hey the restaurant pros It's David Scott Peters and welcome to episode 36 of the restaurant prosperity formula. I've been coaching restaurant owners since 2003. And the restaurant prosperity formula is based on what the most successful restaurant owners I've worked with do on a daily basis to achieve their success. The basic premise of the formula centers around achieving prosperity, freedom for your restaurant and the financial freedom you deserve to achieve prosperity of the following very specific formula made up of leadership systems training, accountability and taking action. Today's topic centers around the importance of identifying, creating and leading a management team. restaurant owners often feel alone, like they're the only ones who know how to run the restaurant the way they want it run. This can rob you of your time and your freedom to leave your business. Ultimately stifling your restaurants growth. If you want to achieve restaurant prosperity, freedom for your restaurant and the financial freedom you deserve, then a management team is critical to your success. listen in as I share with you the exact advice I share with my members. Let's get started.

 I find that all too often, you as a restaurant pro operate on an island. Well, there's a whole world out there full of innovation, best practices and support. You often find yourself feeling alone isolated and think you're the only ones who suffer from the challenges before you. That's the life of a typical restaurant owner. When you learn the lesson of how important it is to have managers on your team to ensure the processes working, it can be life changing. You're no longer alone. You no longer have to worry about all the tasks that need to be done on a daily basis because your managers are doing them. You can start focusing on your business as the leader, the leader your restaurant needs, you can start thinking strategically interpret your numbers, proactively run your business. It is literally life changing. But here's the reality. You don't just snap your fingers and poof you have a strong management team. It takes time, patience, systems and real work. You have to set your managers up for success. Here's what you need to think about if you want a strong management team. Number one, you've got to change how you recruit your managers. internally. You need to allow your management candidates to identify themselves. What I mean by this. Well, I don't know about you, but when I was sucked into management

again, I was sat down by the owner and said, David, you want to become a manager? Like hell no, I've

done this once. In my life. I grew up in this business. I'm only here until I was a tiller. I was only here until I got my real job. But I loved hospitality. I love to bartend It was a blast. No David, don't you want to be a manager? I could really use you I need you what you bring to the table. And the owner wore me down wore me down I went okay. Next thing you know I was in management. Well, that owner got really lucky. Because I stuck with it. I was able to grow, make a difference on the teams. I was a good choice. But when we do that, when I used to do that with my line employees when I needed supervisors and managers I took my best employee and made them my worst. Within six months to a year my best employee became my worst they should have never been a manager. Now I'm firing them or they quit because they hate the place. It doesn't work. See, they may have been great people. They were probably most like me. And that's a mistake to fill your management team with people like yourself. That means there's a tremendous level of skill sets that are not on the team. We need everybody's skill sets and personalities and things that they bring to the table assets you don't have. They were probably just like me, but they probably never were meant to be a manager. Some people can't manage people. They want to be liked. They don't want to hold people accountable. They don't like conflict they don't truly understand that going to a table when a guest has a bad experience is an opportunity to change things around and create a memory that makes them a customer for life instead. It's a scary, terrible thing. So I teach my members something about using what I call special projects. That you say hey, instead of identifying personally going you need to be a manager you need to be a manager you need to have a manager. Come to me post on the server bulletin board. Employee bulletin board special projects. Anyone interested? Come see me that you're planning things to do? You follow me for any length of time Oregon recipe cost cards, we have checklists. We've got dollars for labor our work. We've gotten so much work to do. Create a DSR tracker invoice lock paid out like lots of lots of work. So you're going to pay people these minimum wage, people self identify No Do me a favor. You do not go find that what employees we want to be managers they need to come here. No. We want them to self identify. There are people who may be great at management. They don't want it. They don't want more responsibility. don't fit that square peg into a round hole. Also do not have prejudice in your brain that that employee that Jackass will never be a manager on my team. No way in hell. See sometimes those people who are acting out on a day to day basis aboard think about middle school, the class clown that was often the smartest kid in the room. They may not have the grades to prove it. But they were bored and they were so smart. They were bored so they acted out. You must let anyone come to you and say hey, I'd like to help. Would you tell that as you teach people how to do that, that task? Set them on their way. You have to hold their hand make sure they're doing it right but you're helping them help you as some people are gonna do a really bad job. Here we're like, Hey, thanks for helping I don't need your help. But thank you. That improves them and say they're fired. They know you're a manager now you're not knowing. Thanks for help. I don't need your help right. Now, there'll be some people who do a good job. You're gonna approach one of them. You're gonna go hey, man, you do a great job. Have you ever thought becoming an MIT I call it manager training hour the supervisor don't care what you call them. Part time manager becoming an MIT they may look at you and go, no frickin way. What's the worst case scenario you got some good work done by an employee? You share the wealth, you benefit. Now you may go to another one employee that did a good job and say hey, man, you're becoming an MIT as supervisor. This is my tip sheets. Oh, we can keep your Friday Saturday night. So you'd be on a Monday or Sunday whatever it may be playing close as a manager and you get paid. Let me look at you go. Yeah, I can keep my tip shift. Yep. To get your big days. Fantastic. Now there's gonna be a group of them. Somebody does a bad job. Let's say we have two three of them. One does a bad job can't manage people. All you do is say hey, I don't need you on the schedule. A supervisor right now. But in the future, somebody goes on vacation or whatever. You have open close the restaurant. Would you be interested?

