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HOW TO EMPTY YOUR BACKROOM

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# World

#FIXINGTOLEADING  
ISSUE 523 // SUMMER 2019

@WALMARTWORLD  
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If you look at problems and find the root cause, you can start spending more time with people and investing in them.

Kyle Smith

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# #FIXINGTOLEADING



Use the hashtag above and tag [@WalmartWorld](#) (or direct-message us) to tell us how you have taken the lead in your store or facility.

Below, we share **why** some ways of moving from fixing to leading are so important.

## You're the Best!

# 73%

Percentage of people who say being recognized increases their happiness at work.



## Find Your Balance

# 21%

How much harder people work when they feel they have good work-life balance.



## Online Shopping

# \$513.6 billion

Total estimated amount of all U.S. retail eCommerce sales for 2018, an increase of 14.2 percent from 2017.



## Taking Charge

# 52

Number of female leaders featured in this issue.



## For the Win

# 48%

Percentage by which gamification lifts workplace engagement.



## The Power of Giving

# 82%

Percentage of consumers in the U.S. who take corporate social responsibility into consideration when they choose what services and products they want to buy—and from where.



## On the Move

# 60%

Average amount by which a person's creative output can increase while they are walking.

## Get Those Likes

# 75%

Percentage of shoppers who said they bought a product because they saw it on social media.



## Women in the Lead

# 1.4 times

How much more likely it is that an organization will have sustained, profitable growth if women make up at least 30 percent of its workforce and at least 20 percent of its senior leadership roles.



## Where in the World Are You Reading Walmart World?

Take a pic of yourself reading this issue somewhere interesting and tag [@WalmartWorld](#). You could be featured in an upcoming issue or online!

a note from

# ZACK



**Greg Foran**, president and CEO of Walmart U.S., frequently urges us as a company to move from “fixing to leading.” He emphasizes that in order for Walmart to win the future of retail, we need to change the way we approach our work. We need to adopt a new mindset. Here’s how Greg put it:

**“Moving from fixing to leading requires a change in mindset.**

**As a leader, you’re not just going through the motions—you’re empowered. You’re empowered to use common sense and your good judgment to take action to delight a customer. This isn’t a new idea to Walmart, but it’s one that I want to underscore.**

**Second, leadership is an attitude: We’re not just heads-down filling gaps and patching holes all the time. That’s fixing. Leading means taking the initiative and inspiring change within your store. It’s an attitude of humble confidence ... the servant leader. And each and every Walmart associate is a leader.”**

To me, when I think about fixing to leading, it means bringing a new mindset to the way I approach opportunities. It’s not enough to fix a problem in the moment and then move on. It means I need to look at the underlying causes that created the problem and see if I can develop a long-term solution.

For example, when I was a store manager and my backroom blew up, we rolled up our sleeves and blitzed the freight. That took care of the problem for the time being. That was a “fix.”

But, I knew that I was empowered to take initiative.

So, I’d get with my management team, and together we’d step back and ask what we could do to keep the backroom from filling up again. In that case, it meant touring the store differently and creating stronger communication between shifts. Doing those things made a big difference and helped us move past “fixing” the same situation over and over again.

If each of us adopts the mindset of a leader, all of us will benefit.

For my store, less in the back meant our customers were more likely to find what they came in for, and they could get it at the best price in town. This generated better sales and CFF, which meant more MyShare for my team.

No matter what your job in the company is, you can move from fixing to leading. It’s not about just doing a task, it’s about discovering ways you can do it even better tomorrow and the next day. It’s about taking ownership of what you do, so we all can serve customers better.

**So how do you move from fixing to leading?**

DIRECTOR, WALMART WORLD  
[@ZACHARYPLONES](#)

**KYLE SMITH**

**JOB TITLE**  
Market Asset  
Protection Manager

**MARKET**  
296 | Raleigh, N.C.

**SOCIAL**  
@KyleBSmith1



FOR KYLE SMITH, EMPOWERING HIS TEAM AND INSPIRING OTHERS ARE HIS SUPERPOWERS.



■ **What makes a good superhero?**

**Kyle Smith** points to Captain America. “He’s the underdog sometimes. There are a lot of people more powerful, but he always comes through. He’s all about virtue and truth and is a really good guy. He’s somebody everybody wants to follow.”

That’s also a pretty good description of Kyle. Like when he was co-manager at Store 2141 in Philadelphia, Pa.: It was a complex store, but Kyle chose not to lead

with force. “I think leading out of fear is easy: ‘Do what I say.’ But that will only get you so far. To be successful, you empower your team, develop them as leaders.”

To Kyle, finding the time and making the effort to empower people is worth it, even in a complex or stressful store.

“We have problems and say, ‘Here’s a bandage,’ and tomorrow, ‘Here it is again.’ But if you look at those problems and find the root cause, you can start spending

more time with people and investing in them. In South Philly, I was able to provide an environment for two department managers to be promoted to assistant manager, and I’m very proud of that.”

He also finds time to empower himself. “To be a good leader, you’ve got to start with yourself,” he explains.

He makes time to read motivational books and listen to podcasts that focus on self-improvement.

Indeed, Kyle’s such a believer in the power of motivation that—in addition to piloting his former store’s Instagram page—he’s also used his personal social media to help inspire others. One associate even privately messaged Kyle to say, “You re-inspired me. You re-ignited my spark.”

**Yeah, sounds like a superhero.\***

**ADVICE FOR MOVING UP**

▶ Kyle recently switched gears in his career, moving from Pennsylvania to North Carolina to become a market asset protection manager.

*It’s all about connections. No matter your job, be excited about your area and get your face and name out there. Because your leaders talk about you. Even if you don’t realize it, every day you show up for work is a job interview.*



Lauren—a doctor of pharmacy with a master’s in nutrition and functional medicine—loves Walmart because “you can impact millions of people in our stores every day.”

That’s why she’s focused on tying the total store experience into wellness.

“If you have diabetes and you get your blood sugar checked by the pharmacist, how can we then help you go grocery shopping and pick up the right fruits and vegetables and make other dietary changes?” she asks.

“You then go over to sporting goods and pick up something to help you live a more active lifestyle. Getting that total store involvement with health and wellness is going to be exciting.” ✨

**DR. LAUREN CASTLE**

**JOB TITLE**  
Market Health and Wellness Director

**MARKET**  
223 | Moraine, Ohio

# GET WELL WITH DR. LAUREN

## My tips for you:

- ▶ Frozen produce is just as healthy as fresh. Stock up so you always have some on hand!
- ▶ Struggling to find the motivation to work out? Try packing your gym bag the night before, so you can get some extra sleep in the morning and be ready to rock.
- ▶ For fitness gear, my personal favorites are the resistance bands: They’re easy to pack if I’m traveling, so I never miss a workout!
- ▶ Ask a pharmacist or primary care provider before taking any new supplements.



**Win With Wellness**

You could win a cash prize by making healthier life decisions with a 21-day ZP Challenge!

If you want to go from **#FixingToLeading**, you’ve got to be at your best. Dr. Lauren explains that your store has what you need for healthier living.



**Improve Your Diet**

We have affordable food to meet any dietary needs. That includes items from the Great for You campaign, Great Value Organic label items, grass-fed beef, pasture-raised eggs, and exciting new collaborations like the Whole30 Approved frozen meals!



**Get the Best Workout Clothes**

Functional fashion makes fitness fun! Gear up in all the latest trends in activewear, like those from Danskin Now and Avia, available in colors like coral, olive, or classic black updated with a metallic finish. And don’t forget to lace up those shoes from Athletic Works!



**Collect the Gear to Exercise at Home**

The best workout plan is the one that works for your needs and schedule. Build a gym right at home with Gold’s Gym or SPRI equipment. Whether you’re into cardio, weightlifting, or both, there are plenty of options to help you meet your goals.



**Add More Nutrients**

In an ideal world, we’d get all of our nutrients from the food we eat. But there are unique genetic and environmental factors that may affect your nutrient status. With high-quality brands like Garden of Life, Nature Made, and our own Spring Valley, your Walmart pharmacist can help identify supplements that are right for you.



For more healthy-living tips, be sure to follow me on Instagram, Facebook, or LinkedIn (@DrLaurenCastle) and use the hashtag #walmartwellness!



# THE BIG PICTURE

IT'S EASY TO GET CAUGHT UP IN THE DAY-TO-DAY, BUT TO REALLY MOVE FROM #FIXINGTOLEADING, YOU SOMETIMES NEED TO THINK ABOUT THE BIG QUESTIONS. HERE'S A LOOK AT WHAT'S HAPPENING AROUND THE COMPANY, WITH A FEW ASSOCIATES WEIGHING IN.

## THE PARTICIPANTS:

**ANTHONY AGNEW**  
Co-manager  
Store 940 | Westworth Village, Texas  
@Walmart940

**LAUREN PIPER**  
OGP Assistant Manager  
Store 3774 | Williamstown, N.J.  
@Walmart\_3774

**MATT DesJARDIN**  
Store Manager  
Neighborhood Market 5725 | Tucson, Ariz.  
@Walmart5725

The company does not spend time, money, and resources on training, R&D, and equipment just for managers to do what they've always done. **The store manager needs to be the main cheerleader for processes around the store to get associate buy-in.** And they won't buy in if the manager does not do a good job of explaining the "why" and the "what's in it for me." *Matt*

A good store manager recognizes that **the speed of the team is determined by the speed of the leadership.** A good store manager understands the power of influence and uses their position as a platform to create a climate of change through developing future potential leaders. *Anthony*

Every store associate fits into the eCommerce business model simply by staying on process and doing the work that needs to get done. eCommerce relies on the consistency and routines and processes of everyday associates. **We need non-eCommerce associates and their processes for eCommerce associates to do their jobs.** *Lauren*

**Morale and productivity go through the roof** when you know that all the work you're putting in is not only being noticed, but it's also being appreciated and not all for naught. *Lauren*

**Greg Foran**, president and CEO, Walmart U.S., frequently points out how critical a store manager is to the success of a store. He's often said, "The key to running a store generally comes down to the quality of the store manager." **So, what do you think makes a good manager?**

**? Last year, Q4 eCommerce sales were up 43 percent. As eCommerce becomes a bigger part of our business, how do you think store associates fit into this new business model?**

Speaking from the Neighborhood Market side, **we can gain sales by offering customers products that we don't even carry.** We simply find it on Walmart.com and print a slip, and they can pay for it in the store and have it shipped to the store or their home. This is huge for us. *Matt*

**\* A Message From Doug**  
As a leader during transformation, you have to be out in front—show that you want to learn, be curious, introduce new ideas, ask questions. **Our people are talented, competitive and have a sense of urgency. When they hear about a better way of doing things, they engage, learn and act.**  
**DOUG McMILLON**, President and CEO of Walmart  
Walmart 2019 Annual Report  
To read the full report, scan here.  


### MORE HOT TOPICS



What do you think about these pieces of company news? Share your thoughts on social media and be sure to tag **@WalmartWorld** and use **#FixingToLeading**.

► **LIVE BETTER U:** We rebranded the program that lets associates get a college education for \$1 a day, and we're looking to expand. *What other programs would you like to see offered?*

► **INNOVATION 2.0:** Robot cleaners, OGP dispensers, and more: New automation is making your jobs easier and helping customers live better. *If you could choose to automate something, what would it be?*

► **VOICE ORDER:** Ordering items for Pickup is easier than ever, especially with new innovations like Walmart Voice Order. *What do you think is next?*



engage

# CHANGING

With everything you face each day on the job, it's easy to lose track of the basics. Jinesh works to instill a culture that makes those essentials second nature.



JINESH MESURIA

JOB TITLE  
Store Manager

STORE  
4627 | Denton, Texas

# THE CULTURE



Every Walmart store has great associates. As store managers, we have to show that we care for them and that we're there to support them.

- ▶ "I don't like to just give direction," says **Jinesh Mesuria**, "because associates won't see my vision. I'll have them stand next to me, and I'll say, 'What do you see wrong with this?'"  
That approach has helped him not only fix what's wrong but also lead by changing the culture to focus on the fundamentals.
- ▶ When Jinesh started at Store 1117 in Plano, Texas, about two years ago, the backroom was a huge mess. On the sales floor, merchandise wasn't zoned properly, and the store's Friendly score needed to improve. So how'd he turn it around and boost the store's CFF score to 99.2 percent?
- ▶ **Clean sweep.** Jinesh put together a team to straighten up. "Nobody wants to start processes in a dirty store," he says.
- ▶ **Boost friendliness.** "Greet customers," Jinesh advises. "Whether they want our help or not, they all want to be greeted."
- ▶ **Get buy-in.** Storewide efforts require cooperation. "I have them show me something good, and then I say, 'Let's walk your area.' Then I'll ask what they're going to work on today."

