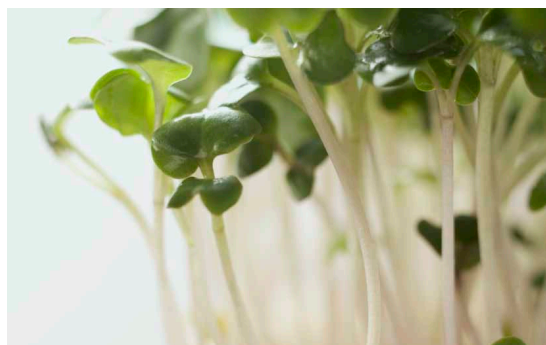


# THE HERB N' KITCHEN COACH

Facilitator's Guide - Leader Four



HERB N' KITCHEN



# WELCOME TO HERB N' KITCHEN

## Purpose

The purpose of this module is to teach Herb N' Kitchen supervisors how to provide feedback and coach their team members in a consistent and productive way that encourages exemplary behavior and reduces poor performance, ultimately strengthening the entire team.

## Audience

Herb n' Kitchen leaders.

## Time

75 minutes.










## Overview

This module begins with a discussion of the general question “What is coaching?” We then describe the many benefits of coaching and how it can improve the entire team. We introduce the “What/What/Why” feedback process and teach managers the two types of coaching: Coaching for Correction and Coaching for Excellence. The module concludes with some role-playing exercises that require the managers to apply the What/What/Why model to different scenarios, coaching for both excellence and correction.

## 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 Herb n' Kitchen Coach. This is an important session as it describes how we will coach our team members through the opening process to acquire the necessary skills, behaviors and attitudes to be successful. It is important that as leaders we are all aligned so there is a consistent approach to this important skill and opening element.

2



**TOPICS &  
OBJECTIVES**

- What is coaching and what are the benefits of great coaching?
- Coaching for correction to improve performance.
- Coaching for excellence to enhance performance.
- Coaching role-plays/practices

**TIME:** 1 minute



**Explain**

Some of the objectives we are going to cover today include:

- What coaching is and the benefits that come from it.
- Using coaching for correction to improve performance.
- Using coaching for excellence to enhance performance.
- Coaching role-playing and practices.

3

THE HERB N' KITCHEN COACH

WHAT IS COACHING?



**TIME:** 2 minutes



### Ask

What is coaching?

### Look for Answers

- Coaching is a process by which you improve the skills of your team members.
- It is about directing behavior, attitudes and words in a desired direction.
- It is about investing in the future of your team members.
- It is about transferring skills, ideas and philosophies to others.
- It is based on feedback.



### Ask

What traits or behaviors make a good coach?

### Look for Answers

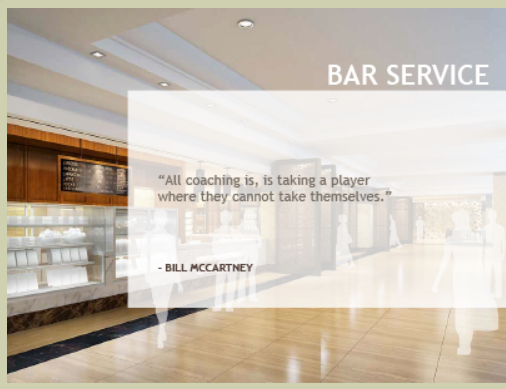
- Genuine interest in developing others.
- Able to communicate ideas and feedback comfortably.
- Able to utilize multiple communication channels to get an idea across.
- Patient and knows that developing skills takes time.
- Makes time to give feedback.



### Transition

In both answers notice that the point about giving feedback is an essential element to successful coaching.

4



**TIME:** 1 minute



#### Read Quote

"All coaching is, is taking a player where they cannot take themselves."



#### Ask

Coaching is about evolving the skills and talents of our team members, it is about allowing them to be successful in the new Herb n' Kitchen environment. It's about making them successful in adapting to something new.

5



**TIME:** 2 minutes



### Ask

What are the benefits of great coaching?