Oh sure I do that. I didn't hire them. I said I don't need them right now. See, I'm not bruising egos. I'm keeping a good person on my team. Just maybe not. They're not a good manager yet. They need more work, or may never be. Now somebody else may do a great job and go hey, man, have you thought about becoming a manager and they may look me square in the eye go no freakin way. David. You got to be kidding me. We continue this. Yeah, sure. Oh, what's my worst case scenario? I've got somebody 123 shifts a week as a manager. That does a good job. Is there any harm in that? I go to the next person. Hey, man, you're doing a great job. We were talking becoming manager. Oh shit. You know what? I'm tired to work in the circle. And I'm enjoying this management thing. I'd like to make this a career. And yes. And so what happens is you let your candidate self identify, prove themselves. They're basically interviewing for each job. By doing the job without knowing they're interviewing for it. This is how you're going to identify some of your strongest people and create your best managers. The next thing is, you've got to have a system, a process a way to doing everything in your restaurant. Starting with Shift management, we've got to make sure we teach them all the system you have a system a process away to do anything from counting a barn door to $300 to doing something as advanced as dollars per labor hour worked. But with the shift supervisors these MIT's we've got to start with Shift management. That means I need opening closing side work checklist that we create a culture of closed open every manager heads over ship, it's 100 Open that every employee sets up the restaurant for each next ship, closes the restaurant successfully to set up the next ship. Every shift every position that allows you to impose your will without being there that things get done your way and the guest has the best experience that every employee has a smoother running shift. You got to teach them how to assign the cash drawer whether you're quick serve restaurant or for your bartenders. And a full service restaurant, and a full service restaurant, how to do assign stations for table three table a table stations, what day of the week and so on. Teach them to understand the flow of the restaurant in their role. So for instance, I often refer to running a restaurant is like the tide I grew up on the ocean, the Atlantic Ocean, Atlantic City, New Jersey market to be exactly as the tide came in. Well, that's your customers coming. You as a manager going to be at the front door not in the back on the office. In fact you have to tell them when they cannot see and when they can be in the office. So between the hours of 11 and 130 You cannot go in the office other than to make change. I want to see your button at the front greeting our guests, seating them setting them up for a great, great experience. And as you get a little busier you run back to the kitchen, tell them get on their toes. We just said an eight Top 20 Top and so on. Then they become a server Hey, I your service is going to physically take your drink order get it started. Then you're an expo making sure the tickets are put together and food running, running it out to the tables. Then your bus or pre bussing. Make sure the servers are all set. You might be a server again and say hey, as the meal is ending, I drop a ticket for you. Your server will be with you in just a moment. And as that changes you start to go back to the front door again. And you're greeting your guests to come back. Thanks so much for dining with us. I hope we see you again here real soon. Did you know Friday night we have the best Happy Hour understanding the flow of the restaurant and how they help it be successful being the extra set of hands. Then once you've got that daily stuff done. The big stuff, the big systems from scheduling, an ordering to hiring and firing and anything in between. Think about it. You've got to teach them how to order glassware, count plates and understand where the order they're from. Right? You understand how big a deal that is.

Anything uniform, you name it. Now the next thing we've got to understand is you need great training.

