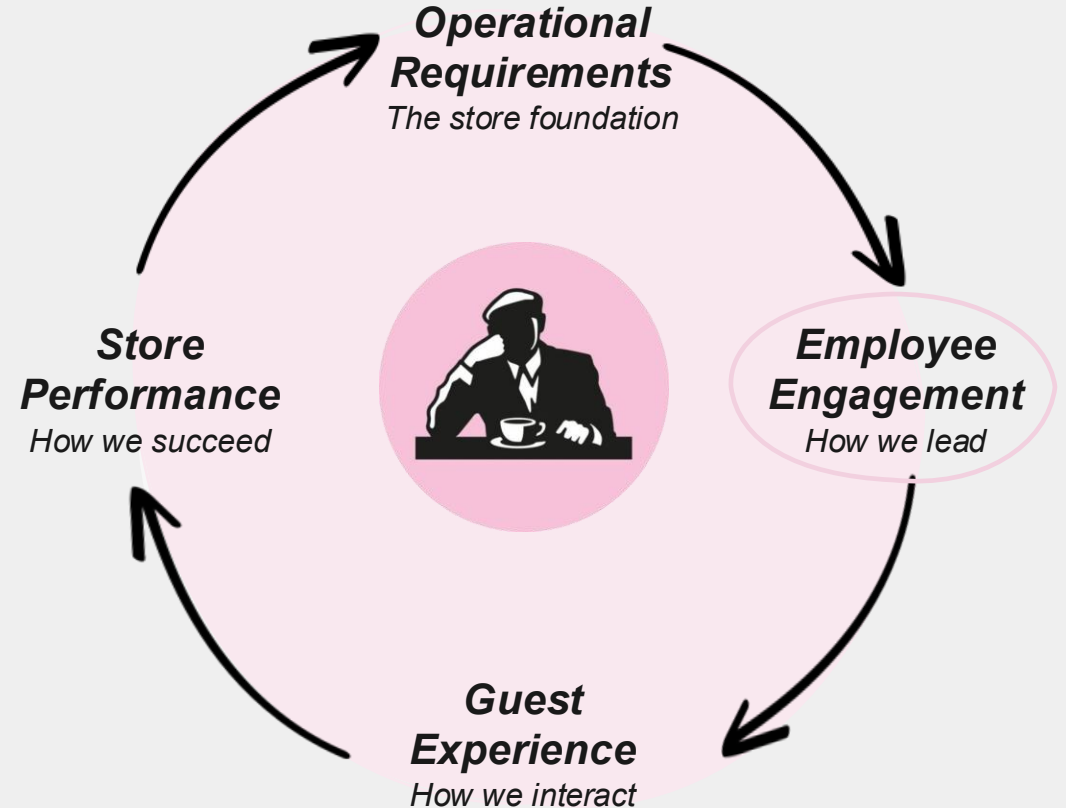
Learning goals for this manager session

LEARNING GOALS

To communicate before, during, and after an engagement survey to gather valid, anonymous employee feedback. Utilize the Peakon platform as a manager tool to support daily leadership and implement impactful actions:

1. Understand engagement terms and **framework**
2. Gain **insights and interact with comments**
3. **Measure and analyze drivers** of strength and opportunities
4. **Select** and identify **focus areas**
5. Create and implement **in-store actions**

CIRCLE OF OPERATIONAL EXCELLENCE



How does mastering these skills affect each area within
the Circle of Operational Excellence in your store?



INTRODUCTION

Why are we working with Employee Engagement?

“WE WANT TO CREATE A CULTURE

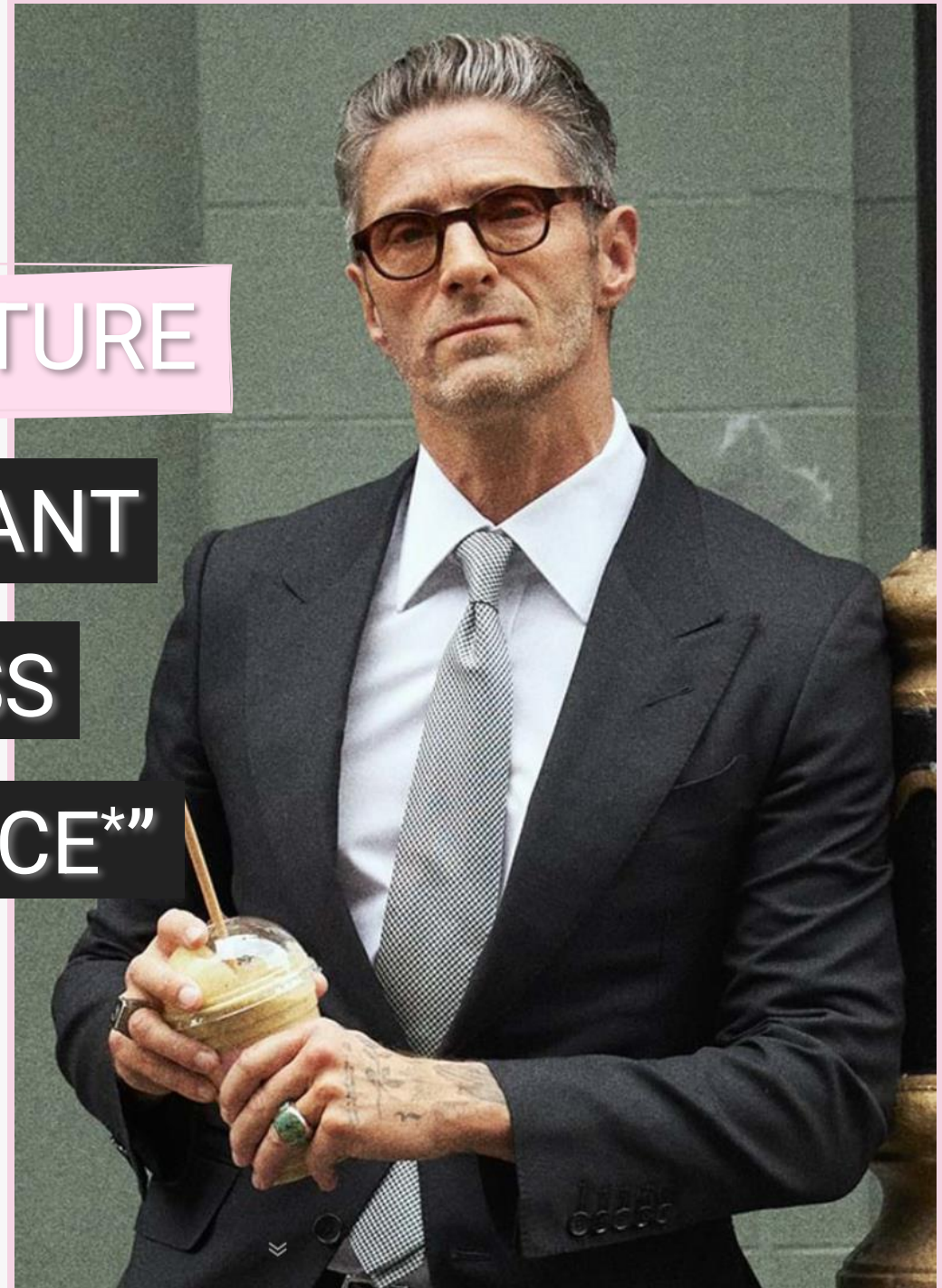
WHERE IT IS EQUALLY IMPORTANT

TO MEASURE MEANINGFULNESS

AS OPERATIONAL PERFORMANCE*”

- Kaspar Basse, Founder, Joe & The Juice

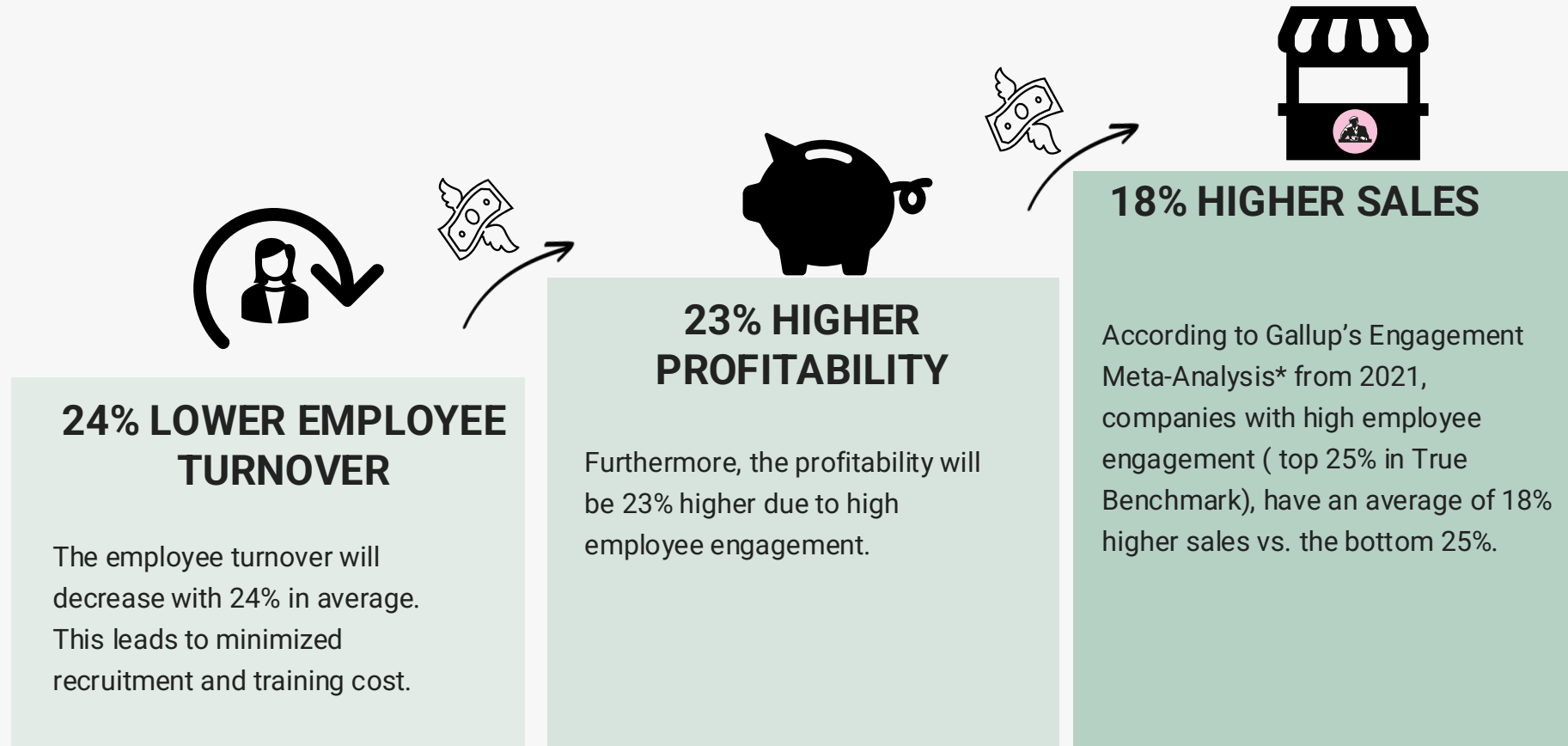
*From Joe & The Juice Manifest





IMPACT OF HIGH ENGAGEMENT

Employee engagement effects employee turnover and financial KPIs





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DEFINITION

What is Employee Engagement?



Employee Engagement IS NOT Employee Happiness. You can be happy but disengaged and unproductive in your work



Definition:
Employee Engagement is the emotional commitment the employee has to the organization and its goals



It means "Going the extra mile" because you are engaged to do so!



TWO MANAGER PRIORITIES

Manager Priorities

The goal is to prevent *survey fatigue*, which occurs when employees feel their feedback has no impact or is not valued.

1



Make your employees feel seen and heard

Interact with employee feedback authentically, ensuring they feel valued and know their input makes a difference.