Jinesh now runs Store 4627 in Denton, Texas. But some things never change—like personally engaging customers each day. "My management team and I each go to a register and ask one customer if there's something we could do to make our store better. We get feedback in real time. I don't have to wait for a survey." <#>

## CONNECTING ON SOCIAL

"Recognizing our associates on social platforms is huge, because customers who follow us see that we appreciate our associates," says Jinesh, who makes the time to frequently post about his team to Instagram.



@Walmart1117



**YOU HAVE TO SPIN TO WIN— AND THIS STORE DID!**

At the Year Beginning Meeting, store managers got to spin a special prize wheel, and Neighborhood Market 4432 won a *Walmart World* Instagram takeover and a visit from the magazine team (a true prize, we say). These are just a couple of the amazing stories we found.

# The Store as SANCTUARY

Sometimes, a workplace can be so much more. For these two associates at Neighborhood Market 4432, it's also a place of escape and even therapy.

**For Linda, the fun of her job and taking care of customers keeps her going each day.**



**Linda Caldwell** is a caregiver, no matter where she is.

At her store, customers seek her out for her exceptional service. And at home, she cares for her parents, both of whom have Parkinson's disease and dementia. The

emotional toll of intense daily caregiving makes her shifts at the register an escape.

"It's my time," she says. "A person needs that, to get away from all of it. Sometimes it's not a good day. But I have to fix me, because I can't fix them."

Although she can only work part time due to the demands of her caregiver role, Linda appreciates the flexibility Walmart offers, and she cherishes every minute she's clocked in. "I might not be in a great mood when I come in—I may be sad—but as soon as I start work, I'm happy, and I leave happy," she says. She adds with a laugh, "The paycheck is a bonus."

Linda's experience helps her to better serve her customers by leading with empathy. Her lesson for fellow cashiers: Never judge anybody. "You don't know what the person in front of you is going through, so you have to have compassion." ✨



**SOME PEOPLE SAY I'M SWEET AND NICE TO CUSTOMERS, BUT I HAVE NO REASON NOT TO BE.**

Linda Caldwell



**LINDA CALDWELL**

**JOB TITLE**  
Cashier

**STORE**  
Neighborhood Market 4432  
Newton, N.C.

**Staying busy and bonding with co-workers has kept Mayra going after a devastating loss.**



Not long after moving to North Carolina several years ago, the father of **Mayra Rivera's** three young children died. "It was bad. We're still grieving," she says.

Mayra developed severe anxiety that can take the form of tremors: "the jerks," as her friends call them. But she noticed that staying busy with merchandise helps control her anxiety and the shaking. "Whenever I get like that, I've just got to keep moving. The more I move, the more I interact with people, the better."

**Ashley Winstead**, department manager, general merchandise, has helped her immensely. "She checks on me and talks to me every day. She'll look at me and know if I'm having a bad day or a good day," says Mayra. The first Valentine's Day after the death, Ashley arranged for roses to be delivered to Mayra during her shift. Says Mayra of Ashley, "She makes me feel special."

Mayra also credits Resources for Living—a free, 24-hour telephone hotline—for helping her cope and endure tough times. "They helped me. They walked me through things. You can actually vent to them," says Mayra. She adds, "Whenever you're going through a crisis or anything, you can call them." ✨



**I SHUT DOWN. I HAD DEPRESSION. THANKS TO THE PEOPLE IN THIS STORE AND THE HELP LINE, I GOT THROUGH IT.**

Mayra Rivera



**MAYRA RIVERA**

**JOB TITLE**  
Department Manager,  
Grocery

**STORE**  
Neighborhood Market 4432  
Newton, N.C.

**HELP IS JUST A PHONE CALL AWAY**



Most of us need a sympathetic ear at some point. If you're facing personal challenges and want to talk to someone, **Resources for Living** is a free, confidential, 24-hour telephone help line. They listen first and can then refer you to other helpful resources. **Call (800) 825-3555.**





# THEY BROUGHT PASSION TO WORK AND WON



*When I'm at work, my makeup gives me more confidence. It makes me feel more like me. I feel stronger about my decisions. It gives me that extra confidence boost. It gives me a talking point with my customers. And I've sold quite a bit of our cosmetics with it.*

**AMANDA BAJZEC**

Showing off their creativity on social media and at work took these associates to NYX Professional Makeup headquarters.

▶ What's it really mean to bring yourself to work? These three associates don't work in cosmetics, but they bring their unique looks and exceptional style to work every day.

They also take the time to show off their makeup skills on social media, and they submitted some of their favorite looks via Instagram to the #WalmartAssociateArtistryContest.

Judged on creativity, execution, and passion, these three won the contest, co-sponsored by NYX, and were treated to a trip to Los Angeles, Calif., to learn about social media marketing. They also took part in an in-store event with makeup influencer Laura Sanchez (@Laura\_Makeup).

After it all, they returned to their stores as online influencers who are living proof that at Walmart, personal passion can make the difference. ✨



**VICTORIA LESTER**

**JOB TITLE**  
Photo Center Associate

**STORE**  
3303 | Grundy, Va.

@MUAVictoriaRose

## DISCOVERING CONFIDENCE

Victoria loves glamorous looks, and so do her customers. They often ask her for help in getting their makeup game together—and she's always happy to oblige. She used to feel self-conscious about celebrating her makeup artistry, but winning has changed that: Now she has the validation to share her work.



**AMANDA BAJZEC**

**JOB TITLE**  
General Merchandise Support Manager

**STORE**  
994  
New Port Richey, Fla.

@The\_Psychotic\_Hippie

## FINDING HERSELF

Makeup gives Amanda confidence and the chance to explore different versions of herself. And that freedom has both helped her cope with depression and anxiety and reignited her creative spark. Her goal: Become a makeup influencer who helps others struggling with anxiety and depression.



**JAMIE LEGGETT**

**JOB TITLE**  
Personal Shopper, OGP

**STORE**  
3596  
Los Lunas, N.M.

@\_JaysBeautyStash\_

## CREATING INSPIRATION

Jamie got her love of creative makeup from her mom, who loved wearing yellow and purple eye shadow together, plus purple lipstick. Now a makeup artist herself, Jamie is inspired by nature, visiting aquariums and parks to study colors and patterns.



### How do you show your creativity and passion?

Follow @WalmartWorld on Instagram for more contests, challenges, and opportunities to show off your amazing talents.



Scan here to see video of their Hollywood trip and visit to NYX headquarters.

**CELEBRATE WHAT MAKES YOU GREAT.**

“What are the unique things about you that you bring to the work that can be great for everyone else?” Boz asks. Knowing your teammates’ gifts allows everyone to celebrate who they are as individuals and enhance the entire work experience, because you can tap into someone else’s strengths. And that will make the work better—because the team feels valued.

**BE AWARE OF YOUR BRAND.**

“We all have a brand; whether or not you recognize it or develop it, it’s happening. Other people call it a reputation. Regardless of what you’re doing, it’s going to live. So why don’t we then take more ownership of that brand?” Build your brand, she says. “Express it well to encourage a brighter, more successful environment.”

**BOZOMA SAINT JOHN**  
**JOB TITLE**  
 Chief Marketing Officer at Endeavor



**DON'T WEAR MASKS.**

As leaders, we should be outwardly expressing who we are, says Boz. “If we’re all able to come to work feeling good and looking good because we are expressing that from the inside out, it just makes the work better.”

**BRING YOUR BEST SELF TO WORK.**

“I think it’s really important to bring your whole self—your best self—to work, because it allows us to develop more empathy for each other,” Boz says. She applauds an atmosphere that lets us “show our diversity of not just race and gender but also culture and ideas and expression.”

**WE ALL HAVE A BRAND:**

# Expert Advice From Bozoma Saint John

*Uber. Beats. Apple Music. Endeavor. Bozoma brought her expertise to all these companies. Now she brings it to you, too.*

Bozoma “Boz” Saint John, chief marketing officer for Endeavor and a social media influencer, spoke at the Home Office with **Barbara Messing**, senior vice president and chief marketing officer, Walmart, U.S., about the importance of recognizing your personal brand and celebrating your strengths. Here’s what she had to say.



“Hol’ up, one sec! We’re on-air?! Yes! Live and direct from @walmart HQ in Bentonville, Arkansas!”

Follow her @BadAssBoz

**ROBIN BLEASE**

**JOB TITLE**  
Shipping Associate

**DISTRIBUTION CENTER**  
6013 | Tifton, Ga.



# MONOPOLY on SAFETY

**Safety isn't a game, but when Robin addressed it in a fun and creative way, everyone at her distribution center was a winner.**

■ Roll the dice. Move your piece. Draw a card; answer a question. It's the way many board games are played, but this one was designed to help prevent accidents.

Each month at DC 6013, one of six safety teams takes the reins for safety education. During **Robin Blease's** month, she made her own Monopoly-style board game.

"The response to the game was great," Robin says. "Everyone was really surprised."

"Everyone really loved it," says Operations Manager **Greg Smith**. "It inspires each team to do better."

Then, Robin's team was responsible for another demonstration, and she wowed everyone again.

The focus that month was ergonomic lifting, and she constructed a demonstration board using action figures. Located just inside the warehouse door, the board reminded people how to lift and kept them talking about safety.

**"THE IDEAS FOR THE GAMES JUST HIT WHILE I WAS WORKING," SAYS ROBIN.**

Robin's creations have helped make safety fun and kept safety concerns top-of-mind. Just as important, her co-workers now have a stronger commitment to a safe work environment, and the DC has achieved a network-high associate engagement score. ✨



**WINNING RESULTS:\***

**1,087**

Days without an OSHA-recordable incident

**352**

Days without a nonmedical incident

**88**

The highest AES in their network



**ROBIN'S GAME JUST BLEW US AWAY: IT WAS SO HIGH-QUALITY. SHE DOES THAT WITH EVERYTHING SHE DOES.**

GREG SMITH



I MOVED TO THE U.S. FROM THE PHILIPPINES FOUR YEARS AGO. I HAD AN OPPORTUNITY TO CHANGE MY IMAGE AND HOW PEOPLE SEE ME.



I APPLIED FOR SEVERAL JOBS; WALMART WAS THE FIRST ONE. THE MANAGER WHO INTERVIEWED ME SAID, "YOU'RE GOING TO BE A MANAGER ONE DAY."



I WAS A CASHIER. BACK IN THE DAY, THERE WERE LEADERBOARDS TO SHOW HOW MANY SALES YOU MADE. I WAS ALWAYS COMPETING.



# I'M CARL BUENAFE; MY NAME MEANS "GOOD FAITH." THIS IS MY STORY.

CO-MANAGER, STORE 2119  
MILPITAS, CALIF.  
@BuenafeStrong

engage

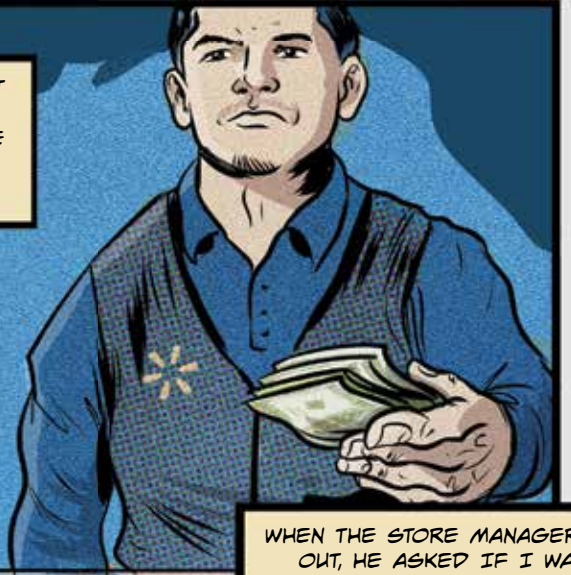
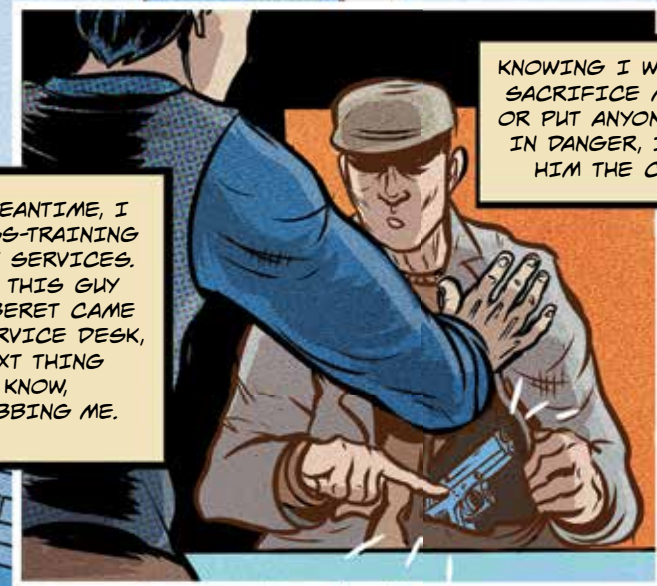
He had determination and a competitive spirit. Then his response in a crisis helped put him on the road to success.

