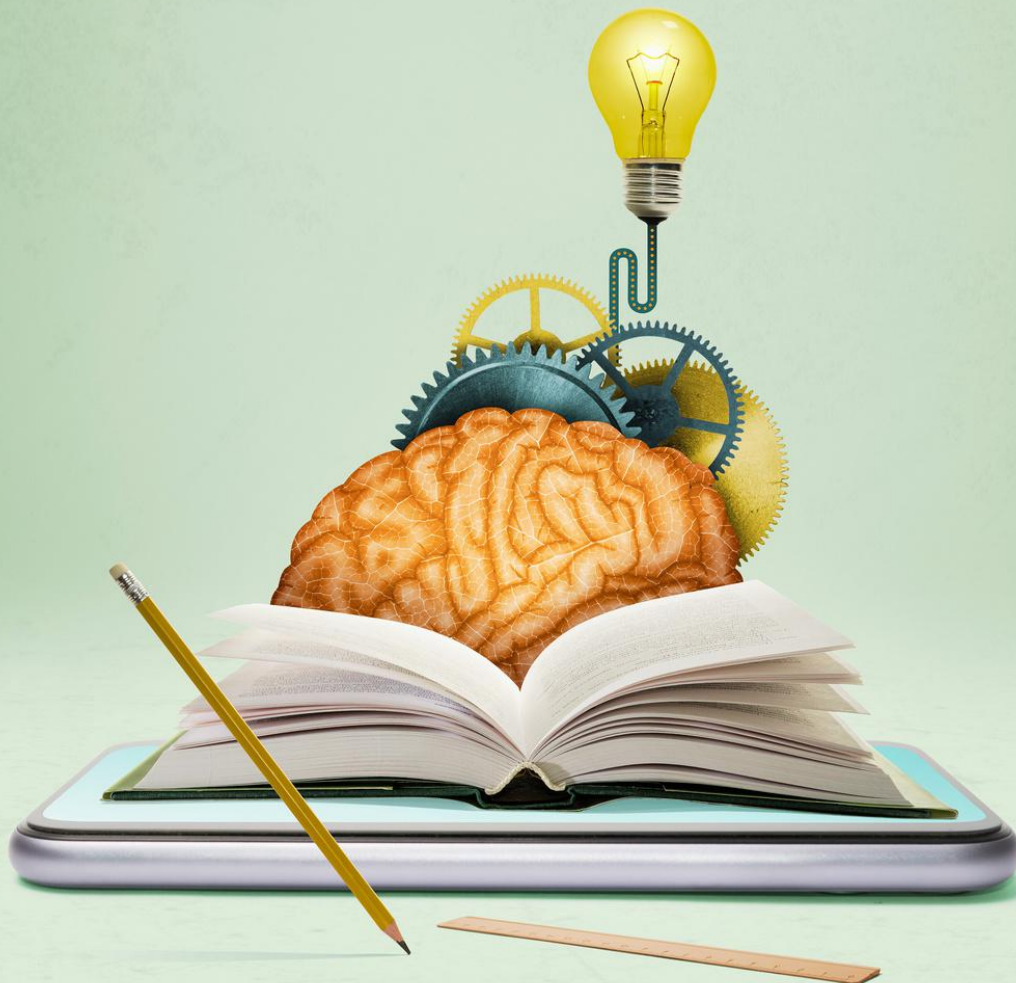


The High-Performance Playbook

EXPLORING THE IMPACT OF BEHAVIOURAL SCIENCE ON HIGH-PERFORMING TEAMS



“

For individuals' behaviour to change, you've got to influence not only their environment but their hearts and minds. ”

Chip Heath & Dan Heath



Contents

04

Welcome

In this latest edition, Steve Baggi, CEO & Founder of KultraLab, presents the magazine's highlights.

06

Shaping the future of retail through high-performing teams

Judith McKenna, Former CEO at Walmart International & Co-Chair KultraLab High-Performance Study

10

What we've learned so far...

Amy King, Chief Behavioural Science Officer at KultraLab shares the emerging themes from our global high-performance study

16

In conversation with... Kari Daniels

An interview with the CEO of SSP UK, ROI and The Netherlands, Kari Daniels, discussing SSP's journey to high-performance

20

Teamship – the link between workplace dynamics and sitcoms

Olivia Taylor, Client Success Consultant, KultraLab

23

What we're taking inspiration from...

A collection of articles and resources on high-performance and culture

25

Unlocking manager performance at scale through the power of AI coaching

How to coach high-performing behaviours at scale using Kultra©



Steve Baggi
CEO & Founder,
KultraLab

Welcome

Welcome to the latest edition of the High-Performance Playbook!

It's been more than six months since KultraLab kicked off our global study 'The Secret DNA of High-Performing Teams'. We've been blown away by the response from organisations eager to participate and the resonance of this topic within the retail and consumer sector. We've examined over 25 consumer brands in five global regions, engaging in over 400 interviews with more than 50 high-performance stores as part of our study.

In this issue, we're delighted to introduce a new Co-Chair to the study, **Judith McKenna**. As the former CEO of Walmart International, Judith is a highly respected figure within the global retail space and the first female recipient of the Outstanding Contribution to

Retail at the 2024 Retail Week Awards.

Judith will be sharing her own experiences and insights on high-performing teams and managers, and we can't wait to hear her perspectives on the findings of the report alongside those of Sir Clive Woodward.



