

MANAGERS



LEADERS



WHAT DOES THIS SITUATION NEED?

✨ **Step Up** ✨

When standards, safety, or values are on the line.
Lead from the front, set the tone, role-model what's expected.

✨ **Step Back** ✨

When your team can handle it – and need space to grow.
Trust, observe, support – don't crowd.

✨ **Step In** ✨

When things cross the line – unsafe, unfair, or unacceptable.
Act fast, protect people, reset the standard.



Is this my job to do?
Or is it my job to
make sure
it gets done?

If someone in the team can do it, or learn to do it...

DELEGATE

*verb: give control, responsibility, authority to someone
or to trust someone with a job/duty*

BE CLEAR

Explain exactly...
What needs to be done?
When does it need done by?
What standard is expected?

BE CONCISE

What does success look like?
When to come back for help?
What decisions can they make
themselves?

CONFIRM

Ask them: how would you go about it?
Or get them to walk you through
what they're going to do.

✨ Making Decisions Under Pressure ✨

Keep it simple: What's the problem? What's the best option right now?

Safe? (Health, Safety, Legal)

Is it legal? (Licensing laws, HR, employment law, health & safety)

Is it safe for guests and staff? (No shortcuts that risk accidents or compliance breaches)

If it's unsafe or illegal – stop! Don't do it.

Service? (Guest Experience)

Will this protect or improve the guest experience?

Does it keep service consistent and up to standard?

If it damages guest trust, think again.

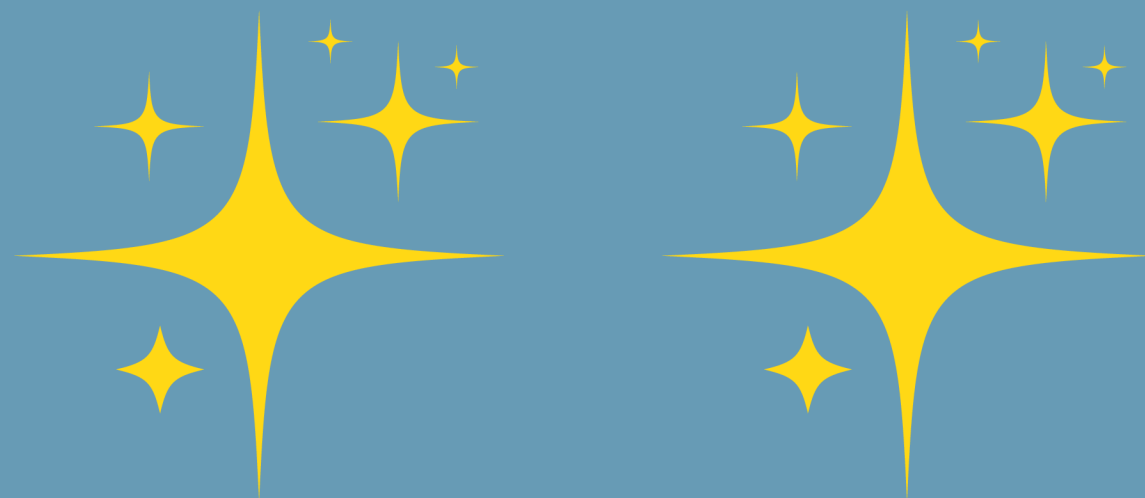
Spend? (Cost, Profit, Reputation)

What's the cost impact (staffing, waste, lost revenue)?

Does it protect the business reputation?

Would the owner/management back this choice if they were here?

INTENTION



IMPACT

Be BRAVE

Begin Well: Start steady. Set the tone.

"Can we have a quick chat about something?" "I've noticed something and wanted to check in with you about it."

"Can I run something past you – it might feel awkward, but it's important."

Why it matters: The first 30 seconds decide whether the other person listens or defends. Start calm, respectful, and adult-to-adult.

Tip: Never start with apology ("Sorry, but...") or accusation ("You need to..."). Start with *purpose* – "I want us to talk about..."

Root it in Facts: Say what you've seen, not what you've heard.

"Over the last few shifts, I've noticed a few things – drinks orders taking longer, and a guest mentioning slow service."

"Yesterday, Fiona mentioned she saw tension on the floor – I wanted to understand what was going on."

Why it matters: Facts calm emotion. It keeps the conversation safe and specific. **Avoid:** "People are saying..." or "You always..." – that's noise.

Ask & Acknowledge: Give them space to speak. Listen properly.

"How are things for you just now?" "What's your take on that?" "That sounds tough – help me understand what's behind it."

Why it matters: Asking earns trust. It's not about catching someone out – it's about understanding what's underneath behaviour.

Voice the Impact & Value the Person: Be clear about why it matters and show you care.

"The reason I'm raising it is because it affects service and the team – and I know you're better than this."

"When this happens, it puts pressure on everyone – and I want you to feel proud of your shift, not drained by it."

Why it matters: You connect standards and humanity. This is where leaders hold their nerve - staying firm *and* kind.

End with Clarity: Agree what happens next – don't let it drift.

"So, from tonight, what's going to change?" "Let's agree what good looks like by the end of this week."

"I'll check in with you on Friday – sound fair?"

Why it matters: Closure builds accountability. Leaving it vague means it never really changes.

The best leaders don't avoid difficult conversations – they handle them early, clearly, and kindly. That's what builds trust, not fear.

C – Clarity

Say what you've noticed, not what you've assumed.

Be honest about the impact - but stay kind.

"I've noticed you've seemed under more pressure than usual.
the team's feeling it too, and I wanted to check in."

A – Ask

Ask before you assume. Be curious, not cautious.

"What's feeling hardest right now?"

"What would make things easier or more manageable?"

R – Reset

Agree on what's realistic — the standards, the pace, the support.

"Let's look at what absolutely needs your focus — and what can wait or be shared."

E – Engage

Follow up and stay connected.

"Let's review this next week - if it's not feeling better, we'll look at other support."

+ The Plus

Check your own state before the conversation...

"Am I calm, clear, and curious?"

"What's my intention — to correct or to connect?"

Your tone sets the temperature of the whole conversation.