



# GENERAL MANAGER CLASS

Coaching Guide

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## General Manager Class Objective

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The purpose of this one-day class is to help General Managers develop critical competencies needed to successfully run a restaurant and be the best GMs in the business.

## Performance Objectives

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- Understand the Performance Management Cycle and the unique role Feedback and Coaching play
- Manage conflict constructively through effective conversations and self-awareness
- Utilize planning tools to manage conversations effectively
- Develop employees' skills and knowledge so they can contribute to more productive and efficient restaurant operations and build bench strength

## Competency Focus Areas

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The workshop will target the following competencies:

- Performance Management
- Constructive Conflict
- Talent Management

## Pre-Work

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General managers must have completed the manager curriculum on WeLearn prior to attending the General Manager Class.

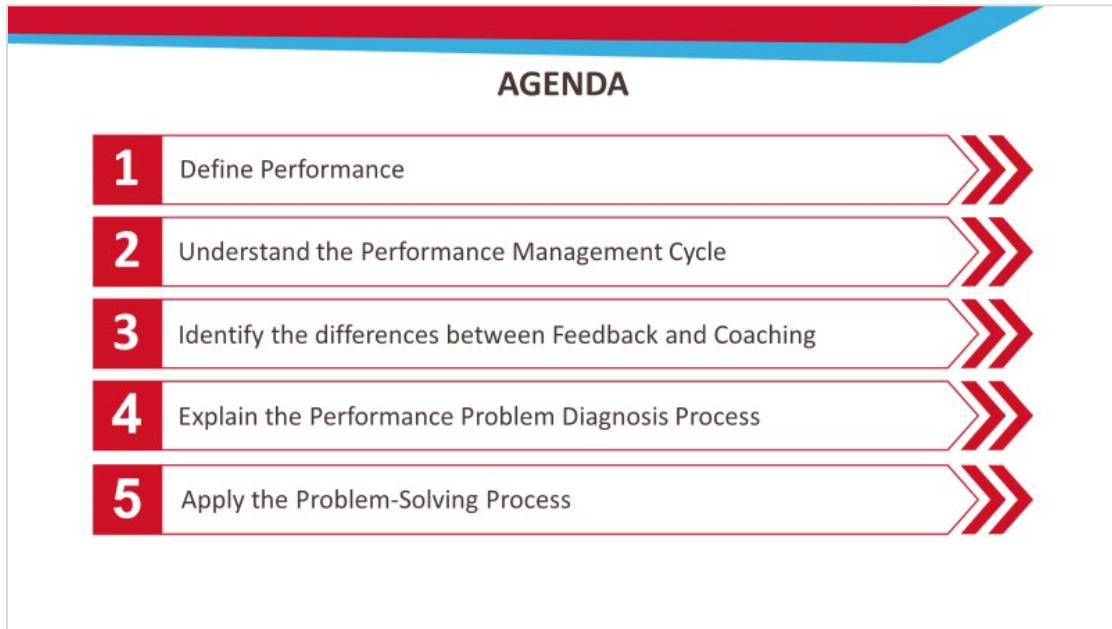
In addition, participants should arrive to class with the following items:

- Pen

# Module Topics

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## Module 1 – Performance Management



When restaurants perform at a high level, it is not by accident. The GM plays an integral role in making it happen. It's up to the manager to check in, monitor different aspects of operations, and improve where needed.

This module explains the performance management cycle, clarifies the difference between feedback and coaching and discusses methods for delivering feedback and coaching conversations with excellence.

# Module Topics

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## Module 2 – Constructive Conflict



Managing conflict is one of the most important and challenging tasks for a GM. Conflict can be productive if it is constructive.

This module explains the concept of constructive conflict and how it can impact the restaurant. It also teaches participants how to manage emotions, avoid assumptions, and plan for critical conversations in their restaurants.

# Module Topics

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## Module 3 – Developing Tomorrow’s Leaders



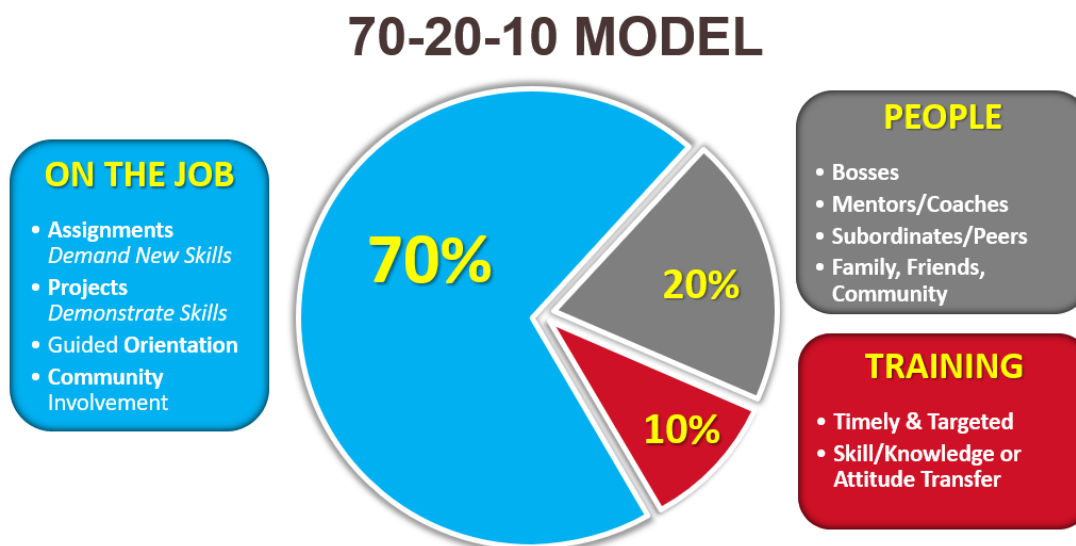
To be successful, managers must be able to get the right work done through others.

