

# **SUPREME LEADERSHIP**



## **SL SESSION #4**

**Controlling Labor Costs & Making  
Informed Decisions**

## **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:

- 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:

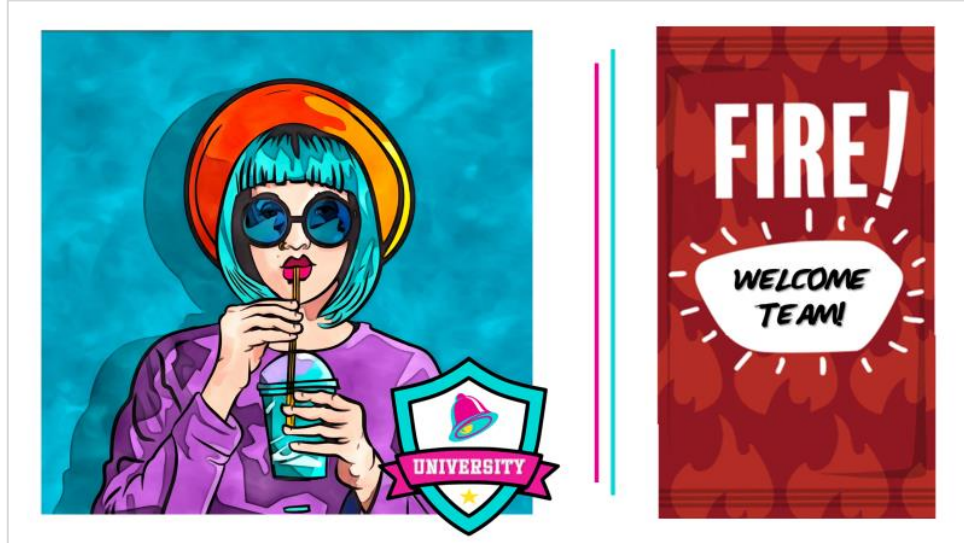
**Facilitator Note:** Please make sure that everyone is clocked in.

**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!

# SL Supreme Leadership – Session 4



## Talking Points:

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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 saucy 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 – Icebreaker



**Facilitator Notes:** Start off on the right foot with a fun activity. This icebreaker should take 10 minutes or less.

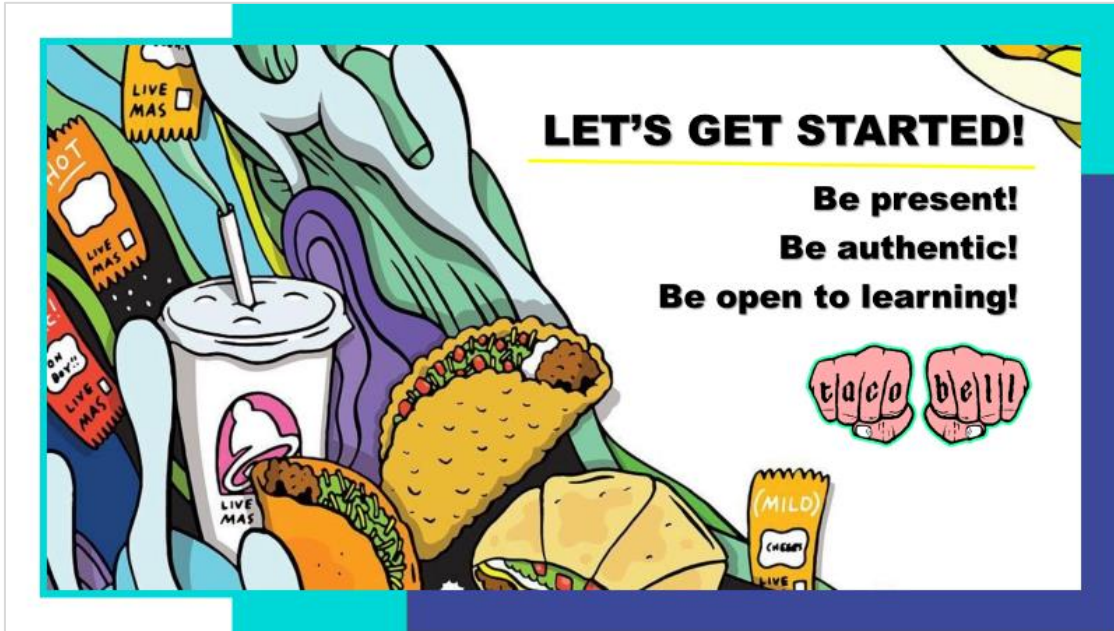
## Activity: "Quick Poll"

### Instructions:

1. Explain to the group that you'll be conducting a series of quick polls to learn interesting facts about each other. You'll call out a question, and participants will respond accordingly.
2. Ask the Poll Questions: One by one, call out the poll questions and ask participants to respond as indicated in the question (e.g., raise a hand, stand up, wave, give a thumbs-up).
3. Discussion: After each poll, briefly discuss the results. You can comment on any interesting patterns or surprising findings. Encourage participants to share any additional thoughts related to the poll topic.
4. Repeat: Continue asking a series of poll questions, ensuring that they are quick and easy to respond to. Aim to cover a range of fun and relatable topics.
5. Wrap-Up: Conclude the icebreaker by thanking participants for their participation and sharing some lighthearted insights that emerged during the polls.

### 20 Quick Poll Questions:

1. Raise your hand if you prefer coffee over tea.
2. Stand up & turn in a circle if you've ever traveled solo.
3. Give a thumbs-up if you enjoy hiking.
4. Wave if you've ever tried a food challenge (like eating a giant burger or hottest wings).
5. Raise your hand if you've visited more than five countries.
6. Stand up & turn in a circle if you've ever volunteered for a charity or nonprofit.
7. Give a thumbs-up if you enjoy watching sports.
8. Wave if you've taken a spontaneous road trip in the last year.
9. Raise your hand if you're a cat person.
10. Stand up & turn in a circle if you've attended a music festival.
11. Give a thumbs-up if you enjoy gardening.
12. Wave if you've been to an escape room.
13. Raise your hand if you've ever tried an extreme sport (e.g., bungee jumping).
14. Stand up & turn in a circle if you've completed a marathon or half-marathon.
15. Give a thumbs-up if you're a fan of science fiction.
16. Wave if you've ever gone camping in the wilderness.
17. Raise your hand if you've tried a foreign cuisine you can't pronounce.
18. Stand up & turn in a circle if you enjoy going to the beach.
19. Give a thumbs-up if you've watched all the seasons of a popular TV show.
20. Wave if you're a night owl.



## Talking Points:

**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.



## Today's Learning Agenda



-  Session 3 Review & Homework Discussion
-  Authentic Leadership Behaviors
-  Labor Scheduling: What's Your Part?
-  Peak Deployment Review
-  Managing Labor Costs
-  Breakout Activity: Daily Labor Schedules
-  Closing Thoughts & Homework

### Talking Points:

**SAY:** In today's session we will discuss Managing Labor Costs & Making Informed Decisions

**READ:** Today's Learning Objectives:

- Session 3 Review & Homework Discussion
- Authentic Leadership Behaviors
- Labor Scheduling: What's Your Part?
- Peak Deployment Review
- Managing Labor Costs
- Breakout Activity: Daily Labor Schedules
- Closing Thoughts & Homework

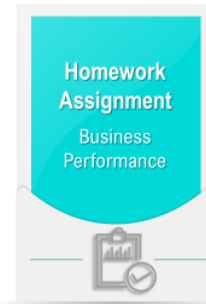
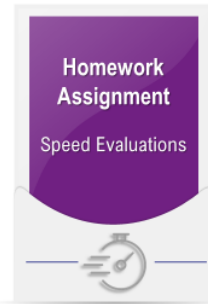
**ASK:** Does anyone have any questions or thought they would like to share before we get started?



## Session Five Homework – Let's Review



Before diving into the main topics for today's session, we should begin with a brief review of the previous session and a review of our two homework assignments from Session 3: Speed Evaluations and Business Performance Review.



### Talking Points:

**SAY:** Before diving into the main topics for today's session, we should begin with a brief review of the previous session and a review of our two homework assignments: Speed Evaluations & Business Performance Review

Here are some review discussion points and questions:

**Homework Review:** Remind them of the assignment's objectives: Part One involved speed evaluations for different dayparts, and Part Two focused on discussing restaurant-specific business performance with their shift leaders.