TWO OR THREE MONTHS LATER, THERE WAS AN OPENING FOR A DEPARTMENT MANAGER IN SPORTING GOODS. I APPLIED.



IN THE MEANTIME, I WAS CROSS-TRAINING IN MONEY SERVICES. ONE DAY THIS GUY WITH A BERET CAME TO THE SERVICE DESK, AND NEXT THING YOU KNOW, HE'S ROBBING ME.

KNOWING I WOULDN'T SACRIFICE MYSELF OR PUT ANYONE ELSE IN DANGER, I GAVE HIM THE CASH.



WHEN THE STORE MANAGER FOUND OUT, HE ASKED IF I WANTED TO GO HOME. I SAID, "NO. LET'S KEEP MOVING."

AFTER THAT, I GOT THE POSITION.



LATER ON THERE WERE OPPORTUNITIES IN MOUNTAIN VIEW, AND I WASN'T SURE. TRAFFIC IS HORRIBLE, AND I DIDN'T KNOW ANYBODY. WOULD I TRANSFER AND BE A PART OF THE DIFFERENCE-MAKERS?



LET'S DO IT!



WALMART MOLDED MY LEADERSHIP. IF YOU GIVE ME A CHALLENGE, I'LL BE ABLE TO RESOLVE IT.





**BEN HASAN**  
**JOB TITLE**  
 Senior Vice President,  
 Global Culture, Diversity,  
 and Inclusion  
**STORE**  
 Home Office  
 Bentonville, Ark.

# A PLACE FOR

A feeling of welcome, of inclusion, of safety. It can empower you to be your best.

## BEN HASAN'S ULTIMATE GOAL:

a truly inclusive workplace where all associates can feel safe bringing their authentic selves to work each day. Ben took some time out of his busy schedule to answer a few questions for us.



Follow Ben on Twitter @BenSabaHasan or find him on LinkedIn: Ben-Saba Hasan.

### ▶ How does Walmart's commitment to inclusion help associates succeed?

For many people, the only Sam Walton they'll ever know is the manager they work for. So fundamentally, how do managers create the kind of environment where people feel this is that place they can call their own? We also sometimes call it creating a place where people have social safety, where they feel like it's OK to be who they are every day at work.

### ▶ How does Walmart's commitment to inclusion impact customers?

Our vision is everyone included. By fostering a workplace culture where everyone is—and feels— included, everyone wins. Associates are happier, perform at their best, and, in turn, provide better service to our customers.

### ▶ What do inclusion and diversity mean to you personally?

I grew up in inner-city Philadelphia in the '50s and '60s as one of six children. My mom was brilliant at stretching my dad's modest paychecks as far as they could go. Thinking about my past helps me connect with associates from similar backgrounds and also reminds me of what daily living is like for millions of the customers we're trying to help save money and live better. ✨

46%

▶ Hourly-to-hourly promoted associates who are people of color

53%

▶ New hires who are people of color

## BEN'S ADVICE FOR ADVANCING YOUR CAREER

"People move up in organizations not because of a test or a score they've gotten, but because someone in a room—when *they* weren't in the room—was speaking up for them. So if you have aspirations to rise high, my question always is, 'Who speaks for you when you're not in the room?'"



Scan here to watch a video interview with Ben.

Stats as of FY 2019

# The Key to Leading

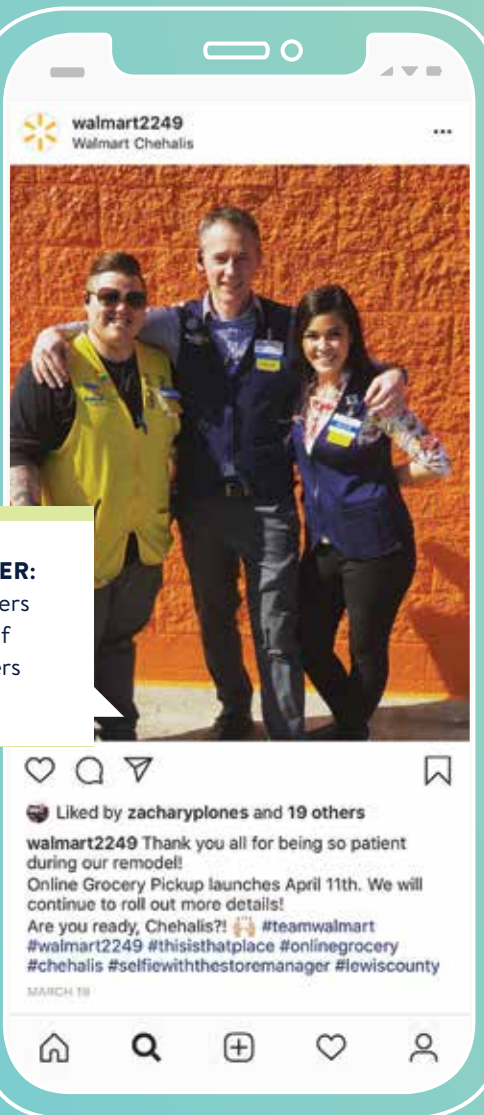
Inspire your #TeamWalmart and bring in customers with these post ideas from associates at the forefront of social media. Be sure to tag your own posts with #FixingToLeading.

Follow and tag us on Facebook, Instagram, and Twitter using @WalmartWorld.



**TAKE A SELFIE WITH A LEADER:** Celebrating exceptional managers gives your audience examples of leadership—and shows customers your store pride.

@Walmart2249



Liked by zacharyplones and 19 others  
walmart2249 Thank you all for being so patient during our remodel! Online Grocery Pickup launches April 11th. We will continue to roll out more details! Are you ready, Chehalis?! #teamwalmart #walmart2249 #thisisthatplace #onlinegrocery #chehalis #selfiewiththestoremanager #lewiscounty

**BE UNUSUAL:** Find an image with a message that makes app scrollers stop and ask, "Wait. What's that?"

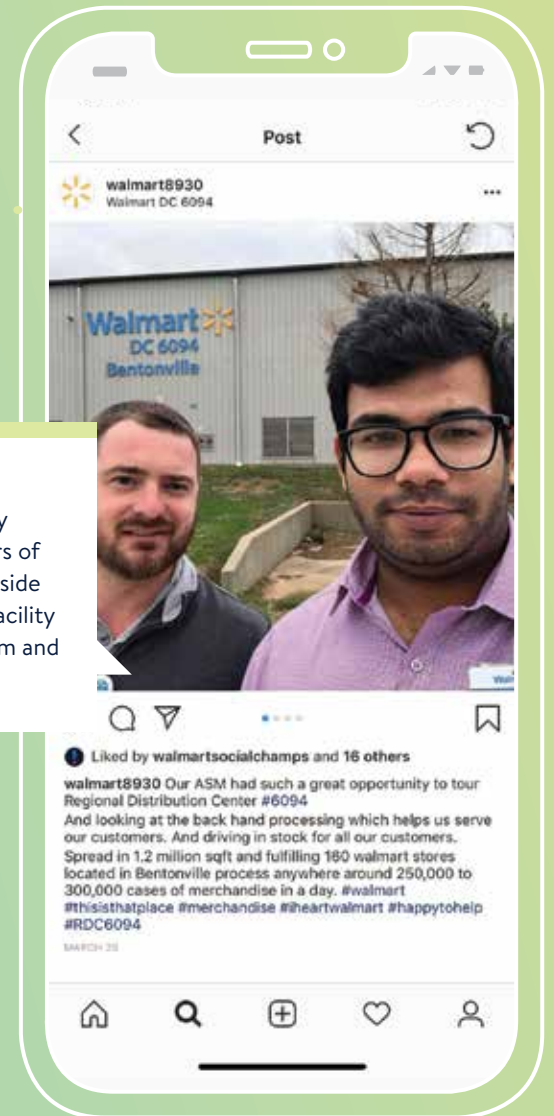
@KristenFalhaber  
Kristen Falhaber



24 likes  
kristenfalhaber You know what's really cool about my job? It's always changing 🤖  
This might stress people out but I need constant change to thrive. #DontSlickKristenInACubicle  
Last week we introduced VR technology to our team to replace our "basic" computer based training 🤖 guess who was super excited about it? This gal 🤖 and in turn so was my team!  
Do you champion change or shy away from it? Well, I'd check yourself before you wreck yourself! Because change is constant and new technology is inevitable. Yes.

**BE INCLUSIVE:** Recognizing the many hardworking members of the Walmart family inside and outside of your facility can educate your team and inspire pride.

@Walmart8930

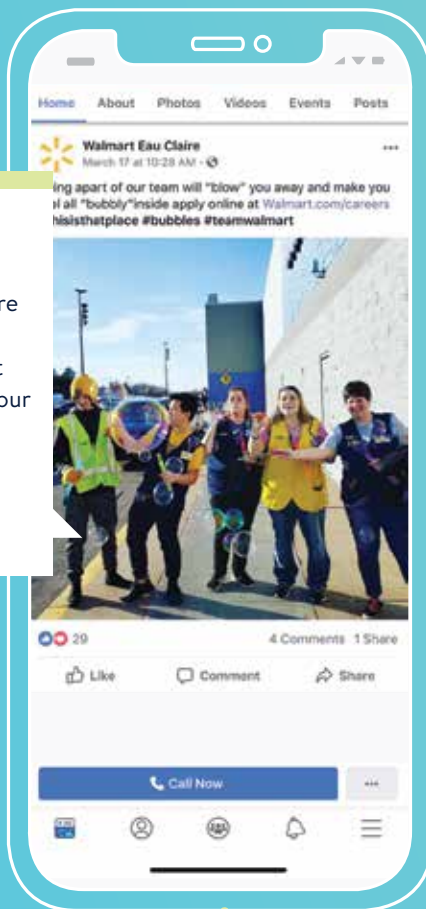


Liked by walmartsocialchamps and 16 others  
walmart8930 Our ASM had such a great opportunity to tour Regional Distribution Center #6094 And looking at the back hand processing which helps us serve our customers. And driving in stock for all our customers. Spread in 1.2 million sqft and fulfilling 180 walmart stores located in Bentonville process anywhere around 250,000 to 300,000 cases of merchandise in a day. #walmart #thisisthatplace #merchandise #heartwalmart #happytohelp #RDC6094



**DRAW ATTENTION:** Add a fun feature to your image to really make it pop—or bring your team outside to make your post stop traffic.

