

How to Be a Better Boss

Essential Leadership Skills for Restaurant Owners & Managers



Welcome!
Today's webinar will be starting shortly.

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Goals for this Webinar



1. Have a clear understand of “leadership” versus “management”
2. Recognize the difference being a leader can make
3. Practical steps in becoming more of a leader, less of a manager
4. Inspire you to take intentional steps to grow as a leader

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What Is Leadership?

Leadership is “influence”

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Management Versus Leadership

Management’s influence
is based on Position



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Management Versus Leadership

RESULTS

Management

“Do this . . .”
“Don’t do . . .”

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Leadership Focuses on Experiences

RESULTS

Management

“Do this . . .”
“Don’t do . . .”

ACTIONS

EXPERIENCES



Leadership

“Inspire”

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Management Versus Leadership

<p>Authority Based on POSITION</p> <p>Management</p>  <p>People follow because they <u>HAVE</u> to</p>	<p>Influence Based on GOODWILL</p> <p>Leadership</p>  <p>People follow because they <u>WANT</u> to</p>
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Why Leadership Matters

Leadership drives Culture

(the prevailing beliefs, attitudes & behaviors)

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In a Strong, Positive Culture

Culture of
“Engagement”

- Cooperation
- Enthusiasm
- Smiles
- Teamwork
- “What else can I do?”
- Flexibility
- Respect
- Accountability



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In a Weak, Negative Culture

Culture of
“Indifference”

- Drama
- Complaining
- Politics
- Mediocrity
- Criticism
- Distrust
- Excuses
- Division



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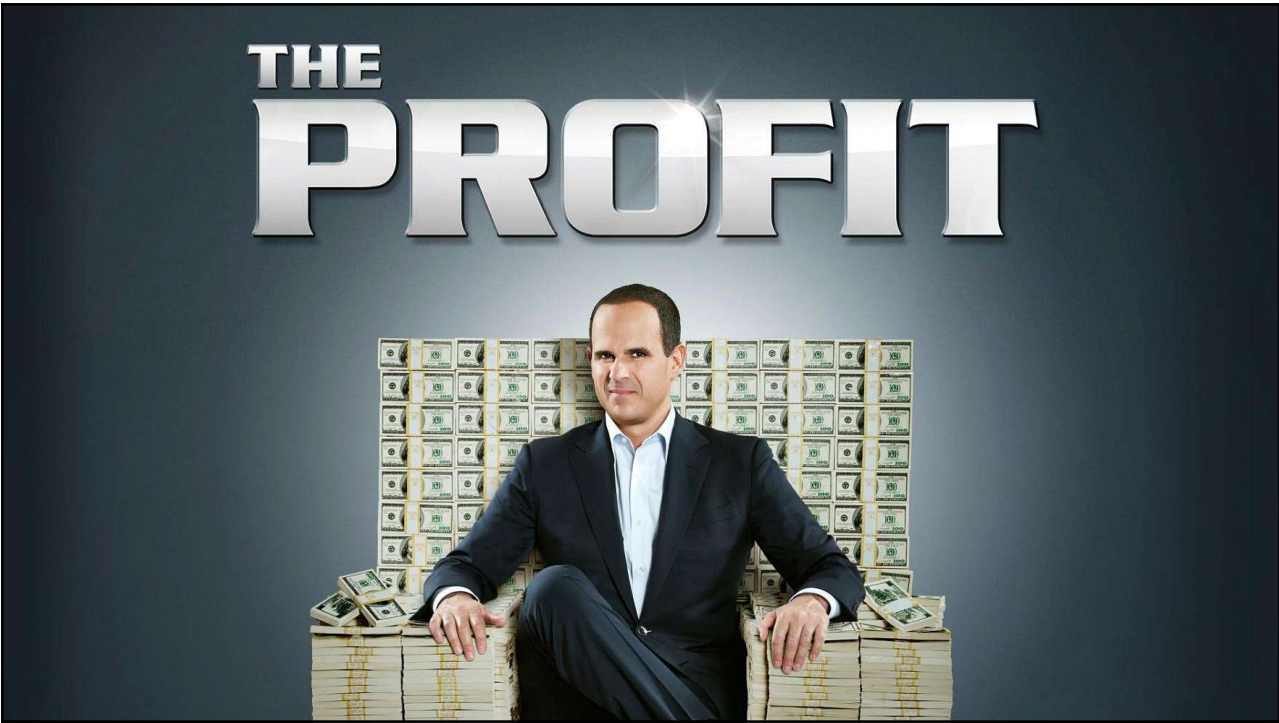
Leadership Impacts Everything

Everything rises and falls on
leadership.

