



# Pipeline

Moneyball 2.0 Leadership Training



Proudly made in JOE collaboration with

*Louis Samuelsen*

#1168 – Market Manager DK



# Agenda

## 1 Introduction

## 2 Tool

## 3 Exercises

## 4 Sum Up





# INTRODUCTION

## WHAT THE SKILL MEANS

**MASTERING THE SKILL OF PIPELINE MEANS** the ability to ensure that the next in line is always ready and qualified to take on new challenges and grow into a higher Moneyball positions.

This requires a constantly updated and transparent Staff Overview, which is followed by a fair and constructive way of promoting people based on their human skills and hard skills.

As a leader, you should create a pipeline with employees capabilities and strengths to even do your job. This will create capacity for yourself to take on new learnings and grab further career opportunities.



# INTRODUCTION

A well-established talent pipeline is crucial as we expand to 1.000 stores

## *Burning platform*

Total hires needed for feeding the expansion for **new store openings**, while replacing leavers with our current **employee turnover rate** of 95%.

**37.600**

*Head count*

## *Total training hours*

Training hours needed for both new stores and for training replacement hires for existing stores

**2,5m**

*Training hours needed*

## *Total training cost*

Total cost of training **37.600** new entry level employees from 2025-2028

**444m**

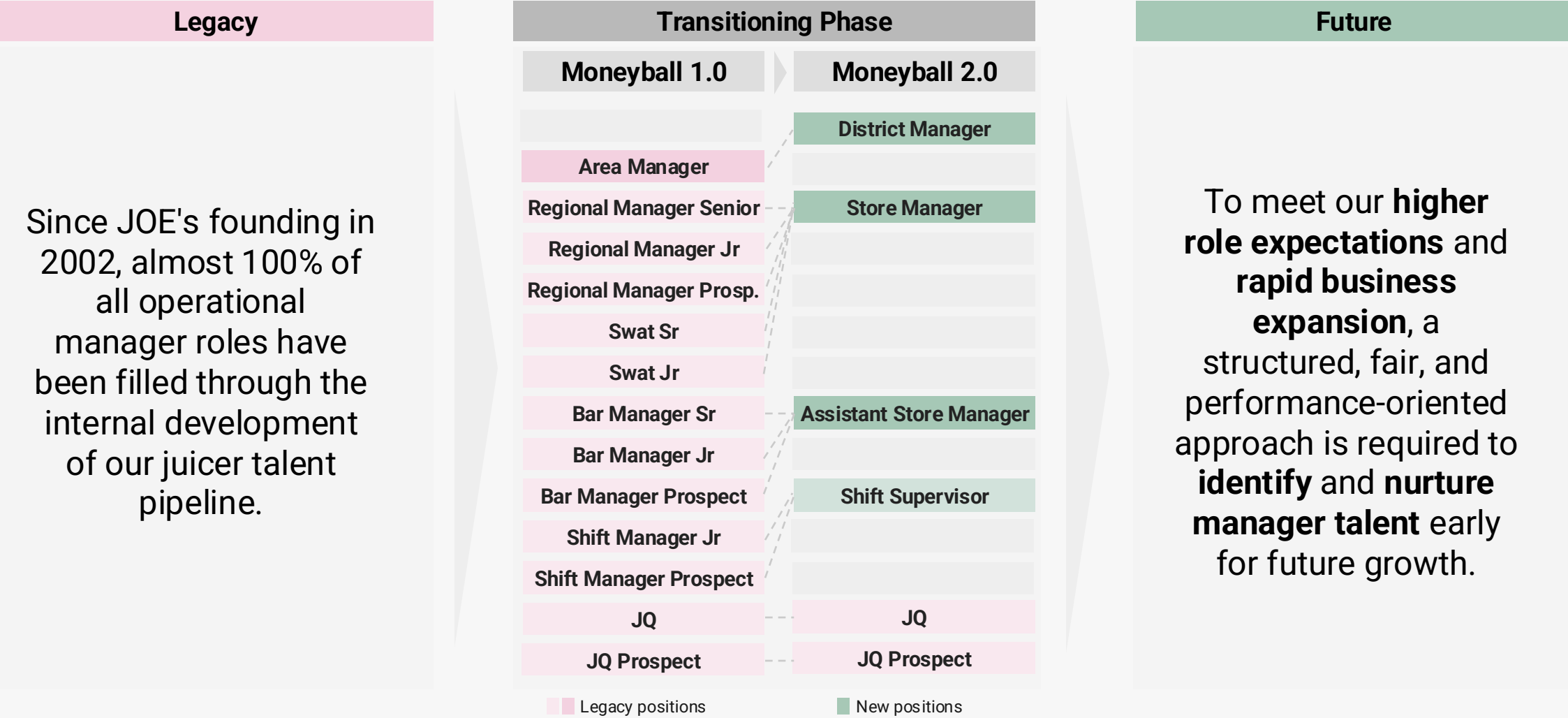
*in DKK*

Creating the optimal internal pipeline as we scale to 1.000 stores improving overall tenure is more important than ever.



# INTRODUCTION

Elevating MB 2.0 manager roles and responsibilities





## OPEN QUESTION

# HOW DO YOU PROMOTE JUICERS TODAY?



*WHICH FACTORS AND ATTRIBUTES DO YOU PAY ATTENTION TO?*





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# PIPELINE

Sequence of identifying and creating pipeline

## THE SEQUENCE OF PIPELINE CREATION



### 1. Identify Talent

Spot the talent and reflect on the future possibilities. Mark person as talent in Staff Overview.



### 2. Continuous Development

Push and develop the talent in order to test future possibilities.



### 3. Plan & Communicate

Plan the training period towards the new position and communicate the changes within an acceptable time frame (30 days).



### 4. Training & Validation

BM or SWAT to train talent and RM or SWAT to validate the talent in their new position.



### 5. Constant development and growth

Follow up and keep constant development in current role towards next MoneyBall step.

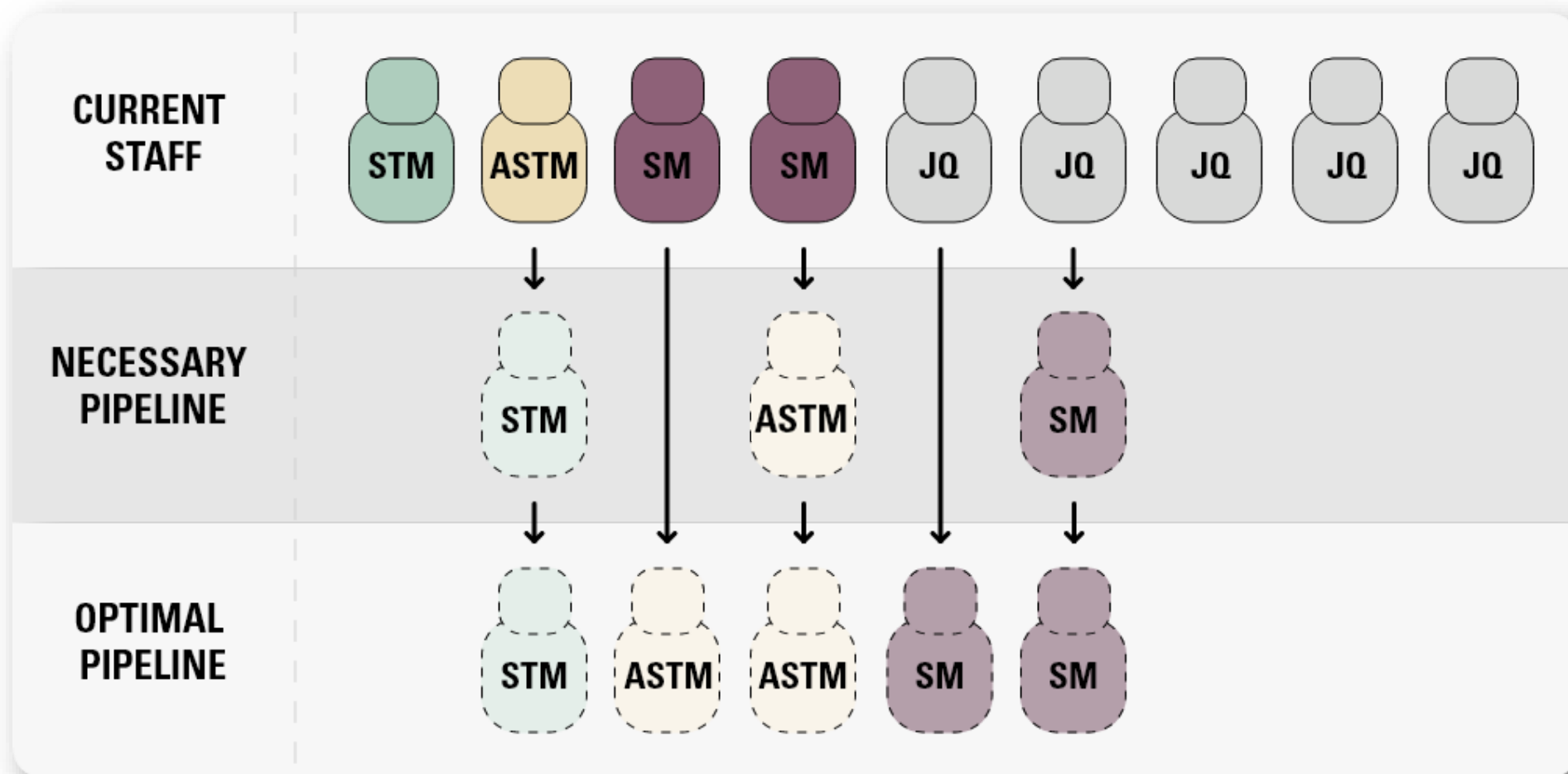
The store is not sustainable and cannot perform without having a leader who can initiate and maintain the Sequence of Pipeline Creation.





