

The SERVICE THAT SELLS![®] Weekly Update



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Real Life Succession Planning


= Operations Success

By Ron Yudd

One of the most difficult things a manager faces is developing an effective succession plan to ensure the flow of genuine talent through their unit. Putting a “real life” succession plan in effect at the unit level is the key to ensuring the future success of the operation and the success of the people recruited to work there.

Successful organizations grow their own talent and nurture that talent as the individual comes up the ladder. A “real life” succession plan is one that helps grow future talent from the very beginning of the relationship.

Here's how to do it...

- **Identify the top ten technical and life skills you want your future leaders to master.** Make sure that both the technical skills and life skills can be quantified and that you can test individuals on the mastery of these skills. Inform team members that no one can move up the ladder until they have mastered these skills.
- **Create a written, super specific, and time-lined path** for your up-and-coming employees to follow in order to learn and master these identified skills.
- **Teach accountability.** Put the burden on the developing employees and remind them it's their responsibility to practice and master skills.
- **Appoint mentors.** Area directors and GMs must take an active role in helping others learn and master skills.
- **Commit to live the plan.** Training directors, area directors, VPs, CEOs, everyone in leadership should communicate their commitment to the plan each time they address the team (in writing as well as in person). This focuses your entire team and keeps everyone on the same page as you develop future leaders! 

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Real World Training Solutions

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Spanish Language Communication

When it comes to money, you want to make sure you're on the same page with your Spanish-speaking employees. Here are some words and phrases that will help:

You Say

la chequera
el día de pago
los gastos
los centavos
los dólares
Pagamos \$5.35 la hora.

Pagamos cada semana.
Pagamos en efectivo.

Pronunciation

la che-keh-ra
el dee-a de pah-go
los gas-tos
los sen-tah-bos
los doh-la-res
Pa-gah-mos seen-ko train-ta
ee seen-ko la o-ra
Pa-gah-mos kah-da she-mah-na.
Pa-gah-mos en eh-fek-tee-vo.

I Say

checkbook
pay day
expenses
cents
dollars
We pay \$5.35 per hour.

We pay weekly (every week)
We pay in cash.

Take the Pain Out of Strategic Planning

By Mara Zongrone

If you had to choose between evaluating your company's strategic plan or a visit to the dentist, would you readily head for the dentist's chair? Could the dentist possibly seem less painful than tackling the concept of strategizing for your business? Strategic planning may indeed conjure a feeling of dread, but it doesn't have to be a negative experience.

Here are a few ways to take the "pain" out of it:

1. Understand it.

It may be a chore now, but your restaurant's growth and stamina in the long term will be greater if you are prepared.

2. Look at the long term. Map where you want to be in five years and use your plan to get there.

3. Make it your habit. The strategic plan is a living document, and certain aspects should be implemented in your daily operations.

4. Realize the value of feedback. In sharing key ideas of the plan with others, you gain the opportunity to view your restaurant from dif-

ferent perspectives, providing you with a "fresh look" that's needed for consistent improvement.

5. Become a customer of your own restaurant. By understanding what your customers see when they enter your restaurant, you'll be surprised at how quickly you

are able to pinpoint areas that need addressing.

6. Know your competition. Be knowledgeable of who you're up against and make yourself aware of opportunities to gain competitive advantages in the marketplace.

7. Be an effective communicator to your team. Clearly outline policies and procedures and be certain everyone knows what's expected.

8. Monitor your long-term goals. If things are on track, pat your team on the back ... if not, pinpoint changes and make improvements.

9. Repeat steps 1 through 8! Strategic planning is an on-going process ... it should be continuous, dynamic and even fun!

Strategic planning doesn't have to be a negative experience.

Put It To Work

Looking for a way to speed up those ticket times? Well, unless you're leaning toward whips and cattle prods, or a big bald guy pounding a drum in front of a galley ship, you might consider this simple but effective incentive — Ticket Times.

Before you try the Ticket Times incentive, meet with your cooks to work on ways to improve ticket times. Once they master the requisite skills, they'll be ready to make the most of the incentive.

On the day of the incentive, hang 20 (or more) \$1 bills at the pass-out counter and establish desired ticket times for the shift. For every ticket that fails to meet the goal, you pluck a buck. At the end of the incentive, the money left hanging is divided equally among the cooks working that shift.

*Excerpted from **Playing Games at Work: 52 Best Contests, Incentives and Rewards** — \$19.95 from Service That Sells!. Call 1-800-247-8514 to order.*