

RO Webinar Series

Winning Accountability for Restaurant Owners & Managers



Welcome!



1

Presenters



Chip Romp
Sr. Director, Workforce & Business Services



Jim Laube
RO Founder



2

RO Webinar Series

Winning Accountability for Restaurant Owners & Managers



Welcome!



3

The 3 Roles of Management

Building Skills & SETTING EXPECTATIONS

Teacher

Coach

✓ Instruct

✓ Demonstrate

✓ Observe

✓ Guide

✓ Encourage

✓ Mentor

GOAL: Help them get GOOD!

RestaurantOwner.com

4

The 3 Roles of Management

Building Skills & SETTING EXPECTATIONS

Teacher

Coach

Hold People Accountable

Cop

✓ Instruct

✓ Demonstrate

✓ Observe

✓ Guide

✓ Encourage

✓ Mentor

✓ Enforcer

✓ Difficult discussions

✓ Tough decisions

GOAL: Keep them ON TRACK!

RestaurantOwner.com

5

Introduction

"The most frustrating part of my job is getting people to do what they're suppose to do!"

Often due to a lack of accountability

6

Accountability Story



7

Lessons for Matt



1. His job is VERY important

2. The quality of his work affects LOTS of other people

3. You can hold people accountable in a respectful, constructive way

4. Accountability changes behavior

5. Accountability improves results

8

The Power of Accountabilitiy

A culture of non-accountability -

- Lack of direction/focus/purpose
- Poor performance
- Bad behaviors
- Lower standards

But it gets worse!



9

The Power of Accountabiltiy

A culture of non-accountability -

- Best employees notice
- Will lead to low morale & turnover
- Results in more employee challenges – EVERY TIME!



10

The Power of Accountabiltiy

When it comes to managing people -

“You get what you tolerate”

Accountability drives behavior!
(good AND bad)

11

The Power of Accountabiltiy

A culture of accountability -

- Higher job satisfaction
- Positive work environment, culture
- Fewer employee “problems”
- Greater productivity, better results
- Build a culture that builds competence, confidence & pride!



12

How Accountability Supports Success

What you WANT

Mission, Vision, Goals

ACTIONS / BEHAVIORS

Execution

Accountability

What you GET

Results

Getting the actions & behaviors that produce the results you want.



13

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

RestaurantOwner.com

14

A Culture of Accountability

"Your staff & guests are always moving your saltshaker off center. That's their job."



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

* From "Setting the Table" by Danny Meyer

RestaurantOwner.com

15

A Culture of Accountability

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

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

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



* From "Setting the Table" by Danny Meyer

RestaurantOwner.com

16

How Accountability Supports Success

What you WANT

Mission, Vision, Goal

ACTIONS / BEHAVIORS

Execution

Accountability

What you GET

Results

Getting the actions & behaviors that **PEOPLE AFFIRM WHEN?**

"Accountability" is missing!



17

Responsibility & Accountability

Responsibilities

Includes holding your TEAM accountable for THEIR responsibilities too!



- Purchasing
- Scheduling
- Hiring
- Delegating
- Training



- Setup
- Prep
- Cooking
- Serving
- Cleaning

18

Responsibility & Accountability

Accountability

Who are YOU accountable to?



Owner/Partners



Managers



Guests



Manager

19

Responsibility & Accountability

Accountability

Who are YOU accountable to?



Team Members



Manager

Most of your team members
WANT you to hold them
accountable!

20

When You Don't Hold People Accountable

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



Culture of Mediocrity!

21

Building a Culture of Accountability



A lack of accountability means EVERYONE loses!



22

How to Build a Culture of Accountability

1. Communicate clear expectations

- ✓ Overall goal / objective (WHY)
- ✓ Quality & timing
- ✓ What excellence looks like
- ✓ Training, resources & tools



23

The 3 Roles of Managers / Leaders

Communicating

Teacher	Coach	Cop
✓ Instruct	✓ Guide	✓ Enforcer
✓ Demonstrate	✓ Encourage	✓ Difficult discussions
✓ Observe	✓ Mentor	✓ Tough decisions

RestaurantOwner.com

24

1. Communicate Clear Expectations

Leaders constantly talk about -

- 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



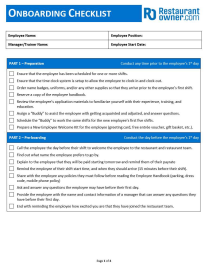
Clear, Consistent, Continuous Communication

25

1. Communicate Clear Expectations

Begins on Day 1-

- Onboarding Checklist
- Job Description
- Employee Handbook
- Accountability Card



RO

26

Onboarding Checklist

PART 4 – Culture

Conduct during the employee's 1st day

☐ Discuss restaurant's history, mission, vision, and core values.