2



Create and implement actions

Big or small, taking action based on feedback gives surveys more purpose and improves employees trust in the platform.



EXERCISE: MANAGER IMPACT

Your impact on Employee Engagement

INDIVIDUAL

1

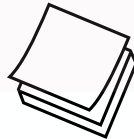
What can I do as a leader?

Reflect on what kind of actions you could implement now to improve engagement

2

Write your actions down

On three separate post it-notes, note down your actions and keep them



Definition

What is Employee Engagement?



Employee Engagement IS NOT Employee Happiness. You can be happy but disengaged and unproductive in your work



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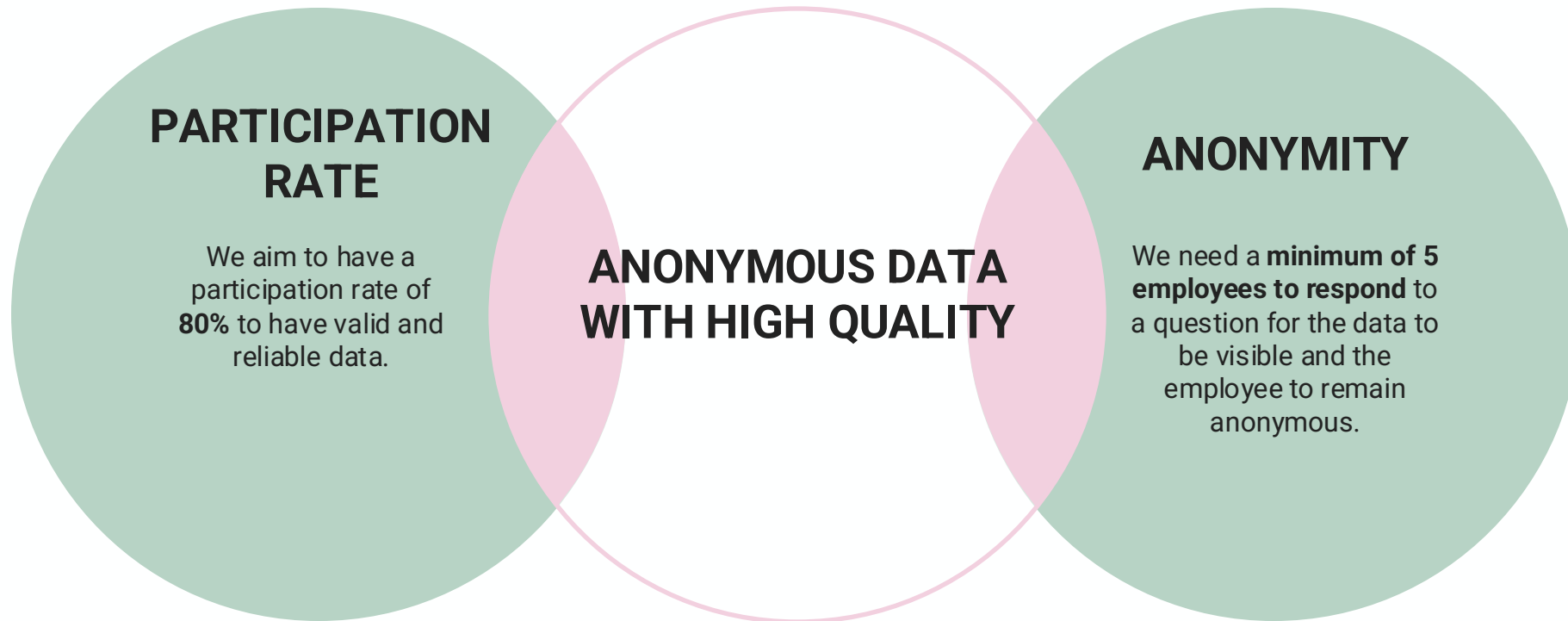
Can you name some examples on how this looks like in practice?

Source: <https://www.forbes.com/sites/kevinkusner/2013/04/22/employee-engagement-what-and-why/>



GATHERING VALID EMPLOYEE FEEDBACK

Participation Rate & Anonymity to be able to trust the data



The most important first step for highly engaged companies is to quickly acknowledge and respond to employee comments, leading to higher participation and increased trust in the framework over time.



THE RATING SCALE

A manager tool to analyze performance

Detractors



Passives



Promoters



UNSATISFIED AND DISENGAGED:

These employees are unhappy about their experience and is very likely to share the negative stories in JOE to colleagues, friends or family members.

SATISFIED, NOT FULLY ENGAGED:

These Employees are not actively disengaged but is unlikely to promote the company and its products and values to colleagues, friends or family members.

SATISFIED AND ENGAGED:

These employees are highly engaged and loyal to the organization. The person is very likely to recommend products or company values to their colleagues, friends or family members.

A Detractor is more likely to be louder than a Promoter.

A DETRACTOR will actively tell 13 people about their negative experience.

A PROMOTER will actively tell 3 people about their positive experience.



TRUE BENCHMARK

Comparing scores with our competitors

Factors of influence:

Age

Gender

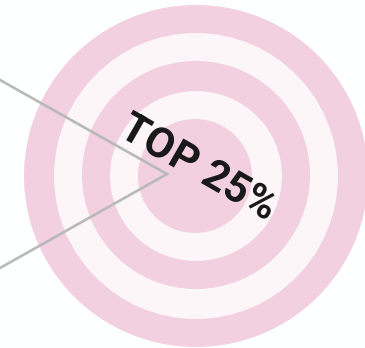
Geography

Department

Job Role

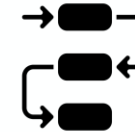
Seniority

TRUE BENCHMARK



Compare

Compare score with the F&B industry to get a realistic understanding of performance



Prioritize

Identify realistic targets to improving engagement and consider efforts and actions

The true benchmark is used for competitor analysis to compare our performance with other similar companies in the F&B industry.

ENGAGEMENT DRIVER OVERVIEW

Our main engagement questions and driver definitions

How likely is it you would recommend JOE & THE JUICE as a place to work?

MAIN EEE DRIVERS

BELIEF

How likely is it you would recommend JOE & THE JUICE's products or services to friends and family?

LOYALTY

If you were offered the same job at another company, how likely is it you would stay at JOE & THE JUICE?

SATISFACTION

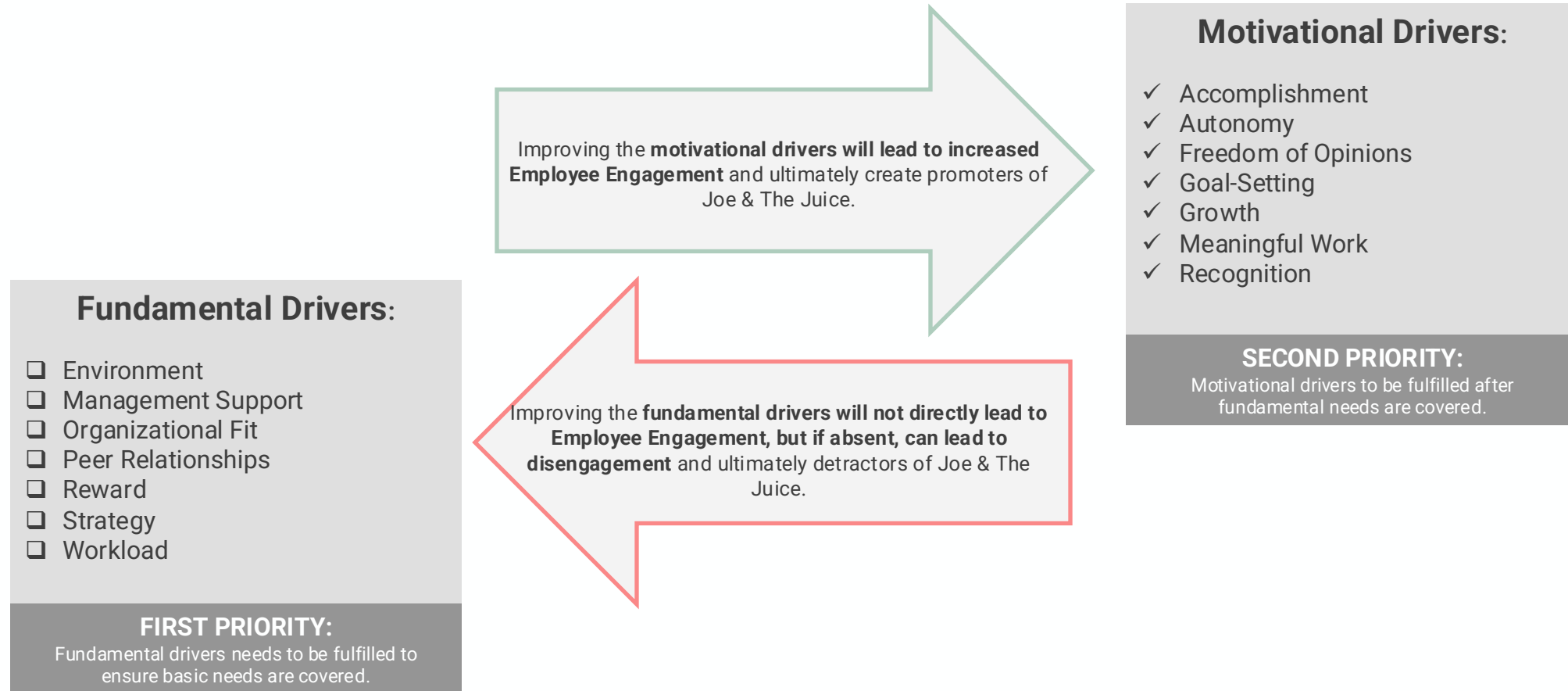
Overall, how satisfied are you working at JOE & THE JUICE?

DRIVERS	DEFINITION
 Accomplishment	Builds a sense of competence and motivates people to use their skills
 Autonomy	Freedom to control how work is carried out
 Environment	Physical conditions enabling effective work and fostering collaboration
 Freedom of Opinion	High trust enabling people to speak without fear of negative consequences
 Goal-Setting	Clear goals that connect individual work to overall impact
 Growth	Opportunities and support for professional development
 Management Support	Providing both practical and empathetic support to employees
 Meaningful Work	Work that brings value to others and leverages individual strengths
 Organizational Fit	Alignment between personal and organizational values
 Peer Relationships	Trust and support among peers to produce quality work
 Recognition	Valuing and acknowledging contributions
 Reward	Fairness in reward systems relative to contributions and others' rewards
 Strategy	Understanding and belief in the organizations short- and long-term goals
 Workload	Reasonable workload with adequate resources to manage stress



