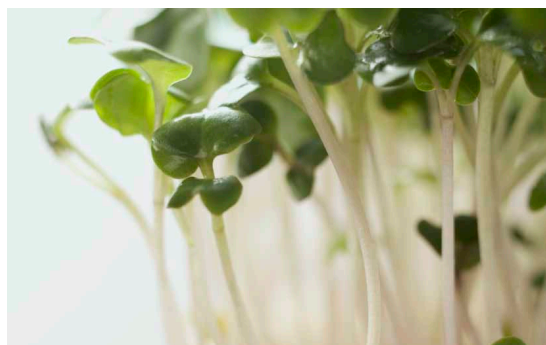


MANAGEMENT

Facilitator's Guide – Leader Two



HERB N' KITCHEN



MANAGEMENT

Purpose

The purpose and goal of this module is to familiarize leaders with some fundamentals regarding the management of team members.

Audience

Herb n' Kitchen leadership.

Time

1 hour, 45 minutes.

Goal

Managers will become familiarized with the fundamental management responsibilities and processes as they relate to Herb N' Kitchen standards.

Materials Needed

- Pens
- Journals
- Things to Remember booklets

Key

Activity



Explain



Discuss



Ask



Read
Quote



Key
Message



Trainer
Note



Review



Transition



1



TIME: 30 seconds



Trainer Note

Opening slide - have on when supervisors enter the room.



Explain

Welcome to the next module on our leadership track: Herb n' Kitchen Management! We'll be covering fundamental management responsibilities and processes. This material may be a refresher to some and new to others, but more likely will represent a mix of both old and new.

2



TIME: 2 minutes



Explain

To begin, management and leadership are different. One is not better than the other and we must be efficient at both to be successful.



Ask

What do you think management is all about?

Look for Answers

- Process
- Procedures
- SOP's
- Scheduling
- Monitoring



Explain

Right! The goal is control, and letting people know what to do when getting things done.



Ask

What is leadership all about?

Look for Answers

- People
- Coaching
- Motivation
- Feedback
- Setting the direction



Explain

Exactly! The goal is inspiring others to excel and teaching them how to act while getting things done. It's a balance – one without the other will not make us successful.

3



TIME: 30 seconds



Explain

We're going to have a conversation about roles, responsibilities and important operational needs at Herb n' Kitchen. However, in the spirit of our Brand Pillar Relevant, we're going to talk about the team philosophy first!



Read Quote

"Unus pro omnibus, omnes pro uno."



Explain

This phrase is an old Latin saying, made famous when it was translated into English and used as a rallying cry in *The Three Musketeers* published by Alexandre Dumas in 1844.



Ask

Would anyone like to venture a guess to its meaning?



Trainer Note

Celebrate any attempts, especially if someone recognizes the quote.



Explain

It means “One for All and All for One,” and that phrase sums up our team philosophy at Herb n’ Kitchen!



Ask

What do you think we mean by that?

Look for Answers

- We all pitch in.
- We do our jobs but help others wherever we can.
- No one is limited by their job description.
- “That’s not my job” is not our way.



Key Message

Let’s keep this phrase in the forefront of our minds as we train and develop our teams. Remember, it’s everyone’s job to delight the guest, bring coffee, clear tables, replenish a display, you name it. Sure, some of our team members will have certain duties as their primary responsibility, but ALL OF US play back-up, helper, enabler, assistant, and more. It’s the Herb n’ Kitchen way!

4



HERB N' KITCHEN MANAGEMENT

Team Position Review

Management

- Restaurant
- Kitchen

TIME: 2 minutes



Explain

Having said that, and drawn that clear understanding, let's review the job descriptions for the various roles at Herb n' Kitchen! We'll start with the management roles.



Trainer Note

Distribute the packets of Management Job Descriptions and review them one at a time. Use the physical document for reference. Ask for questions, comments, clarifications, and concerns. Continue to reiterate the Team Philosophy throughout.

5



HERB N' KITCHEN MANAGEMENT

Team Position Review

Team

- Barista
- Attendant
- Bartender
- Cook

TIME: 1 minute



Explain

OK, now on to the team roles.



Trainer Note

Distribute the packets of Team Member Job Descriptions and review one at a time. Use the physical document for reference. Ask for questions, comments, clarifications, and concerns. Continue to reiterate the Team Philosophy throughout.

6



TIME: 30 seconds



Explain

Now, let's review some fundamentals around scheduling and staffing to help ensure the success of Herb n' Kitchen. As you know by now, this is not a traditional three-meal restaurant.

Let's begin by reviewing the Covers vs. Forecasting SOP's.



Trainer Note

Distribute appropriate SOP and review. Use the physical document for reference.



Transition

Let's now talk about staffing and how we can select the right Herb n' Kitchen staff.

