SUPREME LEADERSHIP

SL SESSION #3

Daily Operational Excellence

Facilitator's Guide

Before the Session Outline

Pre-Session Game Plan:

The Supreme Leadership training session is designed to help shift leaders enhance their leadership skills, equipping them with the knowledge and strategies to effectively lead their teams, drive performance, and achieve operational excellence. The purpose of this workshop is not to just read the information out loud, but instead review the content as a group and reinforce the subject matter knowledge through group discussion and break-out group activities.

Keep in mind that this session is intended to not only teach the skills of an effective leader, but also an opportunity for you to get your team all on the same page and discuss store and area specific topics.

Please read all of facilitator's notes carefully and thoroughly, as these will assist you in holding a fun and impactful leadership session. The goal is to allow you the opportunity to celebrate your team and take your area's leadership to the next level.

Preparation for this meeting will take you some time. The better prepared you are, the bigger the impact you will have, and the better quality of the leadership in your area will be. Make sure that your session has the WOW factor!

Supplies Needed:

❑ Link to the SL Supreme Leadership Facilitator Folder (Presentation)
❑ Facilitator's Guide
❑ Participant's Guides (one each per participant)
❑ Extra Pens
❑ Index Cards
❑ Name Tag Stickers
❑ Candy & Snacks
❑ Raffle Tickets (To hand out for participant participation)
❑ Swag or Prizes for Participation
❑ Prize for the Bingo Game Winner!

Facilitator Basics:

- **Be well-prepared:** Know the workshop content and activities beforehand.
- **Create a friendly atmosphere:** Make participants feel comfortable and welcome.
- **Encourage participation:** Ask questions and ask participants to raise their hands to share their thoughts or ideas.
- **Listen actively:** Pay attention and show interest in what participants say.
- **Use clear language:** Speak in a way that everyone can understand, avoiding complex terms.
- **Manage time wisely:** Ensure enough time for discussions and activities.
- **Foster collaboration:** Encourage participants to work together and learn from one another.
- **Embrace feedback:** Be open to suggestions and use feedback to improve your facilitation.
- **Reflect on your own style:** Consider how you can improve and grow as a facilitator.
- **Enjoy the process:** Have fun and create an enjoyable learning experience for everyone.

Remember, by incorporating these simple techniques, such as encouraging participants to raise their hands, you can create an engaging and participatory workshop environment.

Talking Points:

SAY: Each session we are here to discuss just how important authentic and accountable leadership is for enhancing the team member experience and driving positive results.

In the following training session, we will discuss our learning objectives, leadership skills, and how we can develop an environment for overall productivity and, of course, profitability through effective time management and planning.
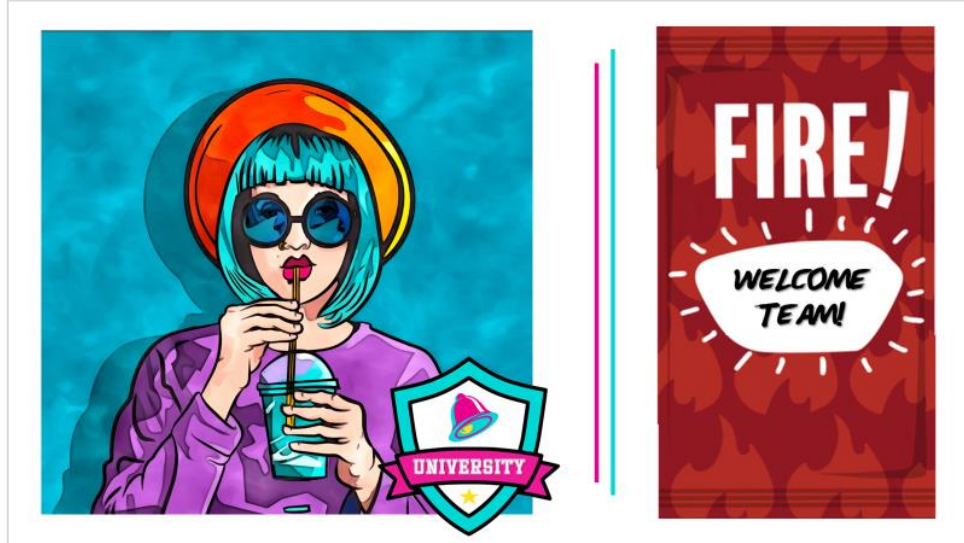
We want you to use your participant guide as a tool for your continuous learning and a means for you to develop your team. Utilize the notes sections on each page to write down your thoughts, ideas, and big take-aways!

DO: Fire up your team and set the expectations for today's session. Be saucesome with it!

DO: Be Authentic: Be genuine and authentic in your delivery. Share your own experiences, vulnerabilities, and lessons learned. Audiences connect more with speakers who are relatable and transparent. Avoid trying to be someone you're not, as authenticity is key to building trust. Use Powerful Body Language: Non-verbal communication plays a significant role in your delivery. Stand tall, maintain good posture, and use confident gestures. Make eye contact with the audience to establish a connection. Move around the stage or utilize appropriate gestures to emphasize key points and maintain audience engagement.

REMEMBER: "You're the superhero of your teams! Believe in your powers and inspire your fellow food warriors to conquer new levels of success!"

SL Supreme Leadership – Session 3

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SL Supreme Leadership – Icebreaker

Note: Start off on the right foot with a fun activity. This icebreaker should take 15 minutes or less.

Activity: "Find Someone Who"

Objective: This icebreaker gets participants moving and talking as they search for people who fit specific criteria.

Preparation:
- Create a list of fun and interesting statements or criteria related to the group or event. For example:
- Find someone who has traveled to another country.
- Find someone who can play a musical instrument.
- Find someone who can speak more than one language.

Instructions: Distribute the list of criteria to each participant as they enter the meeting or event space.

Start the Activity - Explain the rules of the game:
- Ask the participants to find the list of "Find Someone Who" Questions at the beginning of their Participant Guides.
- Participants should mingle and find someone in the group who fits each criterion on the list.
- When they find someone who meets a particular criteria, they should introduce themselves and ask a follow-up question related to that criteria.
- For example, if the criteria is "Find someone who has traveled to at least three countries," the participant might ask, "What was your favorite country to visit?"

Completion: Set a time limit for this activity (10-15 minutes) and ask participants to see how many criteria they can meet.

Recap: After the activity, gather everyone together and invite a few participants to share interesting facts they learned about others during the game.

Tips:
Encourage participants to ask open-ended follow-up questions to foster deeper conversations.
You can customize the criteria to align with the theme or goals of your meeting or event.

"Find Someone Who" is a versatile icebreaker that promotes networking and conversation in a fun and interactive way. It's a great way to get people to learn interesting things about their colleagues while keeping the atmosphere relaxed and engaging.

