

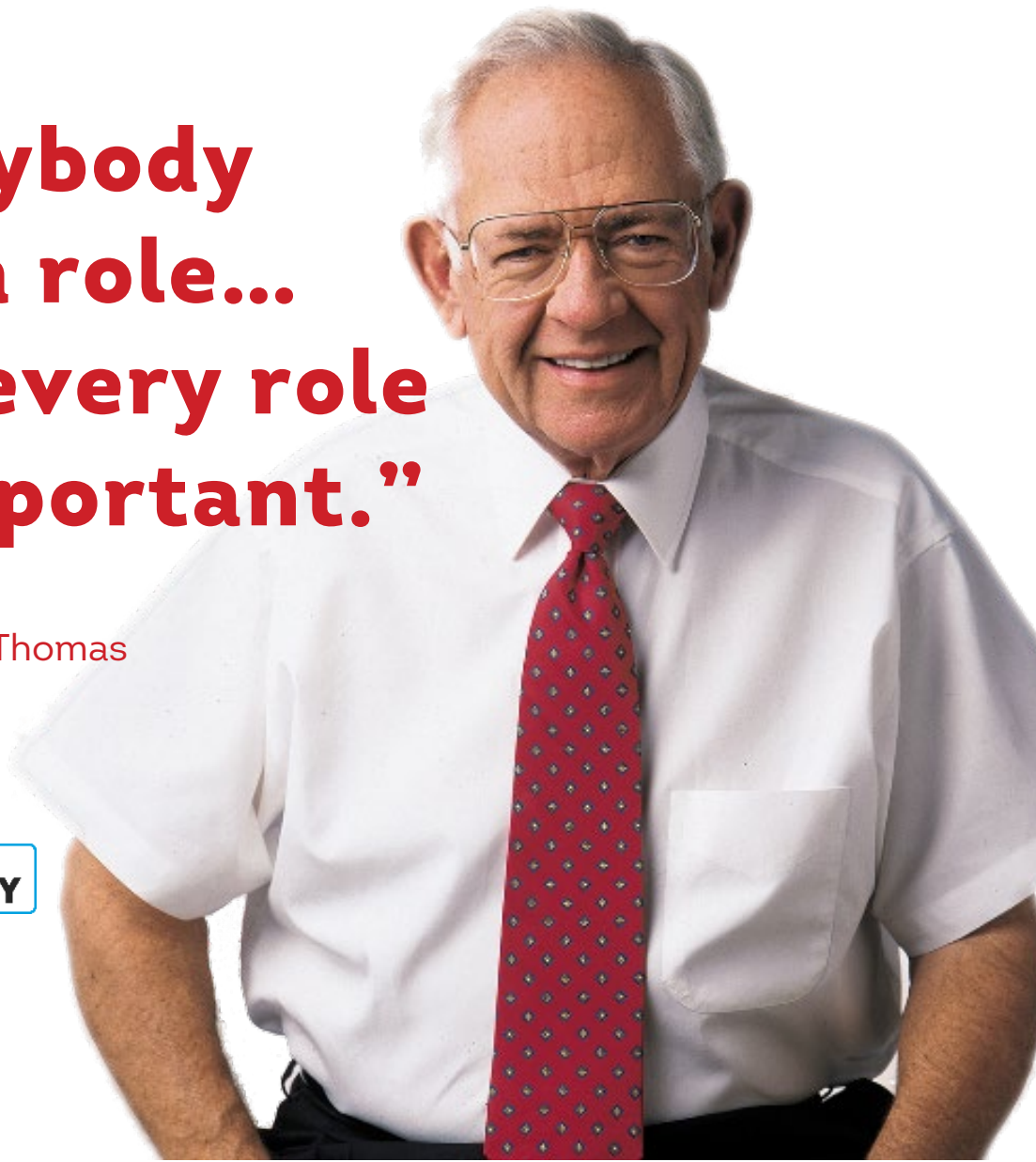
Wendy's®

SELF-DEVELOPMENT PLAYBOOK

**“Everybody
has a role...
and every role
is important.”**

- Dave Thomas

Wendy's
UNIVERSITY



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WELCOME TO THE SELF-DEVELOPMENT PLAYBOOK

This Playbook is designed to assist in your personal and professional development.

WHY USE THE PLAYBOOK?

- To select and align with your manager on which competencies to develop
- To review example behaviors commonly associated with each competency
- To learn what action steps you can add to your individual development plan

WHAT IS IN THE PLAYBOOK?

- An overview of Wendy's Leadership Success Factors
- Instructions for how to use the Playbook and select a competency
- 20 individual Competency Plays to help your development of that competency

WHO IS THE PLAYBOOK FOR?

- Restaurant Managers
- Operations Leaders



BUILDING YOUR INDIVIDUAL DEVELOPMENT PLAN



DISCUSS CAREER GOALS

- Meet with your supervisor and discuss your career goals.
- Decide whether you will focus on improving in your current job or developing for a future job.
- Add your current and future career goals to your individual development plan.



IDENTIFY STRENGTHS & OPPORTUNITIES

- Use the Leadership Success Factors Self-Assessment to determine your relative strengths and opportunities.
- Align with your supervisor on the 3-5 strengths and 2-3 opportunities that are most critical to your role and career goals.
- Add these strengths and opportunities to your individual development plan.



