

# WINNING IN DINING

How to Think and Communicate Like a Leader



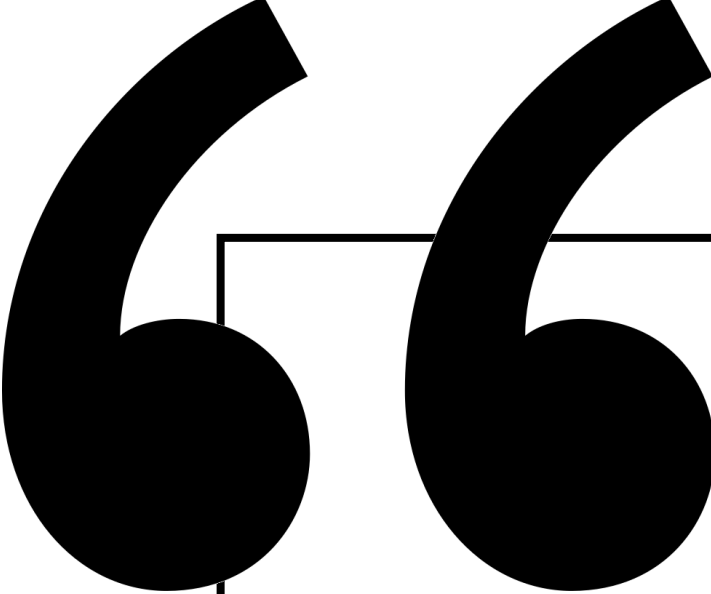
{ THIS IS YOU! YOU ARE THIS! }



B<sub>3</sub> O<sub>1</sub> S<sub>1</sub> S<sub>1</sub>



{THIS IS ME!  
HI, I'M KATIE! }



When you have made as many mistakes as I  
have then you can be as good as me.

Wolfgang Puck.





# The Language of Leaders



Courage

+

Reasonable Risk

You, the 'Boss' Whisperer



Your  
Boss





NEWS  
E  
MINY

**THE SHEEN INTERVIEW**

**EXPLAINING HIS ACTIONS**

"IT'S ALL PASSION"



4:44 / 22:43

A young girl with blonde hair, wearing a yellow dress with floral patterns and brown boots, is running happily in a grassy field. The background is a soft-focus landscape with trees and a bright sun, creating a warm, golden glow. Three large, overlapping circles are overlaid on the image: a cyan circle on the left, a purple circle on the top right, and a yellow circle on the bottom right. Each circle contains a question in black text.

Will it work?

Can I do it?

Is it worth it?

The Core of Leadership,  
Self Motivation

# Assessing Risk

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What is known?

What is not known?

What are the possible outcomes?



# Individual Risk

- What's the worst that can happen?
- What can I control?
- What is my personal risk tolerance?
- Who in my life will absorb the shock (positive or negative) of my risk-taking?
- Risk as a function of my personality and prior history





# Organizational Risk

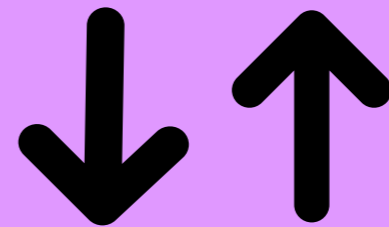
- What's the best that can happen?
- Who loses their job if I'm wrong?
- Who can't feed their children if I'm wrong?
- What system does this decision exist within?
- How does that system change when I act?
- How does that system change if I don't act?
- What can't I control?
- What are the system's limits?



# Opportunity Cost

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*Noun: (Economics)* the LOSS of potential GAIN from other alternatives when one alternative is chosen.



# Putting it all Together...

## Courage

I see the world as it is.

I make decisions based on reality, not fantasy.

I approach my limitations.

I accept that I control less than I think.

I accept that I have blind spots.

I take on what I can do.

I acknowledge mistakes.

## Reasonable Risk

I understand my personal risk.

I know the organization has systematic risk.

I know those are two different things.

I understand my upside.

I understand my downside.

I understand the 'cost' of missed opportunity.

I honor the limits of my resources.



> 92%  
Occupancy

Customer Cap  
on Price

Acuity  
Pressures

Labor  
Shortages

Evolving  
Customer  
Sentiment

Turnover

# Courage

Seeing the world as it is.

Can you accomplish yesterday's mandates with today's resources?

Rethinking the  
Occupancy  
Construct

On-Demand  
Pricing  
and Services

Acute-Care  
Leanings

Contractor and  
Flexible Staffing  
Arrangements

The 'cool guy/girl'  
approach to  
customer acquisition

Promoting Creativity  
over Competence

# Reasonable Risk

Where are today's opportunities?  
And what do we risk in seeking them out?

## Where to begin?

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Take one idea from the conference.

Better yet, take one problem discussed.

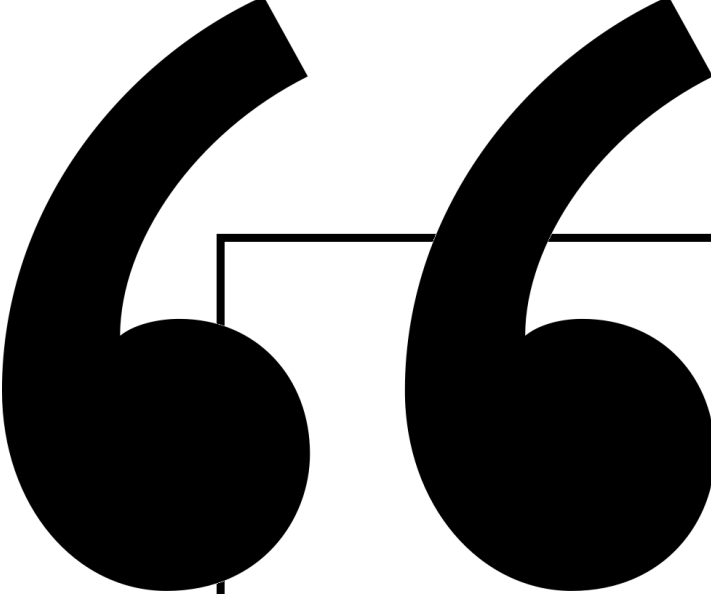
Localize it.

Apply your new framework of thinking.

Write down your thinking patterns and outcomes.

Discard OR Present.





“You are probably on the right track if *you feel like a sidewalk worm during a rainstorm*. That is about how we felt after we maxed out three credit cards buying hard disks off the back of a truck. That was actually the first hardware for Google.”

Larry Page.



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Thank You!