



Restaurant Operations Weekly™

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Welcome to the 21th issue of Restaurant Operations Weekly

Dear Friend,

We had a great chef, a tight kitchen, a solid management team and it seemed as though all cogs in the wheel were intact – up until I got the call.

“Kevin, chef has not shown up yet, what should I do?” asked my opening manager. I called chef at home and said, *“Where are you?”* and his response? *“I found another job, sorry I can't work out my notice.”* I could feel the pit in my stomach and felt like I had been taken “hostage” because I did not have a succession plan in place for my newly departed chef. Nobody was ready to step up to the plate and it was up to me to dig myself out.

Jim was of the most talented and hard-working people in the kitchen. I pulled him off to the side and said, *“Jim, we're in a tough spot. Chef is no longer with us, are you interested in giving it a shot?”*

Jim knew this was his opportunity to shine and in no time, he had the kitchen running even better than it was before and I was proud of his performance.

This situation at one of the largest restaurants in Charleston, South Carolina years ago reinforced to me the importance of having people in place that can quickly step up to the plate.

Despite the performance and loyalty your key people have for you, you must always have people being developed and ready to step into leadership roles. This includes GM, Bar Manager, Chef, Kitchen Manager, and any other key leadership role. In fact, one of the core non-negotiable duties of executive leadership must include the development of new leaders. [Norman Brinker](#) once said something to the effect of, *"The role of a manager is to develop profits and people equally. A manager that can't do both does not belong in my organization."*

Having a #2 ready to go in every leadership position should be considered as one of two, "Golden rules" for every restaurant owner.

Our mission here at Restaurant Operations Weekly™ is to help friends run better, more successful restaurants and other types of hospitality operations, so let's get into this week's topic...

"Delegate or Die"

The life of a restaurant owner can be remarkably lonely. Late nights with a checkbook that doesn't have any cash and a big stack of bills, staffing issues that won't seem to go away, maintenance problems that keep popping up, promotions that need to be run are sapping your energy, and frankly, you're just tired. Tired of the whole thing. How did it come to this?

It's probably because there weren't other people alongside you to help accomplish all of the work. You've been putting in long hours because maybe you thought that you're the only one that can get things right. Well, that may be the case, but it's time to lighten the workload, and face it, as long as something is 51% right a lot, it will still be successful - it's unlikely that perfection is a requirement

It's time to follow the second golden rule; Implement the systems you need, then **delegate to others**. The alternative if you don't is a slow, unnecessary and rather painful death of your business.

Think about it this way...a business has one purpose: it's a tool for the owner(s) to help them get what they want. If that business is no longer accomplishing that purpose, what's the point? So, your business must not be stagnant. It must grow – to ultimately be handed down to successors, or be sold.

A stagnant business is one that's not growing, people are not being developed, and sales are most likely flat-lined. It's time to get out of the rut. To do this:

1. Focus on your systems. Click [HERE](#) for a helpful checklist.
2. Focus on delegation of authority. Find people you like to help you – this is the most important thing. Then, if they don't know how to do the job, teach them. It will be pleasant because you like them. Stop working with people you don't like.
3. Support your new leaders. Don't undercut their authority, support incorrect decisions (and make sure they don't happen again), and concentrate on THEM and they'll take care of others. Stop trying to run or control everything – it's time to let the control instincts go and build your support team.
4. Put these people in charge of things that are bogging you down. Give them coaching, support and guidance, and in no time, you'll have your life back.

You probably got into this business because you once loved it. Get back in the saddle, follow this advice and enjoy the ride because your restaurant needs you.

Thanks for reading and have a great week!



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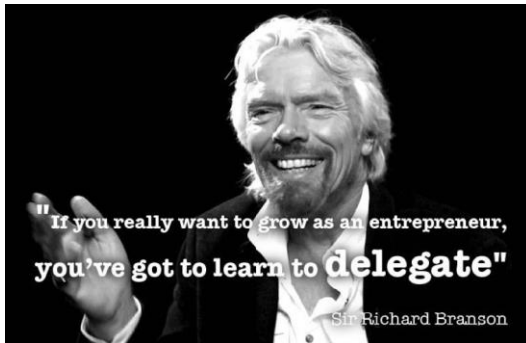
[The World's Greatest Restaurant Systems Checklist](#)

If you delegate tasks, you create followers. If you delegate authority, you create leaders.

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