### Part One: Speed Evaluations (15 minutes):

Ask for volunteers to share their experiences and insights from conducting speed evaluations for different dayparts.

- Encourage them to discuss any notable findings, challenges they encountered, and whether they were able to identify specific areas for improvement.
- Consider these questions:
  - What were the key metrics or observations you made during the speed evaluations?
  - Were there any common trends or patterns across different dayparts?
  - Did you identify any bottlenecks or issues that could impact speed of service?

### Part Two: Discussion with RGMs on Business Performance (15 minutes):

Ask each RGM to discuss their interactions with their shift leaders regarding restaurant-specific business performance.

- Inquire about the topics they discussed, the feedback received from shift leaders, and any action plans that were developed.
- Consider these questions:
  - What were the main points of discussion with your RGMs regarding business performance?
  - Were there any key insights or suggestions shared during these discussions?
  - Did you collectively identify any immediate actions or long-term game plans to enhance performance?





## Authenticity

Leadership Behaviors



### Talking Points:

**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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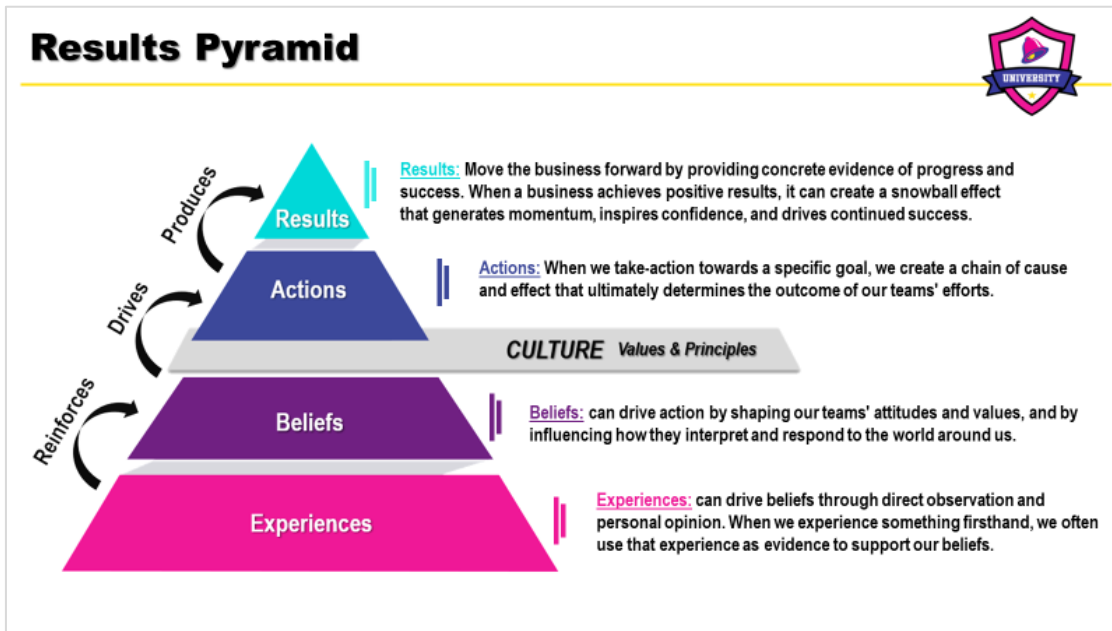
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### Talking Points:

**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.



### Talking Points:

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

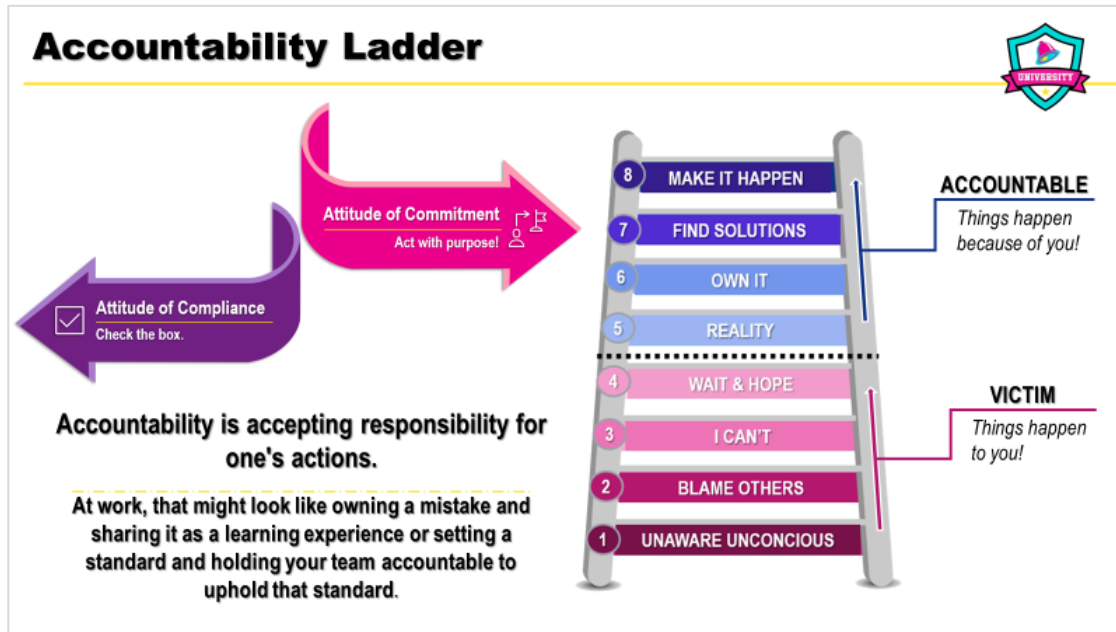
**READ:** Experiences: can drive beliefs through direct observation and personal opinion. When we experience something firsthand, we often use that experience as evidence to support our beliefs.

**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.

**READ:** 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.

**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.



### Talking Points:

**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.



## Labor Scheduling

Introduction to Labor Scheduling

### Talking Points:

**SAY:** Our main topic of discussion today is Labor Scheduling, and while this is the responsibility of your RGM, you as a store leader have an important role to play. First up, let’s discuss the basics of what labor scheduling is and why it’s important for the business.

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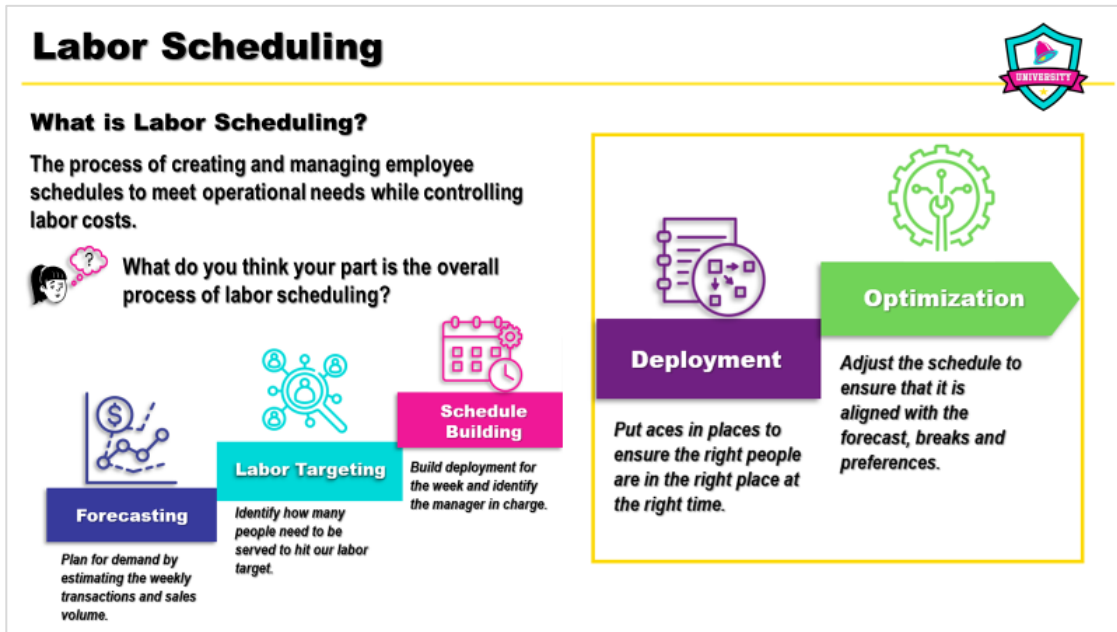
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## Talking Points:

**Facilitator Notes:** Walk-through Labor Scheduling Process from Start to Finish

**SAY:** What is labor scheduling? The process of creating and managing employee schedules to meet operational needs while controlling labor costs.

