

# Employer Occupational Brief

A guide to apprenticeship training and on-programme  
assessment



**Retail Team Leader**

**October 2016**

## Overview of the role

Retail team leaders are a critical support to managers, delivering exceptional customer service and a positive experience to customers, and may have to deputise for managers in their absence. The role is dynamic and in one day can involve a variety of different functions. Most significantly retail team leaders guide and coordinate the work of the team to complete tasks, identify and explore opportunities that drive sales, ensuring team members maintain business standards in relation to merchandising, service and promotional activities, in line with procedures. Retail team leaders gain the most from their team on a day to day basis, ensuring they are fully trained and work effectively and to the best of their ability.

## The detail behind the standard

	Knowledge 'Know it'	Skills 'Show it'	Behaviours 'Live it'
<p><b>Customer</b></p> <p><b>Every business will have a customer profile – the types of customer that are likely to require the products and services on offer. Different customer types will have different needs and requirements and the way service is provided may need to be adapted. Customers could be internal or external to the business</b></p>	<p><b>Understand the customer profile/type of the business, their purchasing habits across a retail calendar year and how to meet and exceed their needs. Know the best ways to drive the team to increase sales, secure customer loyalty and attain business targets</b></p> <ul style="list-style-type: none"> <li>• The different customer profiles/types within their business</li> <li>• Different types of business profiles</li> <li>• Understanding purchasing habits and how they change across the year</li> <li>• How to recognise when you are able to exceed a customer's needs</li> <li>• How to drive and motivate a team to achieve sales targets</li> <li>• Understanding different types of customer loyalty schemes and their value</li> <li>• How to increase customer retention</li> </ul>	<p><b>Monitor customers' enquiries and service requirements; coach and support team members to use appropriate methods e.g. face to face or remote such as on-line facilities, to deliver consistent and exceptional service that provides customers with a positive experience</b></p> <ul style="list-style-type: none"> <li>• Evidence of analysing customer enquiries and service requirements</li> <li>• Recognising the need to coach and support team members</li> <li>• Leading by example in choosing the most appropriate communication method e.g. face to face, text, online</li> <li>• Demonstrates influencing behaviours when dealing with customers</li> <li>• Evidence of analysing data and trends to monitor, predict and meet product and service requirements</li> </ul>	<p><b>Act as a role model to champion excellent customer service by always looking to improve customers' experience through a welcoming and professional approach which builds strong customer relationships</b></p> <ul style="list-style-type: none"> <li>• Consistently seeks out opportunities to improve the customer experience through researching of other retailers, social media, discussions with colleagues</li> <li>• Has a visible positive and professional presence at all times</li> </ul>

	<ul style="list-style-type: none"> <li>• Who the different stakeholders are within the customer relationship</li> <li>• How to set targets that are SMART</li> <li>• How to use appropriate data to analyse sales</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of sharing customer feedback with team members</li> <li>• Demonstrates effective communication methods using both open and closed techniques and positive body language</li> <li>• Demonstrates empathy to the customers when necessary</li> <li>• <b>Higher level</b> Go beyond customer's expectations consistently for example from complaint to compliment</li> </ul>	<ul style="list-style-type: none"> <li>• Is proactive at facilitating and acting on feedback</li> <li>• Is empowered to support the most appropriate customer solution.</li> </ul>
<p><b>Business</b></p> <p>The term 'brand standards' is relevant to all sizes of businesses. In some cases, the brand may be well known, or require employees to follow precise procedures for example in the way they deliver services or present products</p>	<p>Understand the purpose of the business including its vision, objectives and brand / business standards, how they compare to its competitors and how own role, and the team, help to achieve them</p> <ul style="list-style-type: none"> <li>• The purpose of a vision statement, the benefits to the business as a whole and how it impacts on own role and the team</li> <li>• What a brand standard is and how this can affect a business</li> <li>• The importance of the business' brand standards, in relation to the product and/or services it offers</li> </ul>	<p>Work with the team to maintain brand / business standards at all times and identify and address any potential risks according to business procedures</p> <ul style="list-style-type: none"> <li>• Interact with customers and team members and build a rapport in a way that demonstrates an understanding of the business vision, objectives and brand standards</li> <li>• Evidence of working to brand standards through the completion of specific procedures</li> <li>• Adopt and influence the team to use service techniques and procedures that deliver the brand standards</li> </ul>	<p><b>Demonstrate personal responsibility for meeting the objectives of the team and the business</b></p> <ul style="list-style-type: none"> <li>• Be the advocate of the brand standard or style of business</li> <li>• Show external awareness of who the competitors are and how they differentiate the unique selling points</li> </ul>