SL Supreme Leadership – Session 3

Find Someone Who – Icebreaker Ideas

1.   Find someone who shares your birthday month.
2.   Find someone who has traveled to a foreign country in the past year.
3.   Find someone who speaks a language other than English.
4.   Find someone who has a pet.
5.   Find someone who has a sibling.
6.   Find someone who has a unique hobby or talent.
7.   Find someone who has a favorite book in common with you.
8.   Find someone who has run a marathon or participated in a sports event.
9.   Find someone who can cook a specific dish or cuisine.
10. Find someone who has a tattoo.
11. Find someone who has a favorite movie in common with you.
12. Find someone who has a specific number of siblings (e.g., find someone who has two siblings).
13. Find someone who has been skydiving or bungee jumping.
14. Find someone who is a vegetarian or vegan.
15. Find someone who can play a musical instrument.
16. Find someone who has a favorite TV show in common with you.
17. Find someone who has been to a music concert or festival recently.
18. Find someone who has a specific type of job or profession.
19. Find someone who has completed a specific educational degree.
20. Find someone who has a favorite sports team in common with you.
21. Find someone who has a fear of heights, spiders, or other common fears.
22. Find someone who enjoys a particular type of outdoor activity (e.g., hiking, camping, or biking).
23. Find someone who has a unique collection (e.g., stamps, vintage toys, or comic books).
24. Find someone who has volunteered for a charity or nonprofit organization.
25. Find someone who has a favorite type of cuisine in common with you.

SL Supreme Leadership – Session 3

Today's Learning Objectives

- Review previous session's homework and reinforce continuous learning.

- Discuss the deployment of staff to drive efficiency and speed of service.

- Discuss adaptability and flexibility while reducing bottlenecks and focusing on evaluating the speed of service.

- Learn the skills to make adjustments effectively, balancing profitability with staff satisfaction and service quality.

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- Review previous session's homework and reinforce continuous learning.

- Discuss the deployment of staff to drive efficiency and speed of service.

- Discuss adaptability and flexibility while reducing bottlenecks and focusing on evaluating the speed of service.

- Learn the skills to manage labor costs effectively, balancing profitability with staff satisfaction and service quality.

ASK: Does anyone have any questions or thought they would like to share before we get started?

SL Supreme Leadership – Session 3
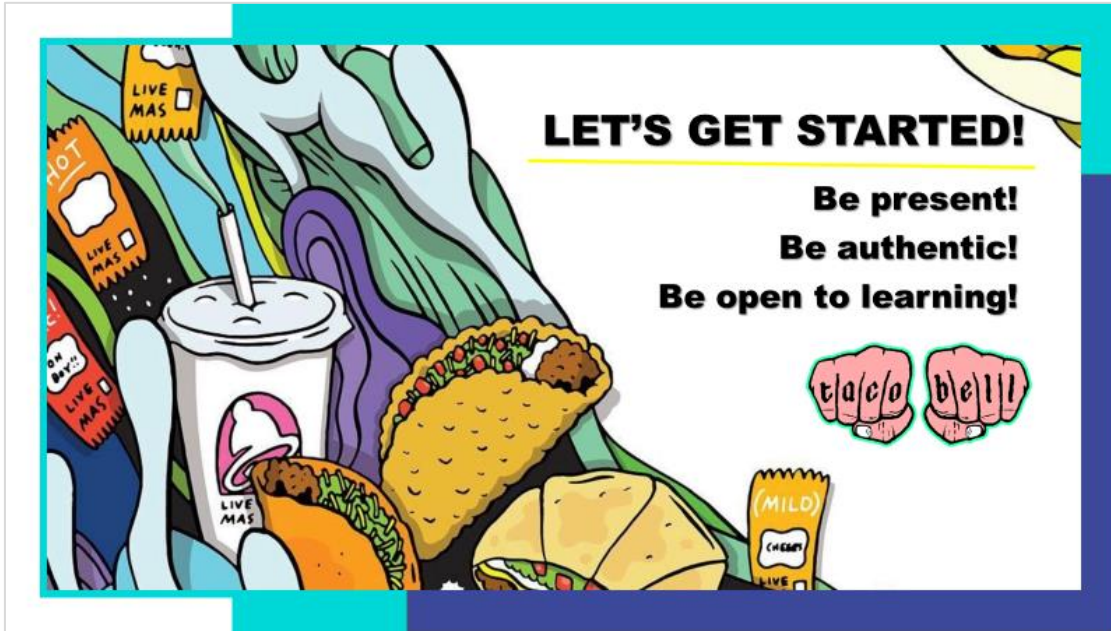
Be Present: Be present by actively engaging and focusing on the discussion at hand. Give your full attention and actively listen. Participate in the discussion by contributing your thoughts and ideas and asking questions when necessary. Avoid distractions such as checking your phone or working on unrelated tasks.

Be Authentic: Be open to expressing your thoughts and feelings in a constructive way as we go through the materials. Be honest about what goes on in your four walls and how you can utilize the learning from today to become a stronger leader and develop your team.

Be Open To Learning: The things we will discuss and learn today are designed to develop your leadership skills. While some things are a review, we want you take make the best of this session and be open minded to learning new or improved ways of managing your talent.

Authenticity

Leadership Behaviors

SAY: As we do for all of our training sessions let's briefly revisit and discuss authentic leadership behaviors and accountability.

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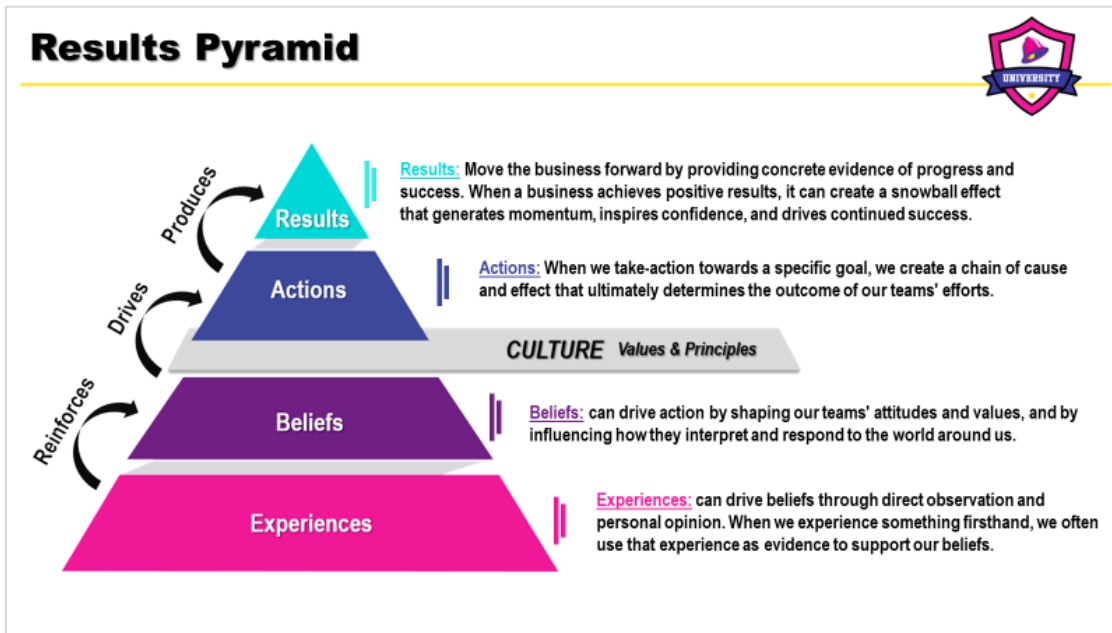

SAY: Our overall purpose in conducting these training sessions is to Elevate your Leadership skills. First, we look at What I Know. Then, we examine What I Consistently Do. Finally, we make sure we're always aware of How I Make Others Feel. When we seek constant feedback at each step, we make our interactions more purposeful, and we begin to elevate our leadership skills.

