

# Winning the War for Workers: Leadership Skills for Owners & Managers

**Winning the War for Workers**

Essential Leadership Skills for Restaurant Owners & Managers



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Welcome!  
Today's webinar will be starting shortly.

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**Winning the War for Workers**

Essential Leadership Skills for Restaurant Owners & Managers



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**What Is Leadership?**

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Leadership is "influence"

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# Winning the War for Workers: Leadership Skills for Owners & Managers

### Management Versus Leadership

Management's influence is based on Position



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### Management Versus Leadership



Management

Leadership

RESULTS

ACTIONS

BELIEFS

EXPERIENCES

"Do this ..."

"Don't do ..."

RJ

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### Leadership Focuses on Experiences



Management

Leadership

RESULTS

ACTIONS

BELIEFS

EXPERIENCES

"Do this ..."

"Don't do ..."

RJ

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### Management Versus Leadership

Authority Based on POSITION  
Management

Influence Based on GOODWILL  
Leadership

Intimidation

Inspiration

RESULTS

ACTIONS

EXPERIENCES

Leaders get people to do things that managers can't

People follow because they HAVE to

People follow because they WANT to

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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

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Culture of "Indifference"

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



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### The Impact of Culture

Culture of "Indifference"

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

Employee Experience?  
Guest Experience?  
Management Experience?  
Financial Results?

Culture of "Engagement"

- Cooperation
- Enthusiasm
- Smiles
- Teamwork
- \*What else can I do?
- Flexibility
- Respect
- Accountability

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### Foundation for Changing Culture

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Improving Your Culture Begins With  
Creating Different Experiences for Your People  
(by managers becoming leaders)



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**Leadership Impacts Everything**

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Everything rises and falls on leadership.  
- John Maxwell

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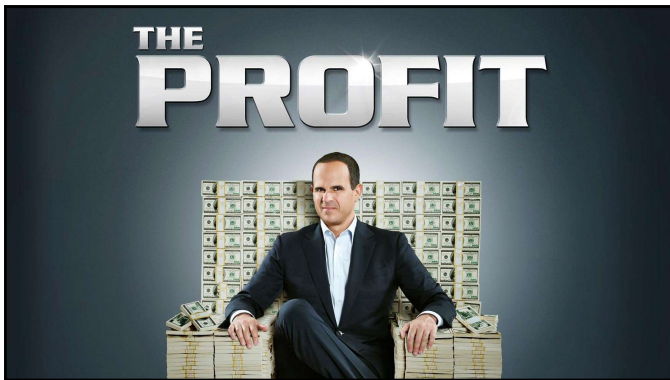
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**How a New Leader Changes Culture**

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Better RESULTS  
New Employee ACTIONS  
New Employee BELIEFS  
New Employee EXPERIENCES

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Moving From Manager to Leader

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3 Questions Key Leadership Driver

1. Can I TRUST him?

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Can I trust her?

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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

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

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Can I trust her?

Character

1. Honesty & Integrity

A circular photograph of a woman with dark hair, wearing a white uniform with a name tag, looking directly at the camera.

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Can I trust her?

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Character

2. Authenticity



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Can I trust her?

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Character

3. Self - Leadership



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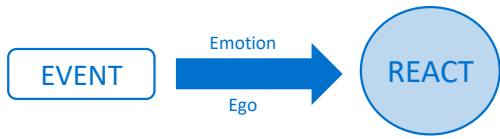
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Extending the "Benefit of the Doubt"



