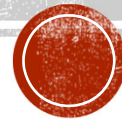


CONNECTING WITH EMPLOYEES

Inspiring High Performance Team Members

Ann Farrell



INTERNATIONAL
PIZZA EXPO

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CONNECTING WITH EMPLOYEES

Inspiring High Performing Team Members

ANN FARRELL

Organizational Warrior

Leadership Coach

Align & Unify 2 Thrive - Founder

Farrelli's Pizza -Partner



ALIGN & UNIFY 2 THRIVE



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CONNECTING WITH EMPLOYEES

Inspiring High Performing Team Members

Culture is like the air we breathe.

It is the shared values, beliefs, and behaviors that are characteristic of a particular social group.



**DID YOU INTENTIONALLY BUILD THE CULTURE
YOU HAVE IN YOUR PIZZERIA OR DID IT JUST HAPPEN?**



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CULTURE IS EVERYTHING

Inspiring High Performing Team Members

BE OUT LOUD WITH YOUR WHY!!

We use our business systems and we create vibrant working families that nourish the neighborhood.



**HOW DO
YOU DO IT?**

**WHAT IS
IT YOU DO?**



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BUILD A HIGH PERFORMANCE WORKING CULTURE

Culture is made up of the shared values, beliefs, and behaviors that are characteristic of a particular social group.



- ☐ **Have an Intentional Culture:** Define the values, Principles, and Mission that will drive the behavior so that your pizzeria meets and exceeds all expectations.
- ☐ Hire only the very best people—good people.
- ☐ Create and provide effective business systems.
- ☐ Set clear expectations and provide great training.
- ☐ Establish strong effective leadership.

**THE HEART AND SOUL OF YOUR PIZZERIA
STARTS WITH CULTURE**

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LEADERSHIP & MANAGEMENT IS AN ART

Inspiring High Performing Team Members



HOW MANY OF YOU

- Manage or supervise others?
- Hate giving feedback... especially critical feedback?
- Have someone working with you or for you that has the potential to be so much better if only..... (fill in the blank)



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HOW ARE YOU AT GIVING FEEDBACK?

Self Assessment 😊

Bring to mind a top performer? What makes them exceptional? Have you told them? IF yes, what kind of response do you get? If no, why?

Bring to mind a person who in some ways under performs? What are they not doing, or doing that contributes to their weak performance? Have you told them? If yes, how did it go and did performance improve? If no, why?



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WHY DID YOU WANT TO ATTEND THIS SESSION?

What would you most like to take away or learn about today concerning the teams you lead?

What keeps you up at night or is an ongoing frustration when leading people?



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ROLE CLARITY:

Everyone needs to know who is responsible for what?

JOB DESCRIPTIONS

Should be specific and detailed for all positions.

- ☐ GM, KM, Supervisors, and Leads
- ☐ Pizza Makers, Prep, Dishwashers
- ☐ Host, Bus, server, bartender, cocktails.

STANDARDS

People **RESPECT** what you **INSPECT**
not what **EXPECT!**



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ROLE CLARITY: EVERYONE KNOWS WHO IS RESPONSIBLE FOR WHAT

JOB DESCRIPTIONS + COMPETENCIES

Use language that is aligned with your **mission** and values.

- ☐ **GENERAL DESCRIPTION:** Summarize the reason the job exists
- ☐ **REPORTING STRUCTURE:** Eliminates confusion.
- ☐ **LEADERSHIP EXPECTATIONS:** We all lead ourselves. Things like professional image. Taking responsibility for professional growth and development.
- ☐ **MANAGEMENT RESPONSIBILITIES:** Could be a section or a station, the team, business results
- ☐ **WEEKLY PRIORITIES**
- ☐ **WORK LIFE BALANCE COMMITMENT**
- ☐ **COMPENSATION**



