

# Leadership Development Journey Roadmap



🔍 how do I grow and develop at CFA PC?



## Expressed Interest

Discover leadership capacity and create a plan to maximize potential.

## Developing Leadership Tools

Discover and examine the tools necessary for leadership

## Utilizing Leadership Tools

Utilize the tools you have developed to start leading your team

## Holding Yourself Accountable

Complete an after-action review after each exercise

## Passing It On

Multiply your leadership skills by developing another leader

### People also ask :

- Why Lead? ▾
- What are the benefits of leading? ▾
- What happens if I can't lead? ▾
- Where do I go with my concerns? ▾

Feedback

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**chick-fil-a** palm coast, fl



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## **Leadership Development Journey Roadmap**

Leadership begins with the **DESIRE** to:

**SERVE**

**“The true test of a leader is not the trail they blaze, but the trail they  
leave behind”**

# **Leadership Development Journey Roadmap**

## **Stage 1: Expressed Interest**

- *Goal: discover leadership capacity and create a plan to maximize potential.*
- 1. Express leadership interest to a leader
- 2. Complete all Pathway on cfahome.com
- 3. Take the Leadership Development Quiz
- 4. Meet with Mr. Glen to learn more about the Leadership Development Journey

## **Stage 2: Developing Leadership Tools**

- *Goal: discover and examine the tools necessary for leadership*
- 1. Character: Displaying the Character Traits of a Servant Leader, including but not limited to: attitude, preparation, perseverance, respect, honesty, integrity, composure, empathy, and responsibility
- 2. Competency: Being able to perform the tasks of a Team Leader, including but not limited to: multitasking ability, coaching and teaching ability, managing labor and productivity, controlling food cost, implementing lean, coaching core 4 and language of hospitality, and executing the guest/employee recovery model (HEARD)
- 3. Chemistry: Establishing a relationship with team members and understanding how to Coach and Teach team members effectively

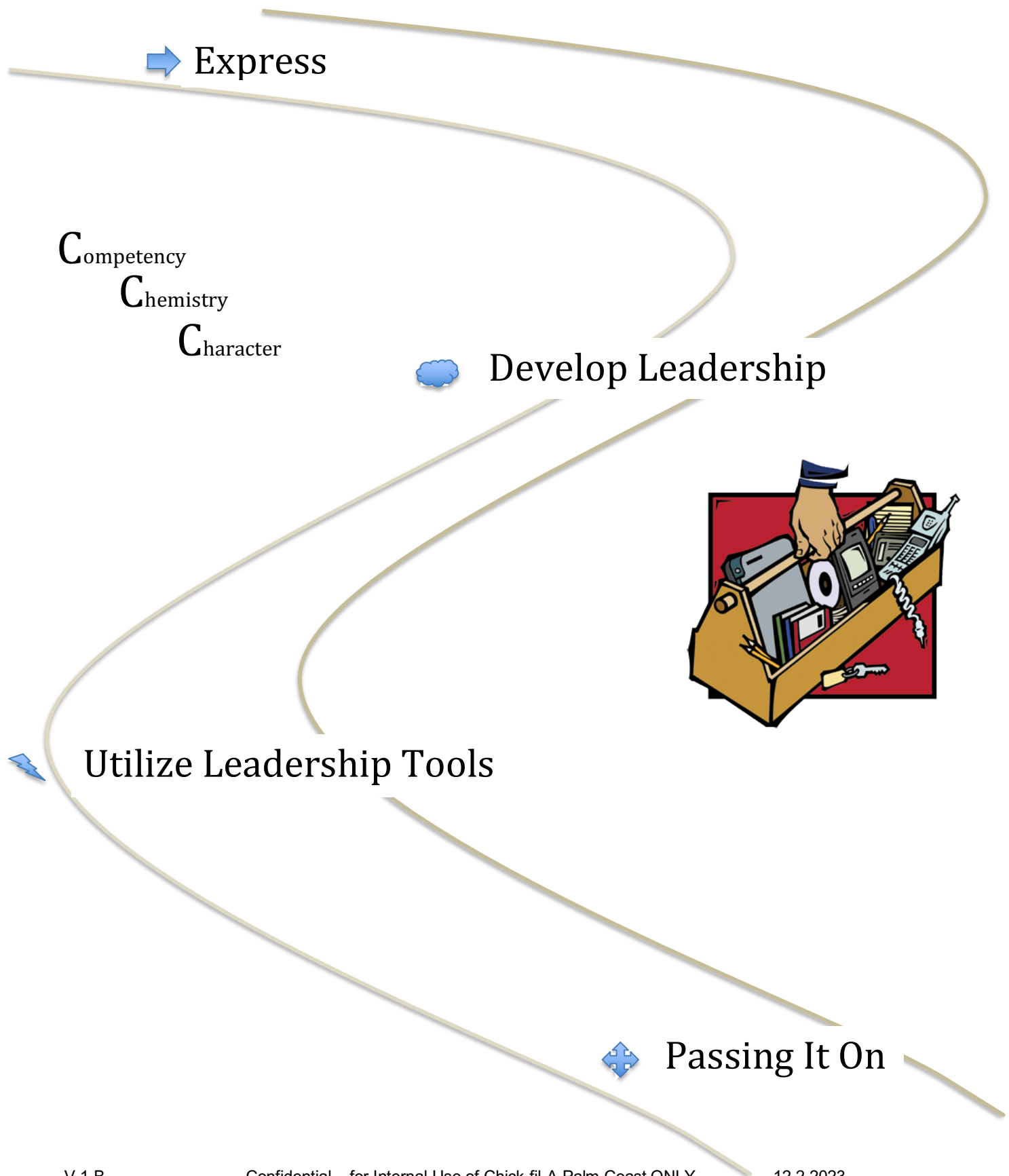
## **Stage 3: Utilizing Leadership Tools**

- *Goal: utilize the tools you have developed to start leading your team*
- *Complete an after action review after each exercise*
- *Add "Team Leader In Training" to your name tag*
- 1. Character: Utilize the Character you have and Servant Leadership that you have learned in how you lead
- 2. Competency: Start practically implementing skills needed to lead a team including but not limited to being able to help out in BOH, completing a setup, running breaks, assigning and managing tasks, counting down drawers, and implementing the skills learned in section 2.
- 3. Chemistry: Continue establishing a relationship with team members and start implementing the coaching, teaching, and motivating skills to be able to lead your team

## **Stage 4: Passing It On**

- *Goal: to multiply your leadership skills by developing another leader*
- 1. Identify a team member as a potential leader and mentor them along the Leadership Development Journey

# Leadership Development Journey Roadmap



# Leadership Development Journey Roadmap

## Certified Trainer

- Strong Vision Knowledge
- 3 Step Training Expert
- Pathway Expert
- Desire to Share
- 15+ hrs per week Commitment

**All** Knowledge is  
cumulative



## Team Leader

- Team Member Accountability
- Leadership Log & Store Policy
- SEE - ACT - LEAD
- ESRC Strategy
- Task Lists
- Willingly Accepts and Uses Criticism
- READ – Eat More Chicken Inspire More People

- Assume Leadership Task
- Shift Leadership
- Productivity Knowledge
- Food Cost Awareness
- Self-Motivated
- Task List Responsibility
- Proficient in Opening & Closing Procedures
- READ – Heart of Leadership

## Senior Team Leader

**STOP**



**MUST BE ABLE TO  
WORK 30+ HOURS  
PER WEEK**

**GO**

# Leadership Development Journey Roadmap

## Assistant Manager



- Store Awareness
- Productivity Management
- CEM Awareness & Understanding
- Critical Thinking with Practical Leadership
- Motivate and Connect
- Cross-trained in all Store aspects
- Growth Mindset & Adaptable
- Open Availability
- READ – Irrational Kindness

## Manager

- Store Management
- Strong Problem-Solving Skills
- CEM Ownership
- Productivity Management
- Food Cost Management
- Accountability for all Processes
- Servsafe Certification
- Strong Commitment to Operational Excellence
- READ – Creative Followership

# Leadership Development Journey Roadmap



## Assistant Director

- Ownership Mentality
- Leading Leadership
- Selective Coach and Growth Team Members
- Continual Growth
- Superior Communication Skills
- READ – Good to Great



## Director

- Store Owner Mindset
- Ability to Set Goal and track Results
- Full Understanding of Critical Success Factors
- Develop and Grow Others
- Leading from Front
- Absolute Commitment to Store
- READ – Chop Wood Carry Water then Operator Choice

## Senior Director

- Multi Store Responsibility
- Directory Review & Accountability
- Commitment to Personal Growth
- Ownership Decisions
- READ – Think Like a Horse then Operator Choice

# **Leadership Development Journey Roadmap**

## **Expressed Interest**

### **Express interest in Leadership to a leader**

If you are receiving this packet then you have already told someone that you have the desire to be a leader! Just for clarification purposes fill out the form below:

Your Name: \_\_\_\_\_

Date: \_\_\_\_\_

### **Complete all Pathway**

All Pathway modules assigned must be complete to show that you know the CFA way for how to do things. This will ensure that you yourself are a high performing team member that follows the guidelines set by CFA and it will ensure that you know what standards you will be expected to hold others to. All Pathway training will be completed on your own time showing us that you are willing to invest in yourself and your leadership development. To see where you stand in regards to your Pathway please see Ms. Gigi or Mr. Glen

### **Dates checked in about Pathway and where you stand:**

Date checked on Pathway	Where you stand/What you need done:

**Pathway Completion Date** \_\_\_\_\_ **Sponsor Initials** \_\_\_\_\_



# **Leadership Development Journey Roadmap**

## **Take a Leadership Development Quiz to find out where you stand**

Take the Leadership Development Quiz on the next page. Try to answer all the questions honestly and completely so that we know where we are starting so that we can develop a plan to get to where we need to go.