FUNDAMENTAL & MOTIVATIONAL DRIVERS

What drives employee engagement and what avoids disengagement

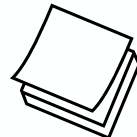
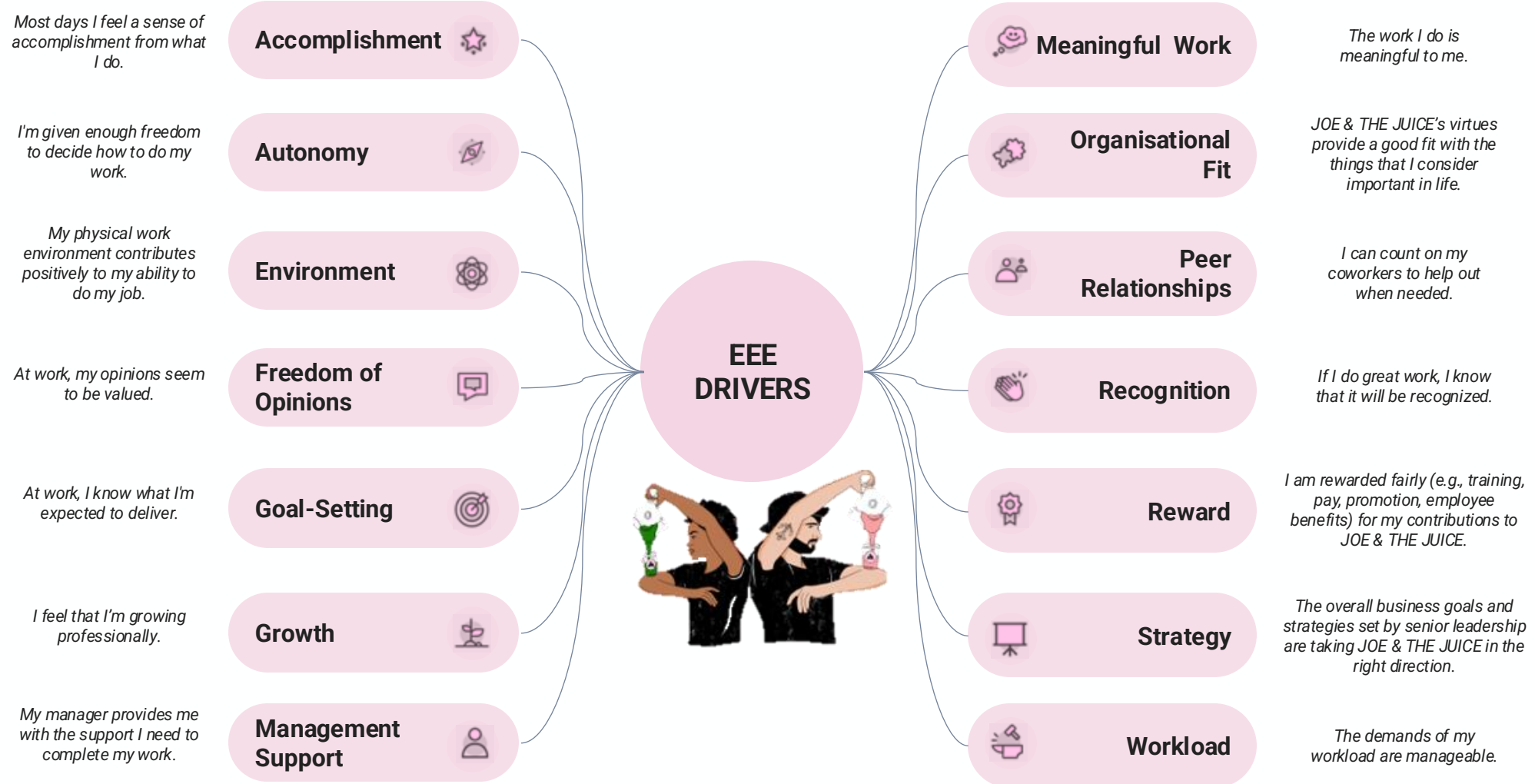


There are two different sets of Drivers to be used according to what avoids disengagement and what creates engagement



EXERCISE: IMPACTING ENGAGEMENT DRIVERS

Where does your post-it actions create impact?



Reflect, stand up and place your post-it notes actions from last exercise where you believe your initiative will impact a specific driver the most

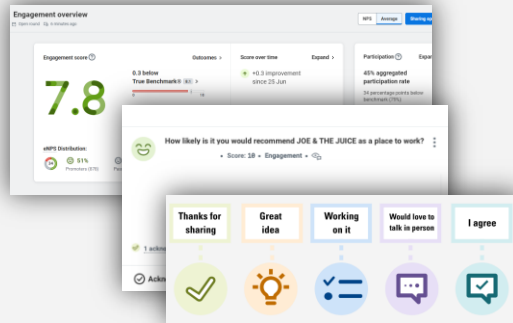




THE ENGAGEMENT IMS

The recipe of improving Engagement in your store

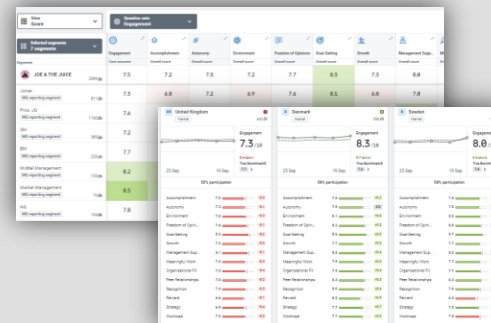
I INSIGHTS



GAIN KEY INSIGHTS

- ✓ Gain key insights from Peakon platform
- ✓ See participation rate, score and promoter %
- ✓ Interact and engage with employee feedback

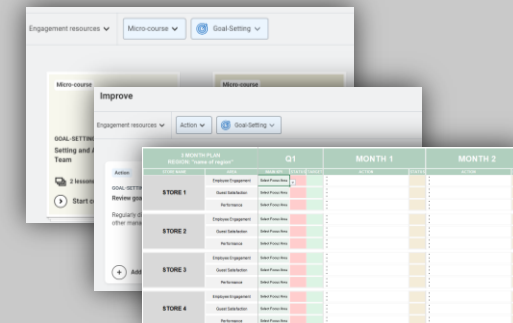
M MEASUREMENTS



MEASURE PERFORMANCE

- ✓ Measure and analyse performance
- ✓ Identify drivers of strengths
- ✓ Identify drivers to improvement

S SELECTION



SELECT ACTIONS

- ✓ Select and create impactful actions
- ✓ Follow up on previous actions
- ✓ Host Engagement team meeting



OPEN QUESTION

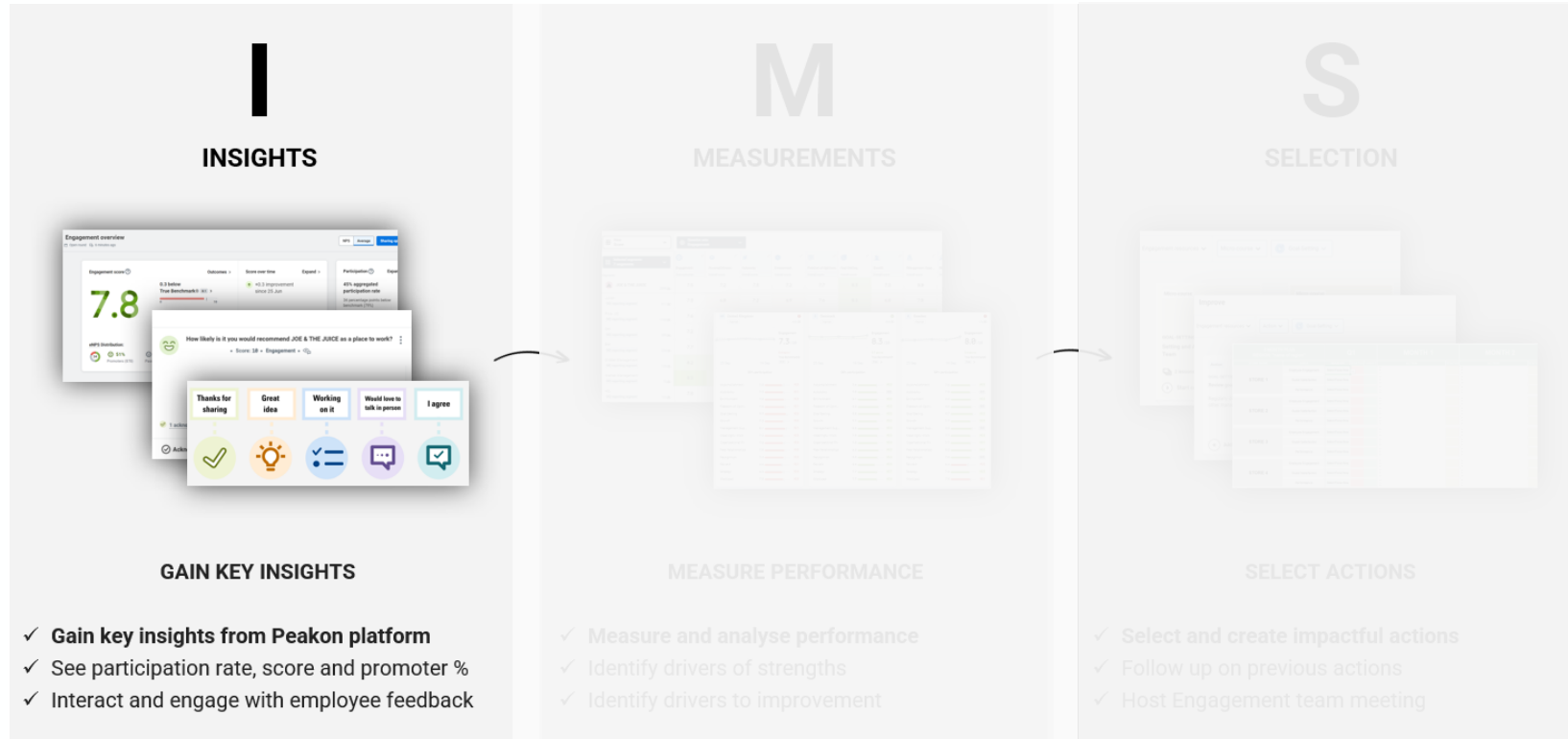
HOW CAN PEAKON INSIGHTS BENEFIT YOUR LEADERSHIP?

Reflect on the importance of both qualitative and quantitative insights





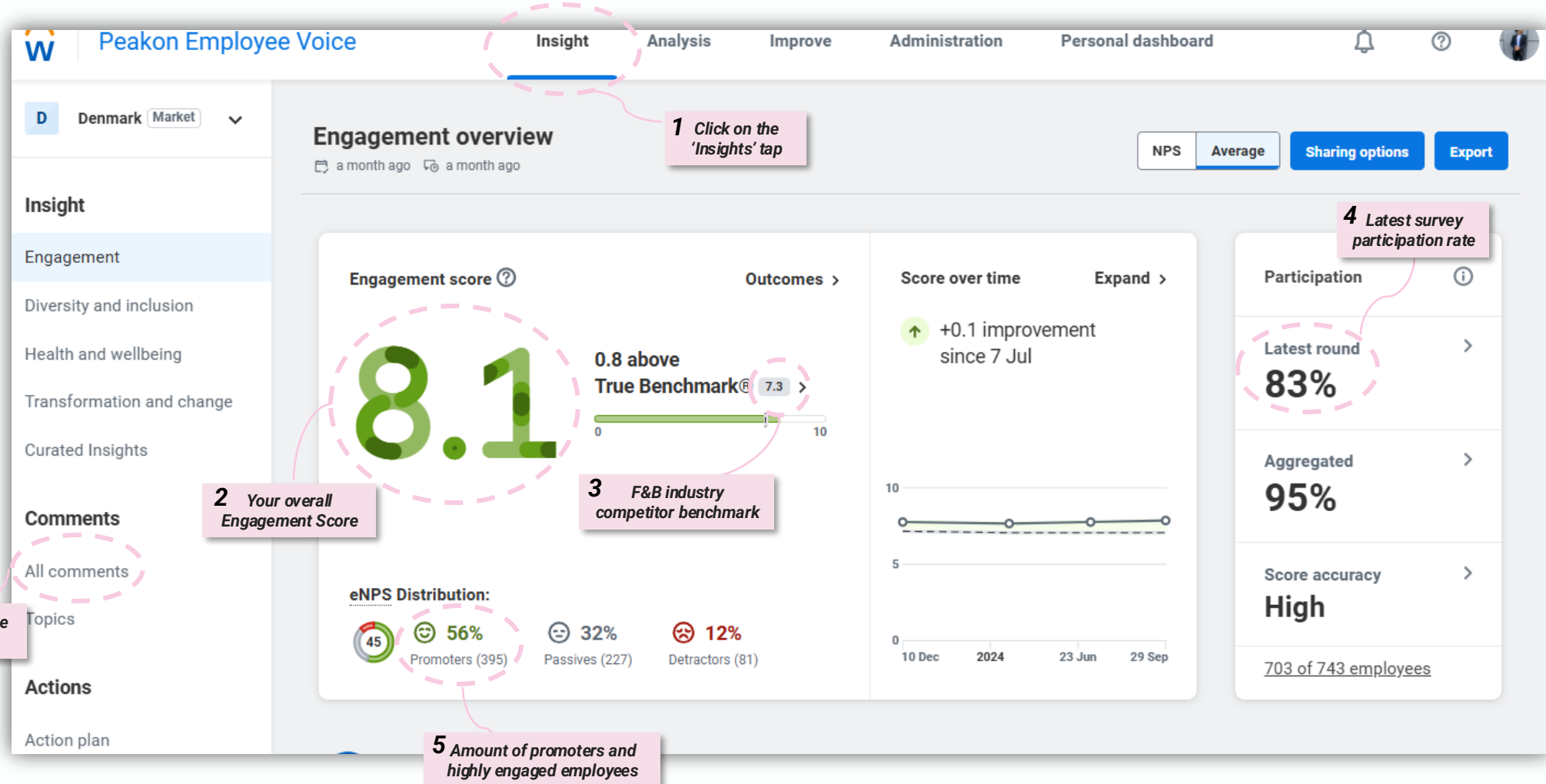
INSIGHTS





INSIGHTS

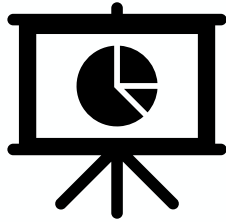
How to gain quantitative insights from dashboard