- John Maxwell


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How a Leaders Changes Culture




Better RESULTS

New Employee ACTIONS

New Employee BELIEFS

New Employee EXPERIENCES



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Moving From Manager to Leader

3 Questions

Key Leadership Driver

1. Can I TRUST him?

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Can I trust her?

Where There is Trust

- Greater loyalty & commitment
- More flexible, forgiving & accepting
- Freedom to focus on productive thoughts/actions



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What Makes Teams Successful?

Project Aristotle -

**#1 Factor –
“Psychological Safety”**



**Conclusion: Great teams
thrive on TRUST!**

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Moving From Manager to Leader

3 Questions	Key Leadership Driver
1. Can I TRUST her?	1. Character

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Can I trust her?

Character

1. Honesty & Integrity



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Can I trust her?

Character

2. Authenticity



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Can I trust her?

Character

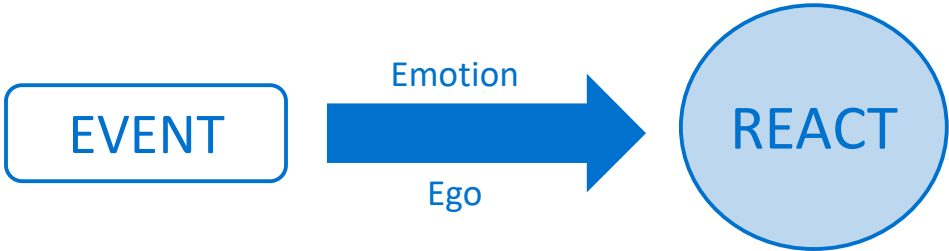
3. Self - Leadership



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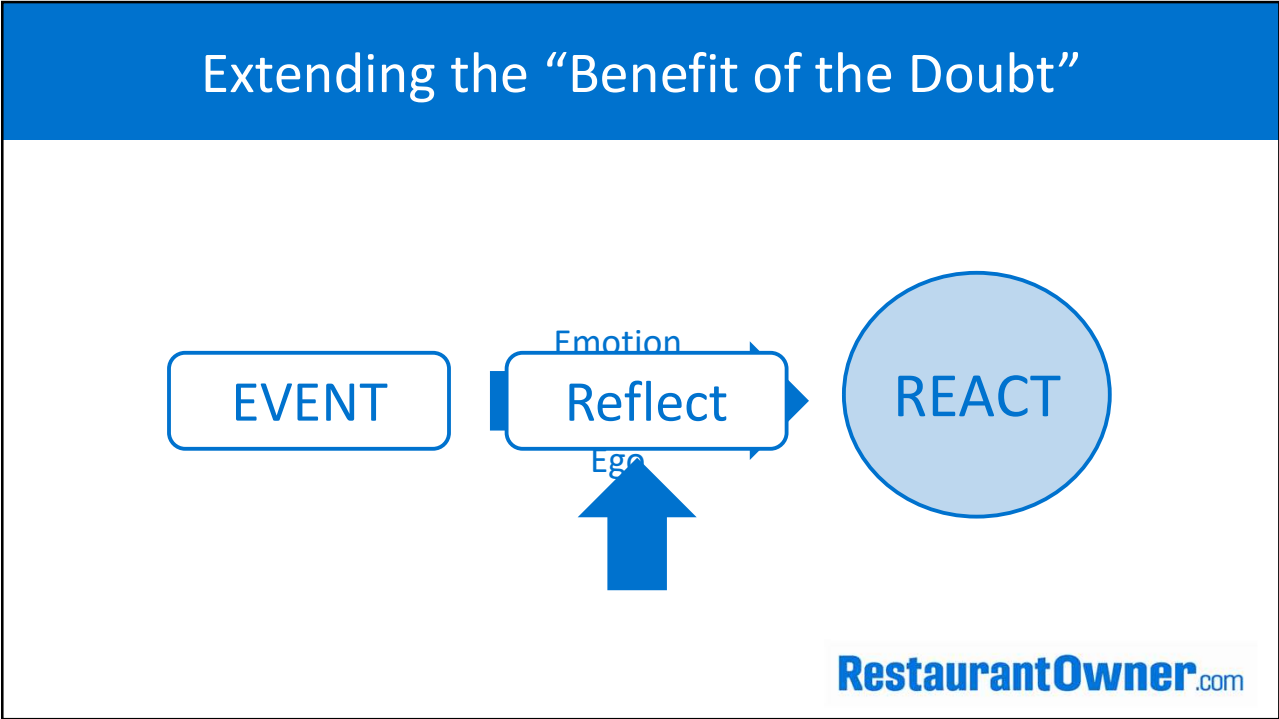
Extending the “Benefit of the Doubt”



