SUPREME LEADERSHIP

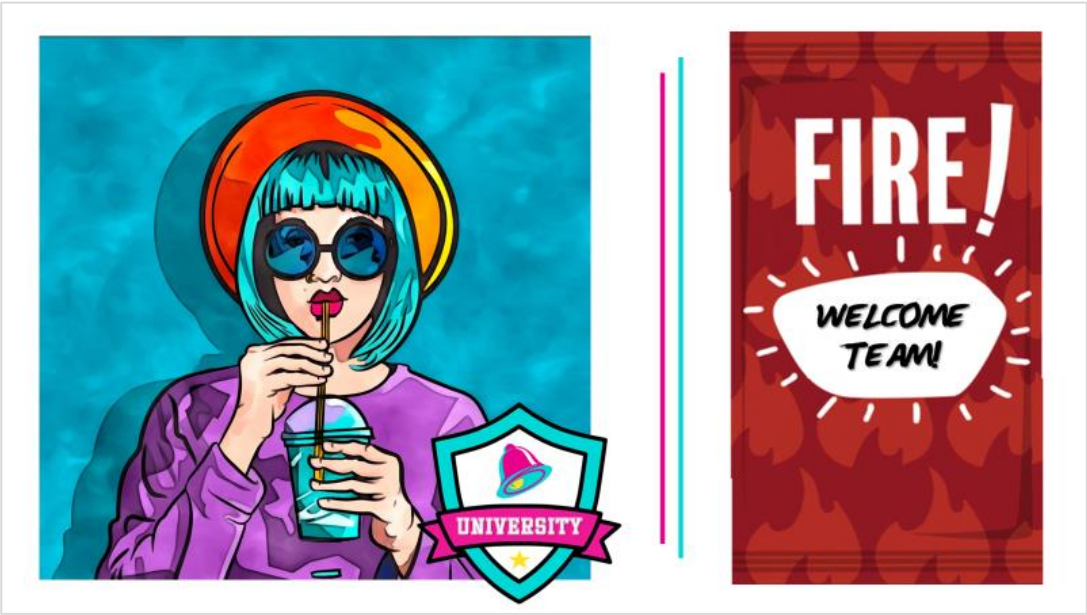
SL SESSION #3

Daily Operational Excellence

Participant's Guide

Supreme Leadership – SL Session 3

Notes:



Notes:

Notes:

SL Supreme Leadership: Icebreaker

Find Someone Who – Icebreaker Ideas

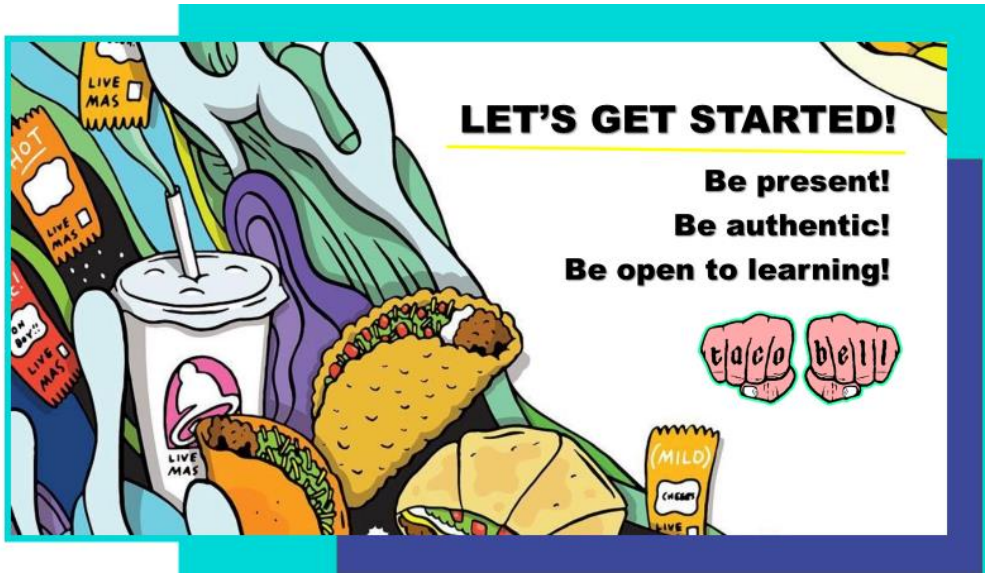
1. Find someone who shares your birthday month.
2. Find someone who has traveled to a foreign country in the past year.
3. Find someone who speaks a language other than English.
4. Find someone who has a pet.
5. Find someone who has a sibling.
6. Find someone who has a unique hobby or talent.
7. Find 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.

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.

Notes:

Supreme Leadership – SL 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.