<p><b>to customers. In others it may simply be what is 'in keeping' with the type of retail business the employee works in</b></p>	<ul style="list-style-type: none"> <li>• Understand the competitors brand standards and unique selling points</li> <li>• The purpose of setting objectives and why they are important for businesses to be successful</li> <li>• How own role and team performance drives and supports the business objective</li> <li>• The importance of training and development in brand standards and objectives to drive the business and achieve targets</li> </ul>	<ul style="list-style-type: none"> <li>• Carry out all activities in a manner that promotes the value of the business brand standards to customers, team members and other stakeholders (e.g. suppliers)</li> <li>• Demonstrate efficiency and effectiveness when there is a risk to brand standards that may jeopardise the business</li> <li>• Demonstrate how you assist in setting objectives for the team.</li> </ul>	<ul style="list-style-type: none"> <li>• Display a proactive attitude towards achieving objectives e.g. updating the team verbally or written</li> </ul>
<p><b>Financial</b></p> <p><b>Operating with financial awareness is essential at every level within the retail environment. A retailer must understand the principle resource costs of a business and ensure that sales targets and cost control and reduction</b></p>	<p><b>Understand how own actions and those of the team can contribute to the overall financial performance of the business by increasing sales e.g. through product positioning, and minimising costs through effective stock control and prevention of theft</b></p> <ul style="list-style-type: none"> <li>• Understand how to apply general principles of operating commercially in a retail environment</li> <li>• Understand the different profit margins to be achieved on products and how this influences decision making</li> <li>• Understand where to locate key financial information internally within</li> </ul>	<p><b>Support the achievement of financial targets by planning and monitoring resources. Use resources effectively and efficiently to meet expected demand. Oversee the areas that impact on financial performance in own area of the business in line with business procedures</b></p> <ul style="list-style-type: none"> <li>• Being able to translate the information required by the team for example financial reports relevant to the department</li> <li>• Interpreting sales reports and being able to plan and take action</li> <li>• Planning ahead for peak and seasonal trading periods e.g. staffing, products/Stock</li> </ul>	<p><b>Demonstrate commercial awareness and act responsibly and with integrity to protect the financial position of the business</b></p> <ul style="list-style-type: none"> <li>• Role model being able to demonstrate the principles to the team.</li> <li>• Demonstrate awareness of branch financial performance against set targets/budget</li> </ul>

<p><b>methods are met in line with own role</b></p>	<p>the organisation eg budgets, gross profit, stock and what these figures are.</p> <ul style="list-style-type: none"> <li>• How the achievement of team goals impacts the wider business financially</li> <li>• Understanding the impact of stock control on profit and the role of the wider team</li> <li>• Understand how variable costs impact the business for example seasonal staff.</li> <li>• Principles of establishing, monitoring and reviewing sales targets</li> <li>• What the key costs for a retail team are</li> <li>• Knowledge of how to minimise costs and wastage</li> <li>• An understanding of VAT</li> </ul>	<ul style="list-style-type: none"> <li>• Implement company procedure in instances of financial loss e.g. wastage/theft</li> <li>• Evidence of how you ensure the team understand and take responsibility for the prevention of loss and how this impacts the business financially</li> <li>• Demonstrate how you support and motivate the team to meet finance targets</li> <li>• Demonstrate how you monitor resources in own areas of responsibility, to then increase or decrease to achieve targets</li> </ul>	<ul style="list-style-type: none"> <li>• Translate financial information which gives clarity to the team.</li> <li>• Taking action when a potential risk has been identified and communicating this to the manager</li> </ul> <p><b>Higher Level Skills</b></p> <ul style="list-style-type: none"> <li>• Being able to present recommendations and proposals for increasing financial performance</li> </ul>
<p><b>Leadership</b></p> <p>Leadership skills and styles play a large part in how you manage your team. You need to be fully aware of the roles and responsibilities of those you work with to achieve the objectives set by</p>	<p><b>Understand how to organise the team on a daily basis to achieve objectives, and recognise the importance of contingency planning to meet business requirements; know limits of authority when deputising for line manager</b></p> <ul style="list-style-type: none"> <li>• A knowledge of the managers role and responsibilities in order to understand and deputise</li> <li>• Understanding the team dynamics and skills to be able to allocate resources appropriately</li> </ul>	<p><b>Use available information to coordinate the work of the team so that the right people and resources are in the right place at the right time to ensure consistent brand / business standards are delivered. Deputise for line manager within limits of own authority</b></p> <ul style="list-style-type: none"> <li>• Demonstrate effective and efficient organisation skills including prioritising and putting in place contingency plans</li> <li>• Evidence to show how you differentiate between coaching and directing a team.</li> </ul>	<p><b>Display decisive thinking when making decisions that are in the best interest of the business. Use sound judgement; take prompt action in the case of problems relating to resources</b></p> <ul style="list-style-type: none"> <li>• Display confidence when making difficult decisions</li> <li>• Consult with others before making decisions and</li> </ul>

