



Culture = Brand™

Hosted by **Restaurant Owner.com**

How to Change Culture by Choice Not Chance™

Presented by Rudy Miick, Founder, the Miick Companies, LLC

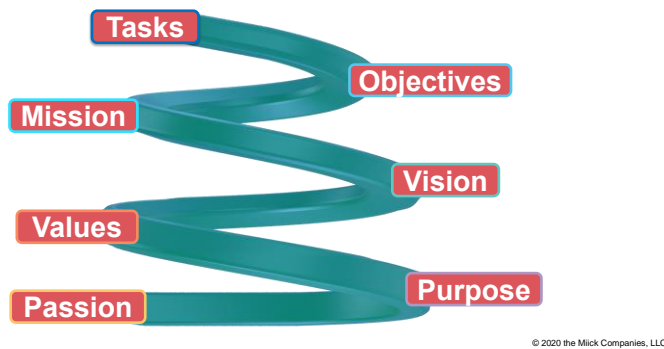
What follows are eight questions from our online session 2/10/21

1. My partner is my mother. She's done restaurants with little to no change in her purposes. What would you do to guide a change in mindset toward our culture?

From Rudy: Your question about a shift of Purpose (or Values) specific to a restaurant concept is a great one. With the information you've provided here, I offer three strong possibilities, all can work well:

- a. Very often, a company with multiple concepts may hold one singular Purpose Statement for the "holding company". In this sort of scenario, the sense of Purpose that grounds and inspires the whole team can hold strongly for any number of "concepts". The same can be said for the Company Values in decision making. This continuity provides consistency in a parent brand and admin/officer team AND consistency for anyone that floats through or between the various concepts.
- b. In the case of point a., each concept may hold its own mission statement (what is the mission of this concept in terms of driving our company vision to completion on Purpose, guided by our shared values?) (See Figure 1. Below)
- c. If the restaurants are stand-alone, one owned at a time, sold or closed, and then moving on to the next concept I could make a case easily each concept has its own purpose. Your mother may also be holding a clear sense of purpose regardless of which restaurant she owns or how many at any given moment. Frankly, this would be a great question to ask her: "Hey Mom," make sure you have her attention, "What's your motivation for one consistent purpose regardless of the restaurant we have open at the moment?"
- d. Regarding a change of mindset within the culture: your dialogue might begin with point b. above. That is, does it serve us to shift or DEFINE what the mission of each of our concepts has within the Purpose and Vision of the Holding company?

Figure 1. The Passion to Task Road Map™, The Miick Companies, LLC ©2020



From the Passion to Task Road Map™: we work on Purpose to Achieve our defined Vision, always with passion. Each system or concept put in place is done with a mission team that has definitive objectives and tasks to be completed passionately, on Purpose, guided by Values to support the Vision. Task complete, the mission team is disbanded. Think of mission as in a military team: we have a mission with objectives and tasks to complete, on purpose, guided by our values to support the vision of the company). Eager to engage in the next mission!

2. We have had so many issues finding people to work during the pandemic. We only had 5 people apply to our last ad and only 2 of those showed up. We are so low on staff that we had to drastically cut our hours. We are having to hire “a pulse” because there aren’t many people out there looking for jobs. We are doing what you’re saying. We don’t say, we are hiring cooks. We tell the story. What else can we do?

From Rudy: First, bravo to you for “telling a story about your culture, the brand experience your providing, the purpose, you’re serving!” Three actions come to mind:

- a. Expand your ads, perhaps “shoot” some short team video

For more on effective hiring, please go to our website: <https://miick.com/category/hiring/>



3. If it's not on the next slide, could you post the 5 truths in the chat?

From Rudy: I'm glad the "5 truths" resonated for you! The Miick "5 Core Truths of Hiring™" are:

- Only Hire A+ (this means we need to define what A+ is!)
- A Maybe is a No!
- Trust the Balance Beam
- Answer Questions only once our questions are answered
- Ask the Real Question!

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4. Joe's part-time/full-time question is great. Can you talk to the intergenerational composition of staff to cross-pollinate the team in brand values?

From Rudy: Within an existing company, or any company, there are three things to hold with this question:

1. Regardless of who builds or has a voice in the tools, the USE of the tools is almost more important than how they got developed. Most companies, frankly, do a fair job at best in the actual use of Purpose and Values in decision making. As often as not, Values are used to slap hands instead of inspire! This choice is sad.
2. There is certainly a myriad of companies if not most that develop defined Purpose and Values by using only the executive team or leadership team; even the C suite or board only. This trickle-down method can work, however, the success is far more dependent on the rollout and ongoing support in the use of those than in the creation thereof. Why? Read on.
3. Why I've found the "cross-pollination" of a values team so potent is this: the story around the company "campfire" is this: My peers had a voice in the work! "I" was represented, we were given a voice.

