

Welcome Back to Frontier!

Day 2

Store Leadership (SM, RXM, ASM)

We make the path by walking!



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Ground Rules for the entire Workshop

- Be respectful of others
- All ideas are good ideas
- Differences of opinion are expected
- Allow one person to speak at a time
- Cell phones off.....or at least on silent
- We are all on the same team
- No hierarchy in the room.....we are all equals
- This is a “safe” place (be open and honest)
- Tell it the way it is.....use your own words
- Be respectful of timings
- Use this opportunity to network
-and have some fun !!!



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Objectives for the 2 days

- To explain the background context as to why we are doing Frontier
- To explain how Frontier fits into the bigger One Plan Transformation program
- To Introduce & up skill you on the new Core Skills
- To ensure you have a clearer understand of the program & timelines
- To ensure you have a clearer understanding of your roles within this rollout and the support you will get from your area teams
- To understand any questions or concerns you may have so that they can be addressed ahead of rollout



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Frontier Store Leadership Launch: Agenda Day 2

Presenter	Session	Input/Process	Materials Needed	Time
Pick facilitator/ scribe (DPR/HCS/ OLS/APM)	Welcome & Agenda for the day 2	<ul style="list-style-type: none"> Explain the day and Capture Expectations Team Check in on the change curve 	Flips	8.00 – 8.15 (15 min)
OLS	Diagnostics overview	<ul style="list-style-type: none"> Overview of the diagnostic materials process Q & A 	Slides Support Material (Posters)	8.15-8.45 (30 Min)
DM led	Diagnostics Round Robin: <ul style="list-style-type: none"> OSA Pharmacy Shrink Focus Group/Storyboard TM survey/Customer survey/Data request/Customer Behavior study 	<ul style="list-style-type: none"> 2 rotations, 45minutes each Small Groups 5min to travel to new station 	Flips Support material	8.45 – 10.25 (5 min + 45min 5 min + 45 min)
	BREAK			10.25-10.40 (15 min)
DM led	Diagnostics Round Robin: <ul style="list-style-type: none"> OSA Pharmacy Shrink Focus Group/Storyboard TM survey/Customer survey/Data request/Customer Behavior study 	<ul style="list-style-type: none"> 3 rotations, 45 minutes each Small Groups 5min to travel to new station 	Flips Support Material	10.40 – 12.15 (45 min + 5 min + 45 min)
	Lunch			12.15 to 1.00 (45 min)
DM led	Diagnostics Round Robin: <ul style="list-style-type: none"> OSA Pharmacy Shrink Focus Group/Storyboard TM survey/Customer survey/Data 	<ul style="list-style-type: none"> 1 rotations, 45 minutes each Small Groups 5min to travel to new station 	Flips Support Material	1.00 – 1.45 (45 min)

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Frontier Store Leadership Launch: Agenda Day 2

Presenter	Session	Input/Process	Materials Needed	Time
OLS	Quick Debrief of Diagnostics Round Robin Storyboard and Quick Win overview	<ul style="list-style-type: none"> Benefits and Concerns H2 keep the storyboard alive (discussion) Q & A 	Flips	1.45-2.05 (20 min)
DM (facilitator) (DPR/HCS/ OLS/APM/FL supported)	Practice PSTBs OSA or RX	Break out into District Group Practice run PSTB on “How to reduce outs” OR “How to improve pharmacy service.”	Fishbone sheets Post-its Sharpies/Flips	2.05--3:05 (60 min)
	BREAK			3:05-3.20 (15 min)
DPR	Overview of Phase 2	High Level Summary of Phase 2 – Pulse and PDR and Sustainability Review	Slides	3.20 – 3.35 (15 min)
DPR	The Approach & Store Detail	<ul style="list-style-type: none"> Run through the Store Plan Week by Week – Keys Dates 	Slides and Plans	3:35 – 4:00 (25 min)
DM led	Reflection Time and Planning time	Break into store teams – think through details and work up final plans for store launch – share and discuss any concerns with FLs	Flips	4.00-4:40 (40 min)
DPR	Wrap Up	Team Check in: Change Curve COVP Video (4 min) Final Summary – Key Take Aways, Q&A	Slides Flips Video	4:40-5:00
one to facilitate, one to scribe DPR/HCS/OL S/APM	Review Day and close	Review 2 days – Harvey Ball – B's and Cs and close	Flips	5:00-5:15 (15 min)

Expectations

- What do you want to get out of this meeting?



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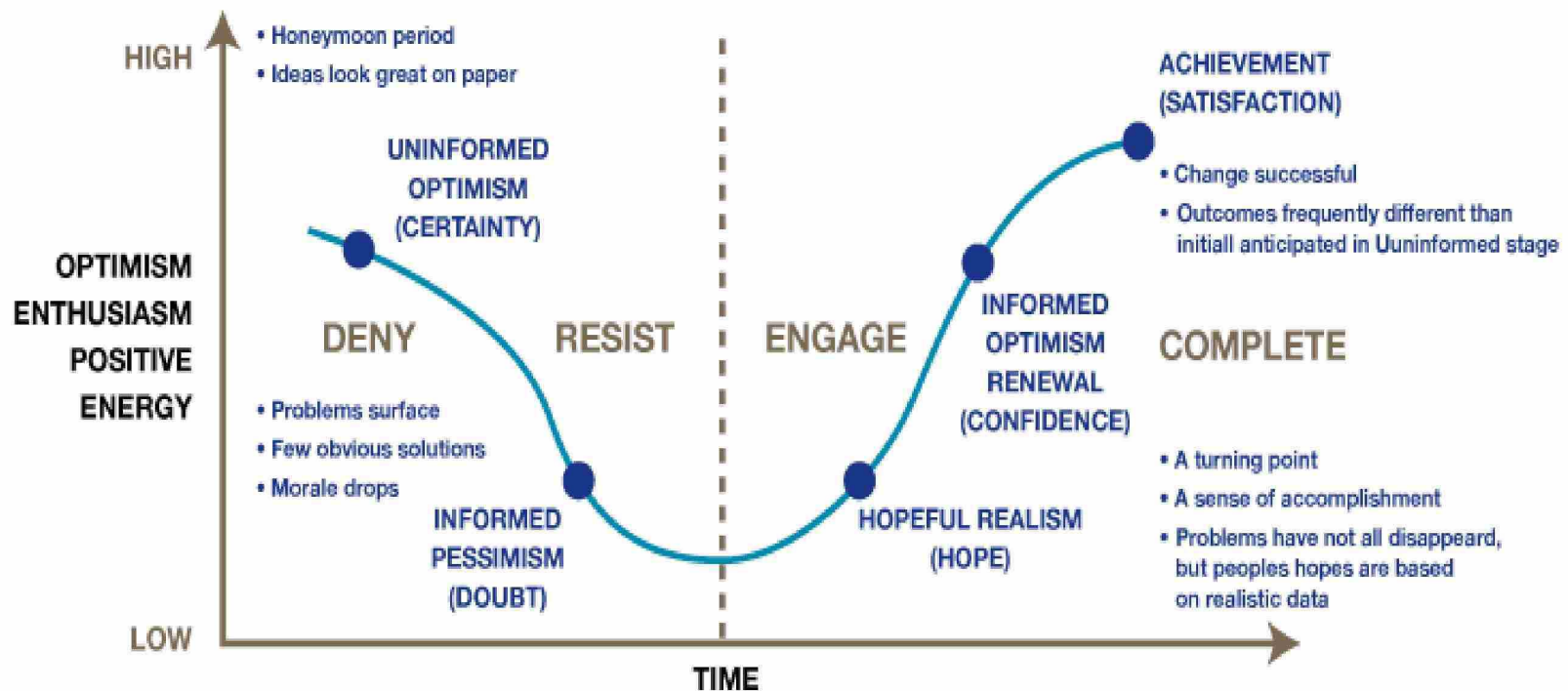


Your Personal Change Journey

Check-in on the Change Curve

<Insert Facilitator>

How is everyone feeling?



- At your tables, take 3 minutes to plot on your flipchart where each of you are on the change curve and briefly discuss why.
- Discuss at your table and we will revisit this at the end of the day.

Frontier Diagnostics Guidance

A Toolkit for Driving Positive Change



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Diagnostics Overview

Preparation

- Locate from SharePoint & add in slides for diagnostics overview
- Allow 30 mins for this session

Trainers Notes

- Introduce the session and the objectives to the whole group
- Objectives: To give you an overview of all the diagnostics that are completed at the start of the program. To explain why we do them and how we do them.
- Explain the reasoning for doing diagnostics –why?
- How they help to create the storyboard
- Using the slides at a high level - Explain the different ones – how they work – how Many – how long
- Answer questions as you go through



Contents

Objectives of the Frontier Diagnostics Guidance:

- What are the Frontier Diagnostics?
- Why do we do Diagnostics?
- The timeline to run The Diagnostics
- Diagnostics Explanation Summary

Standard Operating Practices: How to run each diagnostic

- Focus Group
- Customer Survey
- Great Customer Availability
- Team Member Survey
- Rx Wait Time Survey
- Rx Diagnostic Data
- Rx Drive Thru Survey
- Customer Behavior (optional)
- Store Data Request

Insights Guidance: How to analyze each diagnostic

- How you will receive your survey results
- Great Customer Availability
- Rx Waiter Customer Survey and Rx Diagnostic Data

Appendix

- Diagnostics RACI
- Great Customer Availability Instructions
- Store Data Request and Results Form
- Focus Group: Objectives and Summary Agenda
- Focus Group: Detailed Facilitator Guide



Objectives of the Frontier Diagnostics Guidance

- To provide an overview of the diagnostic process
- To explain the purpose of each diagnostic and how to use it
- To provide guidance on how to analyze the results and draw out issues and opportunities
- To provide a framework on how to run sessions that build solutions to identified opportunities



What are the Frontier Diagnostics?

The diagnostics are made up of surveys and studies to help us understand our current performance and develop ideas on what and how we can improve. The results can tell us more about life at Walgreens through the eyes of staff and customers and help us build the right solutions to make a better, simpler and faster Walgreens.



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Why do we do diagnostics?

Diagnostics enable us to:

- Create a true picture of what life is like in store today and a compelling case for change
- Help build a shared understanding of strengths, challenges and opportunities within the store
- Build team member engagement and momentum around Frontier

Diagnostics are:

- **An inclusive method of gaining feedback and opinions from your customers and team members**
- **Tools to help identify opportunities for improvement**
- **A method of understanding the reasons behind performance**
- **An opportunity to build a holistic picture of how the store and team operate – and how component parts link together**

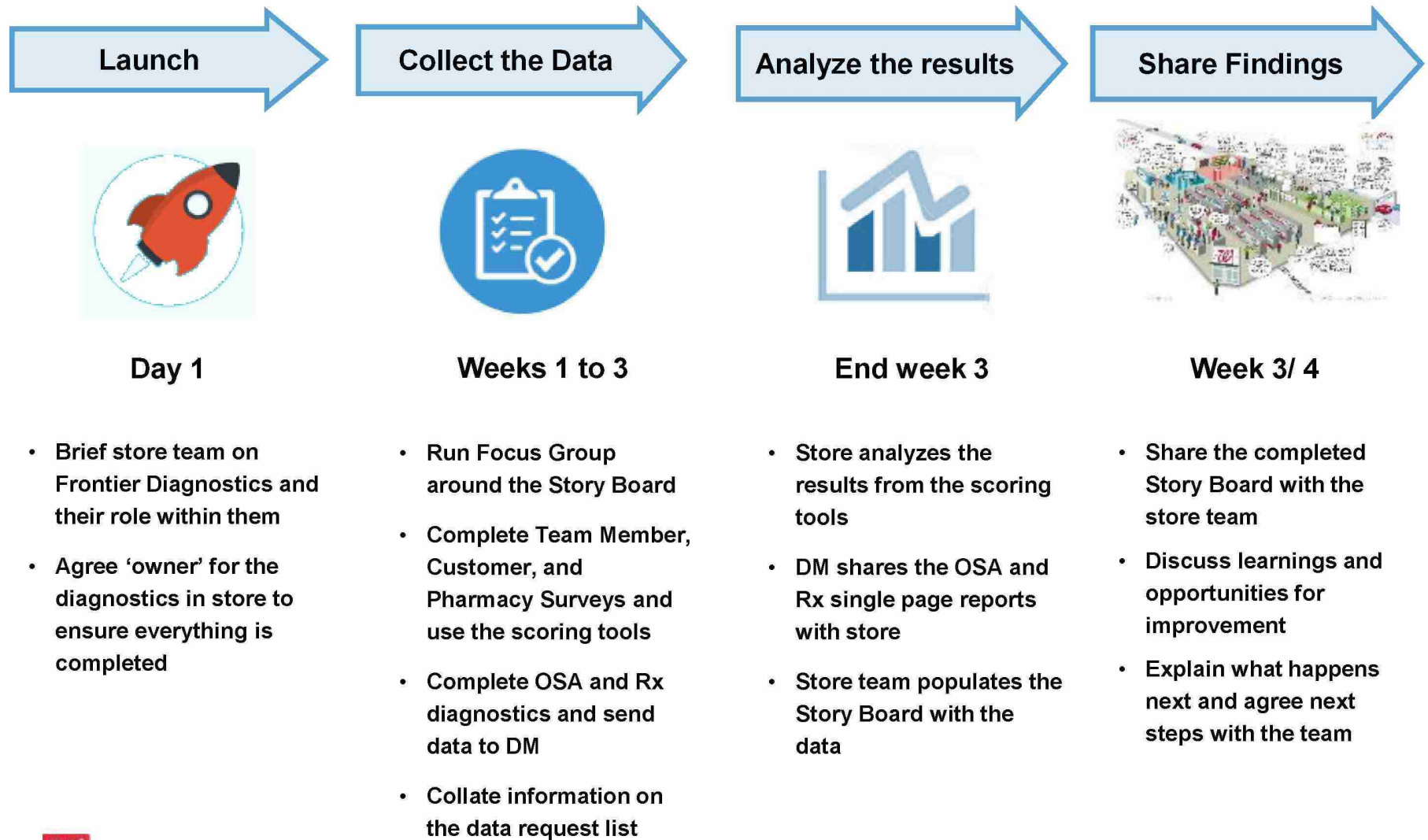
Diagnostics are not:

- **An opportunity to 'check up' on your team**
- **A test of how good you are**
- **A way of comparing one person or team with another**
- **A chance to place blame**

Diagnostics help engage the store team in creating the compelling case for change



The timeline to run the diagnostics – weeks 1 to 3



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Diagnostics Summary

Diagnostic	Description	Number per store	Format	Who completes it	Time to complete one	When
Focus Group	<ul style="list-style-type: none"> Group discussion around the opportunities for improvement in the store Team members identify their ideas and priorities and mark them on the Story Board 	1	Group workshop	DMs lead with TMs	1.5 hrs	Days 1-3
Customer Survey	<ul style="list-style-type: none"> Interview shoppers as they leave the store to hear about their store experience and get feedback 	30	Paper Survey	Customers	3 mins	Week 1
Great Customer Availability	<ul style="list-style-type: none"> A review of store availability and outs 1 detailed count to be completed once with Telxon scanners to see which departments are causing outs 2 visual count checks to be completed weekly to match visual outs versus system outs 	3 (2 x Visual Counts 1 x Detailed Count)	Paper	TMs with DMs collating results	1-2 hrs (Visual Count) 5-6 hrs (Detailed Count)	Week 1 and visual counts every week thereafter
Team Member Survey	<ul style="list-style-type: none"> A survey including a series of questions regarding employee satisfaction, development and training which will give a measure of engagement, motivation and morale. 	One for each member of staff	Paper Survey	All team members	5 min.	Week 1
Rx Waiter Customer Survey	<ul style="list-style-type: none"> Survey for pharmacy customers around waiting in store for their prescriptions drop-off and collection 	30	Paper Survey	Customers	3 mins	Week 2 or 3
Rx Diagnostic Data	<ul style="list-style-type: none"> A diagnostic for Pharmacy performance and help build an understanding of the impact of waiters 	1 each day for a week	Paper Chart	Rx Champion	15 mins	Week 1
Rx Drive Thru Survey	<ul style="list-style-type: none"> Survey for Drive Thru pharmacy customers around their experience 	30	Paper Survey	Customers	3 mins	Week 2 or 3
Store Data Request	<ul style="list-style-type: none"> List of information and statistics to be downloaded from the store system to help understand store's current performance 	1	Paper	SM	30 mins	Week 1
Customer Behavior (optional)	<ul style="list-style-type: none"> Map customers shopping behaviors/path taken around the store to produce a heat map showing how customers shop your store 	15+	Paper	All team members	10 mins	Week 3



How to run each diagnostic

Focus Group

What is it?

- A facilitated discussion with Team Members to explore and capture thoughts on what is working well and where there are opportunities for improvement in the store

How to run it

- Follow the objectives and agenda guidance in the Focus Group supporting deck
- Select a cross section of team members (6-10) to participate and schedule a 1.5 hour meeting (including FE & Rx)
- Materials required will be the Story Board poster, post it notes, a flip chart and some pens

How to score it

- During the session capture thoughts and ideas on the Story Board poster or on a flip chart if required

Key Roles

	SM	ASM	SFL	TM	RXM	DM	FL
Choose Team members to participate	A			I		C	
Schedule meeting	A			I		C	
Facilitate session						A/R	C
Summarize outputs	R					A	

R: Responsible for carrying out the action

C: Must be consulted before the action is carried out

A: Ultimately accountable for ensuring the action is done

I: Must be informed that the action has taken place

What it looks like



Objectives

- To share our thoughts and ideas on:
 - What is working well in the store
 - Where we have opportunities to improve
- To identify what we think the priorities for improvement are

Agenda

Item	Mins
Introduction, Objectives, Expectations, Meeting Guidelines and Agenda	10
What works well?	20
Opportunities to improve	30
Magic Wand	10
Our Priorities	10
Benefits, Concerns, and Next Steps	10

Hints & Tips

- This is an opportunity for team members to talk openly about what they think is good and where they have ideas for improvement – it is important to create an atmosphere where people feel free to speak and will be listened to
- Capture thoughts and ideas on post it notes and place them on the Story Board poster or flip
- At this stage it is about understanding where there are opportunities and where to focus attention – there is no need to jump in to creating solutions in this session, that will come later in the process

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Customer Survey

What it is

- A survey asking customers about their experience and what is important to them when shopping / collecting their prescriptions at a Walgreens store

How to run it

- Print off copies of the Customer survey PDF
- Politely ask customers who are about to leave the store if they can spare a few minutes (no more than 5) to fill out the survey and then step through the questions with them and record the responses
- Complete 30 surveys across a week

What it looks like

Customer Survey Wave 3

Survey length: 3 minutes

Please approach the customer just ahead of them leaving the store, select customers at random and include a range of front end and Rx customers. Also carry out the survey across a range of times (busy, quiet, weekend, weekday etc.)

To the customer:

Thank you for taking the time to complete our short Customer survey. We are working to improve the experience that Walgreens provides to its customers and would value your input.

We will be trialing improvements in this store based on what you tell us, so please keep an eye out for changes in the coming months!

- * 1. Please enter your 5 digit store number
(If your store number starts with 0, please include this e.g. 02783)

2. Which parts of the store did you visit today?

☐ Pharmacy ☐ Front End ☐ Both

Key Roles

	SM	ASM	SFL	TM	RXM	DM	FL
Find Team members to run the survey	A	R	R	C			
Interview Customers				R			
Enter responses in Scoring tool	A/R	R	R				
Analyze results	A/R	R	R				

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How to score it

- Enter the responses for each survey into the Customer Survey Analysis Form. This will analyze the results automatically and then include the results on the Storyboard

Customer Survey Analysis

Collect all the completed surveys. Count the total number of responses for each question and enter in the appropriate box below

Which parts of the Store did you visit today?	Pharmacy	4	Front End	4	Both	2	Calculated field
What is the primary reason you chose to shop at THIS Walgreens?	Close to home	1	Drive thru convenience		Opening hours		% Rx customers who also visited the F.E. 33%
	Close to work		Product assortment		Team member helpfulness & approachability		Primary reason customers visit our store:
	Close to other shops		Price		Pharmacist knowledge & helpfulness		
	Ease of parking		Promotions		Personal relationships with staff		
	Dictated by my insurer		Speed of service		Other		
Are your purchase decisions based on promotional offers?	Yes		No				% yes
Did you purchase any items on promotion today?	Yes		No				% yes
Were you able to find EVERYTHING you needed in the store today?	Yes		No				% no
Were you approached by a team member to offer assistance during your visit?	Yes		No				% yes
Are you aware of the additional services that Walgreens offer in the pharmacy, such as flu shots and other immunizations?	Yes		No				% yes
FE: In minutes, how long did you have to wait in the checkout line?	No line	0-1 min	1-2 min	3-5 min	5 min +		% >5 min
Rx: Can you remember a time when your prescription was unavailable or didn't have everything you were expecting?	Yes		No				% yes
Did you receive an extraordinary level of customer care in your visit to Walgreens today?	Yes		No				% yes
Summarize top 5 suggestions to improve customer experience							

Hints & Tips

- Be sure to ask a wide variety of customers, including those who may not have had a great experience- this will help us identify what we can do to improve!
- Conduct the survey at different days during diagnostic week and throughout the day (morning, afternoon and evening).