<p><b>management and be able to make decisions to the benefit of the business</b></p>	<ul style="list-style-type: none"> <li>• Understanding of the performance management policies and procedures</li> <li>• Understand key leadership styles, qualities and skills and how to adapt to achieve objectives</li> <li>• Why is contingency planning important to the business</li> </ul>	<ul style="list-style-type: none"> <li>• Effective communication to provide clear direction and support to the team in understanding their role and responsibilities.</li> <li>• Use effective feedback to support a team in fulfilling their own potential to meet their objectives/task.</li> <li>• Lead by example in carrying out own job role in accordance with the brand standards policies and procedures</li> <li>• Demonstrate how you confidently and successfully challenge your team when they are not meeting brand standards</li> </ul>	<p>gather all available information</p> <ul style="list-style-type: none"> <li>• Be able to make prompt decisions on resources</li> </ul>
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<p><b>Marketing</b></p> <p><b>By fully understanding the products and services offered by the business and how the business positions itself a retailer can fully maximise performance and help to position the business effectively and deliver on its objectives</b></p>	<p><b>Understand how the brand / business is positioned externally, particularly in relation to local and online competitors and how its products / services meet consumer trends. Understand how own actions, and those of the team can impact on customers' perception of the brand / business</b></p> <ul style="list-style-type: none"> <li>• Understand the competition from local and online retailers in relation to their products or services</li> <li>• Explain where the business is positioned in relation to the local and online competition</li> <li>• Knowledge and understanding of what current marketing initiatives are in use</li> <li>• Know where to get information from both internally and externally</li> <li>• Knowledge of legal governance around marketing campaigns</li> <li>• Understand how to support the team to ensure that they are aware of all marketing initiatives currently in use</li> </ul>	<p><b>Support the team to ensure they understand and engage in the marketing activities and plans of the business and help ensure that customers have the best possible experience</b></p> <ul style="list-style-type: none"> <li>• Effectively communicate all marketing activity to support the team</li> <li>• Role model high knowledge of marketing strategies and initiatives</li> <li>• Ensure compliance is adhered to and implemented</li> <li>• Implementing and interpreting the marketing activities</li> <li>• Display commercial awareness</li> <li>• Use knowledge of customer type to maximise sales</li> <li>• Make recommendations to improve marketing and promotional activity</li> </ul> <p><b>Higher Level</b></p> <ul style="list-style-type: none"> <li>• Gathering intelligence to support improvements to marketing</li> </ul>	<p><b>Proactively seek to understand local consumer trends, competitors' offers and promotions, and customer needs and expectations, report to manager, seek feedback and take action in area of responsibility</b></p> <ul style="list-style-type: none"> <li>• Research competitors marketing activities through visits to stores, social media and websites</li> <li>• Keep up to date with current trends in own area of product or service through websites, online forums, social media platforms and communicating with customers on this area</li> <li>• Feedback to management on any relevant findings</li> </ul>