# PIPELINE

Securing the next in line with optimal pipeline

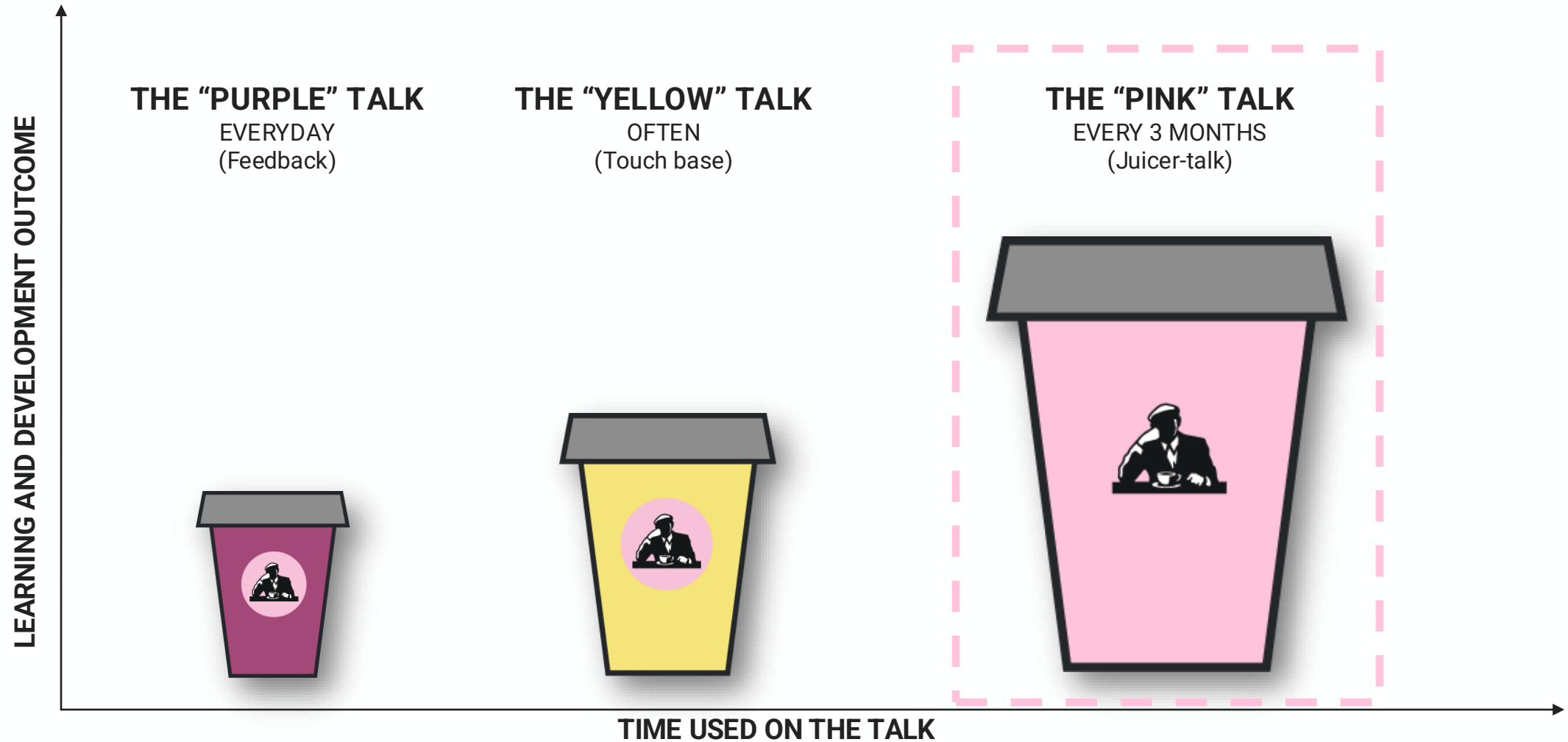


*A performing manager can support a struggling district/store with talents*



# EMPLOYEE DEVELOPMENT TALKS

Fostering Talent Pipeline through everyday feedback, ongoing touch bases, and quarterly Juicer talks



*How are each of the three types of development talks contributing to the creation of your future talent pipeline?*



# THE PINK DEVELOPMENT TALK

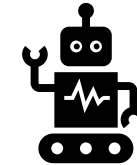
Utilizing the quarterly Juicer Talk to create future talent pipeline



## PEOPLE SKILLS

*People skills are defined as skills that influence the ability to work with or talk to other people in an effective and engaging way.*

**X**



## OPERATIONAL SKILLS

*Operational skills are defined as skills that solely focus on creating a direct financial impact on either the top or bottom line.*



## OPEN QUESTION

**WHY IS IT IMPORTANT TO  
PROMOTE BASED ON  
BOTH OPERATIONAL AND  
PEOPLE SKILLS?**





# TEAM PERFORMANCE DASHBOARD

STM to maintain team performance overview within excel toolbox

*Pink Talk columns*



	TEAM PERFORMANCE OVERVIEW										
	Full Name	Start Date (M/D/Y)	Tenure in months	FT/PT	Operational skills	People skills	Score	Comments	Ops. Action Points	People Action Points	Pipeline Status
STORE MANAGERS	Frederik Fredsted	01.08.2012	148	FT	9	9	81				PIPELINE
							0				
							0				
							0				
ASSISTANT STORE MANAGERS							0				
							0				
							0				
							0				
SHIFT MANAGERS							0				
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							0				
JUICERS							0				
							0				
							0				
							0				
TRAINEES							0				
							0				
							0				
							0				
Trainee %	0,0%										
Pipeline %	100,0%										
Avg. Tenure	148										
Total Employees	1										

FT Hours	PT Hours
35	15

LEVEL	PERFORMANCE
60-100	PIPELINE
40-59	STABLE
0-39	CRITICAL

LEVEL	DESCRIPTION
10	OUTSTANDING
9	EXCELLENT
8	GREAT
7	AVERAGE JOE
6	BELOW AVERAGE
5	LIMITED
4	LOW
3	VERY LOW
2	UNSKILLFUL
1	JUST STARTED

TENURE OVERVIEW	
12+	GREEN
7-11	YELLOW
0-6	RED

Manager to create and maintain a total team performance overview at all times to stay on top