Judith McKenna

Over the last few months, we've learned a great deal from our global partners about how high-performance behaviours show up and what they look and feel like,



Kari Daniels

particularly within their unique contexts. This issue features an interview with one of our partners, **Kari Daniels**, CEO for the UK, Ireland & The Netherlands at SSP Global, discussing SSP's journey to high-performance and the key attributes to their success.

As we begin to compile the study ahead of the World Retail Congress in April, we're seeing many similarities, and also some differences emerging across our consumer partners. These insights have informed the design and development of our High-Performance Behavioural Framework, drawing on hundreds of observations from the highest performing retail managers and teams worldwide. **Amy King**, Chief Behavioural Science Officer and **Olivia Taylor**, Client Success Consultant share further updates and thinking on the findings and the framework later in the magazine.

From the insights, we've developed an approach to support organisations in discovering, activating and scaling their high-

performance behaviours. This involves benchmarking manager behaviours against the highest performers globally to define the organisation's High-Performance DNA. Applying behavioural science, we then test the most effective approach of coaching these behaviours at scale using our AI coach Kultra®. Using coaching modules that have been designed from hundreds of real-life examples we have observed in high-performance teams, Kultra® is configured to an organisation's unique High-Performance DNA. We're currently working with a number of our consumer partners to scale their own high-performance behaviours based on their findings.

KultraLab is on a mission to empower your managers to reach their full potential by enabling them to understand, practise and embed the behaviours that drive performance in your organisation. In this ever-evolving, competitive and dynamic landscape, organisations that can identify the behaviours that make them great, understand where their weaknesses lie, and engage people in the journey will ultimately outperform. While change takes time, for organisations wanting to unlock the potential of their managers and teams, change starts now and it starts with behaviours.

Steve
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Shaping the future of retail through high-performing teams

Judith McKenna

Co-Chair 'The Secret DNA of High-Performing Teams'



Ever wondered what makes a high-performing team? What makes them truly brilliant? Most of us in retail think we know what those skills and behaviours are, but what if we could decode them and more importantly coach them. Just think how much better and happier teams could be, and happy teams are good for people and good for business! This is why when the team at KultraLab invited me to co-chair their upcoming research project 'The Secret DNA of High-Performing Teams' I was an enthusiastic "yes!"

With 27 years of experience, I've learned some valuable lessons about building strong teams. My career culminated as CEO of Walmart International, where I had responsibility for over half a million associates across 18 countries. I previously served as Chief Operating Officer for Walmart US, where I had a duty of care to 1.1 million associates across the US. I've seen first-hand the difference amazing teams and leaders can make, and the repercussions when we get it wrong. At my heart I am what Sam Walton,

the founder of Walmart, called “a student of retail”. I love everything about this profession and I’m still deeply curious about the intricacies of team dynamics, so the chance to delve deeper into what makes a high-performing team, share my own insights and get insights from great retailers globally was too good an opportunity to miss.

Throughout my journey I’ve prioritised putting people, their development and continual learning at the heart of the business. I’ve learned by observing others, embracing feedback (sometimes tough!) and trying new things (and sometimes failing!). Working with colleagues across diverse cultures and geographies, I experienced first-hand how similar people are in their hopes, fears and dreams. The impact of a brilliant team is universal, no matter who you are or where you are.

So, what are the secrets of success?

Number one on my list is purpose. A retail team where everyone knows why they are there and what is important develops a relentless customer focus. You see great diversity, strong collaboration and seamless communication, along with passion and a sense of fun! People are the heartbeat of a successful team, and development and coaching are just as important as day-to-day tasks.

I’ve also observed that teams who look outside their four walls and are involved in the community show a stronger team spirit. They know their customers and understand what’s important for them. It shows up when you walk in a store and see



A retail team where everyone knows why they are there and what is important develops a relentless customer focus. You see great diversity, strong collaboration, seamless communication along with passion and a sense of fun!”

people smiling and greeting customers, you hear it when someone asks “Can I help you with anything?” And when the team asks each other “How are you doing today?”

For me a successful team has spirit, warmth and discipline. It can drive strong financial results but that’s just the output of great service, engaged associates and community involvement.

Sounds simple? It’s really not and it predominantly comes down to one person – the team leader. They make all the difference.

The Characteristics of a High-Performing Leader

We’ve all met that leader who just seems to be able to deliver results month in month out while inspiring and elevating their team at every opportunity. They clearly love

what they do. “If only we could have 50 more like you” is an often heard comment.

Those leaders coach, guide and inspire their team every day. They can rally in challenging times and accelerate when things are calm. They create a culture of engagement and empathy, and instinctively understand that how a team feels is the biggest motivator to how it performs.



...leaders coach, guide and inspire their team every day. They can rally in challenging times and accelerate when things are calm.”



Authenticity, humility, effective communication and accountability are key and are underpinned by deep resilience – the ability to adapt and thrive amidst change. You see it in people who lead by example, roll up their sleeves when necessary and set clear expectations for everyone around them. We all know that EQ and IQ are important but I’d add RQ and HQ to that Resilience Quotient and Hope Quotient. Hope being the ability to inspire and instill belief in others and bring energy and action to any situation.

I’ve never seen EQ, IQ, RQ and HQ come to life as clearly as thorough Covid-19. Despite extraordinarily challenging times our store leaders stepped up, brought teams together and made sure doors were still open to serve customers, either in the store or online. It was the best of who we are as an industry.

