



ALIGN & UNIFY 2 THRIVE

Build a Healthy Strong Culture & Achieve Incredible Results

By Ann Farrell

How I Know Building a Healthy Culture is Everything!!!

My dad has owned restaurants since I was 14. I've been watching, learning, and contributing since we took over The Huckleberry Inn in 1982. I've done every single job that makes a restaurant run—washing dishes, mopping floors, cleaning the bathrooms, prepping and cooking on the line, bussing, hosting and serving in the dining room and bar. I was able to raise three daughters as a single mom and put myself through undergraduate and graduate school working in restaurants. After college I took on a job creating and managing a catering department at our local zoo. I managed a team of high school kids and college students. Together we coordinated huge events—weddings, corporate gatherings, and holiday celebrations. I did all the hiring, firing, inventory, ordering, creating menus, writing recipes, marketing, bookkeeping, accounting, and of course, managing the relationship with the guests and the teams who worked the events. It was a blast and gave me a great opportunity to try my hand at leadership, management, and being “the boss.”

I have worked in excellent cultures with amazing leaders and managers who inspired me to do my best work. I've also experienced horrible managers. People who were absent or power tripping or micro managing my every move. People who created sick, apathetic cultures in the workplace. However, I am grateful to all of them. They showed me exactly who I wanted to be and not be as a leader and what kind of teams and culture I wanted to build.

In 1998, when I was 31, my dad asked me to come manage his full-service restaurant called John's Hob Nob. He wanted me to build the same constructive accountable culture and profitable business I had at the zoo at his restaurant. I couldn't pass up the opportunity to serve my family's business. Little did I know what I was stepping into.

I walked into a nightmare. The previous string of managers had been promoted because they were the best server, bartender, or cook, but they had no idea how to inspire and motivate a team. Sadly, I walked into a very unhealthy working culture. Our team members weren't happy; they didn't seem to like their job, which led to dissatisfied guests and sales that had been steadily declining over the years. Flash forward to one year later, with a lot of hard work I had turned it around. We had engaged team members, a beautiful clean environment and people lined up around the corner to come enjoy our amazing food.

I stayed as the General Manager of the Hob Nob for five years growing sales by 20% every year. I loved the people development and organizational systems part of management so much that in 2003 I decided to go for my Master's degree in Applied Behavioral Science with a focus on Leadership in Organizations. After graduating, I spent two years running my own leadership consulting business. I worked with a wide variety of industries across Washington State and found the same trend in every organization. The people who were the most technically skilled in their role eventually were promoted to management and many of them had no idea how to lead or manage. I loved helping struggling leaders and teams build skills and learn how to build a value based culture so they could fulfill their mission, be profitable, and have fun doing meaningful work. Again, my dad was watching.

In 2007, I got the invitation to join Farrelli's Wood Fired Pizza, which had grown to five locations. Things were rough and feeling out of control. The tight, vibrant, working family they had when my sister Jacque managed the first location was not present in the other locations and they were dealing with high turnover and negative feedback from the guests. Imagine a copy of a copy, and then a copy of that copy, and so on—eventually the print gets blurry, crooked on the paper, and there are smudges. Nothing is as clear and tight as that original. I accepted the challenge. I was transported back to my first Hob Nob days.

We had great pizza and big huge passion for our people but we didn't have the right culture or leadership to thrive. We had 19 year old kitchen managers and 23 year old general managers managing \$1-\$1.5 million dollar operations with few leadership skills and no road map. My dad and Jacque needed to clone themselves fast. This is what I came in to do—help them intentionally recreate the culture that made Farrelli's Pizza very profitable and an incredible place to work and eat. Effective leaders are not born they are made.

Over the last eight years Farrelli's has almost doubled in size and we have quadrupled our revenue. We now have nine locations (one is an Irish Pub) and I am proud to be an owner in four of them. I'm sharing the process I took my family and our managers (who became true leaders) through to get everyone aligned and unified so we could thrive and fulfill our mission of *using our business systems to create vibrant working families that nourish the neighborhood*. The process is simple but not easy! Here is exactly what I facilitated and WE at Farrelli's did:

What is Culture?

CULTURE: THE WAY THINGS REALLY ARE! It is the shared conscious and unconscious values, assumptions, beliefs, and behaviors that are characteristic of a particular social group. Whether culture is created on purpose or it naturally evolved over time ALL social groups have culture.

Sometimes people tell me they have no culture in their workplace. Usually this means they don't have a culture they like. They go on to describe what people think and feel and how things work. It's generally not very good. I explain that they just defined the culture of their business. It's the invisible structure that holds a social group together.

The 5 things you need to create a positive profitable working culture.

1. **Set aside time for strategic planning and intentionally define and create your culture:** Define the Values, Principles, Mission, and Vision that will drive the behavior so that your pizzeria meets and exceeds all expectations. Then bring it to life in all aspects of how you do business.
2. **Hire only the very best people**—Good people with excellent character.
3. **Create and provide effective business systems, tools, and resources for people to be effective.**
4. **Set clear expectations and provide great training.**
5. **Establish strong effective leadership**—traits include, effective communication skills, emotionally intelligent, understands the industry both internally and the external factors that drive business, able to inspire and motivate team members.

What exactly is Strategic Planning?

STRATEGIC PLANNING: I think of strategic planning as a sacred time of dreaming and planning what I (or a person, team, organization) want to create in my life, for our business, for our team members, and for the communities we serve. The official business world defines “strategic planning” as a systematic way of envisioning a desired future that is aligned with culture, core values, guiding principles, and an organization’s reason for existence—it’s mission and purpose. The process includes identifying a compelling and vivid vision of the future and the high leverage tactical goals and objectives that will ensure the vision is fulfilled over time. Strategic planning starts with the desired future and works backwards to present time.

WARNING:

This work is simple but not easy! It takes heart, smarts, lots of commitment to the process, and the willingness to roll up your sleeves and authentically share your passion and dreams for your pizzeria. Here are a few things I know to be true and helped me during the challenging culture building and turnaround time. If you are opening a brand-new pizzeria, building a healthy culture up front is simpler (but still challenging) than deconstructing and reconstructing a new culture. However, the steps are the same. Here are a few important things to remember!