**CLICK & ASK:** What do you think your part is the overall process of labor scheduling?

**SAY:** Let's start from the beginning with our discussion on Labor Scheduling. We will start with going back to the basics and finish with labor scheduling success routines. Some of these steps are the responsibility of your RGM. However, it's important that you understand your role in the process.

### Step #1 Forecasting: RGM Responsibility

Plan for demand by estimating the weekly transactions and sales volume.

### Step #2: Labor Targeting: RGM Responsibility

Identify how many people need to be served to hit our labor target.

### Step #3: Schedule Building: RGM Responsibility

Build deployment for the week and identify the manager in charge.

### Step #4: Deployment: RGM, AM & SL (MIC) Responsibility

Put aces in places to ensure the right people are in the right place at the right time.

### Step #5: Optimization: RGM, AM & SL (MIC) Responsibility

Adjust the schedule to ensure that it is aligned with the forecast, breaks and preferences.



## Discussing the Whys



Let's discuss a few of the reasons that make labor scheduling so important for our business, from cost control and deployment, to the impact on customer service and profitability.



### Talking Points:

**SAY:** Let's discuss a few of the reasons that make labor scheduling so important for our business, from cost control and deployment, to the impact on customer service and profitability.

**ASK:** Have you ever worked a shift where you were understaffed, but made your target? How about a shift where you were overstaffed and didn't hit your target? How do you think that you as a shift leader factor into whether or not you hit your target? What things are in your control that you can impact?

**DISCUSS:** Importance of Efficient Labor Scheduling:

- Labor Cost Control: Efficient labor scheduling helps control labor costs, which is one of the biggest factors for the restaurant's profitability.
- Ace in Places: It ensures that the right number of team members are scheduled at the right times, preventing overstaffing or understaffing.
- Happy Team Members: Proper scheduling can lead to happier and less stressed employees, improving their morale and performance.

**DISCUSS:** Impact on Customer Service and Profitability:

- Sales: Happy customers are more likely to return and spend more, leading to increased sales and profitability.
- Quality: Well-scheduled shifts allow our team to focus on food quality, resulting in better-tasting food and happy customers.
- Cost Savings: Avoiding unnecessary overtime or extra labor hours helps the restaurant save money, contributing to profitability and increased bonuses.
- Flexibility: Efficient scheduling enables quick adjustments to staff levels during unexpected rushes, maintaining service quality.

**BIG TAKE-AWAY:** Remember, effective labor scheduling is like making a taco: having the right "ingredients" (Team Members) in the right amounts at the right time ensures a tasty experience for our customers and a more profitability for our business.



**Labor Scheduling**  
What's Your Part?

**Talking Points:**

**SAY:** Now that we have discussed the “what” and the “whys” behind labor scheduling, let’s get more specific in how you as a shift leader play an important role in helping to managing labor costs.

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## Shift Leader Responsibilities

### Monitoring Staffing Levels:

- Constant Evaluation**  
Keep an eye on how busy the restaurant is at different times of the day.
- Team Member Feedback**  
Encourage an open-door policy for your team to communicate if they feel there are too many or too few team members staffed.
- Customer Flow**  
Look at sales and customer flows to identify patterns when staffing levels may need to be adjusted. Do we need more staff or less?

### Making Real-Time Adjustments:

- Flexibility**  
Be ready to call in additional staff during unexpected rushes or send some home when it's slow.
- Effective Communication**  
Ensure that team members can easily reach out to you or another manager for staffing adjustments.
- Reporting**  
Use real-time data and labor schedule reports to inform decisions about adjusting staffing levels.

## Talking Points:

**ASK:** Let's talk about making adjustments as a shift leader. Can I get a few volunteers to tell me about a time when you had to make adjustments in real time? Whether that was a change in deployment or looking ahead at your staffing levels and made an adjustment based on the forecasted transactions to ensure that you were properly staffed?

## DISCUSS: Monitoring Staffing Levels:

- Constant Evaluation: Keep an eye on how busy the restaurant is at different times of the day.
- Team Member Feedback: Encourage an open-door policy for your team to communicate if they feel there are too many or too few staff members.
- Customer Flow: Look at sales and customer flows to identify patterns when staffing levels may need to be adjusted. Do we need more staff or less?

## DISCUSS: Making Real-Time Adjustments:

- Flexibility: Be ready to call in additional staff during unexpected rushes or send some home when it's slow.
- Effective Communication: Ensure that team members can easily reach out to you or another manager for staffing adjustments.
- Reporting: Use real-time data and labor schedule reports to inform decisions about adjusting staffing levels, keeping an eye on both customer service and labor costs.

**BIG TAKE-AWAY:** Think of monitoring staffing levels and making real-time adjustments like customizing an order: you want to add or remove ingredients based on what the customer needs, ensuring a perfect dining experience while keeping operations efficient.



## Peak Deployment

Let's Review & Reinforce

**Talking Points:**

**SAY:** As we have discussed deployment in detail during session three, we are only going to briefly talk about peak deployment today. Deployment is an important step in the full labor scheduling process, and you as a shift leader have a shared responsibility with your RGM and fellow managers to ensure that you are deploying your teams efficiently.

**Notes:**

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## Labor Deployment Guide



### RGM Best Practice:

MIC's chosen on the manager schedule need to be placed in the expo box, and all team members and shift leaders on shift will need to be deployed.

**Note:** Managers will appear to double at the bottom of screen, it's just a glitch. This will be removed when you save and close deployment chart. Print and post on TRED Board for MICs to use when completing Deployment Board.

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 expeditors and support restaurant operations through cleanliness, food readiness & safety.	

\*Always assign Drive-Thru to never reduce the Front Counter.

DT = Drive Thru  
FC = Front Counter  
3L = 3<sup>rd</sup> Line

### Talking Points:

#### READ:

MIC's chosen on the manager schedule need to be placed in the expo box, and all team members and shift leaders on shift will need to be deployed.

**Note:** Managers will appear to double at the bottom of screen, it's just a glitch. This will be removed when you save and close deployment chart. Print and post on TRED Board for MICs to use when completing Deployment Board.



## Communication & Teamwork

Setting Expectations & Shift Huddles



### Talking Points:

**SAY:** Being able to communicate with your team regarding daily shift goals and overall business goals is crucial for you as a store leader. Let's discuss best practices for communicating with your team, from shift huddles to ensuring that your team feels a shared sense of ownership and fun.

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**Shift Huddles: Best Practices**

The purpose of a huddle is to quickly relay information and create enthusiasm around it. Post yesterday's results but FOCUS on today! How are we going to achieve the goals we set?

A great shift huddle gives the goals we are working towards. A 5-star supreme shift huddle gives your team the action steps behind how we going to reach our goals!

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**EMPOWER your TEAM**

- ✓ Let people contribute to the Goals, the How, Recognition & Best Practice. Remember your 1st one won't be perfect.
- ✓ Look for clues while you're talking. Listen to comments made.
- ✓ Get Feedback : Do you enjoy the shift huddles? Anything you think we should add? Get their buy in!
- ✓ Consistency is key! Make sure managers execute huddles when you aren't there.

## Talking Points:

**SAY:** The purpose of a huddle is to quickly relay information and create enthusiasm around it. Post yesterday's results but FOCUS on Today! How are we going to achieve the goals we set? A great shift huddle gives the goals we are working towards. A 5-star supreme shift huddle gives your team the action steps behind how we going to reach our goals!

**SAY:** Make sure that you take this time to empower your team. Share the common goals pr objectives for the shift. (i.e. Focus on Double the Beef Sales) Make sure that you delegate responsibilities and make sure that everyone know where they should be and what they should be doing.

## DISCUSS: Huddle Best Practices:

- Let people contribute to the Goals, the How, Recognition & Best Practice. Remember your 1st one won't be perfect.
- Look for clues while you're talking. Listen to comments made.
- Get Feedback : Do you enjoy the shift huddles? Anything you think we should add? Get their buy in!
- Consistency is key! Make sure managers execute huddles when you aren't there.