This session allows GMs the chance to assess the collective talent in their restaurants and provide opportunities for team members to learn and grow. It will encourage them to find better ways to work. It also assists the GM in setting clear expectations and embracing the power of providing regular and appropriate coaching and recognition.

## Post-Class Work

By attending General Manager Class, your general managers have started the journey of developing *knowledge* on the topics presented at class. However, building *skill* is an integral part of development.

As the *coach*, you play the most important role in the development of your shift managers. A General Manager's development is started by attending General Manager Class, but 70% of their development comes from on the job and 20% from people supporting their development. For this to be successful, *you* must take the time to mentor and coach.



Upon leaving class, your General Manager was given the following post-class work. When your General Manager returns to their restaurant, schedule a meeting to debrief what they learned in class.

Plan and organize time to coach your General Manager through the post-class activities:

1. Touch base with supervisor
2. Review Start, Stop, Continue Exercise
3. On-the-job Activities

# Touch Base

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## **Post Training Discussion**

Within two weeks of returning from General Manager Class, schedule 15-20 minutes to debrief what your General Manager learned at class.

Have the General Manager bring their Start, Stop, and Continue exercises from class along with their post training worksheets.

Here are some questions to ask during the debrief:

1. What was the most impactful topic you learned at General Manager Class?
2. What is an area or topic you feel you still need help understanding? How can I best help you develop in this area?
3. Prior to coming to class, what did you identify as something not working (something you should STOP)?
4. Now that you've gone to General Manager Class, what did you identify as something you should put in place to improve (something you should START)?
5. What are some skills and practices you do that you think have worked well (something you should CONTINUE)?



## Post Training Discussion with Their Peers

Within two weeks of returning from General Manager Class, your GM should plan on having a brief meeting with their peers to share how they have implemented what they learned. This can be done virtually or in person if possible.

They should utilize the completed Stop/ Start / Continue form from class that they filled out after each topic.

Here are some questions for discussion with their peers:

1. What topic was most valuable to you from your General Manager Class?
2. How have you implemented constructive conflict with your team?
3. How are you managing your team's performance?
4. What are you doing to develop team members into leaders?

## In Class Worksheets

1. Stop / Start / Continue Form
2. Discussion Planning Worksheet
3. Defining Purpose and Goals Worksheet

## Post Class Worksheets

The worksheets below were provided to GMs to reinforce the training they received. GMs should schedule time to complete them and review results with their supervisor.

POST CLASS WORKSHEETS	ESTIMATED TIME TO COMPLETE:	COMPLETED DATE/TIME:	DISCUSSED WITH PEERS:
Discussion Planning Worksheet	25-30 Minutes		
Transfer of Expertise & Coaching Worksheet	15-20 Minutes		
Reflection & Self Planning	25-30 Minutes		

# Forms & Worksheets



## DISCUSSION PLANNING WORKSHEET

Use this worksheet to help prepare for feedback, coaching and performance discussions.

Keep in mind when planning your discussion:

- ✓ LISTEN
- ✓ Focus on the issue
- ✓ Use "I" statements
- ✓ Avoid assumptions
- ✓ Manage your emotions
- ✓ Recognize triggers and prepare to pause when needed

### PLAN YOUR CONVERSATION

#### Greeting:

- What's the purpose of this meeting? What are you trying to improve?
- How long will this meeting take?
- What are the expectations?
- Make sure you give participants the space to feel comfortable and share/ open dialogue.

NOTES:

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#### State the Observed Behavior:

- Describe what you observed. (Be Specific. Provide examples of what you've observed)
- What are the standards?
- Why is it important?
- Describe any previous coaching (if any).

NOTES:

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#### Wait & Listen for Their Response:

- Allow the person to respond.
- Based on response, explore causes. (Use open ended questions)
- Stay focused on the discussion. (Avoid sidetracks, blame or excuses)
- Identify the root cause of the problem. (Help the individual identify if needed)

NOTES:

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## TRANSFER OF EXPERTISE AND COACHING

Employee Name: \_\_\_\_\_

Task: \_\_\_\_\_

What support will they need from you to be successful?

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What is your plan for touch base meetings (when, where, frequency)?

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What will be important when providing feedback to this person?

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What obstacles might you have to remove, or do you think they might encounter?

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How will you recognize their contributions?

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## REFLECTION AND SELF-PLANNING

When you work to guide, direct, teach, involve, and coach your team, you can absolutely unlock their potential to grow and develop. This action planning guide will help you pull your learning into one document that you can use to start unlocking the potential of your team members.

What are my unique skills?
Why did I become a General Manager?
What experiences from my past can help me in my current role?
How can I leverage my past experiences to develop my team?
What support will they need from me to be successful?
What is my plan for touch base meetings (when, where, frequency)?
What obstacles do I anticipate they could encounter?
How will I recognize their contributions?