



NORDIC BAKERY, STORE MANAGER GUIDE

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Laurea University of Applied Sciences

**NORDIC BAKERY,
STORE MANAGER GUIDE**

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The purpose of the thesis is to create a store manager guide for a new store manager starting to work for the company, (from, the store manager's point of view). The idea for the thesis started when I commenced employment as a store manager at Nordic Bakery about a year ago. I was trained for the role, but the training provided was very minimal, and not enough to teach me what I was to do, in order to run the day to day operations of the store. The company - Nordic Bakery - operates in the United Kingdom and has its store in London Soho.

The aim was to create a comprehensive guide that all new store managers can read and familiarize themselves about the role. This guide is also to be used in the future when the company starts a franchise, along with all other guides created to help run the day to day operations of the company. The store manager guide has also a sub-header with a small guide for supervisors. The idea is to keep editing the guide when changes happen at the company, so it always stays up to date.

The thesis theoretical knowledge is based around the store manager's job description and its role in the company in order to run the business. It consists of managing people, leadership and communicating both internally and externally.

The actual guide will not be published at the client's request.

Keywords: store manager, managing people, leadership, communication

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Opinnäytetyön tarkoituksena on luoda myymäläpäällikön opas uudelle myymäläpäällikölle myymäläpäällikön näkökulmasta, joka aloittaa työskentelyn yrityksessä. Opinnäytetyön idea alkoi, kun aloitin työskentelyn Nordic Bakerilla myymäläpäällikkönä noin vuosi sitten. Minut koulutettiin rooliin, mutta koulutus oli hyvin vähäinen, eikä oikein riittänyt opettamaan minulle mitä minun pitäisi tehdä, jotta voisin operoida ja johtaa kaupan päivittäistä toimintaa. Yritys - Nordic Bakery - toimii Yhdistyneessä Kuningaskunnassa ja sen myymälä on Lontoossa.

Tavoitteena oli luoda konkreettinen opas, jonka kaikki uudet myymäläpäälliköt voivat lukea ja sen mukaan tutustua itsensä rooliin. Opasta on tarkoitus käyttää myös tulevaisuudessa, kun yritys aloittaa franchising-liiketoiminnan, muiden oppaiden kanssa, jotka on luotu autamaan yrityksen päivittäisessä toiminnassa. Myymäläpäällikön oppaassa on myös alaotsikko, jossa on pieni osuus tarkoitettu esimiehille. Ajatus on jatkaa oppaan muokkaamista, kun yrityksessä tapahtuu muutoksia, jotta se pysyisi aina ajan tasalla.

Opinnäytetyön teoreettinen tieto perustuu myymäläpäällikön työnkuvaan ja sen tehtävään yrityksen toiminnassa. Se koostuu ihmisten hallinnasta, johtamisesta ja kommunikoinnista sekä sisäisesti että ulkoisesti.

Itse opasta ei julkaista asiakkaan pyynnöstä.

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1 Introduction

This thesis reviews the role of a store manager and its different aspects. The goal was to create a store manager guide that can be used by new store manager starters. The idea started when I started working as a store manager for Nordic Bakery. The training provided was very minimal and no guides existed to help me familiarise myself with the future role. The guide consists of the tasks that the store manager has to know and execute in order to run successfully his store. It consists among other things of banking, scheduling and reporting, ordering and basic human resources. The store manager guide has also a small sub header with a guide for supervisors. The guide can also be used as a useful tool along other guides that have been collated by Nordic Bakery that can be used by a franchise company in the future.

The theoretical knowledge examines the store manager concept, job description and all the tasks that come with the role. The main topics are managing the organisation, like human resources, scheduling and day to day operations, and managing people, like performance management and handling people problems. It also consists of communication skills for both internally and externally.

Nordic Bakery is a Scandinavian style coffee shop located in Soho in London UK, founded in 2007. It is a peaceful meeting place in a frantic city, and a place where all visual clutter and noise are eliminated from the café experience. Nordic Bakery offers simple sweet and savoury products to its customers that are based on genuine Nordic recipes and contain premium ingredients. (Nordic Bakery 2018.)

By working for Nordic Bakery for almost a year now as a store manager I have overlooked the whole store and supervised baristas/team members and bakers. Tasks include ordering, banking, recruitment and training, planning, innovating and developing for the future, marketing and making sure sales targets are exceeded while keeping costs and wastage down.

2 Store manager

As briefly described below the manager role, a store manager is a manager that oversees all of the daily operations of the store. It includes managing the team, ordering products, monitoring basic human resources, scheduling and assigning and delegating duties and responsibilities. It is the store manager's responsibility to maintain the overall culture of the store and ensuring all staff members are representing the company's brand and goals, while overseeing the operational and organisational standards of the store. The role includes also implementing, following and exceeding goals regarding financial aspects given by the upper management. Daily, weekly and quarterly financial data of the store are regularly reviewed, to ensure the store and its staff members are meeting the financial targets set. (Nordic Bakery Supervisor Job Description 2018.)

