



# Restaurant Operations Weekly™

Newsletter Issue #6 Tuesday, April 10, 2018

## **Welcome to the sixth issue of Restaurant Operations Weekly!**

Dear Friend,

If your Mondays are like mine, you're pressed for every minute of time you can get - that's why this and all future issues of Restaurant Operations Weekly" will be in your inbox on Tuesday instead. I'm happy to report that over 6,400 industry leaders like you continue on our mission to run smoother, more profitable foodservice businesses and I'm glad to have you along!

Last week we discussed the actions steps to take when an employee has been promoted beyond their level of competence. We also covered our third and final part of why you should never run one promotion, and the feature article was about how to handle managers that don't know how to allocate time in their day (use the time wheel).

This week in the HR section, we're covering the development of a competent and confident staff, and in the feature section, we'll cover what every minute of a manager's day should look like. For those of you who wish to ramp up your game when it comes to running a place, you're bound to love this issue!

If you'd like to get caught up with previous issues, just click [HERE](#) and scroll to the bottom of the page for free previous issues of Restaurant Operations Weekly.

So, happy reading - let's get to it...

## **HUMAN RESOURCES**

### ***"How to Build a Competent and Confident Staff"***

We all want and need competent management and employees on our team don't we? It's one thing to say it, but its quite another to see competence and confidence in action...and when you do, it's a beautiful thing! So, how can one build a restaurant team that's supremely competent and confident?

1. Competence BUILDS confidence. Well trained managers that know how to correctly and efficiently work every job function in the business know that the "wool can't be pulled over their eyes." They know exactly what to do, how to do it, and they have confidence because they're confident in their ability to do the job. This same concept applies for every hourly position as well. Training builds competence and the net result is confidence.

2. Eliminate the fear of failure. If your team lives in fear of dropping the ball, they'll never try to reach greater heights. Failures should be acknowledged, the lessons learned, then move ahead. Failure is a normal part of the learning process.

3. It all starts with training. If you want to see real fear, just take a new employee and throw them into a job function. Who would do that? Unfortunately, and especially in small, independently owned operations with few if any training systems in place, this frequently happens. The net result is incompetence on the job, no visual confidence, high turnover and frustrated managers. We won't even begin to discuss how this negatively impacts the guest experience and the overall health of the business...

4. Practice does not make perfect. Perfect practice, done properly makes perfect. Here's a [great article](#) that will probably make you rethink how you train.

5. Feedback really is the breakfast of champions. Immediate, supportive, and candid feedback to your people lets them know that you see, you care, and the manner in which things get accomplished matter to you. In our industry, both the process and the outcome matter - it's not just about the final result.

5. Mentorship matters. The job of a leader is to develop other leaders. Lone wolves don't survive very long in the wild or in the restaurant industry. Most of us can point to key people in our past that have helped us along the way, and maybe now is a good time to pay it forward. Mentorship is a powerful tool you can use to bring out the best in every person on your team. Besides, if you don't give, you won't get. If nothing else, just do it because you'll feel great about giving.

## **SALES BUILDING**

### **"How to Track Server Sales Performance"**

Envision its dinner-time in your business. How many selling opportunities will you have tonight? Let me explain...

A single guest comes in and is seated at a table. He/she will have an opportunity to order:

- 1 - Cocktail (or two)
- 2 - Appetizer
- 3 - Wine glass or bottle
- 4 - Entree
- 5 - Dessert
- 6 - Coffee

(A total of six selling opportunities)

Your server sells (or more accurately, takes the order for) a cocktail, an entree and a dessert. That's 3 out of 6 or 50%. Do you want your servers working at 50% of selling capacity? Of course not, but many operators may not know how to gauge server performance in any other way other than total sales.

**Using this method will allow you to pinpoint sales opportunities vs. actual sales performance for every server.**

So, six selling opportunities per guest, and tonight, your server will take care of 25 people. That's  $25 \times 6 = 150$  sales opportunities. At the end of the shift, simply count up the total number of items sold. Let's say there's 110 items sold.  $110$  divided by  $150 = 73.3\%$  sales performance.

Now, on a wall chart in your office or other area out of guest view, put every servers name and date in a matrix format. At the end of every shift, just put the selling performance percentage under the name/date. The salesperson (server) with the highest percentage will most likely (but not always) be the person with the highest sales. Trust me when I tell you that all eyes will be on that wall chart every day, and peer pressure to sell more items will build.

