	DO:
////AGENDA What Is TRED? Trouble Shooting Speed with Service Tools to Manage Speed Identify the Bottleneck Let's Practice	**SAY:** Hi Everyone, we are excited to have you here today. We will learn about TRED, the tools to manage speed and how to manage bottlenecks. We will have a lot of fun. It will be an interactive day so please participate. <u>(Cover housekeeping items; restroom locations, if there are any snacks etc.)</u>
	ASK:

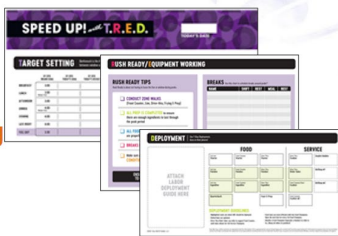|	
	DO: Use the beach ball with questions on it for this game!
What's POPPIN'	**SAY:** Explain how the game works: - You will pass the ball to anyone and whoever catches the ball must answer the question that their right thumb lands on.
	ASK: Ask whoever is the one the catches the ball to please stand say their name and store number and then answer their question.

	ASK: Who can tell me what TRED stands for? (Wait for the answers before revealing information)
Speed Up! With TRED Board T = Target Setting R = Rush Ready E = Equipment working D = Deployment SPEED UP! with T.R.E.D. TARGET SETTING RUSH READY//EQUIPMENT WORKING DEPLOYMENT These Four Things Will Help Ensure Your Team Doing Your Best To Achieve Your SOS Goals.	**DO:** Repeat the information from the slide.
	SAY: We all have TRED boards in our stores. There are a few different designs out there. We call them deployment boards or TRED boards. Let's drill down to each letter of the TRED and learn more about them.

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Target Setting

Set clear targets for your team, keep track of how they are preforming and coach them to beat their best times.

BEST EVER: Write your restaurant's Best Ever Bottleneck Time during each Daypart.

SAME DAY, LAST WEEK: Write your bottleneck results from the same day last week. Example: If today is Wednesday, write the results from last Wednesday's bottleneck for each daypart.

TODAY'S GOAL: Use your Best Ever bottleneck result as inspiration and look at Same Day, Last Week to help set a faster goal, aiming to improve that daypart.

TODAY'S RESULT: After each daypart, write the results for your bottleneck time. Compare this to your goal to see how you did. Did you do better? What learnings do you have for next week? Shift Notes: Use learnings from the previous week and any tips you've learned to help the team. Be sure to recognize your teams' success!

DO: Share the information from the slide.

ASK: Why it is important to set a target during our shift?
(Keeps our teams organized so everyone is working toward the same goal with sense of urgency. When we don't set a target, team doesn't have the same level of sense of urgency)

SAY: shift huddles are a great way of setting goals and communicating them with team. We should have a shift huddle at the beginning of every day part and celebrate the small wins through the shift.

Rush Ready

Rush Readiness
- Team Members never leave their positions during peak except to slide deploy.
- Follow Daily Prep Guide and hold times to ensure enough ingredients to last through the peak.
- All stations should be properly stocked prior to the rush.
- Team should be in place before rush begins. Prep is complete and team in position 30/60 mins before rush.
- DT operator should not open window more than 3 times during a transaction.
- Never put a customer on hold.
- Keep team in position during peak periods. No breaks, dishes, office work etc.

Station Readiness
- Make sure your stations are set up for speed.

ASK: What does "Rush Ready" mean to you? (Wait for the responses)

DO: Share the information from the slide.

SAY: Especially, morning shift sets the pace for the day. If we are still doing the 24 hour frying in the middle of lunch rush, we will play catch up all day. It is very important to utilize OYZ cards to execute primary and secondary tasks for each position.
Even our cash registers need to be stocked before rush. So you wouldn't have cashiers asking for change in the middle of peak times.

Equipment Ready

Headsets
- 5 Headsets are always in use (6 for double bubble).
- Headset charging station is neat and organized.
- All batteries are charged.
- All headsets are hung neatly when not in use.
- DT Griller wears headset at all times.
- DT Order taker uses hands free headset.

Drive-thru Layout
- Drive-thru matches diagram for speed layout.
- Condiment bin positioned within reach.
- Drive-thru window operates properly.

Production Line Layout
- Follow line diagram for placement of ingredients on production line.

Drive-thru Timer
- Drive-thru timer is fully functional and programmed for dayparts.
- Window time is displayed for the team to see.
- Printer tape is always kept on hand.

Other
- Grill is programmed to **17 seconds** and the top is kept closed.
- Ice dispenses correct amount of ice and bin is full.
- Pizza melter fully melts in one cycle (**7 seconds**).
- Reach in cooler is operational.

DO: Share the information from the slide.

