Excellence in
Creating the *Starbucks Experience*

Baristas work together to be the best moment in every customer's day while delivering expertly-crafted products. They bring Our Mission & Values to life – for our customers and each other – while proudly wearing the green apron.

Guide to Coaching
BARISTA APPROACH

OPERATIONS ACTIVITY

Be Committed to Customers

Makes the customer their top priority by genuinely creating a personalized experience for each customer

Be Focused on Quality

Proudly develops expertise in their craft while diligently maintaining equipment and the store environment

LEADERSHIP ACTIVITY

Be Dedicated to Each Other

Contributes to the success of the team and supports others to do their best work

OBSERVE

A barista who is in the 'owning' stage of the development path:

- Uses the Prepare > **Craft & Connect** > Transition pattern on each shift
- Creates a warm and welcoming environment by taking initiative to greet and thank customers
- Demonstrates our customer service commitment (smiling, offering a friendly greeting, learning customers' names and orders, assuming the best in others, saying thank you) in each interaction
- Reads customer cues to create a personalized experience that delights the customer
- Checks in with Play Caller and uses operational tools and training to be knowledgeable of our products, events and offers
- Shares thoughtful recommendations that will benefit the individual customer
- Actively listens to customers by remaining present and working in assigned position to build customer confidence and deliver exceptional experiences
- Follows the LATTE Model to recover the experience when things don't go as planned
- Follows our standard work methods and guidelines by working in assigned positions and routines
- Crafts and serves only the highest-quality products
- Continually hones their craft through learning and practice
- Follows *Siren's Eye* and merchandises food to ensure food is visually appealing, stocked and signed appropriately
- Completes responsibilities on station cards and Clean Plays to keep the equipment and store environment clean, safe and ready for customers
- Accurately rings and follows proper cash handling procedures
- Builds rapport with partners on shift and displays a positive attitude that enables the team to work together effectively
- Helps create an environment of warmth and belonging where everyone is welcome
- Seeks opportunities to appreciate and recognize fellow partners
- Understands the impact of change on themselves in order to embrace the change and move forward
- Follows established policies, standards and guidelines
- Communicates important information to the manager and the team in a timely manner
- Regularly seeks feedback from customers
- Checks in with Play Caller to ensure they have the information they need for each shift

GENERATE INSIGHTS

Let's talk about your customer connections.

- How do you get to know customers?
- How do you know that you are creating best moments for your customers?
- How do you ensure that you have the information you need for each shift?
- Describe how you have recovered an experience for a customer.

Let's talk about quality.

- How do you ensure that you remain present and consistently deliver quality products?
- How do you take care of the physical store environment?
- How are you working to elevate your craft?

Let's talk about teamwork.

- How do you support teamwork on your shift?
- How do you know what goals the team is working to achieve?
- How are you elevating your personal learning?

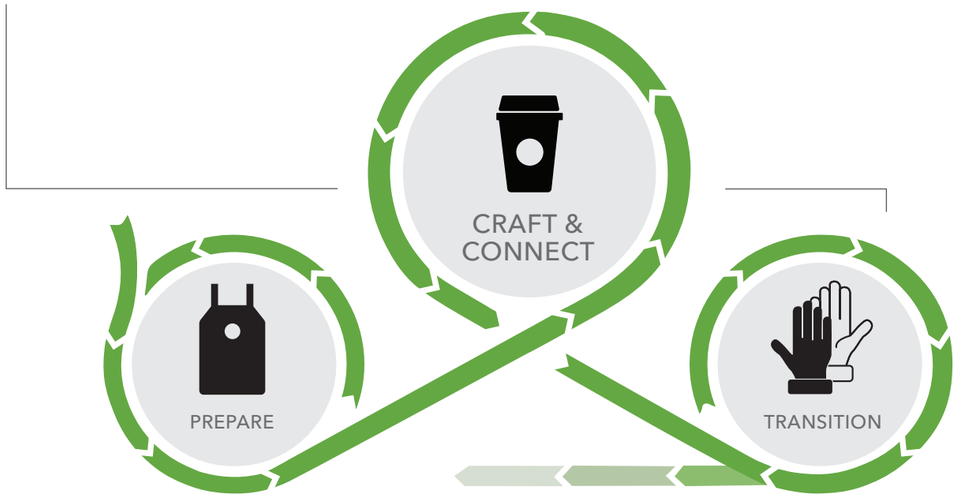
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Barista Pattern

The consistent way to prepare, craft and connect to bring the *Starbucks Experience* to life on each shift



CHECK IN WITH

Yourself
- Am I in dress code with my hands washed?
- Am I ready to create best moments for customers and partners?
- Am I clocked in with everything I need?

Your Team
- What position/routines will I be responsible for?
- What are today's goals?
- Who is on my team today?

Communications
- Is there any new store information?
- Is there any new company information?

CHECK OUT WITH

Your Team
- Show appreciation for your fellow partners!