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Great Customer Availability Study

What it is

- 2 studies designed to measure and track store availability, providing a basis to improve availability for customers
- Detailed OSA check = Tracking specific departments with Telxon and tracking the reasons for outs
- Visual OSA check = Entire store count to compare outs against those in the system

How to run it

- Both checks will be run in store by TMs but the detailed check will require a Telxon
- Detailed guidance and materials are provided in the *Getting Ready for Great Customer Availability* pack provided to your store
- The individual instruction guides for each of the two checks can be found in the appendix

How to score it

- Score the outs in tally format under the relevant category and cause of out (Detailed check only)
- For the Visual counts, tally the results according to the aisle numbers

Key Roles

	SM	ASM	SFL	TM	RXM	DM	FL
Find TMs to run the checks studies	A	R					
Carry out the checks	A			R			
Record results on scoresheets	A			R			
Send Results to DM	A	R	R				
Provide analysis back to store						A/R	

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What it looks like

Page 4 Detailed OSA Check

Basic department	Identify while walking				Identify after working the Pull Sheet report				Total Outs (Add up all 8 columns here)	Comments / Top 10 ranking
	True Out System on-hand is zero (0)	SKU Not Delivered (0)	Discontinued and not in stock. (Also include out-of-stock and recall (0))	Vendor outs	Out on shelf due to incorrect stocking or facing	Out on shelf, but items are in the stockroom	Out on shelf but items are in a duplicate location	On hands not correct		
Haircare (inc. ethnic, coloring)										
Shampoo / conditioner / hairspray										
Shave needs / Men's Hair / Deodorant										
Skincare (inc. Naturals + Lotions)										
Household (cleaning, detergents)										
TOTAL ALL BASIC DEPTS.	+	+	+	+	+	+	+	+	=	

Part A: Please complete all pages (1 to 4) - filling in total columns & capturing key comments if needed

Part B: Go back through the comments/Top 10 ranking column and mark the top 10 basic departments with the highest number of total outs with a "+" and complete diagnostics summary sheet

Note: There is no need to compare these categories against System Outs during the Detailed Check

Sample page from the Detailed OSA Check worksheet

Hints & Tips

- Do the detailed check with a partner, with one person scanning the bar codes and the other recording the reason code for the out
- After you've tallied the outs convert them to numbers before you send them to your Frontier DM

Team Member Survey

What it is

- A survey that asks a series of questions regarding employee satisfaction which will give a measure of engagement, motivation and morale. The survey results are anonymous, results will be combined to give averages for the store

How to run it

- Print off copies of the Team Member survey PDF
- The survey will take no longer than 5 minutes
- Ask as many team members to complete as possible

What it looks like

Team Member Survey

This survey gives you a chance to share your voice and opinions on how you feel about your job and the way we do things at Walgreens. Please indicate how you feel about each statement by checking one box for each question.

There are no 'right' or 'wrong' answers so please give us your honest opinion as it will help us to identify areas for improvement to make it better for customers, Simples for all and Prouder for Walgreens.

One of the most important things is that we want to hear your ideas, even on things you didn't think we could change.

The results of the survey will be grouped and data related to your specific responses will not be shared. All surveys are anonymous and will be treated in confidence. No one in your store or elsewhere in Walgreens will know what you have said.

There is no need to put your name on to the form. However you may have a strong opinion about something and would like to explain it. If this is the case please include your name and contact details at the end of the survey so that a member of the team can contact you.

1. Role (the role in which you spend the majority of your time)

☐ Front End ☐ Pharmacy ☐ Leadership (SM, xSM, SFL and RSM)

2. Pharmacy Only: What are the biggest challenges you face whilst working in the pharmacy?

Challenge 1:

Challenge 2:

Challenge 3:

Key Roles

	SM	ASM	SFL	TM	RXM	DM	FL
Complete survey	R	R	R	R	R		
Enter responses in scoring tool and analyze results	A/R	R	R				

R: Responsible for carrying out the action
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How to score it

- Enter the responses for each survey into the Team Member Survey Analysis Form. This will analyze the results automatically and then include the results on the Storyboard

Team Member Survey Analysis

Collect all the completed surveys. Count the total number of responses for each question and enter in the appropriate box below

	Strongly disagree	Disagree	Agree	Strongly agree	% agree (auto-calculated field)
I would recommend Walgreens as a place to work	0	0	0	0	0%
I am happy with the level and frequency of training I receive	0	0	0	0	0%
I do not always feel safe at work	0	0	0	0	0%
Communication within the store could be improved	0	0	0	0	0%
Accountabilities and responsibilities in our store could be clearer	0	0	0	0	0%
I think motivation across the team could be improved	0	0	0	0	0%
I believe now is the right time for change in Walgreens	0	0	0	0	0%
Summarize 5 biggest challenges in pharmacy					
We have an opportunity to improve Pharmacy workflow	0	0	0	0	0%

Hints & Tips

- All questions are anonymous, so answer them as honestly as possible

Rx Waiter Customer Survey

What it is

- A survey of Pharmacy customers focusing on preferred and actual wait times for prescription collection

How to run it

- You will print copies of the Rx Waiter Customer survey PDF
- Politely ask Pharmacy customers who are about to leave the Pharmacy if they can spare a few minutes (no more than 2) to fill out a survey and then step through the questions with them and record the responses
- Complete 30 surveys across a week, complete the summary sheet and then send it to your DM for analysis

How to score it

- DM's will analyze the summary sheet and present back a one page including your Rx Diagnostic Data results. The data graphs and tables are generated automatically and your DM will share this with each store to be included on the Story Board

Key Roles

	SM	ASM	SFL	TM	RXM	DM	FL
Find Team members to run the survey	I	R	C	C	A/R		
Interview Customers	I			R	A/R		
Send summary to DM					A/R		
Enter data into Rx Analysis spreadsheet						A/R	
Provide analysis back to store						A/R	

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What it looks like



Rx Waiter Customer Study

Please take 2-3 minutes to complete this survey. Your responses will help us improve our service and provide a better experience for all our customers.

1. Please enter your 9-digit store number (e.g., 000000000).

2. How often do you visit a Walgreens pharmacy?

☐ Every Day
☐ 2-3 times a week
☐ Once a week
☐ Once every 2 weeks
☐ Once a month
☐ Less than once a month
☐ Never

3. What was the purpose of your visit today?

☐ Drop off prescription to get it quickly
☐ Pick up prescription to get it quickly
☐ Drop off and pick up medication to get it quickly
☐ Other (please describe your visit in the space below)

4. How often do you visit a Walgreens pharmacy for a prescription? (If you visit more than once a week, please check the box that best describes your visit frequency.)

☐ Every Day
☐ 2-3 times a week
☐ Once a week
☐ Once every 2 weeks
☐ Other (please describe your visit frequency in the space below)

5. If you generally drop off your prescription and pick it up later, would you like it to be faster?

☐ Yes
☐ No

Hints & Tips

- Be sure to ask a wide variety of customers, including those who may not have had a great experience. This will help us identify what we can do to improve
- Conduct the survey on different days during diagnostic week and throughout the day (morning, afternoon and evening).

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Rx Diagnostic Data

What it is

- A diagnostic to baseline performance and help build an understanding of the impact of waiters

How to run it

- You will print a copy of the RX Diagnostic Data Summary Sheet
- The Rx team should complete the data entry over the course of a week
- Once completed, please send a copy to your DM for analysis

How to score it

- Print the PDF summary sheet and tally the responses for each question (using the sheet to help you). Once tallied, average the numbers for Number Delete to Stock and Prescriptions on 7 day Call List. Use the figures from the summary sheet to fill out the Storyboard. Save a copy of the summary sheet and email it to your DM

Key Roles

	SM	ASM	SL	TM	RxM	DM	FL
Collate data	I			R	A/R		
Send data to DM	I				A/R		
Enter data into spreadsheet						A/R	
Provide analysis back to store						A/R	

Hints & Tips

- Assign a couple of Rx team members to this task to ensure coverage over the week

R: Responsible for carrying out the action
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What it looks like

Store number:	Data
Number of deletes to stock	
Mon	24
Tues	42
Wed	35
Thur	39
Fri	51
Sat	24
Sun	31
7 Day Average number of deletes to stock	35

Pharmacy Baseline Data				
	Data Request	Where to get the data	When to collect the data	For when
Pharmacy	Verified by Promise Time-VBPT (%)	StoreNet --> IMPROVE--> Customer scorecard --> "Verified By Promise Time %" total	Diagnostics Week, and then every week after	Last period for diagnostic, then weekly
	% of Waiters	StoreNet --> IMPROVE --> Customer Scorecard "RX % Waiters"	Diagnostics Week, and then every week after	Last period for diagnostic, then weekly
	Rx Sold – 90 Day Adjusted	StoreNet → KPI → Pharmacy → View "Rx Sold- 90 Day Adjusted" row	Diagnostics Week	Last period for diagnostic, then weekly
	Pharmacy Customer NPS score	StoreNet → KPI → Service → Receipt Survey → All Reports → Pharmacy Coach report	Diagnostics Week, and then every month after	Previous Month

Rx Drive Thru Survey

What it is

- A survey of Pharmacy Drive Thru customers

How to run it

- You will print copies of the RX Drive Thru survey PDF
- Politely ask Pharmacy customers who are about to leave the Drive Thru Pharmacy if they can spare a few minutes (no more than 2) to fill out a survey. Ask them to park up in a designated area and then step through the questions with them and record the responses
- Complete 30 surveys across a week, complete the RX Drive Thru survey scoring tool and include the results on your Store Story Board

What it looks like

Key Roles

	SM	ASM	SFL	TM	RXM	DM	FL
Find Team members to run the survey	I	R	C	C	A/R		
Interview Customers	I			R	A/R		
Enter responses in scoring tool	I				A/R		
Enter data onto StoryBoard					A/R		

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How to score it

- Enter the responses for each survey into the Drive Thru Survey Analysis Form. This will analyze the results automatically and then include the results on the Storyboard

Drive Thru Survey Analysis

Collect all the completed surveys. Count the total number of responses for each question and enter in the appropriate box below

	Store number		Calculated field
Do you ever experience any problems with the pharmacy intercom system?	Yes	No	% yes
Were there enough staff at the drive thru today?	Yes	No	% no
Would you consider using another pharmacy if you experienced problems at our drive thru?	Yes	No	% yes
How long did you wait at the drive thru?	Average time to get to the window		Average time after getting to the window to complete the process
Summarize the top 5 things we could do to improve your experience			Total average

Hints & Tips

- Be sure to ask a wide variety of Drive Thru customers, including those who may not have had a great experience. This will help us identify what we can do to improve
- Conduct the survey on different days during diagnostic week and throughout the day (morning, afternoon and evening).

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Customer Behavior (optional)

What it is

- **A study designed to provide insight around customer behavior: How they respond to our store layout and shop the store**

How to run it

- Print copies of the Customer Behavior study PDF
- Select a customer at random as they enter the store (at the very beginning of their shopping trip). Do not approach them but observe at a distance, discreetly.
- Try to mark exact route and all stopping points (with an 'x') as accurately as possible, as this will confirm hot and cold spots within the store
- Complete 15+ studies across a week

How to score it

- In order to produce the final output, trace all the individual customer behaviour observations onto a single summary floor plan
- Use the customer flow information to help make changes to improve customer experience and sales

Key Roles

	SM	ASM	SFL	TM	RXM	DM	FL
Find Team members to run the survey	A	R	C	C	C		
Complete the study	A	R	R	R	R		
Compile the summary sheet	A	R					

R: Responsible for carrying out the action

C: Must be consulted before the action is carried out

A: Ultimately accountable for ensuring the action is done

I: Must be informed that the action has taken place

What it looks like



Hints & Tips

- Conduct the survey on different days during diagnostic week and throughout the day (morning, afternoon and evening). to get a well rounded view of customer shopping behaviors
- If you are spotted and the customer asks you what you are doing, explain fully – need to see how the store is currently shopped to know how to improve it. Try to get a good mix of customers across the week

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Store Data Request

What it is

- The collation of some core store statistics to that will form part of the store Story Board

How to run it

- Work through the Data Request form (image shown) and log your results on the Results form that can be found in the appendix
- The Data Request form will provide you with references on where you can find the information you need

How to score it

- Once you have located your store's results for each of the data request points fill in the results on the Data Request Results Form, found in *The Appendix*
- In addition, the form will tell you where exactly to put the results on your store's story poster, found under the "Reference on Poster" column

Key Roles

	SM	ASM	SFL	TM	RXM	DM	FL
Obtain data points from Data request sheet	A/R	R			R	I/C	

R: Responsible for carrying out the action

C: Must be consulted before the action is carried out

A: Ultimately accountable for ensuring the action is done

I: Must be informed that the action has taken place

What it looks like

Store Data Request Form					
	Data Request	Poster Ref.	Where to get the data	When to collect the data	For when
Front End	Number of overdue resets/revisions in store		StoreNet → KPI → Performance → Excellence Scorecard Reports → View "Overdue Resets/Revisions"	Diagnostics Week	Most recent number available
	% unsaleable 1506 due to reason code "Expired"		StoreNet → KPI → Asset Protection → New Unsaleable (1506) Claim Reports (bottom right link) → (Keep "Timeframe" at) 13 Weeks → (Change "Report" to) Unsaleable Claim Dept Summary → View the "Total - All Reasons, All Types" row, and the "Expired" column	Diagnostics Week	Most recent 13 Weeks
	Inventory adjustment Inventory loss over the course of the week (Net Inventory Adj \$)		StoreNet → KPI → Asset Protection → (Change "Category" to) Products → (Change "Report" to) Trend → Net Inventory Adjusted \$	Diagnostics Week	Most recent weekly dollar amount
Availability	S/S Days of Supply		StoreNet → KPI → Performance → Profit & Loss/ Scorecard → * NEW * Operating Statements – November 2014 and after (Win7) → PNL Summary	Diagnostics Week	Most recent monthly figure available
	Number of overdue eLearnings		StoreNet → Tools → Learning and Talent Management Portal → Reports → Track Employees → Training Progress Pie Chart → Select "Date Criteria" timeframe sufficient to cover all overdue eLearning → Search → Move mouse over red section of pie chart to view number of Past Due eLearning (Click on red section to get printable list)	Diagnostics Week	Timeframe set as far back as needed to capture all overdue eLearnings to date
	Total Store Hours vs Budget Variance (last pay period)		StoreNet → KPI → Payroll → Add both the FE and Pharmacy variance to budget totals for a given pay period	Diagnostics week	Most recent pay period figure available
Team Member	Staff Turnover % (Front end)		Store manager to calculate: (Number of voluntary and involuntary leavers in the Front end)/(total number of front end team members) x 100 = FE turnover %	Diagnostics week	Previous 12 months
	Staff Turnover % (Pharmacy)		Store manager to calculate: (Number of voluntary and involuntary leavers in the Pharmacy)/(total number of Pharmacy team members) x 100 = Pharmacy turnover %	Diagnostics week	Previous 12 months

Screen shot of data request points table

Hints & Tips

- This activity may take between 30 mins and 1 hour, so you may need to plan your time
- Place close attention to the "For when" column, it will tell if you need to collect last week's, month's or year's results

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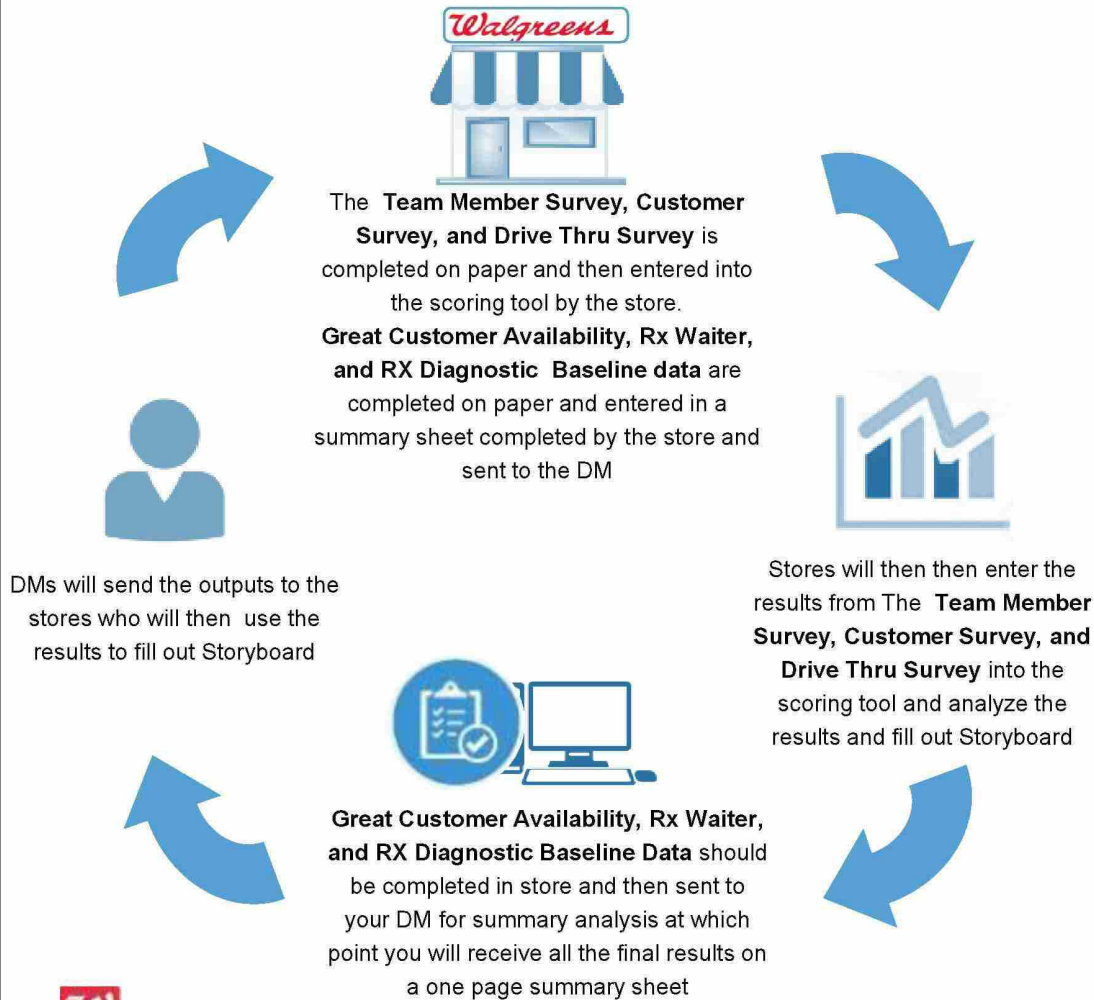
Insights Guidance

How to score and analyze the diagnostics

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How you will receive your survey results

How results from the surveys are analyzed



1. What happens once we have completed all the surveys in store?

- For Team Member Survey, Customer Survey, and Drive Thru Survey, store teams should enter the data into the scoring tools provided.
- For Great Customer Availability, Rx Waiter, and RX Diagnostic Baseline Data you will send the results to your DM.

2. How will I receive my store's results from the Great Customer Availability, Rx Waiter, and RX Diagnostic Baseline Data surveys?

