KHALTAT · HIND AL OUD · L&D BOOK SESSIONS · DECEMBER 2026

The Service *Culture Sprint*

What we built for the book sessions on *The Nordstrom Way to Customer Experience Excellence* (third edition): the hub, the three scripted sessions, the activities, the Scent Match game and the town hall board.

Presenter: Aladdin

Live: poweredbycortex.ae/hindaloud

Prepared 23 October 2026 · Powered by Cortex

01

Executive summary

One web page runs the whole book programme. It holds three fully scripted 30 to 45 minute sessions that Aladdin can present straight from the page, a chapter by chapter companion to the book read through a retail lens, one practical activity per session, and a Scent Match game that staff play on their phones in five languages, ending on a town hall board.

ITEM	STATUS
Hub page	Live at **poweredbycortex.ae/hindaloud**, deployed to Cloudflare Pages (build passed on commit 5fe81b4). Hidden from search engines.
Session content	3 sessions, 43 slides, each with on screen text, talk track, visual cue and timing
Presentation	Present mode on the page, plus the slide PDF that comes with this guide
Activities	The Judgment Room, Measure Both Feet, Scent Match Town Hall, with full runbooks
Scent Match	6 perfumes, 5 languages (EN, AR, RU, HI, UR) with right to left layout for Arabic and Urdu
Town hall board	Works, but each phone keeps its own entries. See open items before Session 3.

Two things to fix before Session 3. The board does not yet collect entries from everyone's phones onto one big screen, and three of the six perfumes need official notes from the brand team. Both are in the open items at the end.

02

What is on the page

SECTION	WHAT IT DOES	HOW ALADDIN USES IT
Programme	The three sessions as cards, with values, presenter and activity, plus a run of show for a 45 and a 30 minute session	Share the link with L&D as the programme overview
Sessions	Tabs for Sessions 1 to 3. Every slide opens to show what goes on screen, what to say, what visual to show and how long it takes. Present runs it full screen (arrow keys, N for notes, Esc to close). A recap quiz closes each session.	Rehearse from the slide list, present from the Present button
The Book	Nine chapter cards. Each opens a summary in our own words and three lenses: shop floor, store managers and management, warehouse and office	Use it to prepare, and to answer “what does this mean for my role?”
Activities	The three activity cards in short form	Hand to the session facilitators
Scent Match	Sign up with name, searchable position and an optional photo, pick a vibe and an occasion, get a matched perfume with its notes	Staff play it on their phones via the QR code
Board	Most picked scents and everyone who played, with name, role and photo	Show on the big screen in Session 3

Languages

The page, the game and the sign up switch between English, Arabic, Russian, Hindi and Urdu. Arabic and Urdu flip to a true right to left layout with their own typefaces. The session scripts themselves are in English, because the sessions are presented in English.

The book and copyright

Everything on the page is original text written for these sessions. It summarises the book’s ideas and does not reproduce the book. Where a slide says “tell the story from your copy”, Aladdin reads that story from the book itself, so each presenter needs a copy.

03

The three sessions at a glance

SESSION	VALUES	BOOK	SLIDES	FULL / SHORT	ACTIVITY
1. The Relationship	Trust, Respect, Loyalty	Introduction, chapters 1 to 3	15	44 / 33 min	The Judgment Room
2. The Floor	Awareness, Humility, Communication & Collaboration	Chapters 4 to 6	14	45 / 33 min	Measure Both Feet
3. The Engine	Competition & Compensation, Innovation & Adaptation, Give Back & Have Fun	Chapters 7 to 9 and close	14	45 / 31 min	Scent Match Town Hall

Session 1: The Relationship

Goal. Everyone leaves able to make one customer decision without asking, and starts a client book.

Room. Teams of four at round tables. Screen at the front. Timer visible.

Bring. Six Judgment Room cards per table (printed from this page); Wallet cards with the one rule, one per person; Pens; Timer on screen; Three small prizes for the best defended answers.

Take away. A wallet card with the one rule, signed by the store manager, and one decision per person for the week.

Session 2: The Floor

Goal. Everyone practises noticing before pitching, and every branch starts a two minute daily huddle.

Room. Pairs, chairs facing each other. Screen at the front.

Bring. Timer on screen; Sticky notes and pens; One Awareness pin for the sharpest observation; Huddle template, one per branch.

Take away. A two minute morning huddle in every branch for the next week, with one customer observation per person.

Session 3: The Engine

Goal. Close the series with energy: everyone plays the Scent Match, teams compete on a pitch, and each branch commits to four habits.

Room. Town hall layout. Big screen showing the board. QR codes on every table.

Bring. QR code printed on table tents; Big screen with the town hall board; Phones (everyone's own); Prizes for the winning pitch team; A cause for the give back pledge, chosen in advance by the team.