What are the challenges and opportunities?

The post-pandemic era will continue to create challenges and opportunities for the retail landscape globally. Having the right leaders is critical but they need support too. Investing in people strategies is paramount to attract and retain great talent. Retailers will need to prioritise investments in upskilling, career development and leveraging AI, not only to improve the customer experience, but the associate experience as well. Add to that balancing pay and reward schemes with job flexibility and

choice and it's a big ask. But it is what we do – we are a people business and to give our store leaders the best chance to shine the 'plumbing' has to be in place and it has to continue to evolve.

I believe stores will always remain the bedrock of retail, providing the foundation for a great, simple and engaging customer experience. However, omnichannel is now an integral part of that bedrock, so the key to creating success is delivering an amazing digital experience, whilst simultaneously having a great team in store. If I look at Walmart's transition over the last 10 years I had a ringside seat to watch store teams go from digital skeptics to early adopters to fully integrated teams where the online makes the offline stronger and visa versa.

Customers are more informed and have higher expectations than ever before. Great teams with their own high expectations have never been so important and in that, brilliant leadership has never been so critical.

Shaping the Future of Retail Through High-Performing Teams

For all of these reasons, I am delighted to be involved in the KultraLab study. Truly understanding and capturing the behaviours of successful teams and finding ways, enhanced by technology, to coach and train those behaviours could be game changing. It will allow companies to recruit externally and

and promote internally against the attributes and has the the potential to vastly improve the experience of both customers and associates. That for me is a win win and has the potential to make a meaningful impact on retail across the world.



Customers are more informed and have higher expectations than ever before. Great teams with their own high expectations have never been so important and in that, brilliant leadership has never been so critical."

What we've learned so far...

Amy King

Chief Behavioural Science Officer, KultraLab

We've now reached a critical point in our research. This means we're hearing many common themes across interviews which have enabled us to build our unique 'High-Performance Behavioural Framework'.

By April 2024, we're expecting to have:

- completed onboarding of 20 research partners.
- conducted 300 interviews with senior leaders, managers and colleagues.
- studied 50+ high-performing teams from diverse locations/stores/outlets.

Coupled with an in-depth literature review of the psychological principles important to this framework and partnering with the University of Manchester, we have developed a strong model for what really constitutes high-performance in retail and consumer-facing businesses.

What's the point of a high-performance behavioural framework?

Building a psychological framework provides us with a systematic and organised approach to understanding human behaviour. It gives us a springboard from which to:

- predict future behaviour based on past patterns.
- identify problematic behaviours as well as positive ones.
- apply it across diverse settings and contexts.

But crucially, rallying around a psychological framework helps us identify practical and tangible strategies for behaviour change, based on real evidence.

We've seen strong consistency in the presence and quality of the daily actions and behaviours displayed in high-performing teams.

From our research so far, we've identified that high-performing teams deliver various 'key moments' throughout their shifts, enabling them to not only deliver personal targets, but thrive collectively.



A key moment might be operationally focused such as a weekly planning meeting, or it could be more spontaneous like corrective coaching in the moment. Whatever they are, they are consistent, relevant, and deliberate.

These moments are underpinned by positive behaviours demonstrated by both managers and colleagues to drive positive action and progress. Delivering high quality moments requires a shared respect for each other and strong sense of 'team'.

Reflections and key discussion points from our Retail Leaders event on the 2nd February 2024.

KultraLab spent a fabulous evening hosting senior Retail Leaders for an intimate dinner discussing high-performance teams and behaviours. We were joined by senior leaders from brands such as McDonald's, Pepco Group, B&Q, Boots UK, SSP Group plc, Ann Summers, John Lewis & Partners and Hilton Hotels & Resorts.



Each of these organisations possess cultural nuances and unique differences. There were some interesting discussions throughout the evening indicating that perhaps these diverse brands are confronting similar challenges and opportunities when it comes to building a high-performance culture at scale across their business.

1. Flawless execution of high-performance key moments not only depends on, but also yields psychological safety as a critical outcome.

Psychological safety isn't a new topic, but it's never been so important and relevant. In the vibrant tapestry of a workplace, psychological safety is the invisible thread that weaves together the capacity for innovation, collaboration and wellbeing. It's the secret sauce that empowers employees to speak up, share ideas, and fearlessly embrace challenges. It's not just a buzzword; it's the heartbeat of a workplace culture that attracts top talent, fuels creativity, and ensures that everyone's journey is one of growth and success.



...psychological safety is the invisible thread that weaves together the capacity for innovation, collaboration and wellbeing."

2. Sense of purpose is often the guiding north star for high-performing teams

Many retailers found themselves operating as the '5th emergency service' during the Pandemic. A clear purpose helped galvanise employees during unprecedented times. Engaging with these resilient individuals in interviews revealed a common theme running through their experiences – a resounding belief that their work went beyond the ordinary. This meant not only getting the job done but going above and beyond. High-performing managers and colleagues demonstrated unwavering commitment and duty to both serving their customers and supporting their teams. This is reminiscent of the notion of a 'calling', that is characterised by the dynamism that fuels an individual's perception that their work is a fulfilling and socially valuable end in itself. (Duffy et al, 2018)

3. Refocusing on what makes great customer experience

Our interviews with high-performing colleagues reveal details and evidence around the art of customer care. Of course, levels of customer care can vary based on the retail industry. However, what high-performing teams have in common, regardless of industry, is their generosity of spirit towards customers and a desire to turn someone's day around simply by interacting with them. It's a specific kind of compassionate empathy that sets these teams apart, grounded in a genuine positive regard for the customers. Amidst the hustle of



transactions, these high-performers weave simple acts of kindness into their customer interactions, turning routine exchanges into moments of shared humanity. It's a commitment that goes beyond the transactional, transforming each customer interaction into an opportunity to make a positive impact.