### Look for Answers:

- Improves skills for team members and managers.
- Evolves peoples thinking to focus on what is important and how to be successful.
- Creates a learning environment that supports adaptation or the opening process.
- Coaching and leadership work hand in hand.
- Builds loyalty with staff.



**Discuss** answers and review.



### Transition

All great answers! Let's consider a couple in greater detail. These are some concepts that you will want to capture in your journal.

6

THE BENEFITS OF  
GREAT COACHING...

IMPROVES TEAM STRENGTHS



**TIME:** 2 minutes



### Explain

First of all, great coaches build stronger teams!



### Ask

Why do we want a strong Herb n' Kitchen team?

### Look for Answers

- Makes work easier for everyone.
- Things get done quicker and more efficiently.
- People are clear about roles and expectations.
- Everyone is comfortable and confident – important elements in a restaurant.
- Guests are happy.



### Explain

Of course! What leader or coach doesn't want a strong team? It is so important through the opening process to quickly build confidence and comfort in our team members in order to develop the necessary strength to facilitate a busy opening process and an even busier restaurant once we are open and our reputation grows.



**7**

THE BENEFITS OF  
GREAT COACHING...

THE 'LAW OF ATTRACTION'



**TIME:** 5 minutes



**Explain**

Next, great coaches become a 'magnet for talent'!



**Ask**

What do we mean by a 'magnet for talent'?

**Look for Answers**

- People want to work for the best coaches.
- People want to work for someone who develops talent, promotes people and sets others up for success.
- People will work harder for managers who coach and focus on developing talents.



**Ask**

Why is this important during the opening process?

**Look for Answers**

- There is a need for a lot of effort during the opening process with so many new procedures, foods and ideas. Someone who is invested in their team will get the necessary amount of effort through this busy time.
- Herb n' Kitchen is a new and relevant brand. This is a great time to redefine or enhance our leadership or coaching style to reinforce that everyone is adapting to something new.



**Transition**

Remember, the best leaders or coaches always seem to have the best people working for them!

8

THE BENEFITS OF  
GREAT COACHING...

HELPS BUILD RELATIONSHIPS



**TIME:** 5 minutes



**Explain**

Great coaches build great relationships with their team.



**Ask**

Why is it important to have a great relationship with your team members?

**Look for Answers**

- Forging great relationships endears a manager to his or her staff.
- Great relationships are built on trust, respect and communication. All very important for a modern workforce.
- Team members will work harder for people that they like.



**Ask**

What can we do as managers to build better relationships with our Herb n' Kitchen Team?

**Look for Answers**

- Be available.
- Be trustworthy and allow your teams to be vulnerable with you.
- Communicate effectively and often.
- Respect your team.
- Say thank you.
- Develop someone's talents, skills and abilities.



**Transition**

All of these ideas are important. Remember when we talked about adapting—how important it will be as managers to be available, engaged and connected through the opening process? Again, we need to reiterate how important this will be for our successful opening and the ongoing success of Herb n' Kitchen.

9

THE BENEFITS OF  
GREAT COACHING...

DEVELOPS OUR OWN EXPERTISE



**TIME:** 5 minutes



### Explain

Lastly, great coaching actually pushes us to further develop our own expertise! The best form of learning happens when you teach someone else a skill or enhance their level of understanding. This learning evolves even more when you are responsible for giving someone feedback on how to improve.



### Ask

How can you develop your own expertise through the Herb n' Kitchen opening process?

### Look for Answers

- Take advantage of the opening team to truly understand the brand and what is expected.
- Paying close attention to the questions that arise from the team.
- Seeking answers to our own questions. You have access to the Corporate and Opening team. Ensure you are representing your team well and finding the answers to questions they have.
- Training others leads to our own improved performance. You are required to be the expert.



### Explain

It is important that you utilize the coaches here to help you. The SME's (Subject Matter Experts) from Herb n' Kitchen are here to build your expertise so you will be credible, comfortable and confident Herb n' Kitchen Managers.



### Transition

Now let's talk about when to coach.

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**TIME:** 2 minutes



### Ask

When do we coach or give feedback?

### Look for Answer

Always.