7



HERB N' KITCHEN
MANAGEMENT
Selecting Great Talent

TIME: 5 minutes



Explain

Finding great people has never been easy, but now, more than ever, finding the best talent is difficult. As the service economy grows, the need for people to fill jobs grows, especially at the entry-level positions that are critical to great customer service. We need to select the right people for our positions.

8



HERB N' KITCHEN MANAGEMENT

Match and Fit

Match:

Job skills, knowledge and experience related to the job.

Fit:

Values and behaviors that are aligned with the brand.

TIME: 2 minutes



Explain

Both match and fit are important when recruiting our team members. Often, this is where we fall into trouble. We hire a great match that isn't a fit, or we hire a great fit that isn't a match.

Let's explore both of these.

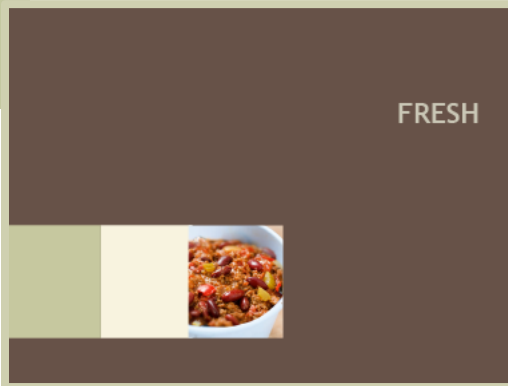
We'll start with Match. Match is about the basic skills and abilities to do the job at hand. For example, does a bartender know how to make a drink? Can a cook make an omelet? Do they have the aptitude to learn, if it is an entry-level role? Match is regarding all of the technical components that are needed to do the job. Our HR department does a great job at screening for people that will be a good match, and we will certainly ask technical questions during job interviews to ascertain that the knowledge is there.

Once we are confident that we have a match, it is important to figure out whether the candidate is a good fit.

Take a moment and consider "What is the right fit for our team?"

Let's talk about which values, behaviors and experiences align with Herb n' Kitchen and our Brand Pillars of Fresh, Relevant and Comfortable. We'll also consider what type of interview questions we could ask to assess Fit in these areas.

9



TIME: 5 minutes



Ask

Which values, behaviors and experiences might bring the Brand Pillar of Fresh to light in the hiring process?

Look for Answers

- Clean
- New
- Bright



Explain

Great! What open-ended, behavior-based questions could we ask to assess this? When I say 'open-ended,' I'm talking about questions that cannot be answered with a yes or no. And when I say 'behavior-based,' we are talking about how someone has or would actually handle a situation. The best way to ensure we receive behavior-based answers is to begin our questions with the phrase "tell me about a time when..." or "tell me how you have handled or would handle this kind of situation..." Remember, we are looking for the right fit for our team with these questions. Who can think of one?



Discuss answers and review.



Trainer Note

Lead the discussion. Fresh may include:

- Describe your ideal working environment.

10

RELEVANT



TIME: 5 minutes



Ask

Great! Now, which values, behaviors and experiences might bring the Brand Pillar of Relevant to light?

Look for Answers

- Engaging
- Empathetic
- Anticipates others' needs



Explain

Excellent! Let's think of some interview questions to assess the Herb n' Kitchen value of Relevant. We're looking for the same open-ended, behavior-based structure. What questions might we ask here?



Discuss answers and review.



Trainer Note

Lead the discussion. Relevant may include:

- Share a time when you did something simple and special for a guest without them asking. What was the outcome?
- What would you do if a guest joined us for dinner and you overheard it was their wedding anniversary?

11

COMFORTABLE



TIME: 8 minutes



Ask

Great work! Now, which values, behaviors and experiences might bring the Brand Pillar of Comfortable to light?

Look for Answers

- Personal
- Approachable
- Makes guests feel at ease
- Not intimidating
- Delivers service that is warm and puts you at ease



Explain

Great! Let's think of some interview questions to assess Comfortable. We're looking for the same open-ended, behavior-based structure. What questions might we ask here?



Discuss answers and review.

**Trainer Note**

Lead the discussion. Comfortable may include:

- Tell me what a comfortable environment feels like to you.
- Describe a time when you wanted to make an experience feel warm and welcoming for a guest.

12

FIVE PHASES OF ADAPTATION

2. PREPARATION

**TIME:** 5 minutes**Activity**

Let's practice! Break into pairs and practice interviewing each other for Fit. Ask at least one question for each of our three pillars: Fresh, Relevant and Comfortable. You can use the questions we brainstormed together, or use your own. You have 15 minutes in total for this exercise, so about 7 minutes each. Let's begin!

**Trainer Note**

If uneven number, join the practice. If not participating in the practice, move among the pairs and listen in, giving positive feedback wherever possible.

