

Tackling the Labor Crisis

How to Create a Mission Statement:
The Foundation for Building a World Class Culture



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Welcome!
Today's webinar will be starting shortly.

1

Extraordinary Restaurants



2

Extraordinary Restaurants

It's not about what you do,
but rather, how you do it.



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Extraordinary Restaurants

UNION SQUARE HOSPITALITY GROUP

“The greatest driver of our success is our CULTURE!”

Pa's

MIGHTY FINE BURGERS FRIES SHAKES

Zingerman's

Rudy's COUNTRY STORE AND BAKERY

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Why Culture Matters

What is Culture?

How your people think and act most of the time

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Why Culture Matters

What is Culture?

What types of attitudes & behaviors would you expect in a strong, positive culture?

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Why Culture Matters

What is Culture?

What types of attitudes & behaviors would you expect in a weak, broken culture?

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Why Culture Matters

What About the GUEST Experience?




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Why Culture Matters

What About the EMPLOYEE Experience?




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Why Culture Matters

What About MANAGEMENT'S Experience?



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Why Culture Matters

BROKEN		STRONG		
Dysfunction	Tension	Civil	Supportive	Validated
Open conflict, chaotic, rudeness, intimidation, ongoing drama	Cliques, gossip, blaming others, politics	Formal, professional, safe but distant	Genuine respect, teamwork, common courtesy	Trusted, valued, energized, engaged
	Smiles	Kindness	Extra Effort	
		Caring	Cooperation	
	Enthusiasm	Diligence	Laughter	

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Why Culture Matters

What About FINANCIAL Results?

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Why Culture Matters

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What's "one word" that would describe your restaurant's culture today?

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Why Culture Matters

Key Points

1. CULTURE produces RESULTS
2. Change your CULTURE, change your RESULTS

Improving your CULTURE is the surest way to improve your RESULTS

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Why Culture Matters

“As an owner or manager, the highest and best use of your time is to lead / manage your culture.”

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Extraordinary Restaurants

“The greatest driver of our success is our CULTURE!”

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What Creates Culture

Negative Management drives culture
Management is continually creating employee experiences **Positive**

EXPERIENCES



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What Creates Culture

Negative Beliefs about the company, management, the work, the team, etc. **Positive**