	<ul style="list-style-type: none"> <li>• How can marketing strategies be communicated to the wider team</li> <li>• Know the needs of actual and potential customers</li> <li>• Know when to escalate potential threats to the business through competitor activity</li> <li>• Know the impact your marketing strategy has on a customers purchasing decision</li> <li>• Know how as a business you can support local external initiatives (Healthy eating for school children so you may move sweets from the till as an example and replace with fruit)</li> <li>• Know how seasonality impacts marketing campaigns</li> </ul>		
<p><b>Communication</b></p> <p><b>Excellent communication is essential in any retail environment.</b></p> <p><b>Methods of communication could be face to face or remote, spoken or written, manual or electronic.</b></p> <p><b>Communication</b></p>	<p><b>Understand how to support effective communication, quickly determining the situation and needs of individuals and how to respond in the most appropriate way using a variety of techniques and methods, for example face to face or remote, spoken or written, manual or electronic</b></p> <ul style="list-style-type: none"> <li>• The variety of methods of communication available and how to use these effectively depending on the situation and audience</li> <li>• Face to face, remote, spoken, written, manual, electronic methods taking into</li> </ul>	<p><b>Adapt style of communication according to the audience, monitor the effectiveness of and encourage excellent communications across all operations that achieve the best result for the business including face to face or remote, spoken or written, manual or electronic</b></p> <ul style="list-style-type: none"> <li>• Demonstrate being responsive to the audience and show an ability to interpret a range of cue's</li> <li>• Evidence of using constructive feedback, being able to coach and encourage skills in team members</li> </ul>	<p><b>Demonstrate positive verbal and body language using concise and clear methods of communication, taking on board other peoples' points of view and responding in a way that is considerate to the audience</b></p> <ul style="list-style-type: none"> <li>• Visibly displays consistent and appropriate body language when dealing with</li> </ul>

<p><b>needs to be effective and suited to the audience</b></p>	<p>consideration brand standard / corporate image</p> <ul style="list-style-type: none"> <li>• How to establish the needs of individuals (team members and customers)</li> <li>• Principles of active listening</li> <li>• Principles of open questioning</li> <li>• The importance of feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Handle difficult conversations with confidence resulting in acceptable resolutions for both the customer and business</li> <li>• Show consistency in communication resulting in clarity with the team and fewer complaint escalations.</li> <li>• Evidence of written communication responding to emails or online in line with company procedures.</li> <li>• Appropriate communication including an awareness of the setting. eg presentations, meetings, feedback.</li> </ul> <p><b>Higher Level</b></p> <ul style="list-style-type: none"> <li>• Demonstrate developing the team in being able to handle difficult conversations</li> </ul>	<p>customers and team members alike</p> <ul style="list-style-type: none"> <li>• Seeks out feedback and acts accordingly and considerately</li> <li>• Suggests ways in which the business could improve communications in terms of process, types or procedures</li> </ul>
<p><b>Sales and promotion</b></p> <p><b>Each retailer will have a seasonal variation to their sales pattern, and therefore sales</b></p>	<p><b>Understand the factors which can determine and affect sales and promotions throughout the retail year and how to coordinate and implement them to support business objectives</b></p> <ul style="list-style-type: none"> <li>• Understanding the customers and their changing habits</li> </ul>	<p><b>Communicate sales targets to the team and support them, recognising and acting on opportunities to maximise revenue, for example through link selling and drawing customers' attention to promotional offers</b></p>	<p><b>Proactive in looking for cost effective sales opportunities and ways to enhance revenue</b></p> <ul style="list-style-type: none"> <li>• Actively keeps up to date with sales and promotions the competition are undertaking</li> </ul>