☐ Share examples and explain how the mission, vision, and values are demonstrated and encouraged in the day-to-day operations of the restaurant.

27

1. Communicate Clear Expectations

Begins on Day 1-

Onboarding Checklist

Job Description

Job Description

At Restaurant Owner

Job Title: Restaurant Owner

Job Description

Job Summary

Job Responsibilities

1. Manage the overall operations of the restaurant, ensuring all aspects of the business are running smoothly and profitably.

2. Develop and implement business strategies to increase sales, improve customer satisfaction, and reduce costs.

3. Hire, train, and supervise staff, ensuring all employees are properly trained and motivated.

4. Maintain high standards of food quality, safety, and sanitation, adhering to all local, state, and federal regulations.

5. Manage the restaurant's budget, ensuring all financial goals are met and the business remains profitable.

6. Build and maintain strong relationships with suppliers, vendors, and the local community.

7. Ensure compliance with all applicable laws and regulations, including labor laws, health codes, and safety protocols.

8. Monitor and analyze business performance, making data-driven decisions to optimize operations.

9. Foster a positive work environment, promoting teamwork, communication, and employee development.

10. Stay up-to-date on industry trends and innovations, implementing new technologies and practices as needed.

28

1. Communicate Clear Expectations

Begins on Day 1-

Onboarding Checklist

Job Description

Employee Handbook

EMPLOYEE HANDBOOK

Month / Year

At Restaurant Owner

29

1. Communicate Clear Expectations

Begins on Day

Onboarding Checklist

Job Description

Employee Handbook

Accountability Card

My Commitment to My Employer and Myself

By agreeing to the following commitments, I am giving my personal promise to uphold these standards:

Treat every customer and co-worker as I wish to be treated, with the utmost respect and courtesy.

Promote goodwill for all customers and co-workers and to handle customer concerns personally with the attitude "The customer is always right."

Practice productive job behavior, arrive at work on time, and follow all rules, even when unsupervised.

Do what needs to be done to the best of my ability.

Uphold the standards and ethics the company has set for all its employees in regard to respect for property and the use of illegal substances.

Follow and promote all safety rules and regulations.

Uphold the company image in regard to my personal grooming habits, dress, and language.

My signature is as good as my word.

Employer's signature

Date

30

1. Communicate Clear Expectations

Begins on Day 1-

"There will be times when I'm going to want to help you get better or keep you on track."

"How would you like me to give you feedback on how you're doing?"



31

Daily Team Meeting



Pebble's Family Buffet

RO Member in Durham, ON



32

Daily Team Meeting



THANKFUL

Agenda -

- Mission
- Vision
- Values
- Thankful, grateful, appreciate



33

Daily Team Meeting

START

Morning Inspiration

1.38	0.54	0.99	0.44	0.42	0.42	0.29
2.94	0.42	0.61	0.45	0.40	0.40	0.30
3.65	0.42	0.44	0.52	0.40	0.52	0.30

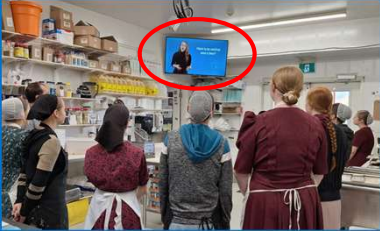
Agenda -

- Key metrics
- Morning Inspiration

RJ

34

Daily Team Meeting



At the end of most meetings team watches an RO training video

Team members must view video 2 times

RJ

35

Daily Team Meeting



Most meetings lead by team members!

RJ

36

1. Communicate Clear Expectations

Leaders constantly talk about -

- 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



37

How to Build a Culture of Accountability

1. Communicate clear expectations
2. Provide feedback





38

2. Provide Feedback

4 Principles -

1. Timely
2. Direct
3. Honest
4. Constructive



Do NOT have these conversations when you are in an emotional state of mind!



39

Accountability Talks

Model for Effective Feedback -

1. Ask permission

"You told me you prefer to get immediate feedback on how you're doing, so is now a good time?"

Is now a good time to have a chat?

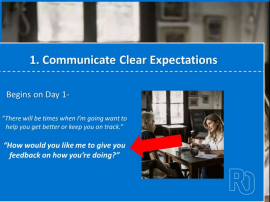
Can I show you something?

1. Communicate Clear Expectations

Begins on Day 1:

"There will be times when I'm going want to help you get better or keep you on track."

"How would you like me to give you feedback on how you're doing?"



40

Accountability Talks

Model for Effective Feedback -

1. Ask permission
2. Explain the "behavior"

"I noticed you were 15 minutes late today and this is the second time this week."