We are looking forward to sharing with you our High-Performance Behavioural Framework and unique behavioural insights in our report launching at the WRC this April.

Get in touch with us if you'd like to learn more about how we can help you apply this framework to your organisation.

Sources:

Duffy, R.D., Dik, B.J., Douglass, R.P., England, J.W. and Velez, B.L., 2018. Work as a calling: A theoretical model. *Journal of counseling psychology*, 65(4), p.423.

With thanks to our partners...



We have truly enjoyed getting to know all of the partners involved in the study. We are grateful for the candidness and openness shown by their teams who have given their time to share their experiences and perspectives. Each partner has not only played a pivotal role in shaping the richness of our findings, but has provided invaluable insights which can be used to enhance and measure organisational performance across the retail and consumer space.

We can't wait to share the findings in April and look forward to bringing you the report insights in the next edition.

Our Partners



PRIMARK®



END.



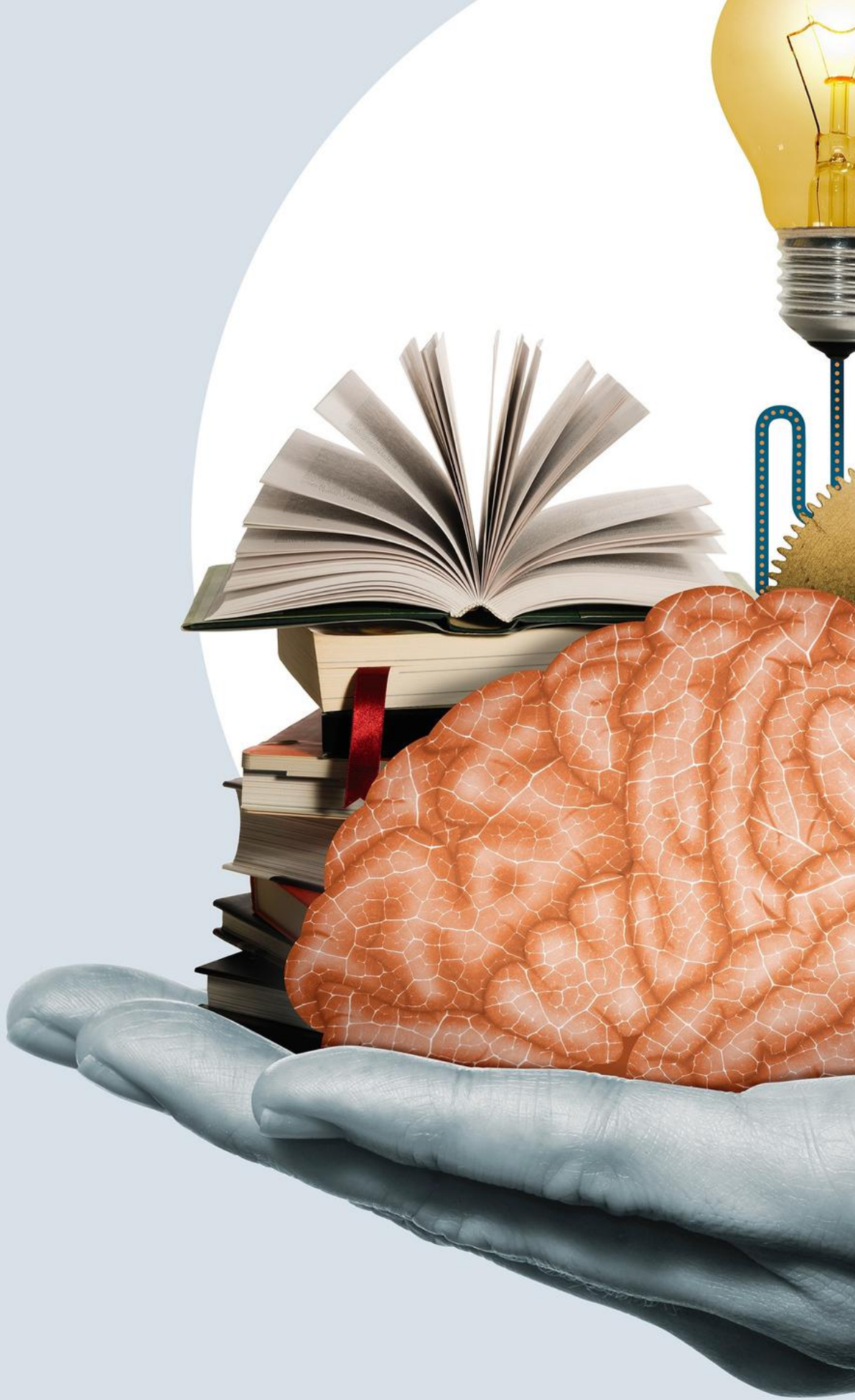
Ann Summers

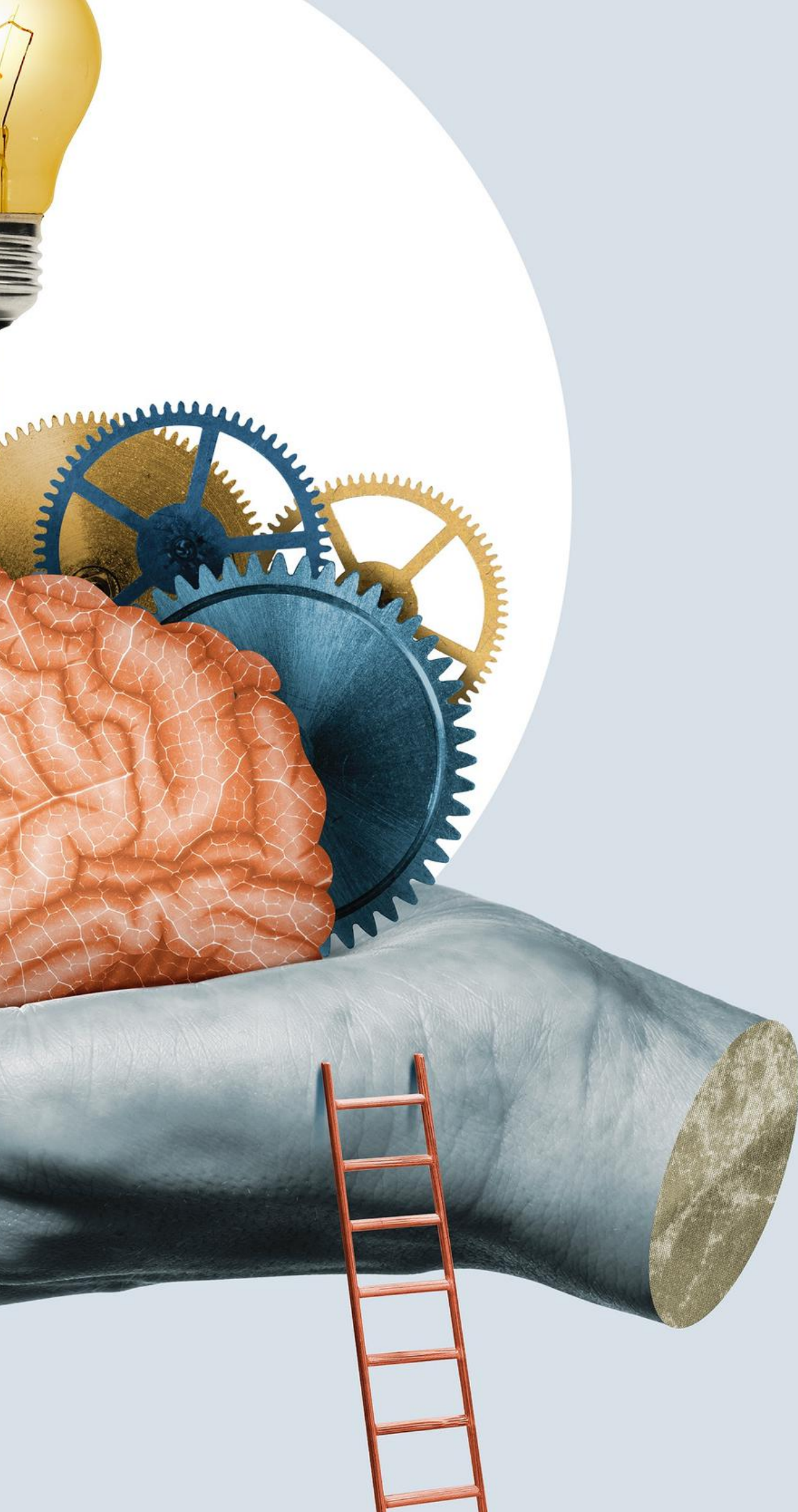


★ PRET A MANGER ★

ALLSAINTS







In conversation with Kari Daniels...

“Continuous improvement in our culture, fostering empathy, collaboration and responsiveness, are crucial to our success.”

Amy King, Chief Behavioural Science Officer at KultraLab, recently sat down with the CEO of SSP UK, ROI and The Netherlands, Kari Daniels, to discuss SSP's journey to high-performance. SSP is a fascinating business: they're a leading operator of food and beverage outlets in travel hubs globally. With a diverse portfolio comprising approximately 550 brands and bespoke concepts, SSP boasts a global workforce of around 42,000 colleagues spread across 2,900 units in 36 countries.

In a rapidly evolving business landscape, where innovation, change and adaptability are key to success, we get to the heart of this topic with Kari, who shares candidly about how her experience as a leader at Tesco shaped her leadership approach and focus at SSP. She directs attention to a facet that is often elusive, yet inherently significant to organisational success – culture.

“

A great culture and a positive workplace can contribute significantly to achieving business results.”



Kari Daniels, CEO - UK, ROI & The Netherlands, SSP Global

AK: Kari, you've recently completed your first year as the CEO of SSP UK & Ireland, bringing with you over two decades of experience from Tesco. Can you share some of your experiences as to why you are so passionate about culture?

