

THE  
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GROUP  
presents

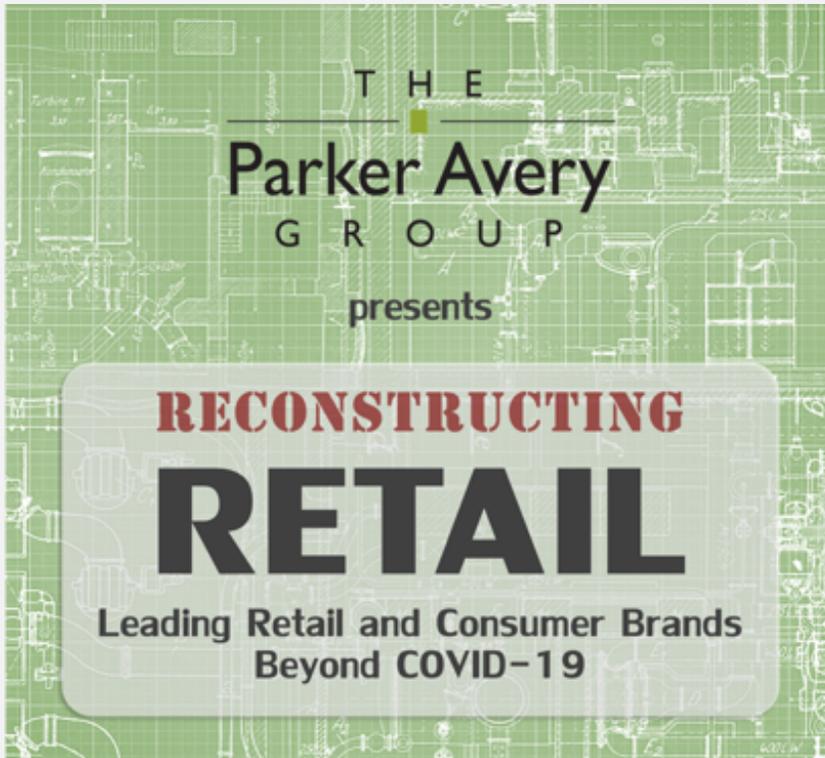
# RECONSTRUCTING RETAIL

Leading Retail and Consumer Brands Beyond COVID-19

## Webinar Series Introduction

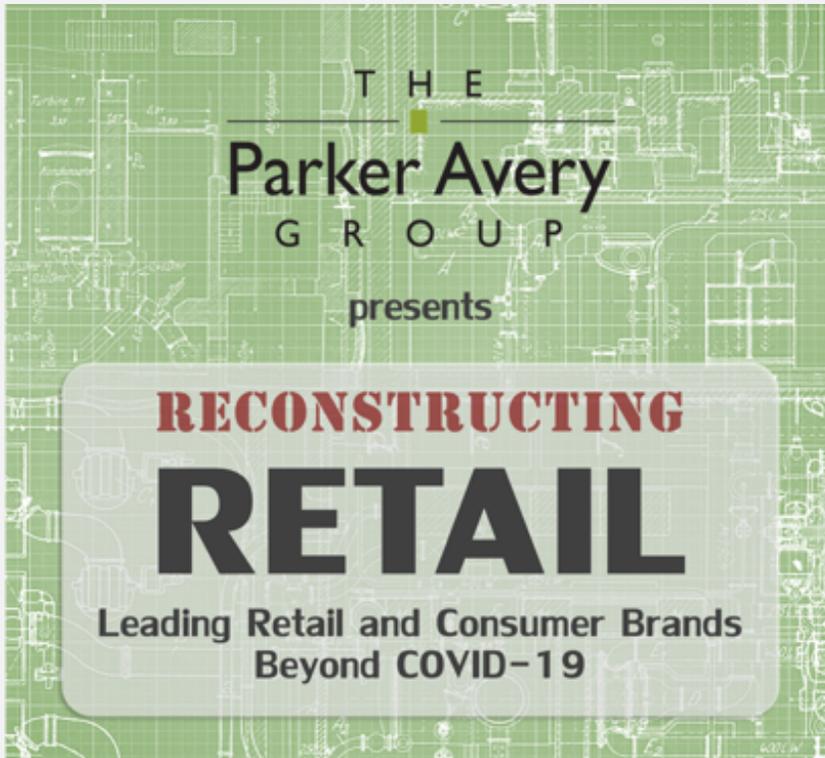
### We are

- Grateful to our healthcare professionals and first responders
- Thankful for our retail industry workers and colleagues
- In this together
- **Here to help you**



