

Winning the War for Workers

Leadership Essentials:
How to Build a Healthy, Positive Culture in Your Restaurant & On Your Shift



Welcome!
Today's webinar will be starting shortly.

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Winning the War for Workers

Leadership Essentials:
How to Build a Healthy, Positive Culture in Your Restaurant & On Your Shift



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Undeniable Truth of Management

Managing people is hard!
(especially when you're short staffed!!)
(and even more so if you've never had any leadership / management training!!)

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Why Management Matters

Management drives CULTURE!
Your culture affects EVERYTHING!

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What is Culture?

How would you define "culture"?
("How your people think and act.")

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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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Question

In one word, how would you describe your culture today?

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The Impact of Culture

Culture of "Indifference"

- Drama
- Complaining
- Politics
- Mediocrity
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- Excuses
- Division

Employee Experience?

Culture of "Engagement"

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- "What else can I do?"
- Flexibility
- Respect
- Accountability



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The Impact of Culture

Culture of "Indifference"

- Drama
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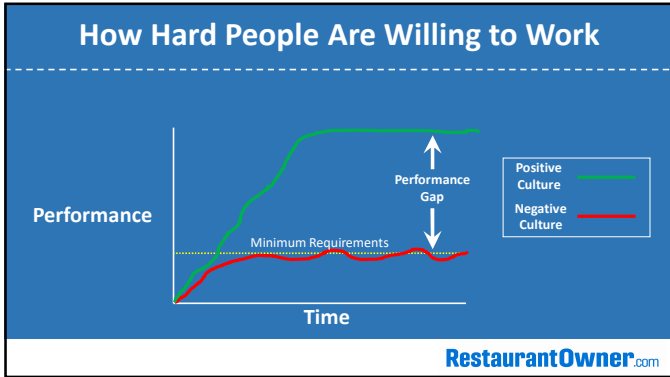
Culture of "Engagement"

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- "What else can I do?"
- Flexibility
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Management Experience?

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The Power of Management

"Who's managing today?"

Why did you ask that?

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The Power of Management



**** Key Point ****

The MOD can make it a really great or a really bad shift for everyone on the team!

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The Power of Management



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Why?

- ✓ Same menu
- ✓ Same recipes
- ✓ Same systems
- ✓ Same employees

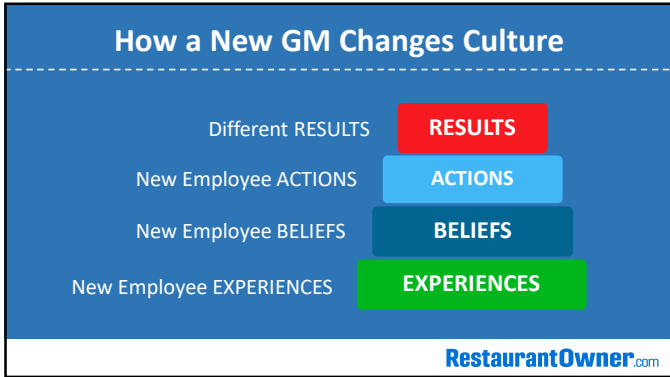
Different Results!!



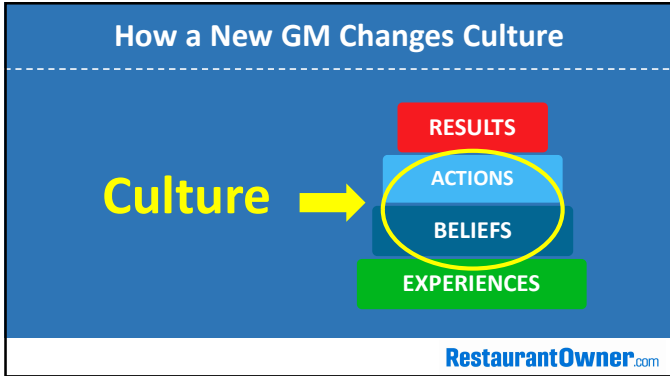
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Changing the Culture Changes Everything!