Store managers are usually strong leaders that are not afraid of speaking their mind. Important skills for a manager include excellent communication skills, people skills with the ability to lead, motivate and work with the team, ability to work in high-pressure situations and make sensible and strong decisions. Skills also include reading and understanding financial data and owning proactive and strategically thinking. A manager also must carry outstanding organisational and time management skills. Problem solving, creative thinking, decision making and the ability and willingness to always learn are vital for a manager. Social skills, practical skills and analytical skills are all relevant to a service industry. (Walmsley 2011, 38; Manser, Dr Barry, Cumberland & Kamp 2015, 15.) The store manager should also be ambitious, determined, hardworking individual, self-motivated and have a strong level of confidence. Below (table 1) are listed some of the gaps that a manager might have according to Walmsley (2011, 43), and the activity they should undertake in order to fill in those gaps.

Gap	Activity
Lack of qualifications	Training courses
Basic knowledge and information	On-the-job training and your own research, reading, etc.
Practical skills such as IT or language skills	On-the-job training or a course
Missing attributes such as lack of confidence	Mentoring or coaching
Creative thinking	Ideas-generating exercises - alone or in a group

Table 1: Gaps and actions (Walmsley 2011, 43)

2.1 Manage the organisation

“In today’s financial environment, many managers are struggling to control costs and to survive in an increasingly competitive world. With the right attitude, aptitude and knowledge, it is possible to remain competitive and employable - no matter what the circumstances”. (Walmsley 2011, vi.) This means a good manager meets the objectives that are set for him, actively develops the business and works effectively to meet set goals.

2.1.1 Day to day operation

Hobbs (2015, 57) gives a perfect tip for time management on day to day operations “begin every day by spending five to ten minutes getting a handle on your agenda for that day”. By doing that, jobs will be prioritised, and no jobs will be missed. Day to day operations normally refer to the duties that the manager (and staff members) undertake in order to run the store in the most efficient and effective way to meet and exceed targets. By thinking positively and concentrating on the given tasks, taking small steps to achieve them, taking a different view on things and just keep trying, most of the set targets are achieved successfully. (Walmsley 2011, 18).

Day to day operations as a store manager of a coffee shop include managing staff members, ensuring customer service is excellent, ordering products, managing the store’s inventory, taking care of maintenance and due diligence issues and checking sales and costs figures. All in all, this means overseeing the whole business.

2.1.2 Recruitment, training and human resources

“Success comes from building diverse individuals into a strong team and motivating them to produce quality results within the requisite timeframes” (Hobbs 2015, 20). When recruiting and selecting new staff members the store manager should always check the candidate’s abilities to work in that environment, the required skills, qualifications and values that they can bring to the company, and the team. In the service industry different knowledge is appreciated, and that includes knowledge acquired from previous jobs and studies, practical knowledge relevant to the position and social knowledge acquired from home and social interactions. (Walmsley 2011, 32; Manser et al. 2015, 24-27.)

The key facts for a manager relating to human resources is to recruit and hire staff for the store in order to meet the needs of both the business and the customer, train new people and provide continuing education and training to current employees and to evaluate and replace staff if needed based on their performance metrics. The team is the key stakeholder in the success of the business, and the store manager’s success, and that is why a manager needs to motivate them and make them focus on the priority. (Hobbs 2015, 19; Leigh 2012, 112-119.)

Store manager value punctuality, perfection (when possible), honesty and ability to work in a team, creativity, common sense, taking responsibilities and caring for what you are doing. By putting the maximum effort on what you are doing, and demanding this from the team as well, this will reflect on the stores success and performance.

2.1.3 Scheduling and delegating

“The key to meeting objectives on time and on budget is planning” (Walmsley 2011, 66). The below figure 1 shows the various elements that are brought together by planning. This

includes milestones to motivate everyone to keep going, to check something is on schedule and on budget, and this will give a better chance of success. (Manser et al. 2015, 47-50.)