Results Pyramid

Results: Move the business forward by providing concrete evidence of progress and success. When a business achieves positive results, it can create a snowball effect that generates momentum, inspires confidence, and drives continued success.

Actions: When we take-action towards a specific goal, we create a chain of cause and effect that ultimately determines the outcome of our teams' efforts.

CULTURE *Values & Principles*

Beliefs: can drive action by shaping our teams' attitudes and values, and by influencing how they interpret and respond to the world around us.

Experiences: can drive beliefs through direct observation and personal opinion. When we experience something firsthand, we often use that experience as evidence to support our beliefs.

SAY: You may remember this image from previous sessions. This is our results pyramid.

READ: Experiences: can drive beliefs through direct observation and personal opinion. When we experience something firsthand, we often use that experience as evidence to support our beliefs.

READ: Beliefs: can drive action by shaping our teams' attitudes and values, and by influencing how they interpret and respond to the world around us.

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READ: Results: Move the business forward by providing concrete evidence of progress and success. When a business achieves positive results, it can create a snowball effect that generates momentum, inspires confidence, and drives continued success.

BIG TAKEAWAY: Building culture in your restaurants leads to results and that all starts with the experiences that we create for ourselves, our customers, and especially our teams.
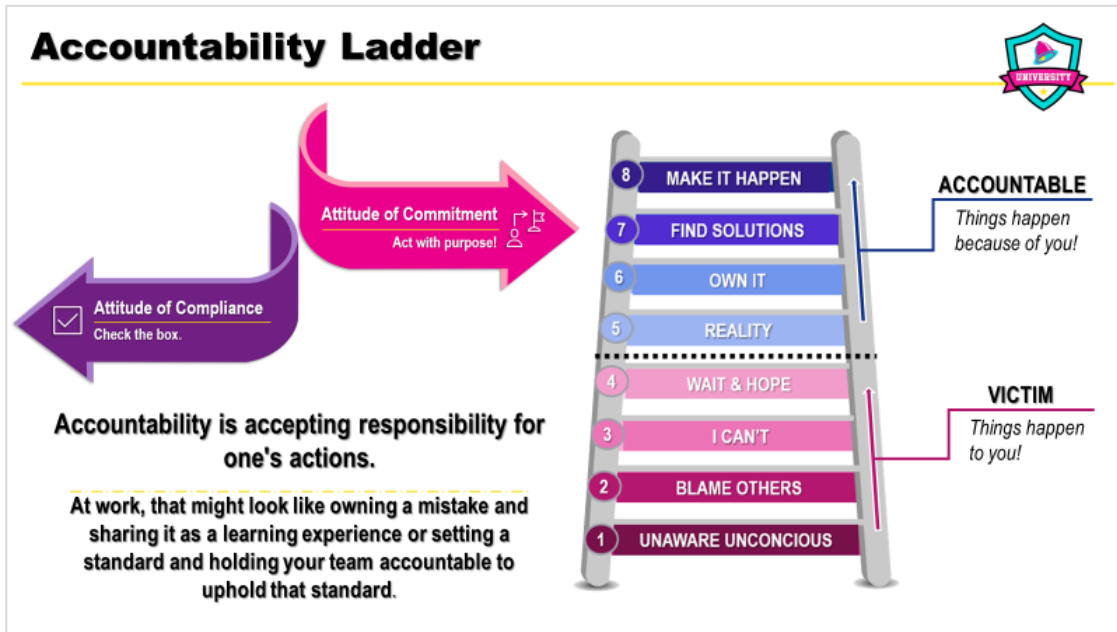
SAY: Here is our accountability ladder which shows the difference in how our attitude and accountability results in things happening because of you, not things happening to you. Ask yourself, are you a victim or are you accountable.

SAY: When we talk about the Accountability ladder, we often want to talk about accountability as it relates to holding others to account, but it's even more important to look at ourselves in the mirror.

ASK: Where would you place yourself on the accountability ladder?

BIG TAKE-AWAY: Accountability is accepting responsibility for one's actions. At work, that might look like owning a mistake and sharing it as a learning experience or setting a standard and holding your team accountable to uphold that standard.

SAY: There are two ways to approach things that need to be done.

 - Attitude of Compliance – *Have to because I was told to. Get it done so I don't get in trouble.*

- Attitude of Commitment – *Do it because it's the right thing to do, leads to the right kinds of behaviors, helps serve our customers, helps develop our people…etc. Do it for the why.*

SAY: Let's talk TRED!

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TRED Systems: Why?

Effective scheduling and deployment are important for smooth operations and fast service for these reasons:

- Effective Staffing
- Skill Matching
- Meet Demand
- Rest & Breaks
- Training & Certifications
- Happy Team Members
- No Overtime
- Adaptability & Flexibility
- Drives Consistency
- Clear Communication

SAY: Effective scheduling and deployment are important for smooth operations and fast service for these reasons:

1. Effective Staffing: It ensures the right number of workers are available. Too many can cost too much, and too few can slow things down.
2. Skill Matching: It puts the right people in the right jobs, so tasks get done efficiently.
3. Meet Demand: Scheduling matches staff with busy and slow times, so there's enough help when it's busy and not too much when it's slow.
4. Rest and Breaks: It includes breaks to keep workers fresh and reduce mistakes.
5. Training: It makes sure experienced staff are there to help new employees, preventing service problems.
6. Happy Team Members: It keeps workers satisfied and motivated, which means better service and less turnover.
7. No Overtime: It avoids expensive overtime costs by planning shifts carefully.
8. Adaptability: Good scheduling helps when unexpected things happen, like staff calling in sick or sudden rushes of customers.
9. Consistency: Regular scheduling creates a routine for customers, which keeps them coming back.
10. Clear Communication: Everyone knows their roles and responsibilities, preventing confusion.

SAY: In a nutshell, good scheduling and deployment balance cost, team member performance, and our customers' needs, ensuring a smooth and efficient service.

