

ADDITIONAL RESOURCES

LEADERSHIP DEVELOPMENT

HOW TO GET A POSITIVE RECOMMENDATION FROM A LEADER

How to get a positive recommendation as a Team Member

In addition to the basic requirements about availability and professionalism, there are a few other tricks that can help ensure you can easily get a positive recommendation. One of the easiest things a team member can do is always ask what the best team member would do, and then do that. Great Team Members are always doing something. They are always thinking what can I do now that will help the team serve the customers best. They anticipate issues and they resolve them before they become problems. Great team members always make sure that the customers are the first priority. This is also great way to think when you are a leader working under another leader.

How to get a positive recommendation as a Shift Leader

As a shift leader, the best way to shine is by excelling at managing the restaurant and giving 100% in any ownership area you may have. What does it mean to manage the restaurant? It means to lead the restaurant in such a way that the food is fresh, and it is served quickly by courteous and attentive employees, and it is done in a clean environment. To further complicate things, all these things must be done while ensuring that breaks are done appropriately and that any guests comments or concerns are handled with the utmost honor, dignity, and respect. One bit of advice, it is much easier to meet all the goals when you put the right people in the right places, so the best team leaders ensure that they put the right people in the right places.

How to get a positive recommendation as a Manager

As a manager, a great way to stand out is excelling at managing the restaurant, and excelling in your ownership area. It is also very important that you demonstrate a willingness and ability to coach and develop both yourself and others. Since we have already talked about managing the restaurant, lets spend a second to go in detail on the ownership. Ownership means treating your area like you would if you were the owner. It means figuring out how you can do things more efficiently, with higher quality, and simply better. Often times this involves trying new things. Not every new thing you do will work, but that's ok. Just keep the good stuff and throw out the rest.

In the end, it is pretty simple to get a positive recommendation, just focus on the day to day shift, your ownership area, if applicable, and doing what the best team members do.

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CONTINUOUS LEARNING PLAN

Leaders develop themselves in 4 main ways:

1. Reading (books and articles)
2. Listening to Podcasts/Attending Seminars
3. Spending time with other leaders (at Grand Openings, other meetings, store visits)
4. Practicing what they learn

In order to help encourage this process all Assistant Managers and above must commit to following a continuous learning plan which they design. The plan consists primarily of reading and listening activities, but also includes time with other leaders where appropriate. The plan assumes that you are going to try the theories which you learn. There are a few steps to creating a plan.

Step 1 – Choose which books you would like to read

For your convenience feel free to choose a book from the book list

Step 2 – Choose which podcasts/seminars you would like to attend

For your convenience feel free to choose a podcast from the podcast library

Step 3 – Determine if you would like to attend a Grand Opening

Practice to become both a great teacher and a great doer

Step 4- Determine a time frame for completion of each area

Example of a Learning Plan

Listen to “Power of Apprenticeship” by Andy Stanley by July 10th

Read 3 Signs of a Miserable Job by July 14th

Watch “Kitchen Nightmares” by July 22nd

Read Mindset by August 10th

Attend a Grand Opening by Sept 1

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DEVELOPMENT READING

4 Confessions of an Extraordinary Executive: Patrick Lencioni	5 Dysfunctions of a Team: Patrick Lencioni
Good to Great: Jim Collins	Tipping Point: Malcolm Gladwell
The Secret: Mark Miller	Dream Manager: Matthew Kelly
5 Love Languages: Gary Chapman	Mindset: Carol Dweck
Leadership is an Art: Max DePree	Becoming a Coaching Leader: Daniel Harkavy
360 Degree Leader: John Maxwell	21 Irrefutable Laws of leadership: John Maxwell
The Advantage: Patrick Lencioni	3 Signs of a Miserable Job: Patrick Lencioni
Death by Meeting: Patrick Lencioni	Built to Last: Jim Collins
Switch: Chip and Dan Heath	All Marketers are Liars: Seth Godin
Permission Marketing: Seth Godin	Made to Stick: Chip and Dan Heath
Uncommon Service:	The One Minute Manager: Ken Blanchard
Drive: Daniel Pink	Delivering Happiness: Tony Hsieh
Linchpin: Seth Godin	How to Win Friends and Influence People: Dale Carnegie
Tribes: Seth Godin	Purple Cow: Seth Godin

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PODCAST LIBRARY

The following Podcasts are accessible via iTunes. Each podcast has a vast library of previous episodes, I would encourage you to look thru the list and pick out episodes that appeal to you.

Andy Stanley Leadership Podcast

This is a monthly podcast from North Point Church's Lead Pastor Andy Stanley. Each Podcast is about 20 minutes long, and there are a lot of great ones to choose from on many different topics.

The EntreLeadership Podcast

This podcast is from Dave Ramsey's company and often times has lots of great guest speakers. These podcasts come out weekly and are about 30-40 minutes long. The podcasts cover a broad range of topics, and sometimes feature guest speakers. Almost every topic has something that can be used in the restaurant

HBR IdeaCast

This is a podcast produced by the Harvard Business Review. There are many excellent podcasts, particularly the early ones, but they all can be tough to digest since they are produced for the Harvard Market. They are shorter, ranging around 20 minutes, and I would highly recommend them if you want to stretch yourself

The Look and Sound of Leadership

On this list, this is my least favorite podcast. I am including it because it does have some great episodes, but overall it's quality is pretty inconsistent.

This is Your Life: A Podcast by Michael Hyatt

This is a great podcast, but not every episode will apply to the store. Michael Hyatt was the CEO of a large publishing company, ThomasNelson, and now he specializes in blogs and new media. His podcasts always seem to have a great leadership slant as well. I would also recommend his blog.

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LEADERSHIP INTERVIEW QUESTIONS

1. Why do you want to be a team leader?
2. Why will you be a great team leader?
3. Where have you left your mark on our organization?
4. If you are promoted to team leader, what would you change and why?
5. Tell me about the last time a fellow Team Member or a guest got mad at you
6. Tell me about the toughest decision you had to make in the last six months
7. Tell me about a time you knew you were right, but still had to follow directions or guidelines
8. Tell me about a time where your workday ended, but hadn't yet finished all your responsibilities
9. Give an example of when you demonstrated great leadership?
10. Define leadership
11. Tell me about a time where you had difficulty getting others to accept your ideas.
12. Tell me about a time where you were unsuccessful. It can be in your job, at home, with your family, with friends, or anything else.
13. What is your life purpose?
14. Do you have a goal when you come to work each day? What is it?
15. What do you want to achieve in your lifetime? How do you plan to achieve it?
16. Describe what you believe to be a leaders job here at CFA Quarry Creek
17. Describe your management style
18. Describe the work environment where you would realize the most success
19. If you suddenly found yourself with enough money that you no longer had to work, what would you do?
20. Describe how you demonstrate leadership in your day to day life