

HIRE.DEVELOP.PERFORM.

# VIDEO TRANSCRIPT

**What advice would you give  
to retailers about their  
overall HR and hiring  
challenges?**

## What advice would you give to retailers about their overall HR and hiring challenges?

It is an interesting dynamic. What you see a lot of times particularly in retail and other types of jobs is that you are looking for people who also need to have some sales skills, who are able to position products and services and offerings and really be able to convince the customer that there is a value added in buying something. The problem that you get when you start looking at sales related skills is that it tends to correspond with being a little more unreliable. They tend to operate in the gray area. They would rather ask forgiveness than permission. Well, when you have loss prevention issues sometimes those two things are directly related to one another. And so what you have to do, again going back to understanding what it is that takes to be successful, is identify that profile. That takes a little bit of research. It is not just about coming in and saying: I know the answer to your problem. It is about really taking the time, doing a little bit of a deep dive, spending several months with the experts and really working to understand what that profile looks like in that business. And there is not one profile, every company has their own. Once you understand what it takes to be successful in your business, you are able to come back and use that information, that intelligence, to guide the hiring process so that you are making smart, well informed decisions based on good data and good operational intelligence.