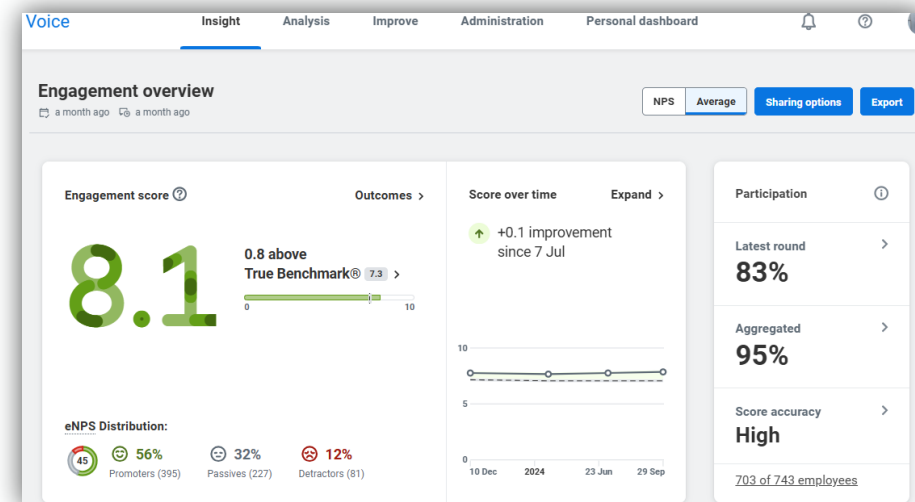
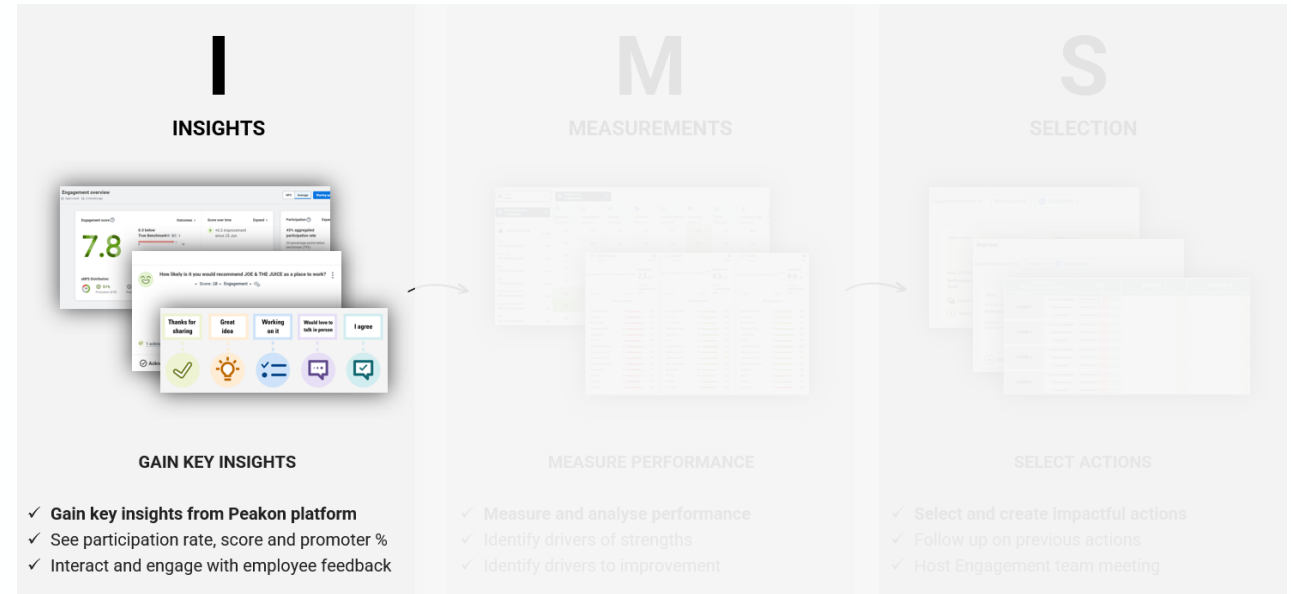
EXERCISE: INSIGHTS

Gaining overall numeric insights from Dashboard



GROUPS OF TWO

- 1 Login to Peakon platform and identify:**
Select a store: identify Engagement Score, Participation Rate, Trends and Promoter vs. Detractor split
- 2 Discuss overall findings:**
Share what especially surprised you, and why?

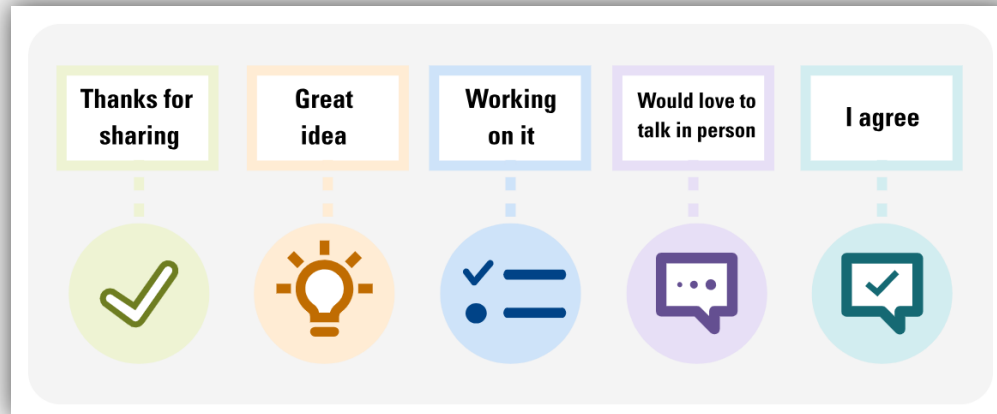




INSIGHTS: COMMENT INTERACTION

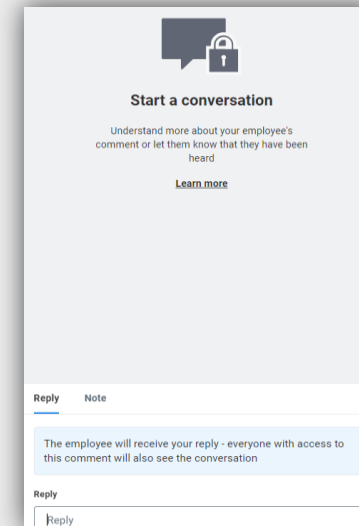
Different options to interact with employee feedback

THE ACKNOWLEDGEMENT



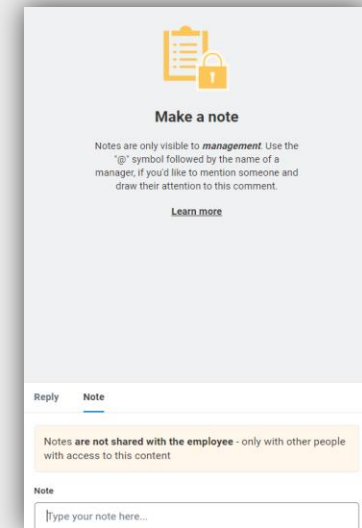
An effective way to make an interaction with one click and choosing between 5 different options.

THE REPLY



A reply can be made by asking open questions to gain insights or by providing information to clarify the subject.

THE INTERNAL NOTE



A colleague from Management team can be tagged with a note to review and discuss the feedback before interacting.

Interacting with feedback will make the Employee feel seen and heard, while also improving the trust in them that the leaders will take the necessary ownership of the subject.
The employee will always remain anonymous, while the Managers name will be visible.



INSIGHTS: COMMENT INTERACTION

How to structure a good reply to employee feedback

THE APPROACH

1

ACKNOWLEDGE & APPRECIATE:

- Thank employee for their feedback to **recognise**
- Reinforce how **their opinion matters** to improve workplace

2

ADDRESS THE FEEDBACK:

- Explain **what is being done** on the subject
- Align your reply with **Company Virtues & Strategy**
- Be honest about circle of control to set **realistic expectations**

3

ACTIONS AND NEXT STEPS:

- State **how** you, as a Manager, will actively support improvement
- Explain **next steps**
- **Encourage** ongoing dialogues, if applicable

AN EXAMPLE

1

"Dear Juicer, thank you for your feedback and for taking the time to share your thoughts with us. Your input is appreciated in helping us make JOE a better place to work"

2

"As part of our 'Growth' virtue and our strategy to open 1,000 stores, we are focused on development and constantly striving to exploring potential opportunities and solutions."

3

"The aim is for you to always have an individual growth plan to support your progression. If not, feel free to reach out to me, and we can discuss further. I will also have this subject on the agenda in our next team meeting."

**As the employee remain confidential, the Manager's name will be visible in the comment thread.
It's important to be authentic and respond in a way that feels natural to you.**





EXERCISE: COMMENT INTERACTION

Practice how to interact with employee feedback

IN GROUPS

1

Reflection & approach

- Get 4 x fictive employee comments from next slide
- Have a dialogue on how to interact most appropriately
- Note your responses as a manager

2

Presentation & feedback

- Present the selected employee feedback and explain how you chose to interact
- Gain feedback from the group



EXERCISE: COMMENT INTERACTION DASHBOARD

DRIVER QUESTION	THE EMPLOYEE FEEDBACK	
Engagement: How likely is it you would recommend JOE & THE JUICE as a place to work?	"Honestly, I wouldn't recommend working here. The energy used to be great, but now it feels like just a job with no real perks or growth."	🔴
Accomplishment: I regularly feel a sense of accomplishment from what I do.	"I feel a great sense of achievement when I make the perfect juice and see a happy customer walk away."	🟢
Autonomy: I have enough freedom to decide how to do my work.	"I have some freedom, but it feels like everything still needs approval from my manager. It can be frustrating at times."	🟡
Environment: I am satisfied with the physical surroundings where I do my work.	"The store is always clean and well-maintained, but during peak hours, it gets way too hot, making it difficult to work efficiently."	🟡
Freedom of Opinion: I feel that my opinions are taken into account at work.	"No one really listens to us. We suggest things, but nothing ever changes."	🔴
Goal-Setting: At work I know what I am expected to contribute.	"I always know what's expected of me in terms of sales and speed, but I wish there was more clarity about career progression."	🟡
Growth: I feel that I'm growing professionally.	"I've learned a lot here, from brand behavior service to time management. I feel like I'm growing professionally every day!"	🟢
Management Support: My direct manager provides me with the support I need to complete my work.	"My manager is great. They always check in on us, offer support, and make sure we're not overwhelmed."	🟢
Meaningful Work: The work I do is meaningful to me.	"It's just making juices. I don't feel like I'm doing anything meaningful in the long run."	🔴
Organizational Fit: JOE & THE JUICE's virtues are personally relevant to me.	"The virtues of Joe & The Juice make sense, but I don't see them being followed in reality."	🟡
Peer Relationships: My colleagues in my team are willing to help each other with work if needed.	"My team is awesome! We support each other and have fun even when it's super busy."	🟢
Recognition: If I do great work, I know that it will be recognised.	"I work hard, but it often goes unnoticed. A simple thank you from management would go a long way."	🔴
Reward: My compensation and benefits are fair considering my contributions to JOE & THE JUICE	"The pay is okay, but for the amount of work we do, I think we deserve better compensation."	🟡
Strategy: The overall business goals and strategies set by top management are taking JOE in the right direction.	"I trust top management's direction, and I feel like we're growing in the right way as a company."	🟢
Workload: The demands of my workload are manageable.	"Some days are okay, but during rush hours, it's just too much. We need more staff to keep up."	🔴