- Your District Manager (DM) will send you one page outputs from the Great Customer Availability and Rx Waiter Customer Surveys
- Your results will be put into graphs to help you build your store's unique story on the Storyboard poster

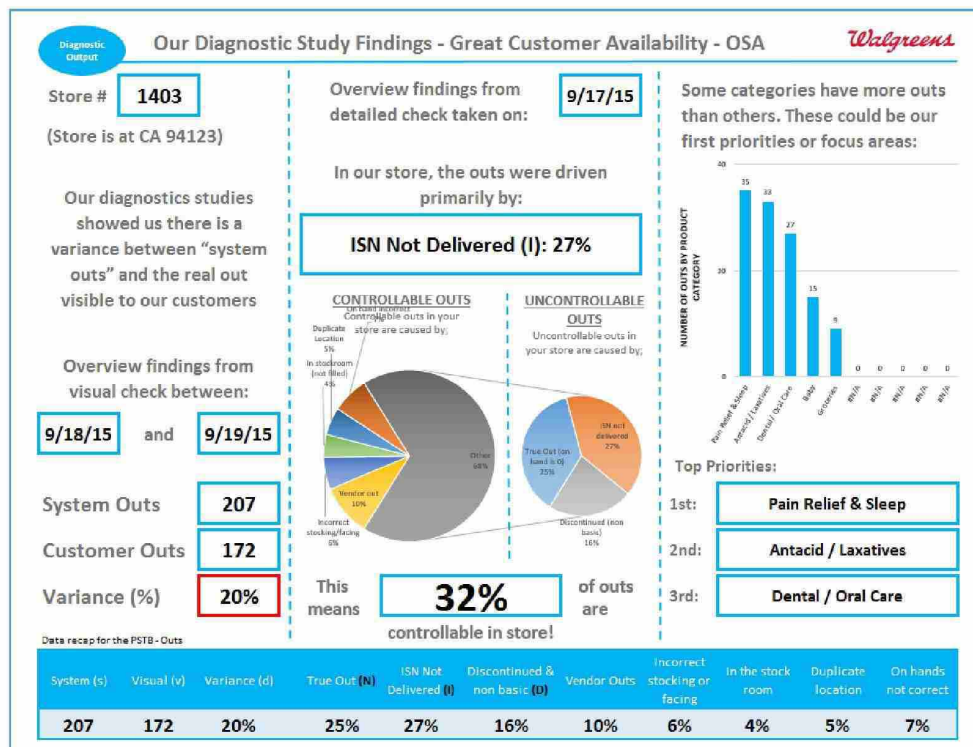
3. Who can I contact?

- Your DM will be the point of contact if you have any further questions

This applies to

- | | |
|-------------------------------|-------------------------------|
| • Customer Survey | • Rx Waiter Customer Survey |
| • Team Member Survey | • RX Diagnostic Baseline Data |
| • Great Customer Availability | • Rx Drive Thru Survey |

Great Customer Availability



The information on this page is intended for use by District managers (DMs), who will be responsible for inputting the data for this diagnostic.

How to enter the data

- Using the OSA Scoring Tool file, enter the store's results for both the visual and detailed counts in the "Input tab".
- (Note: The Detailed Count has two parts: 1. a and 1. b, the Visual Count just one. These are both clearly indicated)

How to generate the analysis

- Once you have entered all the data, click "Go To Output"
- This will generate all the results onto an output poster, shown in the picture to the left.

Hints and tips

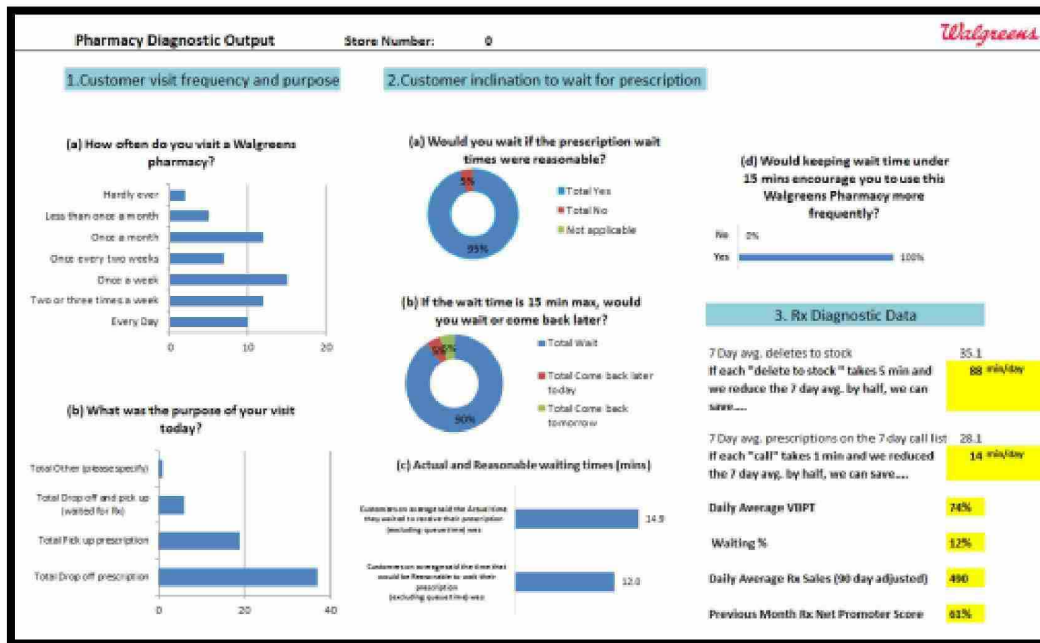
- The Detailed Check data will help tell you: Cause of outs, # of outs by product category and % of controllable outs
- The Visual Check data will help to give you a week-by-week snapshot of your performance and the difference between real outs in store and what the system says



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Rx Waiter Customer Survey & Diagnostic Data



The information on this page is intended for use by District managers (DMs), who will be responsible for inputting the data for this diagnostic.

How to enter the data

- Using the Diagnostic Rx Analysis excel file, enter the store's summary results for both the Rx Waiter Customer survey and RX Diagnostic data summary sheet.

You will find these in the following two tabs:

- Input Rx Waiter Customer Summary
- Input Rx Diagnostic Data

- Once you have entered all the data, switch to the Rx Analysis Output worksheet
- This will automatically generate all the results onto an output poster, shown in the picture to the left.

How to generate the analysis

- The output poster is divided into three sections to help with your analysis:
 - 1) Customer visit frequency and purpose
 - 2) Customer inclination to wait for scripts
 - 3) Rx Diagnostic Data

Hints and tips

- Share the analysis with the Store Manager and Pharmacy Manager so they can add the summary output analysis to the Store Storyboard.



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Appendix

Diagnostics RACI	Store Manager (SM)	Assistant Store Manager (ASM)	Shift Lead (SFL)	Team members (TMs)	Pharmacy manager (RXM)	District Manager (DM)	Frontier Leader (FL)
Focus Group							
Facilitate discussion on key issues for store with Team Members						A/R	C
Customer Survey							
Find Team members to run the survey	A	R	R	C			
Interview Customers				R			
Enter responses in scoring tool	A/R	R	R				
Analyze results	A/R	R	R				
Great Customer Availability							
Find Team Members to run the checks (Detailed and Visual)	A	R					
Carry out the checks	A			R			
Record results on scoresheets	A			R			
Send Results to DM	A	R	R				
Provide analysis back to store						A/R	
Team Member Survey							
Complete the TM Survey	R	R	R	R	R		
Enter responses in scoring tool and analyze results	A/R	R	R				
Rx Waiter Customer Survey							
Find Team members to run the survey	I	R	C	C	A/R		
Interview Customers	I			R	A/R		
Complete and Send Rx Waiter Summary Sheet to DM	I				A/R		
Enter data into Rx Analysis spreadsheet						A/R	
Provide analysis back to store						A/R	
Rx Diagnostic Data							
Collate data	I			R	A/R		
Send summary data to DM	I				A/R		
Enter data into Rx Analysis spreadsheet						A/R	
Provide analysis back to store						A/R	
Rx Drive Thru Survey							
Find Team members to run the survey	I	R	C	C	A/R		
Interview Customers	I			R	A/R		
Enter responses into scoring tool	I				A/R		
Enter results onto Storyboard					A/R		
Other							
Obtain data points from Data request sheet	A/R	R			R	I/C	

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Round Robin: How to run each diagnostic

Diagnostics– Round Robin

Preparation

- Print of sufficient copies of each diagnostic
- Set up 5 stations
 - OSA
 - RX
 - Shrink
 - Focus Group/Storyboard
 - TM Survey/Customer Survey/Data Request/Customer Behavior

Place all the materials in each station

- Arrange team into 5 groups and display names and groups on a flip
- Print of example data for practice sessions
- Arrange times with SM from the store (if your completing any diagnostics there)
- Use slides or flips to write up general intro/overview of each diagnostic. **Create an engaging learning session**

Trainers Notes

- *Whole Team*

- *Introduce the session and split the team into 5 groups*

Groups

- *Introduce the diagnostic by explaining the reason for completing it and how it helps us*
- *Run through the instructions for completion*
- *Practice completing with the teams – if in a store you can use real data – or use data from a previous store as an example*
- *Run Q and A session at the end of each one to check understanding and clarify any questions or concerns*



Use SharePoint for most recent core skill deck

SharePoint > Frontier Roll Out Documents Store Roll Out Tool Kit > Diagnostics

Shrink Diagnostic is NOT on storenet, please see next slide

Diagnostic Planning

1. Focus Group/Storyboard (insert room) – <insert facilitator>
2. OSA (insert room) – <insert facilitator>
3. Pharmacy (insert room) – <insert facilitator>
4. Shrink (insert room) – <insert facilitator>
5. TM Survey/Customer Survey/Data Request/Customer Behavior (insert room)- <insert facilitator>



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Shrink Diagnostic- Not available on StoreNet. DM will need to send PDF copy to the store manager

Shrink PDF



Shrink Diagnostic

Shrink PowerPoint



Shrink Diagnostic

Shrink Diagnostic can be located on SharePoint by searching: Shrink Intervention



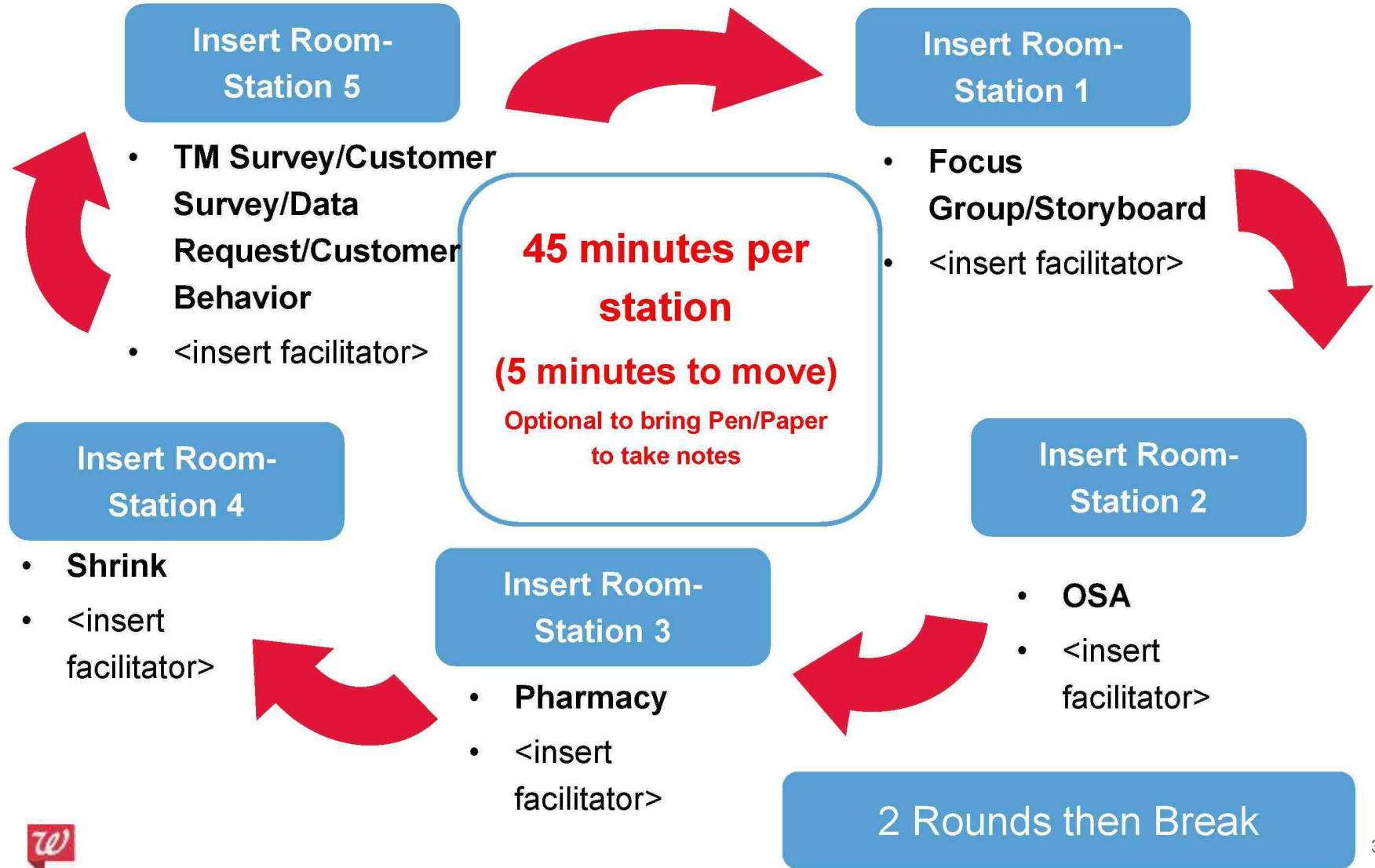
The screenshot shows the Office 365 search interface. At the top is a blue bar with the Office 365 logo and the text 'Office 365'. Below this is a search bar with the text 'shrink intervention'. To the left of the search bar are logos for Walgreens and Frontier, and a 'Search' button. Below the search bar is a 'Search on Yammer' link. To the left of the search results is a 'Result type' filter menu with options for Excel, PDF, PowerPoint, and Word. The search results show a document titled 'Shrink Intervention' with a description: 'frontier_store_toolkit_pstb_materials_shrink_v3.1 ... Contents Shrink Intervention ... Arrange time to meet with store team to brief TMs about the shrink intervention ...'. The URL 'walgreens.sharepoint.com/.../pstb_materials_shrink_v3.1.p...' is also visible. A small thumbnail image of the document is shown to the right of the search results.



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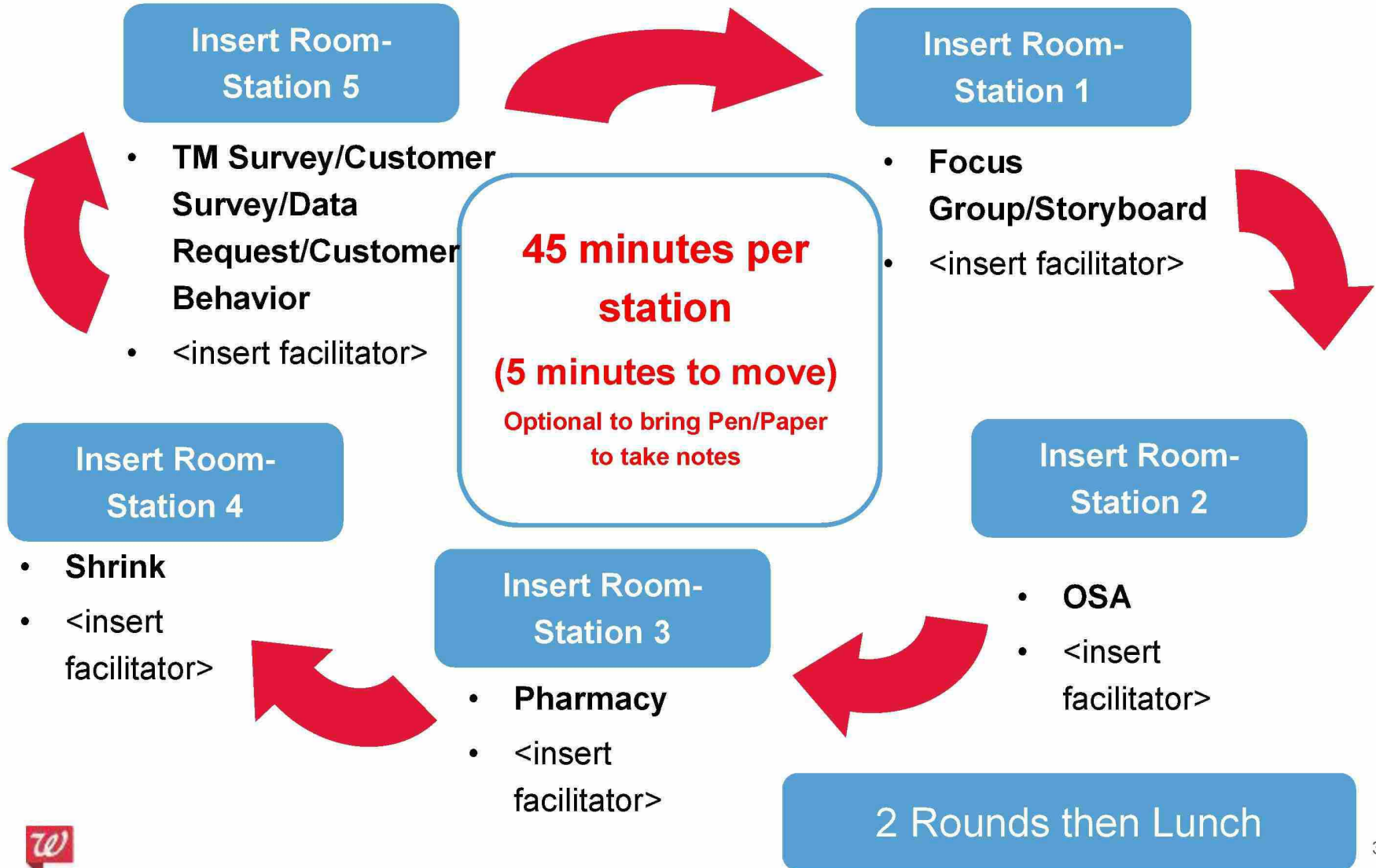
Diagnostic Round Robin....

