

# Collaborative Marketing Driven by Advanced Analytics Summit

Ensuring Your Successful TPx  
and Retail Execution Journey



## High Performance Forged by The Fires of Adversity

Bob Ravener, EVP and Chief People Officer, Dollar  
General (Retired) and Author of Up!

# Bob Ravener Intro

## U.S. Navy Submarine Video

<https://www.youtube.com/watch?v=A4FvP9pdAFA#action=share>

# Sustained High Performance

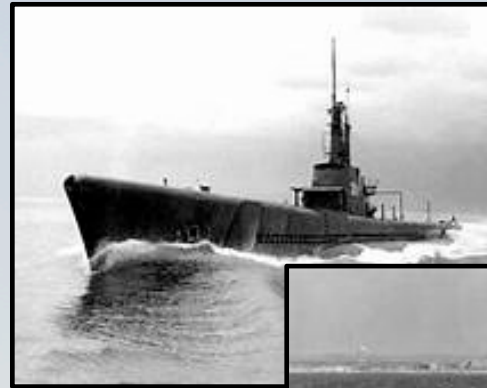
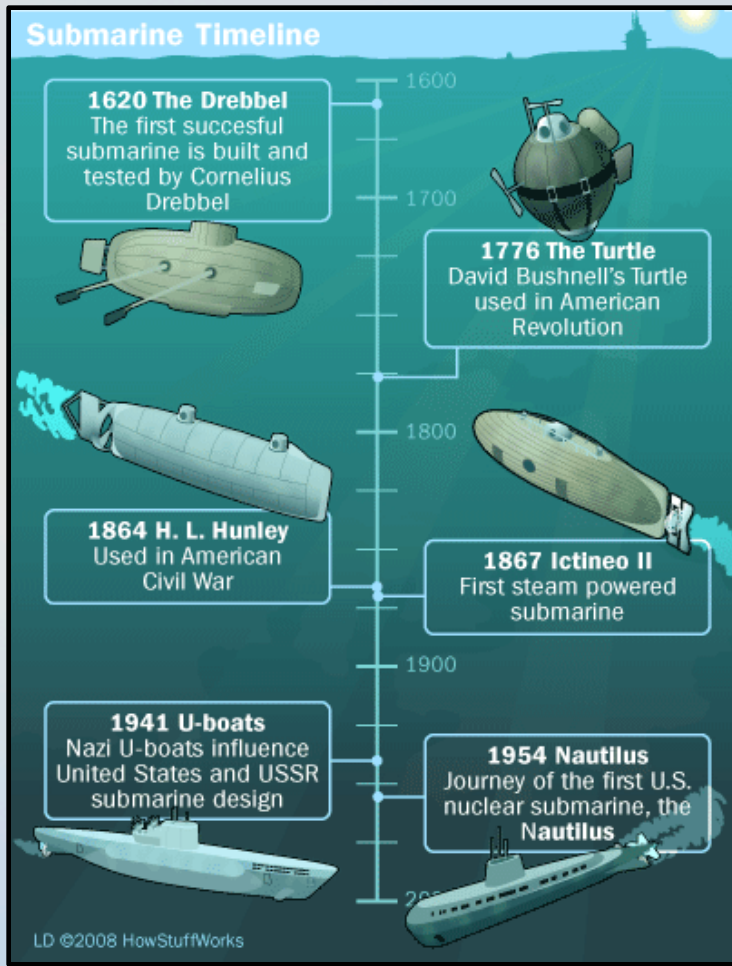
*...Forged by  
Adversity...*

Bob Ravener



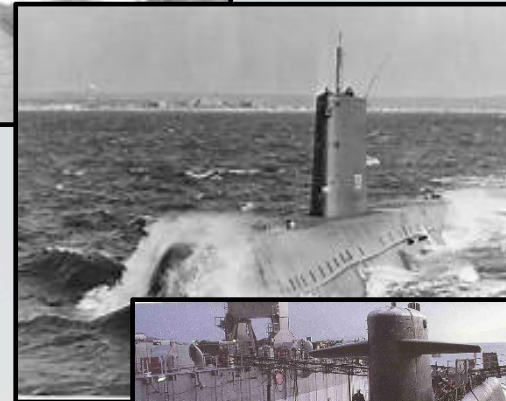
# U.S. Submarine Force

## History



World War II

Nuclear Age



Deterrence



Today's Defense





# Where you start...

- **Faced family strife almost daily**
- **At age 5, lost our family home**
- **At age 10, lost most possessions**
- **At age 15, family split up to live with friends**
- **By age 18, lived in 9 different homes**

# ...the real world...



*"I don't control 100% of what happens to me,  
but I do control 100% of how I respond to what happens to me."*





# ...only defines the start of the climb!

- Hard Work
- Attitude
- Integrity
- Dependability



# Where to begin?...

*Before we cover anything in detail today...*

*...let's take a look at some examples of  
those who have made the climb....*



# Perseverance Over Pride

## 1936 Berlin Olympics

- Hitler's Germany
- 22-year old American Jesse Owens wins 4 Gold Medals
- Unheralded college students defeat Germany in Rowing Finals