## ASK: (Shift Huddle Discussion Talking Points & Prompts)

- Can I get some volunteers to talk about how they conduct a shift huddle?
- How many times during the day do you have a shift huddle?
- What things do you discuss?
- What are some ways that you keep your communication board up-to-date?

**SAY:** So, now let's discuss how you can use your shift huddles and other ways to communicate to you team when preparing for the different dayparts, deployment planning and how we can get the entire team on the same page. and close deployment chart. Print and post on TRED Board for MICs to use when completing Deployment Board.

## Misc. Notes:

### Check on Everyone:

- Keep an eye on how things are going.
- Help if someone needs it.
- Say good job when people do well.

### Fix Problems:

- If there's a problem, fix it fast and stay calm.
- Tell people to tell you if they have a problem.
- Find solutions together.

### Change as Needed:

- Be ready to change plans if it gets really busy.
- Tell the team about any changes.

### Celebrate Success:

- Say great job to the team.
- Talk about what we did well.
- Make work a happy place.

### After Work Talk:

- After work, talk about how things went.
- Say what we did good and what can be better.
- Ask the team for ideas.

### Lead Well:

- Show the team how to work hard.
- Be happy and positive.
- Work together and be a good leader.



## Communication: Forecast & Deployment

By sharing sales/transactions forecasts with your team, scheduling well, and staying flexible, we can make sure we serve customers effectively throughout the day, no matter how busy it gets.

- Sharing Forecasting**: Icon of a person with a speech bubble.
- Peak Deployment**: Icon of a calendar with a clock.
- Stay Flexible**: Icon of a dollar sign with arrows pointing left and right.
- Adapt as Needed**: Icon of a gear with arrows forming a cycle.
- Teamwork Matters**: Icon of three people standing together.

### Talking Points:

**DISCUSS:** Communicating Forecasted Sales and Flexible Deployment:

**ASK:** Why do you think it might be beneficial to share forecasted sales/transactions with your team? What tone does that set for the day? Could this help to align everyone's focus for a shift?

1. Sharing Predictions/Forecasting:
  - At the start of each daypart, tell the team how busy we expect it to be.
  - Share how many transactions we may have and how much they might spend.
2. Peak Deployment:
  - Explain that we need to plan who does what and when
  - Make sure there are enough people for the expected peak times during the dayparts.
3. Stay Flexible:
  - Stress that things can change during the day.
  - Be ready to move people around if it gets busier or slower than predicted.
4. Adapt as Needed:
  - If more customers come than expected, slide and redeploy staff to where they're needed most.
  - If it's quieter than predicted, adjust the plan to save on labor costs.
5. Teamwork Matters:
  - Remind everyone that we all work together to serve customers.
  - Encourage communication if someone needs help or if things change.

**BIG TAKE-AWAY:** By sharing forecasts with your team, scheduling well, and staying flexible, we can make sure we serve customers effectively throughout the day, no matter how busy it gets.



## Fostering a Sense of Ownership & FUN!



Here are some simple and fun ways that you can help to foster a sense of ownership within your team to make sure all team members feel responsible for meeting the restaurant's goals.

Remember, making work fun and making everyone feel like they're part of the team mission is the secret fire sauce to creating a sense of ownership and responsibility.



### Talking Points:

**SAY:** Here are some simple and fun ways that you can help to foster a sense of ownership within your team to make sure all team members feel responsible for meeting the restaurant's goals:

(Discuss ideas as a group for idea sharing, how to celebrate our teams, and motivate our team members to help meet our restaurant's goals. Here are a few ideas.)

1. Team Huddle: Gather the team before the shift starts. Give it your own team name! What will you call your store's shift huddle session?
2. Mission Possible: Make a game out of achieving goals. Say, "Today's mission, should you choose to accept it, is to make our restaurant the best in town!" Encourage team members to come up with fun ways to achieve it.
3. Recognition Awards: Create silly and fun awards for team members who go above and beyond. Give out "Super Taco Star" certificates for great service and let everyone cheer when someone gets one.
4. Share Success Stories: Share stories about team members who did something awesome. Say, "Guess what? Maria was the winner in our double the beef contest! That's how we do it here!"
5. Ask for Ideas: Ask the team, "What fun things can we do to make it better?" Encourage them to share their ideas for improving the restaurant.
6. Positive Praise: Compliment team members when they do well. Use fun and positive words to show appreciation. TALK TACO!
7. Team Chants: Create a catchy team chant that you do together before each shift. It brings everyone together and pumps up the energy.
8. Celebrate Together: When you meet a big goal, celebrate as a team.

**BIG TAKE-AWAY:** Remember, making work fun and making everyone feel like they're part of the team mission is the secret fire sauce to creating a sense of ownership and responsibility.



## Real-Time Decision Making

Monitoring Sales Volume & Prioritizing Tasks





### Talking Points:

**SAY:** Now let's discuss real-time decision making. As shift leaders, you always have to think on your feet. So, let's talk about the tools and reporting that you can use to help you proactively game plan for your shifts and enable you to help to manage labor costs.

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## Daily Routines



Shift Lead To-Do List	Shift Lead To-Do List
<ul style="list-style-type: none"><li>✓ Review the DCS</li><li>✓ Opening MIC – Complete the Deployment</li><li>✓ What information needs to be communicated to the team?</li><li>✓ Know the scheduled IN and OUT time for all team members on the shift</li></ul>	<ul style="list-style-type: none"><li>✓ Know all breaks that should be given</li><li>✓ Is there any planned training, Team Member Feedback, etc. for that day?</li><li>✓ Continually Check dashboard and manger monitor for transactions and labor</li><li>✓ Communicate your actions to your fellow store leaders and team members</li></ul>



### Talking Points:

#### DISCUSS: Shift Lead Daily Routines

- Review the DCS: Week to Date Labor, Forecast vs. Actual, How has the week been going so far?
- Opening MIC – Complete the Deployment or Check the Deployment Board at the start of the shift to ensure that the board is completed and that all scheduled team members are present and in the correct position.
- What information needs to be communicated to the team? What topics will you cover in your daily huddles?
- Shift Lead should know the scheduled IN and OUT time for all team members on the shift and make sure that all clock in and out on time. (Always be aware of who is coming in for their shift.)
- Know all breaks that should be given.
- Is there any planned training, Team Member Feedback, etc. for that day?
- During the shift, they should be continually checking (at minimum every daypart) dashboard and mangers monitor for transactions and labor making sure they are meeting forecasted transactions and not exceeding labor targets. If they are exceeding, they need to be making needed adjustments ... give breaks, send someone home, call and tell someone don't come until a certain time.
- Communicate your actions to your fellow store leaders and team members. (Is everyone on the same page?)

**ASK:** What are some other things that you do when you are working as the MIC or SL in order to make sure that you are being proactive and effectively managing the shift?



## Manager Monitor

The manager monitor should be closely observed throughout the day, specifically at the end of each day part to monitor actual versus forecast.

---

Here's what the screen tells you:

- Sales: Actual vs. Forecast by Daypart
- Labor Dollars/Percentage by Daypart
- DT Speed of Service
- Store SOS Comparison by Daypart
- Labor Totals
- Menu Mix

### Talking Points:

**SAY:** The manager monitor should be closely observed throughout the day, specifically at the end of each day part to monitor actual versus forecast.

**TELL:** Take a look at the picture of the monitor in your participant guide. What does this screen tell you about the shift so far?

**CLICK & SAY:** Here's what the screen tells you:

- Sales: Actual vs. Forecast by Daypart
- Labor Percentage by Daypart
- DT Speed of Service
- Store SOS Comparison by Daypart
- Labor Totals
- Menu Mix

**DISCUSS:** Monitoring Sales:

- Sales Data: Keep an eye on daily transaction reports to identify peak times and staffing needs.
- Observation: Physically watch the customer flow in the restaurant to see when it gets busy and deploy effectively to avoid bottlenecks. Monitor the length of the customer lines at the counter or drive-thru.

**Note:** The manager monitor refreshes every 15 minutes. Please ensure that the dashboard is left open on the back-office computer.