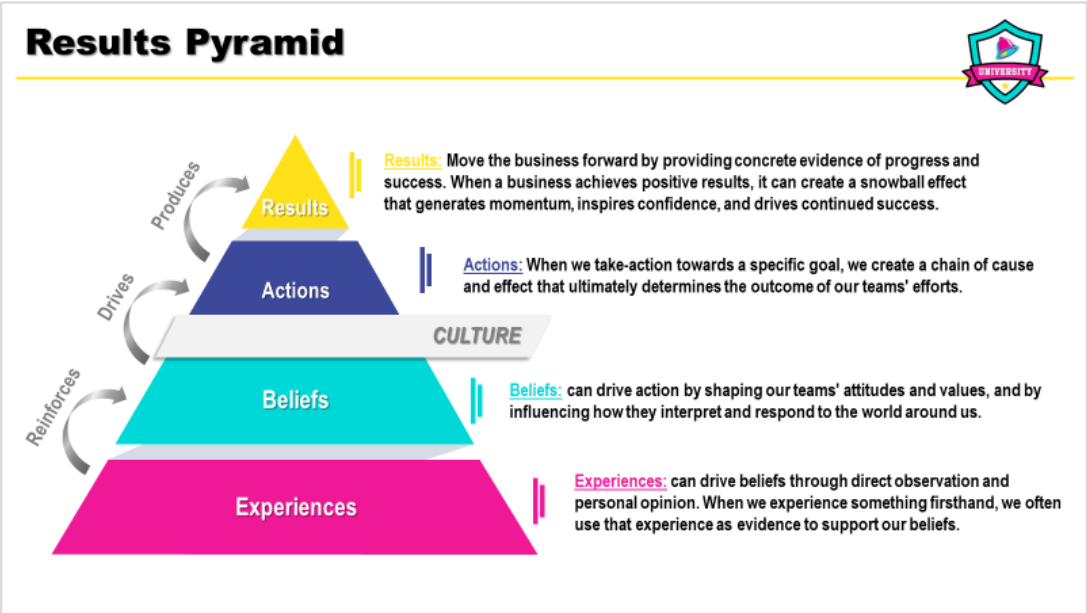
Be Open To Learning: The things we will discuss and learn today are designed to develop your leadership skills. While some things are a review, we want you take make the best of this session and be open minded to learning new or improved ways of managing your talent.

Notes:

Notes:

Elevating Leadership
What I Know
ELEVATING LEADERSHIP
What I Consistently Do
How I Make Others Feel

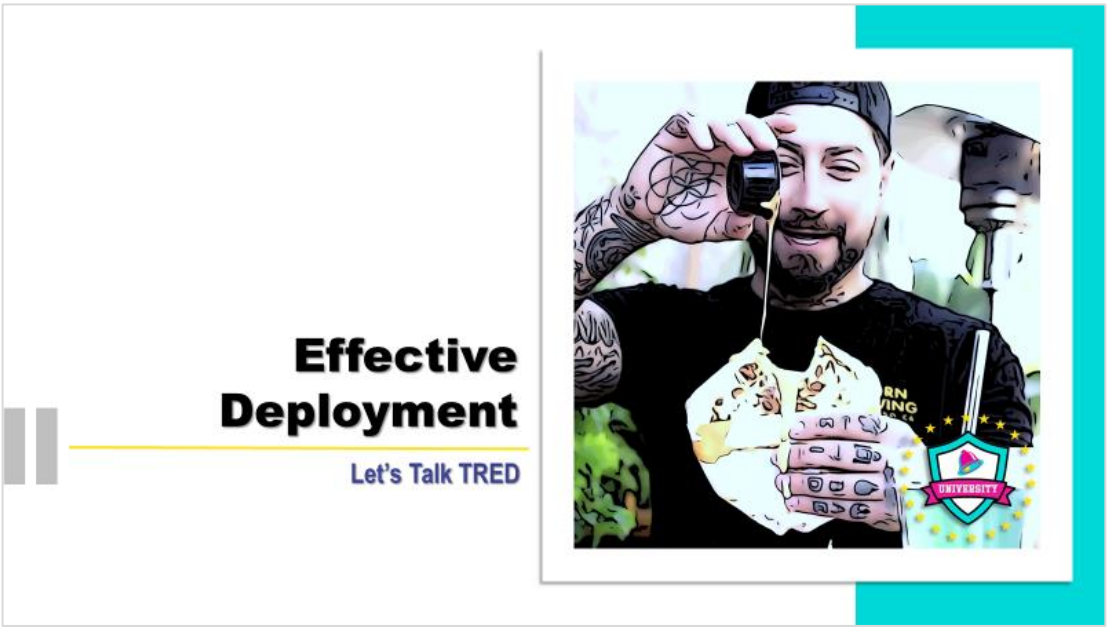
Notes:


Results Pyramid
Produces
Drives
Reinforces
Results
Actions
CULTURE
Beliefs
Experiences
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.
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.