Building your "slice team" is as simple as this:

- a. Think of a diagonal slice of the company, top to bottom, every department, every brand, etc.

(Continued on the next page)

b. Shortlist Criterion:

- **Best performance in the role**
- **Passion for the Company, their job, their team**
- **Consistency**
- **Age, Young to old, Gender and Orientation, (however defined)... include intentionally: Titles: Founder to hourly workers, you may include investors, board, etc., Departments: Corp, managers AND staff, front, back, commissary/ghost, etc., Tenure: long term, “new”**
- **What other designations of diversity? Step into this: Color, religion, Marital status, parents; Faith, languages spoken, etc.**

5. As a follow-up, we are always walking on eggshells with our employees because it's hard to replace them so we allow bad behavior (showing up late, not being nice to customers, etc...)

From Rudy: Please know I hear you on this. What a great case to be made for defined Values on Purpose. What better time than now to begin to own accountability as a core value! 😊

Your intention is admirable. My bet is the likely impact is lots of drama and wasted energy with performance in your company. Fear of the replacement possibility, and fear-based decisions on any level, don't work very well usually.

There's lots more about reasons, stories and excuses to show up instead of results. You need not be in this position.

Instead of worrying about what happened in the past or might happen in the future, make performance expectations clear for the here and now, going forward. Accountability for the staff is a part of brand consistency in products and service; this is brand execution 101. Then coach, provide feedback that is focused and celebrates accountability achievements, no matter how small or obvious! For more on this topic, please visit www.miick.com/resources/read

6. Should pay rates be fixed and should everyone know who makes how much?

From Rudy: 1. Rate of pay: Anyone being paid by the company needs to be completely clear about the rate they're being paid, albeit salary, hourly or commission. Very often in the world of hospitality, staff is hired to perform in more than one position and the jobs therein. If this is the case for you, each position needs to have a clearly defined rate for performance. 2. The idea of sharing pay rate information (or more, prime costs, P&L, etc) is a wide-open dialogue, pro and con. From our experience at Miick, open books (WHEN COUPLED with training to use) creates a dynamic opportunity for performance and the evolution of staff holding "an ownership attitude!"... I love the results we get from open books, and profit-sharing; consistent time after time *when done right*.

7. How long do you give the "old guard" (the 15-year loyal employees with the toxic culture mindset) to get on-board with the new way of thinking?

From Rudy: Great question and the short answer is "it depends." And... not long. BE clear, coach from the positive about what needs to be done, rather than what's not being done. In more depth, the answer to your question depends on 4 actions initially: 1. Depends on the written documentation you have in writing, yes, sadly, a paper trail. 2. Depends on the clarity we have in work expectations about specific "definitions of excellence"™ supported by job descriptions, training and coaching in place to assure excellence. Call me! 😊

When deciding you're ready for a new day beginning, with a new set of behaviors in place, 1st define those criteria as mentioned above. Next set a "line in the sand" date for beginning new habits training; then new habits implementation, attitude and action. With some time in advance a week or two at least, as of today, 'we running with new "rules"' and start. Please, please, be aware, the old habits die hard and will pull back. With what we call "wind checkers" you'll note the old habits crew will be checking the wind, read: "our commitment to the new habits" constantly. Drama continues to suck back most anything new. Imagine a drama-free zone! This IS doable.

The strongest action is to define behavior, not name-calling. Bad attitude, stuck, selfish, trouble-maker, are all fighting words. What is the behavior you're looking for? Coach that. Last, inspire change through definitive sense of purpose and values, of being a team, etc. Good news: Inspired folks will not "put up with the old guard." Bad news: The inspired, competent folks are the first ones to quit because they know "they can get a job anywhere."

The good news is this: there are tools/systems for coaching, feedback, using values as tools, etc to put in place to guide and hold new habits. Visit Restaurantowner.com and www.Miick.com for more ideas supporting your question.



8. How to start the change? Which points should be addressed first?

From Rudy: What a great question! A. Define what you want/need to shift and why “this?” B. For what’s it’s worth, “there’s never a good time.” So, start. The question is how, and doing what?

B. Can I do this internally, without a coach, after reading a book, watching a video, etc? The short answer is, Yes. However, the process is slower, ultimately more expensive because of time, mistakes, lack of tools, etc.

Ask three questions:

- What’s our timeline?
- What’s our expertise/knowledge/ability?
- What our bank/budget/cash flow?

Two out of three questions answered will guide you to internal implementation as far as you, external when needed, or just smart money for a myriad of reasons. Please visit miick.com/resources for more information on the “how-to” of effective change and decision making.