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## Triaging Your Inventory: Decisions for Stability

April 16  
2pm



## Mobilizing & Sustaining a Resilient Organization

April 23  
2pm



## Beginning the Journey: Emerge from COVID-19

April 30  
2pm



## Predicting the Future: Retail's New World

May 7  
2pm

# Today's Panel



**Kathi Toll**

Senior Manager,  
Change Leader

The Parker Avery Group



**Marty Anderson**

Senior Manager

The Parker Avery Group



**Deanna Emsley**

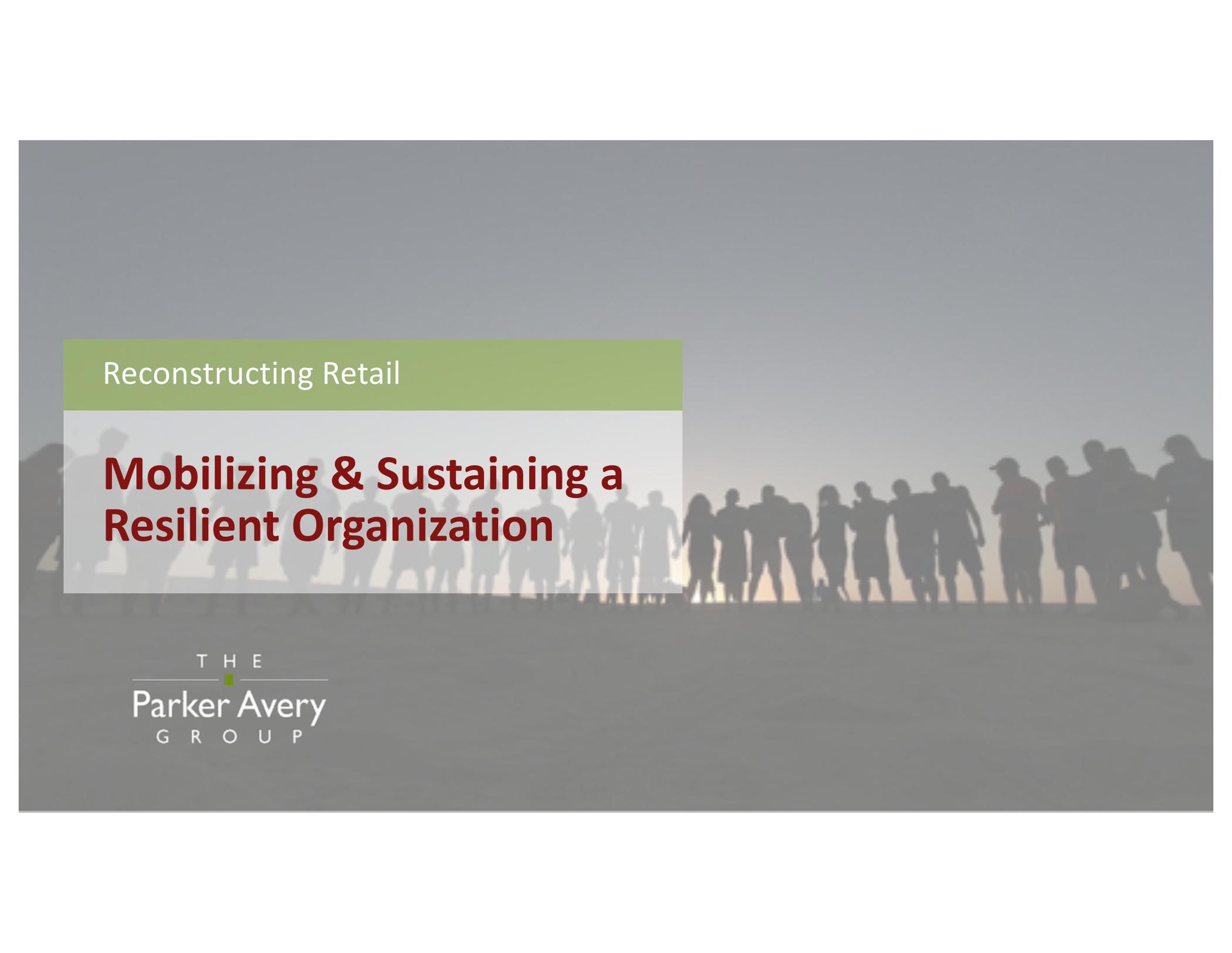
Senior Manager

The Parker Avery Group



**Joe Skorupa**

Retail Industry Influencer,  
Consultant, and Strategic  
Advisor



Reconstructing Retail