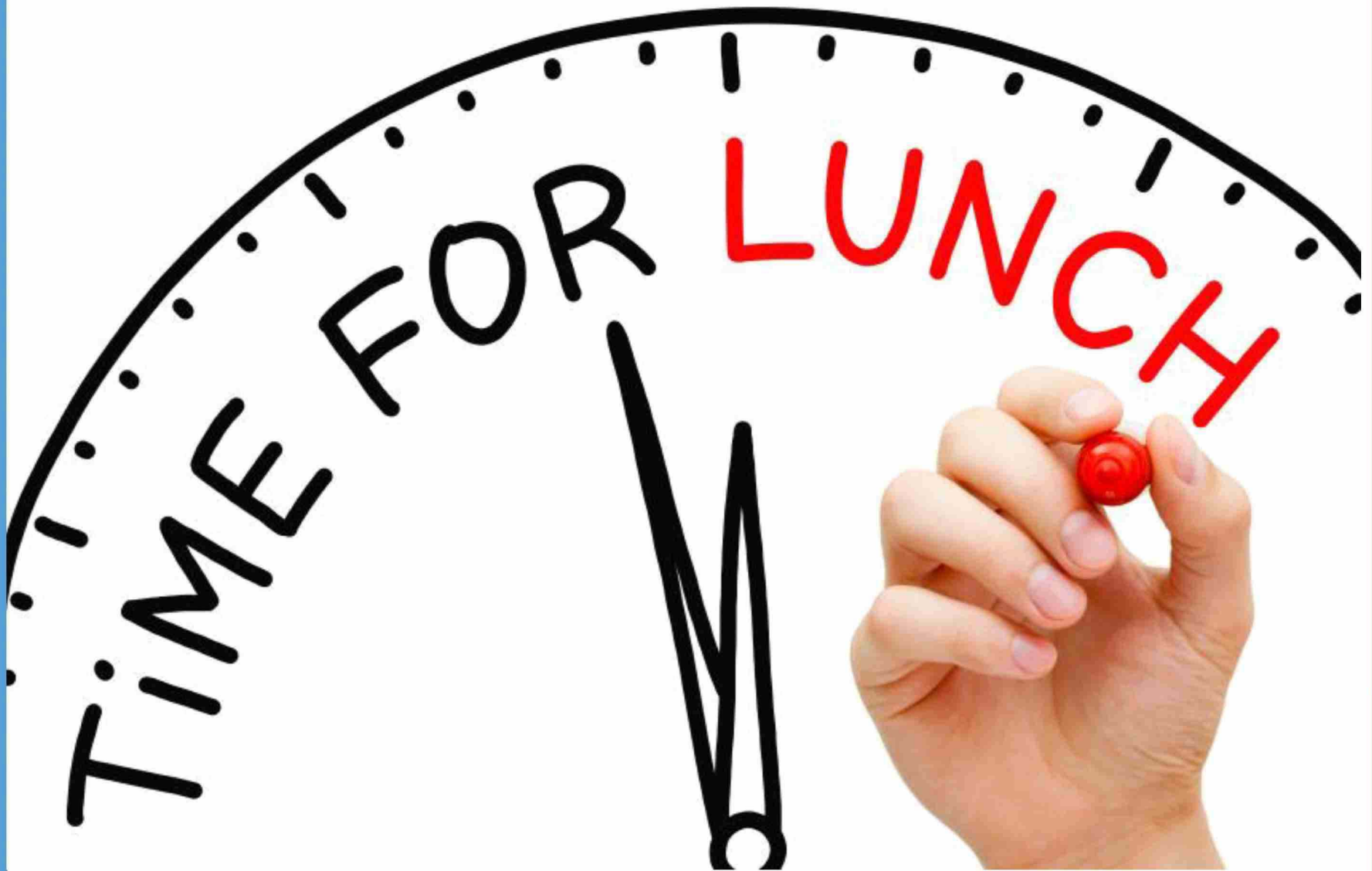


BREAK

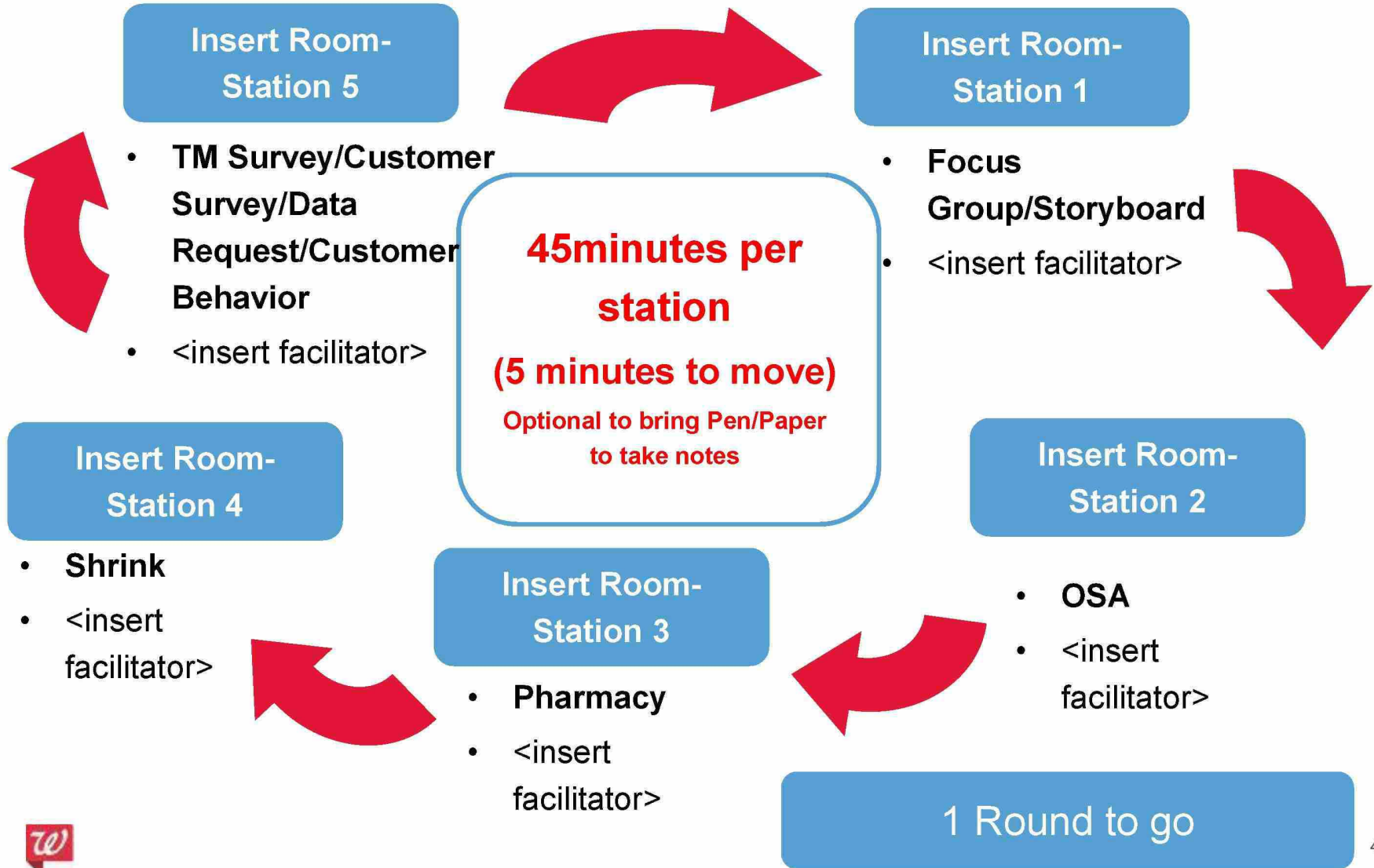


Diagnostic Round Robin....





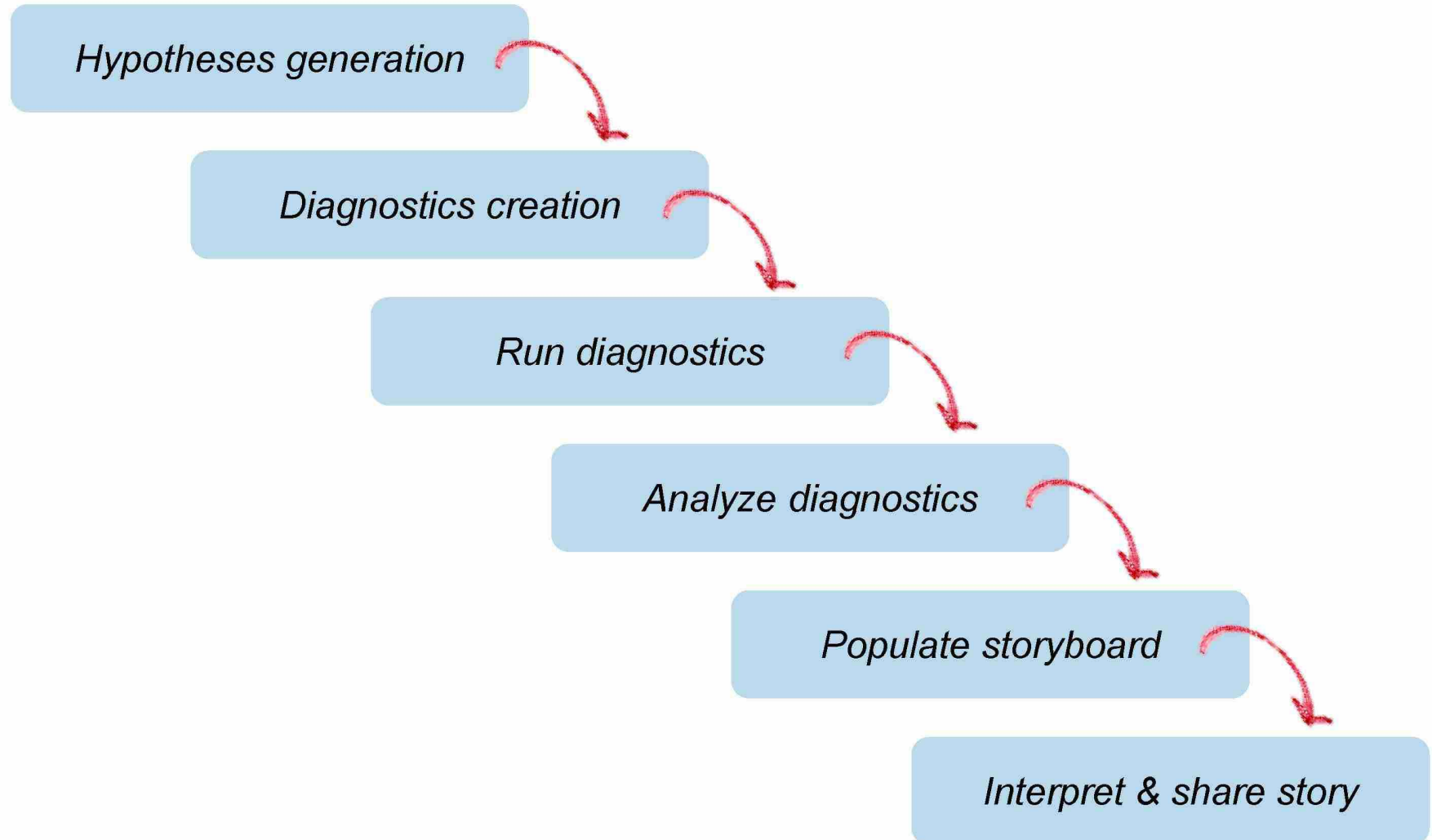
Diagnostic Round Robin....



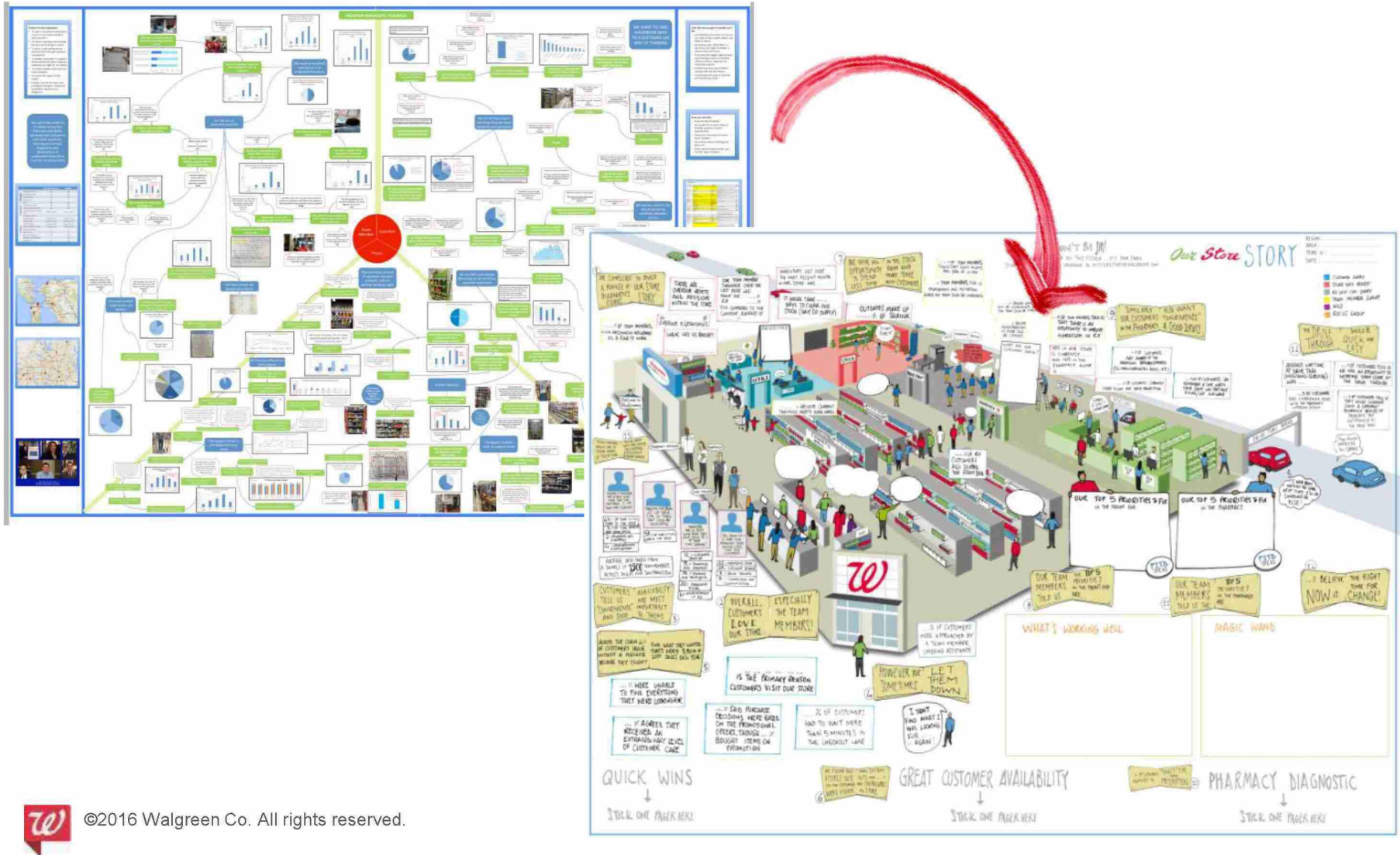
How to keep the Storyboard alive (review and discussion) Diagnostic Debrief

<Insert Facilitator>

The process behind getting to a storyboard



The evolution of the Frontier storyboard



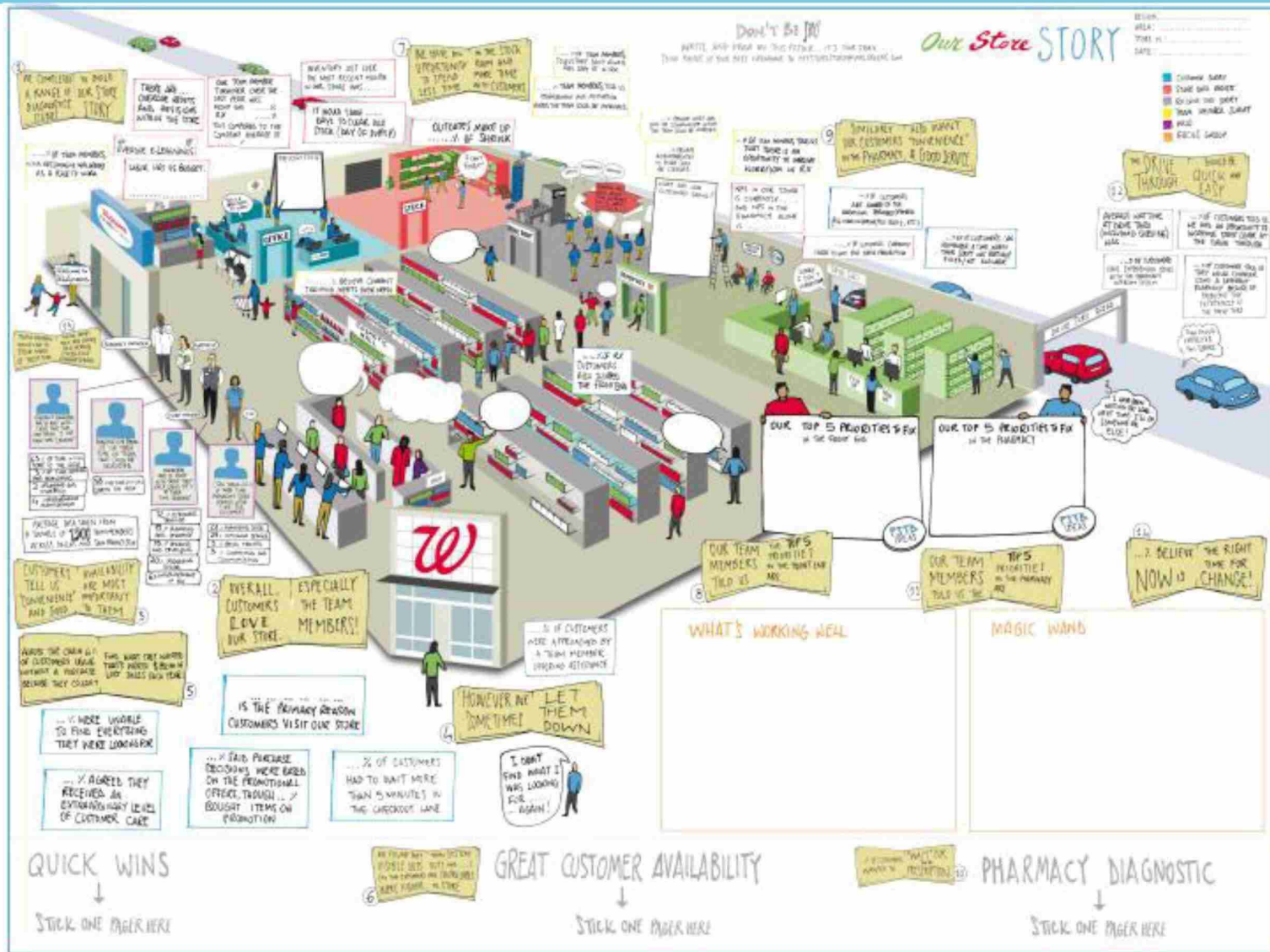
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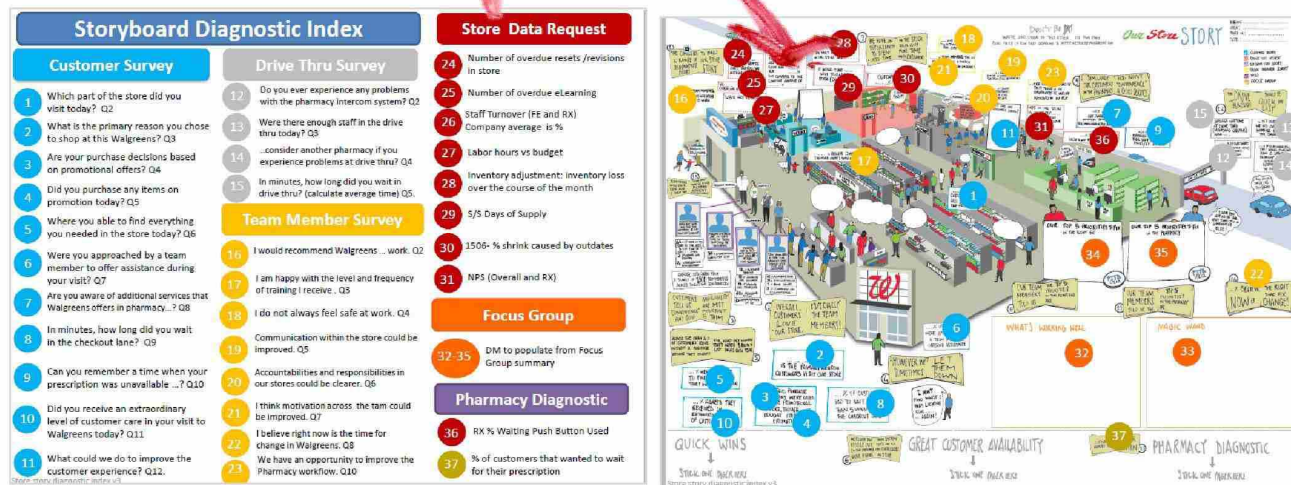
Storyboard:



The storyboard index helps stores to understand which results go where on the storyboard

From analysis to development and interpretation...