Take away. The board stays up as the result of the series, the winning pitch becomes a training clip for new joiners, and every branch commits to the four Monday habits.

> The short version drops the slides marked "skip in short" and runs a shorter activity. Every slide's timing is in Appendix A.

04

Scent Match and the board

How a player moves through it

1. Scan the QR code on the table tent.
2. Enter a name, pick a position from the searchable list (or type their own) and add an optional photo, peace sign welcome.
3. See the rotating shelf of six perfumes, then choose a vibe (bold, warm and sweet, fresh and clean, soft and powdery, deep and smoky) and an occasion (office, evening, wedding, gift, everyday, Eid and celebrations).
4. Get the best matching perfume with its notes and two close alternatives.
5. Add themselves to the board.

The six perfumes

PERFUME	HOUSE	NOTES SHOWN	DATA STATUS
Ahojas	Hind Al Oud	Peach, Cedar, Bulgarian rose, Frankincense	Good
Sheikh Abdullah	Hind Al Oud	Pear, Freesia, Coconut, Sandalwood, White musk	Good
Pink Musk	Khaltat	*None yet*	No public notes found
Liebe	Khaltat	Cambodian oud	Only one note found
Aloha	Khaltat	Honey, Lemon, Pink grapefruit	Sources disagree
Ask	Khaltat	Bergamot, Pink pepper, Geranium, Marine notes, Sandalwood, Tonka bean, White musk	Two versions exist

Board limitation. Today each phone saves its own entry, so the big screen only shows the people who played on that one device, plus the sample names. For the town hall to show everyone live, the sign ups need to be saved on the server. The Cortex site already has a database, so this is a small addition: a sign up endpoint and a board that refreshes every few seconds. It needs to be built and tested before Session 3.

The board's sample names are fictional and labelled "Sample data" on screen. Remove them before the town hall once live entries work.

05

Deployment

ITEM	DETAIL
Live address	**https://poweredbycortex.ae/hindaloud/**
Hosting	Cloudflare Pages project cortex-ae, deployed on every push to main
Repository	cortex-dachach/poweredbycortex-ae, folder site/hindaloud
Latest commit	5fe81b4: full scripts for sessions 1 to 3, present mode, six chosen perfumes. Build status: success
Search engines	Hidden (noindex, nofollow) in both the page and the server headers
Security headers	Own Content Security Policy for /hindaloud: only Google Fonts and the QR library are allowed from outside
Access	Anyone with the link can open it. There is no password.
Credit	“Powered by Cortex” in the footer, and the book companion notes that Cortex wrote it

Open items

#	ITEM	OWNER	NEEDED BY
1	Official notes for all six perfumes, especially Pink Musk, Liebe and Aloha	Aladdin, from the brand team	Session 3
2	Live shared board (sign ups saved on the server)	Cortex	Session 3
3	Aladdin’s portrait for the hero card	Aladdin	Session 1
4	Photos and short clips for the “Visual to add” frames in the slides	Aladdin and Cortex	Session 1
5	Product photos of the six perfumes to replace the bottle drawings	Aladdin	Session 3
6	Confirm whether a third Hind Al Oud scent should join the game	Ahmad	Session 3
7	Decide whether the Cortex credit stays on the page	Ahmad	Session 1
8	A copy of the book for each presenter	L&D	Session 1
9	Print the six Judgment Room cards per table (Appendix B)	Aladdin	Session 1

APPENDIX A

Full presenter script

Every slide in order. Slides marked “skip in short” drop out of the 30 minute version.

Session 1: The Relationship · 44 min (33 min short)

1.01 The Service Culture Sprint

1 min

On screen: Session 1 of 3: The Relationship / Trust · Respect · Loyalty

Say: Welcome. Over three sessions we read one book together, The Nordstrom Way to Customer Experience Excellence, and ask one question every time: what does this look like on our floor, in our warehouse and in our office? Today is about the relationship: trust, respect and loyalty.

Visual: Wide photo of one of our busiest stores at opening time, team in uniform.

1.02 Why this book

2 min

On screen: Products can be copied. / Prices can be matched. / How people feel in our store cannot.

Say: The book opens with what the authors call the customer experience conundrum: almost every company says it puts the customer first, very few actually do. Products and prices are easy to copy. Culture is not. That is why the authors invite every reader to become the Nordstrom of their own industry. Our version of that question: what would it take to be the reference for service in perfume retail?

Visual: The book photographed on a counter in one of our stores.