# Mobilizing & Sustaining a Resilient Organization

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## The Future

### **We don't know**

- When 'Day 1' will be for most of us
- What 'Day 1' will look like
- How your workplace will change

### **We do know**

- We will return to work
- We have all weathered an epic storm
- It will not be a straight path back

## This will not be a straight path back

Everyone's path will be different  
and on their own terms

People struggle to regain their footing;  
feeling disorientated and overwhelmed

As they return to the workplace,  
people hop on a roller coaster of emotions

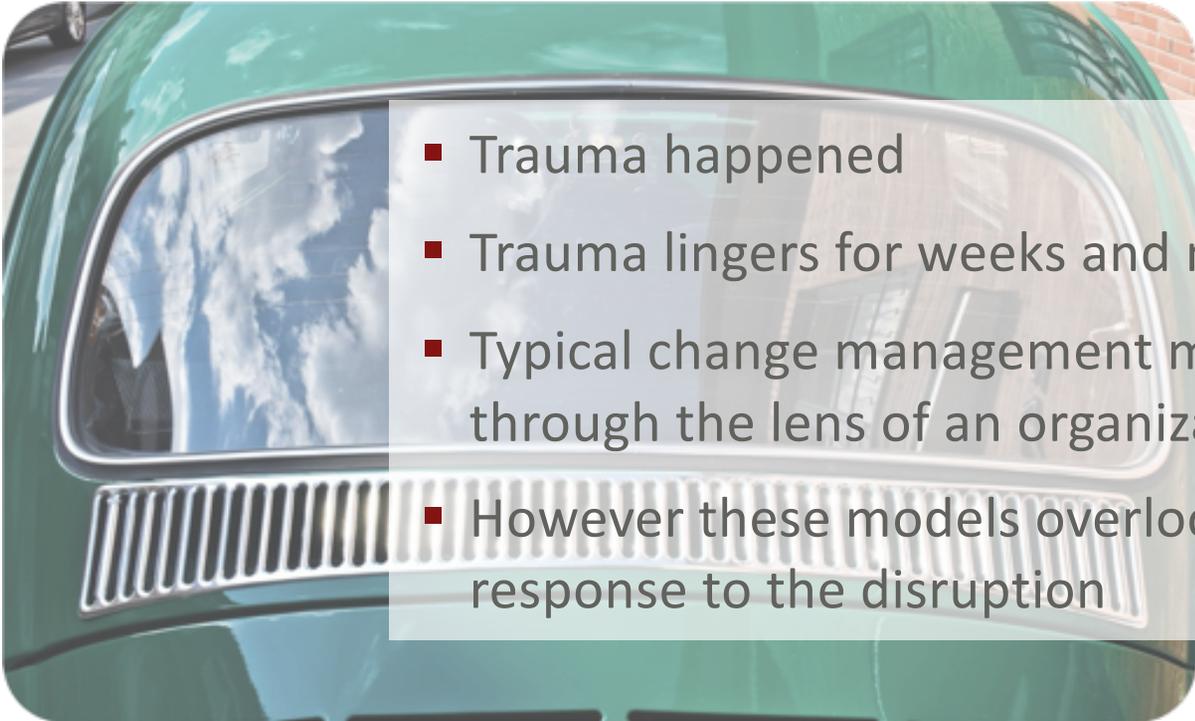
Employers begin bringing employees back;  
a mild panic sets in