## **Meet with Mr. Glen to learn more about the Leadership Development Journey**

Set a time and indicate the date and time below to meet with Mr. Glen about this leadership journey, what it involves, where you stand and how we will get you from where you are now to where you want to go. The roadmap on the previous page is a general map showing where you are at any given point, however leadership development journeys will not all look the same or take the same amount of time for each individual. This leadership program will be with you as long as you wish to continue to grow and progress. As mentioned earlier, each individual is different and how fast you move through the journey will ultimately depend on you, your motivation and your efforts. There is no substitute for hard work and determination. This program is largely self-motivated.

### **Initial Leadership Development Meeting**

**Date:**

**Time:**

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### **Disclaimer:**

*Starting this Leadership Journey does not mean that you will ultimately be a leader at Chick-fil-A Palm Coast. Nor does it give a definite time frame on when that promotion will happen if it does. This program exists to help you understand what you need to do to be able to lead but does not guarantee your success. Your success is ultimately up to you and we as your current leadership team are committed to not promote people too soon (or at all) until the you are ready. Premature promotions will result in frustration that will not be in your best interests. If you have questions on this policy please bring them up in the meeting with Mr. Glen.*

# Leadership Development Journey Roadmap

## Leadership Development Quiz

Adapted from John C. Maxwell, *Developing the Leaders Around You* (1995)

Please answer the following questions based on the attributes, skills, and qualities you believe you currently have and not based on what you think you ought to have. Please answer honestly. Please do not change an answer once you've circled your initial response. Thank you for participating!

### *Self Reflection Questions*

- |   |     |    |
|---|-----|----|
| 1. Do I have a game plan for personal growth?   | Yes | No |
| 2. Am I the leader of that plan?  | Yes | No |
| 3. Am I willing to change to keep growing,<br>even if it means giving up my current position,<br>if I am not experiencing growth? | Yes | No |
| 4. Is my life an example for others to follow?  | Yes | No |
| 5. Am I willing to pay the price to become a great leader?  | Yes | No |

### **SCALE**

0=Never      1=Seldom      2=Sometimes      3= Usually      4=Always

- |   |              |
|---|--------------|
| a) I influence others.                                    | a) 0 1 2 3 4 |
| b) I have self-discipline.                                | b) 0 1 2 3 4 |
| c) I have a good track record.                            | c) 0 1 2 3 4 |
| d) I have strong people skills.                           | d) 0 1 2 3 4 |
| e) I have the ability to solve problems.                  | e) 0 1 2 3 4 |
| f) I do not accept the status quo.                        | f) 0 1 2 3 4 |
| g) I see the big picture.                                 | g) 0 1 2 3 4 |
| h) I have the ability to handle stress.                   | h) 0 1 2 3 4 |
| i) I display a positive spirit.                           | i) 0 1 2 3 4 |
| j) I understand people.                                   | j) 0 1 2 3 4 |
| k) I am free of personal problems.                        | k) 0 1 2 3 4 |
| l) I am willing to take responsibility.                   | l) 0 1 2 3 4 |
| m) I am free from anger.                                  | m) 0 1 2 3 4 |
| n) I am willing to make changes.                          | n) 0 1 2 3 4 |
| o) I have integrity.                                      | o) 0 1 2 3 4 |
| p) I have strong values.                                  | p) 0 1 2 3 4 |
| q) I am able to see what has to be done next.             | q) 0 1 2 3 4 |
| r) I am accepted as a leader by others.                   | r) 0 1 2 3 4 |
| s) I have the ability and the desire to keep learning.    | s) 0 1 2 3 4 |
| t) I have a manner that draws people.                     | t) 0 1 2 3 4 |
| u) I have a good self-image.                              | u) 0 1 2 3 4 |
| v) I have a willingness to serve others.                  | v) 0 1 2 3 4 |
| w) I have the ability to bounce back when problems arise. | w) 0 1 2 3 4 |
| x) I have the ability to develop other leaders.           | x) 0 1 2 3 4 |
| y) I take initiative.                                     | y) 0 1 2 3 4 |

## **Leadership Development Journey Roadmap**

Total: \_\_\_\_\_

### Assessment Key:

When evaluating your leadership potential, pay more attention to your qualities as addressed by the characteristics than to the specific score. Since leaders are graded differently, scores vary. Here is a grading scale to assist you in evaluating and interpreting your results:

90-100	Great leader (should be mentoring other good and great leaders)
80-89	Good leader (must keep growing and keep mentoring others)
70-79	Emerging leader (focus on growth and begin mentoring others)
60-69	Bursting with potential (excellent person to be developed)
Below 60	Needs growth (may not be ready to be mentored as a leader)

# **Leadership Development Journey Roadmap**

## **Initial Leadership Development Meeting**

Welcome to your Leadership Development Journey! This is a great opportunity to make a huge impact on the business and more importantly on the lives of your fellow team members. This handbook will provide you with the basic tools and resources to understanding your role and the responsibilities that encompass it.

The store rises and falls on its leadership. It's vital that you understand not only the "whats" that make up this booklet, but also the "whys". As you learn this information, remember that you will have to not only follow it, but that you may also be in situations where you must explain it to your team members. Have confidence in your new found knowledge and the team will have confidence in you.

*IMPORTANT: if you ever have questions, especially regarding legal or harassment issues, please get a Director involved immediately.*

## **Knowledge & Tools**

### **Chick-fil-A Mission:**

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### **Chick-fil-A Palm Coast Vision:**

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# Leadership Development Journey Roadmap

## Chick-fil-A Palm Coast Execution Strategy:

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## Chick-fil-A Palm Coast Vision:

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## Chick-fil-A Palm Coast 2023 Theme:

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## Store Values:



# Leadership Development Journey Roadmap

What is the Acronym for LEADERSHIP:

L\_\_\_\_\_

E\_\_\_\_\_

A\_\_\_\_\_

D\_\_\_\_\_

E\_\_\_\_\_

R\_\_\_\_\_

S\_\_\_\_\_

H\_\_\_\_\_

I\_\_\_\_\_

P\_\_\_\_\_

**EXPLAIN** your thoughts on Leadership – What does good leadership look Like- what about poor leadership? How do each make you feel?

# **Leadership Development Journey Roadmap**

**What Does it MEAN to execute 2<sup>nd</sup> Mile Service?**

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**Three Critical Elements to 2<sup>nd</sup> Mile Service:**

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**What are the seven tenets of Chick-fil-A Palm Coast's Team Member Promise?**

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

# **Leadership Development Journey Roadmap**

**Name at LEAST FIVE Enemies of UNITY in the work place?**

1.

2.

3.

4.

5.

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## **GOALS & SHARED PURPOSE**

**What are Chick-fil-A Palm Coasts 2023 GOALS?**

**2023 GOAL**

**CURRENT RESULT (Date)**

**CEM Overall Satisfaction**

**Food Safety**

**Speed of Service (time)**

**Accuracy**

**Productivity**

**QIV**

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# **Leadership Development Journey Roadmap**

## **What is a Leader?**

A team leader is: Someone who sets the pace of the team by being an example of the ideal team member. They live out, protect, and inspire our Store Vision. They're influencers that others want to work for. They have high standards and are dedicated to making our store Remarkable. They communicate clearly and frequently, give direction, solve problems and hold the team accountable to results.

## **Three C's**

- Character: having the character traits of a Servant Leader
- Competency: being able to complete the tasks of the position
- Chemistry: being able to maintain relationships and serve guests and team members well

## **Two Areas of Focus:**

- Complete the Tasks so that the Restaurant Functions Effectively:
  - Operations Management
  - Labor Management
- Coach and Develop the team:
  - Develop
  - Motivate

## **Leadership Guide Lines:**

Attitude is Everything...