1.03 Where it started skip in short

1 min

On screen: 1901, Seattle: one shoe store / A family business across generations / Known for service, not for product

Say: Nordstrom began in 1901 as a single shoe store in Seattle. Shoes teach a lesson early: you cannot sell a shoe without kneeling down and serving the person in front of you. The company grew into a national retailer, and the family carried the same values through each generation. Keep that in mind: this book is not about what Nordstrom sells. It is about how its people behave.

Visual: Archive style photo of an early 1900s shoe shop.

1.04 Nine values, one culture skip in short

1 min

On screen: Trust · Respect · Loyalty / Awareness · Humility · Communication & Collaboration / Competition & Compensation · Innovation & Adaptation · Give Back & Have Fun

Say: The third edition is built on nine values, one chapter each. Today we take the first three. Next session we take the three that live on the shop floor, and in the last session the three that keep the whole machine running. Quick question for the room: which of these nine do customers feel first when they walk into our store?

Visual: Build the nine values on screen three at a time.

1.05 The one rule

3 min

On screen: “Use good judgment in all situations.” / There are no other rules.

Say: Nordstrom famously handed new employees a single card with one rule: use good judgment in all situations, with no additional rules. Policies still exist. The point is that people are hired and trained to make the right call themselves, without waiting for a manager. Ask the room: of the decisions you make on a normal day, how many truly need a manager?

Visual: One white card on a dark table. Keep the slide almost empty.

1.06 The inverted pyramid

3 min

On screen: Customers at the top / Then the people who serve them / Leadership at the bottom, holding everyone up

Say: Nordstrom draws its organisation upside down. Customers on top, the sales team right under them, then managers, and leadership at the very bottom supporting everyone. The question for a leader is not what my team can do for me, it is what I can remove that blocks my team. Let us draw ours now: customers, then floor teams and cashiers, store managers, area managers, warehouse and office, and leadership at the base.

Visual: Our own pyramid, upside down, built layer by layer with our real job titles.

1.07 Trust: hire it, then give it skip in short

3 min

On screen: Hire for values, train for skills / Week one sets the culture / Empower people to decide

Say: Chapter one starts inside the company. One of the Nordstrom family leaders was once asked who trains their salespeople and answered: their parents. In other words, hire people who already carry the values, show them the culture in their first week, then trust them with real decisions. Trust given is how trust is earned. Ask a store manager in the room: what do we let a new joiner decide on their own in week one?

Visual: A 30 second phone clip of a new joiner’s first morning in one of our stores.

1.08 Trust from customers: the tire story

4 min

On screen: A customer brings back a set of tires / Nordstrom has never sold tires / He gets his refund

Say: The most famous Nordstrom story. A customer walked into a Nordstrom store with tires and asked for a refund. Nordstrom does not sell tires. The store gave him his money back. The story is still told because it shows what trust looks like when it costs something. The book uses it to explain the return policy: most customers are honest, so design the experience for the honest majority. Now our harder question: perfume is personal and an opened bottle cannot go back on the shelf. Where is our good judgment line?

Visual: A stack of car tyres placed in a luxury store setting. Let the room laugh before you talk.

1.09 Trust on our floor

3 min

On screen: Floor: solve it first, log it after / Managers: coach the call, never punish it / Warehouse: trust the picker's call on damage / Office: answer a store request within the shift

Say: Walk the grid. A sales associate fixes a customer problem up to an agreed limit without calling anyone, then logs it. A store manager coaches a judgment call that went wrong, because if you punish it nobody makes the next one. In the warehouse the picker who sees a damaged carton pulls it and logs it. In the office, a store request is answered within the same shift.

Visual: Four column role grid with simple icons.

1.10 Respect

3 min

On screen: Respect the culture you join / Respect the colleague next to you / Respect every customer, whatever they spend / Recognition is respect said out loud

Say: Chapter two. Respect runs in every direction: to the culture, to colleagues, to customers, and it goes beyond the sale. The chapter closes on recognition: thanking people in public is how a company proves it means it. Ask for one example from the room: a customer who bought nothing on the day and came back later because of how they were treated.

Visual: A team huddle where a thank you card is being handed over.

1.11 Respect, the perfume version skip in short

2 min

On screen: Greet within seconds, eyes before words / A full, clean tester is respect / Ten minutes of smelling deserves the same care as three gift sets / Recognise in public, correct in private

Say: In perfume retail respect is visible. A full, clean tester. A blotter offered, never pushed. A customer who just wants to smell for ten minutes treated exactly like one who leaves with three gift sets. For managers: praise in public, correct in private. For the warehouse: a clean, correctly counted carton is respect for the team that opens it.

Visual: Close up of a tidy tester tray and scent strips on a Hind Al Oud or Khaltat counter.