Now, I know that there's operators that say, "It's not about sales, it's about having a great guest experience to insure that every guest comes back" and I agree to some extent. But, at the end of the day, a great guest experience does not pay the bills...you simply must maximize every sales opportunity that you can, and this is a great way to accomplish this

Give it a shot in your operation this week...you will wonder why you've not done this before. Please [let me know](#) how this works for you!



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**FEATURE ARTICLE**

***"The Manager's Daily Checklist"***

One of the biggest differences between a chain operation versus an independent, single-unit operation is the availability of tools and systems. As you well know, the more systems you have in place, the easier your job of management/ownership is.

"*You can only expect what you inspect*" is a quote we've all heard and it's true. So, with a million things going on, how is a manager/owner supposed to be in every place, all the time? What you should do is add formalized structure to your management shifts by using the "[Manager's Daily Checklist](#)."

If you would like an editable format, just go to our home page [HERE](#), scroll to the bottom and you can easily find and download your own editable version.

Start using this format and you can expect the following:

1. Nothing gets forgotten.
2. Less stress, knowing that you'll cover everything systematically.
3. A smoother-running business.
4. More predictability in your day.
5. Your employees will perform at a higher level because they'll know you will be inspecting.
6. Your management team will act in a consistent manner, shift after shift.

Roll this system out this week and enjoy immediate results in how your business runs. Initially, your managers may feel like they're being micromanaged, but that's not the point...the objective here is to run a better, easier shift. We've never had a client that didn't like this tool!

**LEADERSHIP & MANAGEMENT**

***"Your Business is Not You...It's a Tool"***

Many operators get so caught up in the day-to-day operations that eventually, their work and their life merges into one. Don't misunderstand, a growing and busy business requires a lot, but the point is, it's NOT you. Your business is a

tool to help you get what you want...financial independence, building an asset, a public platform for your agenda, whatever.

The worst part is when the business, for whatever reason, falters, stumbles or fails. It's almost impossible to separate your personal self from the business. One takes it personally and a challenged business can be a pretty big hit to the ego.

If you want to run a better business, treat it like a chess game. Look at it objectively and ask yourself, "How can that business do a better job for me?"

Fact is, you have a life and so does your business. Your business does not have emotions, feelings nor does it care who owns it. It's a physical presence, but that's about it.

In the course of a lifetime, you may own several businesses, and those businesses may have several owners...it's the entrepreneur's "circle of life."

***Today, look at your business objectively. How can it do a better job of serving you as the tool that it is?***

#### **RECAP**

*1. Never confuse competence with confidence. Confidence is the end result of all of the good things that came before it...like training, mentorship and quality coaching.*

*2. You provide your servers with everything they need to sell, so why not track those sales and congratulate/reward the highest performer? Tracking sales performance only makes sense.*

*3. If you want to run a better overall business, using the "Manager's Daily Checklist" is the best and easiest way to accomplish this.*

*4. What can your business do for you today? It's a tool, so put it to work!*

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Thanks for reading! Until next Tuesday...



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## Development

[Ready to open your own restaurant? Learn how here](#)

[Six ways to combat sexual harassment in restaurants](#)

[How to be a competent & capable manager](#)

[The Manager's Daily Checklist Sample Format](#)

[How to find meaning at work even when your job feels miserable](#)

[Think practice makes perfect? Think again. This article will change how you train everyone from now on](#)

[Predictive scheduling - How to adjust to local labor law changes](#)

## Resources

[To Subscribe or Catch up on back issues of Restaurant Operations Weekly](#)

[50 Restaurant Industry Statistics \(by Toast\)](#)

[Key Pillars of Luxury Hospitality](#)

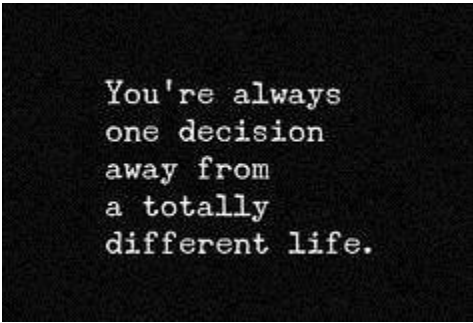
[Food holidays in April - Great Promotional Calendar](#)

[Days and Weeks of the Year - Calendar](#)

[Minimum Wage Laws in the U.S. \(US Dept. of Labor\)](#)

[The World's Greatest Restaurant Systems Checklist](#)

*"It is not enough that we do our best; sometimes we must do what is required."  
- Winston Churchill*



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one decision  
away from  
a totally  
different life.

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