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HEART OF THE TEAM PAY SCALE AND COMPETENCIES

HOT SKILL POSITION	GAINING PROFICIENCY	MEETING EXPECTATIONS	EXCEEDING EXPECTATIONS
DMO	\$11.50 - \$11.75	\$12.00 - \$12.25	\$12.50 - \$12.75
Prep Artisan (Pay based on hat level)	\$11.50 - \$12.50	\$12.75 - \$13.75	\$14.00 - \$16.50
Apprentice White Hat	\$11.50 - \$11.75	\$12.00 - \$12.25	\$12.50 - \$12.75
Artisan Black Hat	\$13.00 - \$13.25	\$13.50 - \$13.75	\$14.00 - \$14.25
Leader Red Hat	\$14.50 - \$14.75	\$15.00 - \$15.25	\$15.50 - \$16.50
Kitchen Manager	\$18.00 - \$20.00	\$21.00 - \$23.00	\$24.00 - \$28.00

TIP POOL: All members of the Heart of the team are included in the support tip pool. The support tip pool is based on a % of the food sales that the service team members tip to the support staff. It averages between \$1.5 - \$3.00 per hour that is added to the paychecks.

FARRELLI'S HEART OF THE TEAM

Encourages Pizza Makers to be in charge of their own destiny.

Pizza Makers hold our leaders accountable for their Growth!



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HOT APPRENTICE (WHITE HAT)

HOT APPRENTICE TRAINING (WHITE HAT)

This is a new hires Probationary training period. It would last between 30 - 90 days

- **Professional Image:** In clean uniform looking sharp. Appropriate grooming and hygiene.
- **Communication:** Able to listen for understanding and effectively communicate a message. Accepts feedback and coaching
- **Team Player:** Understands current role, asks for help when needed and offers help when able. Never leaves the crew hanging.
- **Attitude:** Positive and enjoyable to work with.
- **Conduct:** On Time, adheres to all standards and expectations.

Pizza Apprentice in training:

- Pizza and Entrée (16-20 hours)
- Oven (16-20 hours)
- Prep (16-20 hours)
- DMO (16-20 hours)
- Building Proficiency in Salads and Appetizers (Minimum 40 hours during peak business).

Expectations: Maintain a clean well stocked station, provide the highest standard of food quality and presentation. All items made to recipe and meets the timing standards.

HOT APPRENTICE (WHITE HAT)

This trainee has mastered the salad and appetizer line. They are now focusing on training to be a Farrelli's Artisan

- **Professional Image:** In clean uniform looking sharp. Appropriate grooming and hygiene.
- **Communication:** Able to listen for understanding and effectively communicate a message. Accepts feedback and coaching
- **Team Player:** Understands current role, asks for help when needed and offers help when able. Never leaves the crew hanging.
- **Attitude:** Positive and enjoyable to work with.
- **Conduct:** On Time, adheres to all standards and expectations.

Pizza Artisan in training:

- GM & KM evaluated and promoted
- 100 % Proficient in salads and appetizers, made to recipe specifications.

Exceptional food quality and presentation, meets all timing standards.

- Building Proficiency in Pizza and Entrees (Minimum 40 hours during peak business).

Expectations: Maintain a clean well stocked station, provide the highest standard of food quality and presentation. All items made to recipe and meets the timing standards.

FARRELLI'S HEART OF THE TEAM

Encourages Pizza Makers to be in charge of their own destiny.

Pizza Makers hold our leaders accountable for their Growth!



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SET CRYSTAL CLEAR EXPECTATIONS

WHAT YOU PERMIT YOU PROMOTE

- Working Culture
- Pattern of Management
- Attainable Goals: Labor, Paper, Food, Liquor, Beer, Wine
- Incentives & Discipline
- Reliable Sales Forecasts
- Side Work Lists
- Server Sequence & Kitchen Timings

PEOPLE
RESPECT
WHAT YOU
INSPECT
NOT WHAT
YOU
EXPECT

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ACCOUNTABILITY

People earn their termination.

PURSUING PLEASURE

PEER PRESSURE FOR EXCELLLENCE

- Professional Image
- NO Cell phones on shift
- Compliance with all standards

RECOGNITION FOR TOP PERFORMERS

- Frequent THANK YOUs!
- Preferred Schedules or sections
- Bonus, gift cards, swag from vendors and tickets to events.

AVOIDING PAIN

- Progressive Discipline
- Verbal Warning
- Written Warning
- Extra Duties: Pulling gum from under tables and other cleaning chores
- Loss of shifts
- Suspension
- Termination: Promoted to Customer, Made Available to Industry



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COMMUNICATION IS KEY

"WE JUDGE OURSELVES BY OUR INTENTIONS AND OTHERS BY THEIR IMPACT."