GO SLOW TO GO FAST! Originally my dad didn't think he or Farrelli's had time for this type work. He thought it was too touchy feely and a waste of valuable time... He is a believer now!! Take the time to dream, listen to the individuals on your teams, talk with your guests, and work with experts and consultants if you can afford it. As momentum builds the work gets easier and begins to flow seemingly effortlessly.

MANY HANDS MAKE LIGHT WORK! This is my favorite sentiment. Once you have a compelling vision get as many people as you can to help you and to buy in to this work. The synergy of collaboration and multiple viewpoints generally makes work more fun, easier, and a lot faster.

BE HARD ON THE PROCESS AND EASY ON PEOPLE! It's usually bad systems not bad people. Always look at systems and processes first. If you have great systems and very clear expectations and someone doesn't or can't perform up to standard then it makes it easier to know when a person is truly not a good fit.

WHAT YOU PERMIT YOU PROMOTE! Once policy, culture, and norms are set, hold people accountable without exceptions! The minute you know someone is not a good fit for your culture let him or her go. Everyone else, including that person, also know they are not the right fit. To keep them sends the unintentional message that you accept and tolerate behavior that is unaligned with culture and values. It is cancer to a healthy culture and insulting to all the people who truly believe in the mission!

Leadership Step 1: Build Trust & Loyalty with Genuine Listening

Take the time to have a 15-20 minute conversation with every person on your team. And when I say conversation, I mean ask them a few questions and listen deeply to their responses. Schedule them at the beginning or end of their shift or have the conversation during a slow time.

1. Take a couple minutes to share your intentions.

- a. Example: *I want to create a positive fun profitable business with a great working culture. I want people to love working here, make amazing food, and give our guests the best experience in a clean beautiful environment. (Whatever it is you most wish for.) And I genuinely want to know what we are doing really well and where we can do better. I also want to know what tools and resources you need to be more successful in your role.*

2. Ask the following questions:

- a. What are the three things you love most about your job and working here?
- b. What are three things that would make your job even better? (This is a more positive way of asking what is wrong... it puts a person in a solution-finding frame of mind vs. a complaining frame of mind.)
- c. What tools or resources do you think we need to make your job easier?
- d. What gifts or talents do you bring that we aren't utilizing that would make our pizzeria even better?
- e. How can I best support you as the owner/leader/manager of this business?

3. Listen and take notes! Ask clarifying questions, paraphrase or summarize to ensure you are hearing them correctly.

4. Thank them for their time and input.

5. If they gave you good ideas that are easy to implement or need resources that are easy to supply do that immediately or as soon as possible—this builds trust and loyalty very fast!

- a. Give the team member with the great ideas all the credit! This also builds trust and loyalty, as the individual will know you truly listened and that you value their input and ideas.

Warning: Don't have these conversations until you are truly ready to listen, implement good ideas, and truly create positive change. Nothing erodes trust and loyalty faster than not following through!!

Just having these conversations will begin to transform your culture. You will have begun to build the rapport you need to get input and buy in as you move deeper into the process of creating an intentional working culture.

THERE IS
A DIFFERENCE
BETWEEN TRY
LISTENING
& WAITING
FOR YOUR
TURN TO TALK
RALPH WALDO EMERSON

The Gift of Listening

"You cannot truly listen to someone and do anything else at the same time." M.Scott Peck

- ∞ Treat the others as if they are an honored guest in your home.
- ∞ Silence the ringer of your cell phone and put it away—totally out of sight.
- ∞ Find a place to sit where you won't be disturbed or distracted.
- ∞ Quiet your busy mind and set an intention to be fully present to the person who you are communicating with.
- ∞ Without being weird or awkward have eye contact and lean in slightly—so they know you are interested and paying attention.
- ∞ Summarize what you are hearing to make sure you understand what they are saying.
- ∞ Ask questions if you're not clear.
- ∞ Let them know what your next steps are based on what you heard.
- ∞ Genuinely thank them for sharing their thoughts, experiences and time with you.

Leadership Step 2: Reflect, Get Organized, and Take Action

1. Name the themes that emerged from the conversations—both positive and the challenges.

Take a good hard look at the information you collected from the conversations. For example, some of the issues that commonly popped up when I go through this step include—we have great people; food is amazing; we need better side work lists (because things are messy or unorganized); we need more support on the floor during busy times (a labor or management issue); a few people are identified as really lazy or negative (a general lack of unaccountability or unclear expectations); people identify tension between front of house and back of house or day shifts vs. night shifts (lack of effective communication).

2. Find the places to implement small changes and easy wins based on the feedback.

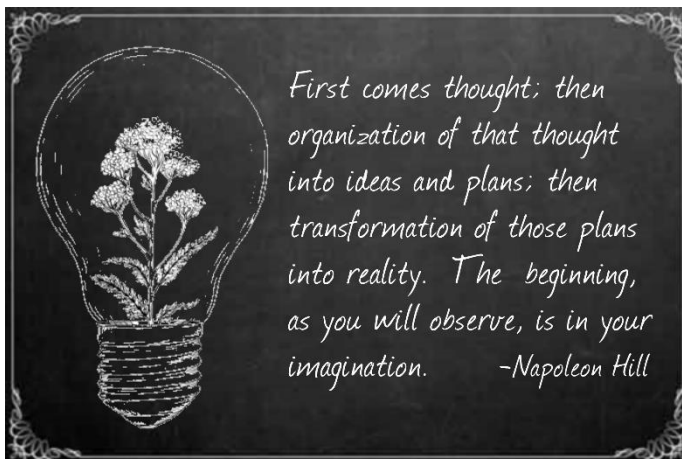
For example, people often ask for supplies that tend to run short like forks or water glasses/pitchers—getting them the tools to do their job are the really easy wins. You will find people who have great gifts to bring—an artist to bring in great art for the walls, a person with a green thumb to spruce things up, a cook who has great ideas for new recipes, a server who is dying to put together that side work list, a bartender who wants to have a brewer's night and is willing to organize and manage process. What I have found is that people are dying to make a difference and take pride and ownership in their work. When their gifts and talents are aligned with what you want to accomplish let them do their thing! You will build trust, loyalty, and a more successful business. Oftentimes you will find that your work as leaders is just being genuinely appreciative, giving lots of credit for accomplishments, providing fair compensation and benefits, and getting out of the way so your crew can build your business!