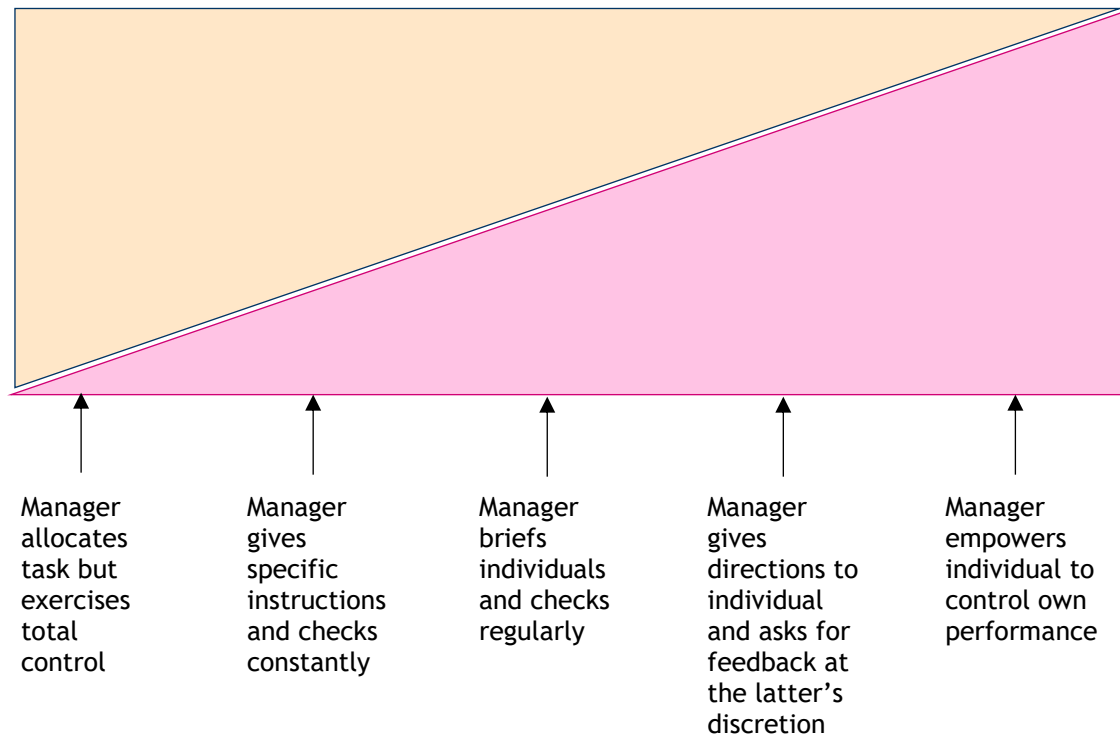


Figure 1: The sequence of delegation (Armstrong 2016, 44)

“Delegation is a process which starts from the point when total control is exercised (no freedom of action for the individual to whom work has been allocated) to full devolution (the individual is completely empowered to carry out the work)” (Armstrong 2016, 64). The above figure 1 illustrates this kind of arrangement of delegation. As a manager you have to choose the best individual to delegate tasks to, and this simply depends on their knowledge, skills and experience.

One of the duties of the store manager is scheduling tasks and assignments that need to be done and giving them to the relevant staff members to be completed. Scheduling also includes preparing weekly staff rotas and minimising staff costs as much as possible. By being decisive and realistic no jobs will be left undone and forgotten. (Walmsley 2011, 7).

Element	Consider
Analysis of the tasks involved	Exactly what will you have to meet your objectives
Resources	Plan how to obtain them - this includes the time, money and equipment to carry out the task
Other people	Ensure the others involved understand what is required of them
Your schedule	Check what else will be happening at work and at home during the period covered by the objectives. This includes holidays, projects and family commitments that could detail your plans if not taken into account.

Table 2: Elements and considerations (Walmsley 2011, 66)

“Managers get things done through people” says Armstrong (2016, 1) and this defines well the importance of delegating tasks. A manager needs to take time to consider the benefits expected by delegating particular tasks to the relevant staff members. The segments that would need to be overcome for successful delegation of tasks are getting experience, fighting guilt, planning well, beating indecision and tackling fear. (Hobbs 2015, 59.) A good manager should do what he is good at and should delegate as much of the remainder as possible to other staff members and supervisors, according to their skills and job role (Walmsley 2011, 5). All tasks should be completed but focusing and prioritising first the most important ones, make the difference, and this is described on the above table 2.

2.1.4 Decision making and financial aspect

“Changes happen in such small steps that they go unnoticed until their true impact becomes apparent” (Hobbs 2015, 74). Tracking and implementing financial aspects of the store is one of the store manager’s most important task. If budgets are not followed and targets not met, the company cannot survive in the competitive business environment. That is why the manager is the most relevant person to overlook financial issues, setting budgets and monitoring and controlling expenditure of the store and to work around these. (Manser et al. 2015, 16, 58-61.)

“Aim for three key learning points clearly described so that anyone encountering a similar problem in the future can implement your recommendations” (Hobbs 2015, 92). A manager shouldn’t underestimate the value of small and easily implemented improvements regarding not only financial aspects but any aspect of the business as their combined effect can be significant. Regarding decision making managers should act and not over-analyse, review the possible solutions and discuss the matter with other colleagues. (Manser et al. 2015, 65.) Last year’s budget and strategy operate as good calculators and forecasters of next year’s budget and strategy. Therefore, a manager should study these documents carefully when planning for the future. (Owen 2015, 59.)