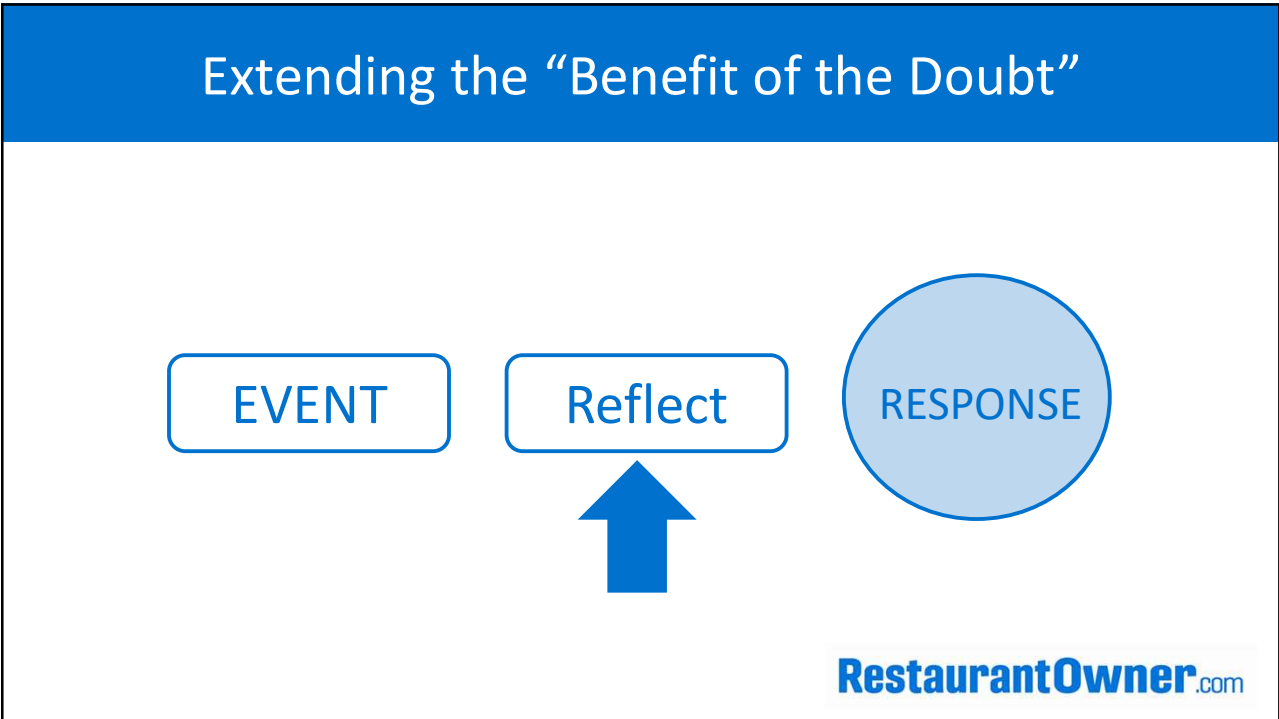
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graph LR; EVENT[EVENT] -- "Emotion  
Ego" --> REACT((REACT))
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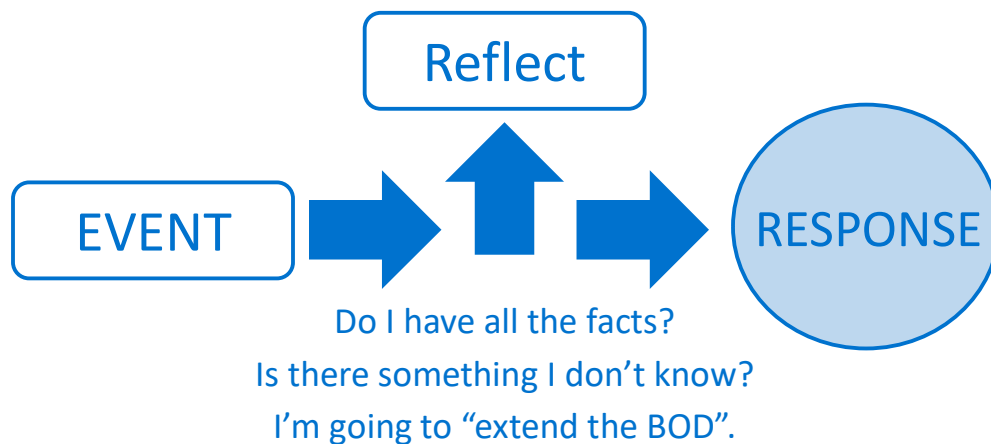


