



## Follow-Through Improves Impact of Store Manager Training

### ***The Challenge***

The Home Depot is a leader in the highly-competitive home improvement business. As such, it is challenged to continue to grow its business and profitability. The performance of individual stores is key to continuing success. Store performance, in turn, depends to a great extent on local management. So the challenge for Home Depot was to upgrade the management and marketing skills of local store managers and, in particular, to ensure that they applied their new knowledge and skills back on the job to drive their store's performance.

### ***The Goal***

Improve individual store profitability and customer satisfaction.

### ***The Approach***

A company-wide series of intensive one-week Learning Forums was held that eventually included 250 District Managers and 1,600 Store Managers.

Given the magnitude of the investment in the Learning Forums and their importance to the company's success, Home Depot recognized that it could not leave follow-through and application to chance or individual initiative. So they implemented an electronic follow-through management system (*Friday5s*®) to ensure that the widely-dispersed and semi-autonomous store managers applied what they learned in the Forums to deliver on-the-job results.

At the end of each Forum, every manager set two specific goals for improving their store's performance. Then, every two weeks for the next 10 weeks, they were expected to report on their progress and to share best practices with their colleagues.

District Managers were given access to the *Friday5s LeaderView*™ dashboard so that they could monitor progress and provide support.

## The Results

- **Participants followed through on their action plans.**
  - Thousands of innovations and best practices were recorded in areas such as driving sales, motivating associates, reducing shrink, improving profitability and improving in stock position.
- **The program had real impact on performance.**
  - The Learning Forums were widely seen as a pivotal turning point for the company.
- **Friday5s helped redefine the “finish line” for learning as on-the-job application.**
  - *“It is one thing to communicate expectations, but if you are not committed to following up and FOLLOWING THROUGH, you will fail. You are judged in the eyes of your associates on your ability to practice what you preach.”*
  - The president of Home Depot Canada did not distribute course completion awards until managers reported a valuable change they had made in their stores and its impact.
- **Participants valued the program and the follow-through:**
  - *“The meeting, which was then tied into the Friday5s, has not only reenergized me but it has refocused me.”*
  - *“If you make an effort to help individuals learn, then hold them accountable, they will respect you for helping them progress.”*

## The Value of Follow-Through with Friday5s®

Friday5s proved to be invaluable in making sure that action plans were executed—that this was not just another rah-rah meeting, but a real learning program that produced results. As one district manager put it:

*“With the continuous change it is easy to get lost and forget to “see the forest for the trees.” Friday5s forced me to focus on some essential parts of our business and thus make some real impact. I believe this will make a real difference in me going forward and force me to think strategically, create a plan and then act on that plan. We can not let all the change and directives take us away from the basics of our business. Going forward I will always maintain our core business while supporting the changes.”*



[www.Forthillcompany.com](http://www.Forthillcompany.com)



[www.friday5s.com](http://www.friday5s.com)