"When I didn't see you setting up your station I was concerned something was wrong."

Is everything okay?



41

Accountability Talks

Model for Effective Feedback -

1. Ask permission
2. Explain the "behavior"
3. Listen (ask clarifying questions)

Get their side of the story.

Listen to "understand" why.

Be open, willing to give the benefit of the doubt.



42

Accountability Talks

Model for Effective Feedback -

1. Ask permission
2. Explain the "behavior"
3. Listen (ask clarifying questions)
4. State the impact

Not only were we concerned about you . . .

When you're late, it causes stress for me and your team.

Juan & Evan had to scramble to get your station ready & it put them behind.

"Do you see how being late affects your fellow team members?"



43

Accountability Talks

Model for Effective Feedback -

1. Ask permission
2. Explain the "behavior"
3. Listen (ask clarifying questions)
4. State the impact
5. Make agreement

"This is what I need you to do . . ."

"What can I do to help?"

"State the agreement"

"Can I count on you?"



44

Accountability Talks

If you CAN'T get agreement -

"Keeping you here if you're not happy or doing your best would be a disservice not only to our restaurant but to you as well."

You're giving the employee a choice to either meet your standards of performance & behavior or look for a new job!



45

Summary of Key Points

Accountability Talks

Accountability Talks are necessary to get people back on track or decide if someone would be happier working somewhere else. When the desired outcomes are achieved, the results of having an Accountability Talk can be highly rewarding for everyone involved.

Here are a few key guidelines:

- Ask permission**
 - "You told me you prefer to get immediate feedback on how you're doing, is now a good time?"
 - "There's something I'd like to run by you, do you have a few minutes?"
 - "Can I show you something?"
- NOTE:** This requires you to ask every employee ahead of time – (best if on their first day)
 - "There will be times when I'm going want to help you get better or keep you on track."
 - "How would you like me to give you feedback on how you're doing?"
- Explain / describe the behavior**
 - "I noticed you were 15 minutes late today and this is the second time this week."
 - "When I didn't see you setting up your station, I was concerned something was wrong."
 - "Is everything okay?"
- Listen (ask clarifying questions)**
 - Get their side of the story
 - Listen to understand "why"
 - Be open, willing to give them the benefit of the doubt
- State the impact**
 - "Just only were we concerned about you..."
 - "When you're late, it causes stress for me and your team."
 - "Even and even have to do their own work and get your station ready too. It puts them behind and makes it very hard to be ready for opening."
- Make agreement**
 - "This is what I need you to do..."
 - "What can I do to help?"
 - "Can I count on you?"

46

How to Build a Culture of Accountability

1. Communicate clear expectations

2. Provide timely, constructive feedback

3. Recognize good performance



47

Positive Feedback

Verbal Appreciation

The psychological impact of verbal appreciation extends beyond the moment, influencing an employee's mindset and commitment to their work.

- The MOST powerful form of recognition
- Makes people feel valued, competent, confident, respected
- Boosts self-esteem

48

Positive Feedback

Verbal Appreciation

"I can live for two months on a good compliment."

- The MOST powerful form of recognition
- Makes people feel valued, competent, confident, respected
- Boosts self-esteem
- Leads to greater engagement
- Promotes a positive culture

49

Positive Feedback

In the last week, how many times have you recognized an employee for . . .

- Going above and beyond
- Improvement on a skill or behavior
- Supporting another team member
- Stepping up during a crazy busy shift
- Having a positive attitude
- Making a new hire feel welcome

50

How Accountability Supports Success

What you WANT

Mission, Vision, Goals

ACTIONS / BEHAVIORS

Execution

Accountability

Getting the actions & behaviors that produce the results you want.

What you GET

Results

51

Building a Culture of Accountability

- 1. Communicate clear expectations
- 2. Provide timely, constructive feedback
- 3. Recognize good performance



52

Upcoming Online Workshop

Leadership Mastery for Restaurant Owners & Managers

April 22, 2026
4:00-6:00 PM ET



Jim Laube
RO FOUNDER



Chip Romp
SR. DIRECTOR, WORKFORCE & BUSINESS SERVICES



Members - \$199
Non-Members - \$499



53

Upcoming Online Workshop

Leadership Mastery for Restaurant Owners & Managers

April 22, 2026
4:00-6:00 PM ET



Jim Laube
RO FOUNDER



Chip Romp
SR. DIRECTOR, WORKFORCE & BUSINESS SERVICES



RestaurantOwner.com/mastery



54

RO Webinar Series

Winning Accountability for
Restaurant Owners &
Managers

Thank you for attending!

 Restaurant
owner.com



55