3. Get clear on your personal WHY—why did you open this business? What was your dream? What did you hope to bring to yourself, your customers, your family, the neighborhood you serve? What do you believe in and how does it relate to your pizzeria?

- a. Watch an excellent TED Talk by Simon Sinek to learn more about why starting with WHY is critical to being a leader people will follow and building a high performance culture.

https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?utm_campaign=tedsprea-b&utm_medium=referral&utm_source=tedcomshare

4. Reflect and identify your personal vision for your pizzeria so you can describe a vivid picture for your team—so you can get them excited and motivated to help you get there because they want to go there too! Eventually you will want to create a shared vision with your team but it is important that you can describe the place you want to go that will motivate and excite them as a place they want to go for themselves as well as for and with you. In the next step you will go through the process of establishing a shared vision, which may be the same as your own vision, or it may evolve into a more expanded vision.



So now you have named the themes from all the feedback and you've implemented a few simple wins.

You should be getting clear now on what is working and where you need to make improvements.

It's time for sacred organizational dreaming and a strategic planning retreat or a series of workshops! Invite your whole leadership team and a few of your rock star crewmembers to attend. A group of 4-10 of your most dedicated and inspired people. This is your opportunity to present your findings and your intentions for creating positive change and building a fun, productive, profitable culture for your pizzeria.

Leadership Step 3: Strategic Planning

Strategic planning starts with sacred organizational dreaming. I use the "woo-woo" words *sacred* and *dreaming* because the importance of taking time away from the busy-ness of working *in* the business to work *on* dreaming and planning *for* the business is absolutely critical to your success. If you are like my family and me then your work in your pizzeria is your life's work and a reflection of you and the gifts you bring to the world. Taking the time to be intentional about how you do that gives you the best odds of living into your fullest potential with your pizzeria as the vehicle that takes you there.

1. **Schedule a Strategic Planning Retreat:** 2-3 days is ideal. Take as many of your key team members as you can afford financially and that you can afford to have away from your business. If you cannot take a few days then plan a series of 3-4 half days. The goal of strategic planning sessions is to articulate the mission, values, guiding principles (behaviors), and shared vision of your pizzeria. In other words, you will create the compass and road map and share it with your team so you can take your pizzeria where you most want to go. This time serves not only to define your desired future but is also a team-building event. You will have the opportunity to know each other on a much deeper level and this generally creates a foundation of trust, rapport, and loyalty!
 - ☐ **Find a Special Gathering Space:** Choose a place away from your business to avoid distractions and to literally get some space away so you can look at things from a distance. Choose a place that is peaceful, very comfortable, and away from an office feeling. I usually choose a place that has a living room or kitchen table feel... places where I have the best conversations about the things that mean the most to me. If you live in a place with a warm climate, meetings like this are great out in nature.
 - ☐ **Meeting Facilitation:** If possible have someone help you facilitate the meeting so you can be a full participant and you don't have to manage the process. Make sure someone else is serving meals or that everything is pre-made so no one has to step away to during your formal meeting times.
 - i. If this isn't possible make every attempt at being extra organized ahead of time so you are not worried about details of the day and can focus just on the conversations.
 - ii. Assign roles to others: note taker, timekeeper, possibly have people take turns facilitating throughout the day.
2. **Define Meeting Objectives:** These are the objectives I set for Strategic Planning
 - ☐ **Identify Organizational CORE VALUES & GUIDING PRINCIPLES** that drive behavior, beliefs, and business.
 - These may be the values that already exist and you are identifying them for the first time or you may be identifying the values you most want to embody day to day.
 - It's critical to identify the behaviors or guiding principles that embody the practice of that value.
 - ☐ **Reflect, talk, and articulate the MISSION & PURPOSE of your pizzeria.**
 - This is the WHY and the reason you all get out of bed to come to work everyday. If you haven't watched the Simon Sinek TED Talk yet then watch it now! (See Step 2: #3)
 - ☐ **Create a vivid VISION** of what pizzeria will look and feel like 1-3 years in the future.
 - ☐ **Identify overarching OBJECTIVES** that will allow you to achieve the shared vision.
 - ☐ **Identify the SMART GOALS** and the specific action steps to reach the objectives.
 - ☐ **Build greater team cohesiveness and trust, passion, and loyalty to business.**
 - ☐ **Have Fun! Balance authentic conversations on business with plenty of time for fun and laughing!** People learn and are most open to new ideas when they are engaged in fun exercises and activities. In fact, suddenly, when everyone is laughing and relaxed that is when true inspiration is likely to hit! If you tend to be a pretty serious person then it is important to intentionally build FUN in or it probably won't happen.
3. **Create the Agenda:** Here are the section headers for your agenda. How much time you take on each section depends on how much time you have to commit to the process. At Farrelli's we engage in this process every 2-3 years to make sure we are still on track with our values, to see if we need to adjust, and to expand our vision as we attain our objectives and goals. In other words we are always evolving and so does our strategic plan!
 - I. Identify Core Values
 - II. Articulate your Mission/Purpose
 - III. Identify the behaviors and guiding principles that ensure core values are alive and practiced day to day.
 - IV. Identify a Shared Vision or present your vision for the future and get buy-in so it becomes a shared vision.
 - V. Identify the gap between where you are currently and the vision so that you can easily identify...
 - VI. Define Objectives & Smart Goals that are aligned with mission, values, and ensure the vision is attained.

Identifying Personal & Organizational Core Values

"Your beliefs become your thoughts. Your thoughts become your words. Your words become your actions. Your actions become your habits. Your habits become your values. Your values become your destiny." Mahatma Ghandi



Core Values & Beliefs guide day-to-day-behavior.

- ✓ They are fixed, enduring, fundamental, and non-negotiable.
- ✓ They don't change with time (including environment change)
- ✓ They are piercingly simply. They act as a guide for life.
- ✓ They capture what is authentically believed. They are the rules of life.
- ✓ They are bone deep and as natural as breathing.

This is where the "go slow to go fast" sentiment comes in. You are reflecting on one and you are at your core... and likely to know it even when it becomes disadvantageous.

