



Pipeline

Moneyball 2.0 Leadership Training



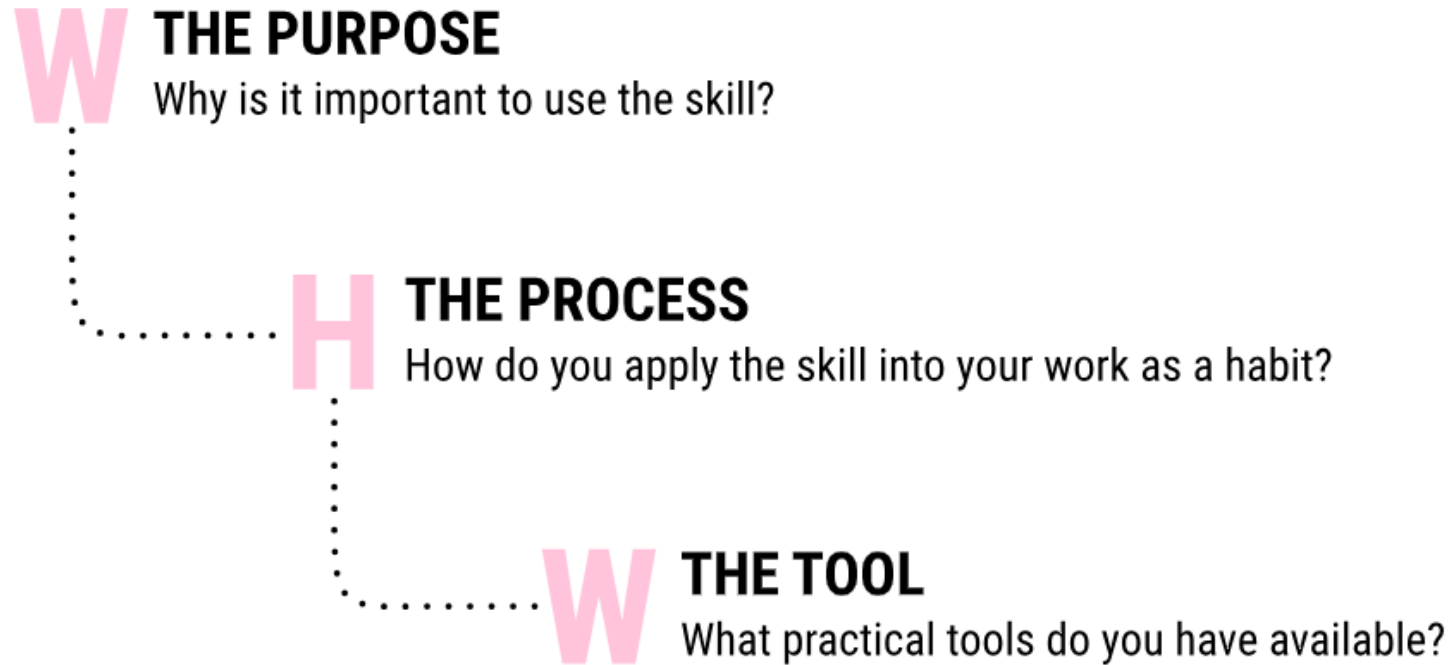
Proudly made in JOE collaboration with

Louis Samuelsen

#1168 – Market Manager DK



ONBOARDING





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.