1.12 Loyalty

3 min

On screen: A career, not a launching pad / Leaders grown from the floor / Sell a relationship, not a bottle / Customers are loyal to a person first / Suppliers are part of the circle

Say: Chapter three. Nordstrom wants people to build a career, and promotes its leaders from inside. Many customers are loyal to one salesperson before they are loyal to the brand, which is why the book says sell a relationship. Loyalty also runs to suppliers. Read one short story from this chapter to the room from your own copy: the Bob love story or one of the stories of loyalty.

Visual: A long serving team member (with their permission) and their years of service.

1.13 Loyalty in practice: the client book

3 min

On screen: Name · scent · size · occasion · date / One follow up message, never a sales blast / Hand your regulars to a colleague before leave / Promote from the floor, and announce it

Say: The most practical tool from this chapter is a client book. Every associate keeps one: the name, the scent they wear, what they gifted and when. Before Eid, wedding season or Mother's Day you already know who to message and what to say. Before your annual leave, introduce your regulars to a colleague. And managers: when someone is promoted from the floor, say it at the town hall.

Visual: A sample client book page (sample data only).

1.14 Activity: The Judgment Room

10 min · 6 in short

On screen: Teams of 4 · 6 cards · 60 seconds each / No manager at the table / Decide, then defend

Say: Run the activity. Instructions are on the activity card below. Keep strict time: the pressure is the point.

Visual: Countdown timer on screen.

1.15 Take one line home

2 min

On screen: Use good judgment in all situations. / This week: one decision you make without asking.

Say: Hand out the wallet cards. Everyone writes on the back the one decision they will make this week without asking. We start the next session with your stories. Next time: awareness, humility and communication.

Visual: The wallet card design.

Session 2: The Floor · 45 min (33 min short)

2.01 Session 2 of 3: The Floor

3 min

On screen: Awareness · Humility · Communication & Collaboration / First: who made a call without asking?

Say: Welcome back. Before anything new, two or three people share the decision they made without asking since last session. Thank each one by name. That is respect and recognition from last time, in action.

Visual: Photo wall of the wallet cards people brought back.

2.02 Heads up service

3 min

On screen: Look up before you speak / Read the visit: gift, hurry, browsing, returning / Serve the moment, not the script

Say: Chapter four opens with heads up service: noticing the customer before the pitch. In our stores that means: a shopper carrying a bag from another brand is buying a gift; someone checking the time needs speed; someone who smells the same bottle twice is close to deciding. Read the visit before you open your mouth.

Visual: A customer at a perfume counter from behind the associate's shoulder.

2.03 Measure both feet

3 min

On screen: Most people's feet are not the same size / A good shoe fitter measures both / Do the extra check nobody asked for

Say: One section of the chapter takes its name from the shoe department where Nordstrom began. A good fitter measures both feet, because they are rarely identical. The perfume version: try it on skin, not only on paper. Ask who it is for. Ask what they wear today. Ask where they will wear it. The extra check is the service.

Visual: Two feet on a shoe measuring device.

2.04 Everyone is in customer service

3 min

On screen: The cashier, the driver, the picker, the accountant / Every role reaches the customer, directly or not

Say: The book is clear that customer service is not a department. A late delivery is an empty shelf, an empty shelf is a customer who leaves. A wrong price in the system is an argument at the till. Ask the warehouse and office people in the room: where does your work meet the customer?

Visual: A chain of photos: warehouse shelf, van, store shelf, customer's hand.

2.05 Managers on the floor, memories in the details skip in short

3 min

On screen: Managers belong where customers are / Memories come from small gestures

Say: The chapter also covers the manager's role, which is on the floor and not behind a desk, and making memories, which come from small gestures more than big ones. Tell the diamond story from chapter four in your own words from your copy: it is the strongest example of awareness in the book.

Visual: A small handwritten card tucked into a gift box.

2.06 Awareness across our roles

3 min

On screen: Floor: notice before the pitch, remember last visit / Managers: first hour of the shift on the floor / Warehouse: spot the pattern before it becomes a shortage / Office: ask the stores what they see before planning

Say: Walk the grid. The SKU that is always short on Thursday, the branch that runs out of testers fastest, the customer who always comes the week before payday. Awareness is noticing patterns, not only people.

Visual: Role grid.

2.07 Humility

3 min

On screen: Don't be cocky / Start at the bottom / Lead by serving

Say: Chapter five. Success makes companies arrogant, and arrogant companies stop listening. Nordstrom leaders famously started in the stockroom and on the sales floor, and the book links this to servant leadership: the inverted pyramid from last session. A leader's job is to serve the people who serve the customer.

Visual: A senior leader carrying cartons into a store (only if it is real).