<p><b>approach. This could be in the range of products and services on offer, the customer behaviour, or could be tied to external events, such as sporting events or festive celebrations. Retail businesses also need to take into consideration general sales patterns throughout the year in order to plan effectively.</b></p>	<ul style="list-style-type: none"> <li>• Knowledge of competitors changes in products and services</li> <li>• Understanding how customer service affects sales and promotions and ensuring all staff are aware of this</li> <li>• Knowledge of external factors and events that can affect sales and promotions such as political, economic and environmental</li> <li>• Understanding what sales and promotions will be effective and knowledge of best sellers, loss leaders and interpreting sales related data</li> </ul>	<ul style="list-style-type: none"> <li>• Verbal and non-verbal communication skills to support the team in understanding and interpreting the sales figures and targets, making it visual and bringing it to life.</li> <li>• Analytical skills to interpret data.</li> <li>• Recognising and responding to opportunities for value added sales</li> <li>• Identify bestsellers and loss leaders.</li> <li>• Recognising when the team need additional training and support in sales skills.</li> <li>• Ensuring communication is relevant and at regular/appropriate intervals.</li> </ul> <p>Responding quickly when external factors are affecting sales and promotions</p>	<ul style="list-style-type: none"> <li>• Consistently positive with regard to sales and promotions</li> <li>• Proactive in suggesting new sales and promotions activities</li> </ul>
<p><b>Product and service Knowledge and understanding of the products and services on offer are key in order to correctly sell to customers, meet</b></p>	<p><b>Know and promote the features and benefits of products / services, their unique selling points, the skills required to sell them, where items fit into product ranges, associated products and services, where to find detailed information if required and</b></p>	<p><b>Maximise opportunities to increase sales by ensuring team know and understand the features, benefits, unique selling points and other relevant information relating to products, product ranges and services offered by the business</b></p> <ul style="list-style-type: none"> <li>• Lead by example to ask customers questions about the products / services they are looking</li> </ul>	<p><b>Promote all products and services confidently, demonstrating excellent knowledge and understanding of them</b></p> <ul style="list-style-type: none"> <li>• Consistently adhere to all procedures and processes with regard to product knowledge.</li> </ul>

<p><b>and exceed their expectations and do so in line with business procedures and objectives</b></p>	<p><b>other relevant information such as delivery lead time, accessibility and source</b></p> <ul style="list-style-type: none"> <li>• Be knowledgeable in, as far as is reasonably practicable, the full product and service range particularly the unique selling points, benefits and features</li> <li>• Knowledge of additional information about the product and service and where to find this</li> <li>• Know the provenance of products where appropriate, how long it will take to acquire them and delivery times if applicable</li> </ul>	<p>for and the features and benefits that will meet or exceed their needs</p> <ul style="list-style-type: none"> <li>• Planning appropriate resource to ensure that product and service knowledge is available</li> <li>• Encourage team members to share knowledge and expertise</li> <li>• Identify products / services which match customer requirements</li> <li>• Discuss relevant options, giving customers opportunities to ask questions and clarify information</li> <li>• Close the sale with the customer, confirming what they want to buy and provide relevant information e.g. any relevant customer rights</li> <li>• Decide if it is appropriate to sell additional products / services to the customer and highlight them accordingly</li> <li>• Feedback on performance relating to sales on all of the above</li> <li>• Identify skills gaps within the team on product knowledge and service</li> <li>• Support knowledge development around products and services within the team</li> </ul> <p><b>Higher level skills:</b></p> <ul style="list-style-type: none"> <li>• Accurately describe the features and benefits of relevant products to customers in a way which helps them identify the differences</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly seeks out opportunities to exceed the customer expectations with their product knowledge</li> <li>• Suggests to managers ways in which other team members could increase their product knowledge such as trips to manufacturers</li> </ul>
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<p><b>Merchandising</b></p> <p><b>Presentation of products and services is a key factor in their appeal and potential sale to customers. Each retail outlet, product or service will need to be given careful consideration when preparing and producing merchandising displays / initiatives</b></p>	<p><b>Know methods of merchandising throughout the retail operation, including point of sale, the retail calendar and local needs e.g. geographical, topical or weather based</b></p> <ul style="list-style-type: none"> <li>• Understand the principles of merchandising and what this means in a retail environment</li> <li>• Understand the key principles of the retail calendar</li> <li>• Knowledge of how local needs can influence merchandising</li> <li>• Why it is important to follow merchandising plans</li> </ul> <p>Undertand why merchandising maximises geographical differences</p>	<p><b>Ensure team replenish and maintain merchandising according to business requirements, the retail calendar and local needs e.g. geographical, topical or weather based</b></p> <ul style="list-style-type: none"> <li>• Effectively communicate the merchandising plan including peak period e.g. sporting events</li> <li>• Interpret the merchandising brief and communicate this effectively to teams</li> <li>• Demonstrate how you ensure merchandising meets the needs of the brief and maintains brand standards.</li> </ul> <p>Ensure that staff know how to keep displays as per the merchandising plan and brand standard</p>	<p><b>Communicate and encourage the merchandising principles, standards and commerciality to the team</b></p> <ul style="list-style-type: none"> <li>• Proactively seek out new merchandising opportunities and methods through checking the competition, forums and social media platforms</li> <li>• Develop a culture that encourages all staff to</li> </ul>

