



# PRE-WORK WORKBOOK

**Customer First**   
*engage. discover. deliver.*  
2017 MANAGERS' LEADERSHIP CONFERENCE

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DESIGN & SERVICE CENTERS

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SFC: 1708311WH-AD

# 2017 MANAGER'S LEADERSHIP CONFERENCE



## *Design & Service Center Pre-Work*

So that you get the most out of your seminar experience, please complete this Pre-work Workbook.

Bring the following materials to the 2017 Managers' Leadership Conference and to each seminar:

- The most recent Monthly Rework Report for your Design & Service Center.
- The most recent Monthly Production Report for your Design & Service Center.
- The most recent Monthly On-Time Delivery Report for your Design & Service Center.
- The most recent Gross Margin (P&L) Report for your Design & Service Center.
- Completed 2017 Managers' Leadership Conference Pre-work Workbook.
- A recently completed Behavioral Performance Review for all Team Members (see directions on page 2).

# BEYOND THE BENCH

## Behavioral Performance Review:

Complete a Behavioral Performance Review showing each Team Member.

- Note: In the event that you have completed a Behavioral Performance Review within the last month and still have it printed, you are welcome to bring it as part of your pre-work.

Directions:

1. Access the Training button via the Signet Information Portal.
2. Click Managers' Web Toolbox.
3. Click Design & Service Center, then click the Electronic Forms tab.
4. Click Behavioral Performance Review.
5. List the names of all Team Members on the top of the page.

*Note: If the Design & Service Center consists of more than five Team Members, you will need to complete two Behavioral Performance Review forms.*

6. Read each statement and consider the Team Member's behaviors across multiple jobs/interactions.
7. Check the box for each behavior where the Team Member demonstrates the behavior 100% of the time.
8. Click the calculate button at the bottom of the screen.
9. Click the print button from your browser to print the document.
10. Repeat the process for any Team Members not included on the first document if necessary.

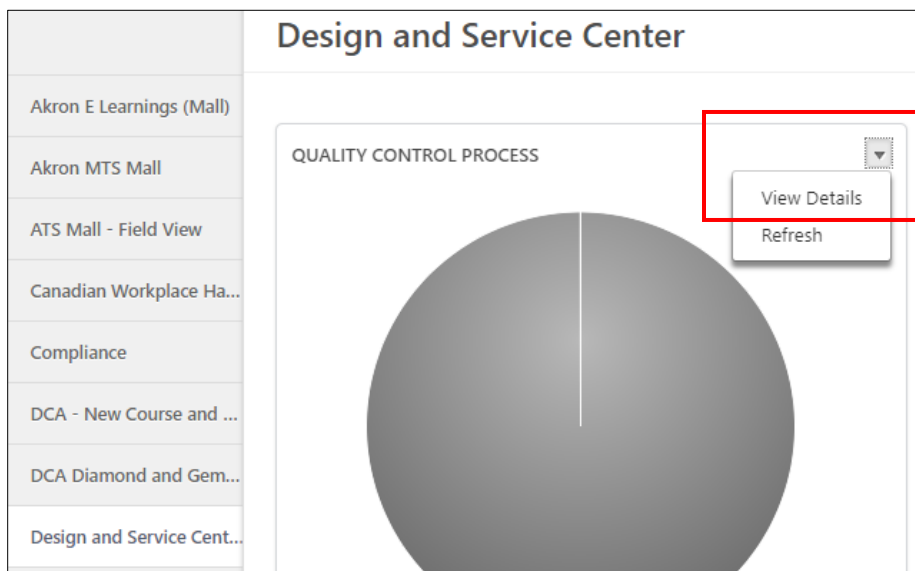
Example:

PRODUCTION (TEAM MEMBER BEHAVIORS)					
Identify weekly billing goal	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Offer assistance to other Team Members when possible	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Maintain organized work area	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Batch jobs by ship date	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Batch jobs by type	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Batch jobs by metal	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Batch jobs by ease of job (complete easier jobs first)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Batch jobs dirty vs. clean (complete clean jobs first)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Document issues with jobs on back of repair tickets	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Order parts for jobs on the day they are received	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Send jobs to be polished frequently throughout the day	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Assist with preparing shipments	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## QC Certification:

Directions: Using the Signet Learning Portal, determine what Team Members are and are not QC Certified in your Design & Service Center.