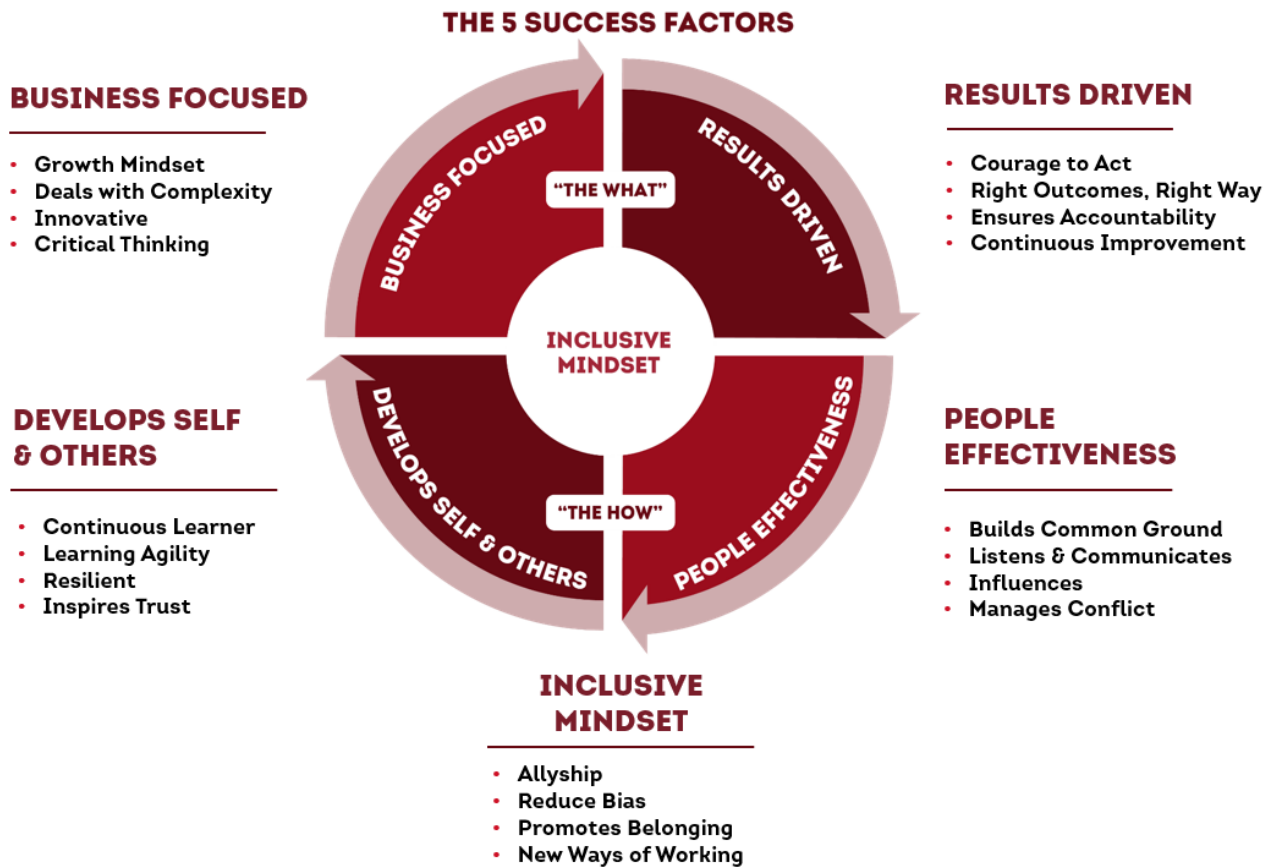
SELECT DEVELOPMENT FOCUS

- With your manager, select one competency from your strengths or opportunities.
- Use the Competency Play to help create development actions and add them to your individual development plan.
- Track progress and review with your manager quarterly or sooner as needed.
- Repeat the process with 1-2 new competencies.

LEADERSHIP SUCCESS FACTORS

Wendy's Leadership Success Factors provide a common language to describe the leadership behaviors that can help you be more successful in a restaurant management role at Wendy's.

Each of the 5 "Success Factors" contains 4 specific competencies. The wheel below shows which competencies fall under each Success Factor. The Self-Development Playbook is organized by Wendy's Leadership Success Factors and is designed to assist you in your personal and professional development.



Leadership Success Factors

Self-Assessment - SAMPLE ONLY

Instructions: Below are Wendy’s 5 Leadership Success Factors. Each Leadership Success Factor has four competencies. Review each of the 20 competencies. Identify 7 competencies you think are your relative Strengths (“S”). Identify 7 different competencies you think are your relative Opportunities for Development (“O”). Gather third-party input by reviewing your self-assessment with relevant stakeholders at work (manager, peers, direct reports, etc.). Based on your self-assessment, third-party input, and your short-term and long-term career goals, consider selecting 3-5 Strengths (“S”) and 1-3 Opportunities for Development (“O”) and adding them to your Individual Development Plan. You should also feel free to add other strengths & development needs you feel are relevant for you.

- For more information, refer to pages 8-27 in the Self-Development Playbook to view definitions of each competency at basic, intermediate, and advanced levels.