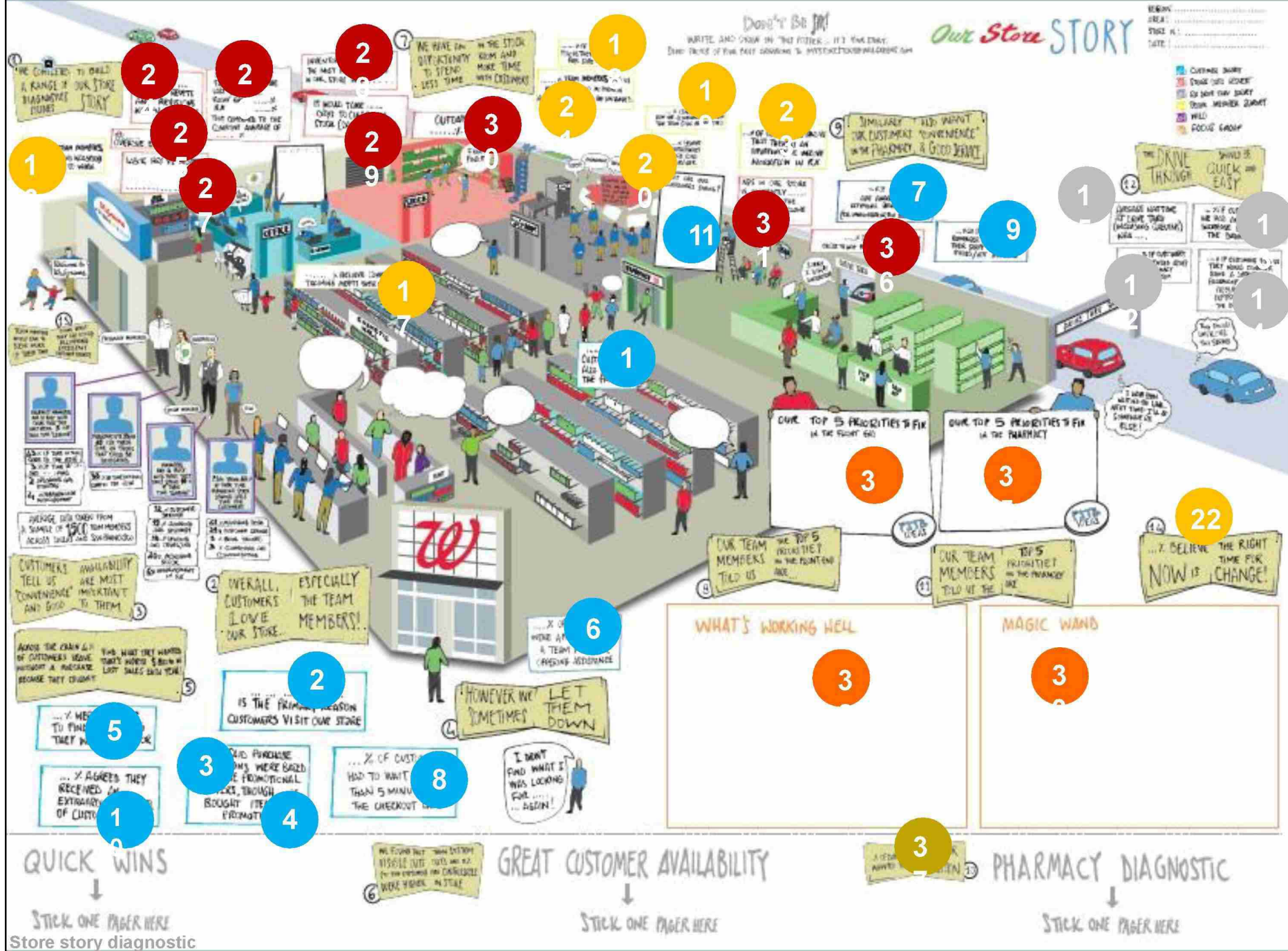
- *After analyzing data, running focus groups and receiving outputs from DMs, stores populate their storyboard in line with the storyboard index*
- *Interpreting the data, and understanding how it relates back to store operations is the key here*



- *Store leadership then share this storyboard with members of the store team from both the pharmacy and front end*
- *It is placed in a location visible to all team members across the store*



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Storyboard Diagnosis

Customer Survey

- 1 Which part of the store did you visit today? Q2
- 2 What is the primary reason you chose to shop at this Walgreens? Q3
- 3 Are your purchase decisions based on promotional offers? Q4
- 4 Did you purchase any items on promotion today? Q5
- 5 Where were you able to find everything you needed in the store today? Q6
- 6 Were you approached by a team member to offer assistance during your visit? Q7
- 7 In minutes, how long did you wait in the checkout lane? Q8
- 8 Are you aware of additional services that Walgreens offers in pharmacy? Q9
- 9 Can you remember a time when your prescription was unavailable ...? Q10
- 1 Did you receive an extraordinary level of customer care in your visit to Walgreens today? Q11
- 1 What could we do to improve customer experience? Q12

Drive Thru

- 1 Do you ever experience any problems with the pharmacy intercom system? Q2
- 2 Were there enough staff in the drive thru today? Q3
- 1 ...consider another pharmacy if you experience problems at drive thru? Q4
- 4 In minutes, how long did you wait in drive thru? (calculate average time) Q5

Team Member Survey

- 1 I would recommend Walgreens ... work. Q2
- 1 I am happy with the level and frequency of training I receive. Q3
- 1 I do not always feel safe at work. Q4
- 1 Communication within the store could be improved. Q5
- 1 Accountability and responsibilities in our stores could be clearer. Q6
- 2 I think motivation across the team could be improved. Q7
- 22 I believe right now is the time for change in Walgreens. Q8
- 2 We have an opportunity to improve the Pharmacy workflow. Q10

Store Data

- 2 Number of overdue resets /revisions in store
- 2 Number of overdue eLearning
- 5 Staff Turnover (FE and RX) Company average is %
- 2 Labor hours vs budget
- 2 Inventory adjustment: inventory loss over the course of the month
- 2 S/S Days of Supply
- 3 1506- % shrink caused by outdates
- 3 NPS (Overall and RX)

Focus Group

- 32-35 DM to populate from Focus Group summary

Pharmacy

- 3 Rx % Waiting Push Button Used
- 3 % of customers that wanted to wait for their prescription

Store storyboard diagnosis index
v3

Quick Wins

Why we do this intervention



- Empowers employees to give suggestions
- Improves the store/customer experience
- Generates better, simpler, faster solutions to improve in store processes
- Improves the store's overall operation
- Drives employee engagement and buy-in

Who should do it

	DPR	DM	SM	RXM	ASM	TM
R				X	X	X
A			X			
C		X*				
I		X				

KEY:

R: Responsible for carrying this intervention out

A: Ultimately accountable for ensuring this is done

C: Must be consulted before the intervention is carried out

I: Must be informed that the intervention has taken place

NOTES:

1 * Only on large scale or large cost projects

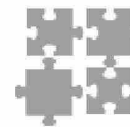
What it entails & how to do it



- Create a space on the story board for suggestions and find a convenient place for employees
- Brief store TMs on the quick win process
- TMs to use post its to highlight likes and what needs to change
- Weekly responses to ideas by SM (Consult with DM on larger issues)

Key dependencies / situation-specifics

week about some aspect of store operations



- Starts early in Frontier roll out
- Effective two way communication
- Consistent feedback, explaining the whys, and why nots

Supporting tools & resources



- Story Board Poster
- Post its
- Pens/Markers

Quick Wins Poster

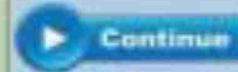
Quick Wins

IDEAS and THOUGHTS to build an even better Walgreens store #_____ for our customers and team members.

Quick & easy changes our store can implement [Stop, Start or Continue] for ourselves to make things

BETTER for customers, SIMPLER for all and FASTER for an even better Walgreens.

1. Team members use post-it notes to place ideas and thoughts on the poster below as often as they like.
2. Leadership shares ideas and thoughts weekly at 5 Minute Meeting.
3. Progress to solutions where possible & document below. Every idea may not progress to next steps... And that's OK, your idea was still shared with your team, followed up on and YOUR IDEAS ARE VALUED!



YOUR VOICE & IDEA WAS FOLLOWED UP ON! WHAT HAPPENED NEXT?

[illegible]

Debrief Activity: Store Diagnostics, Storyboard, Quick Wins

- At your table, take 5 minutes to discuss the Benefits and Concerns
- Use the flipcharts at your tables to capture your thoughts
- Every table will select a spokesperson to present back to the group (2 min) one benefit and concern (try not to repeat)
- The Concerns will be worked through during the Reflection and Planning session (by district)



Core Skill Practice

Problem Solve Team Build

PSTB Practice with OSA or RX Service Diagnostic

- Break into District Group
- Practice PSTB for 50 minutes
- Debrief for 10 minutes



Core Skill PSTB Practice

PREPERATION

- Print the one page summary for PSTB
- Prepare Fish bones
- All Material required for PSTB
 - Create an output for OSA or RX to support background of problem statement
- Allow 50 Mins for PSTBs
- Allow 10 mins to debrief

TRAINERS NOTES

- Introduce the session and split into District groups (DM led facilitator, DPR/HCS/OLS/APM/FL co-facilitate/scribe)
- Explain that this a time for them to see and practice PSTB
- PSTB topic
 - OSA – How to reduce Outs
 - OR
 - RX Service – How to Improve Waiters



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OSA Role Play

Introduce the Team to the Session

Before you start share the Objectives of the session and capture any Expectations from the participants....

Objectives

- To share background information / diagnostic findings
- To discuss the barriers and solutions related to our problem identified
- To work as a team and promote ownership of team members ideas which lead to actionable next steps

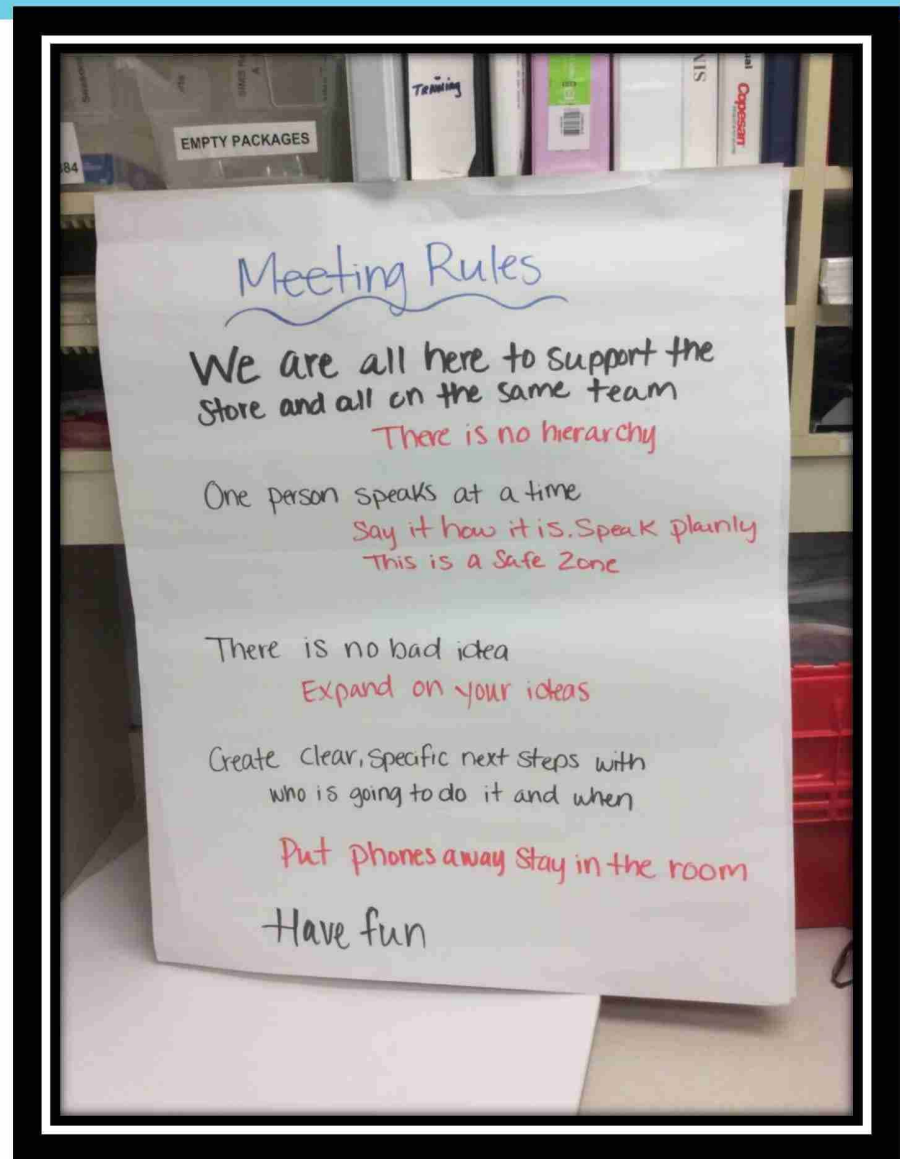
Agenda	Timing
Agenda, Objectives, Expectations	5 min
Ground Rules	5 min
Why are we here	5 min
PSTB Process Steps Overview	5 min
Run PSTB session	As Required
B's and C's, expectations review, next steps	5 min



... and also set out the ground rules that will help deliver a great PSTB

Ground Rules:

- We're all on the same team – so no hierarchy in the group
- One person speaks at a time
- Say it how it is, don't dress it up
- It is a safe zone – speak honestly
- No idea is a bad idea
- Expand on ideas – don't shut them down
- Develop clear, specific next steps with who is going to do it and by when
- Cells – put them on silent and put them away



OSA Role Play PSTB SET UP

The facilitator if they follow these Key Tips will be on the way to a successful PSTB

Key Tips:

- Having the right audience is critical to success. Ensure people are invited to attend who have relevance to the problem you are trying to solve
- Don't let individuals dominate the meeting, encourage participation by all
- Do not stop to evaluate any ideas – either in root causes or solutions generation - just capture them all
- Facilitator must remain neutral at all times, Mind your body language– you could be seen to be shooting ideas down
- When voting, Team Members vote first – SM's / DM's and above etc., vote last
- Don't try to be too ambitious with lots of next steps & actions. Fewer, but more focused actions are the key. Don't try to boil the ocean in one go!



What are the 5 steps to a PSTB?

1

- Agree the problem statement in action oriented language (i.e. How to...)

2

- Establish the background to the problem and the possible root causes

3

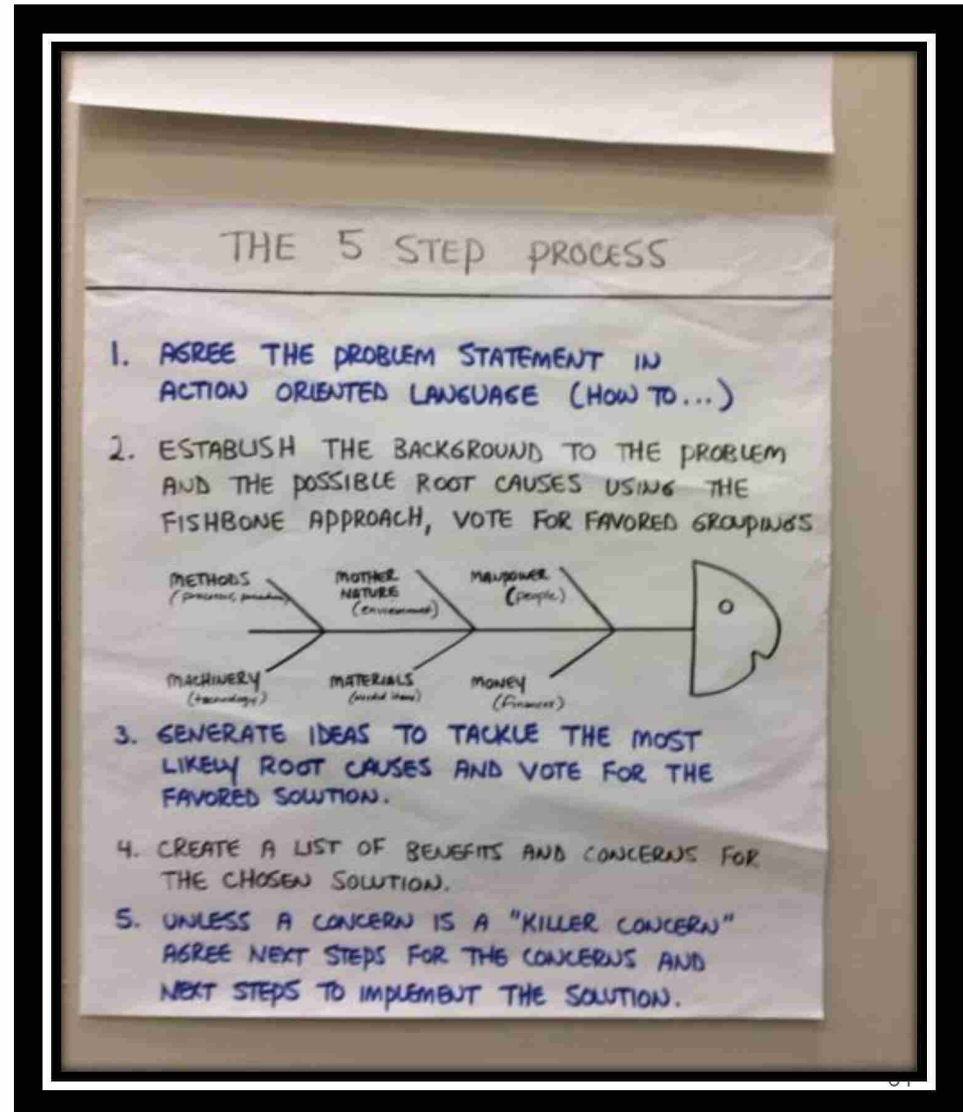
- Generate ideas to tackle the most likely root causes and vote for the favored solution

4

- Create a list of Benefits and Concerns for the chosen solutions

5

- Agree next steps to resolve the concerns and the next steps to implement the solutions. If a concern is a 'killer concern' (choose the idea with the next highest number of votes and redo step 4)



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OSA Role Play

Introduce the 5 Steps

Step 1: Agree the problem statement in action oriented language (i.e. How to...)

Our problem Statement today

1 How to reduce visual outs, system outs & the variance between them with the aim of improving customer availability & sales

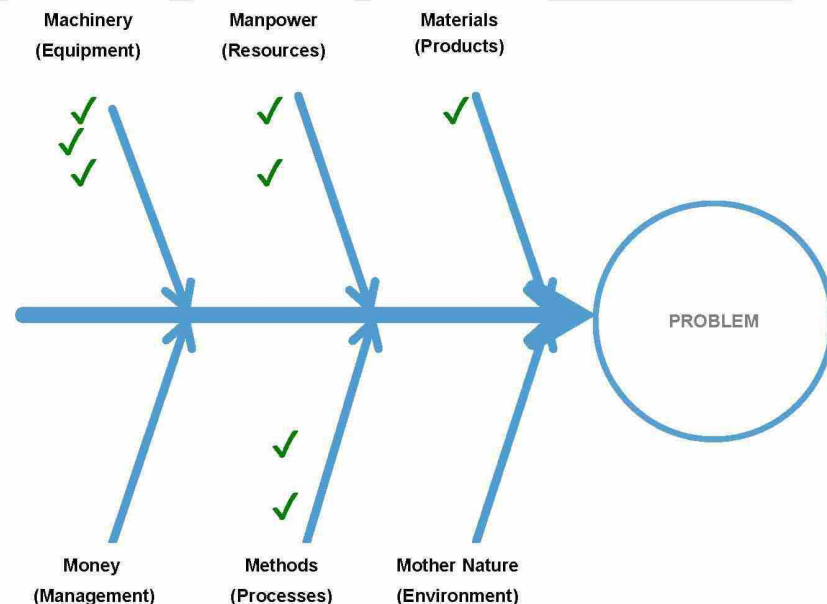
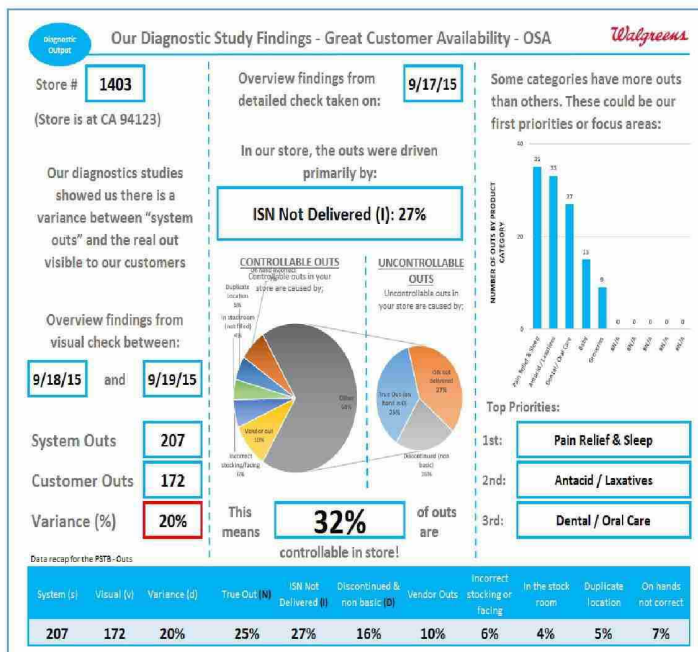


OSA Role Play Step 1

Step 2: Establish the background to the problem and the possible root causes and the possible root causes and barriers

- Establish the background to the problem and the possible root causes
- Group the root causes in common themes – use the fish bone approach
- Vote on the barrier that you think is contributing the most to the problem statement

2



You can also create categories in the session dependent on what barriers come out of the brainstorm



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Group the Barriers and vote on those you think are contributing most to the problem statement



- As the Facilitator, engage with the participants to solicit barriers
- The Facilitator may need to ask the 5 WHY's to get to the root cause of the barrier.
- Remember to keep the problem statement visible so that you can refer back to it and ensure you stay on track.
- Group the common barriers, sometimes this is a good time to take a break
- Ensure Team Members vote on a group and not the individual root causes.

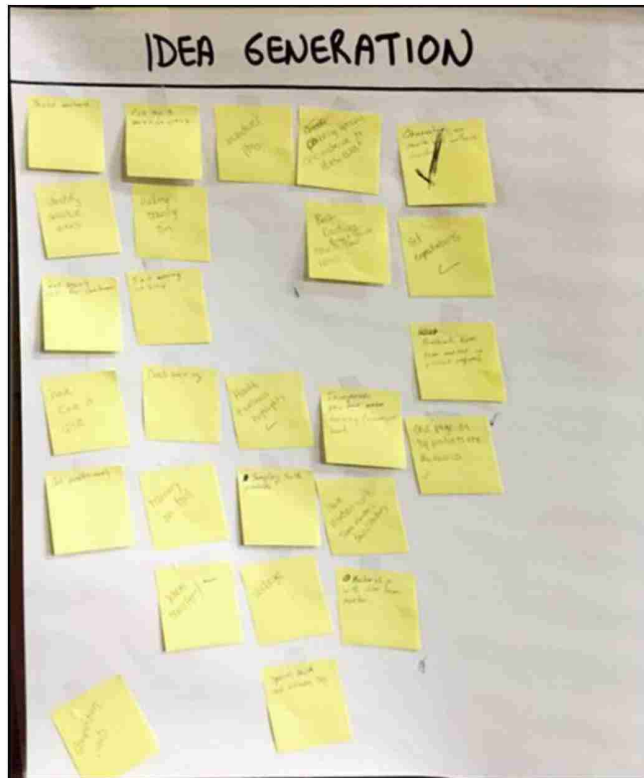


OSA Role Play Step 2

Steps 3: Generate solutions

3

- Brainstorm as many ideas as possible, All ideas are good ideas
- Sometimes the ideas can to be paired or grouped together
- Give everybody 3 votes for the ideas they like best
- Put ticks on the flip chart



- As the facilitator, solicit ideas from the entire team and not just one individual.
- Do not stop and evaluate any of the ideas or solutions just capture them.
- Vote on the ideas or solutions you want to take forward
- Again when voting, let team members vote first.