# TEAM PERFORMANCE RATING SCALE

Rating people based on their role through pink development talks

*Pink Talk notes will help you evaluate your team*



PERFORMANCE RATING SCALE		
POSITION	OPERATIONAL SKILLS (1-10) <small>The employee to be rated on below parameters based on current MB position</small>	PEOPLE SKILLS (1-10) <small>The employee to be rated on below parameters regardless of MB position</small>
STM	<ul style="list-style-type: none"><li>1. Operational Requirements Expert &amp; Leadership</li><li>2. Employee Engagement Expert &amp; Leadership</li><li>3. Guest Experience Expert &amp; Leadership</li><li>4. Store Performance Expert &amp; Leadership</li></ul>	<p><b>1. POSITIVE ATTITUDE</b></p> <p>To what extent the employee is having a positive attitude towards situations, interactions with others, and themselves. Employees with positive attitude remain hopeful and see the best even in difficult and stressful situations and promote a positive culture and work environment.</p> <p><b>2. SOCIAL TIES</b></p> <p>To what extent the employee is open-minded and encouraging initiatives that strengthen social ties and relationships beyond colleagues that can last for a lifetime.</p> <p><b>3. INCLUSION</b></p> <p>To what extent the employee embody inclusion in their approach. It means consistently demonstrating empathy and curiosity on opposite people, both colleagues and guests.</p> <p><b>4. GROWTH</b></p> <p>To what extent the employee is eager to learn and develop themselves and others, both personally as well as professionally, by putting in the hard work to succeed in growth.</p>
ASTM	<ul style="list-style-type: none"><li>1. Assisting Operational Requirements</li><li>2. Assisting Employee Engagement</li><li>3. Assisting Guest Experience</li><li>4. Assisting Store Performance</li></ul>	
SM	<ul style="list-style-type: none"><li>1. Daily Concept Workflow Skills</li><li>2. Team Positioning Skills</li><li>3. Stock Handling Skills</li><li>4. Cleaning Skills</li></ul>	
JQ	<ul style="list-style-type: none"><li>1. Product Making Skills</li><li>2. Cleaning Skills</li><li>3. Till Handling Skills</li><li>4. Brand Behavior Skills</li></ul>	