SUPPLIES & TIME

Time: Allow for at least 2 hours for this exercise but spending an entire day if you have the time is really great. This is deep work. Values are the reflection of the soul of your business.

Supplies: Sticky Notes, Flip Chart Paper, and Fat Marker Pens

Personal Core Values

who your business is or could be. Usually core values are so imbedded they are invisible. Naming your core values is not a process of naming the values you think are most important based but the real values that make you who you are.

For example, many people quickly identify "honesty" as a core value but don't hesitate to tell a white lie to avoid hurting someone's feelings or to avoid conflict. So, while honesty is an important value, it might not be core because being kind is more important than being honest. I know one of my core values is independence and has been since I was a small kid. I like everything I do to be on my terms and dictated my me. I really appreciate new ideas and constructive feedback. I can be easily influenced to take action but if you order or tell me I **have** to do something, every fiber in my being will react. Knowing this, I have to pay attention when I perceive my (or others) independence or freedom is being compromised and decide what behavior is appropriate. Think back to the last time you got really mad... what was going on and what about who you are at your core was being threatened or compromised? What did you do or say? What was at stake for you?

The following are some questions to help you reflect on what drives your behavior and what values you hold most dear. If you are having trouble naming "values" I have included a list of over 200 values... but it's better to allow them to reveal themselves through your memories and reflections.

Name the qualities that are always present in you when you are at your best. What are 3-5 key words you would use to describe yourself. What 3-5 words would the people who know you best use to describe you?

I would describe myself as:

1.

2.

3.

4.

5.

My loved ones describe me as:

1.

2.

3.

4.

5.

What are the differences, if any, between how you describe yourself and others see you? This could be an indicator of a value/s that is unconscious or you might not be willing to own for some reason. (It took me a long time to be able to own all my great qualities and to acknowledge some of my more “challenging” personality traits. 😊)

Think back to a time when something happened to make you furious, break a rule, or intervene on behalf of yourself or someone else. What did you do or think? What value or belief was being compromised or threatened?

What are you most proud of in your life? What are a few meaningful or peak experiences? What were you doing and thinking? What about you came alive? What value/s was most alive in that experience?

What Matters Most To You? How Do You Live Your Life? Beyond your basic human needs, what do you HAVE to have to experience fulfillment? If you didn't have it in your life you would feel your spirit start to wither away? (Things like *Creative self-expression? Time in the outdoors? Travel? Time Alone? Creative expression? Beauty?*)

Your 3-6 CORE VALUES:

1. _____	4. _____
2. _____	5. _____
3. _____	6. _____

WHICH VALUES GUIDE YOUR DECISIONS & BEHAVIORS?