2.2 Managing people and leadership

“According to Thomas (2003, 10-17) competent management is defined by the qualification of a manager to manage people connections and the ability to reach set organisational goals. Managers are responsible for planning, directing, organising, co-ordinating, controlling, staffing, delegating, monitoring work and people performance, budgeting, setting goals and reporting. Thus, managers are coaches that get things and goals, set by them or others, done efficiently through other people. To do that, managers should train, influence and understand others and use correctly all the available resources. (Armstrong 2013; Thomas 2008; Gold, Thorpe & Mumford 2010, 6.)” (Skivalos 2017, 3-4).

“Leadership is about having a vision, planning the future and having certain beliefs and values and acting according to them (Armstrong 2013). Thomas (2008, 131) states that a leader gives direction while providing inspiration, builds teams and sets as an example. A good leader is defined by its suitable knowledge and skills and by its inspiring personality and character. (Thomas 2008, 131; Gold et al. 2010, 6.)” (Skivalos 2017, 3-4). In the below figure 2 are listed the seven features of a good leader.

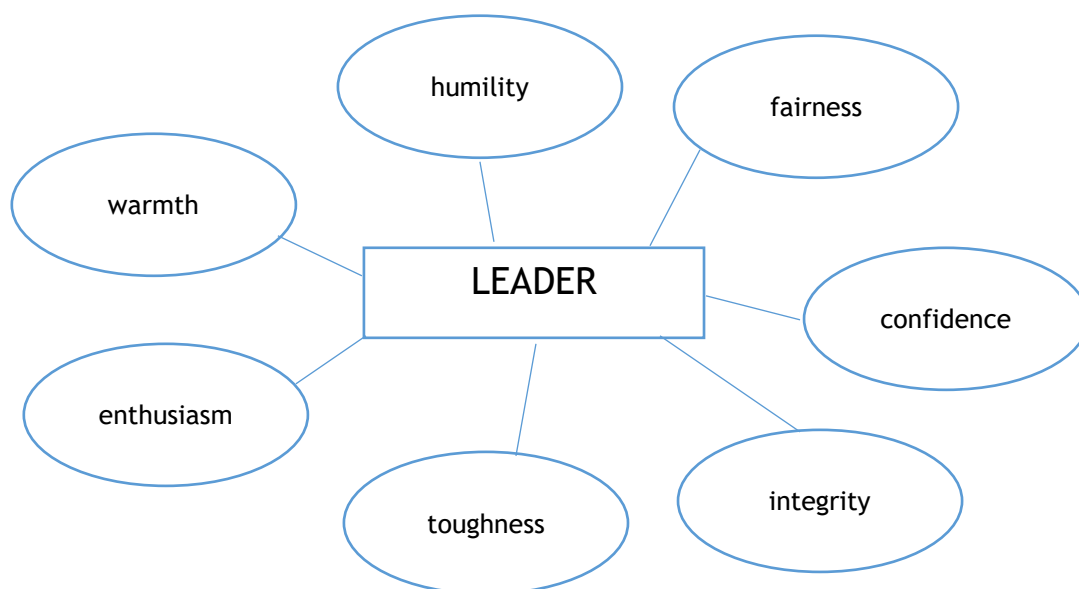


Figure 2: Features of a good leader (Thomas 2008, 133; Armstrong 2016, 4-6)

“In addition to the features mentioned in the above figure 2 traits like initiative, perseverance, efficiency, honesty, bravery, humour, strategical, compassion, consistency and motivation and communication skills are desirable skills of a good leader (Thomas 2008, 140-141; Armstrong 2016, 4-5). Lastly a good leader believes in people and encourages and challenges those (Williams 2011). Leaders can lead by using team leadership (leading a certain group of people), operational leadership (leading several groups) and strategic leadership (leading a whole organisation) (Thomas 2008, 138).” (Skivalos 2017, 3-4).

2.2.1 Performance management

In order to manage the performance your team is delivering; a manager has to create the right work environment for them to work efficiently. Giving feedback, providing adequate explanations of decisions that are made (both by the company and you as a manager), rewarding the team according to their contributions and performance, defining standards that are expected to be achieved and applying policies are essential tools for performance management. All targets should be achievable and measurable and in line with the SMART concept, where S is specific, M measurable, A attainable, R relevant and T time-bound. All targets can be set in a time frame, such as daily, weekly, monthly or annually. (Armstrong 2016, 4-5; Manser et al. 2015, 32-33, 159-200, 200-221; Leigh 2012, 140-141.)

Staff members need motivation all the time in order to work efficiently and deliver the targets they have been given, and therefore motivation is concerned with factors that influence people to behave in a certain way. The three elements of motivation as defined by Armstrong (2016, 23) are direction (what the person is trying to do), effort (how hard they are trying) and persistence (how long a person keeps on trying). The below figure 3 shows the process of motivation - how there is first a recognition or unsatisfied need, that is followed with a goal that will satisfy the need and lastly there is the action that is expected to achieve the goal.

