Building a Legacy of Leadership for a Lifetime

Mark Skogen
A Bit of History
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Company Ownership Transition

1946
Company was started by my grandfather Paul and grandmother Jane

1976
My Dad and Mom, Dave and Barb, took over company operations
Company Ownership Transition

1990
I expressed my interest in joining the family business

2006
I became CEO and President

2010
Announcement of ESOP was made, making associates part owners of the business!
Servant Leadership at Festival

• Influencing people to work enthusiastically toward goals identified as being for the common good of the organization
• Leadership is an influence process
• Any time two or more people come together there is an opportunity for leadership to occur
Servant Leadership at Festival

• Identify legitimate needs; don’t be a slave to wants
• Remove barriers and obstacles; do our associates have what they need to succeed?
• Don’t confuse power with authority
  – Power is given; authority is earned
  – It’s a bad day when your authority has broken down and you have to use power
  – Power weakens relationships
Legitimate Needs

MAKE ME FEEL IMPORTANT!

APPRECIATE ME!
Leadership Skills Defined

• Patience: to show self control, impulse control
• Kindness: to give attention, appreciation, encouragement; common courtesy
• Humility: to be authentic, not boastful, arrogant, prideful or “puffed up”
• Respectfulness: to treat others as important people
Leadership Skills Defined

• Selflessness: to meet the legitimate needs of others
• Forgiveness: to give up resentment when wronged
• Honesty: to be free from deceptive behavior; accountability
• Commitment: to stick to the choice(s) you have made
Festival Culture = Service

• Our culture traced back to 1946; it does not grow in a positive way overnight
• Culture eats strategy for breakfast every day
• Although easier to maintain than establish, it can be quickly lost
Defining Our Culture

We must be known for the best customer service in town. Not just the grocery store with the best service, but the best at service – period.
Boomerang Basics

• Our mission statement is just that – a statement, but our Boomerang Basics tell us \textit{HOW} to conduct ourselves every day to ensure the culture of service for our guests and culture of servant leadership for our associates stay strong at Festival Foods.
1. TREAT EVERY CUSTOMER AS A GUEST. Show customers the same hospitality you’d show a guest in your home. Make sure they walk into a clean store that’s warm and inviting. Be courteous and helpful. Give them your personal attention and find ways to make their visit an experience they’ll share with others.

2. LIVE THE BOOMERANG PRINCIPLE. Make decisions that will bring the guest back to our stores. Create engaging, memorable experiences. If we take care of our guests first, success will follow.

3. HAVE A CONTINUOUS IMPROVEMENT MINDSET. Regularly evaluate every aspect of your job to find ways to improve and simplify. Because we’ve always done it that way is not a valid reason to keep doing something. Don’t be satisfied with the status quo. Help find a better way.
4. THINK AND ACT LIKE THE OWNER YOU ARE. Make decisions by asking yourself, “What should I do since this is our company? What should I do since this is our money? Will this help our company win?”

5. RECOGNIZE AND REACT TO GUEST NEEDS. Look for opportunities to assist our guests. Offer help when they look lost or confused. Always escort them to products, rather than directing them. Help them reach items on higher shelves. Assist them with their bags. Remember that DYFET is a call to action and a chance to shine, not a survey question. Go the extra mile.

6. SHARE INFORMATION. Impeccable communication begins with actively participating in conversations. Learn to ask yourself, “Am I providing all the information others might need?” When in doubt, share more rather than less. The more the right people know, the better we can work together to serve our guests.
BB 7, 8, 9

7. CELEBRATE SUCCESS. Catching people doing things right is more effective than catching them doing things wrong. Regularly extend specific, meaningful appreciation and recognition – in all directions throughout our company.

8. DELIVER RESULTS. While we appreciate effort, we reward and celebrate results. Set high goals and hold yourself and others accountable for achieving results.

