



**BOARDRIDERS™**  
QUIKSILVER · ROXY · DC SHOES



# A NEW WAVE OF 'SURF'

"YOU CAN'T STOP THE WAVES, BUT YOU CAN LEARN TO SURF."

## PARTICIPATION GUIDE

CONFERENCE, DECEMBER 2017

# 2. STRATEGIES AND TIPS FOR ROLLOUT

## 6 TIPS FOR GETTING BUY-IN

1. Promote with lots of examples, stories and 'hands-on'
2. Make it a conversation, get the team involved
3. Praise SURF behaviours when you see them
4. People often resist change, so REPEAT, REPEAT, REPEAT!
5. Check-in regularly and make sure loads of support is on hand
6. Design some cute awards or offer incentives for high performance

### YOU ACHIEVE BUY-IN BY:

**MAKING IT CLEAR, 'WHAT DO I HAVE TO DO?'**  
**MAKING IT MEANINGFUL, 'WHY DO I HAVE TO DO IT?'**  
**MAKING IT MATTER, 'WHAT'S THE GOAL HERE?'**  
**MAKING IT ATTRACTIVE, 'WHAT'S IN IT FOR ME?'**  
**MAKING IT PRACTICAL, 'HOW DO I DO IT?'**

## SETTING 'HARD' GOALS FOR SURF:

In essence, HARD goals are about generating emotion and excitement around goal setting. Don't just set a goal for the store, set a goal that each team member can get excited about on a personal level as well. This way you generate greater buy-in and commitment.

### AT A GLANCE, 'HARD' GOALS ARE:

<b>HEARTFELT</b> <i>I'm passionate about it!</i>	<ul style="list-style-type: none"><li>• The goal matters - it is born out of passion</li><li>• The goal is valuable - it will make a real difference to your life</li><li>• The goal is non-negotiable - you know how much it means to you</li></ul>
<b>ANIMATED</b> <i>I'm excited about it!</i>	<ul style="list-style-type: none"><li>• The goal must be alive and vivid in your mind - inspiring the imagination</li><li>• You know the power of this goal and can already see it in full colour</li><li>• You can already visualise yourself having achieved the goal and its success</li></ul>
<b>REQUIRED</b> <i>I can't live without it!</i>	<ul style="list-style-type: none"><li>• You will absolutely dedicate yourself to the goal regardless</li><li>• You know the goal is a necessity not an option and must achieve it</li><li>• You will persevere despite circumstances, challenges and obstacles</li></ul>
<b>DIFFICULT</b> <i>I will strive toward it!</i>	<ul style="list-style-type: none"><li>• Setting goals beyond reach is motivating because they are 'worth fighting for'</li><li>• A degree of challenge must be present (but not be so hard it is demotivating)</li><li>• Aligning goals with passion and purpose is key, so as you have a reason to keep going when it's difficult</li></ul>

# KEY PERFORMANCE INDICATORS (KPIs)

## ACTIONS

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1. Traffic

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2. Items Per Sale (IPS)

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3. Average Dollar

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4. Conversion

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5. Total Sales

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SAMPLE



# INTRINSIC AND EXTRINSIC MOTIVATION

## INTRINSIC MOTIVATORS

- Come from within
- Relate to purpose, values and passions
- Are driven by meaningful work, tasks that draw on strengths, and a feeling of appreciation
- Effects are long-lasting and satisfying
- Works best for retention and long-term loyalty

## EXAMPLES

- Hiring people with a passion for boardsports
- Matching people to tasks that draw on their strengths and interests
- Making someone a 'go-to expert' so they can share their knowledge
- Showing recognition for someone's talent

## EXTRINSIC MOTIVATORS

- Come from outside
- Relate to productivity, outcomes and results
- Are driven by rewards, compensation and incentives
- Effects are short-lived
- Works best for tasks that are gruelling and monotonous but necessary

## EXAMPLES

- 'Employee of the month'
- A Christmas bonus
- A clothing voucher when someone hits targets
- A reward scheme tied to productivity and results

## REFLECTION

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How do you motivate your team?

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Do you consider different types of motivators for different situations? Examples?

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Consider the different types of motivators above, what can you do differently?