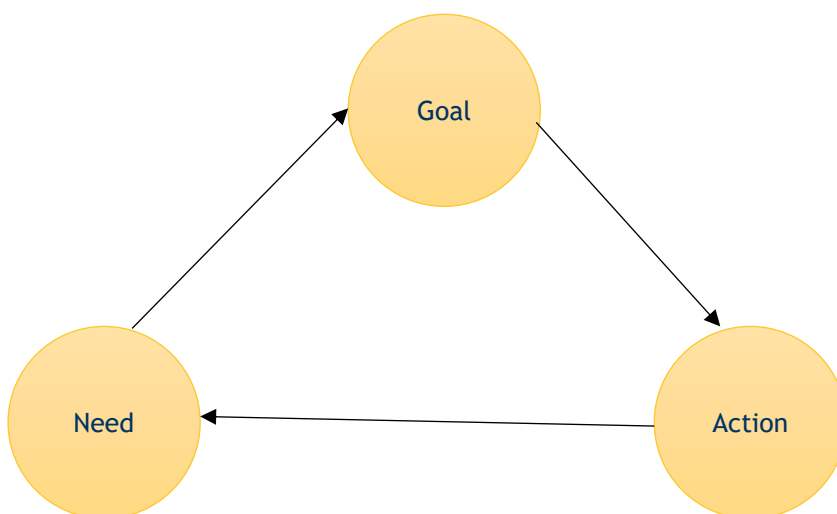


Figure 3: The process of motivation (Armstrong 2016, 23)

“When staff members are clear about the goals they are aiming for, believe in their ability to reach those goals, are aware of the rewards they will get from achieving the goals and consider that the rewards will be worth the effort involved, then their motivation will exist between performance and the outcome to achieve set targets” (Armstrong 2016, 27-28). The figure 4 below describes the motivation expectancy theory.

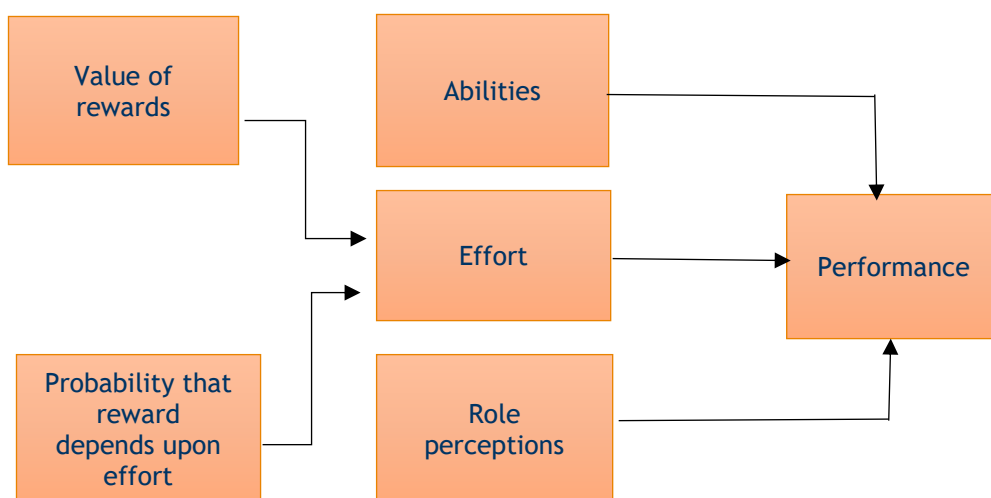


Figure 4: Motivation expectancy theory model (Armstrong 2016, 28)

The motivation expectancy theory explains how a member will act in a certain way over another behaviour when they expect that their actions will reward them. The whole theory is about the mental process that the member has to go through in order to be motivated to behave in a certain expected way. The members abilities to do something, the effort that is put on doing something and the role perceptions (or role observations), which takes into an

account the members awareness of its surroundings and role in the team/organisation, are taken into consideration to perform in a certain way.

As previously mentioned, managers have a vital role and immediate part in increasing levels of staff engagement. They have to delegate more, involve and allow people in the planning, acting upon and monitoring their own performance and setting up their own targets and the solutions to meet those targets. Helping others to learn through their mistakes and encouraging them in the continuous development of themselves are steps for a manager to take in order to enhance their team members' engagement to their job and the mutual goals. (Armstrong 2016, 242-243.) The figure 5 below shows these in detail. On the top there are the strategic goals for the organisation followed by the four tasks by the manager to undertake to successfully manage his team performance.