9. HONOR COMMITMENTS. Do what you say you’re going to do, when you say you’re going to do it. If a commitment can’t be fulfilled, notify others early and agree upon a new commitment to be honored. This includes being on time for all phone calls, appointments, meetings, and work.
10. **PRACTICE SAFETY FIRST.** Know and practice the safety procedures for your job. Be concerned for the health and safety of your teammates as well. Never take short cuts that compromise safety. Think prevention and communicate when things are not working.

11. **CHECK THE EGO AT THE DOOR.** Don’t let your own ego or personal agenda get in the way of doing what’s best for our guests and for our company. Worrying about who gets credit, who’s to blame, or taking things personally is counterproductive.

12. **EMBRACE CHANGE.** What got us here is not the same as what will get us to the next level. Be inspired by the challenges and opportunities that change brings, rather than holding on to old ways of doing things.
13. **PRACTICE TEN TILING.** Acknowledge and engage guests and fellow associates whenever you’re within ten tiles of them. Use people’s names whenever possible.

14. **SPEAK STRAIGHT.** Speak honestly in a respectful, caring way that moves the action forward. Make clear and direct requests. Say what you mean, and be willing to share ideas or raise issues that may cause conflict when it’s necessary for team success. Address issues directly with those who are involved or affected.

15. **ENSURE THAT WE’RE IN STOCK ON ALL ITEMS.** Keeping every item in stock is everyone’s responsibility. Always be aware of stock levels and speak up when you see inventory is low. Our guests can’t buy products we don’t have.
16. LISTEN GENEROUSLY. Listening is more than simply not speaking. Give others your undivided attention. Quiet the noise in your head and let go of the need to agree or disagree. Listen with care to fully understand what others are communicating.

17. PRACTICE BLAMELESS PROBLEM SOLVING. Fix mistakes by focusing on solutions. Then identify lessons learned and use those lessons to improve our processes so we don’t make the same mistake again.

18. HAVE EACH OTHERS’ BACKS. Be willing to step into another role or help a fellow associate when that’s what’s required for success. There’s no such thing as one person or department succeeding and another falling short. We win and lose as a team.
19. MAKE THINGS HAPPEN. The answer is YES, now what’s your question? Respond to every situation by looking for how we can do it, rather than explaining why it can’t be done. Take personal responsibility by owning the project or problem, following up, and seeing things through to their completion.

20. BE A BRAND AMBASSADOR. We’re all responsible for, and benefit from, the Festival Foods brand and reputation. Your appearance and conduct should be a reflection of how we want others to view our company. Show your support by shopping where you work and by encouraging your friends to shop here too.

21. BE THE EXPERT. Our guests expect us to not only offer quality products, but to know more about our products than they do. Take the time to learn everything that you can about your area. Ask questions and do research to make yourself an expert.
BB 22, 23, 24

22. ALWAYS REMEMBER THAT WE’RE A FAMILY. Build relationships with peers and guests that go deeper than simply being co-workers or conducting a transaction. Whether it’s a kind word during a tough stretch, a friendly smile each morning, or a helping hand in stressful times, show your compassion.

23. BRING YOUR ‘A GAME’ EVERY DAY. Everyone is needed and everyone’s important. Be here and be fully engaged. Prioritize tasks and solve problems with energy, focus, purpose, and enthusiasm. Work with a sense of urgency to get things done.

24. BE FUSSY ABOUT THE DETAILS. From how an item is displayed to how clean the floor is, from the color of a sign to whether your nametag is on straight – every detail matters. Being fussy and getting the details right sets us apart from our competitors.
BB 25, 26, 27

25. MAKE A DIFFERENCE. Be an active community member by getting involved, building relationships, and participating in community organizations and events. You can and do make a difference.

26. EXPRESS GENUINE GRATITUDE. Let our guests know how much we appreciate their business. Whenever possible, use “My Pleasure” or “Thank You” in your response. Make eye contact, smile and be sincere. True appreciation can’t be faked.

27. KEEP THINGS FUN. Remember that the world has bigger problems than a broken jar of tomato sauce or a box of overripe bananas. Keep perspective. Laugh every day and don’t take yourself too seriously.
Questions & Discussion