### Explain

Yes it was a bit of a trick question, because we are really coaching our teams all the time! We are coaching when we are training a new job skill or task, giving feedback or advice, creating a plan, setting objectives and goals and setting the example for our teams by demonstrating on-brand behavior at all times. Coaching is really leadership at its best and most influential.



### Ask

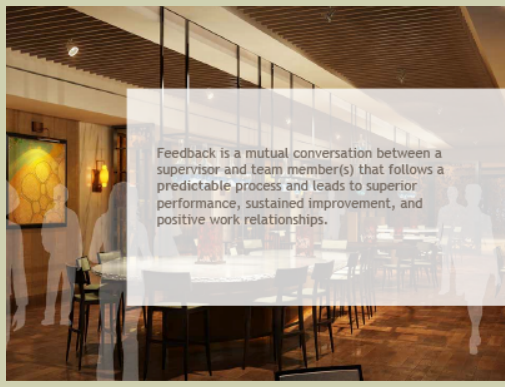
When will we have to coach during the opening process?



### Explain

As we move into the restaurant, review the SOP's and have our live simulation days, it is going to be important for you as managers to take the lead on giving your team members feedback. Up until this point we will be very vocal and active to help you develop your own necessary expertise.

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**TIME:** 5 minutes



## Explain

We need to remember that feedback is a mutual conversation and the overall goal in any of those conversations is improvement, superior performance, and a great working relationship.



## Ask

Who has a process they follow when giving feedback to their team members in the operation?

**Review Answers.**



## Trainer Note

Do not expect anyone to have a process they consistently follow. If they do, have them explain and recognize them.



## Explain

An important element of today's session is to introduce and utilize a process we can all use to help our team members improve.



## Ask

Why do you think this will be important during the opening of the new Herb n' Kitchen restaurant?



#### Review

- Team members are learning something new so will need feedback on how they are doing, what they are doing well and what to improve on.
- We want to get our team members comfortable and confident with the Herb n' Kitchen quickly so we will need to be active as coaches.
- As indicated in the Adaptation program we need to be having two-way conversations so if someone is struggling or not comfortable with some content, coaching can be part of the process in letting our team members know everything is okay, answering any questions and offering encouragement.
- By giving feedback, you as managers will improve your understanding and confidence in the Herb n' Kitchen brand.



#### Transition

When we give feedback, there are two types of feedback we must engage in: Feedback for Improvement and Feedback for Excellence.



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THE HERB N'  
KITCHEN COACH

FEEDBACK FOR IMPROVEMENT



**TIME:** 2 minutes



**Explain**

The first of these two coaching types is called “Feedback for Improvement”.



**Ask**

What do you think we mean by that?

**Look for Answer**

It is about improving performance by indicating how our team members could do something better. Let's take a closer look...

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### WHEN WE COACH

Improved Performance



Feedback for Improvement

**TIME:** 1 minute



### Explain

We give Feedback for Improvement when we want to improve a team member's performance on a particular skill, process or delivery. We see weaknesses in their performance as an opportunity for improvement. Obviously this is going to be important during the opening process because with so many new skills and processes to introduce there will be a lot of opportunity to improve. It is important we deliver this in the right way, and that's exactly what we're going to talk about today.

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### IMPROVING PERFORMANCE

What should we consider?

What should we do when we  
recognize or observe  
performance in need of  
improvement?

**TIME:** 2 minutes



#### **Ask**

What should we do when we first recognize performance that needs to improve?

#### **Look for Answer**

Respond and address the area that needs improvement immediately. Don't ignore it.



#### **Ask**

What may happen if we ignore it?

#### **Look for Answers**

- Performance will get worse.
- Other staff will notice poor performance is not managed and think it is okay to perform that way.
- Brand loses integrity.
- Performance standards and expectations are lowered.



#### **Transition**

So performance in need of improvement cannot be ignored, but there are some other considerations we must have.

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CONSIDERATION

Is the performance  
problem a focus/effort  
issue or training issue?