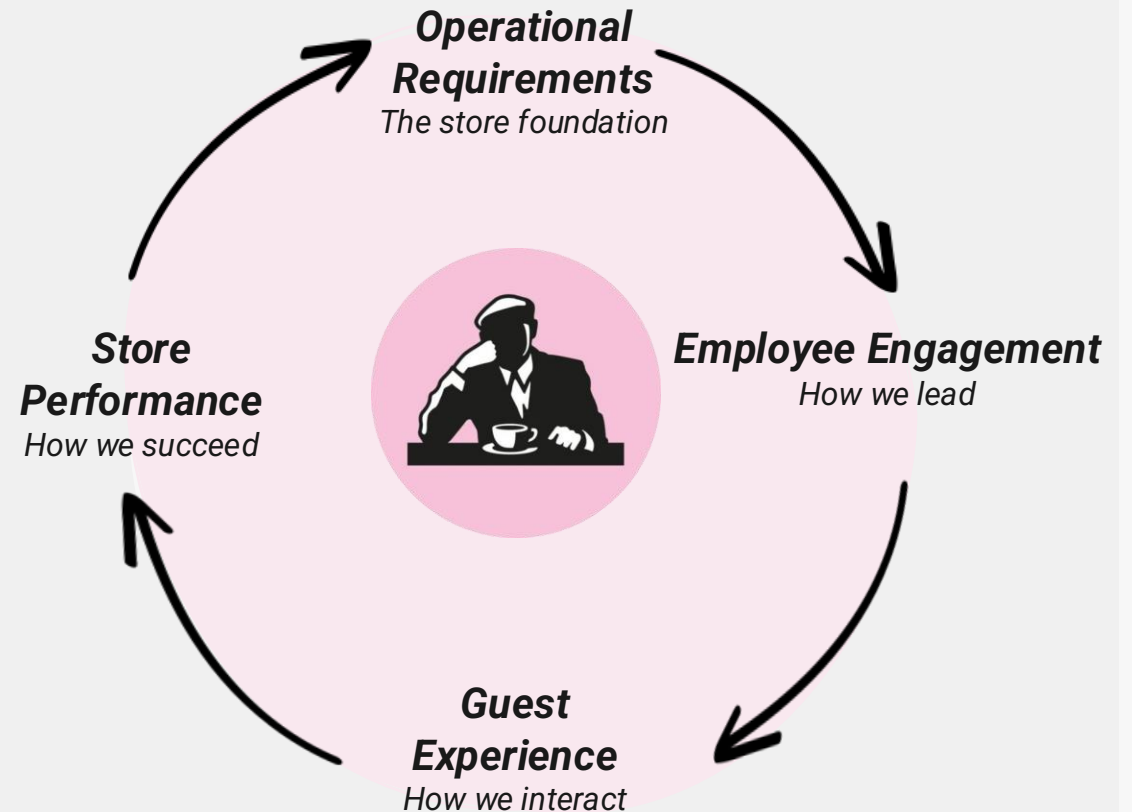
WHY IS THIS SKILL IMPORTANT?

Learning goals for this manager session

LEARNING GOALS

1. Learn how to identify and develop pipeline
2. Learn how to actively utilize the Team Performance Overview and Rating Scale
3. Learn how to incorporate Employee Development talks in identifying and continuously developing pipeline