## Prioritizing Tasks

Pay attention to what's needed most urgently to serve customers promptly, while also ensuring the kitchen stays organized and clean for efficient operations and that your staff is deployed correctly.

```
graph LR; 01[01 Customer Service First] --> 02[02 Order Accuracy]; 02 --> 03[03 Food Preparation]; 03 --> 04[04 Cleaning & Restocking]; 04 --> 05[05 Team Deployment];
```

### Talking Points:

**SAY:** The manager monitor should be closely observed throughout the day, specifically at the end of each day part to monitor actual versus forecast.

**TELL:** Take a look at the picture of the monitor in your participant guide. What does this screen tell you about the shift so far?

**CLICK & SAY:** Here's what the screen tells you:

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**Note:** The manager monitor refreshes every 15 minutes. Please ensure that the dashboard is left open on the back-office computer.

# SL Supreme Leadership – Session 4



## Daily Control Sheet (DCS)



One of the sales reports you **MUST** print and look at every day is the DCS report.  
You'll find this in WebWorX under the Report Writer tab. Select the report and click Run Report.

11111	Promos	\$0.00	\$2.19	\$4.57	\$4.38	\$21.44	\$2.49	\$72.88	\$107.95	\$1,080.55
11111	Emp & Mngr Meals	\$128.41	\$144.24	\$102.03	\$109.93	\$78.90	\$108.24	\$116.99	\$788.74	\$1,410.57
11111	Open \$ and %	\$0.00	\$10.76	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10.76	\$34.92
11111	Discount - Other	\$37.32	\$76.42	\$41.09	\$76.49	\$45.89	\$56.52	\$186.99	\$520.72	\$966.34
11111	Sr. Discount	\$5.35	\$2.63	\$10.63	\$3.20	\$2.37	\$3.66	\$5.69	\$33.53	\$62.00
11111	Total Discounts	\$171.08	\$234.05	\$153.75	\$189.62	\$127.16	\$168.42	\$309.67	\$1,353.75	\$2,473.83
11111	Net Sales	\$7,056.42	\$7,200.36	\$9,101.61	\$8,860.02	\$7,358.87	\$6,721.85	\$6,813.77	\$53,112.90	\$107,886.67
11111	Net Sales - LY	\$5,981.83	\$6,574.50	\$7,238.10	\$7,703.01	\$5,477.00	\$5,837.27	\$6,532.90	\$45,344.61	\$89,763.85
11111	\$ / % Difference	\$1,074.59/17.96%	\$625.86/9.52%	\$1,863.51/25.75%	\$1,157.01/15.02%	\$1,881.87/34.36%	\$884.58/15.15%	\$280.87/4.30%	\$7,768.29/17.13	\$18,122.82/20.19
11111	DoorDash Sales	\$528.05	\$292.24	\$575.21	\$590.44	\$814.96	\$347.61	\$290.88	\$3,439.35	\$7,711.73
11111	GrubHub Sales	\$0.00	\$35.62	\$21.44	\$34.96	\$0.00	\$0.00	\$66.44	\$158.42	\$460.88
11111	PostMates Sales	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
11111	Uber Eats Sales	\$164.17	\$170.26	\$217.67	\$362.26	\$175.87	\$343.17	\$198.11	\$1,631.51	\$3,467.37
11111	Transactions	508.00	506.00	591.00	550.00	456.00	497.00	561.00	3,669.00	7,436.00
11111	Transactions - LY	498.00	519.00	533.00	513.00	415.00	471.00	529.00	3,478.00	6,943.00
11111	# / % Difference	10/2.01%	-13/-2.59%	58/10.88%	37/7.21%	41/9.88%	26/5.52%	32/6.05%	191/5.49%	493.00/7.10%
11111	Forecasted Trans	577.24	593.24	635.24	543.24	465.24	499.24	543.23	3,857.00	7,705.12
11111	Forecasted vs Actual Trans	-99.30	-87.36	-44.30	0.66	-3.30	-2.36	17.77	-188.00	-269.12
11111	Drinks Per Transaction	0.75	0.71	0.82	0.83	0.74	0.71	0.68	0.75	0.74
11111	Beef Add On % of transactions	17.91%	15.81%	14.55%	13.09%	11.18%	13.28%	14.08%	14.31%	13.47%
11111	Beef Add On %	61.00	80.00	86.00	77.00	61.00	66.00	76.00	62.00	1.00

### Talking Points:

**SAY:** One of the Sales reports you should look at every day is the DCS report.

You'll find this in WebWorX under the Report Writer tab. Select the report, select your stores, and click Run Report.

- **Sales:** Review Transactions +/- compared to forecast and to PY
- **Labor:** Check to make sure actual labor hours match target and scheduled labor hours
  - Review Overtime utilization
- **Red Flags:** Follow up on any outliers on OTD, cash, deletions, overings, promos, meals and discounts
  - Drill down to specific Shift as needed (Ticket Level Detail / Transaction History Report; Bottleneck Report, etc.)
  - Review drinks per transactions percentage (goal of 0.80% or greater)