KD: Absolutely, culture has been a central theme throughout my career. Having worked in both great and challenging cultures, I've witnessed first-hand the impact on not only individual well-being, but also on team performance. A great culture and a positive workplace can contribute significantly to achieving

business results. During my career, I've seen a huge difference when we calibrate people based on how they delivered rather than just what they delivered. I've also seen the positive impact data can have, such as using feedback from employee surveys to change the status quo. Colleagues want to be heard and taking their feedback on board can help foster an inclusive culture and make a company a great place to work.

AK: How do you translate your previous experiences to achieving cultural successes at a global business like SSP?

KD: One of our current challenges is around how we blend long-serving, experienced colleagues with emerging new talent, especially in more remote locations. We're ultimately a people business and recognise the importance of putting people and teams at the fore. The key is to ensure that our culture touches every level and every team to create a cohesive, collaborative environment that translates into high-performance results.

AK: What do you see as strategically important for SSP both now and in the future?

KD: Our focus is on offering the best brand portfolio to our clients, emphasising our ability to offer flexibility in staffing, supply chain, and infrastructure. For example, if you take airports, not every restaurant will have its own kitchen; outlets will share a central kitchen. So, for businesses looking to expand into travel hubs, we have a great portfolio of real estate and expertise to help them do this. We've recently

“

Colleagues want to be heard and taking their feedback on board can help foster an inclusive culture and make a company a great place to work.”

started working with brands like BrewDog and Breakfast Club in places like Waterloo station, London, and London Gatwick Airport, where we already have the infrastructure and operations in place to service these new bars and restaurants.

As airports continually evolve, managing and growing our portfolio will be crucial to ensuring a sustainable return on investment, particularly given the relatively short length of a contract which is between 7-10 years. SSP is well-positioned for growth and our breadth of business is a real strength.





AK: How does SSP navigate the unique challenges posed by different markets, especially considering the current landscape of air and rail travel?

KD: The aviation sector has bounced back to pre-COVID levels, with a positive outlook and growing passenger numbers expected this year. We're mindful of the cost of living crisis and ensuring we offer something for everyone at the airport to make it the 'best part of their journey'.

However, the rail sector has experienced a significant shift in customer behaviour. And while there are fewer commuters travelling to work 5 days per week, there's an increased focus on leisure activities at the weekend for which rail travel plays a part. That's why, in the same way as we do at airports, we have outlets catering for all occasions at train stations too. Factors such as rail strikes and the ongoing cost of living crisis continue to impact the rail sector which has still yet to recover to pre-Covid passenger levels.

AK: How would you describe the culture and talent within SSP?

KD: Our colleagues are passionate and well-intentioned, always wanting to do the right thing and we need to support them in going the extra mile to provide consistency of service across all our units. From my experience, high-performance teams are built on trust, empowerment, and mutual respect. Everyone has a voice. When you get this right, customers can feel and experience it. I would say our people have many of these qualities.



From my experience, high-performance teams are built on trust, empowerment, and mutual respect."

It's really heartening to hear and see that the loyalty of our colleagues to SSP outplays that of the specific brand they work in day to day. They have a genuine passion for the business. Typically, individuals join a business because they are drawn to the brand - we have colleagues who are loyal to both SSP and the brands they work with. We want to continue nurturing this to be a great place to work and attract more great talent. We know that when we get it right and our people really grasp our vision, there's a real enthusiasm for the business that shines through.



How do we maintain collaboration, empathy, and a one-team mentality during both good and tough times?"

AK: As you continue to drive performance, what are the big questions on your mind regarding people and culture?

KD: My focus is on ensuring that even under pressure, our values remain intact and continue to spread throughout the organisation. How do we maintain collaboration, empathy, and a one-team mentality during both good and tough times? Addressing behaviours that hinder collaboration is key to our continued success.

AK: What are your hopes for the future, and what do you seek to gain from this ongoing journey of improving performance, people, and culture at SSP?

KD: I'm eager to learn from benchmarks set by other businesses and apply those lessons to accelerate our progress. The focus is on bringing our vision to life, ensuring that every member of SSP understands and lives our values. Continuous improvement in our culture, fostering empathy, collaboration, and responsiveness, are crucial to our success in this dynamic and continually evolving landscape of retail hospitality.

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In our discussion with Kari, she emphasises the ongoing mission of developing organisational culture, requiring engagement and input from all employees. She highlights the crucial link between authentic organisational values and high performance, underlining the importance of consistent behaviours in various circumstances.

'Consistency' is a recurring theme in our research on high-performing teams and cultures. Kari's insights transcend occasional bursts of peak performance in navigating organisational challenges. Achieving high-performance requires purposeful maintenance of a consistently high standard, allowing adaptability in dynamic situations. A vital starting point is ensuring leadership aligns on the desired organisational culture to support strategic priorities. This perspective aligns with organisational psychology principles, emphasising consistent values and behaviours for a thriving work environment. It's not just about sporadic peak moments; it's about building a resilient, adaptable landscape where excellence is the norm.

Teamship – the link between workplace dynamics and sitcoms

Olivia Taylor
Client Success
Consultant, KultraLab

A recap

At Kultralab, we're currently conducting our global study 'The Secret DNA of High-Performing Teams'. This has involved us working closely with various consumer-facing organisations, interviewing their people and observing their teams in situ to understand the everyday behaviours, actions and values of customer-facing teams. We're on a mission to understand what creates 'high-performance' culture.

We're wrapping our head around so much fascinating insight at the moment, so we wanted to give you a glimpse into some of the emerging themes.