**Explain**

Well done everyone!

**Ask**

Who used questions other than the ones we brainstormed? Let's hear what you used.



Trainer Note

Hear callouts. Remind participants to journal questions they would like to use.



Explain

Thanks for sharing! As managers, you should all know what questions to ask to find the right match, and now you should have a strong knowledge of how to find a candidate who is the right fit as well. Getting the right players on our team, that are a match AND a fit, is important. Any questions? Great, let's move on to the next management topic.



Trainer Note

Facilitate Q&A as necessary, then continue.

13**HERB N' KITCHEN
MANAGEMENT**Team Presentation
Appearance Standards**TIME:** 5 minutes**Explain**

Next, we'll talk about Team Presentation. As you will see in the Service Excellence module, we do not get a second chance to make a first impression! We will cover the grooming standards within the Service Excellence module with your team members, but it is important for us, as leaders, to be clearly aware of all of our guidelines to ensure that key first impression.

Of course, as indicated in our Coaching module, and with so many new staff, you will need to be active in giving feedback to your team members about their grooming.

**Trainer Note**

Distribute appropriate SOP's and review. Use the physical document for reference.

14



HERB N' KITCHEN MANAGEMENT

Procurement

- Ordering
- Par levels
- Inventory controls
- Waste/loss management

TIME: 2 minutes



Explain

Now, let's cover the important topic of Procurement.

Other than labor, this area is our single greatest expense, and our single largest controllable expense. As many of you know, the restaurant “war” is often won or lost in this area, as it means so much to not only the financial success of the restaurant, but also to the practical success as well, including guest service and experience.



Ask

Who can tell me what I mean by that?

Look for Answers If we run out of stock, misuse stock, incorrectly order, etc., we cannot support the menu's offerings, which directly impacts the guest experience.



Discuss answers and review.



Explain

Right! I was at a McDonalds once. My boys loved Happy Meals when they were younger, and the counter associate told me that they were out of French fries. The look on his face was sheer panic! Can you imagine McDonalds running out of French fries? Someone messed up, big! Procurement can truly make or break us.



Trainer Note

Distribute appropriate SOP's and review. Use the physical document for reference.



Transition

Ok, let's review.

15



HERB N' KITCHEN MANAGEMENT

Measurement

- ☐ SALT
- ☐ Comment Cards
- ☐ Anecdotal Feedback
- ☐ E-Feedback

TIME: 5 minutes



Explain

Last, but never least, let's discuss Measurements. Service And Loyalty Tracking, also known as SALT, will continue to play an important role, as will other avenues such as comment cards/guest surveys, anecdotal feedback from guests, and E-Feedback venues such as Trip Advisor and Yelp. Let's discuss these avenues, how we collect/receive the data, and how we use the data to inform and follow-up with our teams.



Trainer Note

Distribute appropriate SOP's and review. Use the physical document for reference. Utilize the next two slides while facilitating the discussion on measurement.

16

SALT & REVINATE TOOLS

(1/13/2013) ending (6/13/2013)

	current	vs. same time period previous year	vs. OT American
SALT:			
Property Loyalty			
Overall breakfast exp.			
Overall rest lunch/dinner exp.			
REVINATE:			
Overall (1-5)			
Positive F&B mentions			
GA Issues reported (related to in room elimination)			

TIME: 8 minutes



Trainer Note

Utilize this slide to facilitate the discussion of measurement. Transition to the next slide when ready.

17

FINANCIALS

(1/13/2013) ending (6/13/2013)

	current	budget	based on avail. of info
Occupied rooms:			previous year
transient			Comp set (STB) DLT Area:
group			
Rev per occ. room			
Rev per sq. ft.			
Rev per seat			
Total Revenues:			
Breakfast			
Lunch			
Dinner			
Total Covers			
FTE/Cover			
Rest./Bar Dept Profit			
In Room Dining Profit			

TIME: 1 minute



Trainer Note

Utilize this slide to facilitate the discussion of measurement. Transition to the next slide to close the discussion.

18



TIME: 5 minutes



Read Quote

"Effective leadership is putting first things first. Effective management is the discipline to carry it out."



Review

We covered a lot of ground in this session. We discussed the differences between Management and Leadership in the Herb n' Kitchen style, and also touched on why both are important for our success. We also talked about how we can find candidates that are both a good match and fit for Herb n' Kitchen, as well as some of the job duties of the various positions involved with the restaurant. Finally, we discussed how to measure the effectiveness of our management to ensure the success of Herb n' Kitchen. Make sure you're tracking all of this information in your journals so you can review for later.



Explain

Great job in this module everyone! Thank you for your hard work today! See you back soon for our next leadership module – Brand Leadership!