Notes:

Accountability Ladder
Attitude of Commitment
Act with purpose!
Attitude of Compliance
Check the box.
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.
8 MAKE IT HAPPEN
7 FIND SOLUTIONS
6 OWN IT
5 REALITY
4 WAIT & HOPE
3 I CAN'T
2 BLAME OTHERS
1 UNAWARE UNCONCIOUS
ACCOUNTABLE
Things happen because of you!
VICTIM
Things happen to you!

Notes:



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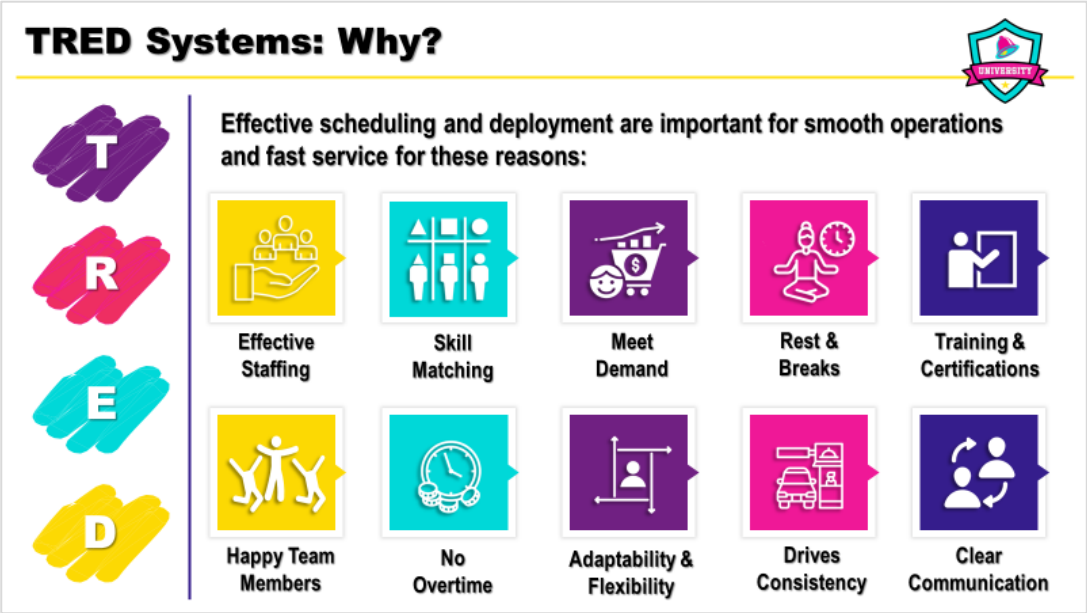
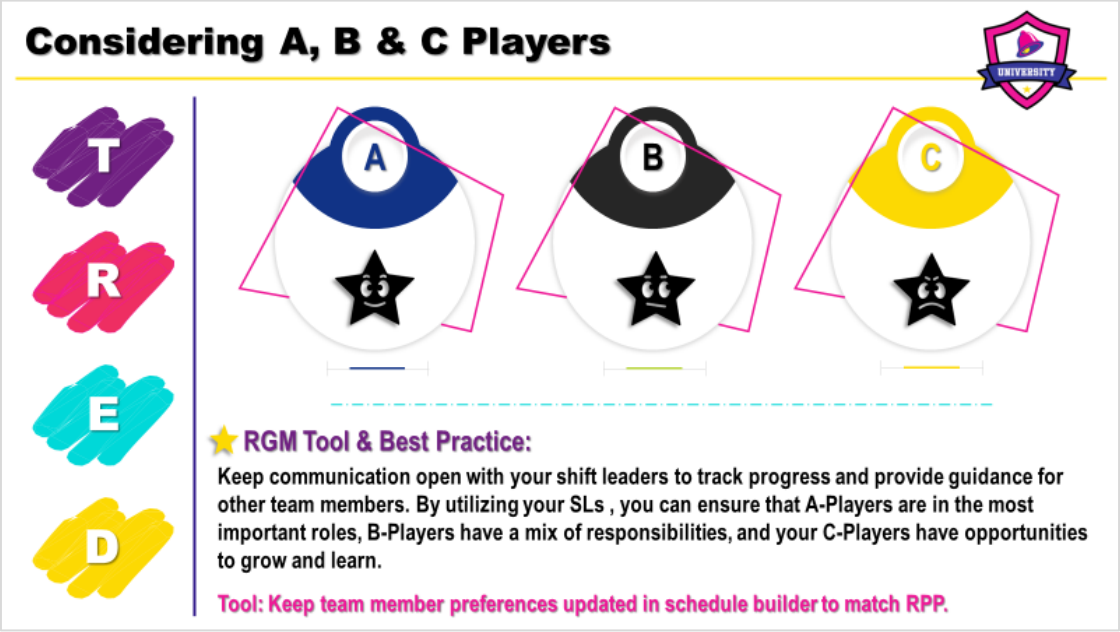