			<p>embrace each merchandising initiative</p> <ul style="list-style-type: none"> <li>• Ensure all staff are aware of the commercial benefit of merchandising</li> </ul>
<p><b>Stock</b></p> <p><b>Stock is a critical part of any business, whether as items directly for sale or availability and support services. Staff need to know why the control of stock is so important and how to ensure stock control is effectively completed in their business</b></p>	<p><b>Understand the principles of stock control from sourcing to sale / supply. Understand the management of stock levels, security, restrictions (e.g. age restricted products), wastage and effective systems for recording them</b></p> <ul style="list-style-type: none"> <li>• Knowledge of basic stock control principles</li> <li>• Who the main suppliers are</li> <li>• Understand the organisations own stock procedures</li> <li>• Understand the legal requirements in relation to stock</li> <li>• The stock journey, from supply to sale including</li> <li>• Why storage conditions are important for effective stock control</li> <li>• How to effectively and efficiently manage stock levels</li> <li>• Legal requirements relating to stock control, movement and sale (e.g. age restricted, fireworks)</li> </ul>	<p><b>Ensure team complies with stock procedures to minimise stock damage or loss, maximise income and comply with legal requirements; and take appropriate action to sell stock that is near the end of its product, promotional or shelf life</b></p> <ul style="list-style-type: none"> <li>• Demonstrate how to communicate the stock procedures to the team</li> <li>• Being able to apply logic and common sense to situations connected to stock</li> <li>• Display investigative skills when stock procedures have not been followed as per company standards</li> <li>• Be vigilant for stock losses and inform team members to do the same</li> <li>• Ability to minimise the potential for loss of stock and communicate this to team members</li> <li>• Demonstrate confidence in decision making that complies with legislation and/or company policy on shelf life/promotional period of stock.</li> <li>• Record and investigate loss/damage of stock.</li> </ul>	<p><b>Take a proactive approach and lead the team to effective stock management, ensuring stock is accessible and available in line with quality requirements, where and when needed</b></p> <ul style="list-style-type: none"> <li>• Lead by example in following all stock procedures</li> <li>• Be proactive in suggesting ideas to management to increase turnover of stock in areas where it may be at the end of its shelf, product or promotional life</li> </ul>

	<ul style="list-style-type: none"> <li>• Knowledge of reporting loss and damage to stock</li> </ul>		
<p><b>Technology</b></p> <p>Technology varies greatly between retail operations; however, it is essential a retailer understands and is able to effectively use the technology within their organisation. In addition retailers should possess a general understanding of technology which is widely used in other retail businesses</p>	<p><b>Understand how current and emerging technologies support retail operations and sales whether customer facing or remote, and how best to operate them to achieve an efficient and effective service</b></p> <ul style="list-style-type: none"> <li>• Knowledge of how technology can assist in making a retail operation more effective and efficient</li> <li>• Types of technology available and currently in use as well as emerging systems</li> <li>• Explain the advantages and disadvantages of the use of these technologies in the retail environment</li> </ul>	<p><b>Oversee the appropriate use of technology in line with business policy and follow the appropriate procedures to deal with service issues</b></p> <ul style="list-style-type: none"> <li>• Demonstrate using technology consistently and effectively and support the team doing so</li> <li>• Ensure that you support your team members when there is a system failure and follow company procedures</li> <li>• Monitor team performance in relation to the use of technology available and where appropriate support team performance (e.g. till scan rates)</li> </ul>	<p><b>Is an advocate for the effective and efficient use of technology</b></p> <ul style="list-style-type: none"> <li>• Leads by example in the use of technology and reacts positively to any new or changes in the systems</li> <li>• Is proactive in researching new technologies through social media, trade publications and competitors</li> </ul>