Bundesarchiv, Bild 103 50093  
Foto: Hoffmann 1 August 1936

# People Change the Game

## The Dollar General 10 Year Run

- 65,000 new jobs created
- 12,000 store managers promoted
- 16,000 stores – doubled in size
- #1 world-wide rank in training
- Lowest SM turnover on record



# Life Changing Decisions

## Military Trial By Fire

- Henry Johnson – 21 wounds
- Emerson Opdyke – decisive moves
- Joshua Chamberlain – no ammo
- Lou Zamperini – Olympian to POW
- John Paul Jones – outlaw to hero
- Mary Reilly - 1 of 300





# Goal For Today

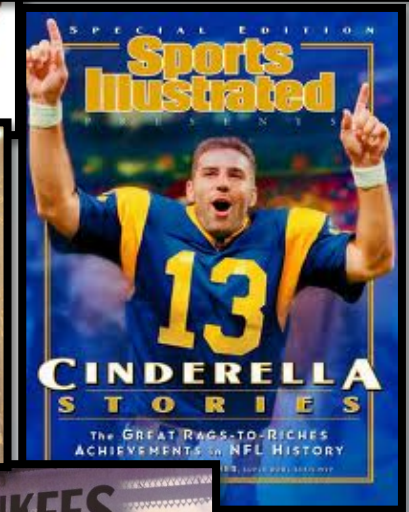
**Reinforce that you can perform at the highest levels...**

- *Life happens, the question is what are you going to do about it?...*
- *everyone faces some sort of adversity*
- *organizations and people change all the time*
- *Performing at your best is a choice*



# Pursue the Dream

- Start first with a dream
- Develop a plan, make it a reality
- Perfect your craft
- Push your limits
- Keep building on your dreams – start new ones



# Elevate Your Attitude

- **Defining moments can make or break you**
- **You control your response to circumstances**
  - Focus on the positive
  - Never give up
- **Enthusiasm is contagious**
- **Be a team player**



# Risks Lead to Rewards

- Don't be afraid to fail or let others make mistakes
- You will learn the most from uncomfortable situations
- Calculated risk pushes limitations





# Find Your Center

- Find positive role models willing to invest in you
- Contribute in your community
- Use your capabilities and opportunities to influence others
  - volunteer
  - coach
  - mentor others





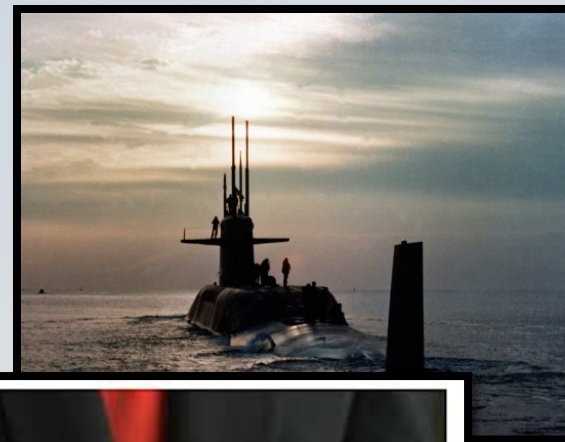
# Own Your Future

- Take ownership for your success & build self-esteem
- Work hard/stay focused
- Be open to the influence of others
- Surround yourself with smart, challenge-oriented people



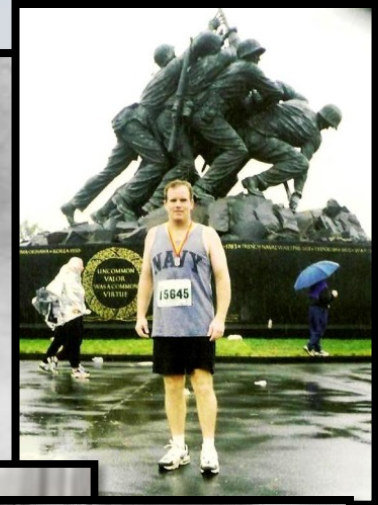
# Remain on Course

- **Maintain calm in the storm**
- **Overcome discouragement, disappointment, despair**
- **Find the silver lining in every circumstance**



# Marathon Endurance

- Strive to be the person you want to become
- Always think marathon, not sprint
- Success depends on dedication, discipline, and determination
- Road blocks are part of life's journey





# Perform At Your Best

***P** – pursue the dream*

***E** – elevate your attitude*

***R** – risks lead to rewards*

***F** – find your role*

***O** – own your future*

***R** – remain on course*

***M** – marathon endurance*







# Up!

*The Difference Between  
Today and Tomorrow Is You*

**"A powerful story everyone can share in . . .  
inspiring—a benefit to all."**

—Joe Gibbs, Owner, Joe Gibbs Racing,  
Former Head Coach of the Washington Redskins

## Bob Ravener