Walmart Eau Claire



Walmart Eau Claire  
March 17 at 10:28 AM · 🌐  
ing apart of our team will "blow" you away and make you if all "bubbly" inside apply online at Walmart.com/careers hisisthatplace #bubbles #teamwalmart

**SHOW OFF:** Show your favorite products and the best features from your store or facility.

@RicardoGomR  
Ricky Gómez



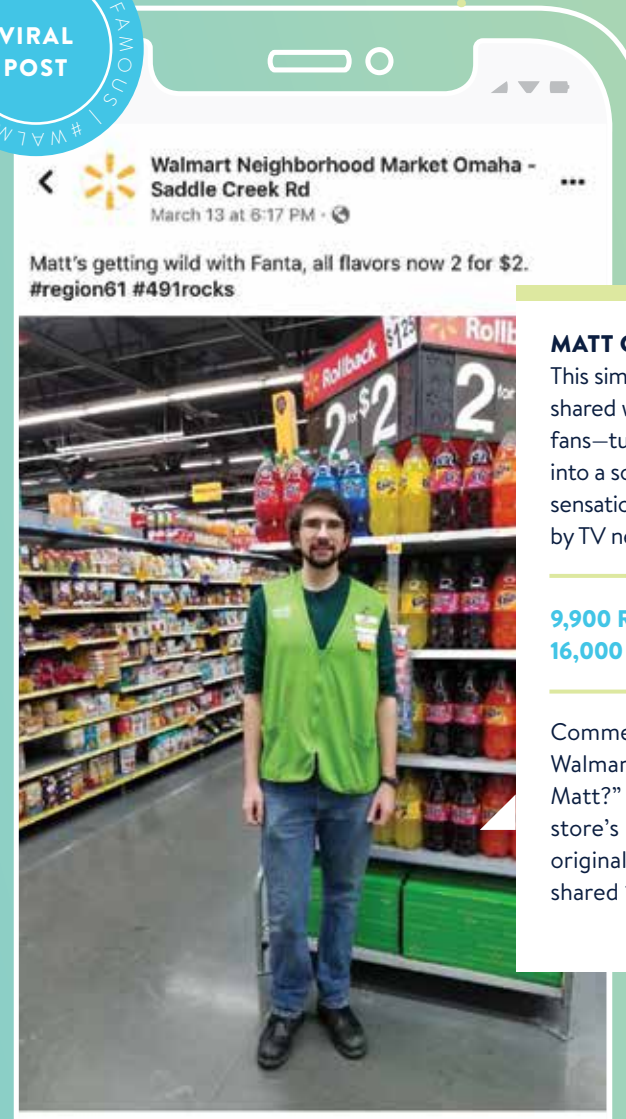
Liked by walmartsocialchamps and 62 others  
ricardogomr The art of merchandising 🤖 #teamwalmart #walmart #thisisthatplace #merchandise

**MATT GOES WILD:** This simple post—shared worldwide by fans—turned Matt into a social media sensation, interviewed by TV news crews.

9,900 Reactions  
16,000 Comments

Comments like, "Hey Walmart, where's Matt?" now blanket the store's page, and the original post has been shared 16,000 times.

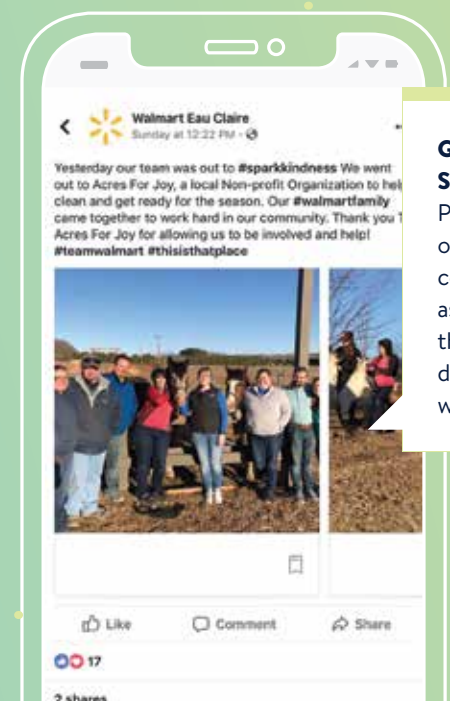
Walmart Neighborhood Market Omaha - Saddle Creek Rd



Walmart Neighborhood Market Omaha - Saddle Creek Rd  
March 13 at 6:17 PM · 🌐  
Matt's getting wild with Fanta, all flavors now 2 for \$2. #region61 #491rocks

**GET OUT OF THE STORE:** Post about team outings in your community to let associates explore their passions and develop connections with customers.

Walmart Eau Claire



Walmart Eau Claire  
Sunday at 12:22 PM · 🌐  
Yesterday our team was out to #sparkkindness We went out to Acres For Joy, a local Non-profit Organization to help clean and get ready for the season. Our #walmartfamily came together to work hard in our community. Thank you Acres For Joy for allowing us to be involved and help! #teamwalmart #thisisthatplace

**DANIELLE CHRISTENSEN**

**JOB TITLE**  
Overnight Assistant Manager

**STORE**  
2648 | San Leandro, Calif.

**SOCIAL**  
@Walmart2648



**D**anielle Christensen was an assistant manager with eight years' experience when she had her second child. But during the four months she took off to be with her baby, "I felt like I was failing," she says. "I thought going back to work would fix it, but that made it worse."

To give herself more time to recover, Danielle decided to step back to an hourly role as department manager for dry grocery. She also saw a counselor and then a doctor, who diagnosed her postpartum depression.

Soon Danielle was feeling better, although she sometimes felt regret over stepping down from the assistant manager role. She was still a leader, though, as people came to her with concerns they didn't feel comfortable bringing to management.

She told Store Manager **John Larkin** that she wanted to return to management. "I figured I had nothing to lose by asking," she says. John and his management team all agreed that it would be great to have Danielle back as assistant manager.

"It was nice to know that my peers and supervisors supported me in everything I went through," says Danielle. "You wouldn't think you'd get that from a company as big as Walmart."\*

**Danielle's advice for anyone struggling:**

**"Talk about it. Let your supervisor know what's going on and don't keep it bottled in. Support is what you need."**



# BECAUSE LIFE HAPPENS

**A step back doesn't have to be a setback.** It can even help you move forward.

## Clocking in Again

Danielle's list of things to consider before returning to an hourly department manager role from higher levels of management:

### PROS

- You'll have more time with family.
- There will be more time to work through personal issues.
- You're in charge of one specific area. When it looks good, you're easily recognized for that.
- You're in store at the same time as other department managers, so you can help one another.

### CONS

- There is a pay reduction.
- You may experience the feeling of letting others down.



# eCommerce Unleashed!

Fixing a hole in Jet.com's pet business allowed **Ben Marsh** to take the lead in connecting customers with pet medicines.

▶ Ben had this idea: Walmart customers should be able to go online to order their pet medications. And those prescriptions should be delivered straight to their doors, at the lowest prices.

But when a main competitor launched a similar service, Ben knew it was essential to bring this service to Jet.com and Walmart.com. With patience, perseverance, and collaboration, he helped launch Walmart Pet Rx in May. Here, he shares how it all came about. ✨

### Try Walmart Pet Rx now and save money!

Use the code **PETRX10** for a 10 percent discount for Walmart Pet Rx.

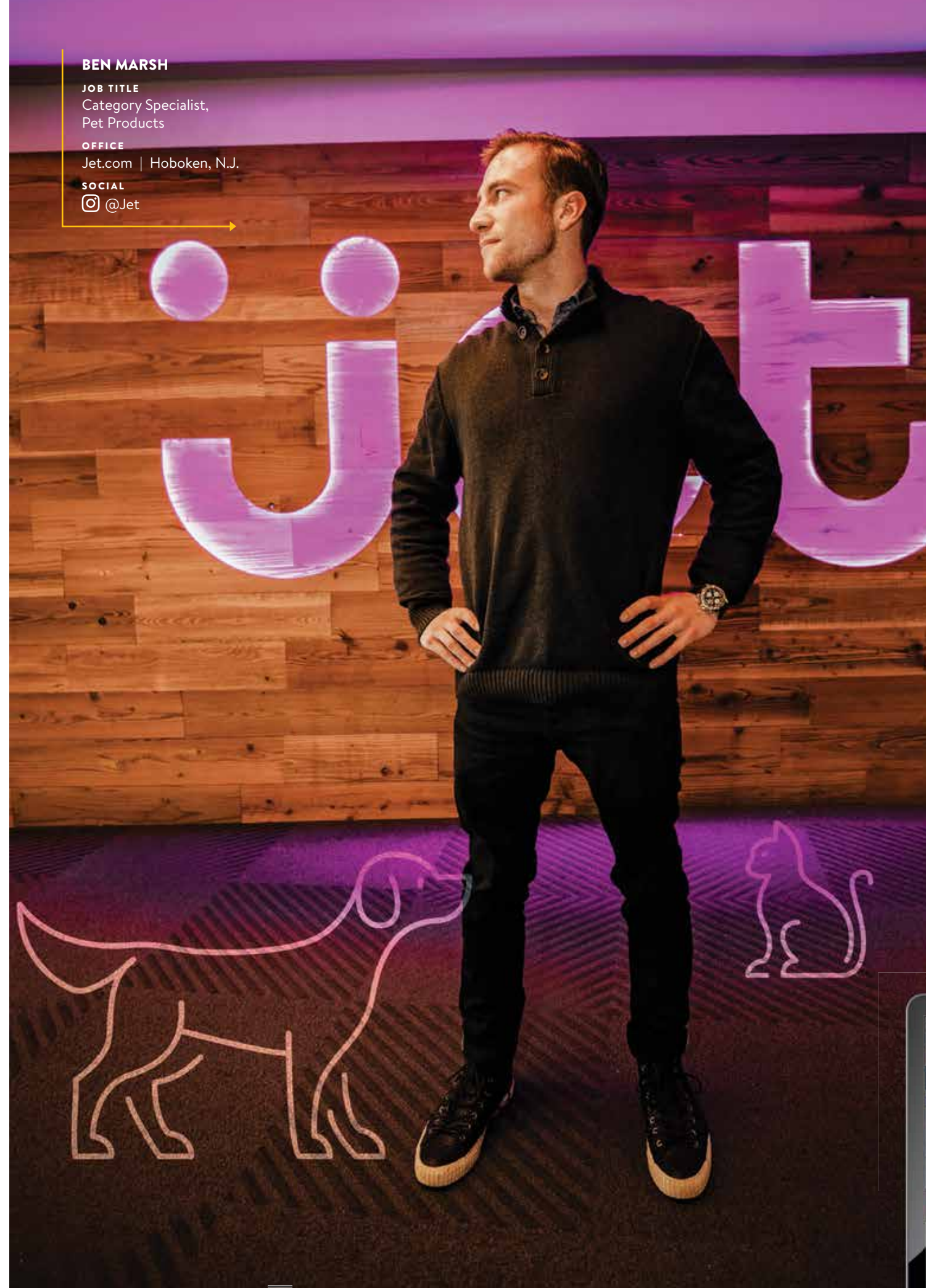
(Note: This code expires June 4, 2019.)

#### BEN MARSH

**JOB TITLE**  
Category Specialist,  
Pet Products

**OFFICE**  
Jet.com | Hoboken, N.J.

**SOCIAL**  
@Jet



#### 1 STARTING WALMART PET RX

Once my boss, **Tony Gabriele**, director, eCommerce, pets, and I identified this as an incredibly profitable segment to go into, we knew it was key to achieving our goal in becoming the all-encompassing destination for pets.

One thing that got us really jazzed was the idea of auto-ship technology so you can get your pills on the same day every month. You don't even have to think about it. Not only that, it's the lowest price in the market. That's a pretty exciting value proposition.

#### 2 PUSHING THE IDEA THROUGH

It starts with attitude, right? You need to be able to come in every day with a smile and convince people this is the right thing to do. I needed that entrepreneurial mentality that's instilled throughout Walmart eCommerce. We're all a bunch of entrepreneurs.

But you need to combine that with a little bit of strategy. You need to be able to work the system and know, "Hey, I need to convince this person."

#### 3 NAVIGATING WITH THE TEAM

Throughout the whole process, we've had people to serve as a sounding board, so we knew we were doing the right thing. With each hurdle, you just had to find the right person to help you wiggle around it.

#### 4 BUILDING RELATIONSHIPS

When customers think about Walmart Pet Rx, we want them to think of it as more than a transaction. We want them to think of us as an authority in this space. We have their brands, we know what they like, and we're gonna deliver it. And hopefully, since they trust us as a pet destination, they'll also trust us with *their* medications. Then everything in the basket just keeps building.





# THINKING ON YOUR FEET

## A QUIZ

Last issue, you found out what kind of leader you are. Now, take this quiz to flex those problem-solving skills.

**REMEMBER**  
Answer the questions and then check your answers at the end to find your matching leadership style.

1 It's the morning of your big summer associate-led event, and your key player has called out sick. How do you lead?

- A. Use that phone network you created and ask rock star associates with the day off to help out.
- B. Restructure your event on the fly with that backup plan you made.
- C. Jump in to help where you can and let everyone know it's all under control.
- D. Let the team know that with extra effort today, they can expect a nice treat tomorrow.

2 It's the first day of summer, and there's a mad rush for sunscreen. Those endcaps need filling stat, but everyone is crazy busy with other duties. What's your plan?