SAY: Matching skill sets and certifications is super important for RGMs & SLs because it helps things run smoothly and safely:

1. Speed of Service: When team members are good at what they do, they finish tasks quicker.
2. Better Quality: Team members who know what they're doing make fewer mistakes and do a better job.
3. Happier Customers: Properly trained team members give better service, making our customers happier.
4. Confident Team Members: Team members who know their stuff feel better about their job performance and do better work.
5. Distributing Resources: Using the right people for the right tasks can save time and money.
6. Training Needs: When you match skills, you can see where more training might be needed.
7. Managing Difficult Tasks: Some tasks are harder than others. The right skills make these tasks easier.
8. Reducing Costs: Skilled team members can save you money by getting things done efficiently.

SAY: Making sure that your team members have the right skills and training for their jobs helps everything run well and keeps everyone happy and safe.

SL Supreme Leadership – Session 3

Considering A, B & C Players

⭐ **RGM Tool & Best Practice:**
Keep communication open with your shift leaders to track progress and provide guidance for other team members. By utilizing your SLs , you can ensure that A-Players are in the most important roles, B-Players have a mix of responsibilities, and your C-Players have opportunities to grow and learn.

Tool: Keep team member preferences updated in schedule builder to match RPP.

SAY: You can align matching skills and certifications with the A, B, C player model, which categorizes team members based on their performance and potential to make sure that you have the correct people in the correct places to drive consistency and elevate the speed of service. Here are some best practices for scheduling shifts based on team members' ABC rankings:

1. A Players (Top Performers): Priority Shifts: Assign your A players to the most critical shifts or tasks where their skills shine.
   • Advanced Roles: Place A players in roles that require expertise and leadership.
3. B Players (Solid Performers): Variety of Shifts: Give B players a mix of shifts to keep them engaged and developing.
   • Supporting Roles: Assign them to roles where they can assist A players or cover when needed.
5. C Players (Underperformers): Development Shifts: Schedule C players for shifts where they can learn and improve.
   • Supervised Roles: Place them in roles where they can work under the guidance of A or B players.

A Players (Top Performers): Detailed Skill Records: Maintain comprehensive records of the skills and certifications of your top-performing A players.
   • Frequent Updates: Regularly update the records of A players to ensure that certifications are current and new skills are documented.
   • Scheduling Optimization: Utilize scheduling software to strategically assign A players to roles or shifts that require their advanced skills and expertise.
   • Individual Profiles: Develop detailed profiles for each A player, highlighting their exceptional skills and certifications.
   • Skill Enhancement: Encourage A players to further enhance their skills and acquire additional certifications that can elevate their performance.
   • Continuous Training: Provide A players with ongoing training opportunities to keep them at the top of their game.

B Players (Solid Performers): Records Maintenance: Keep accurate records of the skills and certifications held by your B players.
   • Periodic Updates: Periodically review and update the records of B players to ensure accuracy.
   • Skill Diversification: Promote skill diversification among B players, enabling them to cover a wider range of tasks and roles.
   • Regular Skill Refreshers: Offer regular skill refresher courses for B players to maintain their competency.
   • Feedback Loop: Maintain open communication with B players to understand their career goals and how their skills align with organizational needs.

C Players (Underperformers): Skill Assessment: Assess the skills and certifications of C players to identify gaps and areas needing improvement.
   • Training Plans: Develop tailored training plans for C players to help them acquire missing skills and certifications.
   • Performance Monitoring: Monitor the performance of C players closely, providing guidance and support as they work to meet skill and certification requirements.
   • Feedback and Improvement: Establish a feedback loop with C players to understand their challenges and progress in skill development.
   • Continuous Growth: Encourage C players to work on skill improvement continuously, with the goal of moving up to the B or even A player category.

Target Setting

T: TARGET SETTING

- MIC sets SWS goals for each shift by daypart
  - Goals are communicated to all Team Members, and they understand how you plan to reach them
- Speed is tracked each day-part and results are communicated to the team
  - MIC competes TRED board with Order and Window Time after each daypart
  - SWS tracking is visibly posted by timer
  - Coaching / Recognition is provided to the team on their performance
- Team Members communicate with each other to provide optimal SWS
  - Griller communicates start and end of orders, grilled orders and special orders
  - Drive-thru and front counter lines assist each other

EVERYONE works as a TEAM!

DRIVE-THRU		COUNTER	LINE		
ORDER TAKER	CASHIER	CASHIER/HOST	STARTER	FINISHER	EXPEDITOR

TARGET SETTING

Know your time target! ◎

Multiple cars backed up — Talk to FC	Need help at window — Talk to MIC	Need help at counter — Talk to SC	• Modifications — Talk to FINISHER • Getting backed up • Start and end of order • Low on short hold fry items (fry back-up person)	End of order — Talk to EXPEDITOR	Shift in bottleneck — Talk to TEAM
Short hold fry item ordered — Talk to FC					

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Rush Ready

R: 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

RUSH READY

Coffee at Breakfast	Fully stocked: Napkins, Sauce Packets, Utensils, Receipt Papers	All packaging stocked: Wraps, Cups, Bowls, Trays	Bags, trays stocked
Fully stocked with soda	Printer has receipt paper	Line set up for faster flow (refer to line diagrams)	Twists, Nachos prepared
Cups and lids	If you need change	Prep completed	Back-up produce in reach-in
	Breakfast menuboard switched	Smallware set up	

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Equipment Ready

E: EQUIPMENT-READY

- **Headsets**
  - 5 headsets are always in use (6 for double bubble)
  - Headset charging station is neat & 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 diagram for placement of ingredients on line
- **Drive-Thru Timer**
  - DT timer is functional & 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 sec and top is kept closed
  - Ice dispenses correct amount of ice and bin is full
  - Cheese melter fully melts in one cycle (7 seconds)
  - Reach-in cooler is operational

EQUIPMENT

5 Working Headsets and back-up headset batteries fully charged

POS has all green bars	Ice Machine full and dispensing	GTO is seasoned	Reach-in does not hold temperature
POS has all green bars			
Cash drawer is mounted and does not slide	Freeze machine functional		Melter melts cheese in one cycle
			Grill is properly working

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Deployment

D: DEPLOYMENT

ACES IN THEIR PLACES!

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

- **Fill in daily Deployment Board**
  - Be sure <u>all</u> TMs are deployed to position
  - Be sure <u>all</u> TMs are certified in position
  - Everyone <u>stays in position</u> and **slide deploys** to relieve **bottlenecks**
  - MIC and Team Members work according to priority sequence

EVERYONE works as a TEAM!