<p><b>Developing self and others</b></p> <p><b>As a team leader you have some responsibility of ensuring your team are trained and supported to be able to carry out their job roles in the most effective and efficient way possible to the benefit of the business. You also need to encourage a culture of continual learning and development amongst your team. Each business will be different in how they approach this and for larger units you will be supported by</b></p>	<p><b>Understand the knowledge, skills and behaviours required of self and others to develop a high performing team in the business. Understand team dynamics and the importance of enabling team members to appreciate their role in the wider organisation and in meeting business objectives</b></p> <ul style="list-style-type: none"> <li>• Knowledge of their team, the different roles within a team and who holds these in their own team</li> <li>• Understanding how to carry out a performance review effectively using company procedures</li> <li>• Knowledge of SMART planning and target setting to meet team and individual objectives</li> <li>• Understanding how to motivate and monitor team members to achieve objectives</li> <li>• Understanding leadership styles and recognising when to use the different types</li> <li>• Recognising own skills and behaviours and where improvement is required</li> <li>• Knowledge of how the team fits into the organisation</li> </ul>	<p><b>Plan, organise, prioritise and oversee own and team members' activities, supporting their induction, training, development and coaching, and delegating tasks fairly and appropriately to meet business objectives</b></p> <ul style="list-style-type: none"> <li>• Evidence of an active development plan for self</li> <li>• Encourage development of individuals in the team e.g. career conversations/personal development opportunities</li> <li>• Encourage team members to reflect on everyday learning and identify opportunities for development.</li> <li>• Ensure all team has completed all compulsory training.</li> <li>• Evidence of developing own coaching skills</li> <li>• Uses own performance reviews to improve and develop</li> <li>• Active record of progress/ learning log</li> <li>• Evidence of carrying out performance reviews with team members and actively encouraging them to seek development</li> </ul>	<p><b>Take responsibility for own performance, learning and development. Develop positive relationships with team members, embracing new and better ways of working</b></p> <ul style="list-style-type: none"> <li>• Proactively search out opportunities to improve own performance, learning and development</li> <li>• Attend any training courses as requested</li> <li>• Research online learning forums and other social media platforms to improve self and others</li> <li>• Share ideas with team members and promote a 'better never stops' attitude and philosophy</li> </ul>
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<p>learning/training/development colleagues as well as line management.</p>			
<p><b>Team Performance</b> <b>As a team leader in retail you will need to understand how to motivate a team as well as coaching and developing your staff. This will include knowledge of teams and how they work effectively, conflict in</b></p>	<p><b>Know how to identify and develop excellent team performance. Understand how the performance of the team contributes to the overall success of the business</b></p> <ul style="list-style-type: none"> <li>• Understand individual team members needs</li> <li>• Knowledge of barriers the team may face in contributing to the overall success of the business</li> <li>• Understanding when a team is performing well and why</li> </ul>	<p><b>Lead the team on a daily basis, setting targets and reviewing progress against them. Motivate team members, provide coaching and on the job training. Identify conflict within the team and work to resolve this with support from others</b></p> <ul style="list-style-type: none"> <li>• Build relationships with each team member to maximise and fulfil their potential to deliver results</li> <li>• Identify potential conflict situations within a team</li> </ul>	<p><b>Positively and confidently challenge poor performance and reward excellent performance in line with business procedures</b></p> <ul style="list-style-type: none"> <li>• Looks for different opportunities in how you reward excellent performance where permissible</li> <li>• Use coaching and development skills where team members have not</li> </ul>