- A. Give an impromptu, impassioned speech on the floor to a few lead associates.
- B. Consult your product crisis guide that you wrote for just such occasions.
- C. Grab those boxes from the back and start stacking yourself; easy-peasy.
- D. Let some key associates know they can take lunch earlier than planned if they sub in to get this done.

3 Everyone is trying to get their picnic supplies from Pickup, and now there's a line at the Tower. No big deal, but what do you do?

- A. Go out to the floor and speak with the customers, asking if there's anything you can do for them.
- B. Check their orders and see if they can snag them quicker through self-checkout.
- C. You know the Tower is still saving people time, so you thank them for coming in today and using Pickup.
- D. Grab some bottles of water and hand them out to waiting customers.

4 A freezer shorts out, and ice pops and ice cream start melting. How do you keep your cool?

- A. Grab some coolers and ice, and create a quick, fun display for your displaced products.
- B. Follow protocol and get on the phone with maintenance, posting a sign apologizing for the inconvenience.
- C. Find space in a nearby freezer and post a sign that says, "We're checking out this freezer for a sec; we'll be back soon."
- D. Rally your team to get products to cooler spaces in the backroom and promise an ice cream party is in their future.

### OK! LET'S CHECK THOSE RESULTS:

If you answered mostly "A," your leadership style is like a **Neighborhood Barbecue**. You rally everyone together!



If you answered mostly "B," your leadership style is like **Summer Camp**. You're organized and structured but also a ton of fun!



If you answered mostly "C," your leadership style is like **Reading a Book on the Beach**. You're calm, cool, and collected. You trust in everything you do and know it'll be just fine.



If you answered mostly "D," your leadership style is like a **Trip to the Water Park**. Everyone deserves a little treat from time to time for their hard work.



HAVE A GREAT SUMMER, LEADERS!

ASSOCIATRIX  
the Dragon

CA'SHEERA  
the Elf

BOXNAR  
the Orc



TOM  
MILARE

JOB TITLE  
Academy  
Facilitator

STORE  
2142 | Salem, N.H.

Thomas Milare

PRICHEX  
the Rogue

ESSEM  
the Wise Wizard

CUSTMEE  
the Halfling

# GAME MASTER

THIS ACADEMY FACILITATOR  
TAKES A CREATIVE APPROACH.  
HINT: IT INVOLVES BOTH  
DUNGEONS AND DRAGONS.

**T**om Milare, an Academy facilitator, delivers CORE training—the fundamentals. “Whatever your role, we teach the basics you need to know to be a leader, like customer service and One Best Way.”

Some of Tom’s lessons, though, are delivered with a twist. His passion for role-playing games (RPGs) like Dungeons & Dragons influences how he provides guidance.

“My wife and I, we’re nerds,” Tom says. “I employ a lot of role-playing activities in training. It’s a lot of fun!”

During his sessions, Tom encourages his students to immerse themselves in different store roles, asking them to step into the shoes of both associates and customers.

“One associate plays the hourly supervisor and another one plays the role of a customer, and I give them an emotion to act

out,” Tom says. “The rest of the group has to guess the emotion based on how they’re acting.”

Such activities help associates consider other perspectives and apply those lessons on the job.

Tom was encouraged to bring his own experiences into his teaching as a way to “talk through the white space” of the facilitator guide—that is, to bring in his own perspective and ideas to make his lessons more authentic.

“**WE BRING IN OUR OWN EXPERIENCES AND STORIES. PARTICIPANTS KNOW WHEN YOU’RE FEEDING THEM A LINE.**”

Thanks to his time as a training coordinator, Tom knows how important the fundamentals he teaches are. “We’ve had thousands come through the Academy and touched that many lives,” he says. “What we’re doing here—giving skills to associates—it’s the most important thing I’ve done in my career.” ✨

# I AM A Visionary

When **Carmen Barber** came to Store 4438, she had a few major goals: emptying the backroom, winning at OGP, and running a great store. But she struggled to get buy-in from her team. She had to find a way to share her vision.

Carmen decided to create a vision board for her store. "I thought maybe we just needed to see what success looks like."

So she hung a board in the backroom, featuring images of what she wanted to achieve. She even used LinkedIn to source an image of an empty backroom from a store with a similar footprint. "To see this picture and know that's our goal, it internalizes what good looks like," she says.

Carmen also delegated some of the board's creation. That gave her team the chance to define the vision and be invested in its success.

Soon, Carmen's team understood. Assistant Manager **Wanda Sorensen** says, "I think it's really good to know exactly what the goals are for our store. I go out every day with those things in mind."

Carmen says, "What I really love is when associates that I don't get to talk to on a regular basis come and ask me, 'Hey, I saw that picture in the backroom. What's that?' I can run through why it's important, and here's how you fit into this. Because we can't succeed without every person in the store understanding the goal and being on board." ✨

## CARMEN BARBER

**JOB TITLE**  
Store Manager

**STORE**  
4438  
Saratoga Springs,  
Utah

 Carmen Barber



## Tips

### for vision board success:

- 1 Set your goals:** Defining the top three goals will keep your vision board focused.
- 2 Keep it simple:** Don't get too fancy or overwhelmed.
- 3 Find a picture that speaks to what you want to achieve:** "If it's customer service, maybe you show happy associates, happy customers," Carmen says.
- 4 Spread the word:** Talk about it at every meeting.

## Making Connections

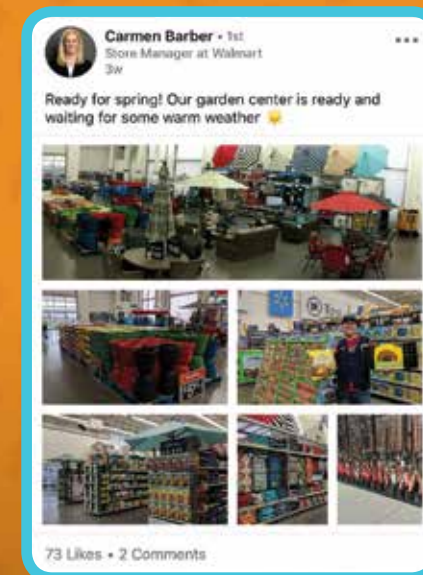


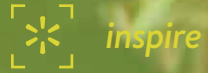
Carmen describes using social media to promote your brand as "kind of like a working resumé."

She's active on LinkedIn, using it to keep up with the company and the retail industry, checking the profiles of interviewees for management jobs,

and connecting and sharing ideas with other store managers through pictures, posts, encouraging words, and more.

Her primary tips for an effective social presence: Stay positive and create posts that have a clear benefit.





Merch  
in

**WILLIAM COLÓN**

**JOB TITLE**  
Assembler

**STORE**  
3693  
Santa Isabel,  
Puerto Rico

**READY TO TAKE THE LEAD IN CREATING AN UNFORGETTABLE DISPLAY? WILLIAM HAS IDEAS TO HELP YOU GET STARTED.**

► "It's a fun challenge," says **William Colón**, "to create a new display when new inventory comes in."

William wanted to do more than just create displays though: He wanted to bring new life to his store's Garden Center. So with a few pallets and the plants around him, he started building displays that wowed his customers. One customer was so impressed by a fountain he created that she told him she wanted to "take you home because I want a fountain exactly like the one you are building now."

William explains that arranging the flowers and plants in a creative way helps the customers realize what they can do with their gardens at home. "It's especially rewarding when customers react so positively," he says. ✨



**Why Displays MATTER**

As many as **82% of purchase** decisions are made in-store. Enticing customers with well-made displays and merchandising will help ensure they purchase what you want to sell.



**GET INSPIRED.**

"By looking at different pictures, I start to get ideas of what I want to create. I'm always looking at the image and thinking, 'How can I make that better?'"



**PIECE IT TOGETHER.**

Once you know what you're going for, you can start collecting what you'll need to create it. Look around your store for the necessary parts of your display.



**MAP IT OUT.**

"I always draw it first," says William. Start by looking at the space you have to work with. Are there beams? Is it a big space? Will you be able to hang something? Use the space you have and get creative with what you've got to work with.



**NOURISH IT.**

As customers shop your display—and they will—keep up with it and fill the holes that are left when items are purchased. Do your best to adapt as your inventory fluctuates.



# Give Our Customers What They Want



Ordering what your customers really want—not what the Home Office thinks they want—can keep the backroom empty and sales soaring.

→ The secret to a clean backroom: When merchandise is being sold, it doesn't take up space in back. Simple, right? Not necessarily. It requires you to be tuned in to the community you serve—and that made the difference for Store 3302.

"My store is very diverse. The associates can speak 26 different languages," says **Bassel Aboutaha**. Last year, he wondered: If the associates are this diverse, what's the community like?

Bassel went online and searched the store's ZIP code. He discovered that the area was about 43 percent Hispanic or Latino. But his product orders didn't reflect that.

Bassel met with a few associates who have Hispanic roots, like Co-manager **Jorge Galvan**. "I asked, 'What do you eat for breakfast? What should I order more of?'"

Now, when a holiday like *Día de los Muertos* (Day of the Dead) or *Día de los Reyes* (Three Kings Day) is approaching, the store has the right items in stock. "All I have to do is listen and learn," says Bassel.

## BASSEL ABOUTAHA

JOB TITLE  
Store Manager

STORE  
3302 | Houston, Texas

SOCIAL  
@Walmart3302



WHEN WE LISTEN TO ASSOCIATES AND TAKE CARE OF THEM, THEY WILL GIVE 200 PERCENT. AND THEN WE MOVE MOUNTAINS!

### STORE 3302'S CUSTOMER BASE

43% Hispanic or Latino

27% African American

17% Asian

He has even created a "Hispanic Action Alley" focused on key products like empanadas and Goya foods. "Customers start seeing we're putting out what they want, so they're happier," he says, "and that makes the associates happier, too."

Bassel isn't just focused on Hispanic shoppers, though. "I want customers to know: For our Hispanic community, our Middle Eastern community, our Asian community, our African American community, *everyone*—I want them to know this is the store of choice!" ✨

### STORE 3302'S ACHIEVEMENTS FROM 2018

Region Store of the Year

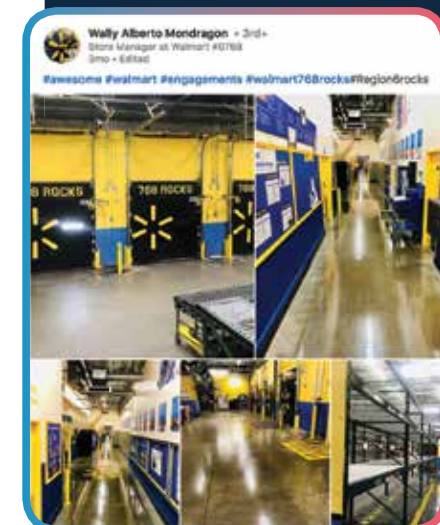
Division Store of the Year

10% Less turnover year over year

84% Engagement


\$550 MyShare bonus for Q3, Q4

7.5% Comp (storewide)



Does your store have a spotless backroom? Show it off on social media and tell us how your team made it happen! Be sure to tag it **#FixingToLeading**.

How do you go from struggling as a stocker to inspiring change as an Academy Store manager?  
**Decide you're going to make a difference.**

 "There's no way," they said. "Impossible."

**Justin Miller** was laying out his plan for the backroom at Store 5341 in Broomfield, Colo. "We had probably 400-plus beat-up grocery bins in the back. I said, 'We're going to get this down to 24 feet.' Everyone doubted me."

But Justin told them, "Enough is enough. We might push ourselves 110 percent for the next month or so, but our life is going to be easier."

It was. After they cleared the bins, associates were suddenly spending only 15 minutes in the backroom each day instead of two hours. And year-over-year sales increased by \$9 million.

Now, after working at 11 stores in 11 years—including starting as a grocery stocker—and building a reputation as a fixer who can turn struggling operations around, Justin has landed as store manager at Academy Store 5137 in Aurora, Colo.

Here's his advice for taking control, no matter where you are in your career. ✨

 Follow Justin's store on Facebook: @Walmart5137

## DEPARTMENT MANAGERS

### Get a Total Store Mentality

Being a department manager means thinking about your department first, but the customer experiences the whole store, not just your department. "When you're thinking total store, you're not going to walk past a peg hook without a label. You're going to address it."