CIRCLE OF OPERATIONAL EXCELLENCE



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



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

70m

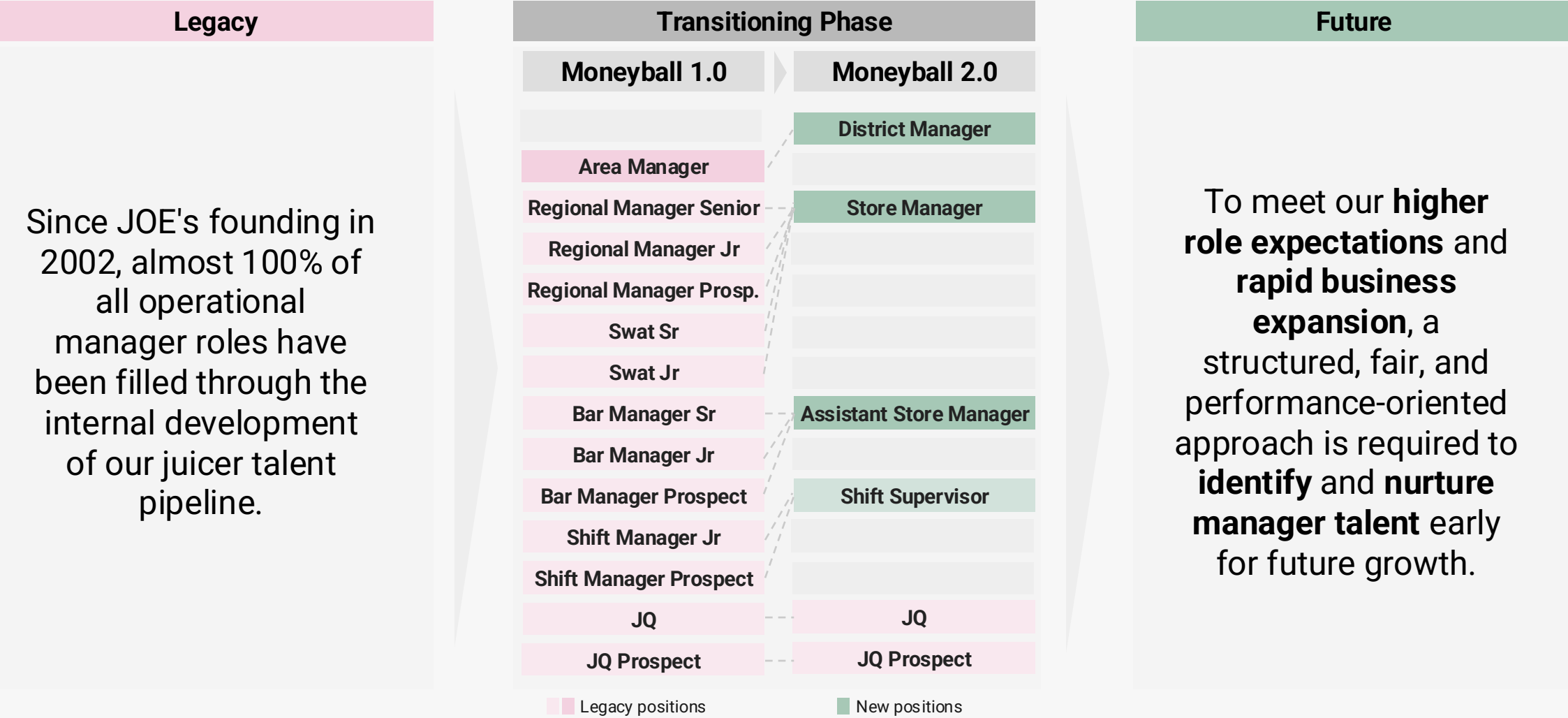
