

Building A Winning Culture

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Chairman



I.G.A. STORES

Holmen Butter 76¢
Roasting Chickens 67¢
Butter 89¢ Oysters 79¢
Fresh Fish 39¢ Fresh
Haddock
Corn 45¢ 10¢

Sussex

TUO

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Management



What We Do



Plan, Budget, Problem Solve

We don't manage people

Servant
Leadership



Who We Are



Humble, Selfless,
Forgiving, Honest,

Meets needs rather than wants

Servant Leadership

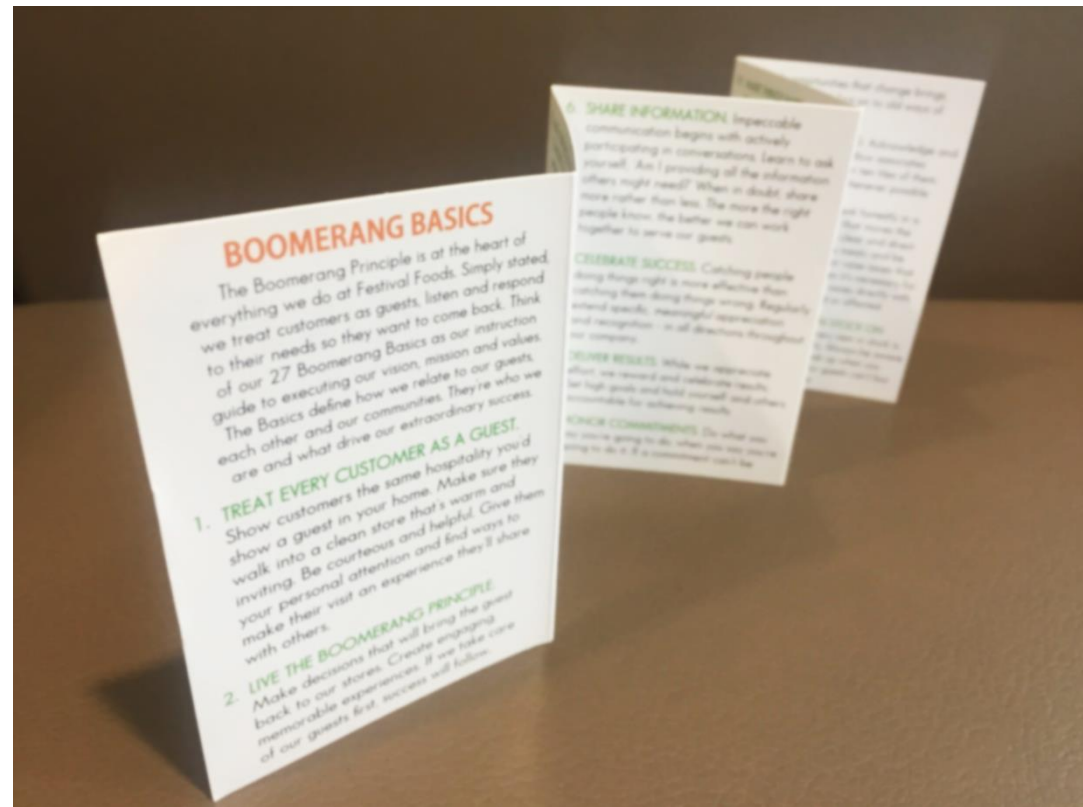
- **Servant**- identifies and meets the legitimate needs of others
- **Leadership**- skill of influencing and inspiring people to action. Synonymous with the word “influence”



Building A Winning Culture

What is Culture?

- “How we do things here”
- You can't teach it. You have to live and show it.



1. Hire Character

- Our moral maturity
- Willingness to do the right thing
- Easy to hire people you like & have experience
- Be picky about who you let on your team

2. Hold People Accountable

- People need friction to grow
- A-B-C Players
 - A – visionary, energize others, willing to change
 - B – not visionary or most driven, but vital because they are the majority
 - C – non producers, drain energy instead of give it

The 3 E's of Corrective Action

1. Establish “The Gap”

- What's the standard vs. the performance?
- Get in agreement on the gap between standard and performance

2. Explore reasons for “The Gap”

- Ask open-ended questions
- Actively listen
- Focus on facts

3. Eliminate “The Gap”

- Agree on a specific and measurable plan of action
- Set feedback & follow-up dates
- Future consequences

3. Meet Legitimate Needs

- Appreciate Me + Make Me Feel Important
- Make them feel like winners
- Want to make more money?
Become harder to replace
- People leave management,
not companies



4. Embrace Change

Leadership Skills Inventory

Manager Name _____ Position _____ Department _____

* Please check (✓) appropriate box - If you have no opinion about a particular statement, please leave the boxes blank.

	Strongly Agree (4)	Agree (3)	Disagree (1)	Strongly Disagree (0)
01. Gives appreciation to others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
02. Confronts people with problems/situations as they arise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
03. Embraces change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
04. Gives encouragement to others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
05. Makes clear to subordinates what is expected on the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
06. Is a good listener	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
07. Coaches/counsels employees to ensure compliance with goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
08. Treats people with respect (i.e. like they are important people)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
09. Is actively involved in the development of subordinates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Holds me accountable for meeting the standards set	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Gives the credit to those who deserve it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Shows patience and self control with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Is a leader people feel confident following	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Has the technical skills necessary to do the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Meets the <i>legitimate needs</i> (as opposed to <i>wants</i>) of others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Is able to forgive mistakes and not hold grudges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Is someone people can trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Does <i>not</i> engage in backstabbing others (talking behind backs, etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Gives positive feedback to subordinates when appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Does <i>not</i> embarrass people or punish them in front of others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Sets high goals for self, subordinates, and department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Has a positive attitude on the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Enjoys celebrating company's success	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Is a fair and consistent leader and leads by example	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Is <i>not</i> an over controlling or over domineering person	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What are the greatest Leadership strengths/skills that the person being evaluated possesses?

What Leadership skills does the person being evaluated need to work on and improve?

- It's hard work – it's unnatural
- Be willing to seek out and receive painful feedback
- Must be motivated to break old habits and begin learning new ones

5. Execute

Intentions – Actions = Squat
Intentions + Actions = Will

Words don't tell us what we believe – our **actions** do