S / O	INCLUSIVE MINDSET – <i>provides support to others different from self; seeks to eliminate workplace bias; makes others feel welcome; supports new ways of working</i>
___	1. Allyship - provides support to others different from self
___	2. Reduce Bias - seeks to eliminate workplace bias
___	3. Promotes Belonging - makes others feel welcome
___	4. Work-Life Flexibility - supports new ways of working
	BUSINESS FOCUSED – <i>knows the business and how to drive it forward, effectively operates in a complex business environment, identifies and implements new value-added strategic opportunities, and makes high-quality decisions</i>
___	5. Growth Mindset – knows the business and how to drive it forward
___	6. Deals with Complexity – effectively operates in a complex business environment
___	7. Innovative – identifies and implements new value-added strategic opportunities
___	8. Critical Thinking – makes high-quality decisions
	RESULTS DRIVEN – <i>creates and sustains progress, produces results with integrity, holds self and others accountable, and simplifies work and improves processes</i>
___	9. Courage to Act – Creates and sustains progress
___	10. Right Outcomes, Right Way – produces results with integrity
___	11. Ensures Accountability – Holds self and others accountable for results
___	12. Continuous Improvement – simplifies work and improves processes
	PEOPLE EFFECTIVENESS – <i>creates effective partnerships and relationships, seeks to understand and share perspectives, aligns others to achieve business outcomes, and addresses differences and finds mutual wins</i>
___	13. Builds Common Ground - creates effective partnerships and relationships
___	14. Listens and Communicates – seeks to understand and share perspectives
___	15. Influences – aligns others to achieve business outcomes
___	16. Manages Conflict – addresses differences and finds mutual wins
	DEVELOPS SELF & OTHERS – <i>invests in personal and professional growth, rapidly understands and applies new concepts, adapts to change and overcomes obstacles, and does what they say they will do</i>
___	17. Continuous Learner – invests in personal and professional growth
___	18. Learning Agility – rapidly understands and applies new concepts
___	19. Resilient – adapts to change and overcomes obstacles
___	20. Inspires Trust – does what they say they will do

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HOW TO USE THE COMPETENCY PLAYS

The playbook contains a Competency Play for each of the 20 competencies. Each Competency Play is organized into three levels: basic, intermediate, and advanced. Use the Competency Plays to help determine your level and select development tips to help you improve going forward.

WHAT IS IT?	This is a brief definition of the competency. Use this section to improve your understanding of the competency.
WHAT DOES IT LOOK LIKE?	This section provides example job level-specific behaviors you might see when the competency is demonstrated at a basic, intermediate, or advanced level. Use this section to determine at which level you are currently performing the competency.
WHAT SHOULD I DO GOING FORWARD?	This section provides example job level-specific development tips that may be relevant to your role at Wendy's. Choose a development tip that will help you improve the level at which you are performing the competency.

INCLUSIVE MINDSET: ALLYSHIP



WHAT IS IT? Provides support to others different from self.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Takes an interest in getting to know team members and finding common ground.	<ul style="list-style-type: none"> • Consider how you can support and speak up for someone different than you. Spend time understanding their experiences and represent their voice and perspective in manager meetings. • During huddles, make space for all voices to be heard by inviting employees to share their ideas, especially those that usually don't speak up.
INTERMEDIATE	Uses voice to advocate for those different from self; creates connections among team members who are different from each other.	<ul style="list-style-type: none"> • Ensure all job levels and backgrounds are represented in manager meetings where key decisions are made. This might mean pulling a person/group aside to make sure their voices are represented. • Establish an "open door policy" for employees to share their concerns. Consider setting aside dedicated time each week where employees can call or speak to you in person.
ADVANCED	Creates opportunities for team members to connect and work with peers that are different from self.	<ul style="list-style-type: none"> • Prioritize opportunities to engage with others within your organization to learn about different backgrounds or experiences. This could be joining an employee resource network or affinity group and actively participating in their programming. • Allyship is an actionable term. Practice ally behaviors during meetings by making space for all voices to be heard. Acknowledge what voices may not be in the room that may have a stake in decisions being made.

INCLUSIVE MINDSET: REDUCE BIAS



WHAT IS IT?

Seeks to eliminate workplace bias.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Respects different backgrounds and seeks out other points of view when solving problems.	<ul style="list-style-type: none"> • Educate yourself on your unconscious biases through WeLearn trainings and other trainings provided by your organization to understand how biases can affect decision-making. • Address comments that could be interpreted as biased. Not addressing bias could be perceived as agreeing with it. Escalate issues to your supervisor that you may not feel comfortable or equipped to address on shift.
INTERMEDIATE	Engages in organization-provided trainings and uses tools & processes to eliminate biases.	<ul style="list-style-type: none"> • Reflect on how your biases can show up in your routines and actively use tools & processes provided by your organization to reduce bias when making decisions. • Speak up and address comments that could be interpreted as biased. Use phrases like "what do you mean by that?" to seek clarity and understanding.
ADVANCED	Ensures team follows procedures and utilizes tools & processes intended to eliminate workplace bias.	<ul style="list-style-type: none"> • Educate your team members on how your organization's tools & processes can help create fairness and mitigate bias in decision-making. • Participate in unconscious bias and other trainings provided by your organization (if applicable) and share your key takeaways and learnings with your team.

INCLUSIVE MINDSET: PROMOTES BELONGING



WHAT IS IT? Makes others feel welcome.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Ensures a positive shift culture where all team members are accepted; Lives Dave’s Value of “Treat Others with Respect”.	<ul style="list-style-type: none"> • When a new team member comes on board, learn 2-3 things about them personally and introduce them to a peer who has those things in common. Learning about team members allows you to better support their personal and workplace commitments. • Take initiative to introduce new crew members to the team in a huddle during their first week. Encourage them to share something about themselves with the team (hobby, personal interests, etc.)
INTERMEDIATE	Builds relationships and invests time in getting to know all team members; takes action to ensure all team members feel included.	<ul style="list-style-type: none"> • Ask new team members to fill out a short bio and ask them if they are comfortable with you posting it in the crew break area. This will generate conversation between the crew and new team member. • Share team members' key accomplishments and milestones such as birthdays, graduations, and service anniversaries on the crew communication board.
ADVANCED	Creates a district culture that welcomes, accepts, and respects people of all backgrounds.	<ul style="list-style-type: none"> • Seek out opportunities to partner and collaborate on projects with other District Managers and cross-functional employees within your organization. Discuss career development and progression opportunities with GMs. • Connect new AGMs/GMs with a peer mentor on the team. Identify 3 things that their mentor should focus on during conversations and set time for the mentor to spend time with the new manager in their restaurant.