DEPLOYMENT

Bag orders	Know secondary tasks on Own Your Zone card	In position 30 min before start of peak **30 MIN**	If new Team Member, deploy between Starter and Expeditor	Deployed as 3rd person on the line when 4 or more FCs
Slide to help Front Counter Cashier if backed up in Dining Room				Deployed if there are 3 FCs and 1 is new; work side-by-side with new Team Member
Sweep and mop kitchen				

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Deployment Tool

Schedule Builder

- ✓ Aces in their places
- ✓ Helps with thoughtful planning
- ✓ Everyone knows the plan and who is in charge
- ✓ Ensures execution of posted schedule
- ✓ Makes shift accountability easier
- ✓ Any ASL can easily review strength of the schedule

RGM Tool: Utilize the Deployment tool in Schedule builder. This will help you to thoughtfully plan deployment. The color codes give a quick visual as to strength of shift.

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Labor Deployment Guide

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D

Peak Deployment

☑ Plan deployment in a logical sense.

☑ Assign positions in order of the guide.

☑ Make sure your assigned MIC is in the MIC Zone.

☑ Everyone should know their primary position & slide deploy position to help with bottlenecks.

☑ Print & hang complete deployment chart.

LABOR DEPLOYMENT GUIDE

Deployment	2 Lines	3 Lines
1	DT Cashier	DT Cashier
2	DT Starter	DT Starter
3	DT Finisher	DT Finisher
4	DT Order Taker	DT Order Taker
5	FC Starter	FC Starter
6	FC Finisher	FC Finisher
7	FC/Host	FC/Host
8	DT Expediter	DT Expediter
9	FC Expediter	3L Starter
10	FC/Host	FC/Host
11	Dedicated Fryer	Dedicated Fryer
12+	Continue to fill production line expediters and support restaurant operations through cleanliness, food readiness & safety.	

Above assumes Drive-Thru is heavier volume than Front Counter.

DT = Drive Thru
FC = Front Counter
3L = 3rd Line

READ:

- Plan deployment in a logical sense.

- Assign positions in order of the guide.

- Make sure your assigned MIC is in the MIC Zone.

- Everyone should know their primary position & slide deploy position to help with bottlenecks.

- Print & hang complete deployment chart.

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Deployment Discussion

Let's discuss a few real-life scenarios that RGMs and MICs may encounter during their daily operations. How would you handle the following:

✓ A Food Champion trainee is scheduled for dinner time where should they be deployed?

✓ The MIC must step away from the line to handle a customer complaint who should slide deploy to their position?

✓ PM Shift: You have six Team Members Scheduled:
- Two - DT Line
- Two - FT Line
- One - DT Order Taker/Cashier
- One - FT Order Taker
- Your DT register goes down. Explain all the moving parts to resolve the issue.

SAY: Let's discuss a few real-life scenarios that RGMs and MICs may encounter during their daily operations. How would you handle the following:

Scenarios:

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- The MIC must step away from the line to handle a customer complaint who should slide deploy to their position?
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    - Two - DT Line
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    - One - DT Order Taker/Cashier
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Adaptability & Flexibility

Anticipating & Adjusting Effectively

SAY: Let's discuss how anticipating needs and adjusting accordingly can lead to daily operational excellence.

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READ:

- Team Members: Use the speed behaviors on the right based on your position to ensure you're being fast, friendly, and accurate with every customer.
- MICs: Focus on maximizing transactions, balancing bottlenecks, and executing TRED on every shift to meet your speed goals.

ASK:

- If the bottleneck is at order point, where should your focus be? – Order Taker
- If the bottleneck is at the window and the food is ready, where should your focus be? – Cashier
- If the bottleneck is at the window and the food is NOT ready, where should your focus be? – Line

Speed vs. Bottleneck Behaviors

Bottleneck Behaviors

Creating a game plan and making quick adjustments as needed is key to effectively responding to bottleneck behaviors and ensuring speedy service during peak times.

SAY: Having a game plan to deal with bottlenecks that slow down speed of service is obviously important. So, having a plan to deal with service slowdowns during busy hours helps keep customers happy, makes you more money, keeps a good reputation in the community, and helps your restaurant run better overall.

Identify Bottleneck Behaviors & Adapt Accordingly:
- Closely observe operations during busy hours.
- Identify areas where slowdowns commonly occur.
- Address bottlenecks as soon as they arise.

Team Member Training:
- Train your staff to handle busy periods efficiently.
- Ensure they know their roles and responsibilities during peak times.
- Cross-train team members to fill in where needed.

Set Clear Procedures:
- Develop and communicate clear guidelines for handling bottlenecks.
- Define who is responsible for what during slowdowns.
- Create a communication system for staff to signal when help is needed.

Staff Incentives:
- Implement incentive programs or contests to motivate staff during busy times.
- Reward exceptional performance.

Feedback Loop:
- Encourage staff to provide feedback on bottlenecks and potential solutions.
- Regularly review and adjust the game plan based on feedback and performance data.

Regular Training Updates:
- Periodically refresh staff training to ensure everyone is on the same page.
- Adapt the game plan as needed to address changing circumstances or new LTO

BIG TAKE-AWAY: Creating a game plan and making quick adjustments as needed is key to effectively responding to bottleneck behaviors and ensuring speedy service during peak times.

Speed Evaluation Form:

Use this form to evaluate and troubleshoot your restaurant's speed of service. It will identify your biggest areas of opportunity by daypart and should be completed by the RGM or SL. Then discuss results and an action plan for the restaurant and follow-up.

1. Review your speed results from last week to identify which days and dayparts aren't hitting target.
2. Compare your results to the national target. Which daypart has the largest opportunity?
3. Identify the root cause of the problem by working through the statements below to complete your assessment.
4. Analyze the answers you circled in step 3 and identify which T, R, E or D area has the most "N's" and write that letter down.
5. This is your root cause; now let's develop a plan to fix it. Copy over all the statements that you answered "N's" to in that area. Ask yourself WHY 5 times and write down the final reason.
6. Now that you know which daypart you need to focus on and why, it's time to implement a plan and provide follow-up.
7. In order to make it stick in your restaurant, it's all about follow-up! Ensure you're executing these tasks to build and grow a culture of speed with your team:

   • Communicate and implement the action plan with your team.
   • Verify that your area of focus (Order or Window time) has improved from the prior week, then set a bottleneck target for the next week and write it on the Speed up with TRED board.
   • Celebrate your wins - did you hit your goal?! Recognize the people who made it possible.
     Complete this exercise for the next daypart that has opportunity for improvement until all your dayparts are meeting the national target.

Bottleneck Scenario Discussion

Handling the Rush – Speed of Service & Customer Satisfaction

⭐ **Example Scenario:** It's a typical Friday evening, and your restaurant is experiencing a rush with a high volume of customers. Orders are pouring in, the kitchen is running at full capacity, and the drive-thru line is starting to back up onto the street. The pressure is on to maintain speed of service and customer satisfaction.

⭐ **Key Challenges:** The staff is struggling to keep up with the flood of orders, causing longer than usual OTD times for both dine-in and drive-thru customers.