THE ACKNOWLEDGEMENT



THE REPLY

Start a conversation

Commented on **What your employees** commented on at their house that they have been hard

LEARN MORE

Reply

Note

The employee will receive your reply - everyone with access to this comment will also see the conversation

Write

THE INTERNAL NOTE

Make a note

Notes are only visible to management and the 20 people who have been added as a manager. If you like to mention someone and share their attention to this comment

LEARN MORE

Reply

Note

Notes are not shared with the employee - only with other people with access to this comment

Write

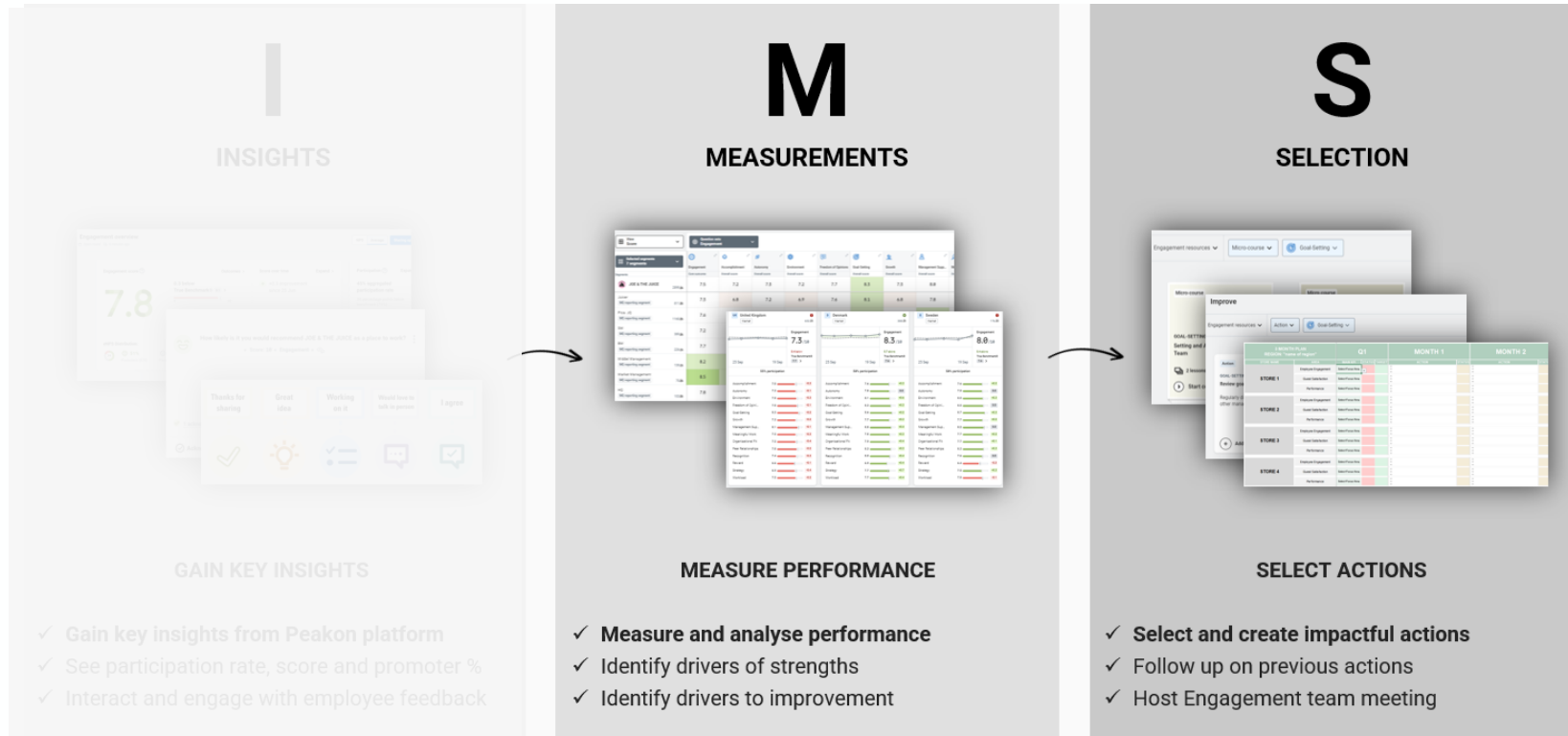


EXERCISE: EMPLOYEE COMMENT DASHBOARD

DRIVER QUESTION		THE EMPLOYEE FEEDBACK	
A	Engagement: How likely is it you would recommend JOE & THE JUICE as a place to work?	"Honestly, I wouldn't recommend working here. The energy used to be great, but now it feels like just a job with no real perks or growth."	
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2	Autonomy: I have enough freedom to decide how to do my work.	"I have some freedom, but it feels like everything still needs approval from my manager. It can be frustrating at times."	
3	Environment: I am satisfied with the physical surroundings where I do my work.	"The store is always clean and well-maintained, but during peak hours, it gets way too hot, making it difficult to work efficiently."	
4	Freedom of Opinion: I feel that my opinions are taken into account at work.	"No one really listens to us. We suggest things, but nothing ever changes."	
5	Goal-Setting: At work I know what I am expected to contribute.	"I always know what's expected of me in terms of sales and speed, but I wish there was more clarity about career progression."	
6	Growth: I feel that I'm growing professionally.	"I've learned a lot here, from brand behavior service to time management. I feel like I'm growing professionally every day!"	
7	Management Support: My direct manager provides me with the support I need to complete my work.	"My manager is great. They always check in on us, offer support, and make sure we're not overwhelmed."	
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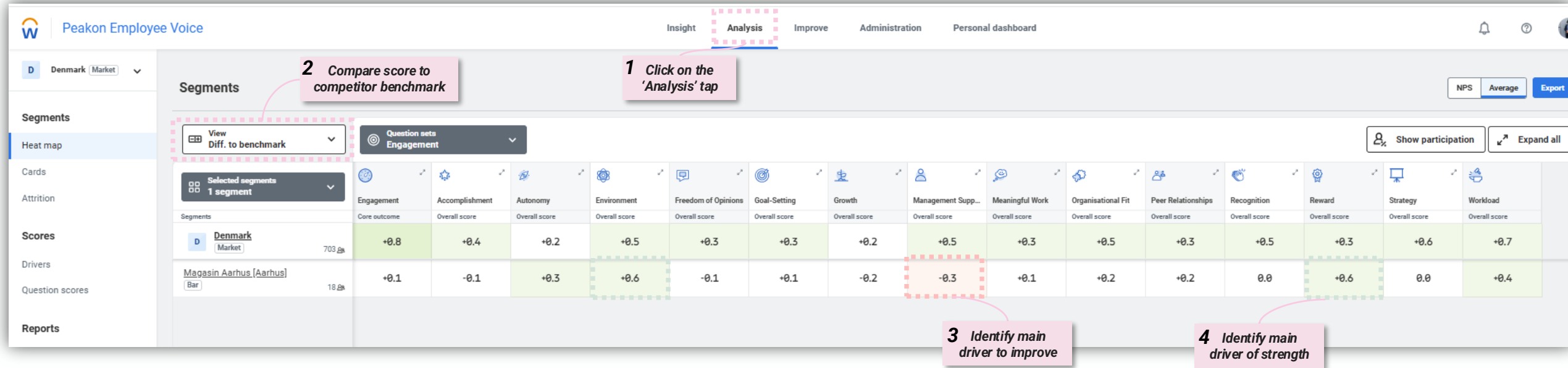
THE MEASUREMENT & SELECTION FAST TRACK





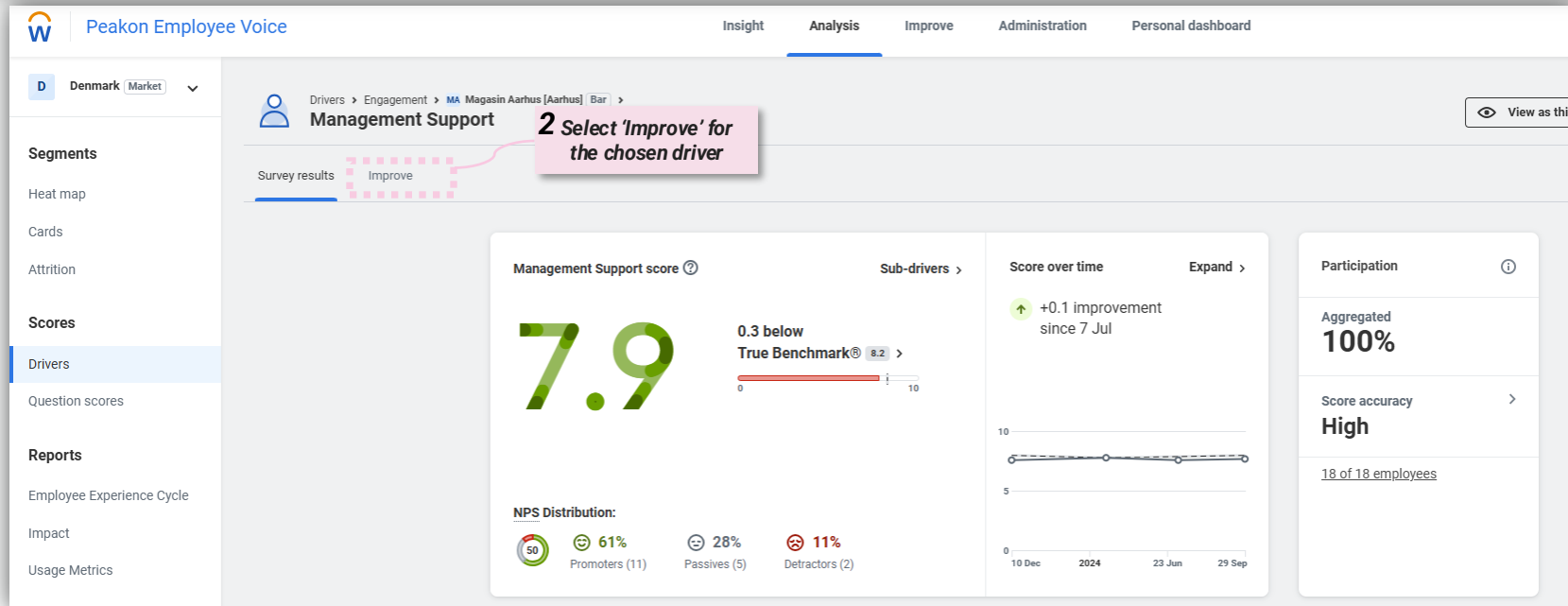
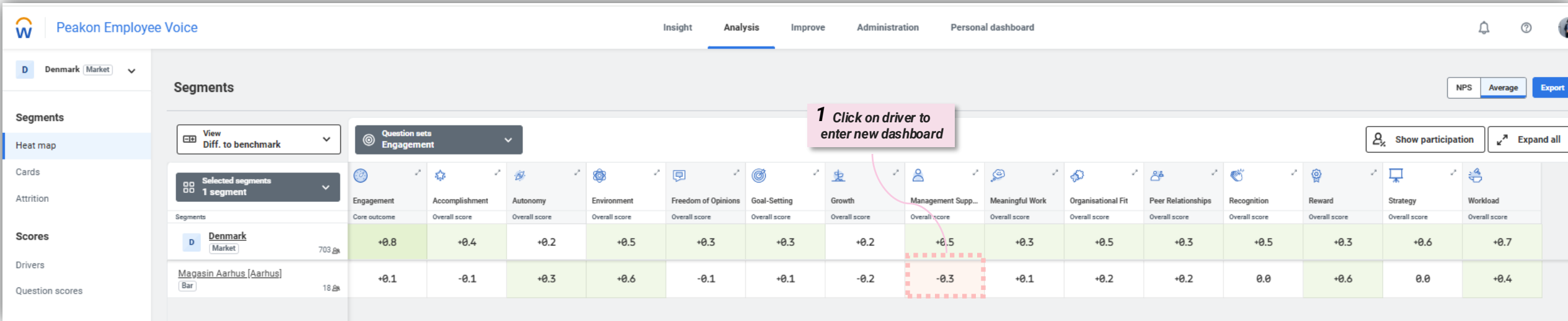
MEASUREMENT: THE HEATMAP