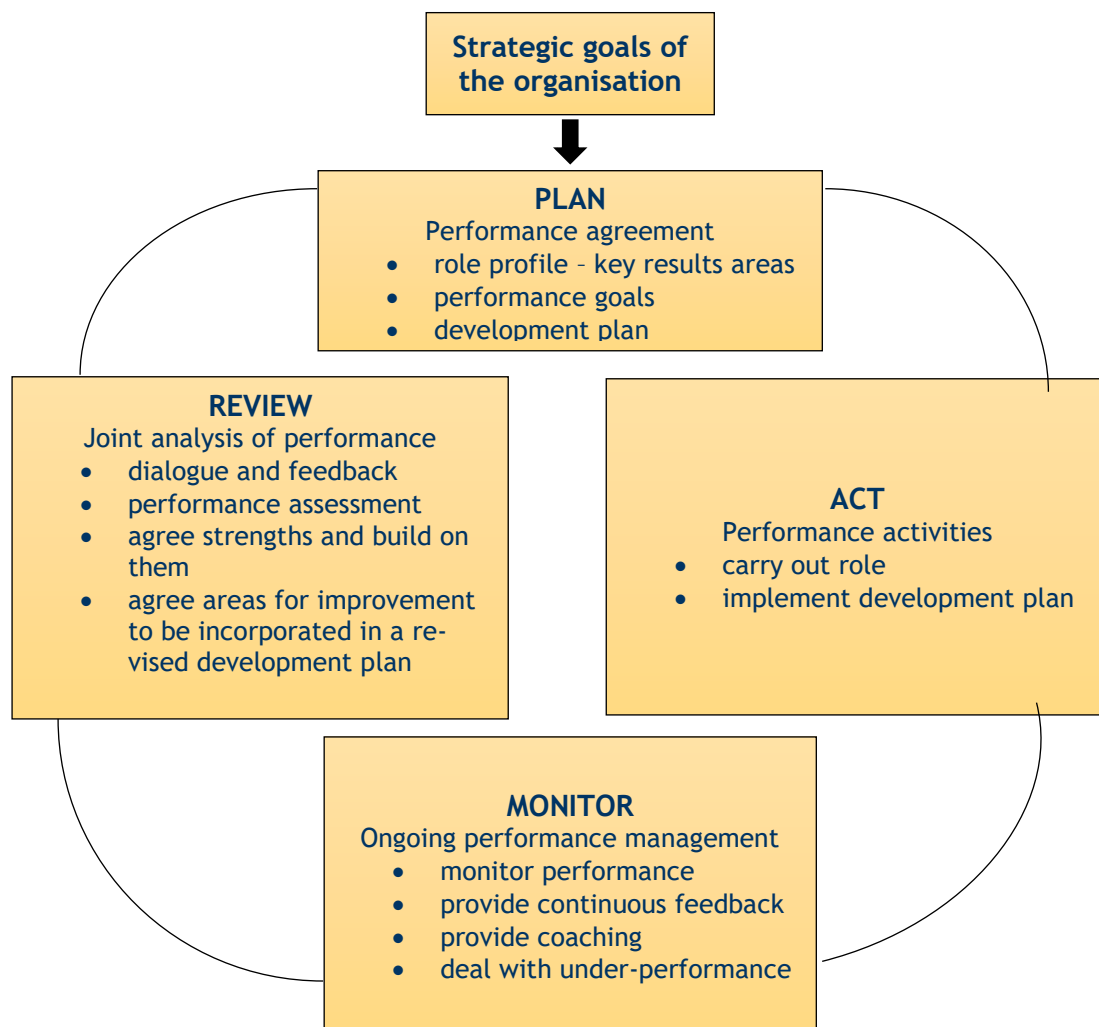


Figure 5: The performance management cycle (Armstrong 2016, 84)

Firstly, there is planning which is the performance agreement that includes goals, development plan and key results. Secondly there is acting, which is the performance activity that includes implementing development plans and carrying out roles to achieve key results. Then comes reviewing, which is the joint analysis of performance that includes feedback, performance assessments, strength agreements and acting upon them, and improvement agreements that are used in the revised development plan. Lastly, there is monitoring which mean the on-going performance management, and includes performance monitoring, giving continuous feedback, providing coaching and dealing with under-performance.

2.2.2 Handling people problems

It is important to understand that managing people is not always easy. It requires motivation, hard work and determination to not only make people achieve the tasks they are given, but to also make them understand what they are expected to do, and then do it. It is a fact that problems arise when there are conflicts, when people do not perform well and when they behave unacceptably. A manager will have to deal with these problems, following the company's disciplinary procedures and set policies. (Armstrong 2016, 1.)

“Smart managers think they know all the answers. Really smart managers know the right questions.” (Owen 2015, 41.) Treating people right, fairly and with respect and consideration is every manager's must when managing a team. Respect works in both ways - respect your team to be respected. The below table 3 lists ten ways of gaining respect from your team.