BELIEFS

EXPERIENCES



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What Creates Culture

Degree of effort & attention

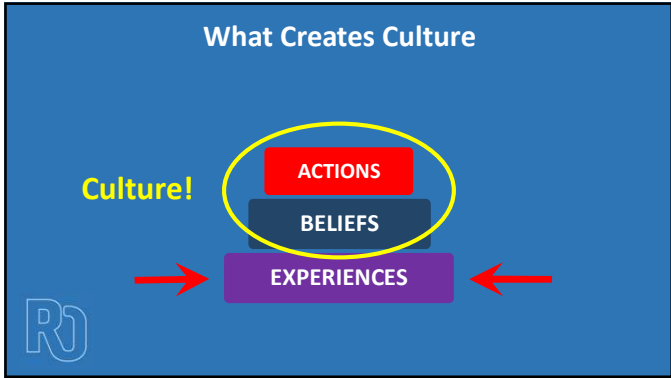
Negative **ACTIONS** **Positive**

BELIEFS

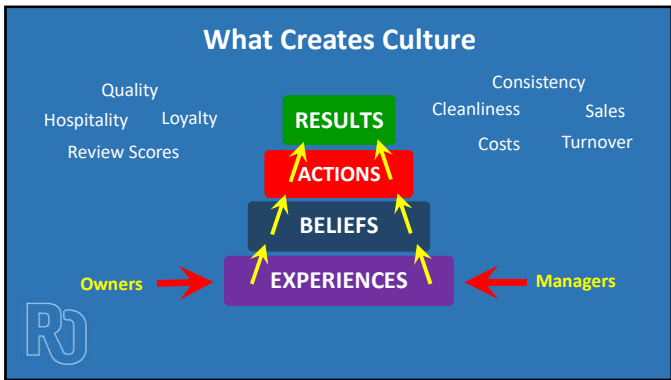
EXPERIENCES



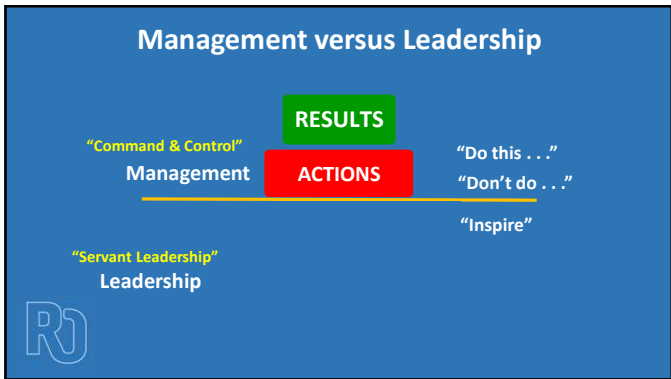
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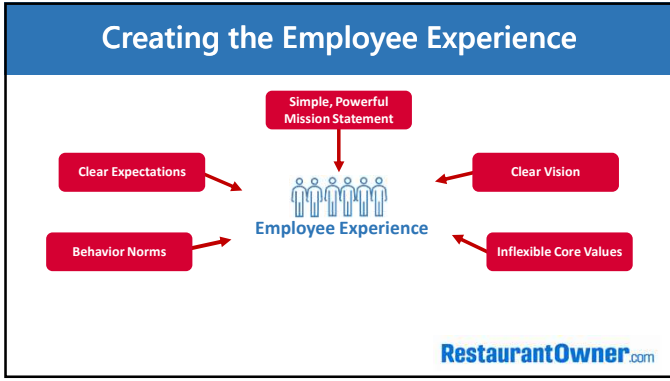
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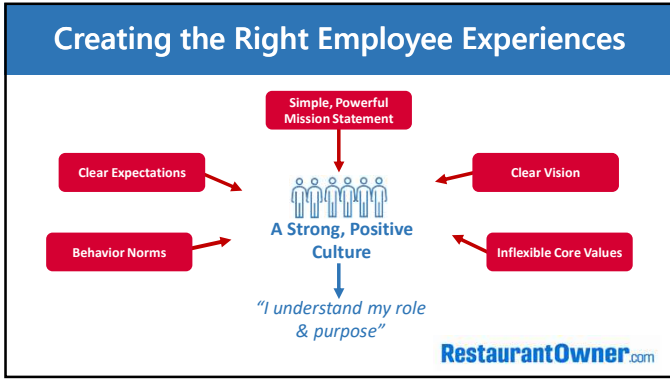
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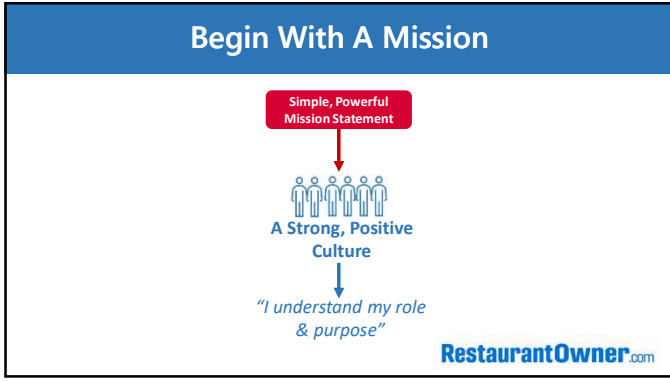
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Question

Why does your restaurant exist?

What is your mission/purpose?

What would your employees say?

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Mission Statement

Why Every Restaurant Should Have a Mission

1. Gives meaning & purpose to every activity

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What Matters to Younger Workers

Gallup Employee Engagement Survey

GALLUP

1. Knowing what's expected of me
2. The mission or purpose of company makes me feel my job is important
3. A manager or someone at work, seems to care about me as a person

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Mission Statement

Why Every Restaurant Should Have a Mission

1. Gives meaning & purpose to every activity
2. Basis for standards & accountability

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Holding People Accountable

“Having a mission makes it very easy to sit down with people to discuss your standards without emotion. Now there is no more stress when there’s a performance or behavior issue with an employee.”

Brian Bailey, Owner & Chef
The Bistro at Marshdale



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Mission Statement

Why Every Restaurant Should Have a Mission

1. Gives meaning & purpose to every activity
2. Basis for standards & accountability
3. A tool to pull your team together (alignment, focus & connection)
4. Guide for consistent decision-making
5. Can transform your culture!

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World Class Restaurants



To delight customers in a way that creates loyalty.

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World Class Restaurants



Our mission is to become world famous by delighting one guest at a time.

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World Class Restaurants



To create a dining experience so enjoyable, the guest can't wait to return.