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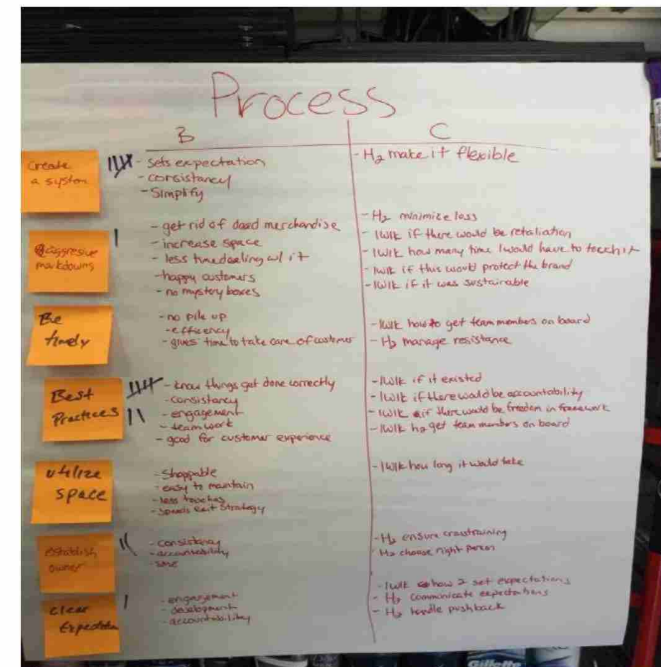
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OSA Role Play Step 3

Steps 4: Capture the B's & C's for the most voted solutions

4

- Take the most voted for solutions (maximum 5) and do benefits and concerns (always benefits first)
- When listing benefits, think about how this helps solve our problem
- When listing concerns, think about
 - What are the costs of this proposed solution
 - Might this solution cause any new problems
- Decide if any of the concerns are killer concerns and therefore rule the solution out e.g. Changes to IT systems

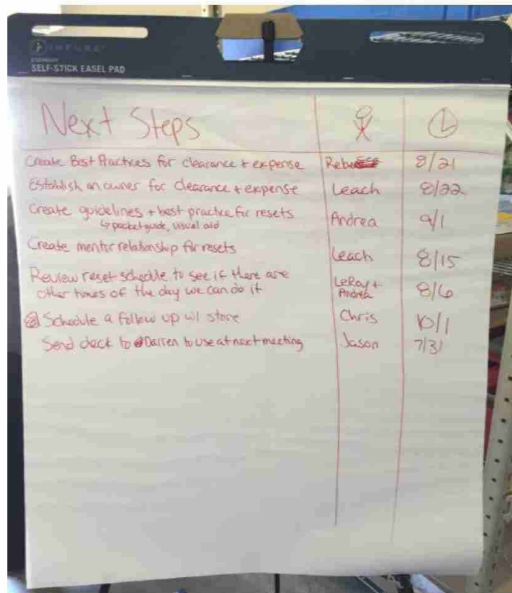


OSA Role Play Step 4

Step 5: Set an Action Plan from

5

- Agree next steps to implement the solution and next steps for the concerns. If a concern is a killer i.e. is not possible to overcome (choose the idea with the next highest number of votes and redo step 4) benefits and concerns,
- Each next step/action should have, a person and a time by which it should be accomplished
- These actions must be reviewed regularly until complete



Next Steps	Person	Due Date
Create Best Practices for Clearance & Expense	Rebecca	8/21
Establish an owner for Clearance & Expense	Leach	8/22
Create guidelines + best-practice for resets (product guide, visual aid)	Andrea	9/1
Create mentor relationship for resets	Leach	8/15
Review reset schedule to see if there are other times of the day we can do it	Leach + Pharah	8/16
Schedule a follow up w/ store	Chris	10/1
Send deck to @Darien to use at next meeting	Jason	7/31

- Next steps should be clear so everyone can read them.
- Next steps can not be delegated to someone that is not in the room.
- Next steps are taken by volunteers within the room.
- Next steps should not fall on the same person or one role.
- Next steps should have a completion date and not ongoing.



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OSA Role Play Step 5

Possible Step 6

If time permits after you have captured the next steps:

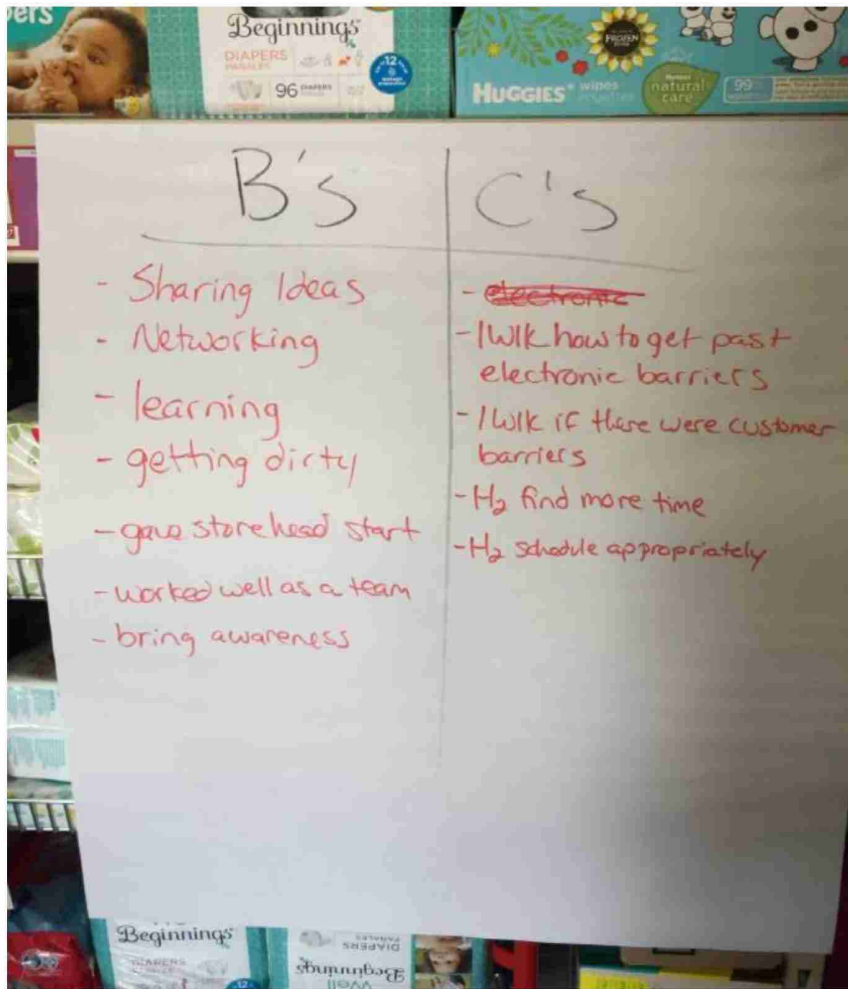
- Revisit the next highest voted solution ideas and repeat from the benefits and Concerns step to Next Steps

or when weeks later you have completed all the next steps and want to revisit the problem statement:

- Revisit additional barriers and redo from the Idea Generation step.



Finally capture Benefits and Concerns for the meeting, and review the session Objectives and Expectations




- After detailing the next steps for implementing the proposed solutions, capture Benefits and Concerns of the entire PSTB workshop.
- If any concerns are raised these are resolved by creating a next step.
- Alternatively the concern might be recognized as a “Watch out”



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THE 5 STEP PROCESS

1. AGREE THE PROBLEM STATEMENT IN ACTION ORIENTED LANGUAGE (HOW TO..)
 2. ESTABLISH THE BACKGROUND TO THE PROBLEM AND THE POSSIBLE ROOT CAUSES USING THE FISHBONE APPROACH, VOTE FOR FAVORED GROUPINGS
- 
3. GENERATE IDEAS TO TACKLE THE MOST LIKELY ROOT CAUSES AND VOTE FOR THE FAVORED SOLUTION.
 4. CREATE A LIST OF BENEFITS AND CONCERNS FOR CHOSEN SOLUTIONS.
 5. AGREE ON NEXT STEPS ■ TO IMPLEMENT SOLUTIONS, AND COUNTER CONCERNS



OBJECTIVES

- ① To SHARE BACKGROUND INFORMATION/DIAGNOSTIC FINDING
- ② To DISCUSS THE BARRIERS AND SOLUTIONS RELATED TO OSA IN OUR STORE.
- ③ To WORK AS A TEAM AND PROMOTE OWNERSHIP OF TEAM MEMBERS IDEAS WHICH LEADS TO ACTIONABLE NEXT STEPS.

"PLEASE ...
All Whiteboards
Before leaving
Conference Room
Thank you!"



EXPECTATIONS



Get out on time (S)

Understand why we are here. (S)

How to make OSA Better (S)

Solution on controlling outs. (S)





AGENDA				
AGENDA, OBJECTIVES, EXPECTATION	BRIAN	5min		
GROUND RULES	BRIAN	5min		
WHY ARE WE HERE?	BRIAN	5min		
PROCESS STEPS OVERVIEW	BRIAN	5min		
OSA PSTB	TEAM	40min		
B's + C's	BRIAN	5min		
NEXT STEPS	BRIAN	5min		







B's	C's
Good to share ideas. Pairing up w/ team members	I WIK if we were going to get telxon sign ons



NEXT STEPS		
		
Have all team members paired up w/ a mentor.	Robert	4/6
Printing out the SOP to pass out to team members	Robyn	4/6
Greet all team members a telxon sign on	Tomas	4/4
Working on a solid schedule to review next steps	Toma	4/8
Schedule time to revisit barriers	Ryan	4/15
Speak with Robert	Brian	3/38
Communicate team ownership to overnight	Bojan	4/4



NEXT STEPS				
Have all team members paired up w/ a mentor,	Robert	4/6		
Printing out the SOP to pass out to team members	Robyn	4/6		
Get all team members a telxon sign on	Tomas	4/4		
Working on a solid schedule to review next steps	Toma	4/8		
Schedule time to revisit barriers	Ryan	4/15		
Speak with Robert	Brian	3/38		
Communicate team ownership to overnight	Bojan	4/4		





OSA Role Play Close and Debrief using PSTB Meeting Review

PSTB: Meeting review

To be used after the meeting as part of
Plan Do Review.

This is **ONLY** a guide and could be used
while learning to run PSTBs.

<div style="display: flex; align-items: center;"> <div style="flex: 1; text-align: center;">Date</div> <div style="flex: 1; text-align: center;">Behavior</div> </div>		Benefits	Concerns	
Were the right team members invited to get the best solutions?	⊕			
Was the meeting flips prepared ahead of time?	⊕			
Was the EMM process followed?	⊕			
How well did we respect each other?	⊕			
Did management refrain from interjecting their own views and did they support if needed?	⊕	<div style="display: flex;"> <div style="flex: 1;">Next Steps</div> <div style="flex: 0.2; text-align: center;">  </div> <div style="flex: 0.2; text-align: center;">  </div> </div>		
Are the solutions focused on the right areas?	⊕			
Are the next steps actionable & right quality?	⊕			
How well did we share the accountabilities?	⊕			

RX Service PSTB Role Play

Introduce the 5 Steps

BREAK



Phase 2

Quick High Level Overview

Store Weekly Pulse & Sustainability

<Insert Facilitator>

Phase 2 Overview – What's to come ?

PREPERATION

- Prepare the Slides

TRAINERS NOTES

- Introduce the session and explain the purpose of this session is to give them a high level summary of what's coming in phase 2



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Phase 2 – What will be covered at the meeting

The Objectives for the week 5 briefing with SM's / ASM's are:

To get feedback on phase 1

To run through the weekly plan for phase 2

To brief SM and ASM on the:

- Store Weekly Pulse
- Plan – Do Review meeting process
- Other Interventions for PSTB
- Sustainability plans – “what good looks like”

Agree what's next



What is a Pulse and what is the point of it?

*A **visual** tool to help us embed a
Plan-Do-Review approach to daily
store operations, maintaining
focus on the basics that drive
performance*



The Pulse is a visual tool for helping us manage and improve performance

What it is

- A visible tool, which is constantly reviewed
- A way of developing more realistic and achievable targets
- A way to help us deliver our Walgreens' strategy by linking it to day-to-day operations
- A way of working which helps simplify and clarify daily activities
- A tool to help the team focus on the few important things that drive performance, rather than multiple issues and metrics
- A tool that empowers team members to take accountability for store performance and make a difference by resolving their own issues
- A way to build engagement and strengthen teams



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What it isn't

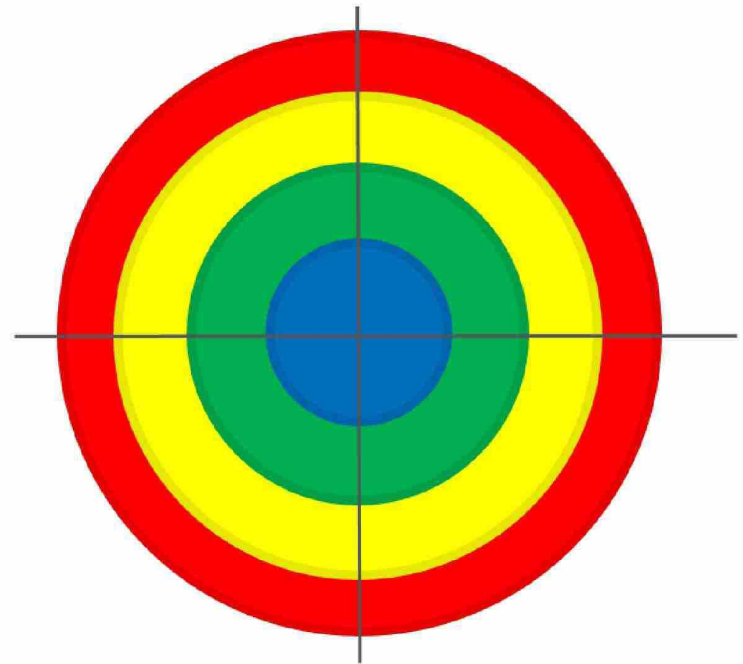
- Just a means of gathering information/data
- A top down tool which dictates acceptable performance
- A reporting mechanism with no actions attached
- A document which is circulated for information

Performance is sustained using a Plan Do Review approach

The Pulse is a visual management tool which supports the review of performance and drives action for improvement

Core Principles of the Pulse

- Approximately 12 focus areas
- Visible to all team members
- Creates and embeds a culture of continuous improvement
- Reviewed weekly in Plan Do Review format
- Encourages team engagement (knowledge and ownership)
- Drives behaviours and action
- One for the Store, Area & Region



The Pulse cascade ensures the right measures are guiding our efforts of continuous improvement at each level of the business



The Pulse will be launched in Phase 2 (from week 6) at which point your DM will review the theory and materials with you

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Pulse: Meeting review

To be used after the meeting as part of
Plan Do Review.

This is **ONLY** a guide and could be used
while learning to run Pulse meetings.

Date		Benefits	Concerns	
Behavior				
Did all people attend?	⊕			
Did it start and end on time?	⊕			
Were next steps completed?	⊕			
Did everybody prepare?	⊕			
How well did we respect each other?	⊕			
How well did our conversations focus on moving forward with actions?	⊕			
How well did we confine detailed conversations to next steps?	⊕			
How well did we share the load?	⊕	Next Steps <div>   </div>		



Sustainability Review

February 2016

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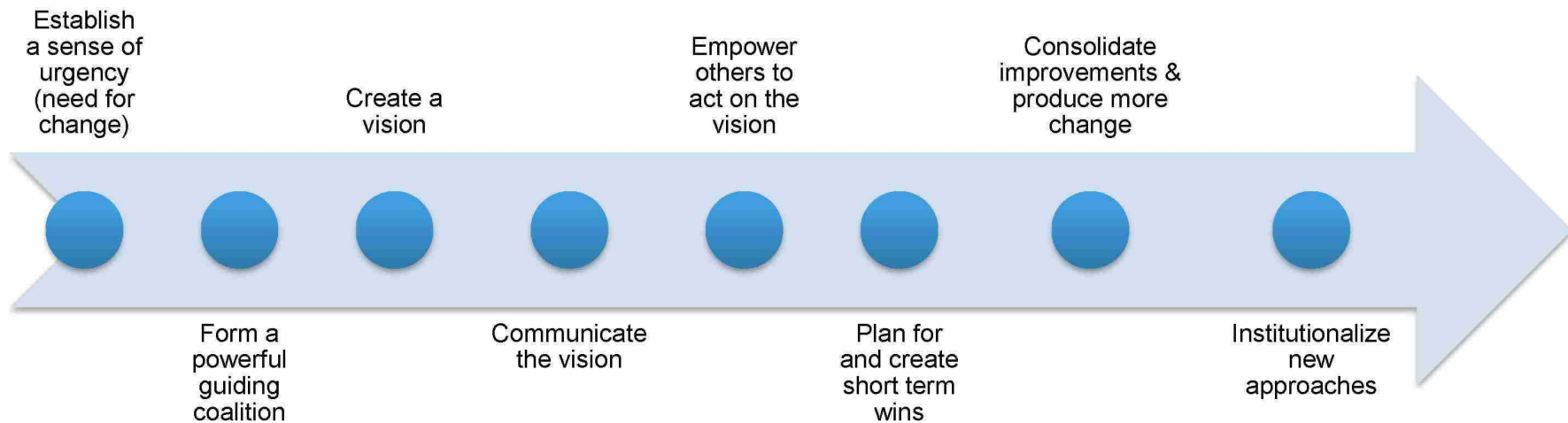
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For any change effort to be successful and sustainable, 8 stages have to be achieved



- Reviewing ourselves against each of these stages, in the context of Frontier, will:
 - Highlight how well we are landing and sustaining change within stores, districts, areas and regions
 - Help us understand the reasons behind what's not working so well
 - Support the creation of a plan and next steps to continuously improve



Sustainability Review purpose

- The purpose of the sustainability review is to hold an open discussion in regard to how Frontier is being implemented and sustained at a store/area/region level
- It is not a judgement of understanding or competency but a dialogue to help identify areas of strength and opportunity
- All levels of leadership can use this information to help highlight areas in which they can support the development of their teams and embed and sustain Frontier principles, closing the gap between the As Is and To Be state
- The review should form part of normal business operations – as part of standard store visits, area or regional meetings



Running the Sustainability review

Agenda & Scoring mechanism






Purpose

To hold an open discussion regarding how well we are sustaining Frontier; understanding the reasons behind what's not working so well, and creating a sustainability plan to course correct where necessary

Agenda

Agenda Item	Suggested Time	Detail
Intro, Objectives, Expectations	10	<ul style="list-style-type: none">Why we are all hereOverview of objectives and agenda (including an explanation of the sustainability review process where necessary)
Complete the review and define next steps	90	<ul style="list-style-type: none">The purpose of the review is to have an open discussion and develop a Sustainability PlanWork through the sustainability review and score each area accordinglyUnderstand the challenge/opportunity behind items reviewed as , taking realistic next steps to improve in the defined areas
Benefits & Concerns, Close	5	<ul style="list-style-type: none">Benefits firstConcerns to be stated with 'how to...' or 'I wish I knew...'