# THE PIPELINE PERFORMANCE FORMULA

The Rating Scale

## OPERATIONAL SKILLS

LEVEL	DESCRIPTION
10	OUTSTANDING
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X

## PEOPLE SKILLS

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=

## PERFORMANCE

LEVEL	PERFORMANCE
60-100	PIPELINE
40-59	STABLE
0-39	CRITICAL

## DEFINITIONS

LEVEL	DEFINITION
10	Exceptional skilled and mastery; consistently exceeds expectations and sets benchmarks
9	Delivers high-quality with strong problem-solving and adaptability
8	Exceeds expectations; handles advanced tasks with minimal oversight
7	Competent and reliable for standard tasks; lacks standout qualities
6	Adequate in familiar tasks but struggles with complex scenarios
5	Handles simple tasks but struggles with anything beyond basic
4	Shows some ability but needs significant assistance
3	Rudimentary knowledge; lacks consistency and requires support
2	Limited understanding; frequently makes errors and needs supervision
1	Minimal experience; requires guidance to develop foundational skills

Measuring and promoting people based on both operational and people skills provides a better, fair and less biased judgement of performance.



# TEAM PERFORMANCE TOOLBOX

Viewing Tenure in months

## TOOL:

Insert start date for your employee

NAME OF STAFF	START OF EMPLOYMENT	SENIORITY IN MONTHS
John Doe	01-08-2022	12

=

## TENURE TIER LEVELS

SENIORITY OVERVIEW	
12+	PIPELINE
7-11	STABLE
0-6	CRITICAL

*Viewing level of seniority in the store gives the STM and understanding of the overall level of experience across all employees*



# TEAM PERFORMANCE TOOLBOX

Viewing template hours & recruitment forecast

## STEP 1:

Register your preferences for full time and part time employees

FT Hours	PT Hours
32	15

## STEP 2:

Register desired hours for each employee in sheet

NAME OF STAFF	START OF EMPLOYMENT	SENIORITY IN MONTHS	PT/FT
John Doe	01-08-2022	12	FT

## STEP 3:

Insert hours available on your shift plan for upcoming month

TOTAL HOURS (MONTHLY)	750
TEMPLATE HOURS	980
DIFFERENCE	-230
DIFFERENCE IN FTE	-1,8

## STEP 4:

Identify if you are in need of employees and how many

*Constantly updated template hours compared with employee availability provides a clear overview on staffing levels and possible recruitment requirements.*



# TEAM PERFORMANCE DASHBOARD

VIEW THE STATS BASED ON AN UPDATED SHEET

## STATS

## DEFINITION

Trainee %

*= Percentage of employees who are in training to become a JQ*

Pipeline %

*= Percentage of employees who are ready to take the next MB step (ex. Trainees)*

Avg. Tenure

*= Average tenure in number of months across all team members*

Total Employees

*= Total number of employees within a store*

*STM to create and maintain a total team performance overview at all times  
to stay on top and base decisions from*





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# THE PERFORMANCE FORMULA

## Exercise 1: Creating your own team performance dashboard

### START FILLING OUT

#### Step 1:

- Update FT/PT hour preference in top right corner

#### Step 2:

- Fill in names of employees next to their MB level

#### Step 3:

- Add start date and (FT/PT) next to all names

TEAM PERFORMANCE OVERVIEW											FT Hours	PT Hours
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# THE PERFORMANCE FORMULA

Exercise 2: Fill out performance levels

## RATE PERFORMANCE

### Step 1: Operational Skills

- Reflect and register rating for Ops. skill performance for all employees based on their MB levels

### Step 2: People Skills

- Reflect and register rating for people skill performance for all employees in store regardless of MB level

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# THE PERFORMANCE FORMULA

Exercise 3: Add actions based on their current performance

## DEVELOP YOUR TEAM

### Step 1: Operational Skills

- Add an action and describe how you strive to improve Employee's operational skills.