**TIME:** 1 minute



**Explain**

As we observe performance that can improve we must consider whether it is related to a lack of focus and effort or a lack of training. If it is a lack of training then that is our issue more than the team member's. During the opening process many of the issues will be the result of a lack of training. We need to give team members every opportunity to get things right; however, we must be conscious that as we move into the live environment—after the team members have received the necessary training and opportunity to practice—if a team member is not as focused or as engaged as they need to be, it needs to be addressed. We must always be looking for effort from our team members during the opening process.

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CONSIDERATION

Can the performance issue be addressed through coaching or is a more formal process necessary?

**TIME:** 1 minute



**Explain**

We then need to consider whether the performance issue can be addressed through coaching or if a more formal process is necessary. The answer to that question really dictates how we should respond going forward. Without that consideration, we run the risk of under-reacting or over-reacting. For the purpose of this module, we are keying on simple job skills or guest service related deficiencies which require coaching. Of course, any serious issues that materialize or become consistent need to be addressed in conjunction with your manager and HR as part of a more formal process.

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### FEEDBACK FOR IMPROVEMENT

**Give a Reason for Feedback.**

"Do you remember in your training how we emphasized the importance of delivering a quality guest experience?"

**Provide an Example of the Observed Behavior.**

"I happened to notice that a few guests just walked in and you didn't acknowledge their arrival. Did you realize you did this?"

**Highlight the Impact of the Behavior.**

"What would you think if you were a guest and the first employee you came into contact with did not welcome you, how would you feel?"

**Was the Behavior Appropriate?**

**Define Next Steps.**

"What can we do to ensure this does not happen in the future?"

**Thank Your Team Member.**

"Thank you for supporting our new Herb n' Kitchen values and culture."

**TIME: 5 minutes**



### Explain

Delivering informal feedback can be one of the most challenging responsibilities for a leader but it doesn't need to be so. Just as we explained a moment ago, feedback is nothing more than a conversation that follows a predictable process. If you can utilize the process we've outlined for you here, you can immediately begin delivering more effective feedback. Let's review this five-step process:

1. The first step requires that you give a reason for the feedback. Always begin with a "Why." Managers often jump right into feedback without putting the feedback into perspective. In the coming weeks, we would like to ask you to utilize your training about on-brand and off-brand behavior as a basis for your feedback. This will allow you to open with, "Do you remember in our training how we emphasized the importance of delivering a quality guest experience?"
2. The next step is tell the employee exactly what you saw or heard. An example would be, "I happened to notice that a few guests just walked in and you didn't acknowledge their arrival. Did you realize you did this?"
3. The next step is to ask the employee what impact this behavior has had on the guest. "If you were a guest, and the first person you came into contact with did not stop to welcome you or speak with you, how would you feel?"
4. The next step involves asking the employee how he/she can avoid this in the future. "So what can we do to ensure this does not happen in the future?"
5. The final step is to thank the employee for their commitment to our brand and the guest experience.



### Ask

Do you have any questions on the five-step process?



#### **Explain**

Notice how we place the burden of correction on the employee. Remember, feedback is a two-way conversation. This means you're asking questions rather than correcting or lecturing.



#### **Transition**

Let's practice using this method as a way of improving a team member's service.

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### LET'S PRACTICE

Feedback for Improvement:  
An employee is talking  
negatively about the new  
restaurant prior to opening,  
saying: "This concept will not  
work. It's just been introduced  
to save payroll."

**TIME:** 10 minutes



#### **Explain**

We're going to do some role playing! I am going to model Feedback for Improvement for you and then you can practice. Can I have a volunteer to play the Team Member role?



#### **Explain**

Here's our example scenario: An employee is talking negatively about the new restaurant prior to opening, saying: "This concept will not work. It's just been introduced to save payroll." I'm going to be the manager, and you're going to be the team member. Pay attention to the 5 steps as we move through this process.





### Exercise

Play the manager and role-play a simple scenario for Feedback for Improvement.

#### **Give Reason for Feedback:**

“Do you remember in your training, learning about the reasons why Hilton created Herb n’ Kitchen?”