> Let's discuss as a group how we should handle this situation, communicate with our Team, and make a game plan for how we might be able to prevent this from happening again in the future.

Handling the Rush - Speed of Service & Customer Satisfaction Description: It's a typical Friday evening, and your restaurant is experiencing a rush with a high volume of customers. Orders are pouring in, the kitchen is running at full capacity, and the drive-thru line is starting to back up onto the street. The pressure is on to maintain speed of service and customer satisfaction. **Key Challenges:** The staff is struggling to keep up with the flood of orders, causing longer than usual OTD times for both dine-in and drive-thru customers.

1. **Customer Complaints:** Some customers are getting impatient and expressing their dissatisfaction with the wait times, leading to potential complaints or negative online reviews.

2. **Staff Stress:** Your staff, both back and front of the house, is feeling the pressure. They may become stressed, leading to errors in order preparation or customer interactions.

Steps to Handle the Situation: Stay Calm. Your attitude sets the tone for the entire team.

1. **Assess the Situation:** Quickly evaluate the current situation. How many orders are pending? Is there a specific bottleneck causing delays?

2. **Prioritize Orders:** Determine which orders need to be prioritized. Focus on getting drive-thru orders out quickly, as they have time constraints.

3. **Distribute Resources:** Slide staff as needed. Assign additional team members to key roles, such as order taking, food preparation, and drive-thru window service.

4. **Communication:** Keep communication lines open with both customers and your team.

5. **Quality Control:** While speed is crucial, emphasize the importance of order accuracy. Mistakes can be costly in terms of customer satisfaction and potential food waste.

6. **Problem Solving:** If there are specific bottlenecks, address them promptly. This might involve adjusting staffing levels/deployment during peak hours.

7. **Customer Service:** Train your front-line staff to handle angry customers politely and efficiently. Offer solutions like refunds or replacement orders for dissatisfied customers.

8. **Follow Up:** After the rush, huddle up with your team to discuss what went well and what can be improved for the next busy period.

9. **Team Member Recognition:** Acknowledge and appreciate the hard work of your staff during challenging times. Recognition can boost morale.

10. **Preventive Measures:** Develop a game plan to better handle peak volume in the future. This may involve cross-training team members, adjusting staffing schedules, and adjusting peak deployment.

BIG TAKE-AWAY: This scenario shows the need for effective leadership, quick decision-making, and adaptability, especially during busy periods when maintaining speed of service and customer satisfaction is critical.

SAY: Let's consider the issue of consistently being understaffed. The "Ask Why 5 Times" approach, often used in root cause analysis, can help the manager diagnose this problem effectively.

Example Issue: Consistently Understaffed

Step 1: Ask Why? Why are we consistently understaffed?
Possible answer: We have a high turnover rate, and team members are leaving the job.

Step 2: Ask Why Again? Why is the turnover rate so high?
Possible answer: Team members are finding the job too stressful and demanding.

Step 3: Ask Why Again? Why do team members find the job stressful and demanding?
Possible answer: We often have unexpected rushes during peak hours, and the workload becomes overwhelming.

Step 4: Ask Why Again? Why do we have unexpected rushes during peak hours?
Possible answer: Our scheduling and staffing levels are not well-aligned with the actual demand during peak hours.

Step 5: Ask Why Again? Why is our scheduling not well-aligned with peak-hour demand?
Possible answer: We rely on solely historical data and do not have a flexible staffing plan to adapt to changing demand patterns.

Root Cause Analysis: By asking "Why" five times, the manager has identified a potential root cause of the consistent understaffing issue: a lack of flexibility in staffing plans. The restaurant relies on historical data rather than adjusting staffing levels to meet the actual demand during peak hours. This results in team members feeling overwhelmed, leading to a high turnover rate.

Solutions: With this root cause in mind, the RGM can now consider several solutions:

1. Focus on a consistently updated Restaurant People Plan, focused on A,B, & C Players
2. Cross-train team members to perform multiple roles so that they can be deployed where needed during peak volume.
3. Improve team member training and support to help them better handle the stress of peak-hour rushes.

BIG TAKE-AWAY: By addressing the root cause, the manager can work towards a more sustainable solution to the understaffing issue, which may ultimately lead to improved staff retention and customer satisfaction.

SL Supreme Leadership – Session 3

Overcoming Roadblocks Group Activity:

Provide various scenarios/roadblocks to the RGMS that require them to adapt their restaurant operations quickly. Scenarios could include sudden changes in staffing, unexpected surges in customers, or equipment malfunctions. Each manager must come up with a flexible plan to handle the situation effectively.

- This will be a timed activity. Each group will get 15-20 minutes to discuss their game plans.

- There will be several scenarios. Each group should work to resolve each scenario.

- After the time is up, each group will present a scenario and solution to the group.

- Discussion: After each group presents, ask if there are any other solutions from the other groups.

Equipment Malfunction:
Scenario: The fryer suddenly stops working during a busy lunch rush. Response: The manager needs to quickly assess the situation, call for maintenance or repair, and inform the kitchen staff to adjust their workflow to accommodate the malfunction. This might involve temporarily altering the menu or directing customers to alternative options.

Team Member Call-Outs:
Scenario: Several team members call out sick, leaving the restaurant understaffed for the evening shift. Response: The MIC must find replacement staff, redistribute tasks among the available team members, and adjust the shift schedule on short notice. Effective communication with the remaining team is crucial to ensure everyone is aware of their new roles.

Food Safety Concerns:
Scenario: A customer reports finding a foreign object in their meal. Response: The MIC should apologize to the customer, remove the affected item, offer a replacement meal, and investigate the incident. It's vital to ensure that food safety protocols are followed and that the issue does not recur.

Inventory Shortages:
Scenario: The line runs out of a popular menu item, and there's a long line of customers waiting to order it. Response: The manager should inform customers of the shortage, offer alternatives, and ensure the staff is alerted to prepare more of the item as quickly as possible. Managing customer expectations is crucial in this scenario.

Health and Safety Violations:
Scenario: A health inspector arrives unexpectedly and identifies violations of health and safety regulations. Response: The MIC must cooperate with the inspector, address immediate concerns on the spot, and develop a plan to rectify any violations promptly**.**

BIG TAKE-AWAY: In all these scenarios, the RGM/MIC's ability to respond quickly, remain calm under pressure, and make informed decisions is critical for maintaining the restaurant's operations and ensuring a positive customer experience. Additionally, effective communication with staff is key to resolving these issues successfully.

Group Activity: Overcoming Roadblocks

Scenario #1 - Equipment Malfunction:

Scenario: The fryer suddenly stops working during a busy lunch rush.
Response:

_____
_____
_____
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_____

Scenario #2 - Team Member Call-Outs:

Scenario: Several team members call out sick, leaving the restaurant understaffed for the evening shift.
 Response:

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Scenario #3 - Food Safety Concerns:

Scenario: A customer reports finding a foreign object in their meal.
Response:

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_____
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_____

Group Activity: Overcoming Roadblocks

Scenario #4 - Inventory Shortages:

Scenario: The line runs out of a popular menu item, and there's a long line of customers waiting to order it.
Response:

_____
_____
_____
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Scenario #5 - Health and Safety Violations:

Scenario: A health inspector arrives unexpectedly and identifies violations of health and safety regulations.
Response:

_____
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SAY: Here are some of the big take-aways for you to keep in mind and put into action during your operations.