Olivia Taylor

A glimpse into one of our key emerging insights – Teamship

What's really shining through is that high-performing teams are excellent at building 'Teamship'. They purposefully curate opportunities to facilitate quality team interaction, cohesiveness and shared success. High-performing managers act as a mood barometer, able to assess when the mood is low and when they should inject positivity into their work environment. Interestingly too, high-performing teams know how to laugh together and how to support each other in challenging time.



High-performing managers act as a mood barometer, able to assess when the mood is low and when they should inject positivity into their work environment."

Laughter may be the best medicine

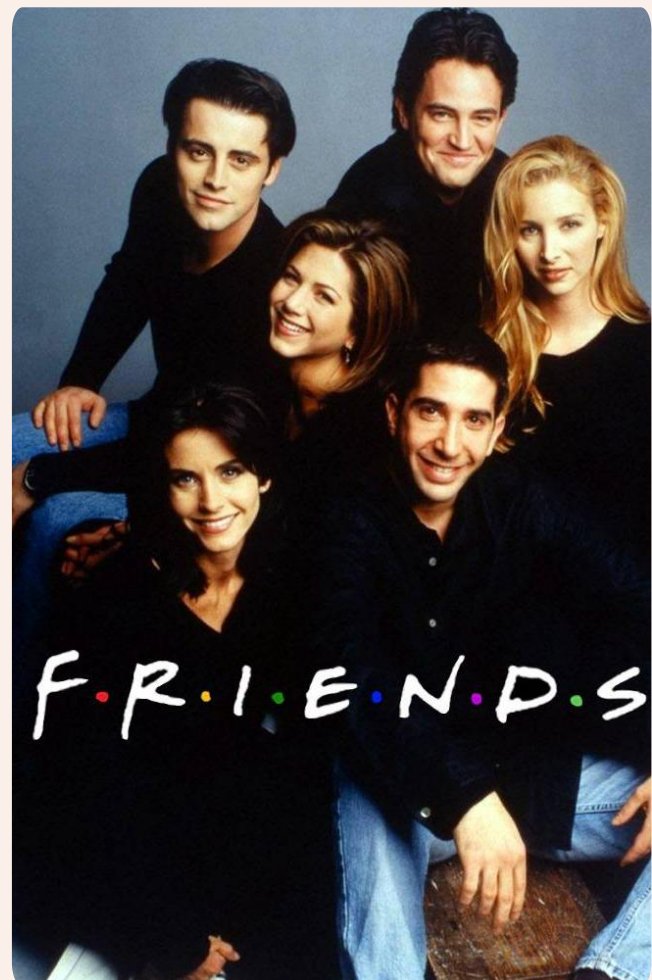
In the world of workplace dynamics, fostering a strong and authentic sense of teamwork is often a delicate dance, but essential for creating true engagement during the high times and resilience during the low times. To bring this to life, enter the unexpected hero in this narrative: the humble comedy sitcom. Beyond their primary goal of making us laugh, these shows possess an innate ability to weave a subtle but powerful thread of teamship among their characters – a quality that translates seamlessly into the real-world dynamics of collaborative environments.

Consider the camaraderie on display in iconic sitcoms like *Friends* or *Schitt's Creek*. The characters navigate through the ups and downs of life, sharing laughter, triumphs, and even the occasional calamity. In doing so, they inadvertently showcase the principles of effective teamwork: communication, mutual support, and the ability to find humour even in challenging situations. They strike a wonderful balance between levity and a sincere acknowledgment of critical issues.

Comedy sitcoms teach us the value of shared experiences. Much like a well-knit team, the characters in these shows face diverse challenges together, learning, growing, and evolving as a unit. The humour becomes a bonding agent, connecting characters and, by extension, audiences. Similarly, in workplaces, shared laughter, difficulties and experiences can



Comedy sitcoms teach us the value of shared experiences. Much like a well-knit team, the characters in these shows face diverse challenges together, learning, growing, and evolving as a unit."



create a sense of unity among team members, breaking down barriers and creating a collaborative spirit. Just as characters adapt to unexpected twists and turns, effective teams must navigate unforeseen challenges. The ability to find humour in the face of adversity, a skill mastered by sitcom characters, can be a powerful tool for fostering resilience and a positive team culture.

So what?

The world of comedy sitcoms offers more than just laughter – it provides a blueprint for effective teamship. We know laughter and fun are good for us. That said, injecting fun into the work environment is not just about ping pong tables and casual Fridays; it's about building a culture that recognises the humanity behind every employee. Perhaps one answer lies in embracing the lessons from the world of sitcoms and promoting a culture where joy and collaboration coexist seamlessly.

How can we bring more of that into the workplace when it's most needed?

That's part of what our high-performance research seeks to shed light on. We're unravelling tangible behaviours, rich stories, experiences and cultural nuances through our conversations with a diverse array of employees. It's their unique narratives which contribute to the rich tapestry of high-performance culture within each of our research partners.



The ability to find humour in the face of adversity, a skill mastered by sitcom characters, can be a powerful tool for fostering resilience and a positive team culture."



Perhaps one answer lies in embracing the lessons from the world of sitcoms and promoting a culture where joy and collaboration coexist seamlessly."

What we're taking inspiration from...

Given our research's primary focus on high-performing behaviours, we've curated a selection of articles and videos that might pique your interest...