If you do not come to work every day with the right attitude and display a strong, consistent, professional work ethic, then there is not a place for you on the leadership team. It's that simple.

- You're on stage, know that others look up to you. Hold yourself to a higher standard than anyone else. Do the right things, even when you may not feel like it.
- Be reliable. Consistently show up to the shifts that are assigned to you, arrive on time and ready to work. Be willing to come early or stay late.
- Be respectful to those above and below you- a difference of opinion should not equal an argument. Remember to praise in public and discuss issues in private.
- Lead with empathy. Work hard to build trusting relationships with your team. Go out of your way to make everyone feel welcome. Don't discuss team issues in public. Learn people's favorite tasks, know about their family, their goals, etc.
- Work with a smile- always- even when you don't want to.

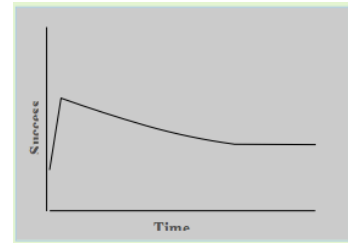
## **Having a Growth Mindset**

# **Leadership Development Journey Roadmap**

Having a Growth Mindset is a critical key to success. It is the number one factor that determines if you will fail or succeed in your long-term endeavors. It's more important than skills or natural born talent. It's extremely important for you to be aware of your mindset as a manager as well as being able to recognize it in your team members. The opposite of having a growth mindset is the "Fixed Mindset". Below is a quick breakdown of both.

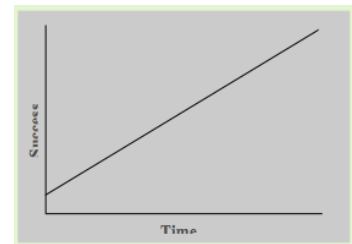
## **Fixed Mindset:**

- Desires: To Look Smart or Gifted. Strives to look good in the eyes of others.
- Intelligence and talents are static.
- Challenges: Avoided, as they may reveal flaws in your abilities.
- Obstacles: Give up early. Afraid of trying things that they may fail at.
- Competition allows you to see how good you are compared to everyone else.
- Criticism: Ignores useful negative feedback. Seeks affirmation instead.
- Effort: Fruitless, expects things to come easy to them, because they are naturally good at them.
- Success of Others: Feels threatened by the success of others. If others achieve then they feel less valuable.



## **Growth Mindset:**

- Desires: To Learn. Strives to grow and learn as much as possible.
- Intelligence and talents can be developed.
- Challenges: Embraced, as they welcome learning and growth opportunities.
- Obstacles: persists in the face of setbacks.
- Competition is a means to help you be the best that you can possibly be. It's an avenue that shows you where you can grow.
- Criticism: Embraced. Seen as a valuable avenue for learning.
- Effort: Path to mastery. The harder they work the more they can achieve.
- Success of Others: Find lessons and inspiration in the success of others. Is genuinely happy when others succeed.



**Result:** They may start out not as good as others who may be more naturally gifted, but will reach even higher levels of achievement.

## **Servant Leadership:**

## **Leadership Development Journey Roadmap**

“The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions...The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature... The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served.” ~ Robert K Greenleaf

Define Servant Leadership in your own words:

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Can you give an example of a servant leader that you know and why you consider them a servant leader?

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What is the difference between being servant-first focused other than leader-first focused when leading? Which is better in your opinion and why?

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### **5 Levels of Leadership by John Maxwell**

1. Position – Rights – People follow because they have to.
2. Permission – Relationships- People follow because they want to.
3. Production – Results – People follow because of what you have done for the origination.
4. People Development – Reproduction – People follow because of what you have done for them.
5. Pinnacle – Respect – People follow because of who you are and what you represent.

# **Leadership Development Journey Roadmap**

## **Notes from Leadership Development Meeting**

What surprises did you encounter from the information listed above?

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What area will you need the most development in and why?

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What did we discuss that excited you the most about leadership and why?

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What are you most nervous about in regards to leadership?

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# **Leadership Development Journey Roadmap**

## **Developing Leadership Tools**

### **Character:**

Define Character in regards to leadership:

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Why is character important to leadership?

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In what ways do you think your own character will be tested as a leader?

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At this stage in your development, how do you think you will handle these tests to your character? In what areas will you need to improve?

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# **Leadership Development Journey Roadmap**

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## **Attitude**

We have already talked about attitude in our initial meeting. Review this section if you need to and explain why “attitude is everything”?

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What does it mean to have the right attitude?

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Write down a time when someone did the right thing but with the wrong attitude? How did this affect the work? How did it affect the team’s moral?

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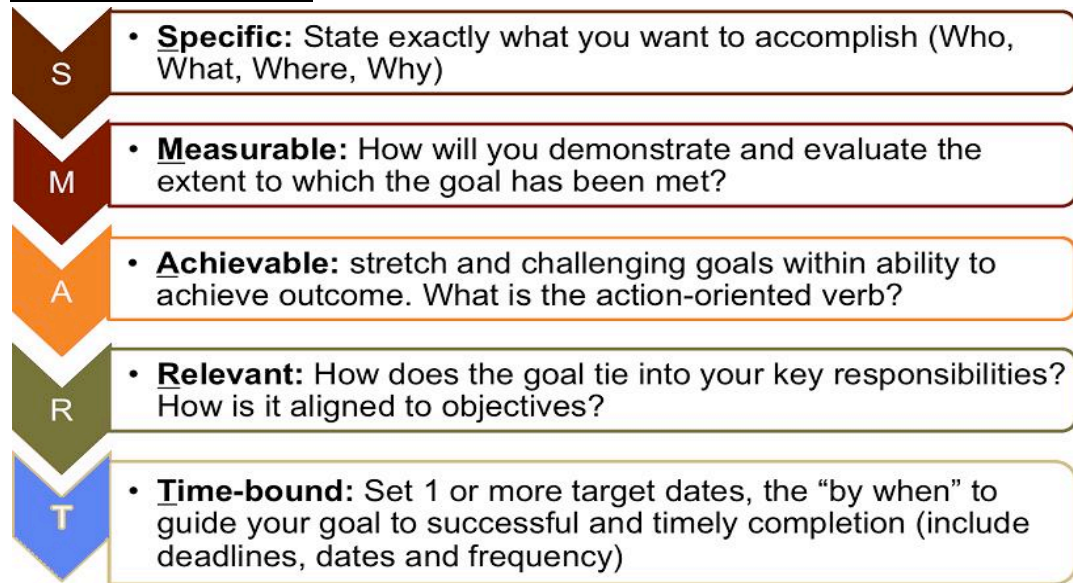
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## **Preparation**

Being prepared is central to a leader’s success, which is one of the reasons you are going through this program. To be prepared the first thing you need to know is where you want to go. Without a destination in mind, you will never know if you achieved what you set out to do, nor will you know how to get prepared in order to get there. Therefore, in this section we will focus on setting SMART goals:

# Leadership Development Journey Roadmap

What is a SMART Goal?



Exercise: create a SMART goal relating to work and a SMART goal relating to home or school by filling out the forms below:

## IS MY GOAL S.M.A.R.T.?

Goal:				
<i>Specific:</i> What EXACTLY do you want to achieve?	<i>Measurable:</i> How will you know when you've achieved it?	<i>Attainable:</i> Is it something you have control over?	<i>Relevant:</i> Why is this applicable to your life?	<i>Time-Based:</i> When do you want to achieve your goal?

samanthamcclure.com

## Leadership Development Journey Roadmap

# IS MY GOAL S.M.A.R.T.?

Goal:

*Specific:* What EXACTLY do you want to achieve?

*Measurable:* How will you know when you've achieved it?

*Attainable:* Is it something you have control over?

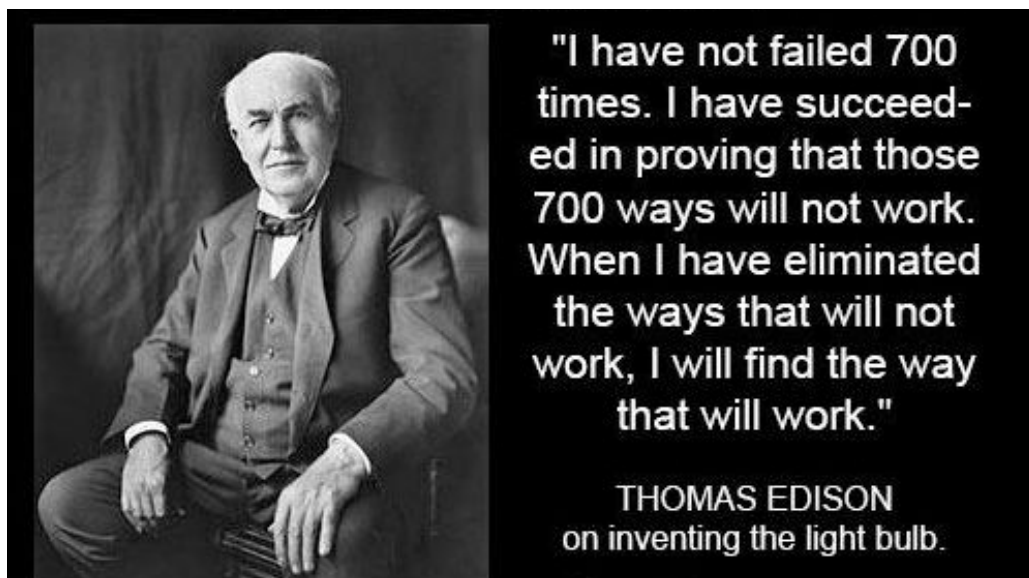
*Relevant:* Why is this applicable to your life?

