

## Connect the Dots Case Study



**Justice**

## JUSTICE *team dynamics*

### *team dynamics: A Specialty Fashion Retail Chain Discovers the Key to Unlock Greater Cooperation and Productivity*

Children’s fashion retailers work hard to change a consumer’s preference to shop under one roof in supermarkets, discount and department stores rather than a specialty store. However, one segment of consumers has developed tastes that are more sophisticated and who enjoy a retail concept developed just for them. That is the age group of “twens” – children between seven and fourteen-years old.

This market changes rapidly according to trends. Retailers who serve this niche need strong teams who can anticipate new developments and seize the opportunities they bring.

Justice is the largest “tween” specialty retailer in the world. Founded in 1987, Tween Brands owns Justice branded

### Quick Shot

#### Company Name

Justice  
[www.ascenaretail.com](http://www.ascenaretail.com)

#### Industry

Children’s Fashion Retailers

#### Key Challenges

- ▶ Struggling with coming together as an effective and productive team
- ▶ Team members receiving conflicting messages about expectations

#### Solution and Services

- ▶ Identified underlying reasons for team issues
- ▶ Created a customized solution
- ▶ Information was collected and analyzed using various communication tools

#### Solution Highlights

- ▶ Developed a team plan and individual plans to address trust, accountability and role clarity issues
- ▶ Team members valued their relationship with one another and communicated more effectively

#### Key Benefits

- ▶ Store operations leadership team developed clear vision, roles and responsibilities
- ▶ Established common approach for surfacing and resolving issues
- ▶ More time and energy was focused on store-level associates and driving revenue

stores. With headquarters in New Albany, Ohio, Justice operates over 900 retail stores. It has been a part of Ascena Retail Group since 2009. Justice provides the hottest fashion merchandise and accessories for tween girls.

The Justice field operations leadership team is the key link to driving sales revenue. Sales leaders need to have an in-depth understanding of the brand, its customers and creating a culture that is consistent with the brand.

### **The Challenge: Leadership Needs Greater Clarity to Achieve Organizational Goals**

The store leadership of one key brand within Justice was struggling with coming together as an effective and productive team. Sub-teams had emerged within the larger team, new team members were getting conflicting messages and directions, and the team was not functioning at a high level.

High-performing teams depend on a shared mission, vision, and values to align their personal interests, harness their collective expertise and focus their individual efforts. They establish clear roles and responsibilities – plus a framework for making decisions and resolving conflicts. Most importantly, they commit to an environment of trust. This is what Justice sought when they reached out to Connect the Dots (CTD).

### **The Solution: *team dynamics* Builds a Greater Understanding of Each Leader's Role and Creates Trust and Efficiency**

The VP of human resources contacted CTD to understand how they could address the challenge. CTD launched a proven model for identifying underlying reasons for team issues and created a customized solution using their proven model, ***team dynamics***.

Current state information was collected and analyzed using structured surveys, focus groups

and one-on-one discussions. Based on the current state data, CTD was able to develop a team plan and individual development plans to address trust, accountability and role clarity issues. As the team members valued their relationship with one another, they were able to take advantage of every learning opportunity and communicate more effectively with one another.

## **A Clear Vision for Future Success and Increased Revenue Emerges**

The team and individual coaching sessions allowed the store operations leadership team to develop a clear vision, roles and responsibilities,

and an agreed-upon approach for surfacing and resolving issues. The team was then able to focus more time and energy on store-level associates and driving revenue.

CTD's **team dynamics** helped identify the specific areas that needed attention and provided direction for getting everyone on the same page. Justice now has decreased downtime and increased productivity, allowing them to position themselves to seize future opportunities – and success.

**<http://www.connectthedotsconsulting.com/contact.htm>**

*Our coaching and feedback processes give your leaders and teams "real-life" situations to work through. We apply your organization's needs to our approach which takes the guess-work out of the how to translate new ideas and behavior changes in a real world setting. Contact us to get started.*