SAY: We can prevent many maintenance issues by cleaning our equipment properly. It is very important to take MIC/Shift readiness walks seriously so we can identify any maintenance issues. Inform your RGM right away so they create a ticket on Ecotrak for maintenance issues.

ASK:

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Deployment

This section puts the right players in the right places:

Schedule Properly
- Use deployment tool in Sabretooth scheduling system.
- Deploy in sequence (fill #6 before #7). Identify first and secondary positions.
- Always schedule enough team member to meet sales forecast.

Fill in Daily Deployment Board
- Be sure all Team Members are deployed to a position.
- If needed designate a fry person on the chart.
- Be sure Team Members are certified in their position.
- Everyone stays in position and slide deploys to relieve bottlenecks.
- MIC and Team Members work according to priority sequence.
- Everyone works as a TEAM!

DO: Share the information from the slide.

SAY: After RGM post the schedule, shift leads must review the schedule and give feedback to RGM. You need to ensure your shifts are set up for success. You can use deployments guidelines to deploy MIC in proper position.
Remember, deployment is a requirement during a CORE audit as well. It needs to be filled out with MIC deployed in MIC zone.

ASK:

SCHEDULING BEST PRACTICES

FOCUS FIRST on your own schedule: RGMs should schedule themselves for the Top Ten Sales Dayparts for the week and **should not be opening** except on Inventory Days

SCHEDULE maximum of *two* employees for breakfast daypart *(start time 30- to 60- minutes before the morning's first breakfast sales)*

TARGET for breakfast daypart is under 60% direct labor, as otherwise the overall labor target will be difficult to achieve for balance of the day

BUILD to your targeted maximum # of employees for your peak lunch & dinner dayparts *(an additional person may be needed for delivery days in AM)*

STAGGER in Team Members for the peak dayparts in 15- to 30-minute increments for a smooth transition without block scheduling

SHIFT 24-hour prep and Cleanliness success routines to 2 to 5 PM or after 8 PM to help achieve your labor target

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DO: Share the information from the slide.

SAY: Schedule is one of the most important tools for a successful business. If we have a great schedule, meeting metrics will be so much easier.

ASK:

DO:
Use the beach ball with questions on it for this game!

SAY:
Explain how the game works:
- You will pass the ball to anyone and whoever catches the ball must answer the question that their right thumb lands on.

ASK:
Ask whoever is the one the catches the ball to please stand say their name and store number and then answer their question.

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TRED Tools For Your Teams

SAY: Let's review some tools to help us with speed. I am sure everyone has a copy of the Fast All Day, Every Day poster in their store. This is a great tool to train and coach our teams when it comes to speed and bottleneck behaviors. (Go over a few positions' TRED behaviors) As managers, we need to focus on maximizing transactions, balancing bottlenecks, and executing TRED on every shift to meet our speed goals.

DO: Review how to handle bottlenecks if at window or order point from the slide.

TRED Tools For Your Teams

DO: Share the information from the slide.

SAY: If we keep our focus on these behaviors each shift, we will have a great day and great results. Always have a plan for your shift. Continue coaching your team on TRED behaviors and recognize the correct behaviors.

ASK:

DO:

SAY: Speed evaluation form is a great tool to utilize identifying speed opportunities. It helps us get to the core of the issues by analyzing each letter of the TRED at our store. Which day part is the issue, are we struggling with rush ready, is it schedule or deployment. After identifying opportunities, it helps setting action plan to improve results. It also highlights the tools to use to manage speed.
We also have our speed tracking poster. It helps us track speed for entire week. We can see which day parts are doing a great job, also where we have opportunities. We can see how many cars were served each day part, order and window time. Tracking helps us identify bottlenecks. Don't forget to recognize and celebrate winning day parts.

ASK:

Top Reasons for Bottleneck Issues 1. Deployment Chart not completed. 2. Aces not in their places. Can someone give an example of what the means? 3. Schedule no communicated in advance. 4. No one knows what position they are owning for the shift. Can someone give an example of what the means? 5. Is the team locked into their position? Are breaks managed based on business peaks?. 6. Increased call outs? Do you have repeat offenders? Do you know the why? 7. Is the work environment fun? Are we recognizing & celebrating when goals are reached? 8. Can everyone read the OTD monitor? Do they all know the impact of delivering speed, great food with friendly faces?	**DO:** Share the information from the slide. Ensure everyone is participating. **SAY:** **ASK:**
Aces In Places? **LET'S FOCUS ON….** 1. Communicated Target & Goals. Example: What is the lunch OTD Target? 2. How many headsets are being used? Who is wearing them? Why? 3. What role is the RGM/AC playing to get and keep the teams engaged?	**DO:** Share the information from the slide. **SAY:** Ensure team is trained and understand their position. Despite our current speed trend, we always need to have a speed target to keep teams focused. A team without a target is no different than a ship without a route in the middle of the ocean. **ASK:**
Let's Practice	**DO:** **SAY:** **ASK:** Are you ready to have some fun and put everything we learned into practice?