TRED Systems: Why?
T
R
E
D
Effective scheduling and deployment are important for smooth operations and fast service for these reasons:
Effective Staffing
Skill Matching
Meet Demand
Rest & Breaks
Training & Certifications
Happy Team Members
No Overtime
Adaptability & Flexibility
Drives Consistency
Clear Communication

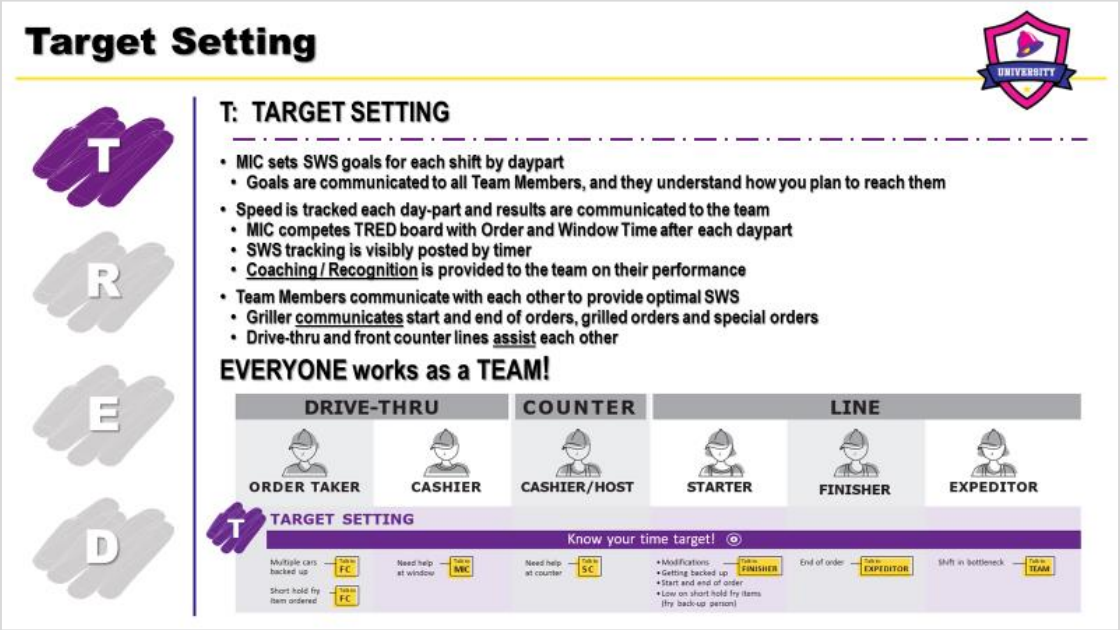
Notes:

Skill Sets & Certifications
T
R
E
D
Matching skill sets and certifications is super important for SLs because it helps things run smoothly and safely.
Skill Matching
Higher Quality
Happy Customers
Confident Team Members
Distributing Resources
Training Needs
Managing Difficult Tasks
Reducing Costs

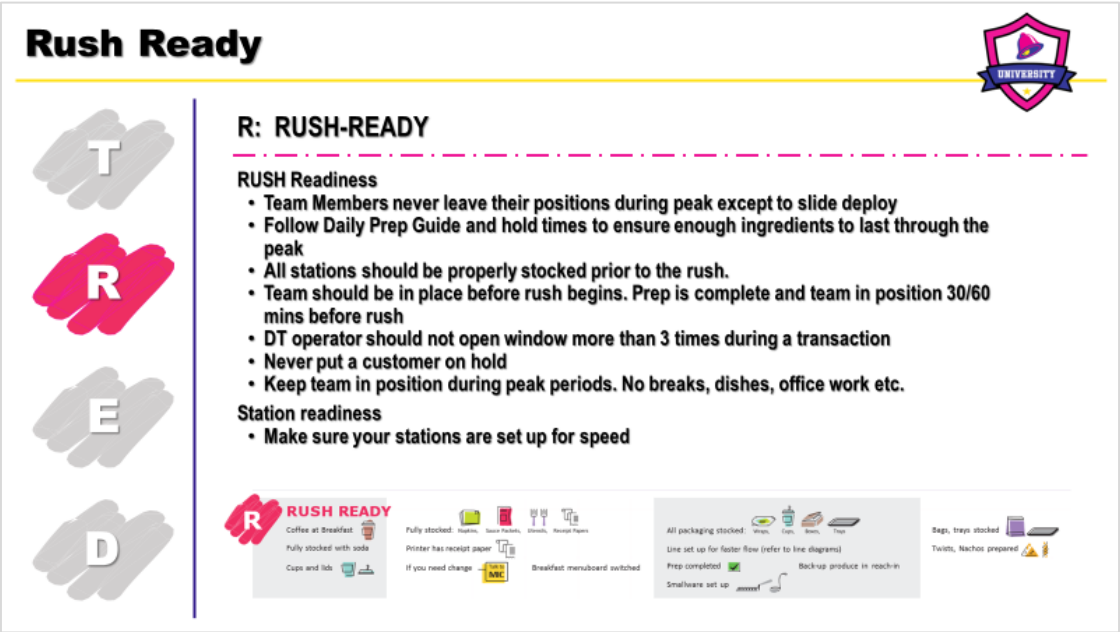
Notes:


Considering A, B & C Players
T
R
E
D
A
B
C
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.