*Time-Based:* When do you want to achieve your goal?

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### Perseverance

In leadership there will be times when you want to give up or give in and there will be times when you want to quit. There will also be times when you will do things wrong or fail on an objective or goal. A good leader will recognize these times, embrace them and persevere through them.





## **Leadership Development Journey Roadmap**

One of the most important things that you can have to help you in these times is a mentor or coach who can help you perform an after-action review of what happened, what you need to avoid next time and what you can improve on for next time.

Exercise: It has been a stressful morning already. There were 2 call outs and someone who showed up late. Only two people have had their break so far and team members are starting to grumble about being hungry but it is 10:15 and there is a line out the door of guests wanting to get breakfast before 10:30. At 10:25 you communicate to the kitchen manager that you have a double wrapped drive thru and a line to the bathrooms in the dining room so breakfast will not be able to stop at 10:30 but you will mark the end of the lines when 10:30 hits. At 10:35 kitchen manager tells you they are out of biscuits and running low on mini bread. You have 3 orders off screen that are all breakfast and the guests will have to get refunds if we are out of breakfast so you raise your voice and make this known to the kitchen manager. The kitchen manager gets defensive and you end up arguing back and forth between the chutes about these breakfast orders loud enough for guests to hear. After you take care of all of the guests (either with refunds, replacing the items, or getting the food out to them) you realize you did not handle the situation well. Perform an after-action review of this interaction:



1)

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2)

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3)

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4)

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# **Leadership Development Journey Roadmap**

## **Respect**

Everyone wants to be respected but not everyone knows how to be respectful. The following is an article on How to be Respectful:

1. Listen harder. We already know that proactive listening should be your first social skill. We know this because we love when people listen to us, so we find it safe to assume that other people love when we listen to them.
1. Be considerate. Once you've listened, it's time to act accordingly. If there was anything about the person's tone of voice or body language that gave a hint as to how they were feeling, use that information in your interaction.
2. Keep your promise. By keeping your word to someone, you not only establish yourself as a person of integrity, but make the other person feel as though you value them.
3. Be on time. Another way to demonstrate that you value someone, is by treating their time as though it is valuable. Nothing says this better than being punctual.
4. Have manners. This is pretty simple. Do not interrupt a conversation, be polite and watch your 'please' and 'thank you'. By showing manners towards someone, you make them feel valuable.
5. Encourage. Sometimes when we hear a silly idea, it's easy to shoot down someone's hopes and dreams, or otherwise make them feel unimportant. Genuinely encouraging someone could be very empowering and liberating.
6. Be fair. We often find ourselves in a position of power over someone else; to some extent. Having power enables the opportunity to be corrupt. Avoid corruption, give people what they earn-deserve, and they'll appreciate it.
7. Go out of your way. You don't have to always do the bare minimum. If you want to show someone that they're valuable, and that you respect them, go the extra mile without expecting a reward.
8. Preserve dignity. When wronged, mistreated, or otherwise upset in some way handle the dispute with finesse. This means approaching the person in such a way as to preserve their dignity. The best way to handle it is via a calm and private conversation, as opposed to a public screaming match.
9. Do Not Assume. Don't assume anything about a person based on their race, income level, or gender. Start off each interaction by thinking of the other person as your equal.

There are dozens if not hundreds of other ways to show people respect. However, the key to showing someone respect, is to show the person you are interacting with that they are valuable. (<http://www.alexshalman.com/2007/09/18/10-ways-to-show-respect/>)

# **Leadership Development Journey Roadmap**

It's easier to show someone respect when you feel that they respect you. However, how do you show someone respect who does not respect you?

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Exercise: You ask a team member to move over to window from front counter to cover for another team members break. The team member grudgingly agrees and you get their drawer out to put them on window but when you turn around the team member has disappeared. You find out that they went to go get their drink before getting put on window and when they get back you try to explain to them that you needed them to get on window right away and them walking away was not right. The team member just rolls their eyes and goes over to the window. How do you handle this situation with respect?

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## **Honesty and Integrity**

Everyone knows what honesty is, how important it is and how to tell the truth. Integrity is defined as the quality of being honest and having strong moral principles. The issue with honesty and integrity lies in how honest you decide to be with yourself and those around you. To help prepare you for situations you may find yourself in that will test this character trait, explain what you would do in the following situations:

Exercise #1: A team member who is your friend is running a few minutes behind. They clock in 5 minutes late and when it comes time to get their break food they make sure to ask you for a swipe. What do you do?

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# **Leadership Development Journey Roadmap**

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Exercise #2: Your friend asks you to get her a job at CFA Palm Coast since you are a leader. However, you know that this friend is unreliable and never shows up to anything they commit to on time. What do you tell the hiring manager when they ask you about your friend? What do you tell your friend?

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Exercise #3: You see a director leave the store with their break food. What do you do?

## **Composure**

As a leader your composure will be tested and you will need to know how to managing any anger and aggression you may have.

1. Tip 1: Explore what is behind your Anger: Anger is often a cover-up for other feelings. In order to express your anger in appropriate ways, you need to be in touch with what you are really feeling. Is your anger masking other feelings such as embarrassment, insecurity, hurt, shame, or vulnerability? If your knee-jerk response in many situations is anger, it's likely that your temper is covering up your true feelings.
2. Tip 2: Be aware of your anger warning signs and triggers. Becoming aware of your own personal signs that your temper is starting to boil allows you to take steps to manage your anger before it gets out of control.
  - Pay attention to the way anger feels in your body

## **Leadership Development Journey Roadmap**

- Beware of overgeneralizing, obsessing on "shoulds" and "musts," mind reading and jumping to conclusions, and blaming.

### 3. Tip 3: Learn ways to cool down.

- Take some deep breaths. Deep, slow breathing helps counteract rising tension.
- Exercise. A brisk walk around the block is a great idea. It releases pent-up energy so you can approach the situation with a cooler head.
- Use your senses. Take advantage of the relaxing power of your sense of sight, smell, hearing, touch, and taste. You might try listening to music or picturing yourself in a favorite place.
- Stretch or massage areas of tension. Roll your shoulders if you are tensing them, for example, or gently massage your neck and scalp.
- Slowly count to ten. Focus on the counting to let your rational mind catch up with your feelings. If you still feel out of control by the time you reach ten, start counting again.
- Give yourself a reality check. When you start getting upset about something, take a moment to think about the situation. Ask yourself: How important is it in the grand scheme of things? Is it really worth getting angry about it? Is it worth ruining the rest of my day? Is my response appropriate to the situation? Is there anything I can do about it? Is taking action worth my time?

Exercise: What situations threaten to break your composure? How do you handle stress and anger inside and outside of work?

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### **Empathy**

# **Leadership Development Journey Roadmap**

Empathy is the ability to understand and share the feelings of another.

