

LIDERAZGO SUPREMO



SL Sesión 3

Excelencia Operativa
Diaria

Guía del Participante



Notes:







Encuentra a alguien que – Ideas para romper el hielo

1. Encuentra a alguien que comparta el mes de tu cumpleaños.
2. Encuentra a alguien que haya viajado a un país extranjero durante el año pasado.
Encuentra a alguien que hable un idioma distinto al inglés.
3. Encuentra a alguien que tenga una mascota.
4. Encuentra a alguien que tenga un hermano.
5. Encuentra a alguien que tenga un pasatiempo o un talento único. Encuentra a alguien que tenga un libro favorito en común contigo.
6. Encuentra a alguien que haya corrido un maratón o haya participado en un evento deportivo.
7. Encuentra a alguien que pueda cocinar un plato o cocina específica. Encuentra a alguien que tenga un tatuaje.
8. Encuentra a alguien que tenga una película favorita en común contigo. Busca a alguien que tenga un número específico de hermanos (por ejemplo, busca a alguien que tenga dos hermanos).
9. Encuentra a alguien que haya practicado paracaidismo o puenting.
10. Encuentra a alguien que sea vegetariano o vegano. Encuentra a alguien que sepa tocar un instrumento musical.
11. Encuentra a alguien que tenga un programa de televisión favorito en común contigo. Busca a alguien que haya asistido recientemente a un concierto o festival de música.
12. Encuentra a alguien que tenga un tipo específico de trabajo o profesión. Encuentra a alguien que haya completado un título educativo específico.
13. Encuentra a alguien que tenga un equipo deportivo favorito en común contigo.
14. Encuentra a alguien que tenga miedo a las alturas, a las arañas u otros miedos comunes.
15. Encuentra a alguien que disfrute de un tipo particular de actividad al aire libre (por ejemplo, caminar, acampar o andar en bicicleta). Busca a alguien que tenga una colección única (por ejemplo, estampillas, juguetes antiguos o cómics).
16. Encuentra a alguien que se haya ofrecido como voluntario para una organización benéfica o sin fines de lucro.
17. Encuentra a alguien que tenga un tipo de cocina favorita en común contigo.



Today's Learning Objectives



-  Repasar los deberes asignados en la sesión anterior y refuerce el aprendizaje continuo.
-  Debatar el despliegue de personal para impulsar la eficacia y la rapidez del servicio.
-  Hablar de adaptabilidad y flexibilidad al reducir los cuellos de botella y centrar la atención en la evaluación de la velocidad del servicio.
-  Aprender a realizar ajustes de forma eficaz, mientras se equilibra la rentabilidad con la satisfacción del personal y la calidad del servicio.

Notes:



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.

Notes:



Pirámide de resultados



Notes:



Escalera de rendición de cuentas



Notes:



Calificaciones y certificaciones



T

R

E

D

La adecuación de las calificaciones y certificaciones es muy importante para los gerentes de crecimiento de ingresos (Revenue Growth Manager, RGM), porque ayuda a que todo funcione fluidamente y con seguridad.



Notes:



Adaptabilidad y flexibilidad

Anticiparse y adaptarse eficazmente



Notes:



Cuellos de botella: solución de problemas



¡Rápido todo el día, todos los días!

LOS MIEMBROS DEL EQUIPO

Utilice los comportamientos de velocidad de la derecha en función de su posición para asegurarse de que es rápido, amable y preciso con cada cliente.

LOS MIC

Céntrese en maximizar las transacciones, equilibrar los cuellos de botella y ejecutar el TRED en cada turno para alcanzar sus objetivos de velocidad.



Notes:

Liderazgo Supremo – SL Sesión 3



Actividad en Grupo: Superar Obstáculos

Escenario #1 - Mal funcionamiento del equipo:

Escenario: La freidora deja de funcionar repentinamente durante un almuerzo ajetreado.

Respuesta:

Escenario 2: Llamadas de los miembros del equipo:

Escenario: varios miembros del equipo se declaran enfermos, lo que deja el restaurante sin personal suficiente para el turno de noche.

Respuesta

Escenario n.º 3: Preocupaciones por la seguridad alimentaria:

Escenario: un cliente informa haber encontrado un objeto extraño en su comida.

