

## Frontline Manager Development – Phase Breakdown

This breakdown will help you identify and prioritize the support frontline managers need at different phases of their development. By analyzing the tasks managers perform, along with the knowledge, skills, and resources required for each phase, you can align training and support with their real-world challenges, empowering them to handle both operational and leadership responsibilities effectively.

### Process

1. **Specify role.** Select a frontline manager role to break down.
2. **Select Phase.** Select the phase of a manager's development based on the structure provided within *The Frontline Enablement Playbook*:
  - Phase 1: Manage a shift
  - Phase 2: Navigate disruption
  - Phase 3: Lead a team
  - Phase 4: Leading initiatives
  - Phase 5: Pursuing opportunities
3. **List Key Tasks.** Identify the tasks managers must complete during this phase.
4. **Identify Success Criteria.** Define how successful completion of each task is measured.
5. **Define Knowledge.** Determine the knowledge required to perform each task.
6. **Identify Skills.** Pinpoint the skills necessary to successfully complete each task.
7. **Document Resources.** List resources available to support managers in task completion.
8. **Highlight Gaps.** Use the completed breakdown to identify areas where managers need further training, tools or guidance.
9. **Develop Solutions.** Design targeted training or enablement solutions to address the identified gaps.

### Example Breakdown

Role: Produce Department Manager at a grocery store, responsible for overseeing the department's daily operations, maintaining product quality, and ensuring a positive customer experience.

Phase: Manage a Shift

1. Tasks
  - Inspect and rotate produce to maintain freshness and quality
  - Assign team members to restock displays and complete cleaning tasks
  - Monitor inventory levels and update ordering lists
  - Handle customer inquiries or complaints about produce quality or availability
2. Success Criteria
  - Produce Quality: no more than 2% of daily inventory is lost to spoilage or waste.
  - Task Completion: 100% of scheduled restocking and cleaning tasks are completed.
  - Inventory Accuracy: discrepancies between stock levels and inventory records do not exceed 1%.
  - Customer Satisfaction: concerns are resolved during the same visit 90% of the time.

### 3. Knowledge

- Proper handling, storage, and rotation practices for fruits, vegetables and specialty items
- Store policies for inventory management, waste reduction, and handling perishables
- Customer service standards and guidelines for resolving complaints

### 4. Skills

- Delegation and task prioritization to ensure all shift objectives are met
- Clear communication to assign tasks and provide feedback to team members
- Problem-solving to quickly address quality issues, inventory discrepancies or customer concerns

### 5. Resources

- Training Programs:
  - Produce Handling Basics: Focused on rotation, ripeness standards and storage techniques
  - Leadership Essentials Microlearning: short-form videos with proven practices for each skill required within this phase, including task delegation, communication, customer service, and team management
- Reference Materials:
  - Produce Quality Standards Guide: detailed criteria for ripeness, appearance and storage needs
  - Shift Checklist: step-by-step guide for daily inspections, restocking, and cleaning
  - Policy Manual: clear guidance on inventory tracking and handling exceptions
- Tools and Systems:
  - Inventory Management Software: handheld scanners for accurate stock tracking and ordering
  - Scheduling and Task Management Tools: apps and templates for assigning and tracking tasks
  - Communication Tools: radios and team messaging platform for real-time updates
- Additional Resources:
  - Senior Managers: available for escalations or complex problem-solving
  - Internal Knowledge Base: online portal with how-to videos, FAQs and quick-reference guides
  - Daily Performance Metrics: dashboards to track progress against inventory accuracy, task completion and waste reduction goals