



# ALIGN & UNIFY 2 THRIVE



**SCHOOL OF  
PIZZERIA  
MANAGEMENT™**

# EMPLOYEE MANAGEMENT CRASH COURSE

HIRING, TRAINING, ACCOUNTABILITY  
AND WORKPLACE CULTURE

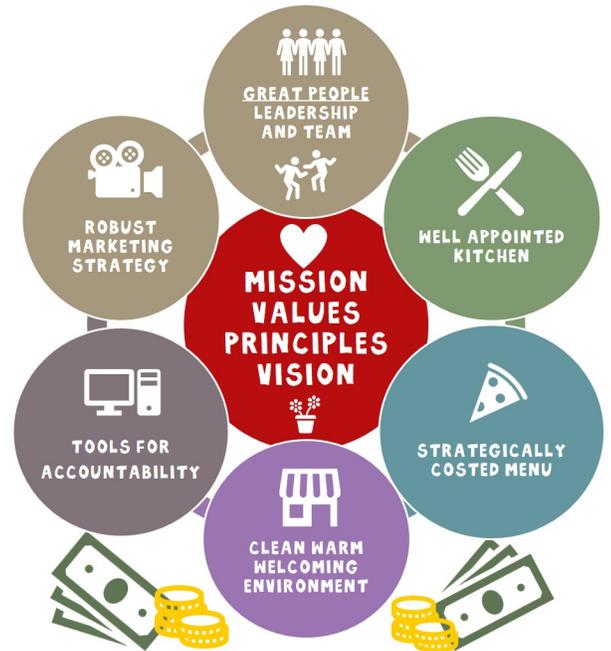
## A MANAGEMENT TOOL FOR LEADERS

Managing a Pizzeria is not a linear process.

This is a dynamic ever changing business. You need to be paying attention to economic, social, and cultural trends. You must pay attention and react decisively—constantly adjusting and evolving based on the needs of your guests and business.

You can't do one of these things and be successful. You must do all of them well!

As an owner and/or operator have you ensured that you, your managers, and staff have the training, development, tools and resources to get their job done so your business can THRIVE?



## TOOLS, RESOURCES, SYSTEMS, PROCEDURES

**YES NO**

1. A compelling mission, vision, values, guiding principles, and strategic plan.		
2. Quality industry appliances and tools—quality ovens, refrigeration, knives, dishwashing system, etc.		
3. Menus that are costed out and strategically engineered.		
4. Hiring and Interview Processes: Ensuring you retain only the best!		
5. Excellent Training for: <ul style="list-style-type: none"> <li>• Pizza Makers &amp; Kitchen staff: Menu and recipe knowledge, safety, and health code regulations</li> <li>• Front of House: Menu knowledge, service sequence and kind competent service, multi-tasking, POS knowledge, cash management, and safety and health.</li> <li>• Management/Leadership</li> </ul>		
6. Tools for Accountability: <ul style="list-style-type: none"> <li>a. Financial Measures and Goals so the team KEEPS SCORE.               <ul style="list-style-type: none"> <li>i. Do you know your food, liquor, beer, wine, paper, chemical costs?</li> <li>ii. Do you know your labor cost for back of house, front of house, Delivery drivers, Management?</li> </ul> </li> <li>b. Employee Manual with clearly stated expectations, job descriptions, and discipline guidelines.</li> <li>c. Do you written Job Descriptions and Pattern of Management expectations?</li> <li>d. Fair Compensation and timely evaluations so employees know how they are doing and what they expect in terms of growth and earning potential.               <ul style="list-style-type: none"> <li>• Systems and controls for managing inventory.</li> <li>• Point of Sales system or sales management system to ensure financial checks and balances.</li> </ul> </li> </ul>		
7. Do you have a robust market plan? Loyalty program, successful promotions, good 4-wall marketing, Social Networking?		
8. Good healthy partnerships with food supplier and all distributors. Amazing resources that offer free training, pricing incentives, help with promotions, etc.		

**Assessing your current leadership team:** Take a few minutes to assess your current leadership/management team and the possible future leaders that may currently work for you. Rate each person 0-3 in each of these categories.

**0= no skill or knowledge whatsoever. 1=understands but doesn't have the skill or proficiency yet. 2=work in progress—getting close. 3=YES skilled and technically proficient. Only score the skills or traits you believe the position requires.**

**KNOWLEDGE:** This person has the technical and operational skills to perform the positions and roles of the people he/she manages.