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Extending the “Benefit of the Doubt”



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Extending the “Benefit of the Doubt”



Incident -

You see an employee sneaking the use of a cell phone while doing his job. (you have a strict NO CELL PHONE policy and you just talked to him about this last week)

“I noticed your cell phone. Is everything okay?”

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You Never Know What Someone Is Going Through

Incident -

Can extend to upset guests as well.



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Can I trust her?

Character

4. Humility



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What is often the root cause of
ineffective leaders?

~~It's All
About Me"~~

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Character

Humility -

- Doesn't mean a lack of confidence
- Recognizing you don't know everything



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The 3 Most Powerful Words in Leadership

“What’s your recommendation?”

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Character

Humility -

- Doesn't mean a lack of confidence
- Recognizing you don't know everything
- Being willing to apologize



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Chef Thomas Keller

- Multiple James Beard awards
- Best California Chef in 1996
- Best Chef in America in 1997

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Chef Thomas Keller

- Referred to a dish as “murky and appealing as bong water.”
- Lobster as “gristle of the sea,” one dish as “dismal green pulp”
- “sleepwalking” service; “among the worst food deals in New York.”

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Chef Thomas Keller

"Maybe we were complacent. I learned that, maybe, as a team we were a little bit too arrogant, our egos too exposed."



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Character

Humility -

- Doesn't mean a lack of confidence
- Recognizing you don't know everything
- Being willing to apologize

"I'm sorry" may be the 2 most difficult words to say, but they're also the most powerful.

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Character

Humility -

- Doesn't mean a lack of confidence
- Recognizing you don't know everything
- Being willing to apologize

"I'm sorry" doesn't mean you're wrong. It means you value the relationship more than your ego.

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Can I trust her?

Character

You're the role model.

Developing your character is an ongoing process.



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Moving From Manager to Leader

3 Questions	Key Leadership Driver
1. Can I TRUST him?	1. Character

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Does She Care About ME?



Caring

Build positive, personal relationships
Be intentional with regular communication and connection

If I know you care about ME, I trust you!

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Does She Care About ME?



Caring

Begins with letting them know, you want them to be successful

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How Well Do You Know Your People?



- Do you know their career ambitions?
- Do you know at least one personal goal?
- Do you know of at least one hobby or interest outside of work?
- Are you familiar with their family and/or important relationships?

* From "The Manager's Motivation Handbook"

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* From "The Manager's Motivation Handbook"

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Know Your Team Member's Names



“It just made me feel like I was special. I felt like I really mattered.”