Store	Description	Wed - 08/16	Thu - 08/17	Fri - 08/18	Sat - 08/19	Sun - 08/20	Mon - 08/21	Tue - 08/22	WTD	PTD
<b>Sales</b>										
11111	Register Sales	\$7,762.37	\$7,982.62	\$9,953.86	\$9,723.39	\$8,062.52	\$7,408.14	\$7,707.48	\$58,600.38	\$119,677.02
11111	Refunds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2.57	\$0.00	\$2.57	\$22.62
11111	Overrings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
11111	Gross Sales	\$7,762.37	\$7,982.62	\$9,953.86	\$9,723.39	\$8,062.52	\$7,405.57	\$7,707.48	\$58,597.81	\$119,654.40
11111	Sales Tax	\$531.27	\$539.23	\$683.31	\$663.68	\$553.70	\$506.11	\$507.67	\$3,984.97	\$8,083.42
11111	Gift Cards Sold	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$63.00
11111	Total Sales	\$7,227.50	\$7,436.60	\$9,259.93	\$9,054.02	\$7,507.47	\$6,892.76	\$7,196.32	\$54,574.60	\$111,441.05
11111	Forecasted Sales	\$8,041.72	\$8,477.74	\$9,375.50	\$8,372.85	\$7,171.73	\$6,966.06	\$7,594.40	\$56,000.00	\$112,000.00
11111	Act vs Fcst Sales	\$-814.22	\$-1,041.14	\$-115.57	\$681.17	\$335.74	\$-73.30	\$-398.08	\$-1,425.40	\$-558.95
11111	Paid Out (Voucher)	\$0.00	\$0.00	\$-45.14	\$0.00	\$0.00	\$0.00	\$0.00	\$-45.14	\$-75.14
11111	Promos	\$0.00	\$2.19	\$4.57	\$4.38	\$21.44	\$2.49	\$72.88	\$107.95	\$1,080.55
11111	Emp & Mngr Meals	\$128.41	\$144.24	\$102.03	\$109.93	\$78.90	\$108.24	\$116.99	\$788.74	\$1,410.57
11111	Open \$ and %	\$0.00	\$10.76	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10.76	\$34.92
11111	Discount - Other	\$37.32	\$76.42	\$41.09	\$76.49	\$45.89	\$56.52	\$186.99	\$520.72	\$966.34
11111	Sr. Discount	\$5.35	\$2.63	\$10.63	\$3.20	\$2.37	\$3.66	\$5.69	\$33.53	\$62.00
11111	Total Discounts	\$171.08	\$234.05	\$153.75	\$189.62	\$127.16	\$168.42	\$309.67	\$1,353.75	\$2,473.83
11111	Net Sales - LY	\$7,056.42	\$7,200.36	\$9,101.61	\$8,860.02	\$7,358.87	\$6,721.85	\$6,813.77	\$53,112.90	\$107,886.67
11111	Net Sales - LY	\$5,981.83	\$6,574.50	\$7,238.10	\$7,703.01	\$5,477.00	\$5,837.27	\$6,532.90	\$45,344.61	\$89,763.85
11111	\$ / % Difference	\$1,074.59/17.96%	\$625.86/9.52%	\$1,863.51/25.75%	\$1,157.01/15.02%	\$1,881.87/34.36%	\$884.58/15.15%	\$280.87/4.30%	\$7,768.29/17.13	\$18,122.82/20.19
11111	DoorDash Sales	\$528.09	\$292.24	\$575.21	\$590.44	\$814.96	\$347.61	\$290.80	\$3,439.35	\$7,711.73
11111	GrubHub Sales	\$0.00	\$35.62	\$21.44	\$34.96	\$0.00	\$0.00	\$66.40	\$158.42	\$460.86
11111	PostMates Sales	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
11111	Uber Eats Sales	\$164.17	\$170.26	\$217.67	\$362.26	\$175.87	\$343.17	\$198.11	\$1,631.51	\$3,467.37
11111	Transactions	508.00	506.00	591.00	550.00	456.00	497.00	561.00	3,669.00	7,436.00
11111	Transactions - LY	498.00	519.00	533.00	513.00	415.00	471.00	529.00	3,478.00	6,943.00
11111	# / % Difference	10/2.01%	-13/-2.50%	58/10.88%	37/7.21%	41/9.88%	26/5.52%	32/6.05%	191/5.49%	493/0.07/10.9%
11111	Forecasted Trans	577.30	593.26	635.20	543.34	465.39	499.36	543.23	3,857.08	7,705.12
11111	Forecasted vs Actual Trans	-69.30	-87.26	-44.20	6.66	-9.39	-2.36	17.77	-188.08	-269.12
11111	Drinks Per Transaction	0.75	0.70	0.82	0.85	0.74	0.71	0.68	0.75	0.76
11111	Beef Add On % of transactions	<b>17.91%</b>	<b>15.81%</b>	<b>14.55%</b>	<b>13.09%</b>	<b>11.18%</b>	<b>13.28%</b>	<b>14.08%</b>	<b>14.31%</b>	13.47%
11111	Beef Add On Qty	91.00	80.00	86.00	72.00	51.00	66.00	79.00	525.00	1,002
11111	Round Up Key	\$3.60	\$6.70	\$11.50	\$5.69	\$1.35	\$5.65	\$3.06	\$37.55	\$65.02
11111	Paid Outs	\$0.00	\$0.00	\$45.14	\$0.00	\$0.00	\$0.00	\$0.00	\$45.14	\$75.14
11111	Deletions Before \$	\$545.17	\$462.19	\$404.05	\$390.37	\$350.82	\$290.86	\$511.16	\$2,954.62	\$5,690.13
11111	Deletions Before %	7.54%	6.22%	4.36%	4.31%	4.67%	4.22%	7.10%	5.41%	5.11%
11111	Deletions After \$	\$37.47	\$45.96	\$70.57	\$37.70	\$23.51	\$58.87	\$35.40	\$309.48	\$826.74
11111	Deletions After %	0.52%	0.62%	0.76%	0.42%	0.31%	0.85%	0.49%	0.57%	0.74%
11111	Average Check	\$13.89	\$14.23	\$15.40	\$16.11	\$16.14	\$13.52	\$12.15	\$14.48	\$14.51
11111	Average Check - LY	\$12.01	\$12.67	\$13.58	\$15.02	\$13.20	\$12.39	\$12.35	\$13.04	\$12.93
11111	\$ Difference Average Check	\$1.88	\$1.56	\$1.82	\$1.09	\$2.94	\$1.13	\$-0.20	\$1.44	\$1.58
11111	Total Cash Deposits	\$1,144.00	\$823.00	\$1,504.00	\$1,313.00	\$659.00	\$1,204.00	\$1,268.00	\$7,915.00	\$16,777.00
11111	Total Credit Cards	\$6,448.00	\$6,923.94	\$8,240.68	\$8,210.59	\$7,257.00	\$6,030.79	\$6,055.70	\$49,166.70	\$99,237.94
11111	Total Cash & Credit	\$7,592.00	\$7,746.94	\$9,744.68	\$9,523.59	\$7,916.00	\$7,234.79	\$7,323.70	\$57,081.70	\$116,014.94
11111	Cash + / -	\$0.71	\$0.65	\$-6.60	\$-5.80	\$2.08	\$1.26	\$-0.77	\$-8.47	\$-7.86
<b>Labor</b>										
11111	Total Labor \$	\$1,286.49	\$1,351.64	\$1,417.77	\$1,092.36	\$1,279.96	\$1,059.01	\$1,354.69	\$8,841.92	\$18,462.82
11111	Budgeted Labor \$	\$1,291.23	\$1,328.59	\$1,654.33	\$1,617.55	\$1,341.25	\$1,231.43	\$1,285.66	\$9,750.04	\$19,909.52
11111	Variance \$	\$-4.74	\$23.05	\$-236.56	\$-525.19	\$-61.29	\$-172.42	\$69.03	\$-908.12	\$-1,446.70
11111	Total Labor %	17.80%	18.18%	15.31%	12.06%	17.05%	15.36%	18.82%	16.20%	16.57%
11111	Budgeted Labor %								17.87%	17.87%
11111	Scheduled Labor Hours	80.00	80.00	96.50	90.50	83.00	80.25	84.75	595.00	1,188.75
11111	Actual Labor Hours	75.17	78.37	89.95	71.63	73.43	69.57	81.65	539.77	1,119.72
11111	Variance	4.83	1.63	6.55	18.87	9.57	10.68	3.10	55.23	69.03
11111	Total OT \$	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
11111	Average Pay Rate	\$17.11	\$17.25	\$15.76	\$15.25	\$17.43	\$15.22	\$16.59	\$16.38	\$16.49
11111	Vacation \$	\$340.00	\$340.00	\$505.00	\$505.00	\$165.00	\$165.00	\$0.00	\$2,020.00	\$2,297.50
11111	Actual Hrs (No Training)	75.17	78.37	89.95	71.63	73.43	69.57	81.65	539.77	1,119.72
<b>SOS</b>										
11111	DT Order Time	:54	:50	:56	1:11	:58	:51	:52	:56	:56
11111	DT Window Time	1:09	1:08	1:17	1:20	1:22	1:10	1:06	1:13	1:14
11111	DT OTD	2:52	2:41	3:07	3:28	3:20	2:46	2:47	3:01	3:03
11111	Cars	368	361	434	411	308	362	377	2,621	5,348
11111	DT Transactions	404	396	455	416	352	395	415	2,833	5,721
11111	DT Variance #	36	35	21	\$	44	33	38	212	373
11111	DT Variance %	8.91%	8.84%	4.62%	1.20%	<b>12.50%</b>	8.35%	9.16%	7.48%	6.52%
<b>COGS</b>										
11111	Daily Food COS %	9.94%	9.84%	-26.00%	44.58%	10.08%	8.41%	10.31%	9.45%	9.39%
11111	Daily ICOS Variance %	-0.68%	-0.81%	24.92%	-25.43%	-1.40%	-0.11%	-0.78%	-0.50%	-0.50%
11111	Weekly Food COS \$								\$8,792.69	\$17,753.44
11111	Weekly Food COS %								16.11%	15.93%
11111	Weekly ICOS Variance %								-1.26%	-1.15%
11111	Paper costs								\$1,041.94	\$2,115.99
11111	C.O.S. Paper%								1.91%	1.90%
11111	C.O.S. Drink \$								\$1,776.72	\$2,895.49
11111	Drink Trans Out								\$0.00	\$0.00
11111	Drink Cost								\$1,776.72	\$2,895.49
11111	C.O.S. Drink %								3.26%	2.60%
11111	C.O.S. Supplies \$								\$352.19	\$494.80
11111	C.O.S. Supplies %								0.65%	0.44%
11111	C.O.S. Total \$								\$1,611.35	\$22,764.92
11111	C.O.S. Total %								21.28%	20.43%
11111	Transfers In \$	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
11111	Transfer Out \$	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

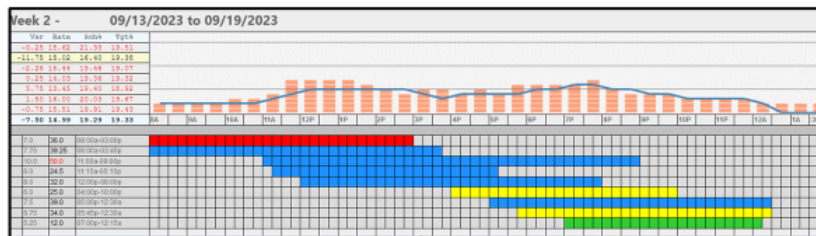
# SL Supreme Leadership – Session 4



## Daily Labor Schedule



One of the sales reports you MUST print and look at everyday is the Daily Labor Schedule.  
Your Goal: Hug the orange bars all day.



