

Page 20: AREA LEADER CATEGORY CHECKLIST	
<b>ACCOMMODATING</b>	
I often avoid having honest conversations, even when I know they are needed.	✓
I feel the results I am achieving do not reflect the enormous effort I am making.	
I place more value on my relationships with my teams than on the results they achieve.	
I feel deflated when I can't solve a store manager's problem.	
Above all else, I have a need to be liked.	
I sometimes feel store managers take advantage of me.	
I accept poor performance too easily.	
<b>CONTROLLING</b>	
I become frustrated when store managers make excuses and don't achieve what I expect.	
I know my region's KPIs and ensure that my store managers know theirs.	
When visiting stores, I place a high emphasis on KPIs.	
I become frustrated when people only do the minimum expected of them and don't go above and beyond to deliver results.	
I value results over relationships.	
I am comfortable with replacing people if they are not achieving results.	
I become frustrated when store managers find it difficult to make decisions for themselves.	
<b>STAGNATING</b>	
I sometimes question whether this is the role for me.	
Often I cannot see how my role has a direct impact on achieving store results.	
I am unsure of the outcomes I want to achieve from my store visits.	
I sometimes feel I am 'ticking boxes' just to justify my role.	
I find it very challenging to create a plan and follow it through.	
I don't feel that my role rewards me for the effort I make.	
I feel disengaged in my role most of the time.	
<b>EMPOWERING</b>	
I place equal value on my relationships with store managers/staff and the results they achieve.	
My store visits are well planned with a clear purpose and outcome.	
I expect high standards in store presentation and brand standards.	
I feel that my store managers find me approachable.	
I have a good team of store managers who are experienced in their roles.	
I provide reward and recognition for the results my stores achieve.	
I work hard but feel rewarded and recognised for the results I achieve.	