2.08 The honest truth

3 min

On screen: Tell the truth, even when it costs the sale / “I don’t know, let me find out” / Stay reachable

Say: Humility also means honesty and accessibility. If the cheaper scent suits the customer better, say so. If a fragrance will not hold in August heat on their skin, say so. If you do not know, say so and come back within the hour. Customers forgive not knowing. They do not forgive being sold to.

Visual: A blotter with a question mark drawn on it.

2.09 Humility across our roles skip in short

2 min

On screen: Floor: ask a senior colleague for help in front of the customer / Managers: work a busy register shift every quarter / Warehouse & office: fix the process before explaining it

Say: Humility looks different by role, but it always means the same thing: the job is bigger than my ego.

Visual: Role grid.

2.10 Communicate, communicate, communicate

3 min

On screen: Say it three times, three ways / Face to face beats a forwarded message / Hearing is not listening

Say: Chapter six. The book’s advice is to communicate far more than feels necessary, and face to face where possible. It also separates hearing from listening: hearing is the words, listening is the meaning. In a perfume consultation the customer says sweet but means warm. Listening catches that.

Visual: A crowded WhatsApp group screenshot (sample) next to a calm team huddle.

2.11 Shared leadership and teamwork skip in short

3 min

On screen: Everyone owns the result / Hand over a customer with context, not a point / Social media is a conversation with customers

Say: Shared leadership means the result belongs to everyone in the store, not only the manager. Collaboration means when you hand a customer to a colleague, you hand over what you learned. And the chapter ends on social media: comments and messages are customers talking. Who answers ours, and how fast?

Visual: Two associates passing a customer between them with a note.

2.12 Our communication rhythm

2 min

On screen: 2 minute huddle at opening / Questions from the floor answered within the shift / One cross branch call a month, associates included / Client notes travel when the customer travels

Say: Here is the rhythm we propose. Every branch runs a two minute huddle at opening: yesterday’s number, today’s focus, one customer observation. Questions from the floor get an answer within the shift. Once a month, associates from different branches meet on one call.

Visual: The huddle template.

2.13 Activity: Measure Both Feet

10 min · 6 in short

On screen: Pairs · 2 rounds · 2 minutes each / Listen only, then name 3 things you noticed / That were not said

Say: Run the activity. Instructions below.

Visual: Countdown timer on screen.

2.14 Take one line home

1 min

On screen: Measure both feet. / This week: one customer observation at every huddle.

Say: Close. Every branch starts the two minute huddle tomorrow. Next and last session: competition, innovation and fun.

Visual: The Awareness pin.

Session 3: The Engine · 45 min (31 min short)

3.01 Session 3 of 3: The Engine

2 min

On screen: Competition & Compensation · Innovation & Adaptation · Give Back & Have Fun / First: the best huddle observation

Say: Welcome to the last session. Start with two observations from the huddles. Then: today is the engine, the three values that keep a service culture running long after a training day.

Visual: Photo of a real huddle from this week.

3.02 Competition and compensation

3 min

On screen: Commission rewards the seller who serves / Top performers are visible / Service and selling are one job

Say: Chapter seven. Nordstrom pays many of its salespeople largely on commission and makes performance visible. The book argues that service and commission selling do not conflict when the culture is right: the best sellers are the best servers, because their customers come back to them.

Visual: A simple leaderboard (sample data).

3.03 Cross selling, the right way

3 min

On screen: Sell what completes the need / Layering is our natural cross sell / Never sell what they do not need

Say: The chapter covers cross selling. In perfume it is natural: an oil under a spray, a body mist for daytime, bakhoor for the home, a travel size for the bag. Khaltat literally means blends: layering is in the brand's name. The rule: sell what completes the customer's need, never what completes your target.

Visual: Layering set laid out: oil, spray, mist, bakhoor.

3.04 Team contests and teamwork skip in short

3 min

On screen: Compete as teams, not only as individuals / Celebrate the assist / Nobody steals a customer

Say: The chapter ends on team contests and teamwork. Individual competition without team goals breeds customer stealing. Team contests make the assist as valuable as the sale.

Visual: Team photo holding a trophy.

3.05 Competition across our roles skip in short

2 min

On screen: Floor: know your number daily / Managers: one board per branch with one culture metric / Warehouse: accuracy and on time, celebrated monthly / Office: speed of answering store requests

Say: Walk the grid. Ask: what is one thing we should celebrate that is not sales?

Visual: Role grid.

3.06 Innovation and adaptation

3 min

On screen: Customer obsessed, digitally enabled / Channel agnostic: the customer chooses how / The store is digitized, not replaced

Say: Chapter eight. Nordstrom moved from catalogues to stores to online to mobile without changing its values. The book's point is that customers do not think in channels: they want to find, try and buy however suits them. The physical store is not going away, it is becoming digital.

Visual: Phone screen and store counter side by side.