<p><b>teams, how best to minimise it and how to encourage team work.</b></p>	<ul style="list-style-type: none"> <li>• Understanding conflict in a team and knowing what can be done to minimise this.</li> <li>• Understand conflict resolution techniques</li> <li>• Understanding of relevant company policies and procedures</li> <li>• What the benefits of team building activities are</li> <li>• How to celebrate and recognise team success</li> <li>• Knowledge of how to measure team performance and success</li> </ul>	<ul style="list-style-type: none"> <li>• Applying the most appropriate approach to resolving conflicts</li> <li>• Demonstrate emotional intelligence</li> <li>• Display patience and reflection to see the situation from others points of view</li> <li>• Confidently make a balanced judgement</li> <li>• Demonstrate how you use performance management procedures to achieve success</li> <li>• Recognise non-performance and act on this according to company procedures</li> <li>• Evidence of how you coach a team member or members</li> <li>• Co-ordinate team building activities where necessary</li> </ul>	<p>achieved targets or objectives to ensure staff remain positive.</p>
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<p><b>Legal and governance</b></p> <p><b>Retailers are bound by a range of legislation. Some of this operates across the sector; however some businesses will have specific additional legislation which must be complied with, such as that regarding licenced betting</b></p>	<p><b>Understand the importance of business compliance to legal requirements and supporting the team to operate in line with business policy and procedures</b></p> <ul style="list-style-type: none"> <li>• Knowledge of all legislation relating to a range of retail operations including: <ul style="list-style-type: none"> <li>○ Health &amp; Safety</li> <li>○ Data Protection</li> <li>○ Licensing( where applicable)</li> <li>○ Sale of Goods</li> <li>○ Consumer Rights</li> <li>○ Food safety (where applicable)</li> <li>○ Employment law</li> </ul> </li> <li>• What are the implications of not following the different legislation</li> <li>• Understanding the business’s legal policies and procedures</li> <li>• Have knowledge of any Codes of Conduct within the retail industry</li> </ul>	<p><b>Ensure self and team always comply with legal requirements, respond quickly to identified risks and ensure they are dealt with in line with business procedures and reported to the appropriate member(s) of the management team</b></p> <ul style="list-style-type: none"> <li>• Monitor and maintain the confidentiality and security of customer data when recording, retaining and sharing information</li> <li>• Ensure self and team follow business health and safety procedures when carrying out work activities reporting accordingly</li> <li>• Ensure self and team follow business procedures to comply with consumer protection law</li> <li>• Identify health, safety and security risks and minimise, deal with or report to the appropriate person in line with own limits of authority</li> <li>• Deal with accidents and emergencies calmly and in line with business procedures</li> <li>• Train staff to be alert for health and safety risks and encourage them to tell you promptly about these</li> <li>• Report any breaches, deviations or risks to the appropriate person</li> </ul>	<p><b>Be responsible, advocate and adhere to the importance of working legally in the best interests of all people</b></p> <ul style="list-style-type: none"> <li>• Lead by example in all areas of work governed by legislation</li> <li>• Be consistently proactive in addressing legislation related areas of work</li> </ul>

		<ul style="list-style-type: none"> <li>• Ensure all team members attend training with regard to legislation</li> </ul>	
<p><b>Diversity</b></p> <p><b>A retail business must ensure that its products / services are appropriate to the customer base available to it, which may require amendments to product and services, methods of communication and individual adjustments. A retailer needs to understand and adapt to changing requirements whilst remaining fair and demonstrating integrity to both</b></p>	<p><b>Understand how to work with and support people from a wide range of backgrounds and cultures and the business policy on diversity</b></p> <ul style="list-style-type: none"> <li>• The range of cultures, characteristics and individual requirements that can affect team members and customers and how and why these may affect the operations / products in a retail environment</li> <li>• Knowledge of local demographics and how this is reflected in products and services available</li> <li>• Understand how cultures, backgrounds and belief conventions need to be addressed within the retail environment</li> </ul>	<p><b>Ensure team members are aware of and follow business policies relating to diversity. Make reasonable adjustments as required for customers or team members</b></p> <ul style="list-style-type: none"> <li>• Evidence of disseminating Company Policy</li> <li>• Ensure all mandatory training is undertaken by the team.</li> <li>• Use internal support service for providing reasonable adjustments</li> <li>• Demonstrate how you uphold and implement the equality and diversity policies in your workplace</li> </ul>	<p><b>Operate in an empathic, fair and professional manner with all individuals regardless of background and circumstances</b></p> <ul style="list-style-type: none"> <li>• Be mindful of team member's background and cultures when planning activities, events, training sessions etc.</li> <li>• Lead by example in being empathetic, fair and professional with all individuals</li> </ul>

<b>customers and colleagues alike</b>			
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