



Airport Road

Path to Leadership – Phase Three

Leadership Requirements

- Be a team member at Chick-fil-A Airport Road for at least 90 days
- Excel at your current position and show a passion for personal growth
- Work at least three shifts each week
- Have no write-ups, suspensions, or any disciplinary action taken against you

Characteristics Required

- Character – Exhibits a high level of personal character both in and out of restaurant
- Attitude – Do they have a “get it done” attitude that is optimistic?
- Natural Servant – Is he/she always looking for ways to serve others? Even unrecognized
- Pace Setter – Is he/she the driving force at the pace in the restaurant?
- Takes initiative – Does he/she wait to be told what to do or seek it out themselves?
- Proficiency – Advanced knowledge of a variety of roles in the business
- Growth-minded – Exhibits a drive for personal growth and development
- Vision – Does he/she understand our vision, and do they bring something to it?

Benefits

- Increase in your hourly wages
- Resume builder

Steps to Leadership

Pework

1. Complete all Pathway modules for “Initial Training Days 1-5”
2. Complete one BK Leads leadership class

Apply

3. Complete a leadership expression of interest form
4. Management reviews your candidacy (~1 week)

Acceptance

5. One month trial begins
 - a. Title and shirt are given
 - b. Complete “Leadership Training Workbook”
 - c. Complete a second BK Leads leadership class
6. Evaluation and selection

Leadership documents can be found at www.cfaairportroad.com/team



Leadership Progression Plan

Purpose

The purpose behind this method of leadership selection is to ensure that Chick-fil-A Airport Road invites only the best and most qualified leaders to lead our team and represent our business. If a candidate is serious about pursuing the level of excellence required to lead in our high-level organization, they will be willing to subject themselves to the following process:

Step 1: Complete all Pathway modules for “Initial Training Days 1-5”

In order to become a Team Leader, you must have the knowledge behind the position. Completion of “Initial Training Days 1-5” is required.

Step 2: Complete one BK Leads Leadership Class

Before entering leadership, attend one BK Leads leadership class. These classes provide key basic knowledge around how to be a leader, what a leader means, and what types of leaders there are.

Step 3: Expression of Interest (EOI)

The interested party must fill out an Expression of Interest (EOI) application. The Director team will review the EOI and, only after applicant is deemed to be a potential candidate by a majority vote of the director team, will they be subjected to the remainder of the steps. The EOI will include an application that outlines their experience in and out of the business as well as a short essay that will detail why they think they would make a good leader in our business and how they have been leading from where they are thus far.

Step 4: Management Reviews Your Candidacy

At this stage, management will convene on several occasions to review your candidacy. Candidacy depends on several factors including if a position is available, leading by example (punctuality, in uniform, chemistry/competence/character), etc. Management has one week to respond to your expression of interest.

Step 5 1 Month Trial Run (Assessment)

Through the course of the progression the prospective leader will work with the director of the area they are working in to allow them to train with an established leader and then to begin leading shifts on their own. In the course of the time frame for the progression the prospective

leader must complete 3 training shifts paired with an existing leader and 3 shifts where they lead solo. The 3 solo shifts must be accompanied with an evaluation form that is completed by the prospective leader and turned in to management during their next session. The form will ask for a self-evaluation of the prospective leader's performance as well as feedback from the team members being led.

During this trial run, the prospective leader will need to complete the following:

- Leadership Training Workbook – This workbook is made up of questions designed to help you learn where your gaps as a new leader may be and to help you learn to do your job more effectively.

Step 6: Evaluation and selection

Once the candidate has completed all steps in the process, the Director Team will convene one last time to vote on the selection of the team member to be a leader. The work put into the various steps will be considered as well as leadership's knowledge of and experience working with the candidate. If the Director team unanimously votes "yes" to the candidate becoming a leader then that person will be made official and proceed to the "post-progression" process. If the decision by the Director team is not unanimous than the concerns will be evaluated, and the candidate will be required to stay in the progression phase until the concerns are reasonably resolved.

Further Instruction

Throughout this process the candidate will have one-on-one meetings with the position Director and/or the Operator to guide them through the process, track results, and discuss the leadership attributes being learned. It is the responsibility of the candidate to notify the Director and/or the Operator to schedule time to discuss.

*****All required forms and material for the progression are included in this packet. DO NOT LOSE THIS as it is needed throughout the course of progression to complete all steps. Additional copies of forms if needed can be printed/copied in the office*****



Shift Leadership Evaluation Form

Team Member Name: _____

Date: _____ Time: _____

Area of Business: _____

Was there another leader on the shift? If yes, who? _____

What team members were you leading on the shift? _____

How did the team respond to your leadership? _____

What went well on the shift? _____

Were there any problems on the shift? How did you handle the problems? _____

Ask your team members/trainer for feedback. What did you do well? What could you have done better? _____