A Growth Mindset Is Great Right? A Psychologist explains when it's not.

Tomas Chamorro-Premuzic / March 2024 / *Fast Company*

Tomas Chamorro-Premuzic takes aim at the popular concept with important data points and evidence that highlight the potential pitfalls of having a high or strong growth mindset. [Read more...](#)

Technology Can Help Unlock a New Future for Frontline Workers

Microsoft / January 2022

This Special Report explores findings from a survey of 9,600 frontline employees and managers in eight industries across five continents. The data helps shed light on the challenges impacting businesses right now. The report also reveals an opportunity for digital tools to help ease the burden on these essential workers. [Read more...](#)



2024 Global Frontline Workforce Pulse Report

Beekeeper | 2024

For their 2024 report, Beekeeper surveyed 8,000+ frontline workers, managers, and global administrators to get insight into their biggest workplace challenges, why frontline workers are leaving their jobs at record-breaking rates, and how corporate leaders can – and should – address opportunities to build a more productive work environment.

[Download your copy here...](#)



David Burkus

The Simple Way To Inspire Your Team

David Burkus | TEDxReno - YouTube | 2022

Most of us think an inspiring purpose must be a bold and lofty ambition. And most leaders think that to communicate a purpose that truly inspires, they need a compelling answer to the question “Why do we do what we do?” Most people are actually less inspired by the “Why?” and more motivated by a clear answer to the question “Who is served by the work that we do?” Burkus reveals that the simplest way to inspire your team is by helping them find an answer to the question “Who?” [Watch here...](#)

Unlocking manager performance at scale through the power of AI coaching - Welcome to Kultra©



Alongside the study, we've developed a practical and scalable tool designed to unlock and facilitate the coaching of your high-performing behaviours among frontline managers and supervisors.

We firmly believe that your managers/supervisors play a pivotal role in enhancing store performance by role modelling these behaviours to their teams. But we also recognise the challenges in supporting all of your managers in a scalable way so that they feel confident enough to put this into action.

Enter Kultra©, our unique AI coach, an accessible mobile app designed to easily integrate into your managers' daily routines. Kultra© assists managers in understanding, practising, and embedding identified high-performing behaviours. These behaviours are based on our global research of some of the highest performing retail managers around the world. This significantly boosts engagement and overall performance whilst seamlessly connecting with your cultural values.



Working with KultraLab has been a great collaborative experience! Their approach of coaching and cultivating new behaviours through short habits has complemented our day-to-day challenges in delivering our services. Unlike traditional workshops or topic-specific training, I believe Kultra's emphasis on self-led coaching is far more effective for individuals and businesses."

HR Director

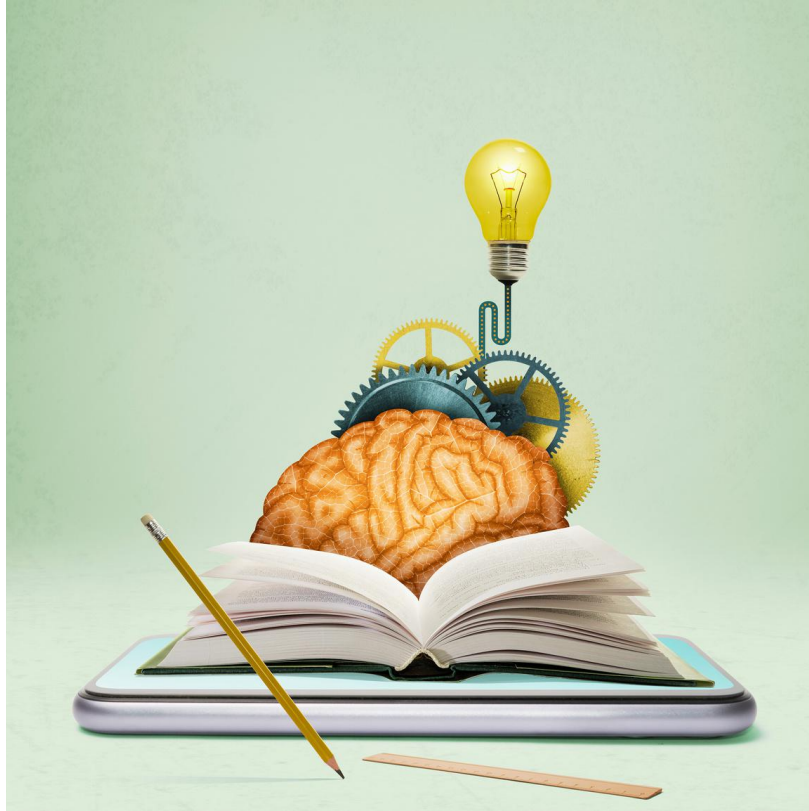


We are beginning to work with organisations involved in the study to find the best approach of coaching their high-performance DNA via Kultra© to managers and supervisors across their store networks.

We will benchmark their progress against the partner cohort – allowing each of them to use group insights to maximise the impact on their performance.

To explore how Kultra implements high-performing behaviours in frontline teams, please [get in touch](#) for more information.

We'd be happy to provide details on how we are working with organisations to roll behaviours out at scale.



The High-Performance Playbook

If you'd like more information on our global study, or to find out how you can discover, activate, scale and optimise high-performance in your organisation please contact [Steve Baggi](#) or [Amy King](#)



To keep up to date with our latest news and updates, follow us on LinkedIn