## **Seven Practical Tips for Increasing Empathy**

1. **LISTEN AND DON'T INTERRUPT.** Truly listening can be a challenge. Sometimes we are just waiting to give our own opinion. Read here for tips on improving your listening skills.
2. **BE FULLY PRESENT WHEN YOU ARE WITH PEOPLE AND TUNE IN TO NON-VERBAL COMMUNICATION.** You can start being fully present by putting away your phone, not checking your email, and not accepting calls while you are interacting with someone. A study by Professor Emeritus, Albert Mihranian of UCLA, reports that the things we say account for only 7% of what we are trying to communicate. "The other 93% of the message that we communicate when we speak is contained in our tone of voice and body language." If all you're doing while you speak with someone is listening to what they are saying while you scroll through your upcoming appointments, you'll miss the bulk of what is being communicated.
3. **SMILE AT PEOPLE.** Smiles are literally contagious. The part of your brain responsible for this facial expression is the cingulate cortex, which is an unconscious automatic response area. Since smiling releases feel good chemicals in the brain, activates reward centers, and increases health, you'll truly be doing yourself and your colleague a favor when you show those pearly whites.
4. **USE PEOPLE'S NAMES AND ENCOURAGE THEM.** Encouraging people can be as simple as nodding at them while they talk in a meeting. This simple gesture, along with using their name, can make great impact on relationship building.
5. **TRY TO EMPATHIZE WITH PEOPLE WHOSE BELIEFS YOU DON'T SHARE.** This tip might particularly come in handy during election year! One good way to approach differing beliefs in conversation is to say, "That's interesting, how did you develop that idea?" or "Tell me more."
6. **GIVE GENUINE RECOGNITION.** Move beyond "great job" and give specific compliments like, "Your research on this difficult topic is thorough" or "Thank you. I would have missed that information if you hadn't pointed it out."
7. **CHALLENGE YOURSELF TO HAVE A DEEPER CONVERSATION WITH A COLLEAGUE.** Understanding a person's point of view or personal challenges requires conversation that moves past the weather. This doesn't mean you should ask your colleague about highly personal matters. Start by sharing a little more of your own experiences and perspectives and see if your colleague follows suit.

## **Leadership Development Journey Roadmap**

Tip number seven is what I want you to do this week. It's an excellent way to jump in the waters of improving empathy. While you speak to this person, think about using their name, smiling, encouraging them, listening, without interrupting. This singular conversation won't just be practice; it will lay the foundation for a better working relationship with your colleague. You also might enjoy yourself! Explain how the conversation went and what you learned:

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### **Responsibility**

One of the greatest qualities of a good leader is being able to be trusted to get things done. If someone asks you to do something how likely is it to get done?

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What systems do you have in place to ensure that all of the things that are asked of you are getting done in a timely manner?

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If you don't have a system in place, or if the system you have in place does not work and you are not getting things done, what system can you put in place to make sure that things are getting done? (Examples: A calendar, an organizational app, a notebook, a planner, etc.)

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## Leadership Development Journey Roadmap

## Servant Leadership

Define servant leadership in your own words:

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## How does character relate to servant leadership?

[illegible]



# **Leadership Development Journey Roadmap**

## **Competency:**

### **Multitasking**

As a leader you will be required to not only be a high performing team member but also be able to see the bigger picture and take steps to get the whole team where it needs to be. This requires multitasking. When you are bagging (or in any other position) you will not only be in charge of getting orders out correctly and quickly but you will also be required to look up and see things such as labor and productivity of your team, food cost, when breaks should be run, who is using Core 4 and who is not, who needs help in their position, where the bottle neck in the system is coming and how to fix it and many other things. As you learn about these tools in the competency section keep in mind that they all work together and you must keep an eye on each of them to be able to lead your team effectively.

### **Labor and Productivity**

- Labor is the amount of profit earned in a given period going towards paying wages. Our goal is for labor to be around or below 20%.
- Productivity measures how hard each person on the clock is working. Our goal for productivity is around or above 77.

We will examine how to practically manage labor and productivity in stage 3 of our journey but for now let's learn how to be good stewards of our labor and productivity by understanding the business and guest needs. The art of managing labor is balancing serving the guests in a quick and courteous manner by having enough people on the clock while not killing the profits by having too many people on the clock. In this section we will look at why speed of service is so important to the guest and how a sense of urgency and productivity will actually increase the guest perception of our speed of service. We will also look at how to identify what period of the day we are in and how to manage productivity during those times. Both of these things will help you to manage productivity.

# **Leadership Development Journey Roadmap**

## **Speed of Service**

We are a Quick Service Restaurant. We want to delight our guests by delivering great food surprisingly fast. This is partially what makes us so unique. There are several ways that you can help manage speed of operations in the Front Counter.

1. Put guests First: As soon as a guest is walking towards the FC, make sure someone is approaching that guest to anticipate their needs. Be aware if TM's are putting stocking or cleaning ahead of serving a guest.
  - a. Be aware of where your TM's are at all times. If you send someone to do dishes and we get a rush of people, call that TM off dishes and have them help get orders out. Have them return to dishes once the rush has died down.
  - b. This also includes the lemon person. If there are multiple guests in line with limited registers, call your lemon person into operations until the line has died down.
2. Put Aces in Their Places: Make sure that you are aware of people's strengths. It's okay to put people in different positions for training purposes or to just mix it up - but when it gets busy and you start falling behind, you HAVE to make quick decisions and restructure the shift to play to everyone's strengths. The business must come before people's preferences on where they do or do not want to work.
3. Do Everything With Hustle: We must always do everything with urgency. This business can be unpredictable at times. There is no telling when a bus full of basketball players may show up. Make sure your TM's move quickly but never rushed when performing side tasks.
  - a. TL's initially may feel awkward managing hustle in TM's, see the "Motivate" section in this booklet. It becomes easier with experience and practice.
4. Coach Speed: Use the analogy of the Swan. The Swan looks poised and collected on the surface of the water, however under the water his feet are moving swiftly.
  - a. Registers: Coach them to know the balance of providing small talk and being personal with moving quickly through the transaction.
  - b. As a general rule:
    - i. Transitions Periods/ Slow Times: the TM can afford to have more small talk during transaction.
    - ii. Peak Periods/ Busy Times: focus on increasing the speed of the transaction while still making the guest feel important.

# **Leadership Development Journey Roadmap**

Speed Exercise: Print out a Speed of Service report for the previous week, averaged by hour (Monday-Saturday). Highlight our biggest opportunity hours during the hours that you would typically work.

\*Look for total times over 5 minutes.

1.) Write down the hours that need Speed of Service improvement:

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2.) Observe those times and write down what you believe is causing slow Speed of Service:

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3.) Based off your observations, what actions will you take to improve Speed during those times:

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## **Understanding Transitional and Peak Periods**

Shifts can basically be broken down into two different day parts (Day and Night). Each day part has a peak period and a transitional period. It's important to understand the Big Picture of what needs to happen during each period.

### **Transitional Period:**

1. You are either preparing for a peak period or recovering from one. The main focus is still the same. STOCK & CLEAN. You want to make sure all your resources are prepared to the max. Think of it like you're preparing for battle.
2. This needs to be balanced with the fact that Guests still always come first. If guests are in line, there should be equal TM's on register.
  - a. Example: 3 guests are in line and you have 1 TM on register and 2 TM's restocking.
  - b. Action: Have the 2 TM's stop stocking and serve the guests immediately.
3. Be aware of where your TM's are. Since TM's may be in various places around the restaurant grabbing supplies or preparing products such as tea/lemonade, it's imperative that you know where they are so you can call them back to help in times of need.

## **Leadership Development Journey Roadmap**

- a. DO NOT be afraid to call someone from the back to help!! Guest must always come first!!

\*Key: Teach your TM's to be aware of guests and anticipate their needs without requiring your direction.

### **Peak Period:**

1. The main focus for this period is MAX PRODUCTION.
2. The success of the peak period is a direct reflection of the preparation from your transitional period.
3. At this point everyone should be in his or her proper assigned position for max performance. This is not a time for teaching TM's new skills or trying them out in new positions.
  - a. -IF you notice a TM is causing a "bottle Neck", it's your job to correct the situation by relocating that position with someone who is more capable at that time.

**Transition Exercise:** Create a list of things have yet to be prepared during a transitional period. Have a Supervisor create her own list. Compare the lists to see items that may have been missed. Write your items below:

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Compare lists: Does the team have all tools/equipment/utensils necessary to perform their job correctly? Write missing items below:

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**Peak Exercise:** Find a bottleneck that may be preventing Max Production. Correct this situation and write out the strategy below.

1.) Cause of Bottle Neck: \_\_\_\_\_

2.) Action Taken: \_\_\_\_\_

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# **Leadership Development Journey Roadmap**

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## **Putting It Together**

How does understanding Speed of Service and Business Periods relate to productivity?

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How can managing these two things create good labor?

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## **Food Cost Gap**

Food cost is simply the total cost of your food net of existing inventory. When expressed in a percentage, the food cost is simply one's net food purchases divided by the restaurant's net sales. Multiply by one hundred and you have your food cost percentage.

Ways to reduce the Food Cost Gap:

- Receive only quality food
  - If you ever sign for something, check it first
- Training and Portioning Sizes
  - Desserts
  - Fries
  - Prep Items
- Order Accuracy and Reading Back Orders
  - The more we get it right the first time the less we have to fix it
- Tracking Waste
  - Breakfast
  - Food made or handed out incorrectly
- Not Overproducing Food in the Chutes
  - Communicate clearly with the Kitchen about slow times and rushes to avoid overproducing food and then having to waste it
  - Side Note: Food quality can suffer from this as well

Exercise: How name three steps you can take to actively work to close the food cost gap on your next shift and why you believe those steps will work:

1.)