How to analyse in and identify main drivers of focus



SELECTION: YOUR FOCUS DRIVER

Your Fast-track pathway to improvement resources





IMPROVE: PEAKON RESOURCES

Utilizing micro-courses, articles and pre-made actions

The screenshot shows the 'Improve' section of the Peakon Employee Voice interface. The left sidebar contains navigation options: Segments (Heat map, Cards, Attrition), Scores (Question scores), Reports (Employee Experience Cycle, Impact, Usage Metrics), and Drivers (selected). The main content area is titled 'Management Support' and includes tabs for 'Survey results' and 'Improve'. A 'Micro-courses' section is highlighted with a pink dashed box and a callout: '1 Interactive micro-courses to gain competences'. Below this, a 'Suggested Micro-courses' grid displays three courses: 'Why There's No Single "Best" Leadership Style' (2 lessons, 8 min total), 'Building Developmental Relationships' (2 lessons, 10 min total), and 'Conducting Successful One-on-Ones' (3 lessons, 13 min total). A 'Resources' section is highlighted with a pink dashed box and a callout: '3 Articles and videos to increase understanding'. It lists three articles: 'What Does It Mean to Be a Manager Today?' (by Brian Kropp, Alexis Cambron and Sara Clark), '15 benefits of situational leadership that ensure business success' (by IMD), and 'Situational Leadership Model (SLM)' (by Patty Mulder). An 'Actions' section is highlighted with a pink dashed box and a callout: '2 Pre-made and custom actions to gain inspire'. It shows a list of recommended actions (14) including 'Start hosting fortnightly one-on-ones', 'Set up shadowing opportunities', and 'Review time spent with individual team members'. A 'No action' section is also visible on the right.

1 Interactive micro-courses to gain competences

2 Pre-made and custom actions to gain inspire

3 Articles and videos to increase understanding



OPEN QUESTION

**WHAT DO YOU THINK IS
IMPORTANT WHEN
CREATING ACTIONS?**





THE SMARTer ACTION MODEL

How to create bullet proof actions

S	Specific: what do you want to do?
M	Measurable: how will you know when you've achieved it?
A	Achievable: is it within your power to accomplish it?
R	Realistic: can you realistically achieve it?
T	Timely: when exactly do you want to accomplish it by?
e	Engaging: are you committed and passionate about it?
r	Relations: will the plan include others?



Add action ☰ ✕

Action
160 characters of 160 characters left

Description (Optional)

Deadline (Optional)

Question set

Driver (Optional)

Sharing settings ⌵

☒ **Shared with all**
Team members will be able to see this action on their personal dashboard or your shared dashboard.

When your action plan passes the SMARTer model, and also answers the **5 x W's to make it specific**, then your plan is ready to be registered in the Peakon platform and implemented

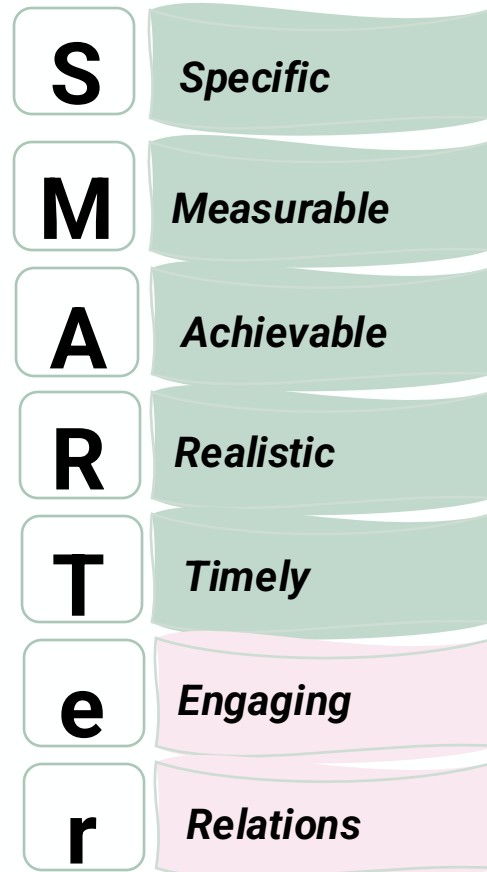


EXERCISE: PLAN YOUR ACTIONS IN PEAKON

How to register actions to improve engagement

IN GROUPS OF TWO

- 1 Identify driver action:**
Identify pre-made Peakon action and discuss how to put it into practice for your own store
- 2 Register actions in platform**
Insert the action in Peakon incl. title, description, deadline and checklist
- 3 Present your plan:**
Share your driver actions to the room and receive feedback to make sure it is SMARTer



The screenshot shows the 'Add action' form in the Peakon platform. It includes the following fields and options:

- Action:** A text input field with a character count of 160 characters of 160 characters left.
- Description (Optional):** A text input field with a placeholder: 'Describe in more detail what the action entails. Or use as personal notes for tracking progress.'
- Deadline (Optional):** A date input field with a placeholder: 'DD/MM/YYYY'.
- Question set:** A dropdown menu with 'Select...' as the current selection.
- Driver (Optional):** A dropdown menu with 'Select...' as the current selection.
- Sharing settings:** A section with a radio button selected for 'Shared with all', with a note: 'Team members will be able to see this action on their personal dashboard or your shared dashboard.'
- Buttons:** 'Add action' and 'Cancel' buttons at the bottom.

The Action Test:

To check if your engagement actions are being implemented effectively, we should be able to ask any Juicer BTC. They should be able to explain which three key actions your team is focusing on to improve engagement.



OPEN QUESTION

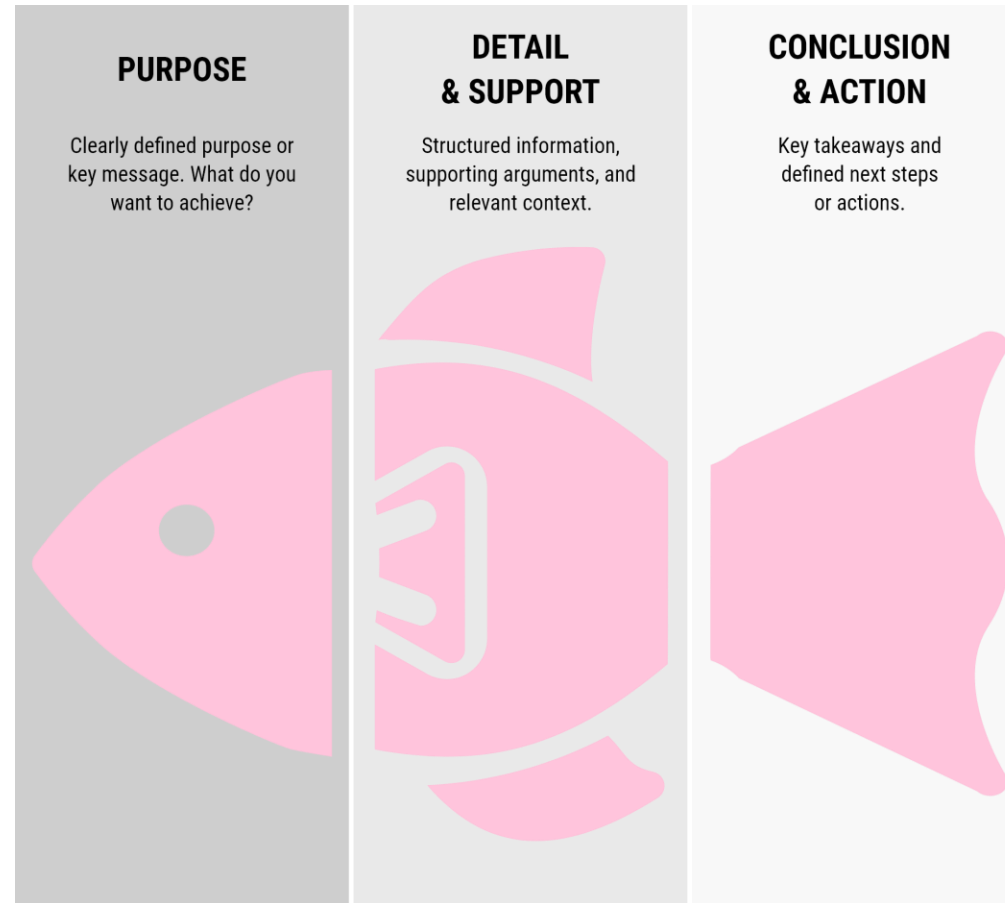
**HOW DO YOU PLAN TO
ENGAGE WITH YOUR TEAM?**





METHOD A: TEAM COMMUNICATION – INFORMING THE JUICERS

A fast and e-fish-cient way to communicate your actions



Engagement actions should be implemented through impactful communication to make sure the whole team is aware and on-board with upcoming initiatives

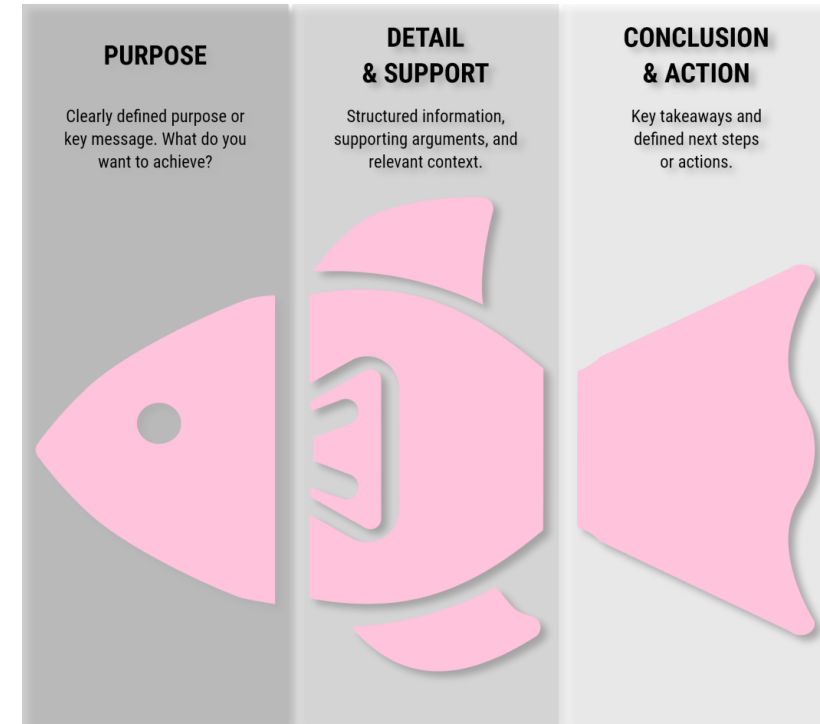


EXERCISE: COMMUNICATE YOUR ACTIONS

How to communicate actions effectively to your team

IN GROUPS OF TWO

- 1 Describe your action**
Draft your engagement action communication to make sure it lives up to the tuna communication method
- 2 Communicate your actions**
*Present your action plan to your colleague.
Gain feedback based on all elements from the tuna communication method*