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World Class Restaurants



Happy guests, happy associates, every day.

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Mission Statement Elements

	Our mission is to become world famous by delighting one guest at a time.
	To delight customers in a way that creates loyalty.
	To create a dining experience so enjoyable, the guest can't wait to return.
	Happy guests, happy associates, every day.

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Mission Statement Elements

	Our mission is to become world famous by delighting one guest at a time.
	To delight customers in a way that creates loyalty.
	To create a dining experience so enjoyable, the guest can't wait to return.
	Happy guests, happy associates, every day.

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Mission Statement Elements



Mighty Fine
BURGERS FRIES SHAKES
Our mission is to become world famous by delighting one guest at a time.

Pal's
To delight customers in a way that creates loyalty.

The Magnolia Pancake Haus
...everybody eats when they come to my table!
To create a dining experience so enjoyable, the guest can't wait to return.

Squeeze In
BREAKFAST LUNCH
Happy guests, happy associates every day.

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Mission Statement Elements



Mighty Fine
BURGERS FRIES SHAKES

Pal's

The Magnolia Pancake Haus
...everybody eats when they come to my table!

Squeeze In
BREAKFAST LUNCH

Considerations:

- Daily challenge / goal

To create a dining experience so enjoyable, the guest can't wait to return.

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Mission Statement Elements

Considerations:

- Daily challenge / goal

The Magnolia Pancake Haus
...everybody eats when they come to my table!

To create a dining experience so enjoyable, the guest can't wait to return.


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Mission Statement Elements

Considerations:

1. Daily challenge / goal
2. **Who you do it for**



To create a dining experience so enjoyable,
the guest can't wait to return.


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Mission Statement Elements

Considerations:

1. Daily challenge / goal
2. **Who you do it for**
3. **Desired outcome / result**



To create a dining experience so enjoyable,
the guest can't wait to return.


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Mission Statement Elements

Considerations:

1. Daily challenge / goal
2. **Who you do it for**
3. **Desired outcome / result**



Happy guests, happy associates, every day.

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Mission Statement Elements

Considerations:

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Happy guests, happy associates, every day.



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Mission Statement Elements

Considerations:

1. Daily challenge / goal
2. Who you do it for
3. Desired outcome / result

Happy guests, happy associates, every day.



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Mission Statement Elements

Considerations:

There are NO ABSOLUTES in business!






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The Deeper "Why"



Our mission is to delight our guests in a way that creates loyalty.

Why?

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The Deeper "Why"



#1 Occupational Hazard for Every Independent Restaurant

A drift toward mediocrity

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Decide the Next Step

Should your restaurant have a Mission Statement?

Only, if you're committed to NEVER quit!

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Steps to Create a Mission Statement



1. Have a Mission Statement planning meeting
2. Include your mgt team & a few key BOH & FOH team members
3. Do it away from restaurant
4. Have 2 – 4 hours of uninterrupted time
5. Use the Mission Statement Worksheet

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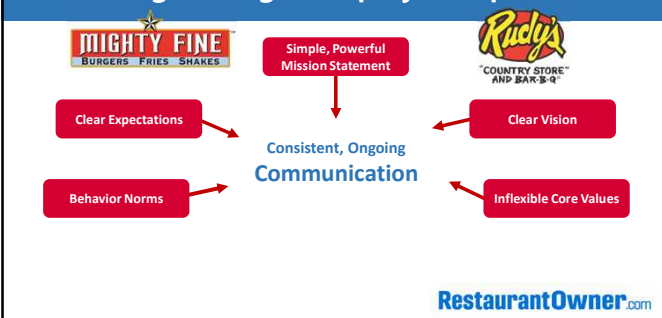
Creating the Right Employee Experiences



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Creating the Right Employee Experiences



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Communicating Your Mission



1. Have a Mission Kickoff
2. Interviews / Onboarding / Training
3. All Meetings – Mgt / Pre-shift / All Team
4. Coaching – Always Connect Tasks to Mission
5. All Decisions Filtered Through Mission

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Question


Would you have an interest in a Mission Statement Mastermind Group?

- Group of 5 to 10 fellow independent operators
- Moderated by Jim Laube
- 60 – 90 minutes once a week for 4 – 6 weeks
- Be willing to participate & commit to attending each session

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Please Give Us Your Feedback



Just 4 very short questions!

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Tackling the Labor Crisis

Q&A




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Tackling the Labor Crisis

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Thanks for attending!



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