INCLUSIVE MINDSET: NEW WAYS OF WORKING



WHAT IS IT? Supports work life balance.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Respectful of peers' work-life balance when communicating during non-working hours.	<ul style="list-style-type: none"> • Reflect on what methods of communication you use and when (phone, email, text, in-person). Make a list of common types of communications you have with employees and write down what method of communication is best suited for each. • Come prepared to each manager meeting with updates on agenda items. Complete pre-work ahead of time if applicable.
INTERMEDIATE	Offers flexibility in scheduling and respects individual needs while balancing the needs of the business.	<ul style="list-style-type: none"> • Establish a communication board in the restaurant and keep it up-to-date with important announcements & news. Ensure everyone knows where to look for information that is relevant to them to avoid one-off communications during non-working hours. • Have team members submit both availability and desired shifts. When making the schedule, rotate each week who gets their desired shifts if business need allows.
ADVANCED	Respects individual needs of team members; develops team to be self-reliant to support work-life balance.	<ul style="list-style-type: none"> • Reflect on what methods of communication you use and when. When is it appropriate to use email, text, or a phone call? Make a list of topics you frequently communicate about to your team or manager and identify the appropriate method of communication for each one. • Ensure meetings are productive by preparing an agenda and sending 48 hours ahead of time. Categorize each agenda item as an "inform" or a topic to "discuss" and reserve the last 5 minutes of each meeting to review action items and deadlines for each item.

BUSINESS FOCUSED: GROWTH MINDSET



WHAT IS IT? Knows the business and how to drive it forward.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Participates in the Monthly Business Review process; gives input and commits to action.	<ul style="list-style-type: none"> Participate and provide input during the monthly business review process. Share ideas for growing sales & improving the customer experience and communicate how your idea connects to the business plan. View your restaurant through the customer's eyes. What do you think about it? Work to improve the things you see and let your supervisor know immediately of any larger issues that you believe should be addressed.
INTERMEDIATE	Leads restaurant managers through Monthly Business Review process, sets priorities and gets commitment.	<ul style="list-style-type: none"> During development discussions with team members, emphasize how their specific role affects the restaurant's performance (including speed of service, sales, Voice of Customer scores, etc.) and Wendy's overall performance. How well does your restaurant become involved with the community? Think through new ways that you can get your restaurant team involved in the community and seek input from team members on what they would like to do.
ADVANCED	Sets and communicates compelling vision for district aligned with the Business Plan; coaches Monthly Business Review process.	<ul style="list-style-type: none"> Seek out and understand industry trends among Wendy's and its competitors. What changes are you noticing from competitors, and how do they affect the Wendy's business? Discuss these trends with your supervisor and what your restaurant, organization, or the Brand might do differently. Before making important decisions, ask for input from employees in different functional areas of your organization such as HR or Finance. They may provide a different perspective to help you make the best decision.

BUSINESS FOCUSED: DEALS WITH COMPLEXITY



WHAT IS IT?

Effectively operates in a complex business environment.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Accepts that changes happen frequently and keeps conversations about changes positive.	<ul style="list-style-type: none"> • Model a positive mindset when going through a new change or initiative. How can you help effectively manage the new initiative with your team? How will you encourage them to keep a positive mindset? • Identify the key tasks and processes in your restaurant. List each task and how it relates to the success of the restaurant. How is each task aligned to the overall strategy? Are you working on the right things? If not, meet with your supervisor to identify what you should be working on to contribute to your restaurant strategy.
INTERMEDIATE	Prioritizes effectively when faced with competing restaurant objectives.	<ul style="list-style-type: none"> • Provide needed support to your team during change and new initiatives. At the start of a change, ask yourself how you can support team members through training, delivering feedback and coaching. Write down 1-3 specific things you believe will support team members through change. • Understand the type of change you and your team are going through. How can you maximize team members' input more than usual? If the change allows, solicit opinions in meetings and conversations.
ADVANCED	Communicates complex changes proactively and explains the impact and required action clearly.	<ul style="list-style-type: none"> • When communicating a change, think about how it affects individual employees. Ask yourself, what does this mean to the restaurant teams? What will be different for them, and what will remain the same? Communicate those key differences and also highlight what is not changing. • Reflect on the alignment of the team as it relates to overall strategy and goals. Does each team member understand the overall strategy and are they tracking towards goals? Do they have a shared vision of expectations? Identify what you need to do over the next month to ensure all team members are aligned and working toward the same goals.

BUSINESS FOCUSED: INNOVATIVE



WHAT IS IT? Identifies and implements new value-added strategic opportunities.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Shares ideas to grow sales and the business; takes required action to support changes in the restaurant and on shift.	<ul style="list-style-type: none"> • Reflect on an experience in which a task changed for the better. What was that change, and what affect did it have on you? Then identify a time when something changed with a negative result. What will you do to ensure that future changes have a positive impact on you and your team? • Reflect on the tasks you perform daily. Select one and think through at least one new idea for accomplishing that task. Then discuss with your supervisor if it's realistic and develop an action plan for applying it to the job.
INTERMEDIATE	Embraces new initiatives to grow the business and explains changes clearly to management team and crew.	<ul style="list-style-type: none"> • Identify team members who are reluctant to change and comfortable doing things the way they've always been done. How will you demonstrate that change is important for them? What is the cost to them and your restaurant if change does not occur? Prior to implementing any future changes, be sure to think through those questions and clearly communicate your thoughts. • During your next team meeting, challenge team members to share their insights and ideas. Communicate that you expect their involvement in those meetings. When they provide ideas, ask questions to dive deeper into details, such as "Great idea. How do you think we should apply that to our restaurant?", or "Please explain that further."
ADVANCED	Proposes new ideas & strategies to grow sales; tests and provides feedback for new initiatives.	<ul style="list-style-type: none"> • Identify a problem facing your restaurant(s). Hold a brainstorming session with at least five of your team members to gain their ideas for solving the problem. During the session, ask them to generate as many ideas as possible. Of those ideas, determine key themes and select the most practical idea(s) and create an action plan to solve the problem. • In the next month, challenge yourself to form a new relationship with a co-worker in a different role from your own, or re-connect with someone you haven't spoken to in a while. When thinking through new ideas or if you are stuck on a task, go to that person for their thoughts. They may be able to provide you with a different perspective and help you come up with an innovative solution.