## ASSOCIATES

### Start by Leading

Leadership is about having impact. "You can come in every day, clock in, do your basic stuff, clock out, and go home," Justin says. But if you want to succeed, you have to decide that you're going to make a difference. "There's nothing more satisfying than seeing results. It's going to drive you to do more."

**JUSTIN MILLER**

**JOB TITLE**  
Store Manager

**STORE**  
5137  
Aurora, Colo.



Do you want to come into work every day frustrated because you have so much to do, or do you want to come in and enjoy your job, have fun, and engage customers?

+4

## ADD FOUR HOURS TO YOUR DAY

Getting products on the shelf frees up time. Once the store worked together, Justin saw associates go from drowning in products to quickly finishing their duties and having up to four hours of extra time each day.

## MANAGERS

### Sundown Rule Everything

Don't draw a line in the sand, says Justin. "Draw the line in concrete. Set the expectations. Follow up and make sure there's a daily plan for what needs to get done. Don't push anything over to tomorrow, because you'll always have extra stuff to do. The Sundown Rule goes for everything, whether it's merchandising, people, operations, anything."

# STEP UP, STAND OUT



U.S. stores and clubs provided **\$42 million** in local grants in 2017.



In 2017, U.S. associates volunteered more than **100,000** hours toward hunger relief.



## FOR THIS NEIGHBORHOOD MARKET,

making a difference means volunteering to bring food to their community's neediest members.

**K**yle Schumacher runs Neighborhood Market 4432, the only Walmart store in Newton, N.C. So he makes sure it's more than just a place to buy groceries.

"Walmart is based on being a part of the community, and our involvement intertwines our business with the people who shop here," he says.

To build that connection, Kyle and his team volunteer at a local nonprofit soup kitchen that serves the hungry.

Here, a few associates share what the experience has meant to them and why every store should find time to volunteer. ✨

Personnel Coordinator **Alice Ostwald** and **Christina Anastasi** volunteer at the soup kitchen.



### CONNECTING WITH THE COMMUNITY

**Scott Howland, assistant manager:** "I think volunteering makes a big difference, honestly. We provide what we can for our customers. I feel like that has more of an impact than anything."

**Christina Anastasi, assistant manager:** "We care about our store, our community, and the people who come in here every day. We love having the regular customers you know and chat with for a little bit when they come in. They're part of the joy you get out of each day."

### SERVING AT THE SOUP KITCHEN

**Scott:** "I did a little bit of everything. We're grocers, so we focused on organizing, making sure the food was in-date so they were able to pull what they needed and find what they were looking for in their pretty large pantry."

**Christina:** "Before Christmas, they told us they make these candy boxes. They've been selling them for years to raise money. They had us make little peanut butter balls. So we were rolling those and dipping them in chocolate. That was fun."

### READY TO VOLUNTEER AGAIN

**Christina:** "It was fun for everyone. It was different. It made us all feel good—giving back."

**Kyle:** "A lot of the associates, they bring their husbands or wives or somebody else to help. It really brings people together and brings the store closer to the community."



WHAT'S  
THE **MOST**  
**IMPORTANT**  
**LESSON** YOU'VE  
LEARNED FROM  
A MANAGER?



"You have to have time for everybody, and then you have to understand that **what makes a leader is the people you have with you.** They have to know that they're very important to you, no matter who they are. And I don't want them to just see—I want them to **believe that I work for them.**"

**MARIA D. UHLER**  
Store Manager  
Neighborhood Market 5226  
San Antonio, Texas



"**MY MENTOR—SHE HAD FAITH IN ME WHEN I DIDN'T. SHE ALWAYS STOOD BY ME, EVEN WHEN I'M LIKE, 'WHY AM I DOING THIS?'**"

**KIM BARROWS**  
Market Human Resources Manager  
Market 96 and Market 549 | Windermere, Fla., and Orlando, Fla.

"**I would never ask my associates to do anything that I would not do or have not done. That's the valuable thing I've learned.**"

**TANYA HOLMES**  
Store Manager  
Neighborhood Market 6814  
Winston-Salem, N.C.

"Your people matter. I think we can lose sight sometimes of how important it is to lead individuals rather than just give them tasks to do every day. **So understanding that each individual may have different needs, and helping them understand how to get the job done and continue to succeed.**"

**JOSH COMER**  
Store Manager  
1565 | Williston, N.D.

"**YOUR PEOPLE ARE NOT ONLY YOUR ASSOCIATES, BUT THEY'RE ALSO YOUR CUSTOMERS. IF YOU BELIEVE IN THEM AND TAKE CARE OF THEM, THEY'LL TAKE CARE OF YOU.**"

**STEVE AMANI**  
Store Manager  
4399 | Elkhart, Ind.

What lessons have you learned from a manager or leader? Join the conversation on social media and tag @WalmartWorld.

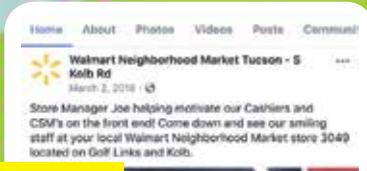




FATHER // MENTOR

JOB TITLE  
Store Manager  
STORE  
Neighborhood  
Market 3049  
Tucson, Ariz.

MEET  
*Joe*



Joe's store:  
@Walmart3049



Kristen's store:  
@Walmart4609

10 likes  
walmart4609 Don't waste time standing in line, let us do your Easter shopping for you and you won't even have to opt out of your

# FAMILY BUSINESSES

## SUCCESSING AT WALMART

means moving forward while keeping an eye on the company's foundations. **Kristen Falhaber** respects the past as she helps Walmart move into the future.

## THE SOCIAL DIFFERENCE

innovate



Kristen grew up in Walmart stores. She'd go to work with her dad, Store Manager **Joe Liguori**.

Even then, Kristen saw the impact that a Walmart store—and its manager—could have on a community. "We couldn't go out to dinner without someone telling him about a great experience at Walmart."

Fast-forward several years to when Kristen was an assistant manager trainee. She knew Walmart's culture but called her dad to ask about things like One Best Way. "I used FaceTime and walked around showing him the store. He'd be on his iPad laughing," she says.

### NOW, KRISTEN IS AN INNOVATOR,

helping lead Walmart's Instagram pilot at her former store—3656, also in Cincinnati—and using social media to boost sales. She's urged Joe to post more on Facebook, too. "He'd call me and ask, 'How do I upload this video?' For the last eight years, I'd call him for help; the fact that he had to call me was pretty fantastic."

"We always go back and forth," says Joe. "She's continually working with me and really wants to see my social media grow like she has grown it in her store. Then I'll tell her about some Walmart plans from 20 to 30 years ago that are still relevant." ✨

5,200

Views for a video on Store 3049's Facebook page

1,800+

Followers for @Walmart3656 on Instagram

Joe is seeing the importance and relevance of social media with sales.

"I was the first Walmart Instagram page to become shoppable," Kristen says. "Someone can order from anywhere, and the store

gets credit. I think my dad saw the future and thought he'd better do something about it."

Kristen says her dad has completely bought into social media and realizes the value

of being connected in such a way. Joe adds, "I've had a great year saleswise, and Facebook is certainly one of the reasons."

DAUGHTER // INNOVATOR

JOB TITLE  
Store Manager  
STORE  
4609 | Cincinnati, Ohio

MEET  
*Kristen*



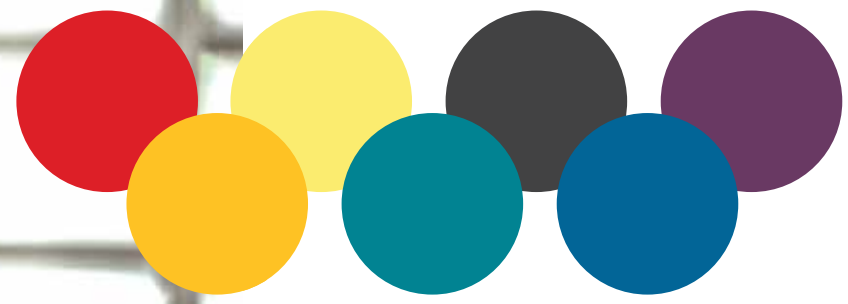


**HEIDI WARE**  
 JOB TITLE  
 Creative Director  
 OFFICE  
 Walmart.com  
 San Bruno, Calif.  
 SOCIAL  
 Heidi Ware

# A SITE TO SEE

A huge opportunity.  
 A tight timeline.  
 Nothing associates can't handle.  
 Find out how a small Walmart.com team rebranded the site and is leading eCommerce into the future.

**Color Contrast**  
 The site uses color combinations that make text easier to read for people with some vision impairments, improving accessibility.



- 2,307 photos shot for the launch of the site
- 8,105 creative assets produced
- 260 product-category landing pages

It was a story in the Walmart.com office. More of an urban legend, really. **Marc Lore**, president and CEO of Walmart eCommerce U.S., was trying to get a yoga mat vendor to add products to the site and kept getting turned down.

The fact was that many brands were avoiding the site, feeling that its old-fashioned design wouldn't do their products justice. Walmart.com hadn't been revamped in 10 years—an eternity in internet time. Something had to be done.

That's where **Heidi Ware** came in. She was tasked with creating a new look for the site, but developing it wasn't easy: "We wanted to please customers and didn't want to lose the 'Save money. Live better.' feel. But it also had to attract new brands," Heidi explains.



There was so much energy and collaboration. What we accomplished made everyone feel so proud of themselves.

The brand style guide for the site was completed by the end of January 2018—and the site needed to be ready to launch by April 30. The redesign required hundreds of product-category landing pages, thousands of original photographs, new product write-ups, and much more.

While Heidi's team worked on colors, art, and typography, the UX (user experience) team made site modules, engineers developed functionality, and the copy team developed a new tone and voice.

"People worked late; we had a lot of dinners and pizza parties," Heidi says. "It was very exciting, and I don't think it'll ever happen that way again. But we couldn't have one team's work without the others. That collaboration was the best thing to come out of this." ✨



**For the visual style of the site's images,**  
 Heidi says they purposefully applied some mess and reality. "Other companies will show a space, and it'll look like it was never touched. We said, 'Let's pretend it was just used by a neat person.'"



Thirty-three insights from 1,320 years of combined work experience.

WISE  
PROUD  
HELPFUL  
CONFIDENT  
FRIENDLY  
OPTIMISTIC  
ENGAGED  
LEADING  
VALUED  
CARING  
DEDICATED  
GROWING  
COMMITTED  
SUCCESSFUL  
PERSISTENT  
THOUGHTFUL  
FULFILLED  
ADAPTABLE



40

**CATHY SHIPP**

**JOB TITLE**  
Department Manager,  
Jewelry, Shoes, and Accessories

**STORE**  
45 | Jonesboro, Ark.

*"The key to success in jewelry is to really listen to your customers. Talk with them and ask questions. Then you can help them pick out just the right item."*



40

**JAMES MILLER**

**JOB TITLE**  
Store Manager

**STORE**  
2862 | Meridian, Idaho

*"I make a point to show confidence in my associates. It helps people see that as a team we can work together to make changes and be successful."*



40

**LINDA HUEY**

**JOB TITLE**  
Training Coordinator

**STORE**  
30 | Dexter, Mo.

*"If something doesn't feel like a good fit, then you can spread your wings and try something different."*



40

**PATRICIA WILLIAMS**

**JOB TITLE**  
Department Manager,  
Shoes and Jewelry

**STORE**  
227 | El Reno, Okla.

*"A smile goes a long way toward making everybody's day better."*



40

**BILL SWEEDEN**

**JOB TITLE**  
CAP1 Associate

**STORE**  
117 | Broken Bow, Okla.

*"I'm proud to work for a store that understands the importance of giving to the community. I volunteered for our high school football team, doing statistics."*



40

**WANDA PHILLIPS**

**JOB TITLE**  
Asset Protection  
Assistant Manager

**STORE**  
180 | Jacksonville, Texas

*"It's been a fun new challenge to learn the ins and outs of asset protection. People at other stores have been a great resource."*



40

**MARNITA SMITH**

**JOB TITLE**  
Claims Supervisor

**STORE**  
689 | Somerset, Ky.

*"I've always found satisfaction with my job. Last year, I had the opportunity to move into claims and learn something new even after 39 years."*



40

**CAROLYN SCHELL**

**JOB TITLE**  
Cashier

**STORE**  
674 | Gallatin, Tenn.

*"This is the only job I've ever had, and I've never thought about leaving. The benefits are great, and I enjoy the people, the work, and the customers."*