Culture of "Indifference"

- Cooperation
- Blame
- "It's not my job"
- Micromanagement
- "What else can I do?"
- Disrespect
- Excuse making
- Whining/Complaining

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The Restaurant RESULTS Pyramid

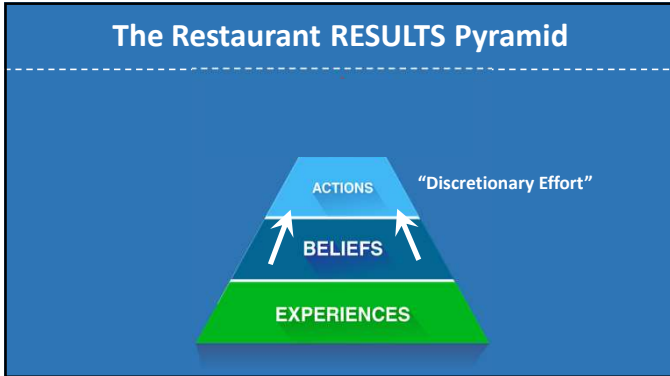


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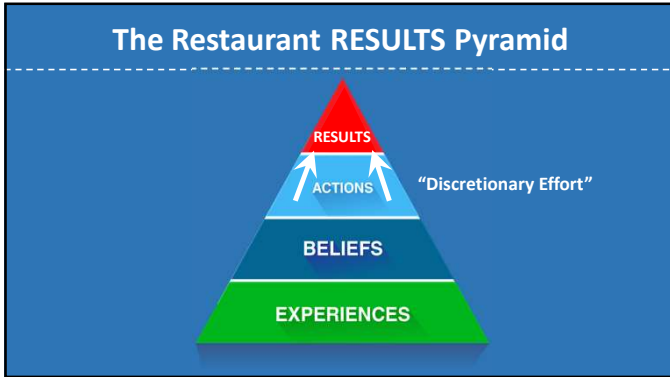
The Restaurant RESULTS Pyramid



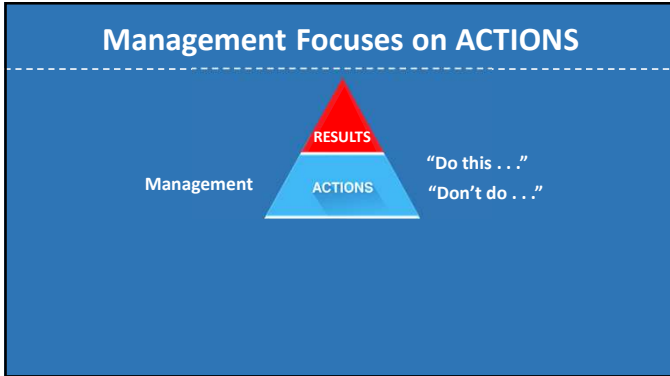
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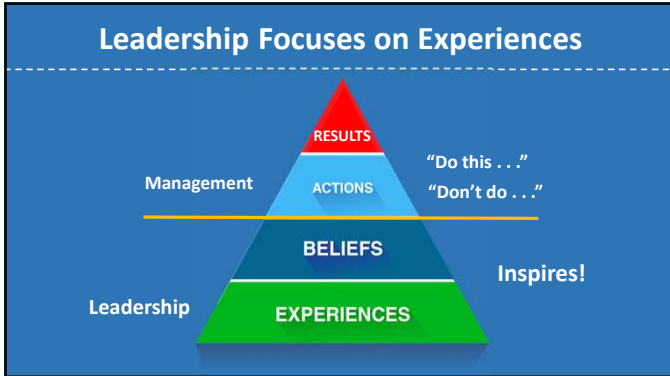
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3 Keys to Creating Better Employee Experiences

1. Be Positive

Why

Attitudes are contagious!
(especially when you are the boss)



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“The most important characteristic of a leader is optimism.”

Roy Iger, CEO of Disney



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3 Keys to Creating Better Employee Experiences

1. Be Positive Why

Boosts energy levels!



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3 Keys to Creating Better Employee Experiences

1. Be Positive Why

Keeps people focused on SOLUTIONS!
(or at least not making it worse)



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3 Keys to Creating Better Employee Experiences

1. Be Positive How

It's not what happens, it's how you choose to respond

You can see life as a series of disappointments and failures or as opportunities to grow and do better. You choose.



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GALLUP®

Study asked people to name the best and worst events in their life.