1	Get things done well - impress people with your achievements.
2	Be professional; this means applying expertise in carrying out your work and acting responsibly at all times.
3	Engender trust - the firm belief than you can be relied on.
4	Respond promptly to requests for help or information.
5	Behave in a friendly and approachable manner.
6	Act firmly and with integrity, displaying honesty, probity, sincerity, fairness and morality.
7	Be polite, persistent and persuasive.
8	Deal calmly with people - never lose your temper.

9	Listen to people.
10	Take time to say thank you.

Table 3: Ten ways of gaining respect (Armstrong 2016, 7)

Disciplinary issues, negative behaviour, under-performance, absenteeism, timekeeping and handling challenging conversations are the most common people problems that a manager must handle. They should be handled through getting the facts right, weighting and deciding different options, taking actions and checking results. (Armstrong 2016, 161; Manser et al. 2015, 155-156.) The below table 4 lists examples of poor management styles in comparison with successful styles that can affect in the way the team works and delivers its tasks. This can overcome people problems, by adapting better management styles. (Manser et al. 2015, 140-141.)

Successful people managers	Unsuccessful people managers
Energize and motivate teams	Adopt narrow interpretation of their role
Encourage excellence and initiate changes	Focus on outputs at the expense of people
Inspire trust	Are excessively controlling
Resolve conflicts amicably	Avoid dealing with conflict
Align values and behaviours to corporate goals	Display unethical values
Adapt their management style to situations	Adopt one management style for all situations
Delegate with support according to capacity and ability	Fail to delegate key tasks and micromanage
Develop and coach people	Are reluctant to share their knowledge and skills
Seek feedback and act on it	Avoid asking feedback

Communicate clearly and effectively	Are vague communicators
Develop responsive interpersonal relationships	Frequently 'divide and rule', thereby fostering internal competition among team members
Are visible and available	Are inaccessible and disengaged from the team
Lead by example	Display unacceptable behaviours
Openly praise staff and give credit for achievements	Rarely provide positive feedback and take personal credit for team achievements
Are even-handed in their treatment of people	Treat people differently
Surround themselves with able people	Select mediocre staff who are unthreatening
Are accountable upwards and downwards	Are focused mainly on impressing senior management

Table 4: Successful and unsuccessful people managers (Manser et al. 2015, 140-141)

According to Owen (2015, 57-59) there are ten steps that a manager can complete in order to solve a problem with their team (or the organisation itself). The manager should find the right problem by concentrating on the cause and not the symptoms find the problem owner and find out why it matters to them and use his own experience and expertise in the role. A manager should ask some advice, avoid the perfect solution and instead find out what works and use that by focusing on the future. The focus should be on benefits before concerns as it is always easier to spot risks rather than opportunities, but if the benefits are greater it is worth dealing with the risk. Putting solutions into actions and keeping things simple are the next steps to solving problems. Lastly, solutions are only effective if they were actioned upon. (Owen 2015, 57-59.)

3 Communication skills

This topic describes the importance of communication from a manager. "Positive, insightful communication empowers individuals and teams along the journey" (Chapman & Sisodia 2015, 53). Communication is the most precious skill any manager can hold - it links ideas with actions and generates profit. It ties humans together in an organisation, an industry and a

society. It is vital for the manager to understand how the work environment transforms the nature of communication for both the sender and the recipient (Effective communication 2015, 14). “To be skilled at it is to be at the heart of what makes enterprise, private or public, functions successfully” (Effective communication 2015, 7). Therefore, the basics of communication are the audience, the intention and the response (Manser et al. 2015, 76).

Communication words must be tailored carefully to what the emotional response of the audience is most likely to be. A manager has to know as much as he can of his recipient audience, tailor his message carefully to fit them and understand the key decision-makers and what leads to their decisions. He also has to know who and what is respected by the recipient audience regarding the approval of what is being communicated. All the above mentioned will help in getting the best response on what is being communicated across to the audience, and as a store manager to the team. (Effective communication 2015, 22-23.)

3.1 Communicating with your team

“As a manager, being able to listen effectively and understand others is at the heart of creating a team that performs to the best of its ability” (Effective communication 2015, 56).

Teamwork is all about accomplishing common goals. These goals should be clear to all, understood by all, communicated to all, jointly owned by all and consistent with and for everyone in the team. This is therefore the managers’ job to make sure all his team members are clear of what they goals are and how they can be achieved. (Dann 2014, 89.)

A store manager has to think about his team development as a process that aims improving the whole team’s performance, by identifying where the focus needs to be. “People contribute best in the team roles that suit them the most, not solely in terms of their technical skills but also in terms of how they prefer to behave, contribute and interrelate with others” (Dann 2014, 93). The below table 5 shows a tool that can be applied by normally project managers during different stages of the business, to assess team roles and which team member would be suitable for each assignment. The below tool can be adapted by store managers to assess their team members and their strengths and weaknesses.