- Uma Sickles, Zingerman's Roadhouse hostess on her second day to Ari Weinzweig

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Employee Data Sheet

Create a file of each team member's likes and preferences!

(available in "Handouts" tab)

blue fish GRILL

Employee Data Sheet
WE'D LIKE TO GET TO KNOW YOU BETTER! PLEASE TELL US A LITTLE ABOUT YOURSELF

YOUR NAME (PLEASE PRINT) _____ DATE OF EMPLOYMENT _____

Your Favorites List

Candy:		Soft drink:
Flower:		Snacks:
Dessert:		Kind of food:
Sports team:		Kind of movie:
Kind of music:		Place to shop:
Charitable organization or cause:		Restaurants:
Group/artist:		Board and/or video games:
TV shows:		Radio station:

Your hobbies/interests/talents: _____

Other than money, if we were to give you an appreciation award, what types of things would you appreciate receiving the most?

What three or four things do you like to do for fun? _____

Which clubs or other organizations do you belong to?

Please list any training or educational courses you would like to take:

Is there anything else you'd like us to know about you?

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Moving From Manager to Leader

3 Questions

1. Can I trust him?
2. Does he care about me?

The Foundations of Leadership

1. Character
2. Caring

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Can He Win?

Competence

- Can he build a successful restaurant?
- Can he run a successful shift?



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Can He Win?

Competent Leaders Produce -

- A positive culture
- High productivity
- Satisfying employee experiences
- Superior guest experiences
- Solid financial results



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Can He Win?

Competence

1. Can he provide the training & tools I need to be successful?



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Can He Win?

Competence

1. Can he provide the training & tools I need to be successful?
2. Can he clearly communicate expectations?



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The 3 Roles of Management

Building Skills & SETTING EXPECTATIONS

<div style="background-color: #0070c0; color: white; padding: 10px; margin-bottom: 10px;">Teacher</div> <ul style="list-style-type: none">✓ Instruct✓ Demonstrate✓ Observe	<div style="background-color: #0070c0; color: white; padding: 10px; margin-bottom: 10px;">Coach</div> <ul style="list-style-type: none">✓ Guide✓ Encourage✓ Mentor
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“Everyone knows what EXCELLENCE looks like”

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Can He Win?

Competence

1. Can he provide the training & tools I need to be successful?
2. Can he clearly communicate expectations?



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The 3 Roles of Management

Building Skills & SETTING EXPECTATIONS		Hold People Accountable
Teacher	Coach	Cop
<ul style="list-style-type: none">✓ Instruct✓ Demonstrate✓ Observe	<ul style="list-style-type: none">✓ Guide✓ Encourage✓ Mentor	<ul style="list-style-type: none">✓ Enforcer✓ Difficult discussions✓ Tough decisions

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A Culture of Accountability

**“My waiters & managers are continually testing me
and pushing the limits and this is driving me crazy!”**



* From “Setting the Table” by Danny Meyer

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A Culture of Accountability

**“Your staff & guests are always
moving your saltshaker off
center. That’s their job.”**

**“Your job is just to move the shaker
back each time & let them know
exactly what you stand for.”**



* From “Setting the Table” by Danny Meyer

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A Culture of Accountability

**“Wherever your center lies,
know it, name it, stick to it and
believe in it.”**

**“Everyone who works for you will
know what matters to you and will
respect and appreciate your
unwavering values.”**



**(people need to be reminded more often
than they need to be taught)**

* From “Setting the Table” by Danny Meyer

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Who Decides What Role You Play?

Teacher

- ✓ Instruct
- ✓ Demonstrate
- ✓ Observe

Coach

- ✓ Guide
- ✓ Encourage
- ✓ Mentor

Cop

- ✓ Enforcer
- ✓ Difficult discussions
- ✓ Tough decisions

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“If I try to hold my team accountable to high standards, half my staff will quit.”

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“We still uphold our standards even though we are shorthanded. I would rather have a small dedicated staff than a large entitled group who you can't reprimand.”

What's the risk in NOT holding your team accountable to high standards?