80% correlation between the 2 events

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3 Keys to Creating Better Employee Experiences

1. Be Positive How

Always be on the lookout for what's going **RIGHT**

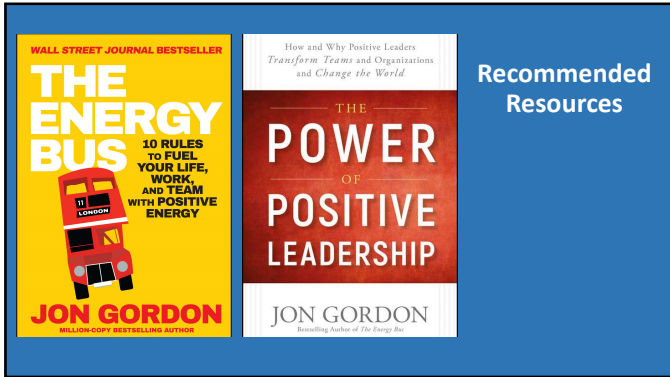
What's ONE thing that's gone RIGHT in your restaurant this week?



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3 Keys to Creating Better Employee Experiences

2. Build Relationships How

Show you care!

Get to know everyone on your team!
(especially your direct reports)

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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?
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* From "The Manager's Motivation Handbook"

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3 Keys to Creating Better Employee Experiences

Why

3. Enforce High Standards

Says to your people, what we/you do is "important"
(your guest experience depends on it)



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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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When You Don't Enforce High Standards

- It robs your people of an opportunity to learn & grow
- Causes their jobs to lack meaning and purpose
- Encourages poor work habits
- Creates a mediocre employee experience – nothing special to work here



It KILLS your culture!

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When You Don't Enforce High Standards

- It robs your people of an opportunity to learn & grow
- Causes their jobs to lack meaning and purpose
- Encourages complacency
- Creates a negative work environment – nothing special to work here



Why don't managers enforce high standards?

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The 3 Roles of Management

Building Skills & SETTING EXPECTATIONS

Teacher	Coach
<ul style="list-style-type: none"> ✓ Instruct ✓ Demonstrate ✓ Observe 	<ul style="list-style-type: none"> ✓ Guide ✓ Encourage ✓ Mentor

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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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The 3 Roles of Management

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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Enforcing High Standards

Begins with Communicating Expectations So Everyone Knows -

- What's important
- What we want to accomplish
- How we treat each other
- How we do our work
- What's acceptable & what's not
- Why everyone's job matters



Clear, Consistent, Continuous Communication

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Who Decides What Role You Play?

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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Who Decides What Role You Play?

Cop

- ✓ Enforcer
- ✓ Difficult discussions
- ✓ Tough decisions



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“If I try to enforce high standards now,
half my staff will quit.”

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

What's the risk in NOT enforcing high standards?

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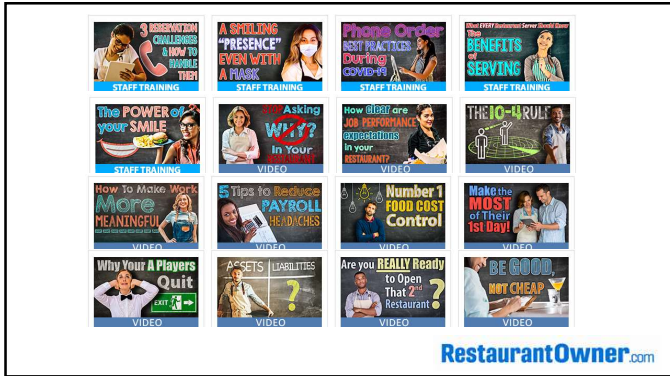
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Key Points


1. Culture drives results
2. Management drives culture
3. Be positive
4. Build relationships
5. Enforce high standards

3 Keys to Creating Better Employee Experiences

Why

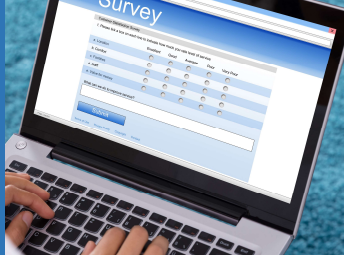
3. Keep High Standards

Says to your people, "what we/you do is "important"



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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



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Winning the War for Workers

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Thanks for attending!

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