'Stay at home' orders begin to lift;  
employers consider re-starting operations

**Three 'R's**  
**Reflecting. Rebuilding. Repurposing.**



## What happened? Reflection

- 
- Trauma happened
  - Trauma lingers for weeks and months after it occurs
  - Typical change management models view transition through the lens of an organization or a collective
  - However these models overlook the individual's response to the disruption

## As a leader, what can I do?

### Address the elephant in the room

- Acknowledge the experience & admit you don't have all the answers
- Ask people what would be of help to them

### Meet each individual where they are

- Some will require attention and time
- Others may prefer to operate more independently

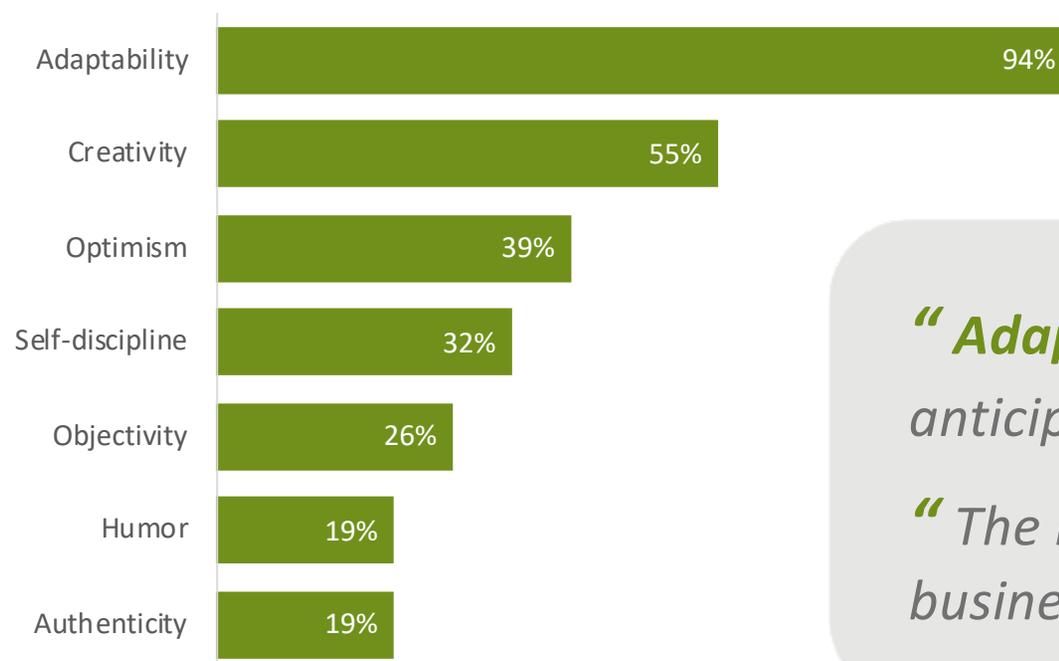
### Create physical and psychological safety

- Tell people what you are doing to keep them safe (e.g., deep cleanings, hand sanitizer stations, limit meetings)
- Develop a team "rules of the road" agreement