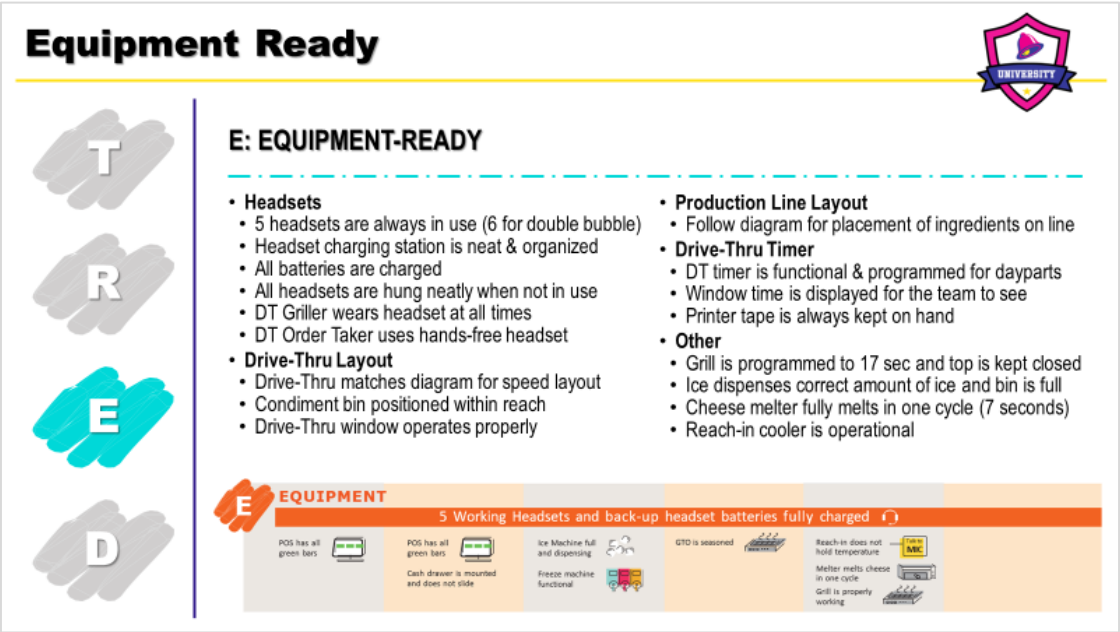
Notes:


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

Notes:


Rush Ready
T
R
E
D
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 with soda
Cups and lids
Fully stocked:
Printer has receipt paper
If you need change
Breakfast menuboard switched
All packaging stocked:
Line set up for faster flow (refer to line diagrams)
Prep completed
Smallware set up
Back-up produce in reach-in
Bags, trays stocked
Twists, Nachos prepared

Notes:


Equipment Ready
T
R
E
D
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
E
EQUIPMENT
5 Working Headsets and back-up headset batteries fully charged
POS has all green bars
POS has all green bars
Cash drawer is mounted and does not slide
Ice Machine full and dispensing
Freeze machine functional
GTO is seasoned
Reach-in does not hold temperature
Talk to MK
Melter melts cheese in one cycle
Grill is properly working

Notes:

Deployment

T

R

E

D

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 **all** TMs are deployed to position
  - Be sure **all** TMs are certified in 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!

Notes:

Deployment Tool

T

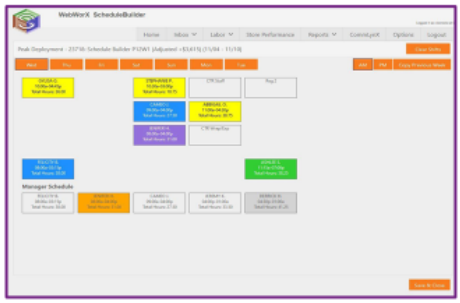
R

E

D

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



Notes:

Labor Deployment Guide

T

R

E

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

Notes:

