

INTERSECTION OF CULTURE AND STRATEGY TO DRIVE RESULTS

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CONFIDENTIAL & PROPRIETARY 2015

TODAY'S AGENDA

≍ Who We Are

💢 Our Common Purpose

X Leadership Point of View

💢 Our Culture

X Open Discussion

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WHO WE ARE

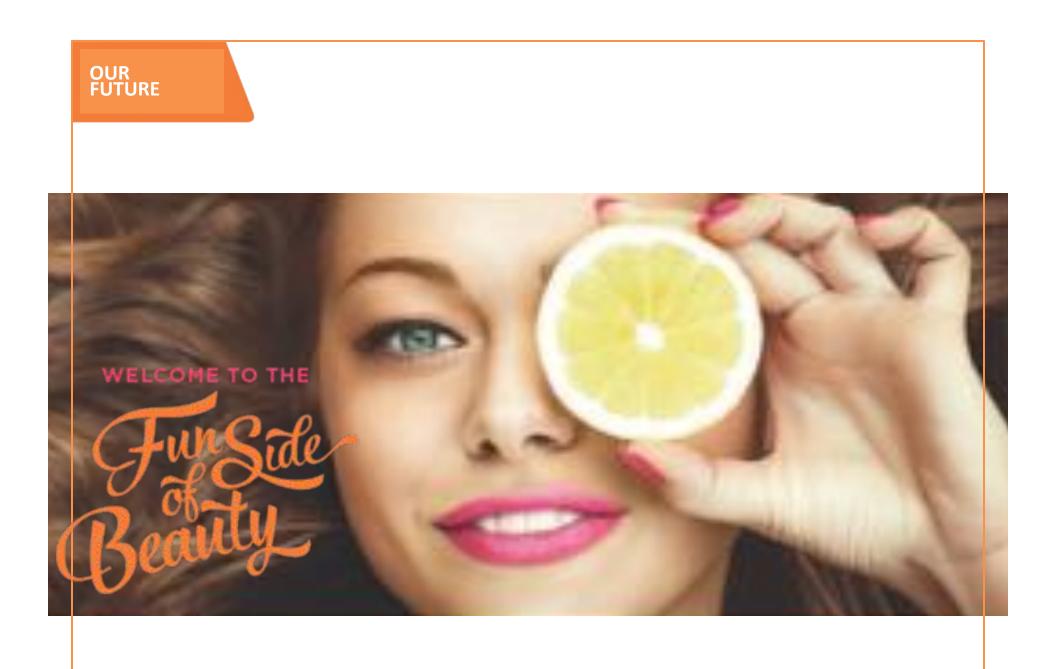
- Largest specialty beauty retailer in the U.S. and the only one that has All Things Beauty, All in One Place[™]
- 837 convenient locations in 48 states as of September 2015
- **20,000+** products, **550+** well-established and emerging brands
- Personalized services in hair, skin and brow
- Rapidly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







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



LEADERSHIP POINT OF VIEW – REQUIRED CULTURE

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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 and 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 11



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





OPEN DISCUSSION