1. In your web browser, navigate to the Signet Learning Portal at **signet.csod.com**.
2. Log in:
  - o Your user name is your employee #.
  - o Your temporary password is **Signet1** (Capital S) if you have never logged into the portal before.
3. Click on the **Dashboards** worklet.
4. When the next screen appears, click the **Dashboards** worklet again.
5. On the left hand side of the screen, select the **Design & Service Center** dashboard.  
*Note: You may see two similar dashboards. Select the dashboard titled only **Design & Service Center**, NOT **Design & Service Center Repair Series**.*
6. To refresh the information, go to the upper right corner of the page and select **Refresh** from the Options menu (it may take a moment to refresh).
7. To view the details for a specific chart, move your mouse to the upper right corner of the chart until a dropdown arrow appears. Click on the dropdown arrow and select **View Details**.



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## QC Certification (cont.):

8. Using the information on the **View Details** page, complete the first two columns on the chart below (**Team Member Name, Quality Control Process Status**)
9. Complete the third column on the chart below to note if the Team Member has successfully completed the Quality Control of a minimum of 100 individual jobs (overseen by the Manager or a designated, certified individual).

*Note: The information from step 9 is not located in the Signet Learning Portal.*

Team Member Name	Quality Control Process Status (Completed, In Progress, Registered)	Quality Control of 100 jobs successfully completed Y/N

Team Members are considered QC Certified and should receive a QC Pin when the Quality Control Process Status in the Signet Learning Portal is Completed and they have successfully completed the Quality Control of a minimum of 100 individual jobs (overseen by the Manager or a designated, certified individual).

## Performance Pie:

Directions: Review the definitions of each factor of the Performance Pie.

### Expectations

- Team Members need to know what is expected of them.
- Expectations need to be communicated for the result as well as for behaviors.

### Incentives/Motivation

- Team Members should receive meaningful rewards for achieving or consequences for not achieving the expectation(s).
- Team Members need be motivated to perform the task.
- Many of the most meaningful incentives and motivators are non-financial in nature (i.e. – praise, additional responsibility, etc.).

### Measurements

- The expectation should be measured objectively.

### Feedback

- Team Members rely on feedback to determine if their performance meets, does not meet or exceeds expectations.
- Feedback may be positive, constructive or informational.

### Conditions

- Conditions refer to having the necessary equipment, information and work environment.
- The environment must support proper execution of the task.

### Knowledge and Skill

- Team Members must be given the necessary knowledge and skill to perform the task.
- Training which follows the IDPOPS process is the most effective in transferring knowledge and skill to Team Members.

### Capability

- Capability refers to a Team Member's ability to perform the task.
- If the person has performed the task successfully in the past, capability is not the challenge.
- The other six factors must be in place before we can say capability is the challenge.



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## Creating Effective Action Steps

Directions: Review the following tips for creating effective action steps. Action steps are not the behaviors we want our Team Members to improve. They are the steps our Team Members can take to learn how to perform expected behaviors.

### Effective Action Steps:

- **Tie to the selected performance goal and behavior to improve performance. For example:**
  - If the performance goal is: Achieve 0% defects.
  - The incremental goal might be: To improve Metal Work to 0% defects by (date).
  - Action steps might include: Observe a high-performing Jeweler demonstrate how to make sure prongs are spaced equally and are the same height by (date). The high-performing Jeweler will observe one of your jobs to make sure you space your prongs equally and they are the same height. He/She will provide feedback by (date).
- **Contain a subject and a verb. For example:**
  - Observe James during a repair and complete a Quality Control Assessment by (date).
  - Role-play/practice suggesting additional work to a Store Partner with Miranda (training buddy). Your training buddy should provide you with feedback. Complete by (date).
- **Address the remaining aspects of the Performance Pie. For example:**
  - Knowledge and Skill – observation, knowledge and practice.
  - Conditions – tools, observation sheets.
- **Support the determined goal**
- **Include all of the following:**
  - The “how to” develop the skill or behavior through training.
  - The expected timeframe for completing each step.
  - The names of individuals who will help achieve the overall goal.