Notes:

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BINGO Questions

What does the acronym IDP stand for?
- Individual Development Plan

This is being open to expressing your thoughts and feelings in a constructive way as we go through the materials. Be honest about what goes on in your four walls and how you can utilize the learning from today to become a stronger leader and develop your team.
- Be Authentic

This is What I Know. What I Consistently Do. And how I Make Others Feel.
- Elevating Leadership Graphic

The T in TRED stands for…
- Target Setting

This is having your aces in their places.
- Deployment

This is your deployment tool.
- Schedule Builder

If the bottleneck is at order point, where should your focus be?
- Order Taker

If the bottleneck is at the window and the food is ready, where should your focus be?
- Cashier

If the bottleneck is at the window and the food is NOT ready, where should your focus be?
- Line

True or False. Creating a game plan and making quick adjustments as needed is key to effectively responding to bottleneck behaviors and ensuring speedy service during peak times.
- True

Who made the following statement - "I feel the need! The need for speed!"
- Maverick (AKA Tom Cruise)

What does the E in TRED stand for?
- Equipment Ready

When evaluating the health of your business this is tracking customer feedback and reviews because happy customers are more likely to return and recommend your restaurant to others.
- Customer Satisfaction

BINGO Questions

Fill in the blanks. Fostering a _____ ____ _____ and ownership within your team creates a self-sustaining, high-performing staff that requires less micromanagement. This frees up the RGM's time to focus on game planning and addressing larger issues.
- Culture of Accountability

What does the R in TRED stand for?
- Rush-Ready

This is a problem-solving method used to find the cause-and-effect for a particular problem.
- The Five Whys Method

This is planning deployment in a logical sense, assigning positions in order of the guide, making sure your assigned MIC is in the MIC Zone, and everyone knowing their primary position & slide deploy position to help with bottlenecks.
- Peak Deployment

Fill in the blank. Keep team member preferences updated in schedule builder to match your ___.
- RPP

This is actively engaging and focusing on the discussion at hand. Give your full attention and actively listen. Participate in the discussion by contributing your thoughts and ideas and asking questions when necessary. Avoid distractions such as checking your phone or working on unrelated tasks.
- Being Present

This shows the difference in how our attitude and accountability results in things happening because of you, not things happening to you. Ask yourself, are you a victim or are you accountable.
- Accountability Ladder

When evaluating the health of your business, this is regularly assessing the financial health of the restaurant is necessary. This involves monitoring profits, expenses, and profit margins.
- Financial Stability

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

Fill in the blank. The DT Operator should not open the window more than _____ times during a transaction.
- Three Times

This is accepting responsibility for one's actions.
- Accountability

BINGO Card #1

B	I	N	G	O
Individual Development Plan	Three Times	Schedule Builder	Peak Deployment	
Customer Satisfaction	Target Setting	Maverick	Station Readiness	TRUE
Order Taker	The Five Whys Method		Rush Ready	Accountability
Financial Stability	Equipment Ready	RPP	Culture of Accountability	Cashier
Deployment		The Line	Being Present	Be Authentic

BINGO Card #2

B	I	N	G	O
Rush Ready	Cashier	Being Present	Be Authentic	Customer Satisfaction
	Culture of Accountability	RPP	Equipment Ready	Order Taker
Deployment	The Five Whys Method		Target Setting	Maverick
Individual Development Plan	Three Times	Schedule Builder	Peak Deployment	
Station Readiness	TRUE	Accountability	Financial Stability	The Line

BINGO Card #3

B	I	N	G	O
	Rush Ready	Target Setting	Maverick	Accountability
Cashier	TRUE	Being Present	Be Authentic	Customer Satisfaction
Schedule Builder	Peak Deployment		Equipment Ready	Order Taker
Station Readiness	Deployment	The Five Whys Method	Financial Stability	The Line
Culture of Accountability	RPP	Individual Development Plan	Three Times	

BINGO Card #4

BINGO

Being Present	Equipment Ready	Order Taker	RPP	Individual Development Plan
	Rush Ready	Target Setting	Maverick	Accountability
Be Authentic	Customer Satisfaction		Cashier	TRUE
Three Times	Financial Stability	Peak Deployment	Station Readiness	
Culture of Accountability	Deployment	The Line	The Five Whys Method	Schedule Builder

Closing Thoughts

Developing a Strong Team Review

SAY: Here are some of the big take-aways for you to keep in mind and put into action during your operations.

Notes:

_____

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Closing Thoughts

Big Take-Aways:

01 Ensuring that we understand the focuses and learnings from each previous session is being understood, put into practice, and reinforced.

02 Creating an environment where the discussion and learning regarding effective deployment is able to positively impact your business.

03 Acting with adaptability and flexibility. How do we make changes to positively impact the business through speed of service and customer satisfaction.

Facilitator Notes: Discuss closing thought and big take-aways. This will lead into the commitment discussion.

Notes:

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SAY: Thank you all for your time so far. We are almost at the finish line. Let's discuss our final thoughts and your homework and action steps. This is the time to ask questions and get any assistance in putting your action steps in place before you leave this session. Use your fellow SLs and RGM as a resource.

SAY:
- Let's go over the next steps for developing your accountability action items. Make sure that you have a plan in place before you leave this meeting.
- What would you like to accomplish? Make your goals attainable and be realistic.

DO:
Homework Commitment Discussion:
RGMs have a commitment page in their participant guide. Please discuss the commitment to their role in their own continuous development. Please take the time to have a SL volunteer to read the commitment statement and then have all SLs sign the self-agreement.

Participant Guide Verbiage:

Commitment to Homework and Leadership Accountability

1. Homework Completion: I promise to tackle my homework assignments with the same gusto I tackle a perfectly built taco. Whether it's IDPs, Calendar Planning, or focusing on operational excellence, I'm in!

2. Leadership Accountability: I will lead by example, owning up to my mistakes. My team can count on me to take responsibility.

3. Team Spirit: I'll foster an atmosphere of Baja-tastic culture among my team, making this a place to work, make money, have fun, and be with friends.

4. Continuous Learning: Just like our evolving menu, I'll never stop learning and growing. I'll stay up-to-date with my Supreme Leadership sessions.

5. Creativity: I'll spice things up with fresh ideas and creative solutions. We're not just serving fast food; we're dishing out excellence! Let's sprinkle each task, each interaction, and each customer experience with a dash of Saucesomeness!"