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# Leadership Development Journey Roadmap

2.)

3.)

## LEAN at Chick-fil-A

LEAN at Chick-fil-A is an initiative to eliminate waste, which is anything that does not add value to the customer, according to Restaurant Training Systems Consultant Erica Green. LEAN at Chick-fil-A institutes intentional change that maximizes the efficiency of material, space, time, equipment and labor.

## LEAN TOOLBOX

### *Implementing 5S on the Front Counter*



**Sort out the non-essentials**  
keep only necessary items in the workplace.



**Set essentials in order**  
arrange items to promote efficient workflow.



**Shine the workplace**  
create a tidy area in order to detect defects and hazards quickly.



**Standardize your new system**  
in order to promote consistent organization.



**Sustain the new system**  
by maintaining and reviewing standards.

#### IMPLEMENTING 5S

**Sort** straws, removing them from the front counter and adding them to an apron each Team Member can wear.

**Set in Order** receipt printer, table markers and sauces.

**Shine** all surfaces and items. Clean countertop, POS, table markers, shelves, sauce compartments, lid compartments, etc.

**Standardize** area by applying labels to sauce compartments and shelves, indicating which size cup should go in each area.

**Sustain** system by taking a photo of the completed area, printing it, laminating it, and posting it in a visible place.

#### BENEFITS

Make space available for table markers.

Set in accessible areas for frequent accessibility.

Enable immediate identification of hazards.

Establish intuitive, replicable system.

Maintain benefit of new system.

# **Leadership Development Journey Roadmap**

Exercise: Go to our DT bagging area - use the 5S to state what you would do to make it LEAN.

Sort:

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Set:

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Shine:

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Standardize:

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Sustain:

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## **Core 4**

When Team Members apply the Core 4, they demonstrate attentive and courteous service. The Core 4 also helps Team Members offer Chick- l-A's unique brand of hospitality and build relationships with guests.

Whenever guests come in contact with Chick- l-A Team Members, they should feel uplifted and should leave with a positive impression.

- Create Eye Contact
  - To show attentiveness
    - Be the sure to establish eye contact during the interaction. This lets the guest know you are attentive and ready to serve.
    - Make it genuine. Share a Smile
  - To promote friendliness and warmth
    - Make your smile a heartfelt expression of appreciation, showing that you're glad the guest chose to dine at your Restaurant.
    - There are natural smiles and forced smiles - you make the choice. Guests can tell the difference, so make sure your smile is heartfelt and authentic.
- Speak with an Enthusiastic Tone

## **Leadership Development Journey Roadmap**

- To show excitement and passion
  - The tone you use and the words that you choose are critical.
  - Your posture conveys a non-verbal “tone,” indicating your level of enthusiasm. Standing upright and ready to serve invites each guest to interact with you.
  - Let the guest hear and see your excitement and enjoyment in what you do.
- Stay Connected to Make It Personal
  - To show genuine interest
    - Make each guest feel as if he or she were the only person you helped today. For example, connect by making small talk while preparing the beverage.
    - Don’t impede speed of service, but make each interaction hospitable rather than transactional.

Exercise #1: What area do you personally struggle with the most in regards to Core 4? How can you work to improve that area?

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Exercise #2: How would you coach a team member whom you notice is struggling with: Eye contact?

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Smile?

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Enthusiastic Tone?

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# Leadership Development Journey Roadmap

Staying Connected?

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## Language of Hospitality

Exercise #1: How would you define the Language of Hospitality in your own words if you were trying to explain it to a team member:

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Exercise #2: Complete the last column in the following table

## THE LANGUAGE OF HOSPITALITY & ART OF READING THE GUEST

	INSTEAD OF...	SAY THIS...	OR THIS...
WARM WELCOME	Hi, hey, howdy, what's up?	Good Morning, welcome to Chick-fil-A, How may I serve you?	
HANDLING REQUESTS	Okay, Alright, Yeah, No Problem	Certainly, Yes Sir./Ma'am, it would be my pleasure to	
COMPLETING AN ORDER	Is that it? Is that all? Anything else?	Will that complete your order? Is there anything else I can get for you? Would you like to add to your order today?	
FOND FAREWELL	Bye, See ya later	Enjoy your meal, thank you for dining with us today, have a wonderful afternoon	

## Handling Disgruntled Guests

You will deal with angry, upset, and sometimes just downright disrespectful guests. As a leader you will be responsible for making these people as happy as possible. Be careful not to make guests feel inconvenient or like they're a burden. You represent the operators every time you interact with a guest. Don't take that lightly. Whether its, a wrong order, missing order or they are simply not satisfied. Use the H.E.A.R.D. model, and go above and beyond to make the guest happy.

## **Leadership Development Journey Roadmap**

**H: Hear-** Focus on the guest, listen intently, Clarify to understand

**E: Empathize-** Feel their concern, use facial expressions or tone of voice to show you care

**A: Apologize** -Offer an apology, focus on the main issue, Communicate that you will resolve the issue

**R: Resolve** -Own the issue, Solve the Problem, Thank the guest

**D: Delight** - Be genuine, Be proactive, Be personal

### Exercise #1:

1.) Complaint: \_\_\_\_\_

Solve: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2.) Complaint: \_\_\_\_\_

Solve: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3.) Complaint: \_\_\_\_\_

Solve: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

4.) Complaint: \_\_\_\_\_

Solve: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

5.) Complaint: \_\_\_\_\_

Solve: \_\_\_\_\_

\_\_\_\_\_

# **Leadership Development Journey Roadmap**

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Exercise #2: Have a Supervisor pretend to be an upset guest, using examples above. Use the HEARD Model to resolve the issue.

## **5 Common Complaints:**

1. *Product Quality Issues: "My fries aren't fresh" or "My nuggets are too small" or Customer eats half of their meal, and complains that it is not what they wanted.*
2. *Service Issues: "My meal took too long."*
4. *Customer Service Issues: "X" Employee was rude to me."*
5. *Order Accuracy issues: "I didn't get lettuce and tomatoes with my sandwich."*
6. *Coupon Issues: Guest tries to use a fake coupon.*

## **Servant Leadership**

Once again define servant leadership in your own words:

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How can servant leadership help you in regards to being a good steward of the resources you will be entrusted with?

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# **Leadership Development Journey Roadmap**

## **Creating relationships with Team Members**

Remember the 5 Levels of Leadership by John Maxwell

1. Position – Rights – People follow because they have to.
2. Permission – Relationships- People follow because they want to.
3. Production – Results – People follow because of what you have done for the origination.
4. People Development – Reproduction – People follow because of what you have done for them.
5. Pinnacle – Respect – People follow because of who you are and hat you represent.

This section is all about Level 2 – Permission: You Can’t Lead People Until You Like People

Here is a Summary from John Maxwell himself: Making the shift from Position to Permission brings a person’s first real step into leadership. Why do I say that? Because leadership is influence, nothing more, nothing less. Leaders who rely on their positions to move people rarely develop influence with them. If their subordinates do what they are asked, it’s usually because they think they have to—to receive their pay, keep their jobs, prevent being reprimanded, and so on. In contrast, when a leader learns to function on the Permission level, everything changes. People do more than merely comply with orders. They actually start to follow. And they do so because they really want to. Why? Because the leader begins to influence people with relationship, not just position. Building relationships develops a foundation for effectively leading others. It also starts to break down organizational silos as people connect across the lines between their job descriptions or departments. The more barriers come down and relationships deepen, the broader the foundation for leading others becomes. When people feel liked, cared for, included, valued, and trusted, they begin to work together with their leader and each other. And that can change the entire working environment. The old saying is really true: people go along with leaders they get along with. Moving up to Level 2 is an important development in leadership because that is where followers give their supervisors permission to lead them. People change from being subordinates to followers for the first time, and that means there is movement! Remember, leadership always means that people are going somewhere. They aren’t static. No journey, no leadership.

Why is this second level of leadership so important?

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# **Leadership Development Journey Roadmap**

What are 3 practical steps you can take to get to level 2 with team members?

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## **Developing Team Members**

Development of your team members is fundamental to your job as a Team Lead. You should view your team members as “Human Resources”. It’s a resource that you should view as you view Labor or Food. It’s something that can tangibly be managed with processes and systems. However, it’s key to remember to balance Results with Relationships. You also have to see your team members as people. Don’t forget that everyone has a story, it’s imperative that you get to know the story of all your team members. If you can build a relationship with them, and they ultimately trust that you care about them and their development, you will win their heart. If you win their heart, it comes with their hands and most importantly their brains.

Remember the 5 Levels of Leadership: Write down the five levels here:

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

4 \_\_\_\_\_

5 \_\_\_\_\_

How can moving from one level to the next help you to develop other team members?