Great systems. You can't teach somebody how to use those systems. Who cares? The downfall in the restaurant industry is the way I was trained. As a young manager, I was told follow me for three days. And then when you do something wrong, it's gonna be like you're a puppy in the 1980s We're trying to potty train you. So if you went to the bathroom on the carpet, we're going to roll up a newspaper, stick your nose in it and smack your nose and say like bad dog. Well that's how I was trained. He David the light bulbs out what David light bulbs out you need change that light bulb, roll up newspaper Bad dog coming in another day and the owner is going David's light bulbs, light bulbs. That dog to finally every day that I walk in, and I get in trouble because there's a light bulb out I start walking through the restaurant like I'm a tourist in New York City. Now wide open staying straight up getting a sunburn on the roof of my mouth. Because all I can think about is I don't want to get in trouble again. And all we would do is shift to another thing I was doing wrong. Who wants to learn who wants to work for you when all you do is tell them you're managing what they do wrong on a daily basis. Instead you need to train them on your system, your process your weight training is critical. And I'm going to tell you whether it's you or whoever the trainer is going to be. They've got to be side by side with that new management candidate and teach them step by step by step. Have them watch you then have them do it do a little together. Then have them do it. You watch the ask questions then have them do it. You watch the ask questions until they can do it independently know what the job is how to do it, how well it should be done. More importantly by when they can demonstrate they could do it on their own. You've not trained them. So no longer do we get this idea that it may be three times and you're on your own. What if it takes nine as long as somebody shows a desire to learn an effort in learning. I will stay with them until they can do it independently. Your job is to never let them fail. We can talk about don't know versus don't care, but you're going to find out pretty quickly if they don't put in the effort. They keep doing it wrong because they just don't give a shit. Well then they don't belong on your team. But you've got to stay with them. You've got to think training is a longer process than follow me three days. Good luck. Next, this is really important. All too often. restaurant owners give new managers the responsibility to do their job. Make sure the plays run money gets to the bank lights are on. Right just run the day to day shift. But when an employee did some wrong, they're not allowed to write him up. They're certainly not allowed to terminate the time to place an order they somebody else doesn't. They don't have an opportunity. So when it's time to write a schedule, they're not responsible somebody else does so but they get in trouble when the people who are assigned to that shift don't do a good job in their department. The others work. How can you give somebody the responsibility to do their job if you don't give them the authority to do their job? That's very different. See if I had the responsibility to run a shift and somebody starts to be insubordinate night. What I do yell at them might as well be just a German shepherd with all my teeth knocked out. I can bark, bark, bark, bark, bark or really loudly. In fact, when I go to bite him, it's all gums. Feels like a pitch doesn't do anything. Those employees look at those young managers go what are you going to do about it? I'm going to keep my job. No all day long. I'm gonna still do what I want, because you can't do anything to me. Vice versa to try to give you the authority to write someone up to terminate to do the job I hired you to do. That's so different. But see, you've got to make sure that everybody understands that. You've got to make sure let's say you're it's the first time you're going to have a manager at all. You've been running your store. You need to say see this person, everybody. Team meeting. This person is an extension of me. General Managers when you've got assistant managers and hourly supervisors, those people are an extension of you. And everybody's got to understand that that they're not just this new kid on the block. They have the authority to do their job. Also that allow them to make the call. They have an employee that is important to me. I overreact, I fire the person on the spot. And go, the employee came to me told me this would happen I wouldn't fire them. So they're back on the team. Well, you just cut that manager off. At the knees. They are ineffective from this point forward period. Nobody's gonna listen.

Not gonna work. See you as an owner have to go when that employee comes to you because I thought it was ridiculous. You know, while all I can tell you is that was the call the manager made and I'm backing because they're an extension of me. Then you go to a young manager, why'd you fire that person? Let me tell you how I would have handled that and how I want you to handle it going forward. Last but not least, to give them the authority you've got to teach them to think on their own. Stop answering all the dumb questions. Now. I'm not saying every questions dumb question. No question is a dumb question. Unless you make it a dumb question is the owner. My answering every little question? Text Message? Where's the plunger? What do you mean where's, let me drive in. I'll show you where the plunger is. Teach people to think on the road. Create reasonable boundaries. Don't call me on my day off. I'm out with my family and less the places burning down. Maybe that's an extreme, but you set the boundaries. I expect you to make these calls on your own. They do call you instead of answering the question for them every question for them. What should I do? You need to reply with a question to them. How would you handle the situation? Based on our core values? How would you make the decision? Start to throw it back and have them think you may coach them through the process. But they're doing the thinking you're teaching them they can do their job on their own. Last but not least, and this is one of the biggest lessons when it comes to running your restaurant with a management team. You must be willing to hold them accountable. Think about this. The restaurant prosperity formula. What is that? Restaurant prosperity is freedom for your restaurant the financial freedom you deserve. Well, it starts with leader right remember you got to be the leader you're the plus symbol and there are systems plus training. Being able to learn underneath that is accountability. Then plus taking action. Well this accountability piece. It does not matter what systems you have. If you don't people accountable to them. They don't do them. It doesn't matter how good your training is. If you don't if you train people all day long, but they don't have to use them. You must be willing to hold your managers accountable. Now, if you spent any time with me, you know that I changed the word accountability from a negative I'm going to hold you accountable. right fist boom right in the nose. To answerable I train you what your job is how to do it, how well they should be done. More importantly by when and you show me you independently I can hold you answerable. So for instance, if I teach you your obligation, your jlb what you're supposed to do as a manager, your specific responsibilities, what the job is how to do it, how well it should be done. More importantly, I win. And you can independently show me because that's your training process, right? You have a system a process away and you stuck with them until they could do an independently multiple times that you know they know what the job is. When we get there let's say it's taking inventory and your chef takes inventory 24 weeks in a row. On week 25 Chef gets to make the decision to do their job or not know their obligation. Now you get to make a decision do my job or don't then you're ultimately answerable for the resulting consequences. doing your job or not. Not you're the big bad owner, Big Bad General Manager. You see as we put all these things together, how quickly you can have a strong management team. Now I'm going to tell you this exact advice and training I give my restaurant transformation intensive members to help them achieve restaurant prosperity which is freedom from your restaurant and the financial freedom they deserve. In fact, creating a management team or strengthening the one you have is critical to your success. You will no longer be alone. You will have a team of people to complete the daily task of running your restaurant. You will have people to ensure the process is a working win but especially when you're not there. And it allows you to work strategically on your business. Ensuring you'll be around for many years to come. Now is the time to cultivate your management team.