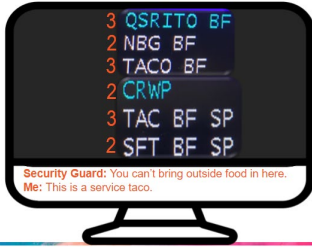|	
TEAM BUILDING 3 rounds of "Build That Order" Which team can build the most orders accurately? Which team is the quickest? Divide up into teams Orders will be shown on the screen 10 products or more per round Each round will be timed Every product built correctly **+10** Every product built incorrectly **-3** Bonus Points! First team to finish correctly gets **+10** *(each round)* **1** 5 minutes to build order *No talking* *No touching the ingredients until timer starts* **2** 3 minutes to "pre-shift huddle" discuss strategy, positions, and organize ingredients 3 minutes to build order, *no talking while building orders* **3** 2 minutes to "pre-shift huddle" discuss strategy, positions, organize ingredients 3 minutes to build 10 order, *talking is allowed*	**DO:** Explain the 3 rounds of the game and the rules from the slide. Break group into teams and set up stations with ingredients.
	SAY:
	ASK:
WHAT'S IN IT FOR YOU? *1st Place* **$100** Gift Card *2nd Place* **$50** Gift Card *3rd Place* **$25** Gift Card	**DO:** Share the information from the slide.
	SAY:
	ASK: Are you guys ready? Let's have some fun.
ORDER #1 **1** 5 minutes to build orders *No talking* *No touching* the ingredients until timer starts 1 QUES CK 2 5-LYR BUR 3 SFT BF 2 CHZY G CR 3 TACO BF **Inhale tacos; exhale negativity**	**DO:** Share the information from the slide for the 1st round of the game. Give words of encouragement and make it fun for the group. Record the score for the 1st round.
	SAY:
	ASK: This was fun. Are you ready for 2nd round?

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ORDER #2 ⬦2 3 minutes to "pre-shift huddle" and discuss strategy, positions, and organize ingredients 3 minutes to build orders, _no talking while building orders_ 3 QSRITO BF 2 NBG BF 3 TACO BF 2 CRWP 3 TAC BF SP 2 SFT BF SP **Security Guard:** You can't bring outside food in here. **Me:** This is a service taco.	**DO:** Share the information from the slide for 2nd round of the game. Record results after the round.
	SAY: You all get to set your plan with shift huddle, let's see how this round will go.
	ASK: You are doing a great job. Are you ready for round 3?
ORDER #3 ⬦3 2 minutes to "pre-shift huddle" and discuss strategy, positions, organize ingredients 3 minutes to build orders, _talking is allowed_ 3 CHZY G CR 6 TACO BF 2 NBG BF 3 TAC BF SP 2 TACO BF **Check Out My 6-Pack**	**DO:** Share the information from the slide for 3rd round of the game. Record results after the 3rd round and identify winners.
	SAY:
	ASK:

HOW DID WE DO?
 	
• **What made the 1st round hard?**
  • Not being able to communicate
  • Not being able to get organized
  • Lack of teamwork
  • No plan
 	
• **What made the 2nd & 3rd rounds easier?**
  • Goals were communicated to the team
  • A set plan
  • Properly stocked stations set up for speed
  • Aces-in-their-places
  • Everyone worked as a team
 	
Improving your team's communication skills can improve productivity and resolve conflict before it arises. It also allows you to maximize the talents of your team members and ensure they are in the roles they are best suited for.
	DO:

	SAY: This was lots of fun. Let's talk about how did we do and what made each round different. (Share the information from the slide)
	ASK: Which round was your favorite? And why?

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TRUST= SPEED OF EXECUTION

- TRUST is the key to EXECUTION
  - **Personal Trust**: *Character & Integrity*
  - **Professional Trust**: *Expertise & Competency*
- Intense Professional Will is required to deliver Superior Performance
- Extreme Personal Humility
- Selfless Service to Others / Grace

DO: Share the information from the slide.

SAY: We need to trust to execution of fundamentals.. Remember when we struggle with a metric, there is a system broken behind it. If we use our tools and practice correct behaviors daily, we go from hustling the results to naturally achieving results.

ASK:

Takeaways

Feedback

Questions

Thank You!

DO:

SAY: Thank you for being here and spending your time with me today? I would like to hear your takeaways and feedback. Also let me know if you have any questions.

ASK: What will you differently when you get back to your stores?

DO:

SAY:

ASK:

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