40

**TAMMY ASHLIN**

**JOB TITLE**  
Department Manager, Jewelry, Shoes, and Ladies Accessories

**STORE**  
88 | Mountain Grove, Mo.

*"Walmart is a place where hard work is rewarded and good things can happen."*



40

**KAREN EMERSON**

**JOB TITLE**  
Department Manager, Apparel

**STORE**  
61 | Warrensburg, Mo.

*"There are many opportunities for associates to work throughout the store. If one position doesn't feel right, there are many others."*



40

**VICKI JEFFERSON**

**JOB TITLE**  
Customer Service Manager

**STORE**  
480 | Pittsfield, Ill.

*"This is an exciting time to work at Walmart. Thanks to technology, we're helping our customers find what they need more quickly than ever before."*



40

**DEBRA COBBS**

**JOB TITLE**  
Training Coordinator

**STORE**  
4615 | Glenpool, Okla.

*"It's important to always be a little bit 'hungry' and push yourself to know more."*



40

**SANDY HOVIS**

**JOB TITLE**  
Sales Associate, Softlines

**STORE**  
37 | Farmington, Mo.

*"Great customer service is so important to what we do. And now, technology has made it even easier to help customers get what they need."*



40

**MARTHA FORD**

**JOB TITLE**  
Certified Pharmacy Tech

**STORE**  
6878 | Hazel Green, Ala.

*"I really enjoy helping the customers. What makes my job fulfilling is going the extra mile for them."*



40

**BILL WEBB**

**JOB TITLE**  
Overnight Stocker

**STORE**  
216 | Marion, Ill.

*"Attitude is everything. Give your job a chance and don't give up."*



40

**SHELLEY LOCKHART**

**JOB TITLE**  
Personnel Coordinator

**STORE**  
497 | Shelbyville, Ky.

*"Some people come in for a job but don't know the behind-the-scenes stuff or all the advantages of working here. I love that I get to share that with them."*



40

**GARY HAWKINS**

**JOB TITLE**  
Senior Construction Manager

**HOME OFFICE**  
Bentonville, Ark.

*"I tell new associates that it's important to be adaptable and to embrace change. You've got to be able to stretch yourself in your expectations."*



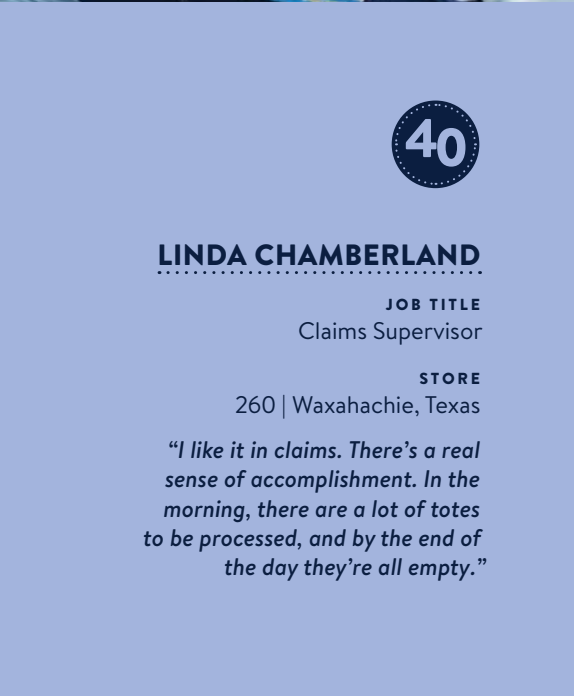
40

**SYLVIA LEE**

**JOB TITLE**  
Department Manager, Ladieswear

**STORE**  
260 | Waxahachie, Texas

*"I tell the new associates who work for me that it all goes back to the 10-Foot Rule: Look up, greet the customers, and ask if you can be of assistance."*



40

**LINDA CHAMBERLAND**

**JOB TITLE**  
Claims Supervisor

**STORE**  
260 | Waxahachie, Texas

*"I like it in claims. There's a real sense of accomplishment. In the morning, there are a lot of totes to be processed, and by the end of the day they're all empty."*



40

**DAN BRYANT**

**JOB TITLE**  
DSD Receiving Associate

**STORE**  
13 | Carthage, Mo.

*"Try to learn as much as you can and grow with Walmart as it grows."*



40

**KELLY CLARK**

**JOB TITLE**  
Store Manager

**STORE**  
125 | Fort Smith, Ark.

*"It doesn't feel like work when you come in and love what you do."*



40

**RONALD PRICE**

**JOB TITLE**  
Overnight Assistant Manager

**STORE**  
566 | Boonville, Ind.

*"One thing hasn't changed: We're in this as a team. When you feel like part of a team, it helps everybody work to make the store successful."*



40

**ISALONIA FLETCHER**

**JOB TITLE**  
Personnel Coordinator

**STORE**  
239 | Kosciusko, Miss.

*"If you stick with it and give the job your all, then you can go far."*



40

**VICKIE PENCE**

**JOB TITLE**  
Department Manager, DSD Grocery

**STORE**  
213 | Litchfield, Ill.

*"Forget the job title and jump into whatever task needs to get done."*





40

**BECKY JOHNS**

**JOB TITLE**  
Personnel Coordinator

**STORE**  
216 | Marion, Ill.

*"Don't be afraid of change. Be prepared to adapt with the times."*



40

**JULIE STEINACHER**

**JOB TITLE**  
DSD Receiving Associate

**STORE**  
253 | Jerseyville, Ill.

*"Stay up to date on the latest technologies that you need to succeed in your work. It also keeps you young when your mind keeps growing."*



40

**KATHY WIGGINS**

**JOB TITLE**  
DSD Receiving Associate

**STORE**  
574 | Surfside Beach, S.C.

*"Treat everybody the way you want to be treated and take pride in what you do. People will notice, and you'll feel good about it, too."*



40

**SIGNE BLANTON**

**JOB TITLE**  
Fitting Room Associate

**STORE**  
711 | Glasgow, Ky.

*"I told a young man who wanted to go into management to go through training but also to get on a setup crew, to learn from the ground up."*



40

**SHELLY GILBERT**

**JOB TITLE**  
Customer Service Manager

**STORE**  
264 | Dickson, Tenn.

*"I tell my associates to focus on the customer in front of you. Make that customer feel special—that's your most important job."*



40

**CINDY HOGUE**

**JOB TITLE**  
Sales Associate, Softlines

**STORE**  
213 | Litchfield, Ill.

*"Set your goals and have a good work ethic, and the possibilities are endless."*



40

**BARBARA RHINE**

**JOB TITLE**  
Cashier

**STORE**  
271 | Bowie, Texas

*"I take it as a challenge to get people out as quickly as possible and help them have a good impression of Walmart."*



40

**ANNIE GARNER**

**JOB TITLE**  
Department Manager,  
Sporting Goods

**STORE**  
272 | Franklin, Tenn.

*"At Walmart, there's always a way to help others—from the homeless to travelers passing through. And Walmart is there to help us, too."*



40

**PATTY ROYALTY**

**JOB TITLE**  
Service Desk Associate

**STORE**  
729 | Bardstown, Ky.

*"Every situation with a customer is unique: Sometimes people need a little extra help; sometimes they just need to know they're being heard."*





play

# BUILDING BONDS

## IT ISN'T ALWAYS EASY

when work pushes people together. But when these two stores merged, associates had to get behind a common cause, and they emerged a stronger unit for it.



(Top, from left) Stephanie; Lisa Sicairos, department manager, lawn and garden; Claudette Washington, dot-com associate; Paola Ambriz, lawn and garden associate; and Hoa Tran, CAP1 associate

Each Walmart store is unique, and bringing stores together can lead to clashing personalities. That's what happened when a store in Oakland, Calif., closed, and many of its associates were transferred to Store 2648 in nearby San Leandro.

"When the associates from the Oakland store came over, some butted heads," says Electronics Department Manager **Stephanie Sanders**. "Our store was run a certain way. It was a smaller store. Some of the Oakland people said we were more rigid, and some of our people were saying that this is our space."

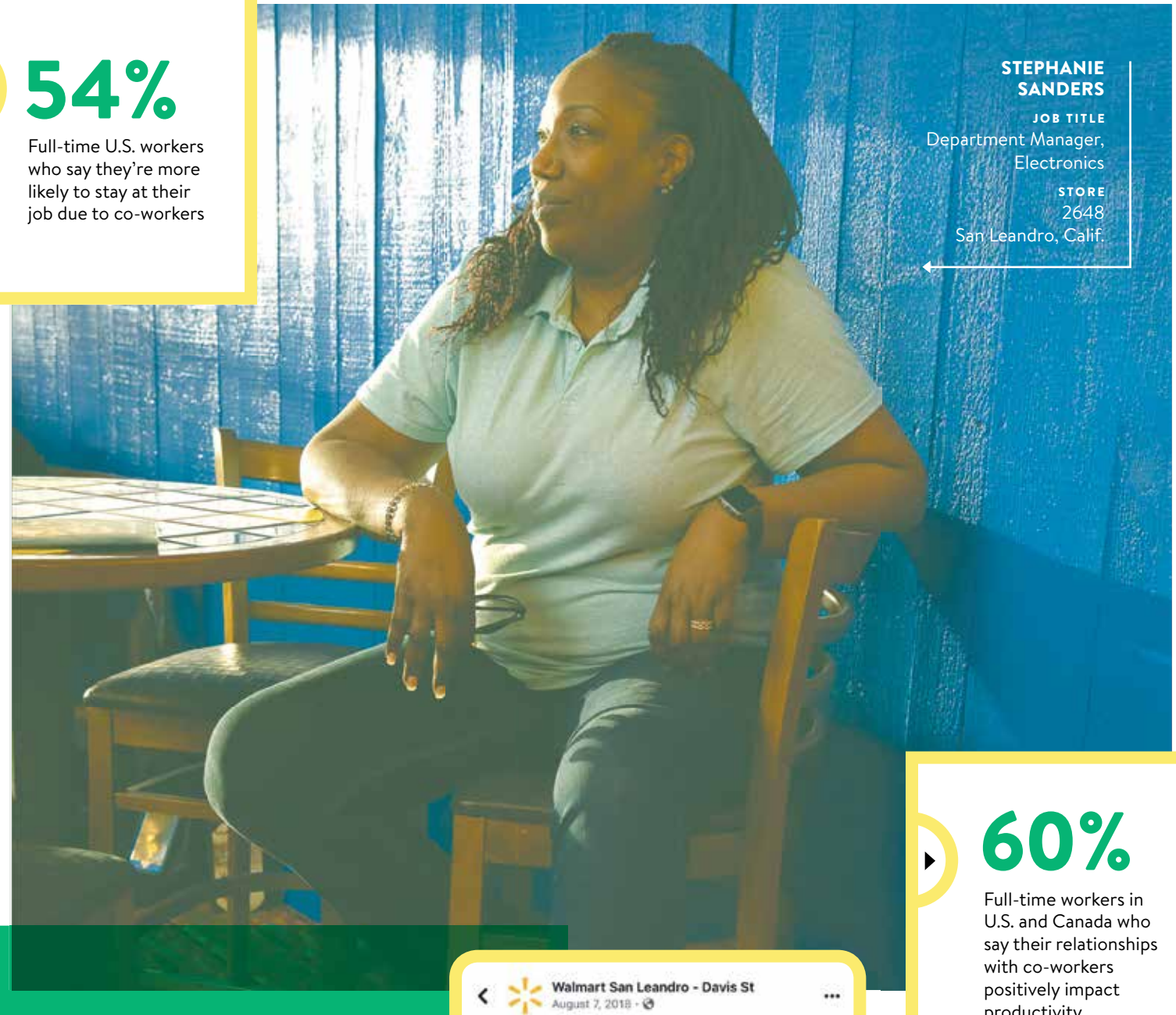
Stephanie set about organizing after-hours activities to try to ease the tension. She felt everyone could benefit from getting to know one another outside of work.

"Around inventory time, for example, we got together for a hangout day and went to



Our store was run a certain way. It was a smaller store. Some of the Oakland people said we were more rigid, and some of our people were saying that this is our space.

▶ **54%**  
Full-time U.S. workers who say they're more likely to stay at their job due to co-workers



**STEPHANIE SANDERS**  
JOB TITLE  
Department Manager, Electronics  
STORE  
2648  
San Leandro, Calif.

▶ **60%**  
Full-time workers in U.S. and Canada who say their relationships with co-workers positively impact productivity

dinner," she says. "I just said, 'Inventory is coming up in two weeks. We have to go out to eat and then do something afterward.' We also went bowling."