in USD

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

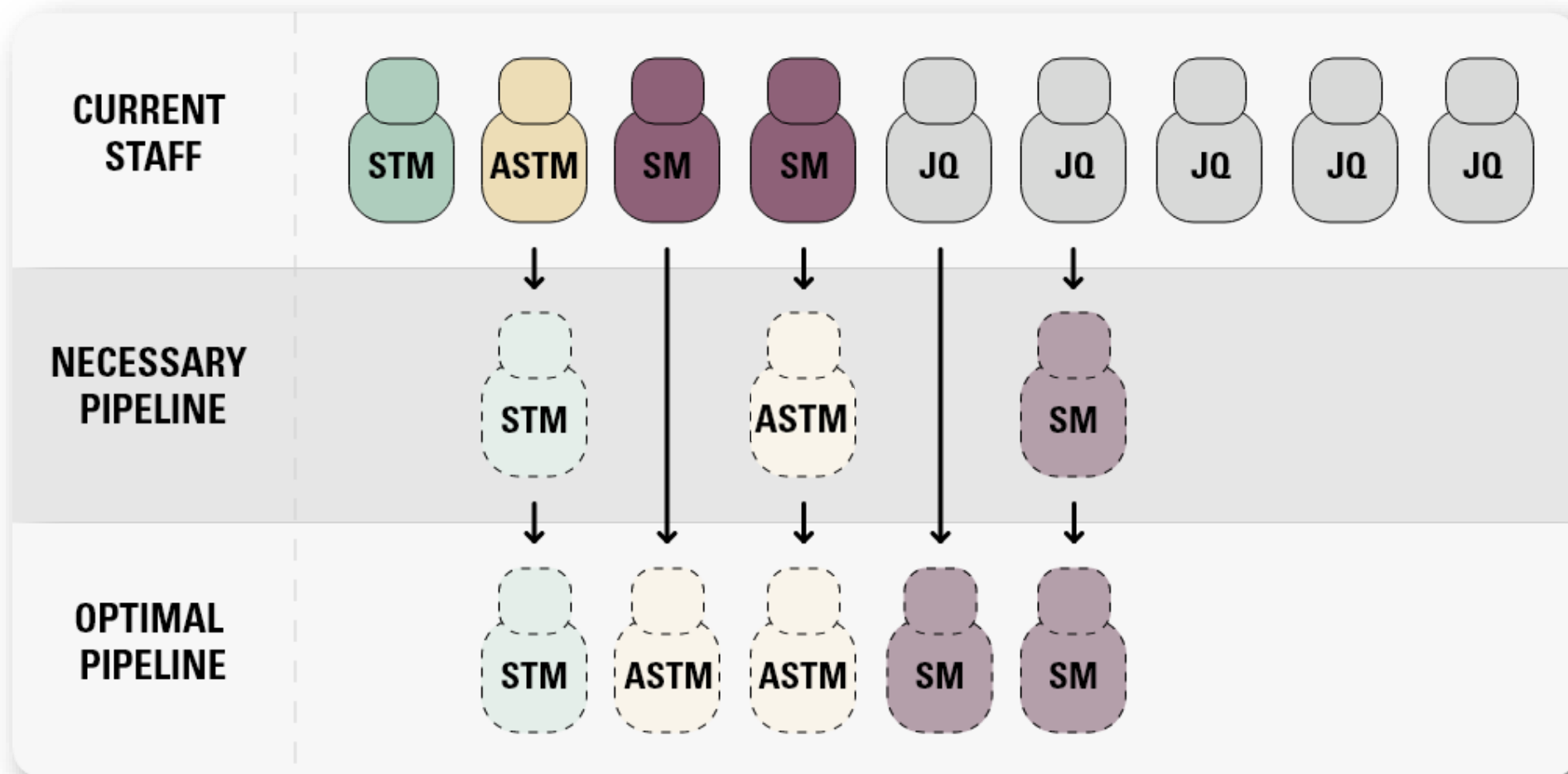
Follow up and keep constant development in current role towards next MoneyBall step.