<input type="checkbox"/> _____	<input type="checkbox"/> Cooperation	<input type="checkbox"/> Foresight	<input type="checkbox"/> Maturity	<input type="checkbox"/> Simplicity
<input type="checkbox"/> _____	<input type="checkbox"/> Courage	<input type="checkbox"/> Fortitude	<input type="checkbox"/> Professionalism	<input type="checkbox"/> Sincerity Skill
<input type="checkbox"/> _____	<input type="checkbox"/> Consistency	<input type="checkbox"/> Freedom	<input type="checkbox"/> Prosperity	<input type="checkbox"/> Skillfulness
<input type="checkbox"/> _____	<input type="checkbox"/> Contentment	<input type="checkbox"/> Friendship	<input type="checkbox"/> Purpose Quality	<input type="checkbox"/> Smart
<input type="checkbox"/> _____	<input type="checkbox"/> Contribution	<input type="checkbox"/> Fun	<input type="checkbox"/> Realistic	<input type="checkbox"/> Solitude
<input type="checkbox"/> _____	<input type="checkbox"/> Control	<input type="checkbox"/> Generosity	<input type="checkbox"/> Reason	<input type="checkbox"/> Spirit
<input type="checkbox"/> _____	<input type="checkbox"/> Courtesy	<input type="checkbox"/> Genius	<input type="checkbox"/> Recognition	<input type="checkbox"/> Spirituality
<input type="checkbox"/> Acceptance	<input type="checkbox"/> Creation	<input type="checkbox"/> Goodness	<input type="checkbox"/> Recreation	<input type="checkbox"/> Spontaneous
<input type="checkbox"/> Accomplishment	<input type="checkbox"/> Creativity	<input type="checkbox"/> Grace	<input type="checkbox"/> Reflective	<input type="checkbox"/> Stability
<input type="checkbox"/> Accountability	<input type="checkbox"/> Credibility	<input type="checkbox"/> Gratitude	<input type="checkbox"/> Respect	<input type="checkbox"/> Status
<input type="checkbox"/> Accuracy	<input type="checkbox"/> Curiosity	<input type="checkbox"/> Greatness	<input type="checkbox"/> Responsibility	<input type="checkbox"/> Stewardship
<input type="checkbox"/> Achievement	<input type="checkbox"/> Decisive	<input type="checkbox"/> Growth	<input type="checkbox"/> Restraint	<input type="checkbox"/> Strength
<input type="checkbox"/> Adaptability	<input type="checkbox"/> Decisiveness	<input type="checkbox"/> Happiness	<input type="checkbox"/> Results-oriented	<input type="checkbox"/> Structure
<input type="checkbox"/> Alertness	<input type="checkbox"/> Dedication	<input type="checkbox"/> Hard work	<input type="checkbox"/> Reverence	<input type="checkbox"/> Success
<input type="checkbox"/> Altruism	<input type="checkbox"/> Dependability	<input type="checkbox"/> Harmony	<input type="checkbox"/> Rigor	<input type="checkbox"/> Support
<input type="checkbox"/> Ambition	<input type="checkbox"/> Determination	<input type="checkbox"/> Health	<input type="checkbox"/> Risk	<input type="checkbox"/> Surprise
<input type="checkbox"/> Amusement	<input type="checkbox"/> Development	<input type="checkbox"/> Honesty	<input type="checkbox"/> Meaning	<input type="checkbox"/> Sustainability
<input type="checkbox"/> Assertiveness	<input type="checkbox"/> Devotion	<input type="checkbox"/> Honor	<input type="checkbox"/> Moderation	<input type="checkbox"/> Talent
<input type="checkbox"/> Attentive	<input type="checkbox"/> Dignity	<input type="checkbox"/> Hope	<input type="checkbox"/> Motivation	<input type="checkbox"/> Teamwork
<input type="checkbox"/> Awareness	<input type="checkbox"/> Discipline	<input type="checkbox"/> Humility	<input type="checkbox"/> Openness	<input type="checkbox"/> Temperance
<input type="checkbox"/> Balance	<input type="checkbox"/> Discovery	<input type="checkbox"/> Imagination	<input type="checkbox"/> Optimism	<input type="checkbox"/> Thankful
<input type="checkbox"/> Boldness	<input type="checkbox"/> Drive	<input type="checkbox"/> Improvement	<input type="checkbox"/> Order	<input type="checkbox"/> Thorough
<input type="checkbox"/> Bravery	<input type="checkbox"/> Effectiveness	<input type="checkbox"/> Independence	<input type="checkbox"/> Organization	<input type="checkbox"/> Thoughtful
<input type="checkbox"/> Brilliance	<input type="checkbox"/> Efficiency	<input type="checkbox"/> Individuality	<input type="checkbox"/> Originality	<input type="checkbox"/> Timeliness
<input type="checkbox"/> Calm	<input type="checkbox"/> Empathy	<input type="checkbox"/> Innovation	<input type="checkbox"/> Passion	<input type="checkbox"/> Tolerance
<input type="checkbox"/> Candor	<input type="checkbox"/> Empower	<input type="checkbox"/> Inquisitive	<input type="checkbox"/> Patience	<input type="checkbox"/> Toughness
<input type="checkbox"/> Capable	<input type="checkbox"/> Endurance	<input type="checkbox"/> Insightful	<input type="checkbox"/> Peace	<input type="checkbox"/> Traditional
<input type="checkbox"/> Careful	<input type="checkbox"/> Energy	<input type="checkbox"/> Inspiring	<input type="checkbox"/> Performance	<input type="checkbox"/> Tranquility
<input type="checkbox"/> Certainty	<input type="checkbox"/> Enjoyment	<input type="checkbox"/> Integrity	<input type="checkbox"/> Persistence	<input type="checkbox"/> Transparency
<input type="checkbox"/> Challenge	<input type="checkbox"/> Enthusiasm	<input type="checkbox"/> Intelligence	<input type="checkbox"/> Playfulness	<input type="checkbox"/> Trust
<input type="checkbox"/> Charity	<input type="checkbox"/> Equality	<input type="checkbox"/> Intensity	<input type="checkbox"/> Poise	<input type="checkbox"/> Trustworthy
<input type="checkbox"/> Cleanliness	<input type="checkbox"/> Ethical	<input type="checkbox"/> Intuitive	<input type="checkbox"/> Potential	<input type="checkbox"/> Truth
<input type="checkbox"/> Clear	<input type="checkbox"/> Excellence	<input type="checkbox"/> Irreverent	<input type="checkbox"/> Power	<input type="checkbox"/> Understanding
<input type="checkbox"/> Clever	<input type="checkbox"/> Experience	<input type="checkbox"/> Joy	<input type="checkbox"/> Present	<input type="checkbox"/> Uniqueness
<input type="checkbox"/> Comfort	<input type="checkbox"/> Giving	<input type="checkbox"/> Justice	<input type="checkbox"/> Productivity	<input type="checkbox"/> Unity
<input type="checkbox"/> Commitment	<input type="checkbox"/> Exploration	<input type="checkbox"/> Kindness	<input type="checkbox"/> Satisfaction	<input type="checkbox"/> Valor
<input type="checkbox"/> Common sense	<input type="checkbox"/> Expressive	<input type="checkbox"/> Knowledge	<input type="checkbox"/> Security	<input type="checkbox"/> Victory
<input type="checkbox"/> Communication	<input type="checkbox"/> Fairness	<input type="checkbox"/> Lawful	<input type="checkbox"/> Self-reliance	<input type="checkbox"/> Vigor
<input type="checkbox"/> Community	<input type="checkbox"/> Family	<input type="checkbox"/> Leadership	<input type="checkbox"/> Selfless	<input type="checkbox"/> Vision
<input type="checkbox"/> Compassion	<input type="checkbox"/> Famous	<input type="checkbox"/> Learning	<input type="checkbox"/> Sensitivity	<input type="checkbox"/> Vitality
<input type="checkbox"/> Competence	<input type="checkbox"/> Fearless	<input type="checkbox"/> Liberty	<input type="checkbox"/> Serenity	<input type="checkbox"/> Wealth
<input type="checkbox"/> Concentration	<input type="checkbox"/> Feelings	<input type="checkbox"/> Logic	<input type="checkbox"/> Service	<input type="checkbox"/> Welcoming
<input type="checkbox"/> Confidence	<input type="checkbox"/> Ferocious	<input type="checkbox"/> Love	<input type="checkbox"/> Sharing	<input type="checkbox"/> Winning
<input type="checkbox"/> Connection	<input type="checkbox"/> Fidelity	<input type="checkbox"/> Loyalty	<input type="checkbox"/> Significance	<input type="checkbox"/> Wisdom
<input type="checkbox"/> Consciousness	<input type="checkbox"/> Focus	<input type="checkbox"/> Mastery	<input type="checkbox"/> Silence	<input type="checkbox"/> Wonder
<input type="checkbox"/> Conviction				

FROM PERSONAL VALUES TO ORGANIZATIONAL VALUES

Now that you and your team have spent some time reflecting on personal core values it is time to identify the core values that drive your business. As you reflect you will all see how your values are alive. In some instances, they serve the organization and in others you will identify places where a core value can lead you astray.