3.07 Time is the new luxury skip in short

3 min

On screen: Customers are short of time, not choice / Reserve online, try in store / Click and collect, WhatsApp orders, delivery

Say: The chapter covers convenience and services such as reserving online and trying in store, and how Nordstrom diversified with its off price Rack stores. Ask the room: what is the fastest path today from an Instagram post to a scent strip in a customer's hand, and how do we make it faster?

Visual: A WhatsApp chat ending with 'ready for you at the counter' (sample).

3.08 Channels change. Values don't.

2 min

On screen: Technology works when people already trust each other / New tools, same nine values

Say: The chapter closes by asking what a values driven culture is worth. The answer: it is what lets a company adapt without losing itself. Every new tool we use has to make it easier to live these nine values, not replace them.

Visual: The nine values on one slide again.

3.09 Innovation across our roles skip in short

2 min

On screen: Floor: suggest one improvement a month / Managers: test one idea per branch, keep it or kill it / Warehouse: scan everything, guess nothing / Office: pilot in one branch before rolling out

Say: Innovation is not a department either. The best ideas come from the people closest to the customer.

Visual: Role grid.

3.10 Give back

3 min

On screen: Store openings as community moments / Giving is part of the culture / Choose a cause together

Say: Chapter nine. Nordstrom treats store openings as community events and builds giving into the culture through its Nordstrom Cares programme. Our version: Ramadan iftar boxes, a cause the team chooses together, our people volunteering together once a quarter.

Visual: Our team at a real community event (if we have one).

3.11 Have fun

2 min

On screen: Customers can feel a happy team / Rituals: scent of the week, a win bell / Fun is planned, not accidental

Say: The last value is fun. A team that enjoys coming in makes customers enjoy coming in. Fun does not happen by itself: it gets planned like everything else.

Visual: A candid photo of a team laughing in a store.

3.12 Nine values in nine lines

2 min

On screen: Trust: use good judgment / Respect: every customer, every colleague / Loyalty: sell a relationship / Awareness: measure both feet / Humility: start at the bottom / Communication: say it three times / Competition: celebrate the assist / Innovation: channels change, values don't / Fun: plan it

Say: Recap the whole series in nine lines. Let the room read them out loud together.

Visual: All nine lines building one by one.

3.13 Activity: Scent Match Town Hall

12 min · 8 in short

On screen: Scan · sign up · play / Watch the board / Winning scent's team pitches in 30 seconds

Say: Run the activity. Instructions below.

Visual: The live board on the big screen.

3.14 What changes on Monday

3 min

On screen: One rule: good judgment / One tool: the client book / One habit: measure both feet / One ritual: the daily huddle

Say: Close the series. Thank L&D and everyone who took part. Four things change on Monday, in every branch, warehouse and office. We will check them at the next town hall.

Visual: Four icons, one per habit.

APPENDIX B

Activity runbooks

Session 1: The Judgment Room · 10 min

Teams of four. Each table gets six face down cards. One person reads, one keeps time, two argue the answer.

STEPS

1. Flip a card. The team has 60 seconds to agree what they would do, with no manager available.
2. After all six cards, each table picks its strongest answer.
3. Three tables defend their answer to the room in 30 seconds each.
4. The room votes by show of hands. The winning table gets the prizes.

DEBRIEF

- Which card was hardest, and why?
- Where did you want a manager, and did you actually need one?
- What one limit should we write down so people stop asking?

Take away. A wallet card with the one rule, signed by the store manager, and one decision per person for the week.

Session 2: Measure Both Feet · 10 min

Pairs facing each other. One talks, one only listens.

STEPS

1. Round one, 2 minutes: the talker describes their last weekend. The listener says nothing.
2. The listener names three things they noticed that were not said out loud (mood, what matters to them, what they avoided).
3. Round two, swap roles: the talker describes a real customer they served recently.
4. The listener names three observations, then suggests one scent from our range for that customer and why.
5. Room vote: the sharpest observation wins the Awareness pin.

DEBRIEF

- What did you notice that the speaker did not say?
- How often do we start selling before we finish listening?
- What one question will you add to every consultation?

Take away. A two minute morning huddle in every branch for the next week, with one customer observation per person.

Session 3: Scent Match Town Hall · 12 min

QR codes on every table. The board on the big screen. Teams by table.

STEPS

1. Everyone scans the QR code, signs up with name, position and an optional photo.
2. Pick a vibe and an occasion, reveal your match, and add yourself to the board.
3. Watch the board fill. When the timer ends, the most picked scent wins.

DEBRIEF

- Which value did the best pitch use, and how?
- What did the board tell us about our own team's taste?
- Which of the four Monday habits will be hardest for your branch?