# 3. INDIVIDUAL LEADER PLAN

NAME:

STORE:

MY 'TOP 3' PRIORITIES WHEN I GET BACK TO MY STORE ...

MY 'TOP 3' AH-HA MOMENTS FROM THIS WEEK ...

1.	1.
2.	2.
3.	3.

WHAT I NEED FROM MY ACCOUNTABILITY PARTNER ...

WHAT I NEED FROM THE REGIONAL TEAM TO GET ME ON TRACK ...

1.	WHAT:
	WHO:
2.	WHAT:
	WHO:

WHAT I BELIEVE I CAN ACHIEVE IF I FULLY EMBRACE SURF ...

WHAT I BELIEVE I CAN ACHIEVE IF MY TEAM FULLY EMBRACES SURF ...

1.	1.
2.	2.
3.	3.
4.	4.



## 4. FAQ'S

### 1. MY TEAM ISN'T ADOPTING SURF, WHAT DO I DO?

Teach SURF in a series of smaller steps. Break it down step by step, ie, teach S, then U, then R, then F. Once they've got one step figured out, move onto the next step. Too much too soon is overwhelming!

### 2. SOME TEAM MEMBERS HAVE TAKEN ON SURF WHILE OTHERS WANT TO STICK TO OLD WAYS, WHAT DO I DO?

Behaviour change is notoriously difficult because we can't always see results straight away and it often takes on average 21 days (if done every day) to take effect. Some team members will take longer than others to change, depending on how much resistance is there. It really is about repetition, the more you say the same thing over and over again, the more it will sink in until it becomes normal. You have to persist!

### 3. MY TEAM THINK THEY'RE ALREADY SHOWING ALL THE SURF BEHAVIOURS, WHAT DO I DO?

Although your team members don't always know it, they have blind spots. We don't always see where we're going wrong and sometimes we think something is translating when it isn't. We need to be assertive and correct non-SURF behaviours and support team members around the change by exploring motivators and goals. Setting firm KPI related actions is essential so they can see what is expected in this new version of SURF.

### 4. BECAUSE WE HAVE SUCH A POSITIVE TEAM AND CULTURE, I'M SCARED THAT IF I COME ON TOO STRONG, I'LL LOSE THEM. ANY TIPS?

If you want to boost results, you have to learn how to be 'hard but fair'. This is the secret of success when it comes to business. You're not there to be a best friend, you're a leader and you need to be firm - especially when you can see room for improvement. You're not doing your team any favours by accepting less than their best.

### 5. I STRUGGLE WITH SELF-CONFIDENCE AND DON'T ALWAYS KNOW HOW TO APPROACH ISSUES RELATED TO POOR PERFORMANCE.

Managing poor performance gets easier every time you do it. It's not something anyone is born with, it's a process that takes time. You have to keep at it, until you've done it so many times it feels natural. Go with the idea: 'Praise in public, criticise in private'. Use private 1:1 chats with team members to identify areas for improvement and set measurable actions to address these areas.

### 6. IF I DON'T SEE IMPROVEMENT IN MY RESULTS, WHAT DO I DO?

If you're not seeing results improve, you need to review how you've introduced and integrated a new wave of SURF. Talk it out with your regional manager and decide on strategies and measurable actions to get SURF up and running. You've got to promote it, talk about it and work with it for a period of time for it to take effect. It's cultural and behavioural change which can sometimes mean different approaches before the right one sticks.

# 5. FINAL TIPS TO ELEVATE YOUR TEAM



1. Get team members to practise selling you the most difficult item in the store to evaluate their skills
2. Get team members to practise selling you an item they personally don't like - they need to tell you five positives about the item
3. You can make the learning experience a game for your team. Get them practising new skills and asking 'What did I do well?' or 'What did I stuff up and learn from?'
4. Get team members capitalising on events happening in the area to generate excitement in conversations with customers
5. Get team members thinking of themselves as 'curators'; using their product knowledge to determine the right mix for customers
6. Get team members to create a sensory experience, eg. 'What does the fabric FEEL like? How does that fit work for you, does it FEEL right?'
7. Get them to think about the importance of the 'little things', eg. tidying the fitting rooms, carrying items for customers, making a connection with a customer's child, using people's names

## YOUR BEST TIPS:

1.	
2.	
3.	
4.	
5.	