★ Homework Call-out!

### Talking Points:

**SAY:** One of the sales reports you MUST print and look at everyday is the Daily Labor Schedule.

**ASK:** By show of hands how many of you are currently pulling this report and reviewing transactions and staffing levels?

**ASK:** What are some of things that you can learn about transactions and staffing levels by looking at this report?

**ASK:** How can you use this to manage your day? When to scheduling breaks? Restocking & downtimes?

**SAY:** Print the Labor Schedule everyday. Your RGM will dedicate some time to discuss how to print and understand this report. Your homework is to make sure that you are looking at this report daily and using it to understand how you will make proactive decisions to ensure a smooth shift and effective deployment of your team.



## Facilitator Notes:

**SAY:** Now that we have started to discuss let's look at a few labor schedule examples. Look to see staffing levels where we might be over or understaffed. The goal of this exercise is to practice using the labor schedule to be proactive and making a game plan for going into your shift.

**Activity:** Understanding Daily Labor Schedules

**Objective:** To improve the shift leaders' ability to analyze daily labor schedules and make proactive staffing adjustments based on forecasted transaction volumes and staffing levels.

## Facilitator Steps:

1. Explain the importance of effective labor scheduling in a restaurant. Mention the need to balance staffing levels with forecasted transactions for optimal efficiency.
2. Randomly divide the participants into smaller groups.
3. Tell the participants to find the breakout activity pages in their participant guides.
  - Instruct each group to review the provided schedules and forecasts.
  - Ask them to identify instances where they believe the restaurant might be overstaffed or understaffed based on the forecasted transaction volumes.
  - Encourage them to consider factors like peak hours, customer flow, and downtimes
4. Group Discussion: Each group discusses its findings and proposes proactive solutions for the identified staffing issues. Emphasize the importance of maintaining service quality while optimizing staffing levels.
5. Instruct each group to prepare a brief presentation summarizing their findings and solutions. Each group presents its findings and solutions to the entire group.
6. Allow time for questions and discussions after each presentation.
7. Facilitate a discussion with all participants on the key takeaways from the activity.
8. Ask participants to share any new insights or tactical thoughts they've gained.

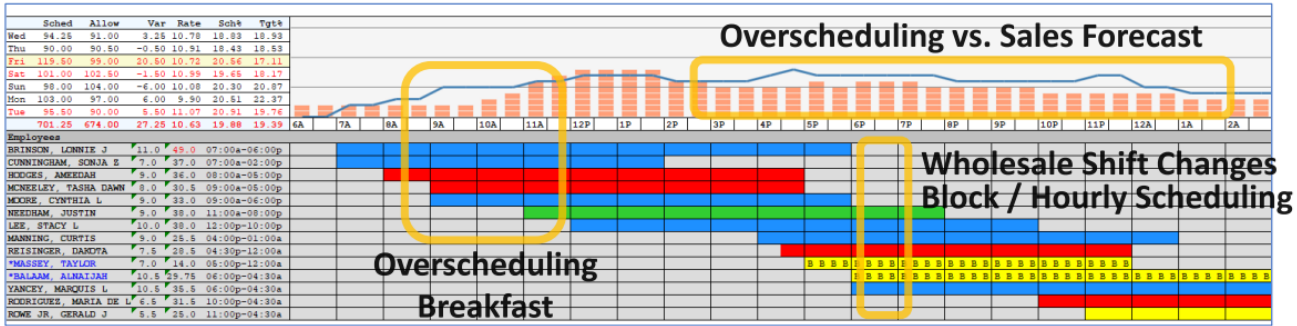
**BIG TAKE-AWAY:** Highlight the importance of proactive labor scheduling and its impact on labor costs and running effective shifts. Encourage participants to apply the knowledge and skills gained from this activity in their daily roles as shift leaders.

**\*\*\*Consider conducting periodic follow-ups or training sessions to reinforce these concepts.**

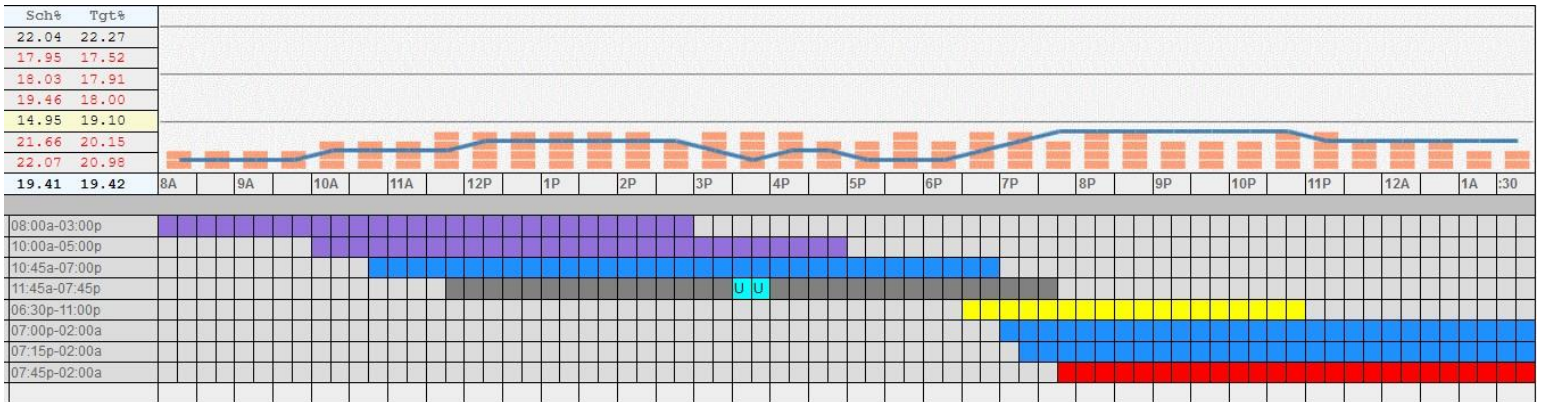
# SL Session 4: Breakout Activity



## Example: Facilitator's Guide Only



## Daily Labor Schedule #1:



What can you tell from this labor schedule? (Include your thoughts here.)

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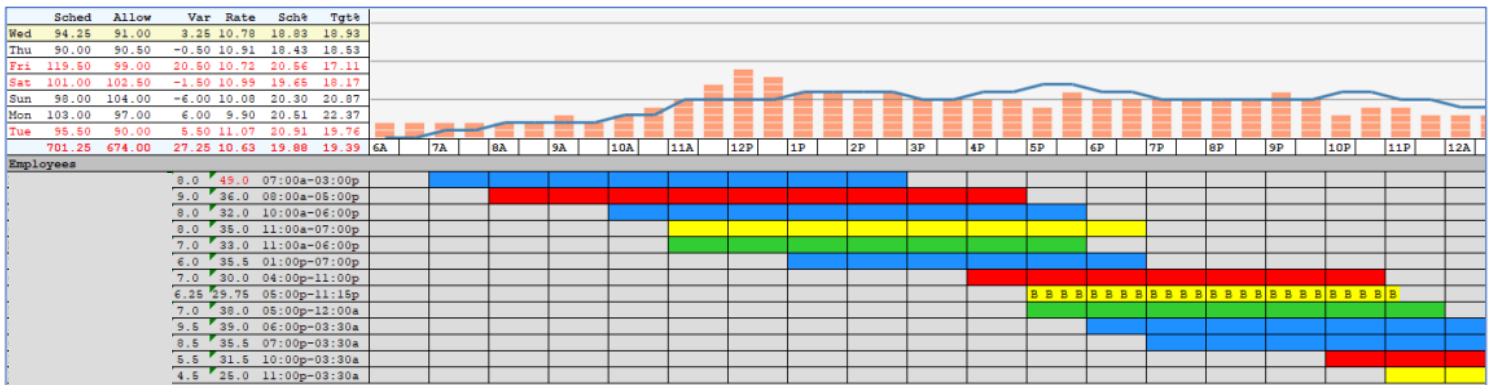


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## Daily Labor Schedule #2:



What can you tell from this labor schedule? (Include your thoughts here.)

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# SL Session 4: Breakout Activity



## Understanding Daily Labor Schedules

### Daily Labor Schedule #3:



What can you tell from this labor schedule? (Include your thoughts here.)