BUSINESS FOCUSED: CRITICAL THINKING



WHAT IS IT? Makes high-quality decisions.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Uses the problem-solving model; asks the right questions and uses customer feedback to improve service experience on shift.	<ul style="list-style-type: none"> • Consider how your emotional state could affect your decision-making. Has there ever been a time when you made a decision based on emotions? What was the outcome of that decision? Before your next important decision, practice slowing down and thinking through the best course of action. • Ask clarifying questions about the problem until you have all the information you need. Ask WHO was involved, WHAT happened, WHEN it occurred, WHY it occurred, and HOW it is being addressed.
INTERMEDIATE	Identifies & solves for opportunities in the Operations/P&L; analyzes business information to identify the root cause; anticipates short and long-term impacts of decisions.	<ul style="list-style-type: none"> • Think of one issue currently facing your team and identify the root cause. Do you fully understand the issue? How did it start, how does it affect your team and how is the team feeling? Ask the team open-ended questions to gain insight. Once you identify the root cause, work with the team to create a solution. • Before making a decision, ask yourself if you have enough information to make the best decision possible. Have you involved your team, managers and/or supervisor, including those who will be affected by the decision? Solicit input to gain additional perspective.
ADVANCED	Teaches and empowers GMs to methodically analyze problems and make quality decisions; involves key stakeholders when making decisions.	<ul style="list-style-type: none"> • Facilitate a brainstorming session about an issue currently affecting your restaurant(s). Determine who to include to ensure a wide range of perspectives. During the session, present the problem by sharing as much information as you know and its importance, then solicit ideas for how to address it. Generate as many ideas as possible, then decide on one or two ideas to implement. • Assess your team on their decision-making abilities. What team members needed to make important decisions in the past and what were the outcomes? Identify those you think need coaching on their decision making and provide perspective and support.

RESULTS DRIVEN: COURAGE TO ACT



WHAT IS IT? Creates and sustains progress.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Takes action without being prompted and meets deadlines set by manager.	<ul style="list-style-type: none"> • Build confidence in your team by providing recognition when you see someone doing great work. • Discuss your goals, objectives and performance expectations with your supervisor. Share your perspective on those expectations and whether you feel you can meet them or need more guidance. If you need more guidance, seek ongoing feedback as you work toward your goal.
INTERMEDIATE	Analyzes the root cause of opportunities; implements and executes an action plan to improve.	<ul style="list-style-type: none"> • Understand that team members make mistakes; help them learn from those mistakes. Provide feedback on the mistake, how it affected the restaurant, and how they can improve. Follow-up with positive feedback when you see them improve. • Make a point of publicly recognizing team members who take initiative (i.e., an employee volunteering for a new task or to lead an initiative). Public recognition will make other team members more likely to take initiative on future tasks.
ADVANCED	Follows up on restaurant action plans and adjusts leadership approach when action is not being taken.	<ul style="list-style-type: none"> • Focus your time and energy on the right goals. Make a list of your upcoming priorities and tasks that you need to complete for the week. Which of those are most time sensitive? Which are most important? Once you have identified urgency and importance, prioritize your tasks and keep a record of when you complete them. • Energize and inspire your restaurant team. Think about a time you were inspired by someone to do a great job or complete a task. What did that person do to inspire you, and what can you learn from that?

RESULTS DRIVEN: RIGHT OUTCOMES, RIGHT WAY



WHAT IS IT?

Produces results with integrity.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Works with a sense of urgency while maintaining quality and integrity.	<ul style="list-style-type: none"> • Adhere to Brand and company systems and processes. Over the next month, pay close attention to ensure the team is properly following procedures. Provide feedback and convey the importance of the processes. • Properly involve all team members on important initiatives. Make a list of outstanding tasks and determine which you can delegate to team members. Assess who can handle more work and who needs more support.
INTERMEDIATE	Follows a consistent pattern of management and addresses opportunities in a timely manner.	<ul style="list-style-type: none"> • Closely monitor operating plans and metrics. Over the next month, assess your restaurant metrics at a high level, then dig deeper to assess individual shifts, days, and weeks to determine opportunities for improvement. Identify at least one metric to focus on for improvement. • Appropriately follow up with team members to monitor performance and progress. Do you feel that you effectively check in with team members after assigning work? Over the next month, make a habit of following up with team members to assess their progress and determine what support is needed.
ADVANCED	Consistently role models & teaches effective use of Pattern of Management to move the business forward.	<ul style="list-style-type: none"> • As a leader, it's important to identify the key metrics and procedures that team members should be aware of and held accountable for. Determine the key metrics for your management team to focus on improving over the next few weeks. Communicate those and hold the team accountable for improvement. • Communicate goals, initiatives, and expectations clearly and as early as possible. Think about a past initiative you led. What was the outcome? What could have improved for a better result? What will you do for future initiatives to ensure your team knows what they're accountable for and their deadlines?