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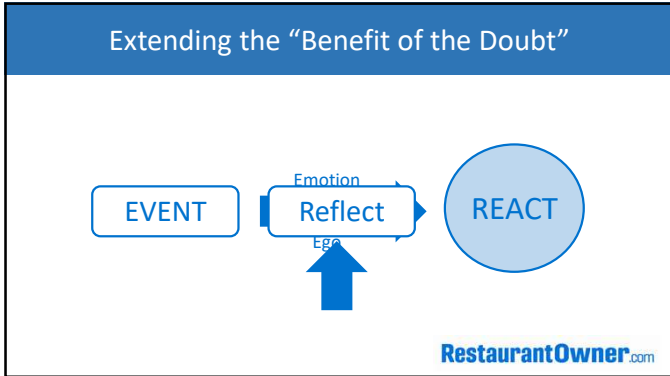
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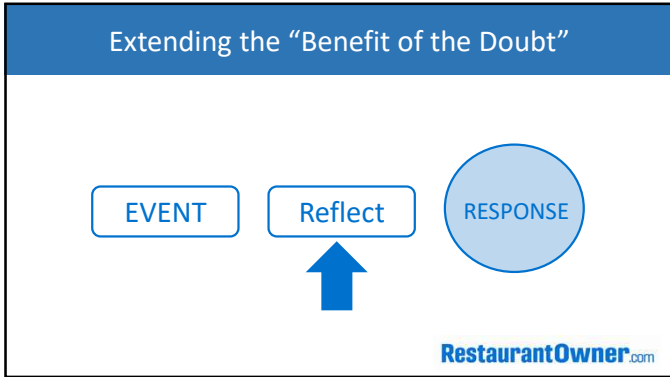
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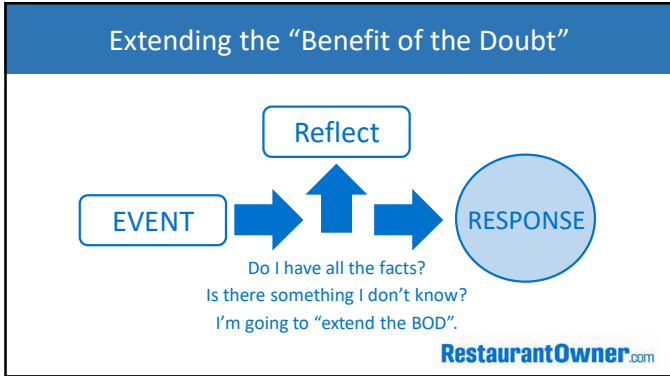
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Extending the "Benefit of the Doubt"



**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 saw 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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**Character**

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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**

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“What’s your recommendation?”

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**Character**

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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**

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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**

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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?**

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Character

You're the role model.  
Developing your character is an ongoing process.



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**Moving From Manager to Leader**

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<p>3 Questions</p> <hr style="border: 0.5px solid white;"/> <p>1. Can I TRUST him?</p>	<p>Key Leadership Driver</p> <hr style="border: 0.5px solid white;"/> <p>1. Character</p>
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**Does She Care About ME?**

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**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?**

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**Caring**

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

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# Winning the War for Workers: Leadership Skills for Owners & Managers



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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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**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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## Know Your Team Member's Names

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**“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 Weinzwieg

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## Employee Data Sheet

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

(available in "Handouts" tab)



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## Moving From Manager to Leader

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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?**

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**Competence**

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



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**Can He Win?**

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**Competent Leaders Produce -**

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



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**Can He Win?**

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**Competence**

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



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**Can He Win?**

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**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**

<b>Teacher</b>	<b>Coach</b>
✓ Instruct	✓ Guide
✓ Demonstrate	✓ Encourage
✓ Observe	✓ Mentor

**"Everyone knows what EXCELLENCE looks like"**

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**Can He Win?**

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**Competence**

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



**Why is accountability so important?**

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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"><li>✓ Instruct</li><li>✓ Demonstrate</li><li>✓ Observe</li></ul>	<ul style="list-style-type: none"><li>✓ Guide</li><li>✓ Encourage</li><li>✓ Mentor</li></ul>	<ul style="list-style-type: none"><li>✓ Enforcer</li><li>✓ Difficult discussions</li><li>✓ Tough decisions</li></ul>

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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	Coach	Cop
✓ Instruct	✓ Guide	✓ Enforcer
✓ Demonstrate	✓ Encourage	✓ Difficult discussions
✓ Observe	✓ Mentor	✓ 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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**Building a Culture of Accountability**

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**What Every Owner & Manager Should Know About TRUST**

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# Winning the War for Workers: Leadership Skills for Owners & Managers



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## Key Points

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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

Building Skills & SETTING EXPECTATIONS		Hold People Accountable
Teacher	Coach	Cop
✓ Interest	✓ Guide	✓ Enforcer
✓ Demonstrate	✓ Encourage	✓ Difficult discussions
✓ Observe	✓ Mentor	✓ Tough decisions

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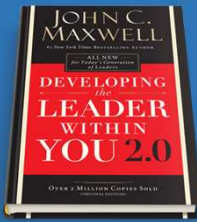
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#1 Book on Leadership

“Developing the Leader within You 2.0”



The image shows the cover of the book 'Developing the Leader Within You 2.0' by John C. Maxwell. The cover is primarily red and black with white text. It features the author's name at the top, the title in large letters, and a small note at the bottom that says 'Over 2 Million Copies Sold'.

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Please Give Us Your Feedback



Just 4 very short questions!

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Winning the War for Workers

Q&A



The image shows a group of four restaurant staff members (three women and one man) smiling and standing together. To the left of the group is the 'Q&A' logo and the 'RestaurantOwner.com' logo.

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# Winning the War for Workers: Leadership Skills for Owners & Managers

**Winning the War for Workers**

Essential Leadership Skills for Restaurant Owners & Managers



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**Thanks for attending!**

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