The outing made them feel like family. "People felt comfortable calling on each other if they needed something. We weren't a San Leandro team or an Oakland team. We were one team."

In fact, the team still makes a tradition of always spending some time together and having fun before things get hectic during inventory.

"When we're outside of the building, we laugh more," Stephanie says. "Some of the associates are support managers. Some are CSMs. But when we're out, that's thrown out the window. We're just friends." ✨



Community service is another great way for a team to come together outside of work.

What does *your* team do to build bonds? And how does it make you better? Share on social with **#FixingToLeading**—we want to hear from you!



What's your go-to energizing snack? Share it with us on social by tagging us @WalmartWorld.

Coffee, energy drinks, and sugary snacks can only take you so far when you're in need of an energy boost during the workday.

The subsequent drop in blood sugar when your energy is zapped increases cravings for more energy-zapping foods. Energy-boosting snacks that are rich in complex carbohydrates, fiber, and protein are the way to go. The energy from these foods is like a time-release capsule that slowly releases into your body—and keeps you fueled for hours.

## No-Bake CARROT CAKE ENERGY BITES

These Carrot Cake Energy Bites taste just like a dessert, but are chock-full of ingredients to boost your energy.

Makes 24 bites, or 8 three-bite servings.

### Ingredients

- \* ½ cup raisins or dried plums (prunes), packed
- \* 1 cup rolled oats
- 2 tbsp sliced almonds, raw
- \* ½ cup peanut butter or sunflower seed butter
- \* ¼ cup sweetened coconut flakes, plus extra for rolling (optional)
- ½ tbsp apple pie spice
- \* 1 pinch salt
- 1 cup peeled and grated carrot

\* A Walmart Private Brand option is available for this ingredient.

### Steps

1. In a large mixing bowl, stir together raisins, rolled oats, and sliced almonds.
2. Stir in the peanut butter, 1/4 cup coconut flakes (if using), apple pie spice, and salt until well combined. Stir in the grated carrot.
3. Using 2 tablespoons of the mixture for each, roll the mixture into bite-size balls. Using a small cookie scoop can make this part easier. *Pro tip: Spray your hands with cooking spray to prevent the mixture from sticking to them.*
4. Optional: Fill a shallow bowl with flaked coconut and roll the balls in coconut flakes.
5. Place the carrot cake bites on a plate or in a storage container, cover, and refrigerate for 1 hour. Serve.



## AVOCADO HUMMUS WITH ROASTED PEPITAS

When paired with avocado and pepitas, this hummus is jam-packed with healthy fats, fiber, iron, magnesium, zinc, and potassium.



## CURRIED PEPPERS WITH EDAMAME OVER BAKED SWEET POTATOES

Edamame are relatively low in calories but high in vitamins and minerals. The folic acid in edamame as well as iron promote energy and fight off fatigue.

Popcorn

Almonds

Chocolate-Covered Raisins

Bananas

Eggs

## Snack ATTACK!

Snacking keeps your metabolism revved up and is a great way to boost your energy. These healthy snacks—available at low prices in your store—will keep you moving between meals.

Apples and Citrus

Berries

Thirsty?

This alternative to Red Bull has zero calories.





# #TBT

THROW BACK TO...

► At Walmart, we don't just fix—we take the lead. It's in our DNA. We took a look back to see how, even decades ago, we were out in front.



“You’ve got to remove yourself from the addiction to short-term solutions to sales and build long-term momentum, and that is the definition of Every Day Low Prices.”

(Jack Shewmaker, Vice President of Operations)

## REGIONAL MERCHANDISING: THE NEXT LEVEL

“One reason why Wal-Mart has been so successful is because Mr. Sam believed that we should listen to the stores since they’re on the front lines.”  
Joe Craig – Regional Buyer, SAM’S Club

“Our institution of regional merchandising has begun to make a real impact on our bottom line.”

(Excerpt from *Wal-Mart Today*, January 1997)

**Commit** to your business. Believe in it more than anybody else.

**Share** your profits with all your associates, and treat them as partners.

**Motivate** your partners. Money and ownership alone aren’t enough.

**Communicate** everything you possibly can to your partners.

**Appreciate** everything your associates do for the business.

**Celebrate** your successes. Find some humor in your failures.

**Listen** to everyone in your company. And figure out ways to get them talking.

**Exceed** your customers’ expectations.

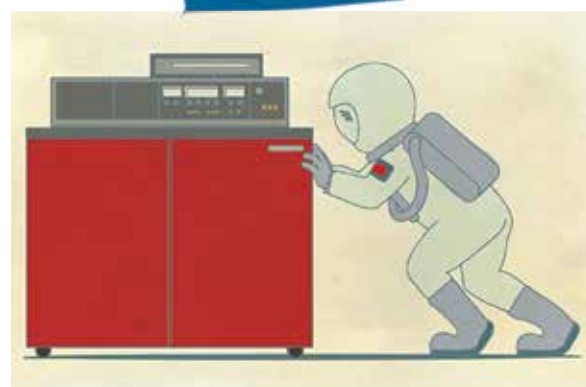
**Control** your expenses better than your competition.

**Swim** upstream. Go the other way. Ignore the conventional wisdom.

### Lead With Local Appeal

Know your customers! Selling products with strong local or regional appeal (such as pro and college sports team merchandise) gives us a competitive edge and appeals to shoppers’ loyalties.

See how ordering what your customers really want can send sales soaring, on pages 38–39 in this issue.



The IBM System/360 Model 20 weighed 1,200–1,400 pounds.

### Lead With Technology (Even in 1969)

It was a landmark year, 1969—and not just because humans walked on the moon. Walmart adopted game-changing technology. The IBM System/360 Model 20 allowed the Home Office to receive a daily sales report from each store, ensuring that the right items were available. Later, teleconferencing and interactive satellite broadcasts changed how we did business.

Read how our eCommerce business continues to thrive, on pages 48–49 in this issue.

### Lead by Aiming High —But Going Low

In 1974, then Vice President of Operations **Jack Shewmaker** adopted the company’s brand-defining “Every Day Low Prices.”

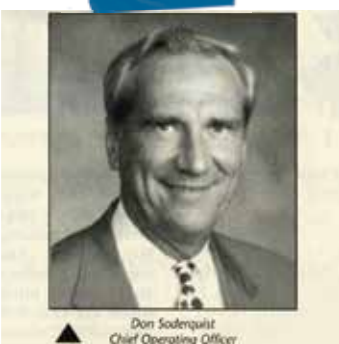
Read how we’re taking the lead in connecting customers with discounted pet medicines online, on pages 28–29 in this issue.

### Lead With the Strength of Diversity

Almost 30 years ago, **Don Soderquist**, then the chief operating officer, marveled at Walmart’s diverse workforce representing “many walks of life and very different backgrounds.” It was one of our strengths then and remains so today.

Read the Q&A with **Ben Hasan**, on pages 22–23 in this issue.

(Excerpt from *Wal-Mart World*, September 1992)



### Lead With Sam’s List

In his 1992 autobiography, *Sam Walton: Made in America*, Sam shares business insights not only for Walmart associates and leadership, but also for entrepreneurs, students, and anyone in the business world. Here’s a distillation of his 10 “Rules for Building a Business.”

who all have tremendous potential. Differences are good, not bad, including differences of opinion, different ideas and different perspectives. No one person, or for that matter, no group of people have all the good ideas. **We need ideas and suggestions from everyone in order to keep us strong and improving.**

If we all looked alike and thought alike, how boring it would be! Nothing new would ever be

# ON THE ROAD

WITH WALMART WORLD

The journey toward this completed Summer issue took us to places like Hoboken, N.J.; San Leandro and Mountain View, Calif.; Newton, N.C.; and more.

The Walmart World On the Road team does more than go out and gather stories for the magazine. We may arrive with the intention of talking about processes and your steps to achieving success, but during those conversations, we also get to know you. You tell us about your personal struggles, your triumphs, your

challenges, and how it all affects your work. In many cases, your perspectives and life experiences are making a difference in the lives of those around you.

Danielle and Linda, we identify with your efforts to juggle career with parenthood or caregiving. Carl, we relate to your decision to change people's perception of you and how you're growing into your role as a leader. We've all had pivotal moments when we had to decide who we were going to be. Since our interview with

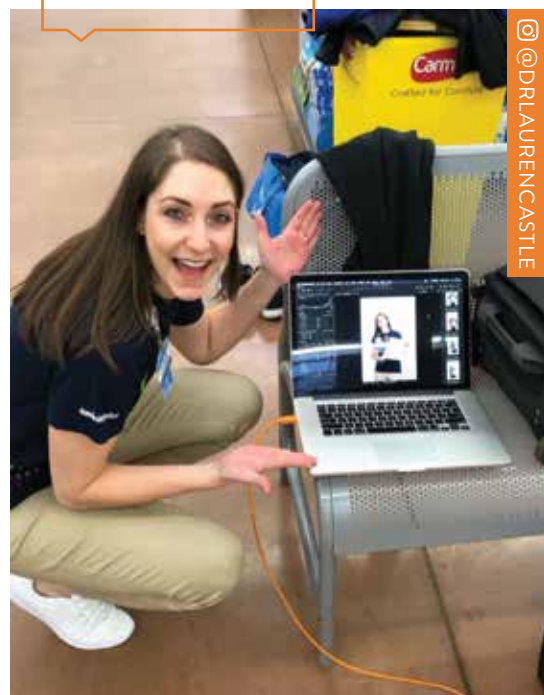
you in the Spark Room at the store in Mountain View, you've moved from assistant manager to co-manager. When we heard the news, we cheered for you back in our office.

Kyle and Tom, the way you incorporate your off-the-clock passions into your work inspires us to look for ways to do the same. Your creativity and out-of-the-box approaches inspired us in making this magazine.

We thank you for the stories and for the experiences.



Market Health and Wellness Director **Dr. Lauren Castle** is inspiring the *Walmart World* staff to get moving, too.



@DRLAURENCastle



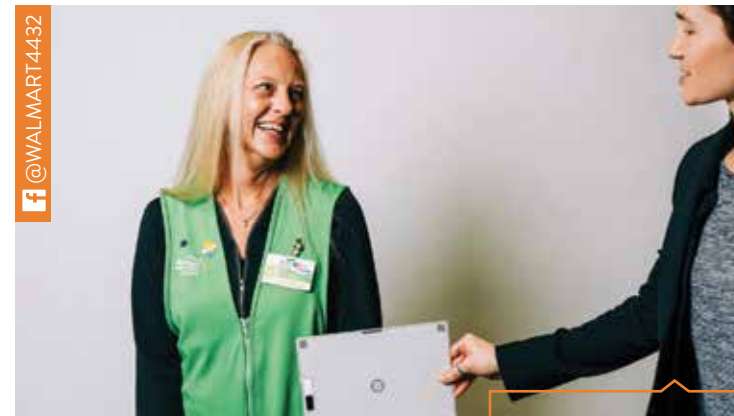
One of the coolest days I've had in my Walmart career so far ... shooting for @WalmartWorld magazine!

**Dr. Lauren Castle**

Let me help build your character. **Tom Milare**, Academy facilitator



@WALMART2142



@WALMART4432

Cashier **Linda Caldwell** has one of those smiles that reminds us why we love this work.



@WALMART1117

Possibly the cleanest store we've ever visited. Store Manager **Jinesh Mesuria** showed us why he's a little obsessive when it comes to CFF.



@WALMART2648

Assistant Manager **Danielle Christensen** and Paper and Chemicals Department Manager **Remy Cortez** gave us a warm welcome.



@KYLEBSMITH1

We took Market Asset Protection Manager **Kyle Smith** to a local comic book shop so he could get into character.



Got some great makeup tips from the NYX crew in Los Angeles, Calif.



Showed off our selfie skills at Store 6962 in Rock Hill, S.C.



Visited Jet.com's awesome offices in Hoboken, N.J.



## WE COULD VISIT YOU NEXT!

Scan here to read some behind-the-scenes stories about what happens when *Walmart World* visits a store—and tell us why we should visit yours!



Facebook Instagram Twitter @WalmartWorld

## #FixingToLeading

Tell us what you think about this issue and share your story on social media.

   @WalmartWorld