Deployment Discussion

T

R

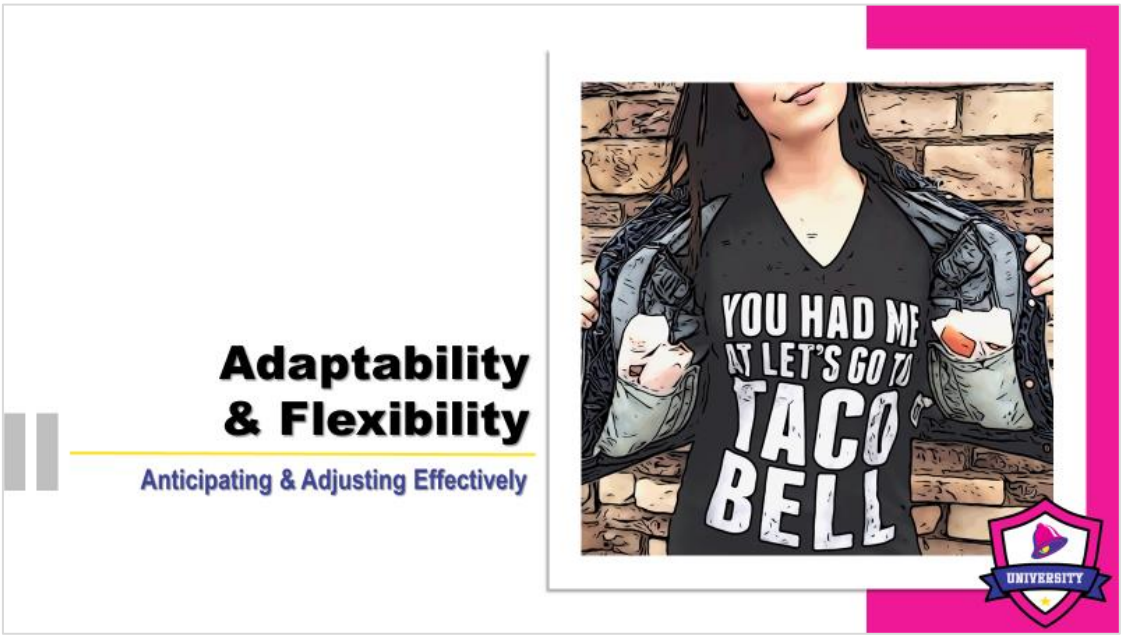
E

D

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.

Notes:


Adaptability
& Flexibility
Anticipating & Adjusting Effectively
YOU HAD ME
AT LET'S GO TO
TACO
BELL
UNIVERSITY

Notes:

Bottlenecks-Trouble Shooting

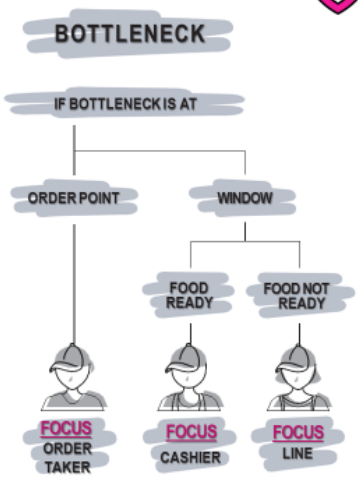
Fast All Day, Every Day!

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.



Notes:

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.

Use default protein option and do not over clarify. Example:

Crunchy or Soft / Beef / Chicken / Steak

Ask for sauce packet

Make drinks while taking order

Refer customer to OCB instead of repeating order

Hand drink out while collecting payment

Prepare items for cars in queue

Napkins / Sauce Packets / Utensils

Keep cash drawer organized, drop excess cash

Slide to help Drive-Thru Cashier

If cars are stacked before menuboard — Talk to MIC

Help hand out Front Counter orders

Slide from Dining Room to Front Counter if Customers in line

Slide to help Finisher, finish what you started

Don't let food pile up on the rail for Finisher

If frying needed: — Talk to FINISHER

When available to help: — Talk to STARTER on Other Line

Help Starter:

Make Tacos / Load Chips

Mark modifications on packaging

If Drive-Thru Cashier is backed up: — Talk to MIC

Use two-hand method when portioning

Take Quesadilla directly from melter to grill

Keep an eye on Bottleneck Display and re-deploy

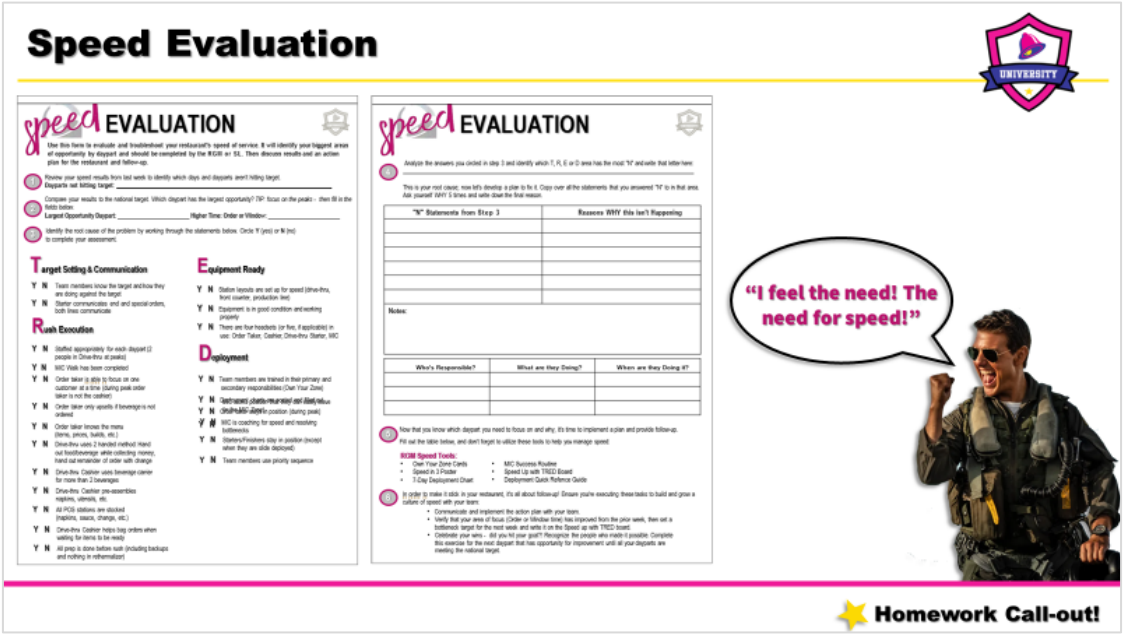
Slide to Drive-thru Order Taker if only one SC and Bottleneck is not on the line