RESULTS DRIVEN: ENSURES ACCOUNTABILITY



WHAT IS IT? Holds self and others accountable for results.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Consistently uses huddles/TTM to share information and set goals for the team; asks for feedback and takes responsibility for team performance while on shift.	<ul style="list-style-type: none"> • Provide feedback to your team for their accomplishments, both small and large. Think of two team members who performed a task well within the last week and positively recognize them for their work. • Self-reflect on your performance over the past three months. What successes did you have? Write out specifically what contributed to those successes (e.g. contributions from team members, personal motivation, interest in the task). What failures did you have? Determine how you will continue your successes and avoid any failures in the next three months and put your ideas into action.
INTERMEDIATE	Monitors and follows up on progress and addresses performance gaps; meets deadlines by communicating expectations, setting milestones, and working through team.	<ul style="list-style-type: none"> • Empower team members to make decisions as they gain experience; allow them the ability to accomplish tasks and think through new ideas on their own. As their proficiency increases, your follow-up and feedback as it relates to that activity can begin to decrease. • Identify potential obstacles that get in the way of the team's performance. Make a list of all the obstacles in your restaurant and discuss ways for removing them. Involve all team members and create an action plan based on their ideas. If there are issues out of your control, inform your supervisor.
ADVANCED	Has a high personal standard; sets clear expectations on deliverables; monitors district results closely and holds team accountable to performance & deadlines.	<ul style="list-style-type: none"> • Coach supervisors on the importance of delegation and empowering team members to make decisions. If a supervisor is having difficulty delegating tasks, ask them what small things they can begin to delegate. Once comfortable delegating smaller tasks, they can then begin delegating more important and visible work. • Consider how you can best motivate your team members to perform highly on the job. Consider past situations when you have needed to provide motivation. What worked well and what could you improve upon? Keep in mind that team members can be motivated by different things. Some may be motivated by challenging tasks, others may need consistent guidance, and some may want recognition for their efforts.

RESULTS DRIVEN: CONTINUOUS IMPROVEMENT



WHAT IS IT? Simplifies work and improves processes.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Consistently executes all key Wendy's systems and processes on shift.	<ul style="list-style-type: none"> At the start of the day, identify tasks that are most urgent and important to accomplish. List individual tasks and rank them from most to least important (i.e. have the biggest effect on restaurant operations). Then rank them from most to least urgent (i.e. need to be accomplished immediately). Prioritize the tasks at the top of both lists, then work through the lists. Act as a mentor with your team members and share your knowledge of processes and procedures within your restaurant. What are the tasks that you know and do well on the job? Over the next month, observe team members performing those tasks and provide feedback based on your knowledge.
INTERMEDIATE	Proactively solves problems with a sense of urgency and maintains a solution-oriented mindset.	<ul style="list-style-type: none"> Properly delegate tasks to your team members. List tasks that need to be accomplished for the day or week. Who on your team is assigned and best suited to accomplish those tasks based on their abilities and availability? Involve all team members instead of assigning tasks to just a few individuals. Leverage and utilize the resources available to you as a manager (i.e. Daily Operations Plan, Customer Experience Playbook, WeLearn, Operations Manual, etc.). Over the next week, reflect on what resources you leverage and what others you could utilize as part of your pattern of management.
ADVANCED	Shares best practices across team and with peers; seeks ways to simplify work and add value.	<ul style="list-style-type: none"> Designate a block of time each week for planning purposes only. Use this uninterrupted time to plan and assess your goals for the week (not for emails or meetings). Think about strategy and create action plans. If urgent tasks come up during this time, make a new planning time that same week. The next time you communicate operational policies and procedures, also communicate the overall purpose. What is a procedure that you recently helped roll out to your restaurant(s)? What was the purpose of it? Do you feel that you effectively communicated the purpose to your team members? Going forward, communicate the purpose in addition to how the task gets completed.

PEOPLE EFFECTIVENESS: BUILDS COMMON GROUND



WHAT IS IT? Creates effective partnerships and relationships.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Welcomes new team members and takes an interest in connecting them to the team and the Wendy's brand.	<ul style="list-style-type: none"> • In the next conversation with a team member, put aside your own needs and truly listen to them and their perspective. Rather than thinking about your own response, listen to understand what they're saying, and ask clarifying questions. Summarize what they've said to ensure you understand. • Think about a time you were part of a successful team that worked well together and generated great outcomes. Write down at least 3 specific reasons why the team was successful. How can you put these into action with your current team?
INTERMEDIATE	Builds positive working relationships with peers and across the organization; role models being a team player.	<ul style="list-style-type: none"> • Reflect on your team and the unique abilities each team member has. What are their different strengths, interests, and capabilities? How do these unique abilities make for a better team? Identify how you will leverage each person's unique abilities. • Make yourself available to your team. Encourage team members to come to you with their thoughts and be open to discussing their concerns. Solicit ideas from team members who haven't approached you.
ADVANCED	Establishes and maintains a broad network of relationships cross-functionally; thoughtfully creates opportunities to connect team members with one another outside of work.	<ul style="list-style-type: none"> • List the team members and co-workers you interact with the most on the job. For each of those people, rate your working relationship on a scale of 1 (very poor) to 5 (very well). Write down three things that you will do to improve any poor working relationships and work on them over the next month. • Assess yourself on how well you partner with employees from both within and outside your direct team. Do you willingly seek advice and share learnings with them? Do you look for opportunities to involve them in projects? Identify 1-2 employees you'd like to partner with more often, learn more about what they do, and determine how you can best work together.

PEOPLE EFFECTIVENESS: LISTENS & COMMUNICATES



WHAT IS IT?