Yourself
- During my shift today, I connected with customers and built their confidence by...
- Did I focus on quality and craft only the highest-quality beverages?
- What will I do differently on my next shift to create best moments for customers and partners?

Maintaining the *Starbucks Experience*

Creating the *Starbucks Experience* is a big job. When it comes to human connection, each person has a unique perspective. These models help you navigate your interactions with customers and other partners in a way that makes everyone feel valued.

LATTE Model

A guide for connecting with our **customers** *when we haven't met their needs*

LISTEN
Ensure the customer feels heard as they voice their concern.

APOLOGIZE
Allow the customer to feel included as you work to make the moment right.

TAKE ACTION
Make sure the customer feels supported with the steps you take.

THANK
Show the customer you appreciate them for bringing their concern to our attention.

ENSURE SATISFACTION
Encourage the customer to return, giving us another chance to delight them.

APRON Model

A guide for engaging with our fellow **partners** *in a way that builds trust and facilitates teamwork*

ASSUME THE BEST
Recognize one another and assume the best in each other when issues arise.

PARTICIPATE IN CONVERSATIONS
Share your point of view and actively listen to ensure each partner's point of view is heard.

REACH OUT
Offer help to others and request support from your leaders if you need to work through an issue.

OWN IT
Accept responsibility and show appreciation to partners for working with you to resolve issues.

NEXT STEPS
Be specific about how you will work together during your next shift to create the *Starbucks Experience* for customers and partners.

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For each of the following statements, indicate where you are on your development path. Be ready to discuss an example with your coach.

L — O — A

BARISTA

I create a culture of warmth and belonging where everyone is welcome.

L — O — A

I act with courage and challenge the status quo.

L — O — A

I am present, connecting with transparency, dignity and respect.

L — O — A

I deliver my very best every day and achieve results.

L — O — A

I consistently take the initiative to greet customers and ensure they feel welcome throughout their visit.

L — O — A

I am confident in restoring the *Starbucks Experience* when things don't go as planned.

L — O — A

I use my tools and training to develop my coffee and product knowledge so I can help customers find their favorites.

L — O — A

I use the Barista Pattern to ensure I have the information I need to create personalized experiences for customers.

L — O — A

I follow our standard work methods and serve only the highest-quality products.

L — O — A

I consistently reflect on how I feel about changes in order to embrace the change and move forward.

L — O — A

I continually hone my craft through learning and practice.

L — O — A

I consistently complete responsibilities on *Operations Station Cards* and Clean Plays.

L — O — A

I am confident in my ability to effectively work together in the play.

L — O — A

I seek opportunities to create best moments for customers and fellow partners.

L — O — A

I ask for and offer help.

L — O — A

I take the initiative to advance my personal learning and to achieve goals.

L — O — A

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The *Career Development Guide* is intended to support the development of a partner who is advising in their current role and aspires to grow into the next role.

Career Development Guide

BARISTA ▸ SHIFT SUPERVISOR

DEVELOPMENTAL SHIFTS

TAKING INITIATIVE

Shifts from owning assigned responsibilities to identifying ways to enhance the *Starbucks Experience* within the store

GUIDING OTHERS

Shifts from producing high-quality products and experiences for customers to seizing opportunities to teach and motivate others

DEMONSTRATING RESPONSIBILITY

Shifts from upholding Our Mission & Values to intentionally role modeling behaviors and standards

DEMONSTRATION IDEAS

There are many ways to demonstrate the developmental shifts that will help you be successful in the next role. The ideas listed here are not intended to be a checklist or a complete list of development experiences. Work with your leader to determine activities that will provide the best opportunities for you, while maintaining great results and outcomes in your current role.

- Begin a regular habit of using the *Store Walk* to experience the store from the customer's perspective. Celebrate ways in which the team creates the third place and identify ways in which the team can continue to elevate the customer experience.
- Review *Steps to Excellence* to identify the key barista responsibilities that support store operations. Consider the things you can do to elevate the *Starbucks Experience* on your shift and discuss them with your manager.
- Be a peer mentor, intentionally demonstrating the dimensions of Barista Approach and encouraging the same in your peers. Share with your leader how you've been guiding others to improve the *Starbucks Experience*.
- Become a certified Barista Trainer and successfully lead a partner through *Barista Basics*, including being a trusted advisor for that partner.
- Help a fellow partner hone their barista craft.
- Work in the role of the Play Caller during key moments, putting yourself in the best position to effectively call plays, build confidence in guiding others and provide feedback on how plays are serving the partners' ability to create the *Starbucks Experience*.
- Take ownership of the store's execution of the Operations Station, including knowing the plan for when the tasks and Store Walks should be completed, communicating the plan to partners on shift and recommending changes to enhance your store's third place environment.
- Identify moments to apply the ACT Decision Making Model when things are not going according to plan. Partner with your shift supervisor to discuss what action should be taken.

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