Take away. The board stays up as the result of the series, the winning pitch becomes a training clip for

4. Tables that picked the winning scent pitch it to the room in 30 seconds, using the notes on screen and one value from the book.
5. The room votes the best pitch. The winning table gets the prize and the pitch is filmed as a training clip.

new joiners, and every branch commits to the four Monday habits.

APPENDIX B, PRINT

The Judgment Room cards

Print one set per table and cut along the dashed lines. The guidance line is for the facilitator.

CARD 1 · 60 SECONDS

A customer returns a half used bottle with no receipt and says it gave her a headache.

Look her up by phone number first. Discuss what a regular would remember about how this was handled, and what limit you can decide alone.

CARD 2 · 60 SECONDS

The tester of the best seller is empty and the customer is waiting.

Discuss: open a new tester or not, who can decide, and how you stop it happening again tomorrow.

CARD 3 · 60 SECONDS

Two customers want the last gift set before Eid.

Discuss fairness, alternatives you can build on the spot, and reserving from another branch.

CARD 4 · 60 SECONDS

A delivery arrives two cartons short at closing time.

Discuss who you tell, what you write down, and what the morning team needs to know.

CARD 5 · 60 SECONDS

A customer asks for a scent we do not carry.

Discuss: send them to a competitor, find the closest match in our range, or both.

CARD 6 · 60 SECONDS

A colleague is rude to a customer in front of you.

Discuss what you do in the moment, and what you do after the customer leaves.

APPENDIX C

The book companion

The nine chapters in our own words, each read through three lenses. This is a summary written for the sessions, not the book's text.

Chapter 1: Trust

Session 1

One rule: use good judgment in all situations.

Nordstrom is famous for trusting its people with a single rule instead of a thick handbook, and for an inverted pyramid: customers on top, then the frontline, then managers, then leadership at the bottom holding everyone up. Trust runs both ways, so returns are generous because most customers are honest, and the stories (a refund on tires the store never sold) are told because they show what trust looks like when it costs something.

SHOP FLOOR

- Fix a customer problem up to an agreed amount without calling anyone, then log it.
- Treat the return desk as a loyalty desk: the way a return is handled decides whether they come back.
- Say yes first, then work out how.

MANAGERS

- Replace three store rules with one line and tell the team which one.
- Coach after a judgment call instead of punishing it; the second call is the one that matters.
- Praise a good decision in the group chat the same day.

WAREHOUSE & OFFICE

- Trust the picker's call on a damaged carton: pull it, log it, move on.
- Approve small store requests same day instead of escalating.
- Share the customer story behind the refund so finance sees the loyalty, not only the cost.

Chapter 2: Respect

Session 1

Respect the culture, the colleague and the customer.

Respect is the quiet value under all the others. It shows in how new joiners are brought into the culture, in how colleagues treat each other when no customer is watching, and in treating every customer as the most important person in the store regardless of what they spend. Recognition is how a company shows respect out loud.

SHOP FLOOR

- Greet every walk in within a few seconds, eyes before words.
- Respect the tester bottle and the display: the shelf is the first colleague a customer meets.
- Never talk over a colleague who is with a customer.

MANAGERS

- Recognise in public, correct in private.
- Learn every associate's name, shift and goal in their first week.
- Give the night shift the same briefing quality as the morning.

WAREHOUSE & OFFICE

- Answer a store request as if a customer were waiting behind it, because one is.
- Label and pack so the receiving associate is respected: clean cartons, clear counts.
- Thank the branch by name when a target is hit, not only the region.

Chapter 3: Loyalty

Session 1

Sell a relationship, not a bottle.

Loyalty at Nordstrom is a career path rather than a stopover, diverse teams promoted from within, and customers loyal to a person before a brand. The book argues that loyalty is earned slowly and lost slowly, which is why a company can both decline and recover without noticing at first. Vendors are part of the same circle.

SHOP FLOOR

- Keep a client book: name, the scent they wear, the gift they bought, the date.
- Follow up after a big purchase with one message, no selling.
- Introduce your regular to a colleague before you go on leave.

MANAGERS

- Promote from the floor and say so at the town hall.
- Track repeat visits per associate, not only basket size.
- Protect the client book when someone moves branch: the relationship stays with the brand.

WAREHOUSE & OFFICE

- Replenishment on time is loyalty to the store team.
- Treat the supplier like a long partner: pay on time, share forecasts.
- Make the tenure of warehouse staff visible and celebrated.

Chapter 4: Awareness

Session 2

Measure both feet. Everyone is in customer service.

Heads up service means reading the customer before speaking: a shoe seller who measures both feet learns something most sellers skip. Managers belong on the floor, memories are made in small gestures, and everyone, including people who never meet a customer, is in customer service.