### Understand cognitive responses to stress

- We perform "less than" when under sustained stress
- Manage your expectations

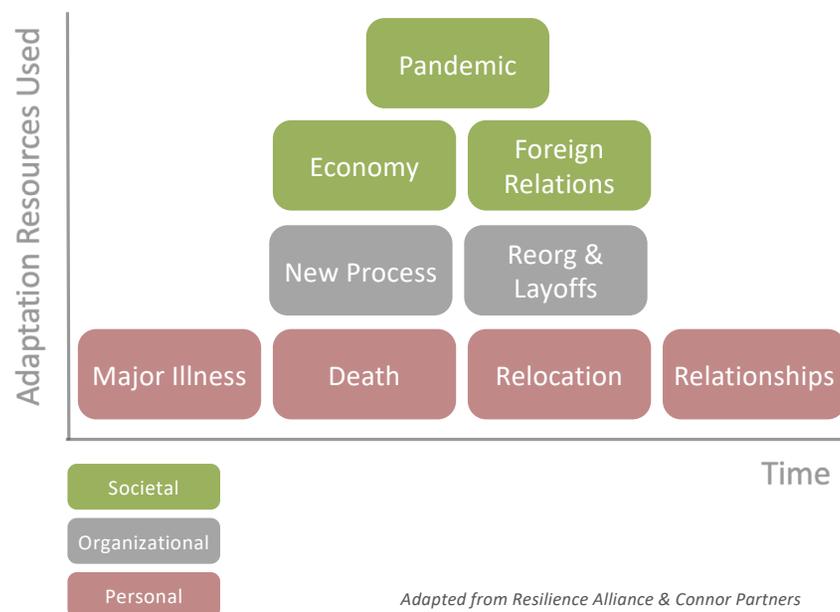
## Characteristics & Behaviors Needed in the 'New World'



*“ **Adaptability** - shifting to anticipate needs ”*

*“ The need to position the business for **maximum flexibility** ”*

## Energy is the currency of change



- We have a finite amount of energy to spend.
- The more personal a change is, the more energy it requires in order to adapt or overcome.
- When people exceed their overload threshold, they begin to show signs of reduced productivity.
- The current disruption is **hitting all three at once**.
- Be aware that your team's energy may be low, and stress may be high initially.
- Productivity levels will return over time and utilizing strong resilience characteristics will help improve productivity faster.

# Resilience Characteristics

WHAT They Are	HOW They Are Used
<b>Focused</b>	<ul style="list-style-type: none"><li>▪ Prior to your team coming back on site or immediately after, determine your prioritized (or triaged) list of needs.</li></ul>
<b>Flexible</b>	<ul style="list-style-type: none"><li>▪ Establish one or more “task force teams” to gather information, generate solution ideas, and support communication.</li></ul>
<b>Organized</b>	<ul style="list-style-type: none"><li>▪ Create a “structured” set of expectations for short-term and long-term communication and processes. (daily standup meetings, task force briefings, assortment update log etc.)</li></ul>
<b>Proactive</b>	<ul style="list-style-type: none"><li>▪ Don’t wait for the ‘calm’ to return. Engage your team and put new ideas in motion. Revise. Adapt. Move forward.</li></ul>
<b>Positive</b>	<ul style="list-style-type: none"><li>▪ Perform a “lessons learned” session with your team to determine what worked during the disruption and how to adapt it going forward into the “new normal.”</li></ul>

## Repurposing Lessons Learned



The silver lining for many retailers will be the **incredible lessons that have been learned.**

A critical next step will be challenging ourselves to **incorporate these lessons going forward.**

# Embedding lessons learned for the long term

## Examples of Lessons Learned

1. **Operational transformations previously thought impossible became reality** within days
2. Team members previously focused on a specific role **learned and leveraged new skills faster than ever before**
3. **Decision-making was accelerated** despite a lack of certainty

## How to Make Those Lessons Stick

1. Identify which barriers were removed to allow such dramatic change. Figure out how to keep those barriers out of the way.
2. Examine how these new skills were taught and adopt methods that leverage this approach in the future.
3. Consider what was true during this event — that hadn't been before—giving people the confidence to take these risks.



## Key Takeaways

- **Reflect on how this impacted you** as a person and as a leader.
- **Engage your team early and often** to establish priorities, source ideas, and create a positive feedback loop.
- **Embrace the new capabilities** you have uncovered so that those **lessons learned** become **embedded** in your 'new normal.'



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**Thank you!**

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