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

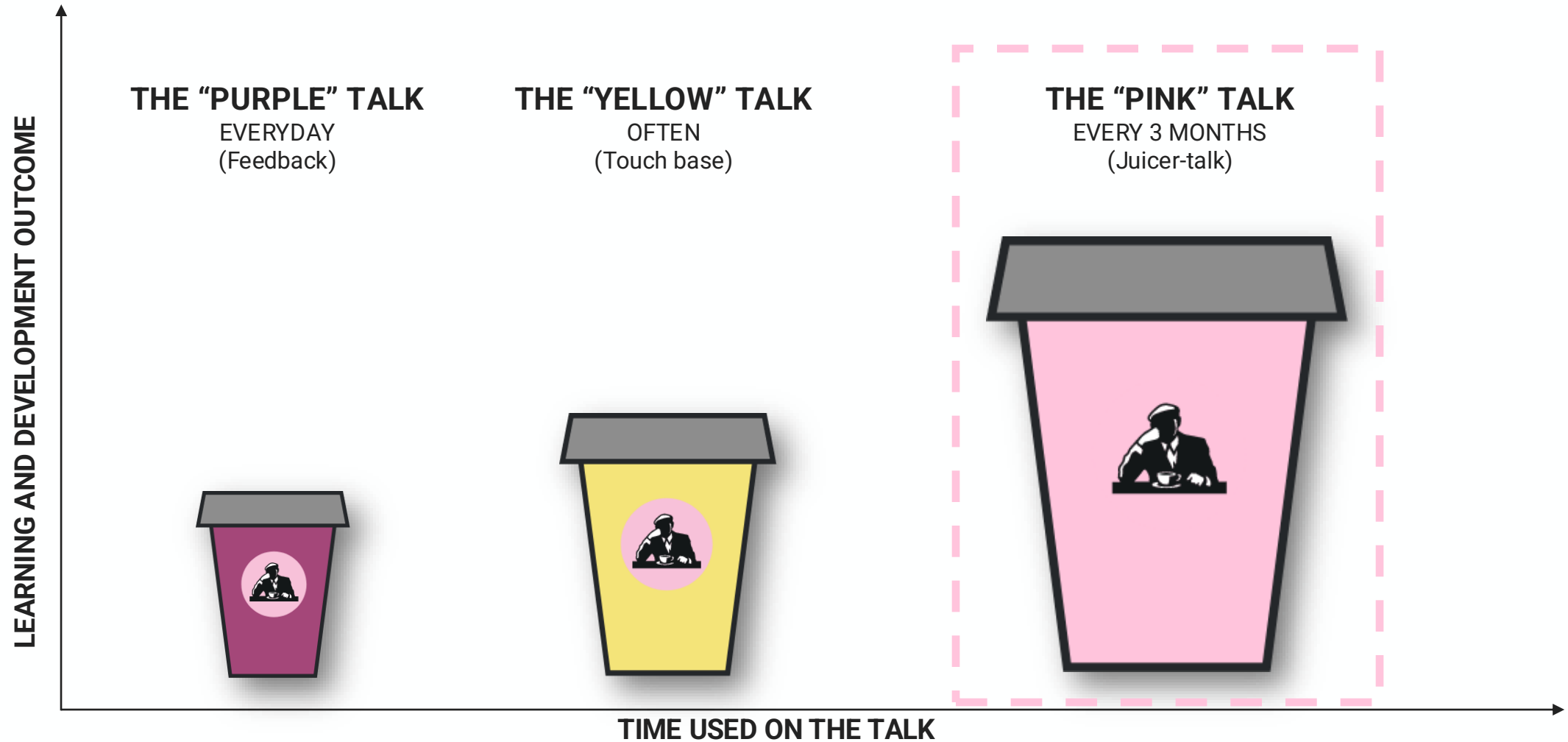


A performing manager can support a struggling district/store with talents



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

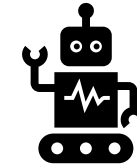
Utilizing the quarterly Juicer Talk to create future talent pipeline



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?**



WHAT HAPPENS IF WE ONLY PROMOTE BASED ON PEOPLE SKILLS OR ONLY BASED ON OPERATIONAL 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				
							0				
							0				
							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) The employee to be rated on below parameters based on current MB position	PEOPLE SKILLS (1-10) The employee to be rated on below parameters regardless of MB position
STM	1. Operational Requirements Expert & Leadership 2. Employee Engagement Expert & Leadership 3. Guest Experience Expert & Leadership 4. Store Performance Expert & Leadership	1. POSITIVE ATTITUDE 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. 2. SOCIAL TIES 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. 3. INCLUSION To what extent the employee embody inclusion in their approach. It means consistently demonstrating empathy and curiosity on opposite people, both colleagues and guests. 4. GROWTH 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.
ASTM	1. Assisting Operational Requirements 2. Assisting Employee Engagement 3. Assisting Guest Experience 4. Assisting Store Performance	
SM	1. Daily Concept Workflow Skills 2. Team Positioning Skills 3. Stock Handling Skills 4. Cleaning Skills	
JQ	1. Product Making Skills 2. Cleaning Skills 3. Till Handling Skills 4. Brand Behavior Skills	



THE PIPELINE PERFORMANCE FORMULA

The Rating Scale

OPERATIONAL SKILLS

LEVEL	DESCRIPTION
10	OUTSTANDING
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PEOPLE SKILLS

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=

PERFORMANCE

LEVEL	PERFORMANCE
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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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- 1 Introduction
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- 3 Exercises**
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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

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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



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

*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.