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# **Leadership Development Journey Roadmap**

## **Why Managers Fail as Coaches**

Many managers think that just because they have a leadership title, that means that they are effective leaders. To be a good leader in this position, requires solid coaching skills. Many immature managers will make similar mistakes when it comes to coaching. Below is a list of common coaching pitfalls. Be aware of these and do your best to avoid them.

- 1.) Focuses on the HOW's and not on the WHY's
  - a. Dictates and demands
  - b. Tell TM's what to do when you are unclear on how to do it.
- 2.) Don't know how to modify TM's behavior
  - a. Give vague and broad feedback
  - b. Does not utilize positive and negative feedback
  - c. Focuses on attitudes instead of behaviors.
- 3.) Entitlement
  - a. Believes that team is there to serve them
  - b. Takes credit for good results and passes the blame for bad results
- 4.) Focuses too much on results.
  - a. Dehumanizes team by displaying a lack of empathy
  - b. Does not celebrate people or take time to get to know them
- 5.) Focuses too much on relationships.
  - a. Overlooks behavior issues of TM's because they are afraid of hurting their relationship
  - b. Gets caught up in non-work related conversations and activities while on the clock
  - c. Easily swayed by others opinions, even if they know whats right.

## **Reflection Exercises:**

- 1.) What coaching pitfalls are you must likely to demonstrate. (Be honest, no one is perfect).

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# **Leadership Development Journey Roadmap**

2.) What will you do to proactively make sure that you do not fall into these behaviors.

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\*NOTE: Learn how to celebrate when TMs do great!

## **Accountability**

Accountability is a word that can easily scare new managers. Once you learn more about it, it's not nearly as scary as it seems. And if you want to be an effective leader, it's a must. There is no way around the fact that it's vitally important for a healthy and successful team. It simply means that we as a management team have a standard by which we measure excellence and we hold that standard next to each TM. When TM's fall short of that standard, it's leadership's job to intervene. If we don't intervene, then the standard falls to be whatever level that TM is at. And it will keep falling until we take a stand.

In this segment you'll learn:

- 1.) Assessing People Performance
- 2.) When to Discipline
- 3.) The Art of a Reprimand
- 4.) Write - Ups

## **Assessing People's Performance**

Proper assessment of people performance is crucial to holding your team accountable. Any time you are contemplating discipline for a team member, first always filter their performance using the ESRC model. If you are completely honest during the assessment, discipline might not always be necessary. The ESRC assessment is designed to either validate you when holding your team accountable or reveal to you ways you can grow as their leader.

# Leadership Development Journey Roadmap



Exercise: It's Johns second day as a Team Member. He is put on register during a peak period and is making a lot of order accuracy errors. Assess his performance using ESRC model.

Expectation that was not met:

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Describe how he would know the expectation:

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Does John have the Skills? Yes \_\_\_\_ No \_\_\_\_

What are the skills that are needed to perform the task? \_\_\_\_\_

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Does John have the Resources? Yes \_\_\_\_ No \_\_\_\_

What resources does he need to perform the task?

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What are John's Consequences & why? \_\_\_\_\_

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# **Leadership Development Journey Roadmap**

## **When to Discipline**

Discipline should happen immediately following a wrongful behavior (Business permitting). The longer you wait the less effective the discipline will be as the TM is less likely to connect the dots between their exact behavior and how they missed the standard of excellence. Also, if you wait and “store up” all the negative behaviors the TM is doing and give it to them all at once, the TM is more likely to assume you just don’t like them. They will have a hard time hearing and understanding how their behavior didn’t meet expectations.

Ex.1) If a team member is late, we need to discipline them as soon as they come to the store. Do not wait until the end of their shift.

Ex.2) If a team member is excessively talking while doing dishes. Ask them nicely to focus on the task at hand. If they continue, pull them into the office and move forward with the reprimand.

**Exercise:** Describe a behavior that you noticed that is currently not being met with discipline or consequences.

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## **The Art of Reprimand**

Reprimands are a way that we can give a Team Member feedback on their poor performance. It’s vital for the growth of the TM and the health of the store for you to reprimand when proper behaviors aren’t being demonstrated.

Think of it like gardening. For a healthy plant to properly grow at the greatest speed, the dying branches must be cut off. It’s in the best interest of the plant that it’s non-productive branches are cut off so that it can focus it’s energy on the more productive ones. YOU are the Gardener. The Team Member is the plant.

There are two parts to a good reprimand, both are equally important.

# **Leadership Development Journey Roadmap**

Part 1: Address the behavior NOT the person

Step 1.) Be direct and let the person know what poor behavior you noticed.

Step 2.) Tell them how it effects you and/or the team.

Step 3.) Allow it to sink in with a few second of uncomfortable silence.

Part 2: Validate the person

Step 4.) Let them know how you believe they are capable of correcting this behavior.

Step 5.) Tell them how they add value to the team.

Step 6.) Validate them with a handshake or high five.

\*Key: Reprimands are vital for the growth of the TM and the Health of the Store.

Reprimand Exercise: Review each example and give a reprimand following the 5 steps.

Example: You've given feedback to a register TM on how they haven't been modeling the Core 4. The TM starts their next shift and you notice that they still aren't doing it.

Action:

What do you Do? \_\_\_\_\_

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What do you Say?

Step 1:

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Step 2:

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Step 3:

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Step 4:

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Step 5:

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Step 5:

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Reprimand Exercise: Review each example and give a reprimand following the 5 steps.

## **Leadership Development Journey Roadmap**

Example: It's 3pm and you're bagging and notice that the Team Member on window has their back to the guest in Drive-Thru. It's the only car in DT. You've reminded this team member of the importance of guest interaction before.

Action:

What do you Do? \_\_\_\_\_

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What do you Say?

Step 1:

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Step 2:

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Step 3:

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Step 4:

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Step 5:

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### **Servant Leadership**

Once again define servant leadership in your own words:

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How can servant leadership help you in regards to being a good steward of the team members you will be entrusted with?

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## **Leadership Development Journey Roadmap**

Name a specific way that you can serve a team member during your next shift that you would not normally do otherwise.

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After serving that team member in that way how did the team member react? How did it make you feel? What do you think will happen if this becomes a habit in the way you interact with your team?

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## Leadership Development Journey Roadmap

## Utilizing Leadership Tools

**Character:**

What areas do you struggle most in regards to character in leadership? Why?

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What practical steps can we take during this time in our journey to get where we need to be in regards to character in leadership?

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

# **Leadership Development Journey Roadmap**

## **Servant Leadership**

Once again define servant leadership in your own words:

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What is something new you have learned in regards to servant leadership and how it relates to leadership character?

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## **Putting it All Together**

How well do you feel prepared to run a shift in regards to character? What areas do you need more help in? What areas are unclear? What questions do you have?

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# Leadership Development Journey Roadmap

## Working in BOH

Work 2- 1-2 hour shifts in the Kitchen and 2- 1-2 hour shifts in Prep:

Date and Time Scheduled to work in BOH   Kitchen or Prep   Manager Initials


## Controlling Labor/Productivity

Define Labor and Productivity in your own words:

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## How to Manage Labor and Productivity

Send staff on breaks or home if labor is high. Start with Team Members. Team Leaders and Trainers are our top performers, they should have priority with hours. The higher performers we have on a shift the more efficient and effective we are.

- a. When Labor is too High:
  1. We have the right to send Team Members home within business needs, however they must work at least 2 hours or half of their scheduled shift, whichever is greater.
  2. Be tactful and polite but be confident.
  3. Be aware of the total hours that the TM will be working and how it will affect other day parts, if applicable.

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b. When Labor is too Low:

1. See if TM's can Stay later or if TM's can come in early for their scheduled shift.
  - Consider the effects of Overtime:
2. Use only in emergency situations.
3. Consider the amount of time the TM has worked without a break. If they are working past 6 hours DO NOT ask them to stay longer without taking a 30min break. This puts the business at risk for Labor Fines!

Tell the Scheduling Director the times that were low labor, so that they can review and make changes if needed.

As a leader you can greatly impact the store by properly managing labor costs. It demands a lot of our attention and focus, as it's our second highest store expense. Productivity is what we look at to make sure that we are keeping labor cost down. Our Productivity numbers are located on the labor report. (Supervisor will show you how to locate this.) Productivity should be at 62 or above for the day. This is controlled by only having the exact number of employees that we need in order to be productive and efficient while still providing great service.

- Breakfast Productivity: 35
- Lunch/Dinner Productivity: 62

HOW TO CHECK Productivity: On a register ->Manager Function > Reports > Labor Report > Date > 60

Exercise: Print out a Labor Report from the previous day. Write out the Time Period and Corresponding Productivity for each time not within the guidelines above.

