

Impulse workshop 3

Leadership in retail is a fine art

Seven keys to strong, meaning-based leadership



Key 1

Authenticity and self-leadership

- Be aware of your own potential
- Use your own attitude as a source of energy
- Know your own private value profile
- Recognize your Achilles' heel and in cases of failure, respectfully respond to others
- Be aware of your power to serve others
- Behave credibly toward employees, customers and superiors

Key 2

Self-conviction with natural authority

- Know and feel why you want the things you want
- Take responsibility for your decisions
- Have a clear sense of your world and your humanity
- Treat yourself and others with dignity and respect
- Lead with goals and values
- Know that profit and humanity are complementary

Key 3

Being the integrator

- Have an overview of the common interests of all involved
- Internalize the attitude of the moderator
- Take on value-neutral opinions and attitudes
- Appreciate the values and attitudes of the individual while taking responsibility for the bigger picture
- Think in both-and-also categories rather than either-or schemas
- Look out for the benefit of the group

Key 4

Creating the framework for empathy, humanity and social commitment with clear structures and processes

- Ensure that your employees know the “Why?” of the company
- Ensure that your employees know the “Why?” for the entrepreneurial goals and visions
- Attune structures and processes to customer needs
- Live and communicate the goals and vision of the company
- Remember that acceptance occurs through participation — your employees should be involved in change and improvement processes.
- Communicate the future prospects of your company to everyone
- Keep organizational changes and personal development in mind

Key 5

Doing what makes sense – for yourself, your employees and your customers

- Know why you do something and have a conscious influence on what happens
- Be aware of your own values and the values of others
- Embed the tasks of your employees in the overall context of the company and region
- Develop goals credibly and responsibly, maintaining overarching ideals and values, even in times of change
- Know the interests of all your stakeholders and promote balance between those interests

- Live according to customer orientation, keeping it the state of mind for you and your employees based on the corporate vision
- Know why your customers trust your company

Key 6

Ensure that everyone is in their right place

- Know your employees’ skills and encourage your employees to use them best
- Hold regular staff meetings to improve cooperation and inform about the work situation and the environment
- Build a connection between the employees and the company (a process)
- Respect and value your employees’ work

Key 7

Acknowledge complexity, communicate mindfully and provide communication between people

- Recognize the overall context of your business, your field and your employees and draw appropriate conclusions
- Explain interrelationships and connections to your employees
- Know the needs of the company and connect them to the intentions and needs of your employees
- Engage in meaningful dialog with customers and show how they relate to your business processes
- Secede from old power structures and seek new ways to establish good cooperation and sustainable relationships
- See how companies and teams are complex social systems that are not completely controllable and deal with uncertainty
- See yourself as a co-designer of your corporate culture
- Promote an atmosphere of trust with respect, appreciation and credibility

Susanne Vathke



Are you interested in one of the Impulse Workshop topics? Contact me directly and we can discuss the possibility to run the workshop for an appropriately-sized group of participants at your business location.

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Susanne Vathke ensures that corporate values are understandable and tangible. For over 20 years, she has trained and coached employees and managers in retail companies. In the course of over 2,000 training days, she has made the meaning behind changes and developments in the company visible and provided the skills for meaning-oriented leadership and action.

After completing her teaching degree in German and history, Susanne went directly into the retail industry. For 10 years, she ran her own business. Before her coaching career began, she had acquired experience coaching her own employees in the meaning of retail.

Susanne is qualified to coach about meaning, values and organizational culture, with extensive training with experts, such as Frank Farrelly (Provocative Therapy), Dr. B. Hadinger and Professor W. Kurz (Logotherapy by Viktor Frankl), Emil Herzog (Business Entertainment) and Professor E. King (Systemic Organizational Consulting). She is also an inspirational speaker.