Knowledge & Skills	SELF	General Manager	Kitchen Manager (Lead)	Asst Manager (lead)	Bar Manager
Feel free to add any names or positions for the people you want to evaluate.					
1. <b>Guest Service Knowledge:</b> Service Sequence, Kind, Competent					
2. <b>FOH Menu Knowledge:</b> How to describe and assist guest in making the best choices for a great experience.					
3. <b>BOH Menu Recipe Knowledge:</b> What's on the menu and how to prepare and present each item.					
4. <b>Kitchen &amp; Safety Knowledge:</b> Where things are and how to safely and properly use tools-knife skills, slicer, proper food handling, storing produce.					
5. <b>Beverage Service Knowledge:</b> Alcohol Training and Awareness, service sequence, kind, firm, competent.					
6. <b>Knowledge to Manage Food, Liquor, Beer, and Wine Costs:</b> Manages budgeted food cost without running out of items or letting food spoil. Never cheats to get the correct number.					
7. <b>Knowledge to Manage Labor:</b> Manages labor to the correct budget #% based on sales without cutting corners on service or quality.					
8. <b>Marketing &amp; Promo Knowledge:</b> Effective promotions, four wall marketing, and good use of social network sites.					
9. <b>Bookkeeping &amp; Accounting Knowledge:</b> Understands daily bookkeeping operations, comps, voids,					
10. <b>Knowledge of Technology:</b> POS, WORD, EXCEL, Inventory and other related software used to manage business. Knows how to find answers when they don't have knowledge.					
<b>TOTAL SCORE:</b>					
<b>Divide the total score by number of items relevant to position and put that number here:</b>					
This number should give you a pretty good idea of whether this individual has the knowledge necessary to do well in management, what areas they may need additional support and training, and where they excel and possibly can help train and support others.					

**NOTES:**

**Assessing your current team:** Take a few minutes to assess your current leadership/management team and the possible future leaders that may currently work for you. Rate each person 0-3 in each of these categories.

**0= no skill or knowledge whatsoever. 1=understands but doesn't have the skill or proficiency yet. 2=work in progress—getting close. 3=YES skilled and technically proficient. Only score the skills or traits you believe the position requires.**

**LEADERSHIP:** This person has the character, integrity, personal power and influence to inspire high performance from others while attaining great business results.

Character Traits & Skills	SELF	General Manager	Kitchen Manager (Lead):	Asst Manager (lead)	Bar Manager
<small>Feel free to add any names or positions for the people you want to evaluate.</small>					
1. <b>Professional Image:</b> Comes to work neatly groomed; in a clean uniform or appropriate clothing; a person you are proud represents the business.					
2. <b>Attitude:</b> Comes to work happy—Leaves personal issues at the door. Is passionate about the business, the crew, and the guest. Creates a fun working environment. Able to manage his/her difficult emotions (frustrations and anger) in a positive productive way					
3. <b>Professional Conduct:</b> Works scheduled shifts; on time; follows standards and policies. This person holds themselves to the highest standards so that holding others accountable is easy.					
4. <b>Team Player:</b> Leads by example—would never ask someone to do something they wouldn't or haven't done. Knows exactly when and where to pitch to be the most useful. Never leaves crew in a lurch.					
5. <b>Strong Communication Skills:</b> Is able to verbally express a message. Checks to make sure message was received as intended. Listens to understand. Asks to make sure the received message was the correct message.					
6. <b>Engages in Constructive Conflict:</b> Willing to state thoughts and ideas even when they are different from leadership, peers, or those he/she manages. Stays curious when others present a point of view that differs from his or hers. Believes it is more important to understand and be understood than to be "right."					
7. <b>Holds people accountable:</b> Able to give and receive timely positive and critical feedback. Appreciates a job well done and shares his/her appreciation. Can deliver critical feedback in a way that does not create defensiveness but rather promotes honest 2-way communication, trust, and improved performance.					
8. <b>Uses Personal Power and influence as a rule:</b> Leading by example, being a great communicator, and creating a fun productive working environment inspires strong working relationships with crew members who follow policy and perform at a high level because it is the right thing to do. Does not use fear or intimidation to hold people accountable.					
9. <b>Uses Positional Power as the exception:</b> Understands that when difficult situations occur with a crew member, guest, or emergency he/she is in charge and must make decisive quick decisions for the benefit of the business.					
<b>TOTAL SCORE:</b>					
<b>Divide the total score by number of items relevant to position and put that number here:</b>					
This number should give you a pretty good idea of whether this individual has the leadership skills necessary to do well in management, what areas they may need additional support and training, and where they excel and possibly help train and support others.					

## **INDIVIDUAL REFLECTION:**

Thinking about your BUSINESS SYSTEMS... What are some insights have you had? What are the strengths? What do you need to adjust, change, or fix?

---

---

---

---

---

---

---

---

Thinking about your CURRENT LEADERSHIP TEAM'S KNOWLEDGE, LEADERSHIP TRAITS AND SKILLS, and your own leadership style. What are some insights have you had? What are the strengths? What do you need to adjust, change, or fix?

---

---

---

---

---

---

---

---

## **GROUP WORK: ACTION PLAN**

In terms of system improvements and leadership development, please list the 3-5 most important things you need to accomplish when you get back to your business?

1.

2.

3.

4.

5.