Slide to Front Counter Register if backed up

Slide to other Line if Line is backed up

Notes:

Supreme Leadership – SL Session 3



Notes:

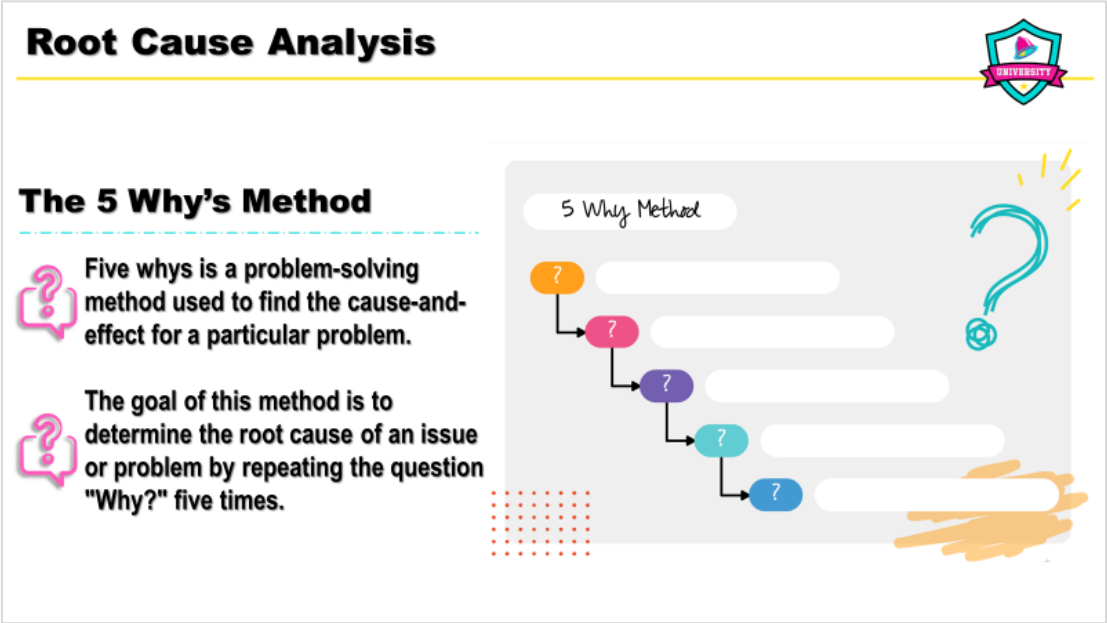
Bottleneck Scenario Discussion

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.

Notes:


Root Cause Analysis
The 5 Why's Method
Five whys is a problem-solving method used to find the cause-and-effect for a particular problem.
The goal of this method is to determine the root cause of an issue or problem by repeating the question "Why?" five times.
5 Why Method

Notes:

Group Activity Time!
Evaluating Talent
LATE NITE
FIRE!
LIVE MAS
HOT
KOOL

Notes:

Group Activity: Overcoming Roadblocks

Scenario #1 - Equipment Malfunction:

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

_____
_____
_____
_____
_____
_____

Scenario #2 - Team Member Call-Outs:

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

_____
_____
_____
_____
_____
_____

Scenario #3 - Food Safety Concerns:

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

_____
_____
_____
_____
_____
_____

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:

_____
_____
_____
_____
_____
_____

Scenario #5 - Health and Safety Violations:

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

_____
_____
_____
_____
_____
_____

B
Bingo Time!
MAS
HOT
LIVE MAS
LIVE MAS
LIVE MAS
(MILD)
CHEESY
LIVE
HOT
FIRE!