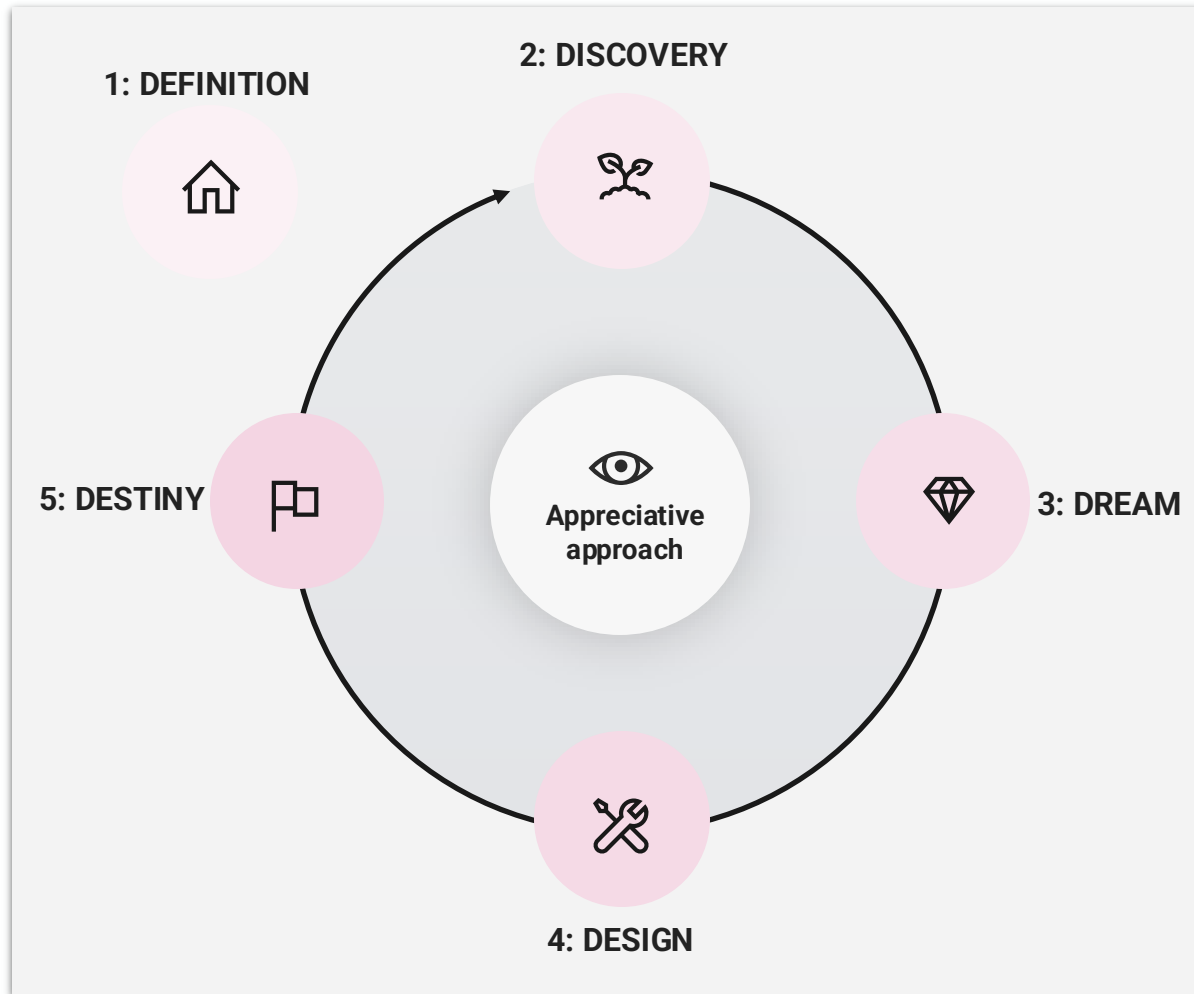


Engagement actions should be implemented through impactful communication to make sure the whole team is aware and on-board with upcoming initiatives



METHOD B: TEAM MEETING – INVOLVING THE JUICERS

An inclusive way to implement your actions with team buy in

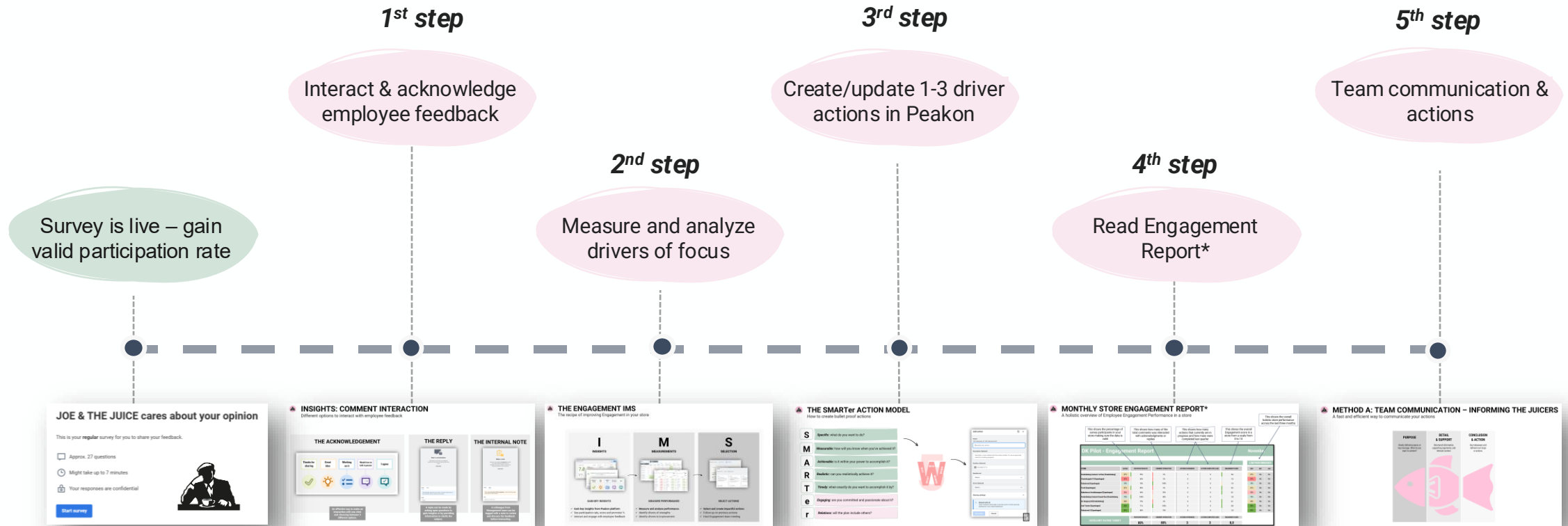


The purpose of this methodology is to recognise positive factors, focus on opportunities rather than issues when improving engagement in a team through actions



ENGAGEMENT SURVEY MANAGER FLOW

Tasks & responsibilities after a survey

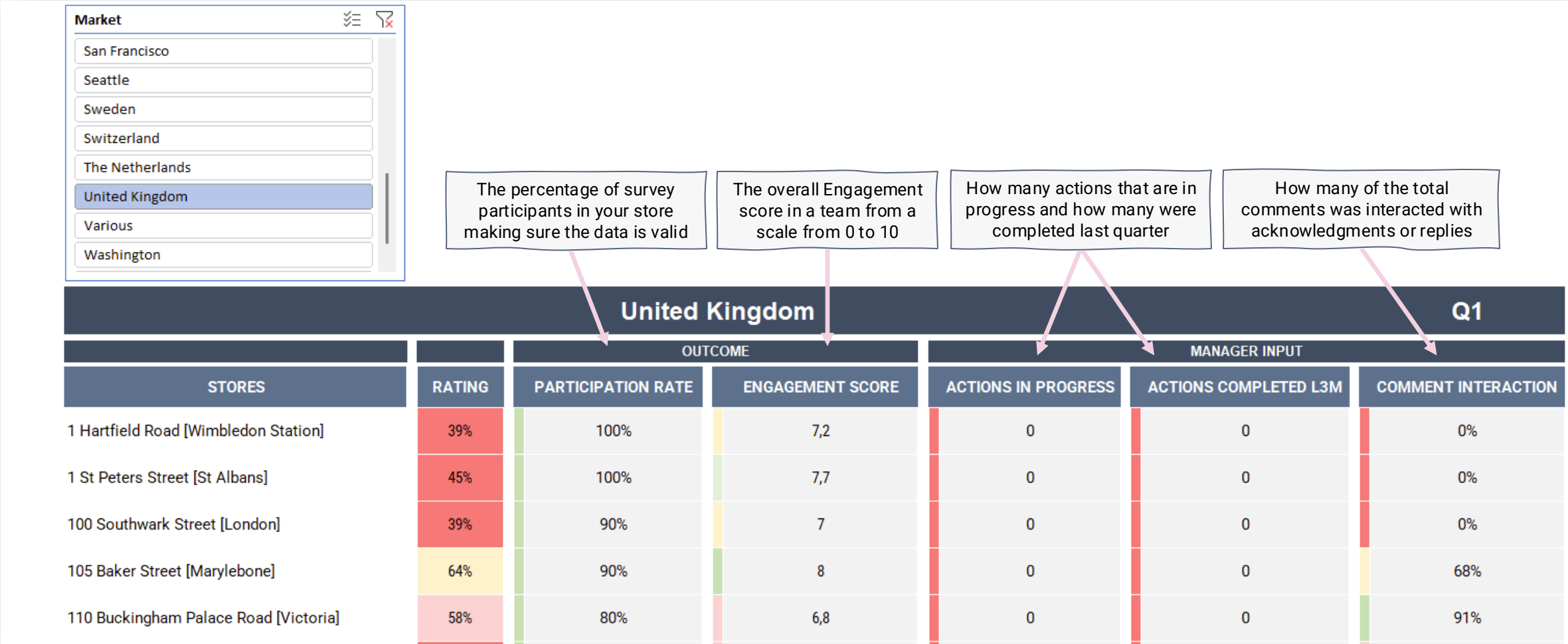


1-3 Engagement actions are created per quarter, and on monthly basis it is about analysing impact, refining actions and implementing adjusted actions.



EMPLOYEE ENGAGEMENT DASHBOARD*

A holistic dashboard of Employee Engagement, globally



A dashboard will be shared with top leadership on how we gather valid data, interact with employee feedback, create and implement actions to ultimately improve engagement

*A market specific report to be created by operational planner



AGENDA

- 1 Why is this skill important?
- 2 How to master the skill
- 3 Sum-up and Impact**
- 4 How to apply into practice