For example, in our business a strong value is Loyalty and is present in how our leadership takes care of team members, our guests, and the relationships we have with vendors. The positive impact of loyalty in our company results in a lower turnover rate than industry standards, in loyal guests who come back to see their favorite servers for their favorite pizza, a good reputation in the community, and a business that continues to grow after 20 years. But I'll share a quick story about of how Loyalty can have a serious shadow side with terrible consequences if it goes unchecked. About 5 years ago I mentored a general manager named Paul (named changed to protect privacy). Paul had been with us for about 8 years. He came to us while he was in college and started as a host. He moved up the ladder over the years wowing us with his incredible heart for service and for being a great team leader. Eventually he became a high performing general manager in our busiest location. After great success, he accepted a challenging position on a lower performing location. He turned the place around in less than a year. But a couple years' later things began to slip. Paul wasn't holding the kitchen manager accountable, the service in the bar was getting a lot of complaints, and the restaurant wasn't as clean as it should be. As I worked with him to understand what was happening I realized that he cared so much for the individual team members he couldn't hold them accountable. Every time I asked him why he wasn't holding people to our standards he told me exactly what was happening in the personal lives of each person—the reasons why their performance was slipping and why he couldn't hold them accountable. I could see the cost this was having on the team. Paul had lost the respect his team and was considered a pushover. Everyone loved him as a person but walked all over him as a leader and manager. Ironically, I got sucked in and became part of the problem because I cared so much for Paul I didn't hold him immediately accountable! I realized I was guilty of the same thing—the shadow side of loyalty. The end came when I had to force him to terminate a key player on his team. It was brutal. Paul realized that being the general manager was no longer a good fit for him. We transitioned him out of that role and he now works and thrives in another industry where he doesn't have to hold anyone but himself accountable! It was a painful lesson for all of us to learn but we now fully understand that practicing LOYALTY means holding people *consistently* accountable to our standards. We know it is disloyal to our business, the team as a whole, and our guests to make exceptions for people who cannot meet standards. As a company to promote healthy loyalty we work hard to teach communication and coaching skills so that we can engage in difficult conversations before things get out of hand with a great team member who struggles to meet standards.

The next step in identifying your pizzeria's core values is reflecting on the core values of your key players and how they show up in the great work you do and in the challenges you face in managing your business and leading your people.

Name & Frame Exercise

Small groups of 3-4 if you have a small group of 6 or less stay in one group.

- ☐ **Share your core values with your group!** (45-60 minutes) This is an important conversation. People have an opportunity to learn what makes their team members tick. You will have a lot of a-ha moments about yourself and others.
 1. Each person in the group shares 1 core value at a time. Go in a circle until each person has shared their 3-5 most core values. It should take about 2-3 minutes to describe how each value is present and alive in their life.
 2. Describe (1) what the value means to you, (2) how the value guides your day-to-day behavior, and (3) how the shadow side of that value may appear.
- ☐ **Name & Frame: Now you begin the work of identifying the values that are alive in your pizzeria as well as the values you want to intentionally bring to life.** Since these core values currently drive behavior in your business I always start with individual values. Keep in mind the core values of the owner or strongest leader/manager are likely very strong in your pizzeria. This exercise will identify those values and give you all an opportunity to consciously

choose values and behaviors that might help you achieve greater results. And don't forget to acknowledge the cost of the shadow side of some values.

1. **Have each person write each value on a separate sticky note.** (i.e. if you have a group of 4 you would have 15-20 separate sticky notes with a value listed).
2. **Organize the values into themes that go together.** You all just listened to each other describe what they mean and you probably identified with each other at times. You may have labeled similar ideas different names. Group those together.
3. **Once you have the values grouped into themes NAME those themes something that makes sense to all of you.** This is your chance to get a little creative. You can name it the predominate value in the grouping or if it's a lot of separate values that all embody a similar idea name it that idea.
4. **As a group create a general definition of the Value. If this value is alive in the business site examples of it. If there are times this value has a shadow side identify that as well.**

Notes:

[illegible]

VALUE	GUIDING PRINCIPLE
1.	
2.	
3.	
4.	
5.	

MISSION STATEMENT

A mission is an individuals' or organizations' fundamental reason for existence. Great organizations have a larger sense of purpose that transcends "being profitable;" They seek to contribute to the world in some unique way—to add a distinctive source of value. (Can also be called your WHY, Purpose Statement, Value Proposition.)

A WELL-WRITTEN MISSION STATEMENT

- Creates internal clarity/ alignment/ authenticity.
- Is life-giving.
- Drives purposeful action and provides decision-making clarity.
- Preserves core values, beliefs, and goals.

THE WORK

Reflect on the following questions and create a statement that articulates your personal and professional business mission.

Keeping your core values at the forefront of your thoughts... Spend a few minutes thinking about and answering these questions:

Why does your business exist?

What is the most important thing your pizzeria brings to you, staff, customers and the communities you serve?

Create a compelling Mission Statement. Something you would all be driven to make a reality but would never fully be finished!!

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

VISIONING

“Vision” is a picture of the future that we wish to create. It is intended to make the dream of the future more alive and engaging. It should be a vibrant, engaging, and a specific description of what will be in the future. A vision can create the spark that lifts us out of our focus on the everyday aspects of life; it increases our dissatisfaction with current reality and compels us into new ways of thinking and acting.

A vision is:

- Stated in the positive...what future do we want? (Not what we don't want.)
- Is achieved through **collective dreaming**. (Not an analysis of present problems.)
- A compelling vision should be based on the conscious alignment of organizational core values and mission while honoring the values, purpose, and visions of the individual members of organization.

Dream, Imagine, Create

Imagine 1 year from today... Your entire organization has embraced the mission, values, and principles. What does it feel like to walk in the door, what are your sales, how are your costs, what are your guests saying, how does your staff look, what is the prevailing attitude?

Capture 3-5 Vision Ideas that would provide the best overall benefit to your pizzeria.

OBJECTIVE & GOAL SETTING

“Action without vision is stumbling in the dark, and vision without action is poverty stricken poetry.”

Warren Bennis

Creating Effective Objectives and Goals: They are difficult or challenging, but they are not perceived to be impossible. They are feedback loops – you can see how well you are doing. The entire team is committed to goal. They are specific people responsible to oversee the accomplishment of goal.

Goal commitment is enhanced when there is: Understanding of the goal and its importance. Complete and do-able action plans. Necessary resources are available to achieve goals

Goals need to be SMART—Specific, Measurable, Achievable, Reliable, and Trackable

- **THE CONVERSATION**
- For each vision statement for the future what are 2-4 SMART Goals that you can undertake? When will it be accomplished and who is responsible to ensure it gets done.
- Discuss for 15-30 minutes.
- Take 15-30 minutes to capture the 3-5 Goals for each vision statement.