Scoring mechanism

	4 =	Stage goal reached 100%
	3 =	Some tidying up/ rigour needs to be introduced before this is fully met
	2 =	Some efforts made to deal with this; no significant results yet
	1 =	Many of the barriers to change are still in place; a lot of work to be done
	0 =	No efforts made to address this



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**STORE level
Sustainability Review
will fit into a
Store Visit**

Running the Sustainability review

Attendees, Frequency & Logistics

Each review should be held in relation to a group of team members, not just those present in the meeting

Review	Facilitator	Participants	Frequency	Facilitator notes
Store Level	DM	SM, ASM & RxM (recommended)	Every 6 weeks, starting wk 6 of store plan (post Pulse implementation) When regularly scoring 3 / 4 on all measures, move to quarterly	<ul style="list-style-type: none"> This review is carried out by the DM/SM/ASM/RxM in respect to the whole store If the RxM is unable to attend you will need to ask the SM/ASM to gather their thoughts and feedback ahead of the meeting to ensure their views are fully represented and captured in the review The review should form part of your standard store visit, it is not a separate event. You should enter findings and feedback into the system and record as one of your visits, with the objective of the session being to review Frontier sustainability
Area level	OLS	DPR, HCS, APM	Every 6 weeks, starting wk 8 of the regional plan When regularly scoring 3 / 4 on all measures, move to quarterly	<ul style="list-style-type: none"> This review is carried out by the OLS/DPR/HCS in respect to the whole area i.e. the aforementioned roles and DM's
Region Level	RHRM/ Lead DM	RVP, RHD	Quarterly, starting wk 8 of regional plan	<ul style="list-style-type: none"> This review is carried out by the Lead DM/RVP/RHD in respect to the whole region i.e. the RVP/RHD and their direct reports (DPRs/cabinet team) The first session should be run by the Lead DM, with the RHRM in attendance. Subsequent sessions should be run by the RHRM, initially supported by the Lead DM The outputs of this discussion should form an input to your MBR with your CoVP. It is an opportunity to highlight areas of opportunity in which you need support

Guidance for completion

- The examples provided in each review are ***prompts*** to guide discussion, you do not need to ask or answer every question and may choose to use alternate questions
- Watch out: running through **every** question will be repetitive!
- Where appropriate using other open ended questions such as: *“Why do you think that is?”* and *“Can you expand on that?”* will support the discussion and help avoid yes/no responses
- Explore each area in depth before reaching a consensus on the score
- Following on from the meeting you may also want to calibrate the score to align with other stores/areas/regions



Store Sustainability Review

Store Sustainability Review

Run by the DM with the SM/ASM in respect to their store

Stage of Change	What good looks like	Sample Questions to help guide an open discussion	Score
The extent to which the store understands that there is room for improvement	<ul style="list-style-type: none"> We fully buy into the need for Frontier and what we are trying to achieve We take appropriate steps to engage and manage team members who don't understand or accept Frontier principles 	<ul style="list-style-type: none"> To what extent do you feel everyone in the store buys into the need for Frontier? Do you think they are engaged with what we are trying to achieve? Do you feel everyone in the store is familiar with the results of the diagnostics and storyboard? How are we coaching and supporting those who are not aware/understanding of it? 	
The extent to which a vision and plan to achieve it has been developed and communicated	<ul style="list-style-type: none"> We have a clear, simple and shared view of what Frontier is all about and what it means for us and how that contributes to the delivery of One Plan We regularly communicate in an engaging way about Frontier with store team members; challenges are addressed appropriately 	<ul style="list-style-type: none"> To what extent are all team members in the store aware of Frontier? Is this view consistent amongst the team? How well do you think they would be able to hold a discussion around it's core principles? How and when do you talk about Frontier within your store? Do team members in the store actively initiate Frontier related conversations? 	
The extent to which the store is gaining ownership and alignment behind the Frontier movement and the changes necessary to achieve it	<ul style="list-style-type: none"> We feel empowered to act on the Frontier and One Plan vision There is agreement amongst our team behind the changes necessary to achieve the vision 	<ul style="list-style-type: none"> To what extent do you feel able to make the changes necessary to improve how you work within the store? Do you feel the store team are in agreement regarding what we can do in store to help us reach the Frontier vision? 	
The extent to which leaders role model the changes and behaviors	<ul style="list-style-type: none"> We lead our store and team members in an authentic way We trust our store team members We are "on the bus" and actively leading Frontier We prioritize the delivery of extraordinary customer care 	<ul style="list-style-type: none"> To what extent are we taking a customer-back approach and focusing on coaching the right behavioral changes to better the customer/patient experience rather than being focused on hitting metrics/KPIs? What do you feel your store team would say about how you lead them? To what extent do you feel we engage team members in helping them to solve their own challenges (e.g. improving OSA in their department) as opposed to giving them the answer? To what extent do you actively use and apply Frontier core skills to daily operations and opportunities? 	
The extent to which a strong group of key people throughout the store support the change	<ul style="list-style-type: none"> We feel supported and encouraged by our district and area leadership (DMs & DPRs) We embrace and embody the principles of Frontier 	<ul style="list-style-type: none"> Have all the team had an opportunity to participate in a Frontier related event? E.g. PSTB, Pulse meeting, focus group etc. To what extent are core skills alive with team members and do they understand how and when to use them? Do all team members understand how to interpret a PSTB Fishbone and Next Steps? Do team members have sight of store performance and a better understanding of it? To what extent are team members across the store committed to continuous improvement? How well supported do you feel supported by your district and area leadership (DMs & DPRs) in respect to Frontier? 	



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Store: _____ Date completed: _____

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Store Sustainability Review

Run by the DM with the SM/ASM in respect to their store

Stage of Change	What good looks like	Sample Questions to help guide an open discussion	Score
The extent to which we are implementing, measuring and communicating quick wins and longer term business improvements	<ul style="list-style-type: none"> We encourage team members to actively promote new quick win ideas and a process is in place to review and take action on them We generate solid next steps in Pulse meetings and PSTBs, which are followed through on and reviewed at regular intervals Pulse champions take ownership of their measures and use it as a performance management tool (not performance reporting) 	<ul style="list-style-type: none"> Is the quick wins process alive in the store? How and when is it reviewed and action taken on it? Are Pulse champions taking ownership of their measures and preparing appropriately for Pulse meetings? Are Pulse review meetings seen as a platform to generate actionable next steps the team can take over the coming week(s) to improve store performance or a platform to report performance of measures? Are team members making connections between their day-to-day activities and the Pulse results? Do you generate solid next steps (which are realistic, actionable, followed through on and regularly reviewed) as part of your PSTBs and Pulse meetings? Are TMs aware of them? How are these revisited as part of a continuous improvement culture? 	
The extent to which store leaders support people through the changes in line with the Frontier vision	<ul style="list-style-type: none"> We support the team, upskilling them in core skills and empowering them to solve problems We appropriately manage resistant team members who cling on to "tell/do" methods We work with the District to escalate opportunities that we are unable to resolve at store level 	<ul style="list-style-type: none"> To what extent are team members actively promoting new improvement ideas and taking action to follow through on them? Do you feel we are able to give them sufficient time to do so? How are you finding is the best way to manage resistant team members who cling on to "tell/do" methods? Have you been able to work with the District to escalate opportunities unable to resolve at store level? How do we ensure we continue to develop and upskill our existing team members in Frontier core skills? When we take on new team members how are we upskilling them in Frontier principles? 	
The extent to which Frontier learnings and behaviors are becoming part of our culture	<ul style="list-style-type: none"> Learning, problem solving & continuous improvement is becoming part of our culture rather than being seen as a project on top of our day job We are recruiting and creating development and succession plans consistent with the Frontier approach 	<ul style="list-style-type: none"> Do you and your team feel PSTBs and Pulse activities detract from day-to-day business or do you view them as a means to support change and achieve results? Do team members actively identify the need for PSTBs from Pulse meetings To what extent are Frontier behaviors becoming part of the culture within the store? Do you feel Learning, problem solving & continuous improvement is becoming part of our culture rather than being seen as a one off project on top of our day job To what extent are the store's recruiting, development and succession planning activities consistent with the Frontier approach? i.e. hiring more team members with a customer first rather than task first mindset 	



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Store: _____ Date completed: _____ 103



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Sustainability Plan

Store/Area/Region

Opportunity/Challenge	Next Steps		



Frontier

The Approach and Weekly Plans for Stores and DM's

<Insert Facilitator>

Note to Area Teams: When planning out each wave, edit the top of each weekly timeline with the appropriate weeks where it shows **1: ## / ## / #####**



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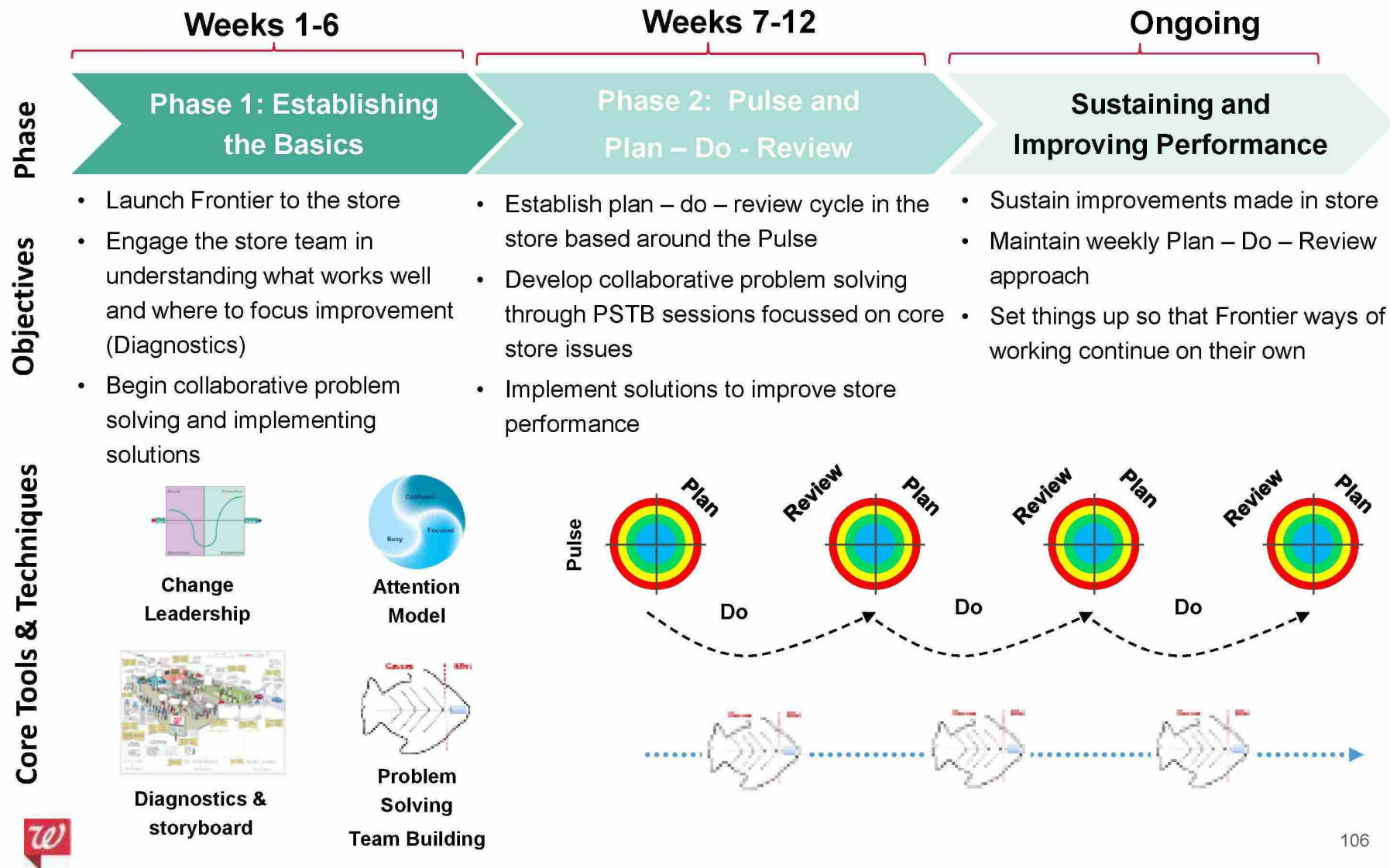
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Frontier Store Approach



Frontier Stores Pre Launch

Week	-4: ## / ## / #####	-3: ## / ## / #####	-2: ## / ## / #####	-1: ## / ## / #####
Communications	<p><u>Start & Finish Wk -4:</u></p> <ul style="list-style-type: none"> DPR or DM Visit or Call Store Managers to inform them of selection for next Frontier wave Share with SM the 12 week plan with the key dates highlighted to assist with planning. Give some background to help understanding 	<p><u>Start & Finish Wk -3:</u></p> <ul style="list-style-type: none"> COMPASS note will come down welcoming store to Frontier & will include high level overview attachment that can be used as talking points to share with store team members Frontier Overview Poster also shared as an attachment & to display for team to raise awareness of what's coming Prepare PDF letter for TM from the store manager to inform of Frontier Launch – Elevator Speech 	<p><u>Start & Finish Wk -2:</u></p> <ul style="list-style-type: none"> COMPASS note will come down that includes all store diagnostics including Store data request FE/RX that is optional to complete early Area leadership can share with MGR/ASM agenda for 2 day workshop as a pre read 	<p><u>Start & Finish Wk -1:</u></p> <ul style="list-style-type: none"> District or Area Leadership will have sent the invite to the Area launch meeting Prepare to attend SM/ASM launch meeting Finish handing out TM PDF letter
Key Activities	<ul style="list-style-type: none"> Read through the plans and understand key dates. Start to add these to your weekly & monthly plans/schedules 	<ul style="list-style-type: none"> Clear wall space ready for Frontier launch – display poster in a prominent position. Frontier starting in 3 weeks Display & begin sharing via 5MM with team members Frontier high level overview & poster 	<ul style="list-style-type: none"> Pre-read compass on diagnostics & have questions ready for workshop Pre-read agenda for workshop SM to collate Store Data ready for workshop (optional this week) 	<ul style="list-style-type: none"> SM/ASM attend 2 day Kick off workshop Hold optional RXM ½ day Launch Workshop Personalize each letter and handout to team members Can begin completing diagnostics
Success at the end of the week	<ul style="list-style-type: none"> SM is aware of the program and the 12 week plan. SM has better understanding of what's to come 	<ul style="list-style-type: none"> Frontier Poster is displayed Start to build excitement Team briefing has started 	<ul style="list-style-type: none"> Agenda received by SM Store Data collected and ready to share (optional this week) 	<ul style="list-style-type: none"> SM/ ASM have attended workshop Letter received and personalized Letter handed out to team members

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Frontier Stores – Phase 1 – Establishing the Basics

Week	1: ## / ## / #####	2: ## / ## / #####	3: ## / ## / #####	4: ## / ## / #####	5:## / ## / #####	6: ## / ## / #####	7: ## / ## / #####
Key Activities	<u>Start Wk 1 & Finish by end of Wk 2:</u> <ul style="list-style-type: none">Continue Briefing all Team Members via 5MM about what Frontier is						
	<u>Start Wk 1 & Finish by end of Wk 3:</u> <ul style="list-style-type: none">Run 9 DiagnosticsDocument Baseline Diagnostic Results						
			<u>Start Wk 2 & Finish by end of Wk 3:</u> <ul style="list-style-type: none">Build Storyboard & then Share Storyboard Results with all Team Members during 5MM				
			<u>Start Wk 3 & Finish by end of Wk 5:</u> <ul style="list-style-type: none">Run Great Customer Availability- OSA PSTB session [MGR/ASM]Measure visible outs vs. system outs (every week)Implement next steps on OSA from PSTB [SM]				
						<u>Start Wk 6 & Finish by end of Wk 7:</u> <ul style="list-style-type: none">SM & ASM attend Launch session & Introduced to Store Pulse with DMSetup Pulse area in store & hold Introduction meeting with Store Team SM/ASM]Review progress on OSA next steps [ASM]Continue to measure visible vs. system outsRun 2nd PSTB on RX Waiters	
Success at the end of the week	<ul style="list-style-type: none">Store team briefed and enthusedDiagnostics startsBaselines collected	<ul style="list-style-type: none">Diagnostics ContinuesStore specific Focus Groups completed	<ul style="list-style-type: none">Finalizing DiagnosticsStoryboard developed and starting to share with team	<ul style="list-style-type: none">Quick Wins flowing from team after Focus GroupTeam members have experienced PSTBNext steps in place to improve OSA		<ul style="list-style-type: none">OSA improvingSM & ASM ready for Phase 2Store Team understands the purpose of the Pulse and how to usePulse area set upSolutions and next steps in place to improve Rx Waiters	
Tools & Techniques	<ul style="list-style-type: none">Frontier DiagnosticsEMM (Effective Meeting Management)Change Leadership		<ul style="list-style-type: none">StoryboardPSTB (Problem Solving Team Building) -Training Pack			<ul style="list-style-type: none">Phase 2 launch pack for StoresPDR, Pulse and Pulse TrackerEMM, PSTB	

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Frontier Stores – Phase 2 –Weekly Pulse Meeting & PDR

Week	8:## / ## / #####	9: ## / ## / #####	10: ## / ## / #####	11:## / ## / #####	12: ## / ## / #####	Ongoing
Key Activities	<u>Start Wk 8 & Finish by end of Wk 10:</u> <ul style="list-style-type: none"> Run Shrink/PAR Diagnostics & Build 24x36 Shrink Storyboard Schedule & Run Shrink/PAR PSTB post diagnostics/storyboard Continue Weekly Store Pulse/PDR Cadence Review Progress & Revisit OSA & RX PSTB Fishbone/Next Steps as Need during Pulse Meeting 					
				<u>Start Wk 10 & Finish by end of Wk 11:</u> <ul style="list-style-type: none"> Run 2nd RX PSTB Topic; determine based around Store Pulse discussion; Possibly RX Service or option to revisit original RX Fishbone for continuous next steps Continue Weekly Store Pulse/PDR Cadence Review Progress & Revisit Shrink/PAR PSTB Fishbone/Next Steps as Need during Pulse Meeting 		
				<u>Start Wk 12 & Ongoing:</u> <ul style="list-style-type: none"> Rerun OSA PSTB or Run FE Service PSTB; determine based around Store Pulse discussion Review Progress & Revisit OSA & RX PSTB Fishbone/Next Steps as Need during Pulse Meeting DM leads Sustainability Meeting Ongoing: Continue Weekly Store Pulse/PDR Cadence Ongoing: Stores generate and hold PSTBs as needed based upon store pulse discussion 		
Success at the end of the week	<ul style="list-style-type: none"> Pulse meeting run with focused next steps Rx Waiters solutions implemented Next steps defined to improve OSA Team members comfortable with PSTB process 			<ul style="list-style-type: none"> PDR/Pulse session flowing better and generating focused next steps Progress on OSA next steps made Progress on Shrink next steps made 		
Tools & Techniques	<ul style="list-style-type: none"> PDR/ Pulse EMM PSTB 			Sustainability Pack – What Good Looks Like (WGLL)		

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PSTB – Ideas / Options to choose from in the future

Here are some examples of PSTB's that could be run in the stores. Stores should use the weekly pulse meeting to review performance and opportunities and determine the appropriate topic.

- *How to reduce our Visible outs - OSA – Availability - included in the program*
- *How to improve the % of Customers that wait - RX Wait Times – included in the program*
- *How to improve Front End Service*
- *How to improve Rx Service*
- *How to reduce Shrink – PAR or Non PAR stores – use supporting pack and diagnostics*
- *How to Improve Fresh Food Availability*
- *How to improve our Team Engagement*
- *How to Improve Department Availability – Example Cosmetics Wall*
- *How to Drive Up sales in a department – Example Beauty – see supporting pack*
- *How to Improve our NPS Score*
- *How to improve Hiring/Recruitment*
- *How to decrease labor turnover*
- *How to improve scheduling and improve replenishment and service*
- *How to reduce the number of resets not completed on time*

This is a guide to help you, please feel free to use PSTB to help your team solve ongoing problems/issues that you identify during your weekly PDR meeting.



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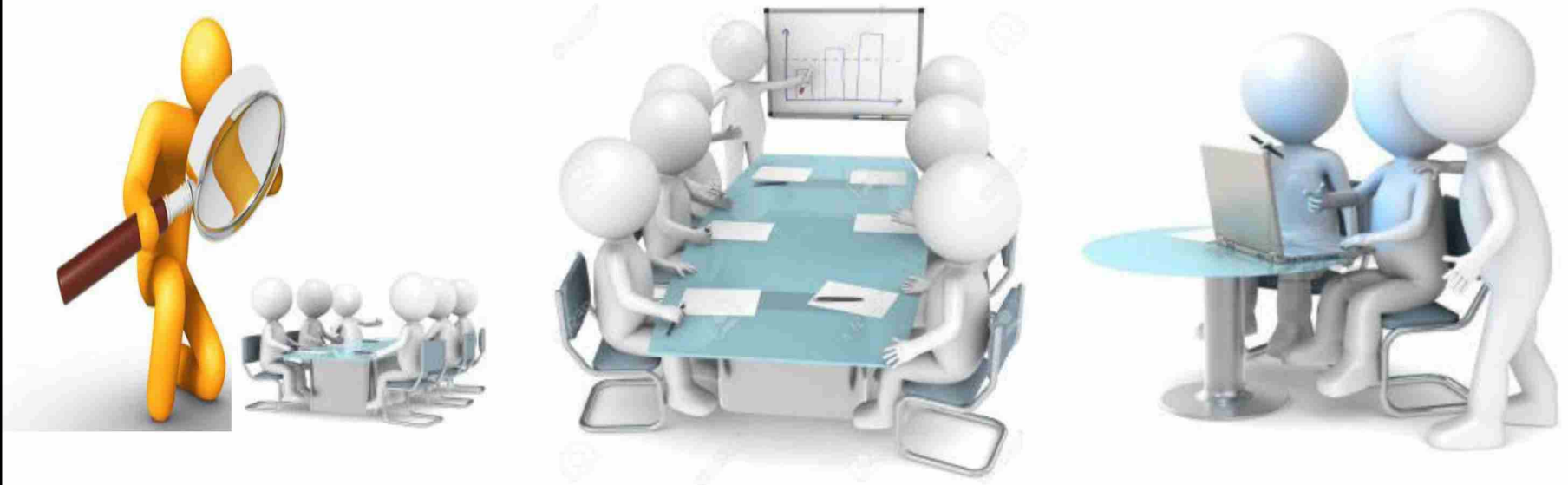
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Sustainable ways of working & development

Expect mistakes to happen, but to learn from them is the key!
This process will take practice, practice, practice!
Practice Makes Perfect!