TIME	PRODUCTIVITY
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____



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## **Food Cost**

Define Food Cost in your own words:

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Exercise: Over your next 3 shifts find one unique area to improve the food cost gap and record what you found and what steps you took to close the gap:

Shift 1:

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Shift 2:

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Shift 3:

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## **Lean at Chick-fil-A**

Define LEAN at Chick-fil-A in your own words:

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## **Leadership Development Journey Roadmap**

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Exercise: Over your next 3 shifts find one unique area to implement a LEAN system and record what you found and what steps you took to close the gap:

Shift 1:

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Shift 2:

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Shift 3:

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## **Chemistry:**

### **Motivation of Team Members**

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Motivation is a tool that we use in management to inspire others to high levels of excellence. As a leader you are not only responsible for motivating others, you must also motivate yourself. People are more likely to follow a passionate, high energy leader who is excited about their job, than someone who has all the knowledge but has a bad attitude and lacks enthusiasm. Studies have shown that people are most effectively motivated by the following.

- 1.) Recognition (Praise & Rewards)
- 2.) Progress (Winning)
- 3.) Autonomy
- 4.) Purpose

It's extremely important to understand these key motivators and know how to use them. Picture them as TOOLS in your tool box that help you create the behaviors and results that you want from your team.

## **Recognition (Praise and Rewards)**

Public praise is one of the most effective forms of recognition. It can either be verbal or visual. Often recognition can come in the form of rewards, which is effective for short term tasks and quantity of performance; However public praise is most attributed to long term tasks and quality of performance.

\*Key: Catching Team Members doing things right!!

### **PRAISE**

Examples:

- ii. A Team Member is displaying a tremendous Sense of Urgency in the dinning room.
  - Verbal Praise: Publicly tell them how you noticed their hustle and how much that helps the team.
- iii. A guest comes up to you and tells you how much they enjoy a certain Team Member and how well they did serve them.
  - Visual Praise: Type out the feed back given by the guest and post it on the GroupMe, while tagging the Team Member.

### **REWARDS**

Examples: You set a goal to accomplish closing task before a certain time period. The team members get reward at the end of the shift.

## **Progress (Winning)**

Feeling stuck, or like you aren't getting anywhere despite all your efforts is a major motivator kill. Keep in mind that this may be a particular challenge with more tenured team members. It's important to cultivate an atmosphere of continuous growth in team members and the store as a whole. People love to feel like they are personally "winning" or that they are a part of a "winning" team.

\*Key: Failing less is also progress and is still winning.

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Having a winning attitude takes practice. Give an example of an area of the business that is failing less and how you can cultivate an attitude of winning to promote continued progress in your team.

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### **Autonomy**

People like to feel that they have freedom within their boundaries. People will more likely be motivated within their jobs if they feel a sense of self-governance. This does not mean that you should simply let them go to their own demise. It means, once you have properly trained and equipped a team member, you can let them carry out what they have been assigned to do without fear of you hovering over their back. Also, if you can delegate certain areas of the restaurant to high performing team members to oversee, you're more likely to inspire deeper ownership from that team member.

Balance Key #1 with Key #2.

\*Key #1: Delegate and then get out of their way.

\*Key #2: Always inspect what you expect. (check behind delegated tasks to make sure they were done to standards)

**Exercise #1:** Delegate a cleaning checklist to a high performing team member. Tell them that it needs to be completed by the end of their shift but that you will give them the freedom to get it done at their own discretion. [Give TM feed back on their performance and ask them how they felt about having that task delegated to them with the freedom of their discretion]  
Write their response here:

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## **Leadership Development Journey Roadmap**

Exercise #2: Delegate a high performing team member to be in a “swing position” between register and dining room. Tell them they have the discretion to work in dining room or jump on a register, depending on guests needs.

[Give TM feedback on their performance and ask them how they felt about having that task delegated to them with the freedom of their discretion]

Write their response here:

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### Purpose

People like to feel that their job matters. They want to believe their job has some kind of higher purpose, other than just working fast food. The founder of our company, Truett Cathy, was quoted for saying that he was in the people business and just happened to sell chicken. Sometimes people need to be reminded of that. They need to be reminded that what they do at the restaurant on a daily basis changes lives and makes a difference.

Example: YOU - “Hey NAME, what do you feel like your purpose is here at the restaurant?”

NAME - “Um, I guess to make food as good as I can make it. And to make it as quick as possible.”

YOU - “That’s great that you care about that. Remember that the vision of the store is \_\_\_\_\_. And your job here is vital to the success of that vision. You are a family member here. And by \_\_\_\_ (responsibilities) you help make people feel special and cared for, just like they should feel at their home.

\*Key #1: Use the Vision of the restaurant to remind people of their purpose

Exercise: Select two team members and ask them why they work here and not somewhere else. See if their purpose fits in with the store purpose. IF not, write down ways that you can inspire that purpose into the team member.

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### Putting it All Together

Create a Team Goal: \_\_\_\_\_

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\*Utilize 3 of the 4 Tools of Motivation to help accomplish your goal. Describe what you used and how you used it to accomplish your goal.

Tool #1: \_\_\_\_\_

How was it used:

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Tool #2: \_\_\_\_\_

How was it used:

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Tool #3: \_\_\_\_\_

How was it used:

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Was Goal Accomplished? Share Results:

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### **Write Ups**

Documentation is the single greatest thing to consider when doing a write-up or Yikes card. This is a "Personnel Document", so make sure to be specific and clear with all writings.

Be specific and objective. Use full names, dates and exact occurrences of the incident. Keep in mind these documents may be used in court.

Two reasons for Yikes and write-ups:

- 1.) Reduces our risk of adverse legal action from team members
- 2.) Key to behavior modification

Exercise #1: Pretend that you are filling out a Yikes card Write-Up. How would you fill out the portion that says, "Statement of the Issue/occurrence" for the following example? You asked John Smith to take out the "whale"

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before he clocked out at 2pm. You notice that John has clocked out on time but the whale was still full. The date of the occurrence is 2/15/2023.

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### **Servant Leadership**

Once again define servant leadership in your own words:

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Why is Servant Leadership so important especially in the area of Chemistry?

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Name a specific way that you can serve your team during your next shift that you would not normally do otherwise.

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After serving your team in that way how did the team react? How did it make you feel? What do you think will happen if this becomes a habit in the way

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you interact with your team? What steps will you take to make sure that it does become a habit?

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## **Passing It On**

What is step 4 in the 5 Levels of Leadership? Why is it important?

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What does the below statement mean to you?  
“Leaders Develop Other Leaders”

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Which of your Team Members do you believe has what it takes to be a leader here at Chick-fil-A Palm Coast? Please give a detailed reason why.

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I \_\_\_\_\_ commit to mentoring and helping \_\_\_\_\_ through the Leadership Development Journey and this is how I plan do mentor and help them:

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# **Leadership Development Journey Roadmap**



## **2024 Benefits Guide**

*Fulltime Team Members (+30hrs) are offered Health Insurance*

### **Team Member (\$12+)**

**(not in training)**

Free Uniform + a CFA T shirt

~after out of training status~

50% Discount on Break Food & Catering to be used by/for immediate family only (\$750+)

Scholarship, Spot Awards & Contest Eligibility (\$2500+)

401K Plan with Company match of 50% up to 6%

### **Team Leader (20hrs) (\$13.00+)**

Free Break Food (\$1500)

Selected Book (personal development) Reading to be approved in advance (\$250)

Financial Peace University (\$100)

Gym Membership Reimbursement (Planet Fitness) – usage requirement (\$200)

### **Senior Team Leader & Assistant Manager. (30hrs) (ServSafe) (\$14.00+)**

School Book Reimbursements based on need (\$500)

3 days PTO after 1-year full year of service – earned ¼ day per month

### **Manager (40hrs) (\$15.00+)**

Paid Breaks

50% School Book Reimbursements (\$500)

Tuition Assistance \$50 per credit hour (up to 12 credits) based on need (C or better)

6 days PTO after 2 full years (24 mos.) of service – earned ½ day per month

12 days PTO after 5 full years (60 mos.) full years of service – earned 1 day per month

Participation Mthly Reward Program (based on performance)

### **Assistant Director (40hrs) (\$16.00+)**

Tuition Reimbursement up to \$100 per credit hour (up to 12 credits)

### **Director (FT) (\$18.00+)**

12 days PTO after 3 years full year of service – earned 1 day per month

Individual Incentive Targets Paid Monthly

### **Sr. Director (FT) (\$20.00+)**

14 days PTO after 3 years full year of service in position – earned 1.167 day per month

Individual Incentive Targets Paid Mthly

*Benefits are cumulative and may be adjusted or suspended at any time. School reimbursement see details - for 2 semesters per academic year. PTO per calendar year once experience requirement is satisfied; PTO does not vest or carry from year to year.*