SHOP FLOOR

- Notice before pitching: the gift bag, the hurry, the second person.
- Ask one question about the occasion before any note.
- Remember what they rejected last time.

MANAGERS

- Spend the first hour of the shift on the floor, not in the office.
- Walk the store as a customer once a week with no badge.
- Name one observation per associate in the huddle.

WAREHOUSE & OFFICE

- Spot the pattern: the SKU always short on Thursday, the branch that loses testers fastest.
- Ask the stores what they see before building the plan.
- Treat a late truck as a customer waiting in a queue.

Chapter 5: Humility

Session 2

Start at the bottom. Serve the frontline.

Nordstrom leaders begin on the stockroom floor and never stop saying so. Servant leadership turns the pyramid over: the leader's job is to remove what blocks the frontline. Humility also means honest truth with customers, admitting what you do not know, and staying reachable.

SHOP FLOOR

- Say "I do not know, let me find out" and come back within the hour.
- Recommend the cheaper scent when it is the better fit.
- Ask a senior colleague for help in front of the customer without embarrassment.

MANAGERS

- Work a Saturday register shift every quarter.
- Ask the team what is blocking them and fix one thing a week.
- Keep an open door, and an open WhatsApp.

WAREHOUSE & OFFICE

- Visit a branch delivery once a month and carry the cartons in.
- Fix the process before explaining it.
- Credit the store for the idea when it reaches head office.

Chapter 6: Communication & Collaboration

Session 2

Communicate, communicate, communicate. Then listen.

Shared leadership works at Nordstrom because information moves face to face and often, and because hearing is not the same as listening. Collaboration is treated as the normal way of working across departments and channels, including the way the brand talks with customers on social media.

SHOP FLOOR

- Two minute huddle at open: yesterday's number, today's focus, one customer story.
- Hand over a customer to a colleague with context, not just a point.
- Share a client note between branches when the customer travels.

MANAGERS

- Say the important thing three times in three ways.
- Close the loop: every question from the floor gets an answer by the next shift.
- Run one cross branch call a month with associates, not only managers.

WAREHOUSE & OFFICE

- One group per branch with a rule: questions answered within the shift.
- Publish the week's deliveries in advance so stores can plan the floor.
- Invite a store associate to the planning meeting.

Chapter 7: Competition & Compensation

Session 3

Compete to be the best, and be paid for it.

Healthy internal competition is part of the Nordstrom culture, with results visible and compensation tied to performance so that the best people want to stay. The point is a culture where excellent service pays, not a culture where people fight over customers.

SHOP FLOOR

- Know your number every day and the number of the person next to you.
- Compete on service stories as well as sales.
- Share the technique that worked instead of guarding it.

MANAGERS

- Daily board per branch: sales, repeat clients, one culture metric.
- Explain the commission in one page everyone can read.
- Team targets alongside individual ones so nobody poaches a customer.

WAREHOUSE & OFFICE

- Accuracy and on time rates on the warehouse wall, celebrated monthly.
- Pay for precision, not only speed.
- Let the warehouse see the sales it made possible.

Chapter 8: Innovation & Adaptation

Session 3

Change the channel, keep the values.

Nordstrom has moved through catalogues, stores, online and mobile without changing what it stands for. The book treats innovation as the duty to meet the customer wherever they are and to adapt fast when the market moves, while the values stay fixed.

SHOP FLOOR

- Use the Scent Match on a tablet as a concierge, not a gimmick.
- Offer click and collect and know how it works end to end.
- Suggest one improvement a month; the best one gets built.

MANAGERS

- Test one idea per branch per month, measure it, keep or kill it.
- Pair a digital native with a veteran seller on every pilot.
- Share what failed as openly as what worked.

WAREHOUSE & OFFICE

- Scan everything, guess nothing.
- Pilot a new process in one branch before rolling out.
- Build the training into the tool so it does not need a trainer.

Chapter 9: Give Back & Have Fun

Session 3

A culture people enjoy gives back on its own.

The last chapter is about the community a company serves and the joy inside it. Nordstrom gives back locally and keeps the work enjoyable, because people who enjoy coming in are the ones who make customers enjoy coming in.

SHOP FLOOR

- One shared ritual per branch: music at open, a scent of the week, a win bell.
- Celebrate a customer's occasion with them, not just the sale.
- Bring your energy to the slow hours; customers can smell boredom.

MANAGERS

- Plan one give back per quarter with the team choosing the cause.
- Make the town hall fun enough that people come early.
- Budget for small celebrations, not only big targets.

WAREHOUSE & OFFICE

- Join the branch celebration; the warehouse made it possible.
- Donate slow stock on purpose, with a story.
- Fun is a process too: schedule it.