John Wallen



INTENTIONS

Private and often unclear even to self.

ENCODING

Chef communicates intentions into words and actions based on his life experience, values, and beliefs.



WORDS & ACTIONS

Public

DECODING

Server interprets message— An educated guess based on her life experience, values, and beliefs



IMPACT

Private... Unless Pizza maker asks or Server shares.

THE INTERPERSONAL GAP WE ARE MEANING MAKING MACHINES
AND PERCEPTION IS NOT ALWAYS REALITY



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TELL THE TRUTH - COMMUNICATION IS KEY

HONESTY IS THE MOST DIRECT PATH TO MENTAL HEALTH!

Jim Moats a mentor of mine.



what i think



what i say

1. Cultivate Genuine Curiosity
2. ACTIVELY LISTEN
3. Communicate Your INTENDED Message and check for IMPACT



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TRIANGULATION + GOSSIP = ORGANIZATIONAL CANCER




**TRIANGULATION CREATES AN
UNHEALTHY PASSIVE AGGRESSIVE
CULTURE**

**UNDERMINES TRUST,
HONESTY AND
INTEGRITY.**



I began to realize that the quality of conversations is not only indicative of the culture. It create culture, and it determines the quality of the decision-making, planning, everything.” -Ken Macher


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PEOPLE DON'T CARE HOW
MUCH YOU KNOW UNTIL THEY
KNOW HOW MUCH YOU CARE.

EVALUATIONS, FEEDBACK, AND COACHING

- ☐ Feedback should NEVER be a surprise!
- ☐ Critical feedback is given as close to “real-time” as possible!
- ☐ How often should you give general feedback evaluations?
- ☐ How often should you give a formal evaluation?



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TELL THE TRUTH - COMMUNICATION IS KEY

TAKE THE TIME TO DO SELF-EVALUATIONS FIRST

- ☐ People know how they are doing.
- ☐ Make it safe to tell the truth!
- ☐ Be curious and ask questions.
- ☐ Tell your truth and move quickly.
- ☐ Problem solve and create and action plan.



"WHY THANK YOU -IT'S VERY KIND OF YOU TO SAY SO. YOU LOOK GOOD TOO."



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TELL THE TRUTH - COMMUNICATION IS KEY



REAL TIME FEEDBACK IS THE MOST POWERFUL

- ☐ BE GENUINE & CURIOUS
- ☐ BE POSITIVE
- ☐ BE BEHAVIORALLY SPECIFIC
Share your experience. *I saw, heard, smelled, tasted...* 😊
- ☐ GIVE BOTH POSITIVE AND CRITICAL FEEDBACK



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TELL THE TRUTH - COMMUNICATION IS KEY

TYPES OF FORMAL & INFORMAL FEEDBACK

- 5 min check-in when shift starts
- 2 min check-in when they clock off
- In the moment!
- Formal Evaluations
- Compensation Evaluation

**BUILDS TRUST, PERFORMANCE,
SALES, AND PROFITABILITY**



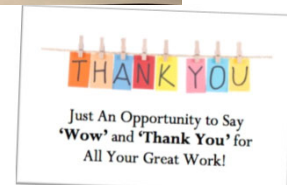
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APPRECIATION - GRATITUDE - INCENTIVES

- Genuine Appreciation
- Growth Opportunities
- Learning Fieldtrips
- \$5 Thank You Cards
- Gift Card Trades
- Distributor Swag & Hook-Up!
- Special Appreciation Events



**BUILDS TRUST, PERFORMANCE,
SALES, AND PROFITABILITY**



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CONNECTING WITH EMPLOYEES

Inspiring High Performing Team Members

- ❑ Culture is EVERYTHING
- ❑ Everyone knows who is responsible for what!
- ❑ Always tell the truth
- ❑ Practice Appreciation

ANY QUESTIONS???



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THANK YOU

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Organizational Warrior
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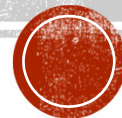


ALIGN & UNIFY 2 THRIVE



If you have additional questions or want to some of the documents I shared. Feel free to email me! I'd love to help!

ann@alignunifythrive.com



PowerPoint:

alignunifythrive.com/connectingwithemployees

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