Seeks to understand and share perspectives.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Communicates clearly, honestly, and professionally; escalates concerns to manager when appropriate.	<ul style="list-style-type: none"> Align with your supervisor on what he/she expects you to communicate and how; escalate information promptly as needed. When in doubt, inform your supervisor. Never assume that others are aware of a piece of information. Over the next month, practice using open-ended questions rather than yes/no questions during conversations. Questions such as "Tell me how more about..." or "Please clarify your idea on..." will open the conversation up for additional dialogue and understanding.
INTERMEDIATE	Communicates effectively and professionally across all channels and knows when to use each channel; organizes meetings to be productive; follows an agenda and keeps team on task.	<ul style="list-style-type: none"> Emphasize key pieces of information when communicating, for example through repetition, ensuring the message is delivered to ALL necessary employees, talking about it in huddles, posting messages on a communications board, and in individual feedback conversations. Encourage your team to ask questions if you sense they're not understanding. Answer as many questions as you can, but also let them know you may need to follow up if you run out of time or are unsure of an answer. Follow up in an agreed upon amount of time, typically within 48 hours.
ADVANCED	Communicates effectively and professionally across all channels and levels from crew to senior leader.	<ul style="list-style-type: none"> Consider the best methods and channels to communicate your message; for example, should it be communicated via email, in person, or at larger team meetings? Email may be best for an FYI, but a phone call may be needed for a critical issue. The method in which you communicate can have a big impact on whether it is effectively received and how your team members act on it. Seek conversations with your team. Over the next week, challenge yourself to have a conversation with at least two team members and ask for their input on an important project. Actively listen to their insights without interrupting or providing your own. Ask them clarifying questions and summarize their key points. Then determine if you can incorporate their ideas into the project.

PEOPLE EFFECTIVENESS: INFLUENCES



WHAT IS IT? Aligns others to achieve business outcomes.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Seeks win-win solutions and gets team members on board with plan for shift.	<ul style="list-style-type: none"> • In your next meeting or huddle, speak up and state your opinion with confidence and enthusiasm. This will help ensure your supervisor and team listen to and consider your opinions. • Before making a suggested change on shift, gather input from team members to ensure all voices are heard. Communicate your intent to gain their respect, trust, and commitment.
INTERMEDIATE	Uses all methods of sharing information to align team to goals; TTM, Huddles, meetings, business reviews, etc.	<ul style="list-style-type: none"> • Be well prepared when attempting to influence your team with a new idea or initiative. Prior to team meetings, review your key points and how each team member will contribute. Have a good understanding of the process and seek additional information from your supervisor if necessary. • Think through one or two tasks in which you need to influence your team to complete. List out who is involved and the level of influence you need to provide. A new hire is likely to need more direction, whereas a more advanced employee may be able to help you reinforce your message.
ADVANCED	Plans and holds regular meetings and touch bases; organizes agenda and documents commitments for follow up.	<ul style="list-style-type: none"> • Practice good judgment and timing when providing direction to your team. Write down at least one area where you need to provide direction to your team. What is the appropriate timing and how will you deliver that message (e.g. in person, meeting, email, phone call)? Timing and method of communication are keys to the effectiveness of your message. • Before communicating a new idea, identify key stakeholders whose support you need for the idea to work. List out these people and craft your message based on their work styles, goals, and values to best influence them.

PEOPLE EFFECTIVENESS: MANAGES CONFLICT



WHAT IS IT?

Addresses differences and finds mutual wins.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Gives feedback effectively and with compassion; connects feedback to the behavior not the person.	<ul style="list-style-type: none"> • Encourage team members to share their opinions and feedback openly, even if it goes against traditional thinking. Ask for ideas versus telling them what to do to allow them to feel involved in decision-making. • If conflict occurs, step in before it escalates. The earlier you address the conflict, the easier it will be to resolve. If you are unable to resolve the conflict, solicit the help of your supervisor.
INTERMEDIATE	Effectively mediates unhealthy conflict; addresses conflict early.	<ul style="list-style-type: none"> • During team meetings encourage discussions, debate, and new ideas. Ask for input or ideas from at least 2 team members and ensure that all can share their thoughts. Let the team know it's OK to have differing opinions. Make sure any disagreements are constructive and focused on the task, not the person. • Anticipate and have a plan when conflicts arise. Establish the right time and place to have difficult conversations where all viewpoints can be heard. Set ground rules before the conversation.
ADVANCED	Effectively manages conflict up, down, and across team; ensures all voices are heard and a solution is found.	<ul style="list-style-type: none"> • When you see disagreements or conflict occur, work toward win-win solutions. Talk to each team member to understand their point of view so you can determine the issue at hand and the steps that need to be taken to solve the disagreement. You will notice that they may have more ideas in common than differences. Have each team member focus on how they want to see things in the future, and not on past mistakes or disagreements. • When preparing for difficult conversations or potential conflicts, write down your key talking points. Anticipate questions, concerns, and other viewpoints and prepare your responses in advance.

DEVELOPS SELF AND OTHERS: CONTINUOUS LEARNER



WHAT IS IT? Invests in personal and professional growth.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Demonstrates interest in learning new things and is receptive to team members' ideas; identifies own opportunities and discusses with manager how to improve.	<ul style="list-style-type: none"> • When a team member has performed well on a task, pair them with a less experienced team member to teach and coach them on it. Teaching will help the experienced team member fully master the task. • Ensure you and your team members are active participants in development and training initiatives. Monitor compliance through WeLearn completions and ensure all employees are properly trained prior to new product launches.
INTERMEDIATE	Accurately identifies and develops needs of self and team members using the development planning process; builds and develops team by spending quality time with each shift.	<ul style="list-style-type: none"> • Determine the support needed for each of your team members. Determine who needs more direction in their development, and who needs more independence. For those who need direction, regularly check in with them and share your feedback and expertise. • Make developing your team a priority. Share your own development goals and career aspirations during team meetings. Share what you're working on and your progress and ask for feedback. Set an example so others will understand the importance of their own professional development.
ADVANCED	Seeks opportunities to develop through the development planning process and stretch assignments; proactively identifies and develops bench to ensure district staffing needs are met and top talent is developed.	<ul style="list-style-type: none"> • Seek out formal learning and development opportunities to expand your current knowledge and skills. Identify a seminar, workshop, conference, or online course that will expand your current knowledge. Align with your supervisor on a strategy for using that resource for your personal development. • After you receive feedback, take time to reflect and interpret it. Ask yourself if you see a pattern in the feedback you receive. If so, act and implement a plan for improving. Write specific actions you will take and share them with your supervisor and team members to help keep you accountable, promote a culture of feedback, and build trust.