Learning & Training Approach



Learn 1 – Do 1 – Teach 1



OSA PSTB's

DM	MGR	ASM	RXM (Does Not Attend OSA)	APM	OLS	FL
Deliver	Learn	Learn	Learn	Support	Support	Support

RX PSTB's

DM	MGR	ASM	RXM (Does Not Attend OSA)	APM	OLS	FL
Support	Deliver	Learn	Learn	Support	Support	Support



Shrink PSTB's (diagnostics are in week 8)

Full Frontier Stores that have been selected for Shrink Diagnostic & PSTB

Why were these stores selected?:

- Existing PAR Stores
- APS Focus Stores/PAR Eligible
- APM will Facilitate and DM/SM (co-facilitate) the Shrink PSTB at PAR and Focus Stores

Shrink PSTB's

Store#	DM	Partner	APM	MGR	OLS	FL
	Support	Deliver	Learn		Support	Support

Update store # as applicable



Reflection & Planning Time for SM/ASM/RXM

<Insert Facilitator>

Reflection / Planning Time for Store Teams

PREPERATION

- Prep and print supporting material for planning session (use slides to follow in the deck)
- Planning for team to leave with store supplies (suggestion)
 - Flips, Sharpies, Post it
 - Posters (storyboard, quickwin, 5MM poster)

TRAINERS NOTES

- SM/ASM/RXM get together and plan there next steps for launch and diagnostics.
- DMs to sit at each table and be there to help answer and questions / issues
- FL and Area Leadership team to support planning at tables



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Let's start PDR: Planning

- 40 Minutes (breakout into Districts)
- Plan Out the next 1-5 weeks
 - Use the Implementation guide
 - 3 month calendar
 - Send invites to aligned FLs for PSTBs & Pulse
 - Insert Area FL led Name
 - Cc supporting <insert name Hopper FL> and James.RossIII@walgreens.com
 - Cc Area Admin to create an Area Wide Event Calendar
 - Rollout plan
- Schedule in:
 - 5MMs to brief team members on Frontier & set up “Quick Win” board
 - Schedule time to complete the 9 diagnostics (resource Diagnostic RACI)
 - Storyboard briefing
 - OSA, RX, FE service & Shrink (where applicable) PSTB



Store Implementation

w/c 01 Aug	w/c 08 Aug	w/c 15 Aug	w/c 22 Aug	w/c 29 Aug	w/c 05 Sep	w/c 12 Sep	w/c 19 Sep	w/c 26 Sep	w/c 03 Oct	w/c 10 Oct	w/c 17 Oct	w/c 24 Oct
5	6	7	8	9	10	11	12	13	14	15	16	17
			Area Capbaility/ Sustainability Review				Area Capbaility Review		Area Sustainability Review			
						Wave 1: SM/ASM Pulse 1 Day Launch Event						
Wk 1: DM conducts focus group. Store conducts diagnostics	2: Store continues diagnostics. Submit OSA visual outs through COMPASS (this will be ongoing & completed weekly). SM sends OSA/RX waiters diagnostics to DM by Friday	3 DM populates scoring tools for OSA/RX waiters and sends to SM on Monday. SM populates storyboard data. SM shares storyboard with store team.	4 Conduct OSA PSTB- DM facilitates, Next wave SM observes.	5 Implement OSA PSTB next steps	Labor Day & Set Halloween	6 Attend Pulse Launch Event & brief/prepar e for 1st Pulse meeting next week. Agree on set day for each store.	7 Conduct RX PSTB-SM facilitates, Next wave SM observes. Store 1st Pulse meeting	8 Implement RX PSTB next steps. Pulse meeting	9 Conduct Shrink PSTB (if applicable) or other opportunity PSTBs from storyboard- APM facilitates & DM supports. Pulse meeting	10 Implement Shrink/story board opportunity PSTB next steps. Pulse meeting	11 Pulse meeting (Run any applicable PSTBs from pulse/storyb oard & implement next steps)..This will be ongoing cadance of PDR	12 Pulse meeting (Run any applicable PSTBs from pulse/story board & implemen next steps)..Thi will be ongoing cadance o PDR
					Store Sustainability Review	FLs Teach 1st wave the Pulse. DMs Teach Wave 2.					Store Sustainability Review	
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Frontier Stores Pre Launch

Week	-4: ## / ## / #####	-3: ## / ## / #####	-2: ## / ## / #####	-1: ## / ## / #####
Communications	<p><u>Start & Finish Wk -4:</u></p> <ul style="list-style-type: none"> DPR or DM Visit or Call Store Managers to inform them of selection for next Frontier wave Share with SM the 12 week plan with the key dates highlighted to assist with planning. Give some background to help understanding 	<p><u>Start & Finish Wk -3:</u></p> <ul style="list-style-type: none"> COMPASS note will come down welcoming store to Frontier & will include high level overview attachment that can be used as talking points to share with store team members Frontier Overview Poster also shared as an attachment & to display for team to raise awareness of what's coming Prepare PDF letter for TM from the store manager to inform of Frontier Launch – Elevator Speech 	<p><u>Start & Finish Wk -2:</u></p> <ul style="list-style-type: none"> COMPASS note will come down that includes all store diagnostics including Store data request FE/RX that is optional to complete early Area leadership can share with MGR/ASM agenda for 2 day workshop as a pre read 	<p><u>Start & Finish Wk -1:</u></p> <ul style="list-style-type: none"> District or Area Leadership will have sent the invite to the Area launch meeting Prepare to attend SM/ASM launch meeting Finish handing out TM PDF letter
Key Activities	<ul style="list-style-type: none"> Read through the plans and understand key dates. Start to add these to your weekly & monthly plans/schedules 	<ul style="list-style-type: none"> Clear wall space ready for Frontier launch – display poster in a prominent position. Frontier starting in 3 weeks Display & begin sharing via 5MM with team members Frontier high level overview & poster 	<ul style="list-style-type: none"> Pre-read compass on diagnostics & have questions ready for workshop Pre-read agenda for workshop SM to collate Store Data ready for workshop (optional this week) 	<ul style="list-style-type: none"> SM/ASM attend 2 day Kick off workshop Hold optional RXM ½ day Launch Workshop Personalize each letter and handout to team members Can begin completing diagnostics
Success at the end of the week	<ul style="list-style-type: none"> SM is aware of the program and the 12 week plan. SM has better understanding of what's to come 	<ul style="list-style-type: none"> Frontier Poster is displayed Start to build excitement Team briefing has started 	<ul style="list-style-type: none"> Agenda received by SM Store Data collected and ready to share (optional this week) 	<ul style="list-style-type: none"> SM/ ASM have attended workshop Letter received and personalized Letter handed out to team members

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Frontier Stores – Phase 1 – Establishing the Basics

Week	1: ## / ## / #####	2: ## / ## / #####	3: ## / ## / #####	4: ## / ## / #####	5:## / ## / #####	6: ## / ## / #####	7: ## / ## / #####
Key Activities	<u>Start Wk 1 & Finish by end of Wk 2:</u> <ul style="list-style-type: none">Continue Briefing all Team Members via 5MM about what Frontier is						
	<u>Start Wk 1 & Finish by end of Wk 3:</u> <ul style="list-style-type: none">Run 9 DiagnosticsDocument Baseline Diagnostic Results						
			<u>Start Wk 2 & Finish by end of Wk 3:</u> <ul style="list-style-type: none">Build Storyboard & then Share Storyboard Results with all Team Members during 5MM				
			<u>Start Wk 3 & Finish by end of Wk 5:</u> <ul style="list-style-type: none">Run Great Customer Availability- OSA PSTB session [MGR/ASM]Measure visible outs vs. system outs (every week)Implement next steps on OSA from PSTB [SM]				
						<u>Start Wk 6 & Finish by end of Wk 7:</u> <ul style="list-style-type: none">SM & ASM attend Launch session & Introduced to Store Pulse with DMSetup Pulse area in store & hold Introduction meeting with Store Team SM/ASM]Review progress on OSA next steps [ASM]Continue to measure visible vs. system outsRun 2nd PSTB on RX Waiters	
Success at the end of the week	<ul style="list-style-type: none">Store team briefed and enthusedDiagnostics startsBaselines collected	<ul style="list-style-type: none">Diagnostics ContinuesStore specific Focus Groups completed	<ul style="list-style-type: none">Finalizing DiagnosticsStoryboard developed and starting to share with team	<ul style="list-style-type: none">Quick Wins flowing from team after Focus GroupTeam members have experienced PSTBNext steps in place to improve OSA		<ul style="list-style-type: none">OSA improvingSM & ASM ready for Phase 2Store Team understands the purpose of the Pulse and how to usePulse area set upSolutions and next steps in place to improve Rx Waiters	
Tools & Techniques	<ul style="list-style-type: none">Frontier DiagnosticsEMM (Effective Meeting Management)Change Leadership		<ul style="list-style-type: none">StoryboardPSTB (Problem Solving Team Building) -Training Pack			<ul style="list-style-type: none">Phase 2 launch pack for StoresPDR, Pulse and Pulse TrackerEMM, PSTB	

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Frontier Stores – Phase 2 –Weekly Pulse Meeting & PDR

Week	8:## / ## / #####	9: ## / ## / #####	10: ## / ## / #####	11:## / ## / #####	12: ## / ## / #####	Ongoing
Key Activities	<u>Start Wk 8 & Finish by end of Wk 10:</u> <ul style="list-style-type: none"> • Run Shrink/PAR Diagnostics & Build 24x36 Shrink Storyboard • Schedule & Run Shrink/PAR PSTB post diagnostics/storyboard • Continue Weekly Store Pulse/PDR Cadence • Review Progress & Revisit OSA & RX PSTB Fishbone/Next Steps as Need during Pulse Meeting 					
				<u>Start Wk 10 & Finish by end of Wk 11:</u> <ul style="list-style-type: none"> • Run 2nd RX PSTB Topic; determine based around Store Pulse discussion; Possibly RX Service or option to revisit original RX Fishbone for continuous next steps • Continue Weekly Store Pulse/PDR Cadence • Review Progress & Revisit Shrink/PAR PSTB Fishbone/Next Steps as Need during Pulse Meeting 		
				<u>Start Wk 12 & Ongoing:</u> <ul style="list-style-type: none"> • Rerun OSA PSTB or Run FE Service PSTB; determine based around Store Pulse discussion • Review Progress & Revisit OSA & RX PSTB Fishbone/Next Steps as Need during Pulse Meeting • DM leads Sustainability Meeting • Ongoing: Continue Weekly Store Pulse/PDR Cadence • Ongoing: Stores generate and hold PSTBs as needed based upon store pulse discussion 		
Success at the end of the week	<ul style="list-style-type: none"> • Pulse meeting run with focused next steps • Rx Waiters solutions implemented • Next steps defined to improve OSA • Team members comfortable with PSTB process 			<ul style="list-style-type: none"> • PDR/Pulse session flowing better and generating focused next steps • Progress on OSA next steps made • Progress on Shrink next steps made 		
Tools & Techniques	<ul style="list-style-type: none"> • PDR/ Pulse • EMM • PSTB 			Sustainability Pack – What Good Looks Like (WGLL)		

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So what do I need to do next?

Introduce Frontier to team members within your store

- **Print a copy of the 'Frontier Overview' poster and display in a prominent place in your store**
- **In a series of 5 Minute Meetings, share the principles of Frontier with your team, outlining their involvement within it**

Start planning for diagnostics

- **Review an Introduction to Frontier Diagnostics with your DM**
- **Identify who in your team will support you in carrying out diagnostics**
- **Think about how you will complete all surveys in the timeframe outlined**
- **Begin collating the data outlined in the 'data collection' list**

Launch Quick Wins

In line with the weekly plan, schedule dates and times for critical store Frontier events such as:

- **Feedback of diagnostic results and findings to your team**
- **Introduction of the Pulse**



Diagnostics RACI	Store Manager (SM)	Assistant Store Manager (ASM)	Shift Lead (SFL)	Team members (TMs)	Pharmacy manager (RXM)	District Manager (DM)	Frontier Leader (FL)
Focus Group							
Facilitate discussion on key issues for store with Team Members						A/R	C
Customer Survey							
Find Team members to run the survey	A	R	R	C			
Interview Customers				R			
Enter responses in scoring tool	A/R	R	R				
Analyze results	A/R	R	R				
Great Customer Availability							
Find Team Members to run the checks (Detailed and Visual)	A	R					
Carry out the checks	A			R			
Record results on scoresheets	A			R			
Send Results to DM	A	R	R				
Provide analysis back to store						A/R	
Team Member Survey							
Complete the TM Survey	R	R	R	R	R		
Enter responses in scoring tool and analyze results	A/R	R	R				
Rx Waiter Customer Survey							
Find Team members to run the survey	I	R	C	C	A/R		
Interview Customers	I			R	A/R		
Complete and Send Rx Waiter Summary Sheet to DM	I				A/R		
Enter data into Rx Analysis spreadsheet						A/R	
Provide analysis back to store						A/R	
Rx Diagnostic Data							
Collate data	I			R	A/R		
Send summary data to DM	I				A/R		
Enter data into Rx Analysis spreadsheet						A/R	
Provide analysis back to store						A/R	
Rx Drive Thru Survey							
Find Team members to run the survey	I	R	C	C	A/R		
Interview Customers	I			R	A/R		
Enter responses into scoring tool	I				A/R		
Enter results onto Storyboard					A/R		
Other							
Obtain data points from Data request sheet	A/R	R			R	I/C	

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AUGUST 2016

24calendar.com

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Download Free Printable August 2016 Calendar from www.24calendar.com

SEPTEMBER 2016

24calendar.com

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Download Free Printable September 2016 Calendar from www.24calendar.com

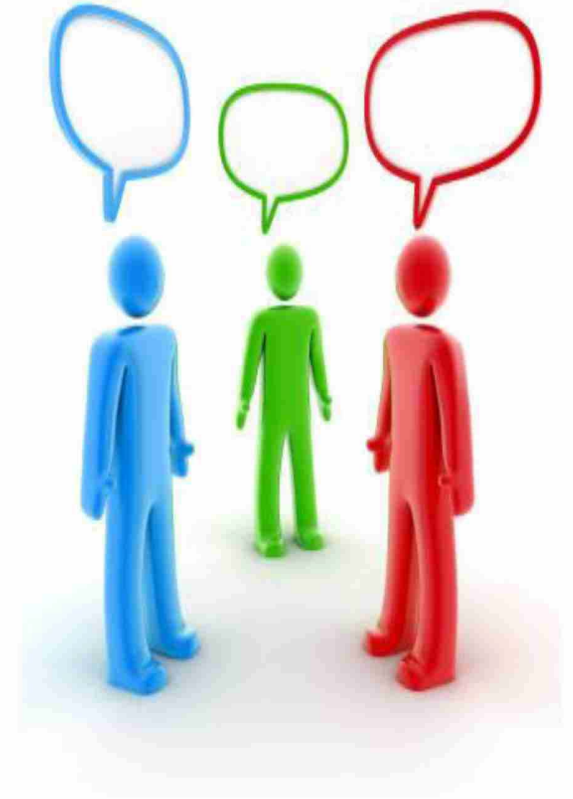
OCTOBER 2016

24calendar.com

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Download Free Printable October 2016 Calendar from www.24calendar.com

Planning and Discussion Time



Don't forget to review
Diagnostic/Storyboard/Quick Win
Concerns (by district)



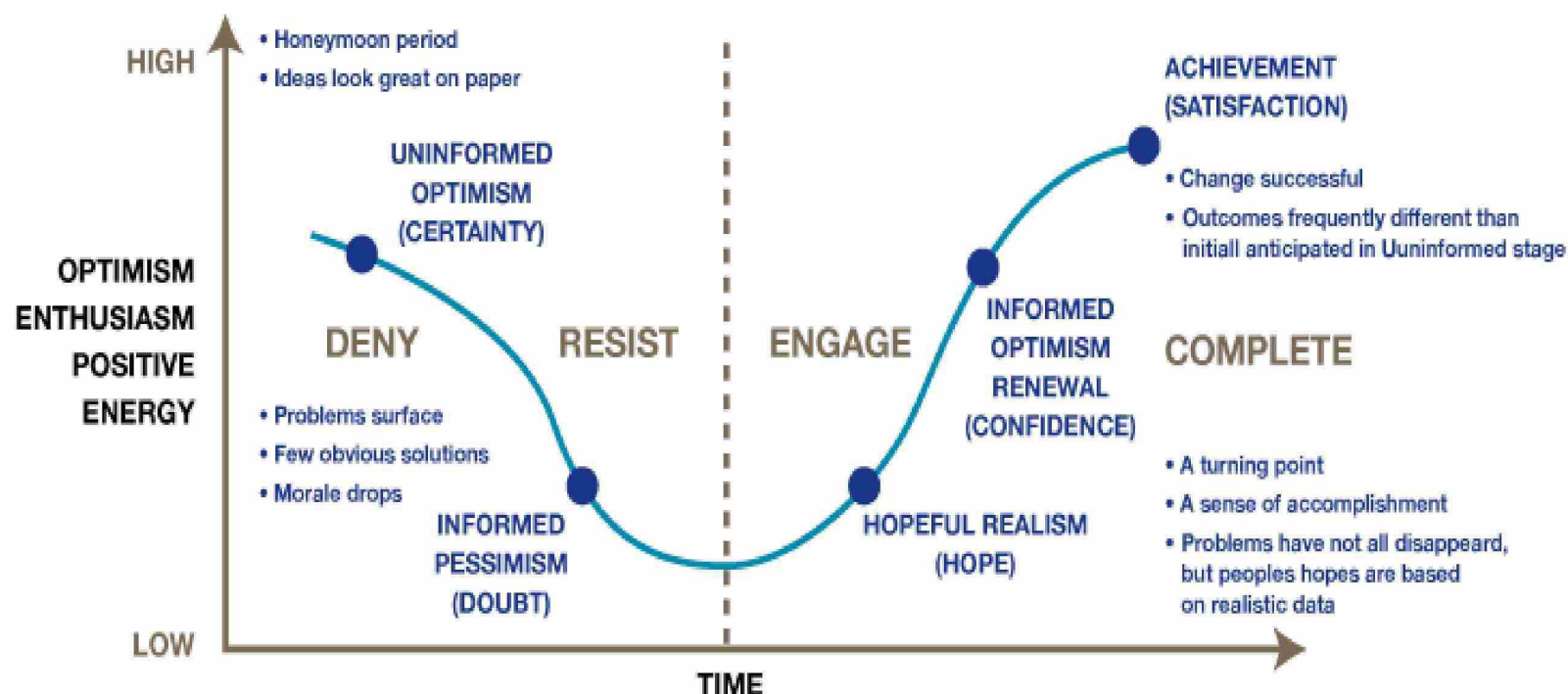
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Team Check In on the Change Curve

<Insert Facilitator>

How is everyone feeling?



- At your tables, take 3 minutes to plot on your flipchart where each of you are on the change curve and briefly discuss why.
- Select a spokesperson to present back to all in the room about how your overall group feels (not individually).

For those embracing change, the rewards are rich...

Our team members are growing, changing, becoming better leaders and followers as a direct result of Frontier.

Through embracing change, these team members are establishing an emotional connection with each other and with their customers.



Wrap Up and Review

<Insert Facilitator>



COVP Frontier Video



COVP Frontier_v3 preview.mp4

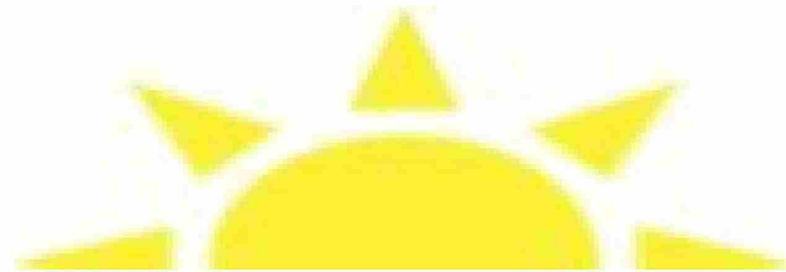
Benefits & Concerns

Harvey Ball

(Objectives & Expectations)

Next Steps

<insert Facilitator and Scribe>



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Thank You!