Team Role	Contribution	Allowable Weakness
Plant	Creative, imaginative, free-thinking. Generates ideas and solve difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.

Resource Investigator	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Phone to provocations. Offends people's feelings.
Monitor Evaluator	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Team worker	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer	Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

Table 5: Belbin Team Role summary descriptions (Dann 2014, 94; Manser et al. 2015, 42-43)

3.2 Communicating externally

A manager needs skills to manage the procedures of the various channels of communication at the different stages of the business (i.e. new products, seasonal offers, store openings etc.). These kind of communication channels can be press relations (i.e. press releases, interviews, face-to-face meetings), world wide web/internet (i.e. company website) and social media

(i.e. Facebook, Instagram, blog). Also, shareholder events (i.e. annual meetings), customer and industry events (i.e. conferences, markets) and stakeholder events (i.e. focus groups, user training) are different communication channels for a company. (Dann 2014, 125-126; Bourne & Bourne 2015, 68.) For the communication to be effective it needs to hit the right level, be simple, direct and concise and highlight key points with the help of punctuations (Bourne & Bourne 2015, 70-71).

At Nordic Bakery external communication is occurred mostly through social media and different blog posts. Also, press releases are written and published when something new happens at the company. Often interviews and face-to-face meetings take place at the café, and these give an excellent opportunity for the company to tell its story.

4 Store manager guide

The actual store manager guide will not be published on the client's request, due to different trade secrets. The guide consists of the store manager's job description and all his duties. These duties include banking, change and money checks, image of the store and maintenance issues, ordering and petty cash. The guide also includes the use of Planday (online employee scheduling app) and rota, recruiting and training staff members, stock count, iZettle (point of sale software and application), shield diary (due diligence paperwork) and paperwork (including ordering forms and cleaning schedules). The guide also includes a brief sub-header for supervisors that is going to be extended in the future by the company to a separate guide.

The commission of the guide took into consideration the store manager's role in the company and all the tasks that they are constantly completing and dealing with. The timeframe for its composition took about two months due to changes on suppliers and the configuration of the best practices for the company. The actual observation of the store manager's job, the company and its practices has taken almost a year, as there have been constant changes in the stores environment and the whole business.

Any research-based development work or project can originate from different starting points like the need to develop the organization or the desire to renew or develop something. Therefore, a development project can solve practical problems and generate for example new ideas, practices, products or services. The purpose is to find better alternatives and take things forward in a practical way. (Ojasalo, Moilanen, Ritalahti, 2014 19.)

The development process can be divided into six different areas:

1. Identification of the development target and determination of the preliminary objectives
2. Getting to know the development topic in theory and practice
3. Determining the development task and delimiting the development target

4. Creating the theoretical knowledge base and planning approaches and methods
5. Implementation and publication of the development project in various forms
6. Evaluation of the development process and results. (Ojasalo, Moilanen, Ritalahti, 2014.)

In this work the task was to create a guide which is a concrete solution for an issue the organisation was facing in training and giving concrete guidance to new store managers. By creating this guide, it helps new store manager starters to familiarise themselves with the role and tasks. It also gives the organisation an opportunity to create a guide for their use, and to update the guide to be always in date and ready to be used by store managers. As soon as thesis has been published the guide will be taken into use by the company. The current manager and supervisors will get a copy to read and any new starters will be given the guide as part of their training.

Benchmarking and observation are used in this thesis as research methods to gather information to collate the guide. The manager's job role has been observed together with the whole stores and organisations operations. This has enabled to gather information on how different tasks are completed in different situations. Constant note taking has been taken place in order for all observations to be noted and not forgotten.

5 Development proposals and evaluation

As previously explained, the guide will be modified and published every time there is a need or there are changes to the organisation procedures, suppliers and ways of working. By doing this the company not only will have the chance to always be up to date on its ways of working, but also will be able to be the one to hold the information that currently only few employees know.

The guide will also be part of a bigger guide that will be given to franchise companies in order to guide them on what every store manager should do and how. This way the company ensures that the same ways of working and procedures is followed in every location.

Before the start of the project ideas of different topics between the owner of the company and me were passed and the store manager's guide was the most suitable to be written. During the whole process there has been the support of the owner to create the guide. Constant feedback and development ideas have been passed to create a useful, concrete and realistic guide.

As a result of this thesis a concrete and easy to read store manager guide has been created for Nordic Bakery. The guide has been added to the shared documents file at Nordic Bakery, where it can be read by current managers and supervisors. It will also be given to new store

manager and supervisors when they start their jobs. I continue to work as a store manager for Nordic Bakery, and as one of my important tasks is to update the guide every time there is a need.

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Appendix 1: Mind Map