DEVELOPS SELF AND OTHERS: LEARNING AGILITY



WHAT IS IT?

Rapidly understands and applies new concepts.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Learns from mistakes and applies learnings to future situations.	<ul style="list-style-type: none"> • Discuss your personal development with your supervisor. Review your current development goals and seek feedback on your performance. Then align on at least one opportunity for a stretch goal - something that will challenge you or give you more visibility - and write it on your individual development plan. • Ensure all team members are completing required WeLearn courses and demonstrating the knowledge required for success. If you notice team members falling behind, provide them with time to learn and give feedback for how they can improve in their role.
INTERMEDIATE	Finds “teachable moments” and adjusts teaching style to develop team members; actively drives development of team skills & abilities.	<ul style="list-style-type: none"> • Encourage your team to seek experiences for continuous learning and promote an environment of development. Through the individual development planning process, assist team members in identifying their strengths and opportunities. Provide ongoing feedback and check-in on progress. In the next month, meet with at least 3 team members to discuss their development. Practice with your supervisor beforehand if you’re uncomfortable delivering feedback. • During your next team meetings, ask your team to share at least one learning that they have had in the past week (i.e., something new they learned or an experience on the job). Sharing these learnings publicly will encourage other team members to share information and improve their own skills.
ADVANCED	Generates dialogue to analyze and determine the root cause of opportunities; shares & applies learnings to future situations.	<ul style="list-style-type: none"> • Reflect on a decision you made recently that didn't go as planned. When might you encounter a similar situation in the future? List 3 things you could do differently to improve the outcome if faced with the situation again. • Identify the high potential team members within your group or restaurant. How will you specifically ensure those team members continue to be challenged in their current roles and encourage them to consistently develop their skills? Identify at least one new challenge for a high potential employee and have a development discussion with them.

DEVELOPS SELF AND OTHERS: RESILIENT



WHAT IS IT?

Adapts to change and overcomes obstacles.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Maintains composure and professionalism in difficult situations; reacts to change with a “can do” mindset.	<ul style="list-style-type: none"> • In a stressful situation, count to 10 or take a few moments to yourself before responding. Focus on staying calm. Unless it's extremely urgent, most communication doesn't need to take place immediately. Think through your response carefully after processing your emotions. • Seek feedback from your supervisor or team members on how you are handling difficult situations. Do they sense composure or stress? Optimism or pessimism?
INTERMEDIATE	Embraces changes quickly and maintains positive mindset in the face of setbacks.	<ul style="list-style-type: none"> • Think about how your emotions may be perceived by others. Write down how you would like to be perceived during times of stress and pressure. How would you not like to be perceived? • Work with your team to manage stressful situations. Let them know that it is OK for them to come to you with their thoughts. As a leader, team members will be looking to you to provide support, be a sounding board, or provide reassurance to them.
ADVANCED	Proposes creative solutions, changes course quickly, and role models optimism in the face of setbacks.	<ul style="list-style-type: none"> • During difficult situations, ensure that you maintain contact with your restaurant team. Meet with them to gather and provide feedback and to help keep their focus on key priorities. • Pace yourself throughout your day and week. Go through your calendar and determine if there are enough break times for you to catch your breath. If not, what will you do to ensure you have downtime? Importantly as a leader, also consider if you are allowing your team members the appropriate downtime as well.

DEVELOPS SELF AND OTHERS: INSPIRES TRUST



WHAT IS IT?

Does what they say they will do.

LEVEL	WHAT DOES IT LOOK LIKE?	WHAT SHOULD I DO GOING FORWARD?
BASIC	Delivers on commitments on shift and does what they say they will do.	<ul style="list-style-type: none"> Review Dave's values (Quality is Our Recipe, Treat People with Respect, Do the Right Thing, Profit Means Growth, Give Something Back). Which value do you believe is most important for you and your team to follow currently? Over the next month, communicate the importance of that value to your team to inspire them to demonstrate it. Hold your team accountable for their mistakes and recognize them for their great work. Next time you see a team member make a mistake, address it immediately and provide suggestions for how to improve. When you see a team member perform a task well, acknowledge it and communicate what it was that they did well.
INTERMEDIATE	Communicates clearly and effectively gains respect and trust through being honest and professional.	<ul style="list-style-type: none"> Lead your team by example. Think about how you want to be perceived by your team. How do you want to be viewed as a leader? What values are most important to you? Identify three things you will do over the next month to demonstrate those values and lead by example. Properly recognize team members who perform with integrity and high standards. Challenge yourself over the next month to recognize at least one team member each day for their work. You can do this by presenting a pin, posting on a celebration board, or recognizing them in a meeting.
ADVANCED	Delivers on commitments to team and peers; communicates priorities upfront.	<ul style="list-style-type: none"> When conducting performance reviews with your team members, focus not only on what the team member accomplished, but also how they accomplished it. There may have been times when they accomplished their goals, but compromised their values in the process. Address integrity issues with team members as you see them. Reflect on the various business practices within your restaurant(s). How do those practices affect the team? Do they promote a positive work environment where employees can succeed, or do they negatively affect team members? What can you do as a leader to ensure that all team members are working in a positive environment?