VISION STATEMENTS	SMART GOALS FOR VISION FULFILLMENT

You Have the Compass and the Map! Now what?

Now the work of Talking AND Walking the Talk! You and your leadership team have a shared mission and vision, you have identified the values and behaviors that will guide how you will work together. Now you need to surround yourself with people who are as excited about these ideas and goals as you. Here are the 5 places we at Farrelli's focus all our energies. The foundation of all of it is our mission, values, and the vision. This is all a constant ongoing and evolving process!

HIRE PEOPLE WHO BELIEVE WHAT YOU BELIEVE – HIRE FOR CHARACTER & TRAIN FOR COMPETENCE

- Recruit people who have values that align with your organizational values. Design open ended questions based on your values. Here are some examples of our interview questions:
 - GROWTH: Tell me about a time you had to learn a new skill or try something you had never done before. What happened? What did you learn about yourself and how did you grow?
 - INTEGRITY: Tell me about a time when doing the right thing wasn't necessarily the easiest thing? Explain the situation and what you learned about yourself and others?
 - CHARACTER: Tell me the groups you belong to. What are your favorite groups? What social group are you most proud of being a part of and how have they contributed to the person you are today?
 - Groups can be family, schools/classes, church, sports, clubs, or past jobs. Each one of us is a reflection of the groups we belong to (and the members of those groups). They help create our identities. So, if you want to get to know a person understand the groups they belong to!
 - FUN & SENSE OF HUMOR: Tell me about a time you fell down laughing. What makes you laugh at loud? What is one of the funniest things that has ever happened to you? What are some of your favorite comedies?

HAVE CLEAR ROLES, RESPONSIBILITIES, and HOLD PEOPLE ACCOUNTABLE

- Have job descriptions for every role in the building. Be clear on earning potential for each role and what it takes to move up in your pizzeria. Describe the soft skills and technical skills you expect people to master.
- Make sure you have clear side work lists so that every important task is completed.
- Establish value based work norms that become so deeply embedded in the behavior of team members that it would be utterly unthinkable to break them. For example:
 - No one is ever seen on the dining room floor or kitchen line with their phone in their hand because they are dirty and it is rude to team members and the guests.
 - Every person who comes to work looks their very best! Hair is clean. If you wear make-up it is tastefully applied. Uniforms are wrinkle free and fit comfortably! We bring our best self to work every day!
 - Every person completes side work--It is unthinkable to leave the next shift with anything less than 100% set up for success.
 - Gossip is forbidden. If you can't say something to someone's face then don't say it!! Having fun or feeling good about yourself at the expense of another is not good!
- What you permit you promote! Have crystal clear consequences for people who do not meet expectations or follow policies. Understand that when you let people underperform or they don't live up to the standards you are inadvertently telling everyone on your team it is OK to underperform and eventually THAT will be the standard.

CONSTANTLY INVEST IN LEADERSHIP DEVELOPMENT

Leadership, management, and being a great boss is hard. Especially in the restaurant business. Generally, we are performing a technical job AND being a leader AND managing processes. The best way to grow your business is to develop yourself and your best team members to be true leaders who can inspire and motivate people to work at their full potential. At the end of the year these are tax deductible expenses so invest in yourself and the people you trust to run your business. The development I am constantly enrolling in and facilitating for our team members included topics like:

- Building core communication skills.
- Giving and receiving constructive feedback—both positive and challenging.
- Anything that has to do with building greater self-awareness. Personality profiles that show me my strengths and how to develop them and how to acknowledge where I am not so strong and how to surround myself with diverse people with diverse skills.
- Any class on diversity, collaboration, and team building.
- Technical skills like time management, using technology effectively, public speaking, professional image.

PROVIDE WORLD CLASS ORIENTATION, NEW HIRE TRAINING, AND ONGOING TRAINING FOR YOUR TEAM

Take care of your team members and they will take care of your guests! This is how you will thrive!!! Take the time to welcome new hires and make sure they know exactly why you selected them to work with you! Then teach them everything they need to know about how to take care of your guest, prepare your food to recipe, care for your building, equipment, and supplies, and how to support and take care of your pizzeria family.

PROVIDE THE TOOLS, SYSTEMS, AND RESOURCES TO DO THE JOB RIGHT and KEEP SCORE

This is really the “management” part of the job. Make sure your teams have good reliable equipment, systems, and tools. Have a good POS, great kitchen equipment, and utilize a good online recruiting, hiring, onboarding system. Stay stocked up on the things your team needs to be successful! Make sure you create a warm inviting environment to work in and to patronize. Have great recipes and a good process for managing inventory, labor, and other cost of goods. Create tools that allow your team to measure success so they can celebrate wins and find solutions when performance does not meet identified goals. Make it easy for team members to tell the truth and give you the feedback you need so that you can be successful in this crazy pizza world!

In Conclusion

My family started with one restaurant in 1982. In 1995 we established Farrelli's Pizza. It took us 9 years to decide to grow this concept and we did this at an intentionally slow and steady pace over the past 10 years. We now have 9 restaurants and gross over \$20 million a year. We did it developing and growing our people and staying true to our mission and values. Our culture is the foundation that guides everything we do! We were a single unit mom and pop pizzeria and now we are an independently owned family business with 3 generations working together using our *business systems to build vibrant working families who nourish neighborhoods!*

Contact Info

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If you have questions feel free to contact me. In addition to leadership development at Farrelli's I also work as a leadership coach and organizational consultant. I would love to help you facilitate a process to build an amazing culture that allows you to get amazing results!

A few of the books, Ted Talks and resources that have helped us Align, Unify, and Thrive!!