#### **Provide an Example of the Observed Behavior:**

“I heard you telling teammates that you do not think Herb n’ Kitchen will work and that the only reason the restaurant is being introduced is to save payroll.”

#### **Highlight Impact of the Behavior:**

“If that’s what you think, how do you think that will impact the success of our brand, the experience of our guests, or your team members?”

#### **Was the Behavior Appropriate? Define the Next Steps:**

“I’d like you to try and tell me why Herb n’ Kitchen was created in your own words, including the reasons that were outlined in your training. It’s OK if you can’t remember, you can ask. That way, if somebody asks you then you will have a more accurate answer. And if you have any concerns or questions please let me know. Adapting to something new is never easy.”

#### **Thank Your Team Member:**

“Thank you very much for taking time to speak with me about this and supporting our new Herb n’ Kitchen brand.”



### Trainer Note

Thank the volunteer and acknowledge them for their assistance.



### Exercise

I’d like to ask everyone to pair up with someone else. It’s your turn to do this role-playing scenario.



### Explain

One person will play the employee, and the other will play the role of the manager. We’re going to take three minutes to practice this scenario between you. Ensure you both get a chance to practice being the manager at least once.



**Ask**

Do you have any questions about Feedback for Improvement?



**Trainer Note**

Answer any questions as needed then conclude by congratulating everyone for their participation in the role-playing exercise.

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WHEN WE COACH...

FEEDBACK FOR EXCELLENCE



**TIME:** 1 minute



**Explain**

The second opportunity to coach is giving Feedback for Excellence.



**Ask**

What do you think we mean by that?

**Look for Answer**

Feedback for Excellence is about reinforcing and recognizing a performance that is above average or exceptional.

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**WHEN WE COACH**

Enhanced Performance



Feedback for Excellence

**TIME:** 1 minute



**Explain**

Feedback for Excellence is all about recognizing strong, positive performances and behaviors and reinforcing them with the team member.



**Ask**

Why is this important?

**Look for Answers**

- If we do not recognize good performances, we do not offer any incentive for our team members to get better.
- Team members need to feel appreciated.
- We need to reinforce the right skills, efforts and understanding.
- It is important during opening to build confidence quickly. This is done through recognizing and emphasizing when someone does well.

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**ENHANCING  
PERFORMANCE**

How does it benefit us and Herb n'  
Kitchen if we can enhance the  
performance of our team members?

**TIME:** 1 minute



**Ask**

How does it benefit us as managers, and Herb n' Kitchen as a whole, if we can enhance the performance of our team members?

**Look for Answers**

- Provides team members with confidence and comfort.
- Ensures better guest experience.
- More efficient restaurant – remember “Value” is one of our pillars.
- Managers not in crisis mode.
- Reputation of brand grows

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### FEEDBACK FOR IMPROVEMENT

**Give a Reason for Feedback.**  
"Do you remember in your training how we talked a lot about the importance of delivering the brand promise?"

**Provide an Example of the Observed Behavior.**  
"I have noticed a number of times in the past couple of days where you have ensured our guests are happy, the merchandise is stocked and the restaurant organized."

**Highlight the Impact of the Behavior.**  
"What is the impact on the guest experience when you are always on-brand?"

**Was the Behavior Appropriate?**  
**Define Next Steps.**  
"Is there anything we can do to support all your efforts?"

**Thank Your Team Member.**  
"Thank you for embracing our new brand and being a great example to everyone else working here. You are a great ambassador for our brand!"

**TIME: 2 minutes**



### Explain

Just as we explained a moment ago, feedback is nothing more than a conversation that follows a predictable process. If you can utilize the process we've outlined for you here, you can immediately begin delivering more effective feedback, even when we want to enhance performance. Let's review this five-step process again:

1. The first step requires that you give a reason for the feedback. Always begin with a "Why." Managers often jump right into feedback without putting the feedback into perspective. In the coming weeks, we would like to ask you to utilize your training about on-brand and off-brand behavior as a basis for your feedback. This will allow you to open with, "Do you remember in your training how we have talked a lot about the importance of delivering the brand promise?"
2. The next step is tell the employee exactly what you saw or heard. An example would be, "I have noticed a number of times in the past couple of days where you have ensured our guests are happy, the merchandise is stocked and the restaurant organized."
3. The next step is to ask the employee what impact this behavior has had on the guest. "What is the impact on the guest experience when are always on brand?"
4. The next step involves asking the employee how he/she can continue this in the future: "Is there anything we can do to support all your efforts?"
5. The final step is to thank the employee for their commitment to our brand and the guest experience. "Thank You for embracing our new brand and being a great example to everyone else working here. You are a great ambassador for our brand."