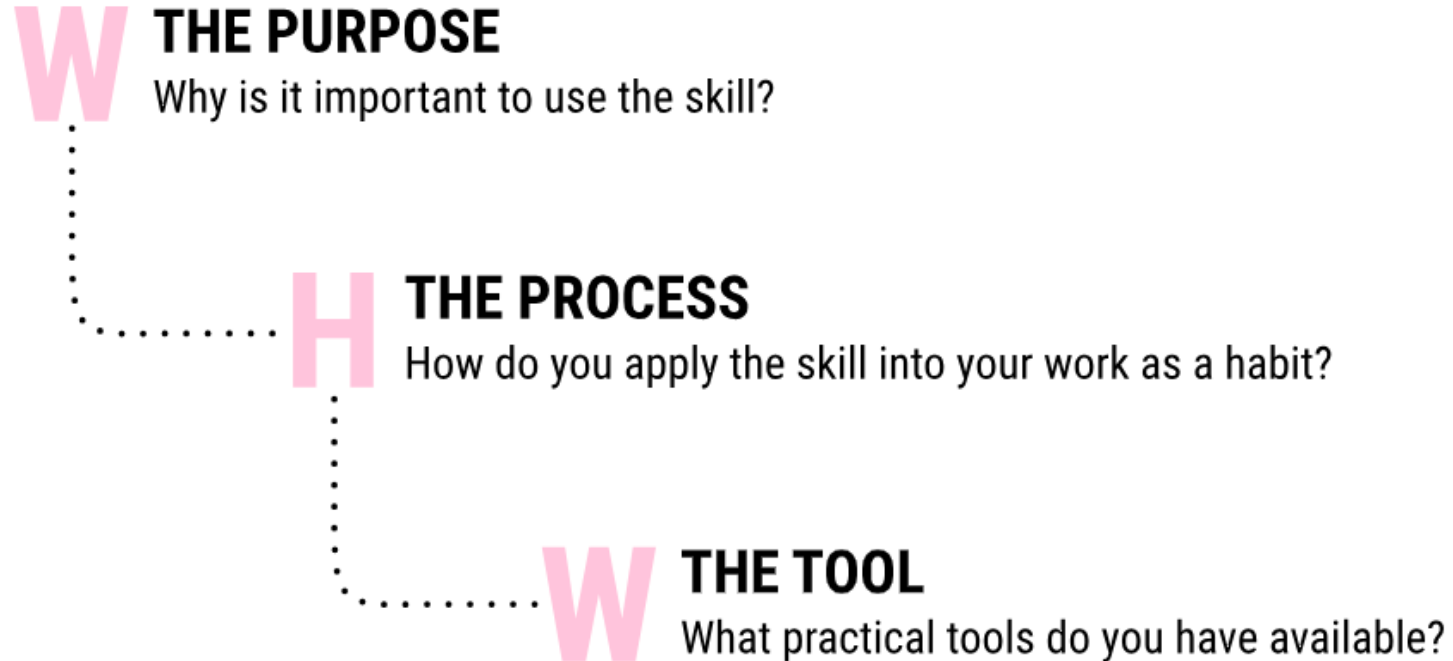
Pipeline Overview





SUM UP

WHAT HAVE WE LEARNT – WHY, HOW & WHAT?





PIPELINE – MONEYBALL 2.0 LEADERSHIP PROGRAM

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