ARTICLE ON CORE VALUES

Lencioni, Patrick M. *“Make Your Values Mean Something.”* Harvard Business Review. July 2002 Issue. September 9, 2017. [<https://hbr.org/2002/07/make-your-values-mean-something>]

LEADERSHIP BOOKS I LOVE

- ***Start with Why: How Great Leaders Inspire Everyone to Take Action*** by Simon Sinek (Dec 27, 2011)
- ***Tribal Leadership: Leveraging Natural Groups to Build a Thriving Organization*** by Dave Logan and John King (Jun 7, 2011)
- ***The Five Dysfunctions of a Team: A Leadership Fable*** by Patrick Lencioni (Apr 11, 2002)
- ***The Advantage: Why Organizational Health Trumps Everything Else In Business*** by Patrick M. Lencioni (Mar 13, 2012)
- ***Radical Candor: Be a Kick-Ass Boss Without Losing Your Humanity*** by Kim Scott (March 14, 2017)
- ***StrengthsFinder 2.0*** by Tom Rath (Feb 1, 2007)
- ***Emotional Intelligence 2.0*** by Travis Bradberry and Jean Greaves (Jun 16, 2009)
- ***Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead*** by Brené Brown (Sep 11, 2012)

GREAT TED TALKS

Simon Sinek: https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action

Brené Brown: https://www.ted.com/talks/brene_brown_on_vulnerability

Brené Brown: https://www.ted.com/talks/brene_brown_listening_to_shame

As an example, here is the language of Farrelli's culture. We use this as our compass to help us navigate our day to day interactions and especially to help us through the tough times we all face as we strive to build and be a healthy profitable business. The following is straight from our Crew Member Manual.

FARRELLI'S PIZZA

***TO USE OUR BUSINESS SYSTEM TO CREATE A VIBRANT WORKING FAMILY
THAT PROVIDES NOURISHMENT TO OUR NEIGHBORHOOD.***

What do we mean by business system? Our ovens, our point of sales system, our sales tools (menus, Fire Club, social networking sites), our software and reports, schedules, training, organizational structure....

What do we mean by vibrant working family? We are group of people who work together and genuinely care about the welfare of one another. We hold each other accountable, we are not afraid to engage in honest conversations to work through conflict. We celebrate our success and learn from our mistakes. We are constantly evolving! We are bursting with energy!

What do we mean by nourish the neighborhood? Providing excellent food, beverage; providing a safe place for people to work so they can provide for themselves and their families; partnering with neighborhood organizations through community service and fundraising.

THE VISION – THE WHY

To elevate the restaurant industry, make the world a better place by discovering our natural gifts and building working families that transform neighborhoods. We will do this one interaction, one pizza, one store & one neighborhood at a time ~ the work is never finished.

FARRELLI'S NORTHWEST PIZZA

GREAT PEOPLE MAKE GREAT PIZZA! ©

OUR WORKING FAMILY VALUES + GUIDING PRINCIPLES

SHOW UP | PAY ATTENTION | BE AUTHENTIC | GET RESULTS

REINFORCE VALUES THROUGH OUR LANGUAGE



Exemplified by our Farrelli's | McNamara's language, guiding principles, and behavior:

CORE VALUES

Appreciation: We cannot be successful without the help and support of great people, leaders, managers, business partners, and loyal guests.

Growth: We understand that business growth is preceded by our own personal growth. We are committed to learning the skills necessary to both manage and grow our business. We believe that the purpose of growth is to provide new opportunities for people.

Responsibility: We are dedicated to sustaining a disciplined culture of honest and open leadership and management doing the right things and doing things right. This includes budgeting, accounting, reporting, planning and responding to the needs of our business system and to each other. We believe that empowerment will bring more excellence than control.

Quality: We are committed to the highest standards—highly motivated goal-oriented people providing kind competent service; delicious food and beverage made from the finest ingredients; and a clean warm environment.

Integrity: By being honest with our suppliers, our community, and ourselves we can achieve the highest possible levels of success in our industry. We know that we must give the best we have to each other to achieve this goal.

Love/Family/Passion: We understand the need to be passionate about providing the best possible environment, food, and service for the communities we serve. This is the way we will insure our growth and our future.

Fun: If we have fun doing what we love, we are confident that our guests will also have fun and enjoy their experience with us. In addition, we believe that being happy comes from being useful to the communities in which we work.

GUIDING PRINCIPLES

- We owe those we work with the best we have to give!
- We are grateful!!!

- We are profitable so we can grow
- We embrace change and evolve to maintain relevance.

- We help people figure out whom it is they came HERE to be.
- We teach and coach at every opportunity.

- We strive for perfection.
- We surround ourselves with talent.

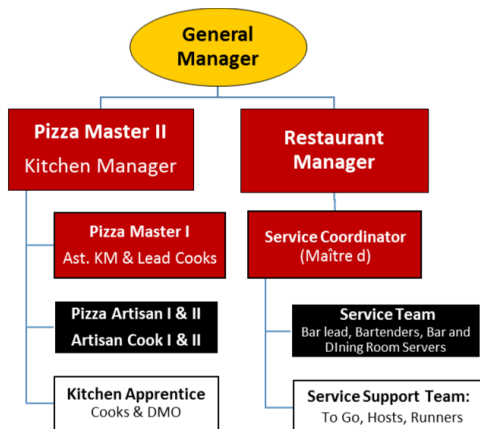
- Every interaction inspires loyalty
- We do the right thing.

- We put love in everything we do.
- We are kind.

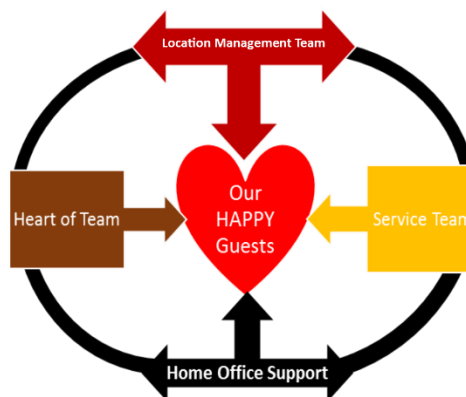
- We come to play...we are not afraid to lose a little skin in the game.

BUSINESS MODEL

STORE ORGANIZATIONAL CHART



STORE LEVEL OPERATIONS MODEL



WE FUNCTION AS ONE WHOLE HEALTHY TEAM AND THRIVE BECAUSE WE FOCUS ON OUR MISSION, OUR VALUES, SETTING CLEAR EXPECTATIONS, AND HOLDING OURSELVES AND OUR FELLOW CREW MEMBERS ACCOUNTABLE!!

MANAGEMENT SERVICES – THE HOME OFFICE

SUPPORTING, INSPIRING AND GROWING MCNAMARA’S | FARRELLI’S NORTHWEST PIZZA.

