



LEADERSHIP:

THE COMPETITIVE EDGE IN A LOW MARGIN INDUSTRY

salling group



LEADERSHIP PIPELINE INSTITUTE®

SALLING GROUP AND LEADERSHIP PIPELINE INSTITUTE

EFMD EXCELLENCE IN PRACTICE AWARD 2019

EXECUTIVE SUMMARY

In the retail industry, leadership is clearly reflected in the bottom line. With profit margins at just 3-4 %, having the right store manager can be seen clearly in a store's turnover.

Over the past two decades the number of stores in Salling Group has more than doubled, as new supermarket chains have opened across Denmark and abroad. This has created new and more complex leadership layers. At the same time, the retail environment has changed dramatically with longer opening hours, younger workers and more part-timers.

In 2013, this had become a three-fold challenge of recruitment, development and a common language for performance and potential assessment. To meet this challenge, Salling Group decided to create a consistent leadership training program across all management levels in all 1,500 stores in Denmark and Europe. This would enable Salling Group to retain and develop talent in the organisation thereby improving performance, while for leaders, it would offer a clear career path.

Working closely with the Leadership Pipeline Institute, Salling Group created the Leadership Transition Program (LTP). This maps out each leadership role and defines actionable behaviours that are needed for performance in each role. These behaviours have been institutionalised into Salling Group through training and organisational implementation.

The LTP is now in its fifth year and over 2,000 leaders have been trained. The impact of the training program on the organisation is unmistakable. The behaviours underpin daily work at all leadership levels, retention has increased and the talent pipeline has been strengthened. Today the LTP is synonymous with consistent high performance in Salling Group and recognised as an important leadership and organisational tool.