Notes:

Supreme Leadership – SL Session 3

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

Supreme Leadership – SL Session 3

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

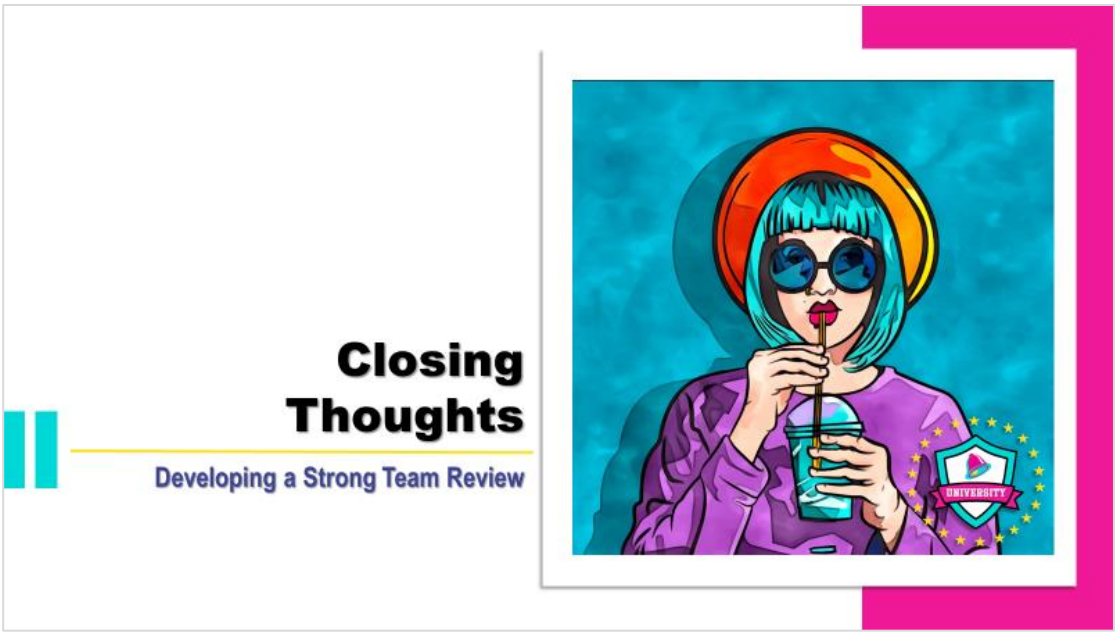
BINGO Card #3

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

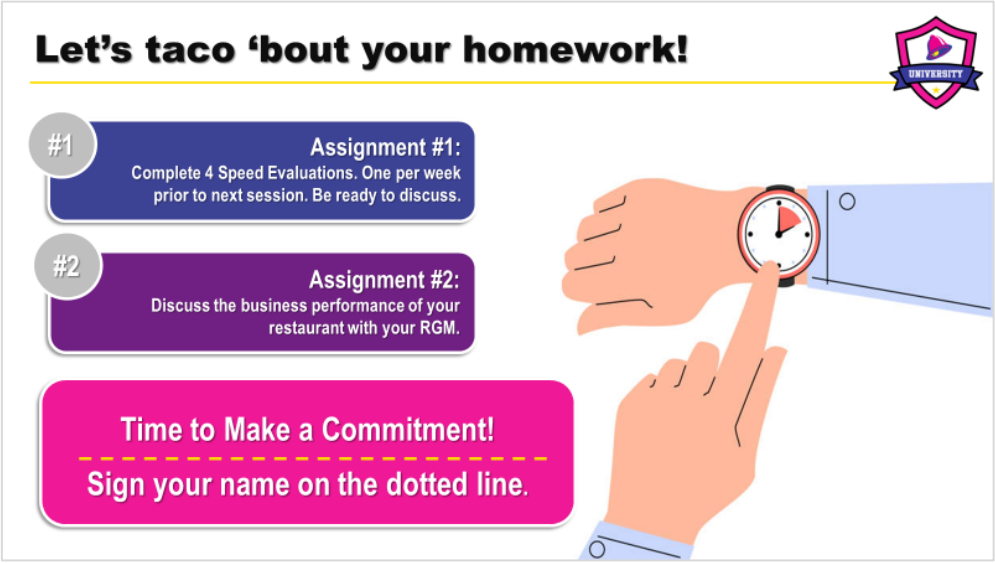
B	I	N	G	O
Being Present	Equipment Ready	Order Taker	RPP	Individual Development Plan
	Rush Ready	Target Setting	Maverick	Accountability
Be Authentic	Customer Satisfaction		Cashier	TRUE
Three Times	Financial Stability	Peak Deployment	Station Readiness	
Culture of Accountability	Deployment	The Line	The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



Notes:

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.

Notes:



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 planning my development 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!"

RGM Signature: _____

Notes:

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

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 (in the MIC Zone)

Y N MIC works position that they can easily leave

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:

_____

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

Notes:

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

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

RGM Speed Tools:

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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.

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 (in the MIC Zone)

Y N MIC works position that they can easily leave

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

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

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