### Ask

Do you have any questions on the five-step process?



**Transition**

Let's practice using this method as a way of enhancing a team member's performance.

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## LET'S PRACTICE

**Feedback for Excellence:**  
You approach a team member who has been very energetic and passionate about the new restaurant and really engaged in the learning process.

**TIME:** 10 minutes



### Explain

OK, let's practice with some role-playing! I am going to model Feedback for Excellence for you and then you can practice. Can I have a volunteer to play the Team Member role?



### Explain

Here's what we're going to use as our example scenario: You approach a staff who has been very energetic and passionate about the new restaurant, being really engaged in the learning process.



### Exercise

Play the manager and role-play a simple scenario for Feedback for Excellence.

#### **Give Reason for Feedback:**

"We have been talking a lot about the importance of adapting to the new restaurant."

#### **Provide Example of the Observed Behavior:**

"I have noticed you have been really applying yourself to learning about the new menu and then enthusiastically share information with our guests."

#### **Highlight Impact of the Behavior:**

"How do you think your efforts have helped our guests?"

#### **Was the Behavior Appropriate? Define the Next Steps:**

"Do you mind if I partner you up with some of our other team members who are struggling to grasp the menu as you really seem to be getting it."

#### **Thank Your Team Member:**

"Thank you so much for embracing our new brand and way of doing things."





#### Trainer Note

Thank the volunteer and acknowledge them for their assistance.



#### Exercise

I'd like to ask everyone to pair up with someone else. It's your turn to do this role-playing scenario.



#### Explain

One person will play the employee, and the other will play the role of the manager. We're going to take three minutes to practice this scenario between you. Ensure you both get a chance to practice being the manager at least once.



#### Ask

Do you have any questions about Feedback for Excellence?



#### Transition

Answer any questions as needed then conclude by congratulating everyone for their participation in the role-playing exercise.

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### RECAP

- What is coaching and why does great coaching matter?
- How to deliver feedback: 5 Steps
- Define:
  - Feedback for Improvement to improve performance.
  - Feedback for Excellence to enhance performance.

**TIME:** 10 minutes



### Explain

Let's review the objectives for today.



### Trainer Note

Ask the following questions; call on individuals to provide answers. Engage the participants and make the discussion interactive and fun.



### Ask

What is coaching and why does great coaching matter?

### Look for Answer

It transfers information, experience and ideas to enhance someone's abilities, understanding or position. It involves giving feedback to someone about what they can improve or what they are doing well.



### Ask

Describe the Herb n' Kitchen 5-step feedback process.

### Look for Answers

1. Give Reason for Feedback.
2. Provide Example of the Observed Behavior.
3. Highlight Impact of the Behavior.
4. Was the Behavior Appropriate? Define the Next Steps.
5. Thank Your Team Member.

**Ask**

What is Feedback for Improvement?

**Look for Answer**

Feedback on areas where the team member can improve.

**Ask**

What is Feedback for Excellence?

**Look for Answer**

Feedback on areas where the team member is doing a great job and excelling.

**Ask**

Any questions on coaching?

**Transition**

It is going to be very important during the opening of the Herb n' Kitchen restaurant that we are all active in the coaching role and giving a lot of feedback.

25



**TIME:** 1 minute



### Explain

Here is a final thought about coaching and how it links back to our Brand Leadership discussions. At the end of the day the best thing we can do as leaders...as coaches...is set a great example. This quote says it all. If we say what we do and do what we say, we lay a solid foundation for coaching and delivering the brand promise going forward!

Thank you all for your time and participation!