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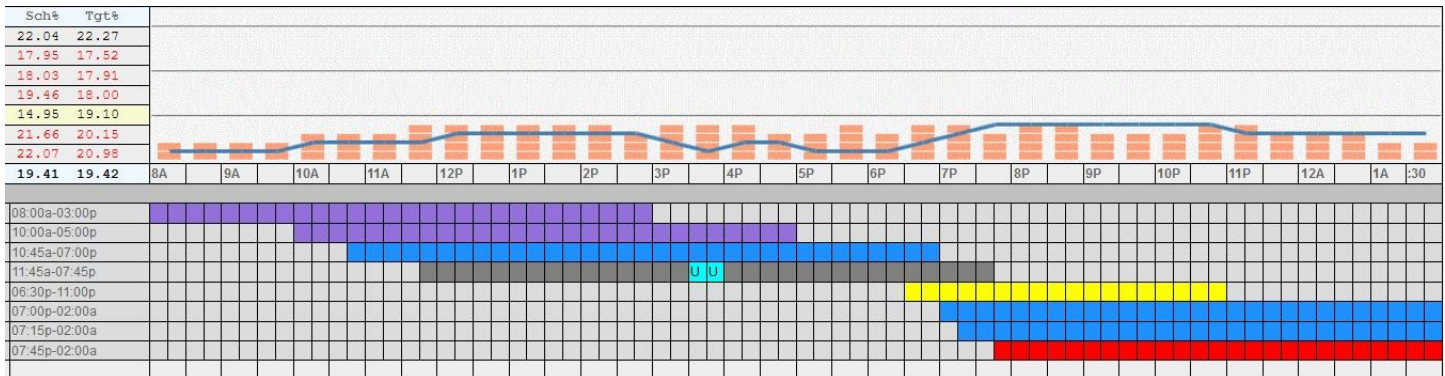


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### Daily Labor Schedule #4:



What can you tell from this labor schedule? (Include your thoughts here.)

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## Facilitator Notes:

**Note:** Follow the instructions in your facilitator's guide for the trivia questions. Participant guides will have the bingo cards for the shift leaders to use.

## Bingo Instructions:

Count Off & Bingo Card Selection:

- Have the participants count off 1, 2, 3, 4. The one's will use bingo card #1, the two's will use bingo card #2, the three's will use bingo card #3, and the four's will use bingo card #4.
- Explain that the counting off process will determine which Bingo card each participant will use during the game. If someone counts off as number 1, they will use "Bingo Card 1." If someone counts off as number 2, they will use "Bingo Card 2," and so on.

Playing the Game:

- Instruct the participants to use the Bingo card corresponding to their counted number from the participant guide.
- Explain the rules of the game:
  - You will ask questions from the list in the facilitator's guide.
  - The answers to the questions will be on the bingo cards.
  - Participants will need to find the current answers and mark them off with an X.
  - The first participant to complete a line (horizontally, vertically, or diagonally) by marking off five spaces and shout "Bingo!" wins the round.

Bingo Winner:

- When a participant calls out "Bingo!" after marking off five spaces in a line, verify the marked answers are correct.
- Reward the winner with a small prize or recognition to add an element of fun and motivation to the game.

**Note:** Emphasize that the purpose of the Bingo game is not only to win but also to actively listen and participate throughout the session and reinforce the key concepts.

Remember, the Bingo game should be a fun and interactive way to keep participants engaged and excited during the training session while also helping them retain important information. Happy Bingo-ing!

# SL Session 4 – Bingo Questions



- The process of creating and managing employee schedules to meet operational needs while controlling labor costs.
  - Labor Scheduling
- This is putting aces in places to ensure the right people are in the right place at the right time.
  - Deployment
- This is adjusting the schedule to ensure that it is aligned with the forecast, breaks and preferences.
  - Optimization
- This is identifying how many people need to be served to hit our labor target.
  - Labor Targeting
- This is planning for demand by estimating the weekly transactions and sales volume.
  - Forecasting
- This is building deployment for the week and identifying the managers in charge.
  - Schedule Building
- What is Specific, Measurable, Achievable, Relevant & Time-Bound?
  - SMART Goal Setting
- What is the DCS?
  - Daily Control Sheet
- This is a problem-solving method used to find the cause-and-effect for a particular problem.
  - The Five Whys Method
- Fill in the Blanks: The \_\_\_\_\_ should be closely observed throughout the day, specifically at the end of each day part to check actual versus forecast.
  - Manager Monitor
- This is accepting responsibility for one's actions.
  - Accountability
- 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
- 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

# SL Session 4 – Bingo Questions



- This is your deployment tool.
  - Schedule Builder
- We use this image to represent building culture, leading to results, and creating experiences that we create for ourselves, our customers, and especially our teams.
  - Results Pyramid Image
- Fill in the blank. Shift huddles are a great way to empower your \_\_\_\_\_.
  - Team
- This is making sure your stations are set up for speed.
  - Station Readiness
- 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
- TRUE or FALSE. By sharing sales/transactions forecasts with your team, scheduling well, and staying flexible, we can make sure we serve customers effectively throughout the day, no matter how busy it gets.
  - TRUE
- Your Session 4 homework is to print this every day and use it to monitor your shift and game plan.
  - Daily Labor Schedule
- This is being open to expressing your thoughts and feelings in a constructive way as we go through the materials. Being 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.
  - Being Authentic
- 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 your time to focus on game planning and addressing larger issues.
  - Culture of Accountability
- 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
- 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



## Closing Thoughts

Managing Labor Costs & Making Informed Decisions



**Talking Points:**

**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** → Staying on top of the daily labor schedule, making frequent adjustments to deployment, and communicating with fellow store leaders and team member is crucial for running smooth shifts and managing costs.
- 02** → Remember, making work fun and making everyone feel like they're part of the team mission is the secret fire sauce to creating a sense of ownership and responsibility.
- 03** → Daily Labor Schedule Report: This is an important tool in your MIC tool belt! Staying proactive and making a game plan is important for each shift you are managing, but also helps to foster a sense of ownership among your team!

## Talking Points:

**Facilitator Notes:** Discuss closing thought and big take-aways.

**SAY:**

- Staying on top of the daily labor schedule, making frequent adjustments to deployment, and communicating with fellow store leaders and team member is crucial for running smooth shifts and managing costs.
- Remember, making work fun and making everyone feel like they're part of the team mission is the secret fire sauce to creating a sense of ownership and responsibility.
- Daily Labor Schedule Report: This is an important tool in your MIC tool belt! Staying proactive and making a game plan is important for each shift you are managing, but also helps to foster a sense of ownership among your team!

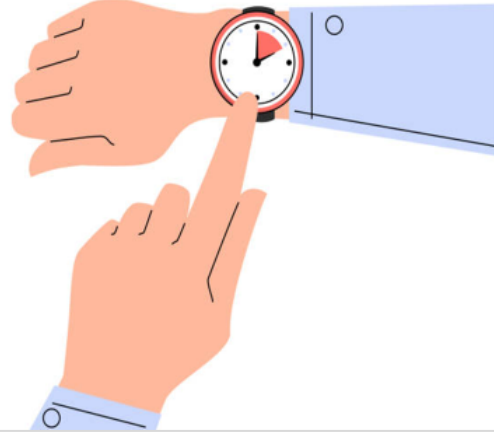


## Let's taco 'bout your homework!



### Homework Assignment:

Print the Labor Schedule everyday. Your RGM will dedicate some time to discuss how to print and understand this report. Your homework is to make sure that you are looking at this report daily and using it to understand how you will make proactive decisions to ensure a smooth shift and effective deployment of your team.



### Talking Points:

#### Facilitator Notes:

**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 and **SMART: Specific, Measurable, Achievable, Relevant & Time Bound.**

**Homework Assignment:** Print the Labor Schedule everyday. Your RGM will dedicate some time to discuss how to print and understand this report. Your homework is to make sure that you are looking at this report daily and using it to understand how you will make proactive decisions to ensure a smooth shift and effective deployment of your team.



**Talking Points:**

**SAY:** "We're not just serving tacos; we're dishing out excellence! Let's sprinkle each task, each interaction, and each customer experience with a dash of Sauceness!"

**Note:** Please make sure that your shift leaders clock out.

**Notes:**

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