

Sample Development Guide

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Building Relationships:

Strength

Team Members with higher scores are more likely to consider stakeholders opinions when making decisions. They actively connect with peers and direct reports, and tend to be more empathetic and open-minded.

To develop this strength:

- Schedule regular check-in meetings to build a stronger relationship and transparency around performance
- Ask them to mentor
- Assign tasks that require relating to others, such as icebreakers at team meetings or birthday celebrations

Opportunity

Team Members with lower scores are more likely to struggle with relating to others personally. They might make logical decisions without first considering how it will affect others individually or as a team.

To strengthen this opportunity:

- Ask them to check in with team members daily and then share communication with direct report weekly
- Assign a "buddy" who shares similar interests to communicate with regularity
- Encourage participation in team activities

Positive Mindset:

Strength

Team Members with higher scores are more likely to stay optimistic in challenging circumstances and believe they can influence their future. They tend to be creative thinkers and are known for finding the positive in any situation.

To develop this strength:

- Assign them to be "cheerleaders" for specific shifts or events
- Ask for their help with planning team meetings or events
- Partner them with team members who are struggling

Opportunity

Team Members with lower scores are more likely find it difficult to overcome challenges and may fight change. They may see every hurdle as a roadblock to success and can bring down team morale.

Development for Positive Mindset as an Opportunity:

- Positivity is contagious. Reward their optimistic approach and pair them with Team Members who take ownership of making a situation better.
- During times of change, take the time to review the steps and expected outcome
- Discover something that they are passionate about within the restaurant and give them an assignment that will excite them

Decision Making:

Strength

Team Members with higher scores are more likely to consider consequences and risks in order to assess all aspects of a decision. They are more likely to use clear criteria and weigh every option, including all positive and negative factors.

To develop this strength:

- Include individual in group interviews
- Assign projects that require straightforward thinking, such as scheduling and shift management
- Include individual in preparation for large events or peak days

Opportunity

Team Members with lower scores are more likely to struggle with timely decision making and may not be able to consider all risks before making a decision. This may result in either poor quality decisions being made, or no decisions being made at all.

To strengthen this opportunity:

- Provide opportunities for the individual to share in decisions with a supervisor or mentor
- Set clear expectations for a decision, with thorough follow-through
- Create an open environment where mistakes and questions are not only tolerated, but encouraged
- Provide timely feedback on all decisions to individual

Problem Solving:

Strength

Team Members with higher scores have the capacity to respond effectively in new situations, make accurate and creative decisions quickly, and recognize patterns and relationships to solve problems.

To develop this strength:

- Assign tasks that require these skills, such as reviewing sales orders, completing inventory, etc.
- As position-appropriate issues arise, ask for assistance in developing solutions
- As a management development activity, begin discussing P & L and payroll decisions with individual

Opportunity

Most immediately, Team Members with lower scores in Problem Solving may have difficulty completing training as quickly as others. They may also have difficulty solving problems effectively and with urgency. Learning the basic knowledge required for successful performance may be challenging. They are also less likely to understand financial information and may have difficulty reaching strategic goals and priorities.

Development for Logic and Reasoning:

- Start teaching the individual with simple exercises that have a clear outcome, such as simple P&L assignments
- Increase exposure to complex data or situations as the individual becomes more comfortable
- Review all detailed assignments given to the individual and communicate areas of success or opportunity

Coaching Others:

Strength

Team Members with higher scores are more likely to be self-aware, speak to specific issues and behaviors, and set clear expectations for stakeholders. They are timely when discussing issues or concerns and are able to share negative or constructive feedback and praise equally.

To develop this strength:

- Partner with someone who isn't as comfortable with coaching to practice real-life scenarios
- Assign individual to be the shift coach during the busiest shifts

Opportunity

Team Members with lower scores are more likely to struggle with ensuring accountability with team members because they aren't comfortable with direct coaching. They might ask others to coach for them, or ignore situations entirely.

To strengthen this opportunity:

- As coaching opportunities arise, assist the individual in coaching by supporting the conversation, but not leading it
- Role play specific situations to help individual gain confidence
- Support individual as he or she is developing skills, but don't solve the problem for them

Clear Direction:

Strength

Team Members with higher scores are more likely to set specific expectations and goals for themselves and for stakeholders. They drive accountability by giving direction, providing feedback, and consistently communicating with their team.

To develop this strength:

- Pair individual with someone who struggles with complex situations
- Assign to tasks that require ability to understand complexity, such as preparing for a large event or training, scheduling or zoning during peak times, etc.