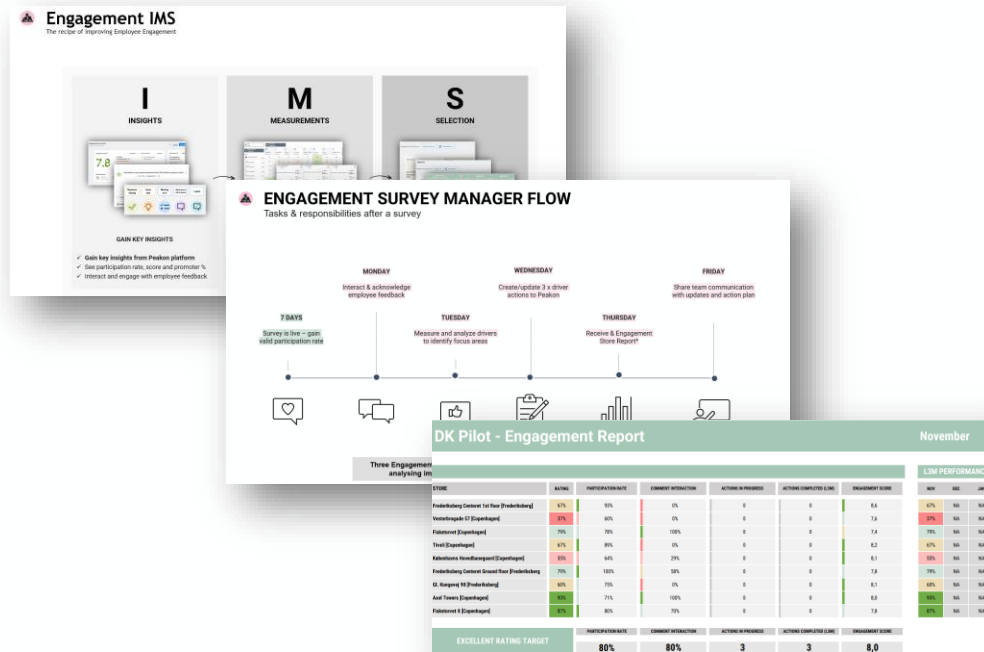




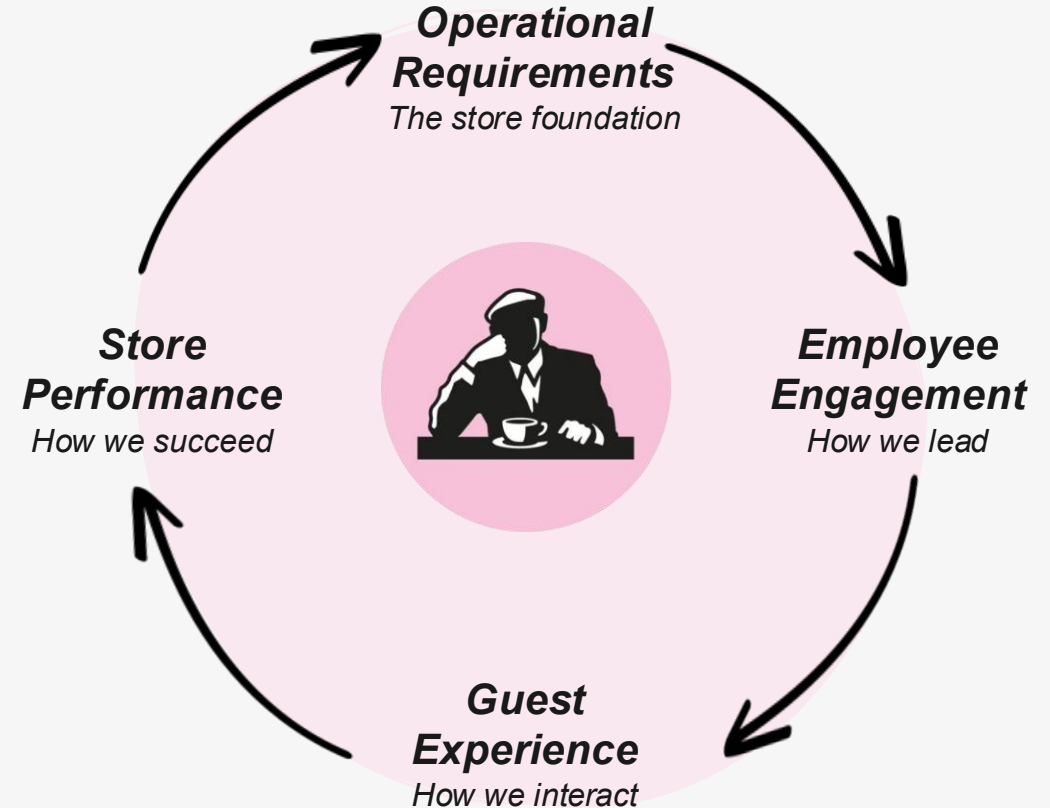
SUM-UP AND IMPACT

From class-room theory to practical in-store skills

What are the **key learnings**?



CIRCLE OF OPERATIONAL EXCELLENCE



How does mastering these skills affect each area within *the Circle of Operational Excellence* in your store?



AGENDA

- 1 Why is this skill important?
- 2 How to master the skill
- 3 Sum-up and Impact
- 4 **How to apply into practice**





EMPLOYEE ENGAGEMENT ACTION FRAMEWORK

Engagement IMS Responsibility and Hierarchy Overview

5: MANAGING & OPS. DIRECTOR

- ☐ Managing Director: Complete Engagement IMS for *Regional HQ* in reference
- ☐ Operational Director: Complete Engagement IMS for *Market Managers* in reference
- ☐ Follow up on below segment

4: MARKET MANAGER

- ☐ Complete Engagement IMS for *Market Management* team
- ☐ Follow up on below segment

3: OPERATIONAL MANAGER

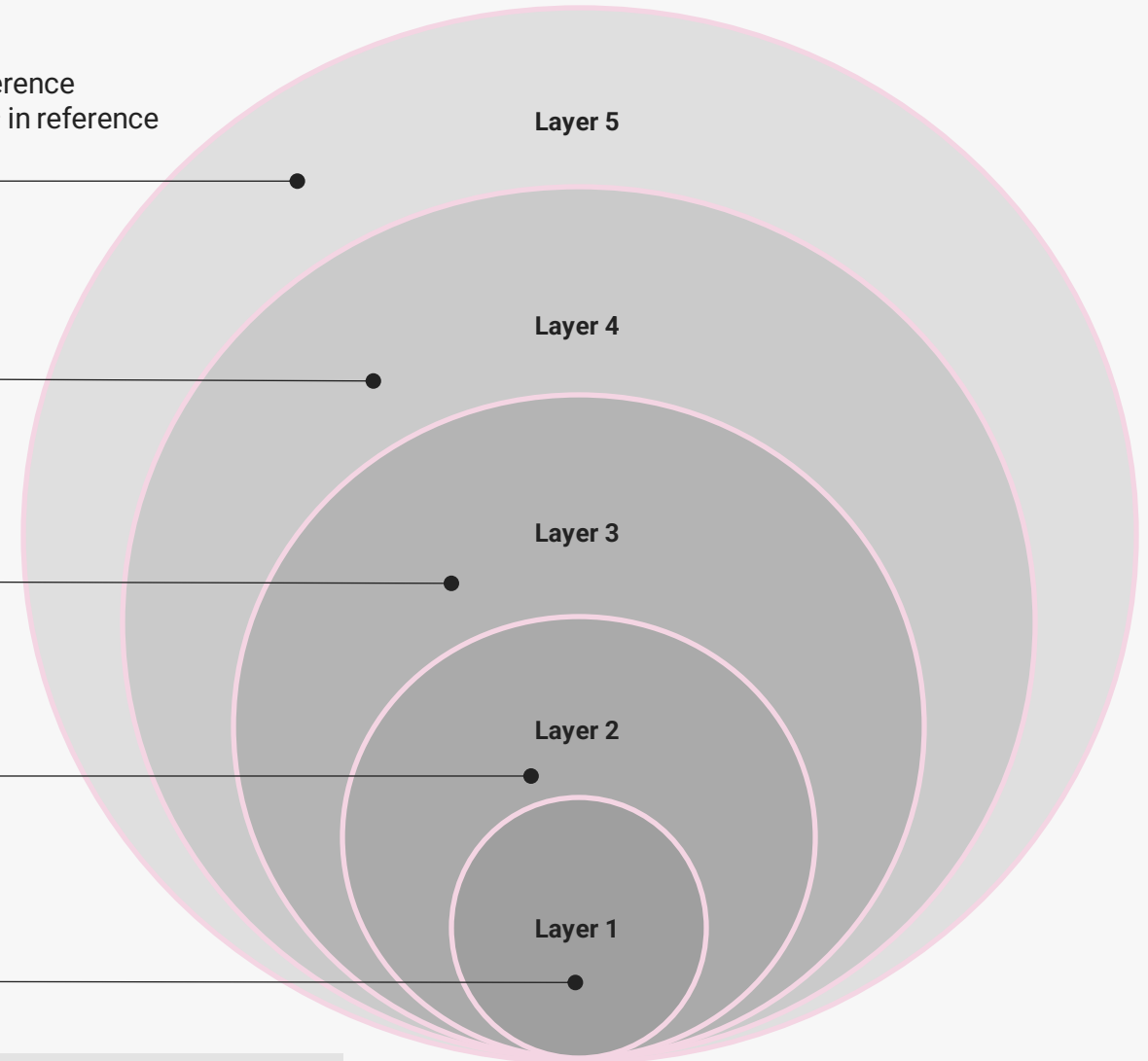
- ☐ Complete Engagement IMS for *District/Area Managers* in reference
- ☐ Follow up on below segment

2: DISTRICT/AREA MANAGERS

- ☐ Complete Engagement IMS for *Store/Regional Managers* in reference
- ☐ Follow up on below segment

1: STORE/REGIONAL MANAGERS

- ☐ Complete Engagement IMS for *Juicers/Managers* in their store(s)



This structure ensures that all feedback is addressed by the relevant leader. It ensures that every employee feels seen and heard when providing anonymous feedback in the Peakon platform.



EMPLOYEE ENGAGEMENT 2025 CALENDAR

Q1	Q2	Q3	Q4
MAR 6 DATA VALIDITY 1. Backend employee data 2. WP2 responsibility overview 3. Update correct end-dates	JUN 5 DATA VALIDITY 1. Backend employee data 2. WP2 responsibility overview 3. Update correct end-dates	SEP 4 DATA VALIDITY 1. Backend employee data 2. WP2 responsibility overview 3. Update correct end-dates	DEC 4 DATA VALIDITY 1. Backend employee data 2. WP2 responsibility overview 3. Update correct end-dates
MAR 7 TEAM COMMUNICATION 1. Team communication 2. Share purpose of survey 3. Share targets and process	JUN 6 TEAM COMMUNICATION 1. Team communication 2. Share purpose of survey 3. Share targets and process	SEP 5 TEAM COMMUNICATION 1. Team communication 2. Share purpose of survey 3. Share targets and process	DEC 5 TEAM COMMUNICATION 1. Team communication 2. Share purpose of survey 3. Share targets and process
MAR 10 SURVEY GOING LIVE! 1. Encourage participation 2. Review incoming feedback 3. Share reminders	JUN 9 SURVEY GOING LIVE! 1. Participation rate updates 2. Review incoming comments 3. Send reminders	SEP 8 SURVEY GOING LIVE! 1. Participation rate updates 2. Review incoming comments 3. Send reminders	DEC 8 SURVEY GOING LIVE! 1. Participation rate updates 2. Review incoming comments 3. Send reminders
MAR 17 ENGAGEMENT IMS 1. Insights & acknowledge 2. Measure & analyse 3. Select drivers to improve	JUN 16 ENGAGEMENT IMS 1. Insights & acknowledge 2. Measure & analyse 3. Select drivers to improve	SEP 15 ENGAGEMENT IMS 1. Insights & acknowledge 2. Measure & analyse 3. Select drivers to improve	DEC 15 ENGAGEMENT IMS 1. Insights & acknowledge 2. Measure & analyse 3. Select drivers to improve
MAR 21 IMPLEMENT ACTIONS 1. Register actions in Peakon 2. Communicate actions to team 3. Follow up	JUN 20 IMPLEMENT ACTIONS 1. Register actions in Peakon 2. Communicate actions to team 3. Follow up	SEP 19 IMPLEMENT ACTIONS 1. Register actions in Peakon 2. Communicate actions to team 3. Follow up	DEC 19 IMPLEMENT ACTIONS 1. Register actions in Peakon 2. Communicate actions to team 3. Follow up

This 2025 calendar highlights key manager tasks before, during, and after a survey to fully utilize Peakon as a manager tool to support daily leadership



HOW TO APPLY INTO PRACTICE

From practical in-store skills to daily, weekly, and monthly habits

Assistant Store Manager	Supports the Store Manager in completing Engagement IMS tasks and assists with implementing store-actions to improve.
Store Manager	Accountable for completing Engagement IMS within Peakon Platform, and to include actions and scores in WORS reviews. Overall Employee Engagement Dashboard Score responsible.
District Manager	Oversees overall engagement by mentoring and supporting Store Managers and provides feedback during Weekly and Monthly Review Meetings (WORS & MORS).



MANAGER SPECIALIST SESSIONS

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