



# Manager Guide

## 2013 R&W Strategic Plan Priorities

### Week 1: Develop and Engage Our Associates

#### Introduction

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Beginning in March and each week thereafter through April 1, we will be providing managers with an informational guide focusing on each of the priorities from the [2013 R&W Strategic Plan](#), along with key themes associated with each. The guides will provide talking points and recommended activities for you to share with your team as part of your management routines.

We are kicking off Week 1 with a focus on the priority “Develop & Engage our Associates” as this is fundamental and foundational to our success. Each week we will build upon this foundation, enabling you as managers to guide associates through the strategic plan in a manner that resonates in their day to day activities.

#### Week 1: Develop and Engage Our Associates

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Use these talking points to discuss Associate Development and Engagement:

- Associates are key: Engaged associates lay the foundation for achieving our primary goals and objectives.
- Standardization of routines and consideration of all viewpoints ensures we are appropriately connected; creating and promoting a culture that supports our brand: **“We’re better when we are connected.”**
- Create active dialogue between associates, site council representatives and leadership to **sustain the connectivity.**
- Focus on organizational processes and business needs to better balance efficiency with flexibility.

#### Suggested Activities

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- Review the [Leader Reference Guide](#) and [Manager Discussion Guide](#) on **“Effective Communication to Drive Engagement”** to assist you in improving engagement with and among your team. Keep in mind the areas of focus identified in the recent Associate Survey by ensuring teammates are treated fairly and feel comfortable expressing their opinions.
- Encourage associates to [send an ecard](#) to someone in the organization (doesn’t have to be R&W) who recently assisted them. Ask those who sent a card to share their experience (but not necessarily the name of the recipient) and why they recognized them.
- Watch the online [Diversity and Inclusion film](#) with your associates or encourage them to watch it on their own (the video is just over three minutes long).
- Invite the [Site Council Champion and/or members](#) who represent your segment and/or location to regularly speak at your team meetings about upcoming activities.

- Engage your associates in one of the following 20-minute Team Building Activities:
  - [Associate Development Center Tour and Scavenger Hunt](#)
  - [“Getting to Know You” Goals](#)
  - [“Guess Who” Goals](#)
- Discuss the [new brand commitments](#) with your team. Ask associates to elaborate on how these apply to R&W:
  - *Making interactions easier* — connecting to make every experience simpler, more intuitive and more straightforward, for our customers, clients and each other.
  - *Making expertise more accessible* — connecting our vast resources across the company to benefit customers, clients, teammates and communities in a way that is easy to understand, useful and valuable.
  - *Relationships that are more human* — connecting with our customers, clients, teammates and communities on a personal level by understanding their needs; by listening, collaborating and responding.
  - *Success that is shared* — ensuring our success is linked to that of our customers, clients, teammates and communities.
- Ask your associates to share one idea for making their role/segment/etc. more efficient. Encourage them to be as specific as possible. If they’re not comfortable sharing in a group setting, give the option to submit ideas via email or anonymously through a “suggestion box.”

## **Measurability**

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Be prepared to discuss the success of your efforts at the end of each week with your segment leads.