



INTERSECTION OF CULTURE AND STRATEGY TO DRIVE RESULTS

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TODAY'S AGENDA

- ✦ Who We Are
- ✦ Our Common Purpose
- ✦ Leadership Point of View
- ✦ Our Culture
- ✦ Open Discussion

WHO WE ARE



WHO WE ARE

- Largest specialty beauty retailer in the U.S. and the only one that has **All Things Beauty, All in One Place™**
- **837** convenient locations in 48 states as of September 2015
- **20,000+** products, **550+** well-established and emerging brands
- **Personalized services** in hair, skin and brow
- Rapidly growing **e-commerce** business
- Compelling **loyalty program** with more than **16 million** active members





**OUR
COMMON
PURPOSE**

THE BUILDING BLOCKS

- Clarity about guest and brand experience
- Mission, Vision, Values
- What will it take to get there – talent and culture

OUR
FUTURE



The background of the slide is a solid orange color with a repeating pattern of stylized eyes. Each eye is composed of a semi-circle at the top and a series of short, radiating lines below it, resembling eyelashes or a sunburst. The eyes are arranged in a grid-like pattern across the entire slide.

**LEADERSHIP
POINT OF VIEW
– REQUIRED
CULTURE**

OUR CULTURE

ENGAGEMENT DRIVERS

Fit with the Job

- Job fit is perhaps the most important driver of engagement. Individuals want to enjoy the work they do and seek work that is interesting and meaningful. The better the job fits, the higher satisfaction and discretionary effort will be.

Contribution

- Employees are motivated by being successful in their jobs. Employees want to do their best at work but often they need support from leaders or managers to be the most successful they can be.

Fit with the Workgroup

- Relationships play an important part in how employees connect to the organization. Managers play an important role in developing strong working relationships.

Fit with the Company

- Feeling aligned with the organization has a lot to do with company culture and perception of Senior Leaders. A good organizational fit correlates with high engagement levels and should be focused on to create an environment that fosters engagement.

**PUTTING IT
INTO ACTION**

BUILDING YOUR TEAM

- If you don't have the team you need, that's on **YOU**
- Have to make the tough choices for large scale change—
You get one shot
- **TRAITS**: Functional Expertise, Enterprise Thinking and
Collaboration
- The whole is greater than the sum of its parts
- **BE ALL IN**—No passive aggressive behavior allowed

BUILDING YOUR CULTURE

- Define Your Purpose
- The Power & Importance of Communication
- Rational & Emotional Engagement
- Do what you say, say what you do – Authenticity & Trustworthy
- It's a **JOURNEY** and not a race