Notes:

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speed EVALUATION

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1 Review your speed results from last week to identify which days and dayparts aren't hitting target.
Dayparts not hitting target: _____

2 Compare your results to the national target. Which daypart has the largest opportunity? *TIP: focus on the peaks - then fill in the fields below.*
Largest Opportunity Daypart: _____ **Higher Time: Order or Window:** _____

3 Identify the root cause of the problem by working through the statements below. Circle **Y** (yes) or **N** (no) to complete your assessment.

Target Setting & Communication

Y N Team members know the target and how they are doing against the target

Y N Starter communicates end and special orders, both lines communicate

Rush Execution

Y N Staffed appropriately for each daypart (2 people in Drive-thru at peaks)

Y N MIC Walk has been completed

Y N Order taker is able to focus on one customer at a time (during peak order taker is not the cashier)

Y N Order taker only upsells if beverage is not ordered

Y N Order taker knows the menu (items, prices, builds, etc.)

Y N Drive-thru uses 2 handed method: Hand out food/beverage while collecting money, hand out remainder of order with change

Y N Drive-thru Cashier uses beverage carrier for more than 2 beverages

Y N Drive-thru Cashier pre-assembles napkins, utensils, etc.

Y N All POS stations are stocked (napkins, sauce, change, etc.)

Y N Drive-thru Cashier helps bag orders when waiting for items to be ready

Y N All prep is done before rush (including backups and nothing in rethermalizer)

Equipment Ready

Y N Station layouts are set up for speed (drive-thru, front counter, production line)

Y N Equipment is in good condition and working properly

Y N There are four headsets (or five, if applicable) in use: Order Taker, Cashier, Drive-thru Starter, MIC

Deployment

Y N Team members are trained in their primary and secondary responsibilities (Own Your Zone)

Y N Deployment charts are posted and filled out MIC works position that they can easily leave (in the MIC Zone)

Y N Order taker stays in position (during peak)

Y N MIC is coaching for speed and resolving bottlenecks

Y N Starters/Finishers stay in position (except when they are slide deployed)

Y N Team members use priority sequence

4 Analyze the answers you circled in step 3 and identify which T, R, E or D area has the most "N" and write that letter here:

_____

This is your root cause; now let's develop a plan to fix it. Copy over all the statements that you answered "N" to in that area. Ask yourself WHY 5 times and write down the final reason.

"N" Statements from Step 3	Reasons WHY this isn't Happening
Notes:	

Who's Responsible?	What are they Doing?	When are they Doing it?

5 Now that you know which daypart you need to focus on and why, it's time to implement a plan and provide follow-up.

Fill out the table below, and don't forget to utilize these tools to help you manage speed:

RGM Speed Tools:
- Own Your Zone Cards
- Speed in 3 Poster
- 7-Day Deployment Chart
- MIC Success Routine
- Speed Up with TRED Board
- Deployment Quick Refence Guide

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Y N All POS stations are stocked (napkins, sauce, change, etc.)

Y N Drive-thru Cashier helps bag orders when waiting for items to be ready

Y N All prep is done before rush (including backups and nothing in rethermalizer)

Equipment Ready

Y N Station layouts are set up for speed (drive-thru, front counter, production line)

Y N Equipment is in good condition and working properly

Y N There are four headsets (or five, if applicable) in use: Order Taker, Cashier, Drive-thru Starter, MIC

Deployment

Y N Team members are trained in their primary and secondary responsibilities (Own Your Zone)

Y N Deptoyment charts are posted and filled out MIC works position that they can easily leave (in the MIC Zone)

Y N Order taker stays in position (during peak)

Y N MIC is coaching for speed and resolving bottlenecks

Y N Starters/Finishers stay in position (except when they are slide deployed)

Y N Team members use priority sequence

speed EVALUATION

4 Analyze the answers you circled in step 3 and identify which T, R, E or D area has the most "N" and write that letter here:
_____
This is your root cause; now let's develop a plan to fix it. Copy over all the statements that you answered "N" to in that area. Ask yourself WHY 5 times and write down the final reason.

"N" Statements from Step 3	Reasons WHY this isn't Happening
Notes:	

Who's Responsible?	What are they Doing?	When are they Doing it?

5 Now that you know which daypart you need to focus on and why, it's time to implement a plan and provide follow-up.

Fill out the table below, and don't forget to utilize these tools to help you manage speed:

RGM Speed Tools:
- Own Your Zone Cards
- Speed in 3 Poster
- 7-Day Deployment Chart
- MIC Success Routine
- Speed Up with TRED Board
- Deployment Quick Refence Guide

6 In order to make it stick in your restaurant, it's all about follow-up! Ensure you're executing these tasks to build and grow a culture of speed with your team:

- Communicate and implement the action plan with your team.
- Verify that your area of focus (Order or Window time) has improved from the prior week, then set a bottleneck target for the next week and write it on the Speed up with TRED board.
- Celebrate your wins - did you hit your goal?! Recognize the people who made it possible. Complete this exercise for the next daypart that has opportunity for improvement until all your dayparts are meeting the national target.

speed EVALUATION

Use this form to evaluate and troubleshoot your restaurant's speed of service. It will identify your biggest areas of opportunity by daypart and should be completed by the RGM or SL. Then discuss results and an action plan for the restaurant and follow-up.

1 Review your speed results from last week to identify which days and dayparts aren't hitting target.
Dayparts not hitting target: _____

2 Compare your results to the national target. Which daypart has the largest opportunity? *TIP: focus on the peaks - then fill in the fields below.*
Largest Opportunity Daypart: _____ **Higher Time: Order or Window:** _____

3 Identify the root cause of the problem by working through the statements below. Circle **Y** (yes) or **N** (no) to complete your assessment.

Target Setting & Communication

Y N Team members know the target and how they are doing against the target

Y N Starter communicates end and special orders, both lines communicate

Rush Execution

Y N Staffed appropriately for each daypart (2 people in Drive-thru at peaks)

Y N MIC Walk has been completed

Y N Order taker is able to focus on one customer at a time (during peak order taker is not the cashier)

Y N Order taker only upsells if beverage is not ordered

Y N Order taker knows the menu (items, prices, builds, etc.)

Y N Drive-thru uses 2 handed method: Hand out food/beverage while collecting money, hand out remainder of order with change

Y N Drive-thru Cashier uses beverage carrier for more than 2 beverages

Y N Drive-thru Cashier pre-assembles napkins, utensils, etc.

Y N All POS stations are stocked (napkins, sauce, change, etc.)

Y N Drive-thru Cashier helps bag orders when waiting for items to be ready

Y N All prep is done before rush (including backups and nothing in rethermalizer)

Equipment Ready

Y N Station layouts are set up for speed (drive-thru, front counter, production line)

Y N Equipment is in good condition and working properly

Y N There are four headsets (or five, if applicable) in use: Order Taker, Cashier, Drive-thru Starter, MIC

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