Respuesta:



Actividad en Grupo: Superar Obstáculos

Escenario #4 - Escasez de inventario:

Escenario: La cola se queda sin un elemento del menú popular y hay una larga cola de clientes esperando para pedirlo.

Respuesta:

Escenario n.º 5: infracciones de salud y seguridad:

Escenario: Un inspector de salud llega inesperadamente e identifica violaciones de las normas de salud y seguridad.

Respuesta:



BINGO Tarjeta #1

B I N G O				
Plan de Desarrollo Individual	Tres Veces	Generador de horarios	Despliegue pico	
La satisfacción del cliente	La fijación de objetivos	Disidente	Preparación de la estación	VERDADERO
Tomador de pedidos	El método de los cinco porqués		Listo para correr	Responsabilidad
Estabilidad financiera	Equipo listo	RPP	Cultura de rendición de cuentas	Cajero
Despliegue		La línea	Estar presente	Ser auténtico



BINGO Tarjeta #2

B I N G O				
Plan de Desarrollo Individual	Tres Veces	Generador de horarios	Despliegue pico	
Tomador de pedidos	El método de los cinco porqués	Listo para correr	Responsabilidad	VERDADERO
RPP	La satisfacción del cliente	La fijación de objetivos	Disidente	Preparación de la estación
Estabilidad financiera	Equipo listo		Cultura de rendición de cuentas	Cajero
Despliegue		La línea	Estar presente	Ser auténtico



BINGO Tarjeta #3

B I N G O				
Responsabilidad	VERDADERO	Preparación de la estación	Disidente	
La satisfacción del cliente	RPP	Cajero	La fijación de objetivos	Tres Veces
Tomador de pedidos	El método de los cinco porqués	Listo para correr	Generador de horarios	Despliegue pico
Plan de Desarrollo Individual	Estabilidad financiera		Ser auténtico	Equipo listo
Cultura de rendición de cuentas		La línea	Despliegue	Estar presente



BINGO Tarjeta #4

B I N G O				
	Plan de Desarrollo Individual	Ser auténtico	RPP	Tres Veces
Responsabilidad	Estabilidad financiera	La fijación de objetivos	Preparación de la estación	Cajero
VERDADERO	La satisfacción del cliente	Tomador de pedidos	El método de los cinco porqués	
La línea		Listo para correr	Generador de horarios	Despliegue pico
Despliegue	Estar presente	Cultura de rendición de cuentas	Equipo listo	Disidente



¡Hablemos sobre sus taco-deberes!

#1 Tarea N.º 1:
Completar las 4 evaluaciones de velocidad. Una por semana antes de la siguiente sesión. Estar preparado para debatir.

#2 Tarea N.º 2:
Comentar con su RGM los resultados de su restaurante.

¡Es hora de comprometerse!
Firmar en la línea punteada.

Compromiso con la tarea y la responsabilidad del liderazgo Finalización de tareas:

Prometo abordar mis tareas con el mismo entusiasmo con el que afronto un taco perfectamente preparado. Ya sea planificando mi desarrollo o centrándome en la excelencia operativa, ¡estoy dentro! Responsabilidad del liderazgo: predicaré con el ejemplo, reconociendo mis errores. Mi equipo puede contar conmigo para asumir la responsabilidad. Espíritu de equipo: Fomentaré una atmósfera de cultura Baja-tástica entre mi equipo, haciendo de este un lugar para trabajar, ganar dinero, divertirme y estar con amigos. Aprendizaje continuo: al igual que nuestro menú en evolución, nunca dejaré de aprender y crecer. Me mantendré actualizado con mis sesiones de Liderazgo Supremo. Creatividad: le daré vida a las cosas con ideas frescas y soluciones creativas. No sólo servimos comida rápida; ¡Estamos repartiendo excelencia! ¡Ropemos cada tarea, cada interacción y cada experiencia del cliente con una pizca de salsa!

Firma: _____

speed EVALUATION



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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.

T 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

R 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
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E 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

D 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
- Y N** Order taker stays in position (during peak)
- Y N** MIC works position that they can easily leave (in the MIC Zone)
- 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



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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 Reference 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.

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- 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.