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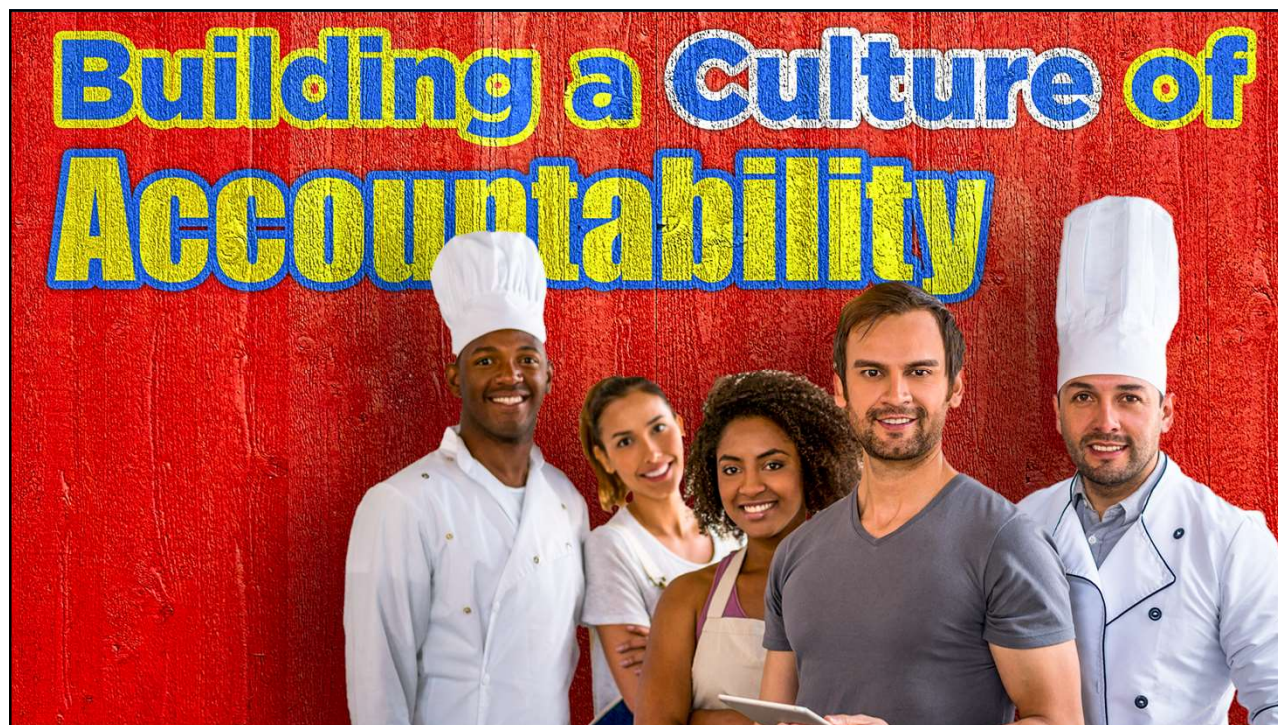
When You Don't Enforce High Standards

It says to your staff . . .

1. We're (I'm) okay with being average
2. What we do isn't important
3. Your job isn't important



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Key Points

1. Leadership is Influence
2. Leadership creates better Experiences
3. Can I TRUST him?
4. Does she CARE about me?
5. Can he WIN?

The 3 Roles of Management

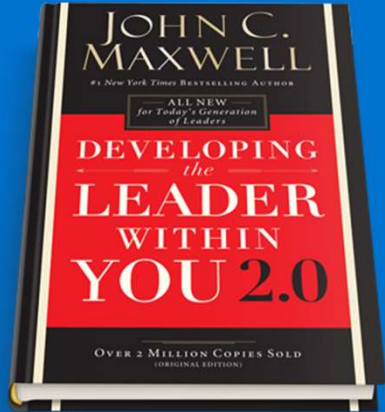
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#1 Book on Leadership

“Developing the Leader within You 2.0”



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Please Give Us Your Feedback



Just 4 very short questions!

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How to Be a Better Boss

Q&A





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How to Be a Better Boss

Essential Leadership Skills for Restaurant Owners & Managers





Thanks for attending!

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