### Step 2: People Skills

- Add an action and describe how you strive to improve Employee's people skills.

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													35	15	
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## QUOTE

RICHARD BRANSON MIGHT KNOW SOMETHING S(CH)MART

*Pink Employee  
Development Talks*

**“TRAIN PEOPLE WELL ENOUGH**

**SO THEY CAN LEAVE**

**TREAT THEM WELL ENOUGH**

**SO THEY WANT TO STAY”**

*Employee Engagement  
Actions*

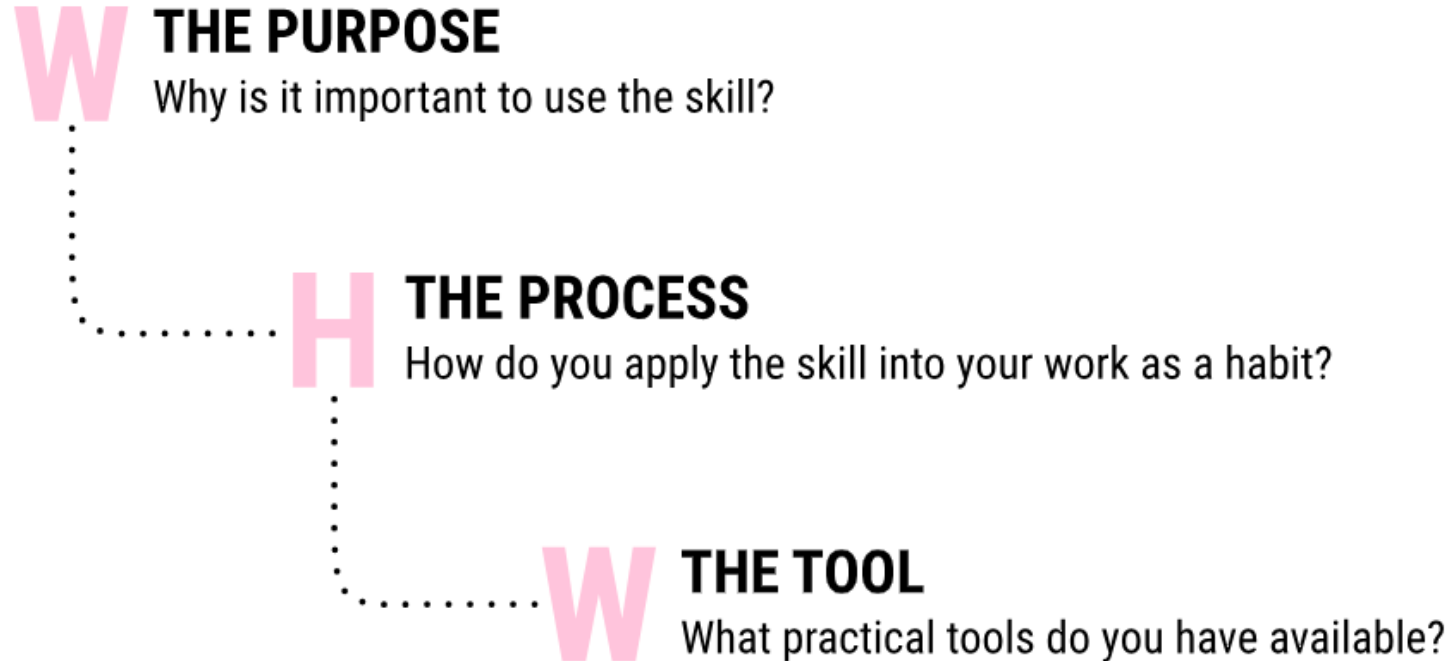
Your role as a manager is to always have a “next in line” ready to take over new responsibilities, by developing & updating your talent pipeline.

*Pipeline Overview*



# SUM UP

WHAT HAVE WE LEARNT – WHY, HOW & WHAT?





## **PIPELINE – MONEYBALL 2.0 LEADERSHIP PROGRAM**

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