Opportunity

Team Members with lower scores are more likely to struggle seeing the big picture or navigating through more complex situations. They might get confused without very specific details and might have a hard time explaining complicated directions or matters.

To strengthen this opportunity:

- Provide opportunities for the individual to share in decisions with a supervisor or mentor
- Set clear expectations for a decision, with thorough follow through
- Create an open environment where mistakes and questions are not only tolerated, but encouraged

Team Building:

Strength

Team Members with higher scores are more likely to value others, their opinions, and the overall morale of the team. They tend to have a positive mindset and work hard to make sure that everyone on the team feels supported and fulfilled.

To develop this strength:

- Pair individual with someone who struggles in this area
- Assign projects that require creativity and focus, such as helping coordinate large events or team meetings
- Assign individual to have short, monthly 1x1s with team members to support overall morale and open environment

Opportunity

Team Members who score lower in this area are more likely to consider only the business impact of situations when making decisions. They often do not include others in bigger picture matters and do not recognize the contributions of an individual or the team. Relationships and fun are most likely not a priority to this individual.

To strengthen this opportunity:

- Assign individual to projects that require them to work on a team
- Encourage individual to join extracurricular groups or events

Influences Others:

Strength

Team Members with higher scores are more likely to persuade others through direct intention or simply through being a natural leader. They are confident and typically have strong communication skills.

To develop this strength:

- Pair individual with someone who struggles with confidence
- During times of change, include this individual in the initial discussions and then assign them to act as an ambassador to get other team members on board

Opportunity

Team Members with lower scores are more likely to struggle getting others to follow ideas or join the consensus when faced with a problem or change.

To strengthen this opportunity:

- Help individual gain confidence by including them in activities that require team participation
- Role play difficult situations with individual to help them gain confidence

Motivates and Inspires:

Strength

Team Members with higher scores are more likely lead through positivity and stimulate the team or Team Members to behave a certain way. They also tend to be respected because of their strong character and integrity.

To develop this strength:

- Assign as a mentor or buddy to new team members to help them feel part of the team
- Assign to be leaders or captains for contests or events

Opportunity

Team Members with lower scores are more likely to struggle with encouraging stakeholders to complete a task or participate versus making it a requirement. These Team Members tend to rely on black and white rules, versus boosting team morale and gaining their buy-in.

To strengthen this opportunity:

- Provide opportunities for the individual to share in decisions with a supervisor or mentor
- Set clear expectations for a decision, with complete follow-through

Drives Accountability:

Strength

Team Members with higher scores are more likely to assign responsibility of tasks and ensure that duties are being completed on time and correctly. Through direct communication, setting clear expectations, and follow-through they encourage stakeholders to perform as required in their roles.

To develop this strength:

- Pair individual with someone who struggles with completing tasks
- Assign projects that require accountability, such as scheduling or inventory

Opportunity

Team Members with lower scores are more likely to struggle getting others to complete required tasks or duties. This may result in either tasks being incomplete or not to standards.

To strengthen this opportunity:

- Set clear expectations and schedule follow-up meetings to review
- Create checklists for tasks

Operational Knowledge:

Strength

Team Members with higher scores consistently produce high quality work with strong attention to detail. They maintain operational standards and monitor the level of quality of all products and service to ensure that all standards are met. They see what needs to be done and they do it.

To develop this strength:

- Audit operational standards and procedures monthly and review with team
- Create checklists for the team to ensure standards are being met on a daily basis

Opportunity

Team Members with lower scores struggle to maintain standards and do not have a focus on detail. They might skip important safety or quality standards and may overlook important tasks or responsibilities.

To strengthen this opportunity:

- Assign small tasks that have clear directions with scheduled follow up to ensure accuracy
- Create checklists to help individual follow standards daily, weekly, etc.

Initiative:

Strength

Team Members with higher scores take action without procrastinating. They readily identify solutions to problems, improve current circumstances, and champion new ideas. They challenge the status quo rather than passively accepting present conditions.

To develop this strength:

- During times of change, ask this individual to help with plan implementation and execution
- Have this person create checklists for the team to ensure standards are being met on a daily basis

Opportunity

Team Members with lower scores tend to wait for others to take the lead and give direction before proceeding with a specific task or project. They follow directions, but don't step up in difficult situations or take action on their own.

To strengthen this opportunity:

- Partner with someone who takes action for specific responsibilities
- Ask this person to "step up" for specific tasks or roles and regularly check in, providing feedback as necessary