



# Associate Manager



Management Training Workbook



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## Section 1: AM Training Overview

### HEADING (A-HEAD)

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### TRAINING PLAN

#### Shift Focus

Off-Peak

#### Course 1

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#### Course 2

Off-Peak

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### COURSE MATERIAL

- Becoming a Manager
- How Restaurants Work
- Opening the Restaurant



## Section 2: Daily Training Plans

### DAILY CHECK



**OPENING:** Complete your training plan for the day and check each item when complete.

**Assignment:** FOH or BOH

COURSE(S)	WHEN TO COMPLETE:
<input type="checkbox"/> _____	_____
<input type="checkbox"/> _____	_____
<input type="checkbox"/> _____	_____

### ACTIVITIES

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

### SELF STUDY

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



### Practice Tasks

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### HOW I WILL MAKE MY NEXT SHIFT EVEN BETTER?



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### HOW RESTAURANTS WORK

Document notes: Standard instructions on how to access thru NU & QR code/URL. Supplies (office, smallwares, uniforms, etc)

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Ucipsapel mint quos dolupidundi ullabor accat re  
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nonsed quia quod

### ACTIVITIES

- Becoming a Manager: Activity 1  
(Consider adding "see page \_\_")
- How Restaurants Work:  
(Consider adding "see page \_\_")
  - Activity 1
  - Activity 2

### SELF STUDY

- Update your *OTJ: Getting to Know You* chart with new things you learned about your team on this shift
- What is your restaurant's average sales size vs. other restaurants?
- What would it mean, in sales, if your Guests returned one extra time?

### Practice Tasks

- Pull sales trend/history required to build prep list
- Ensure catering order is prepared according to Guest pick-up time
- Deliver catering order
- Call prospective catering Guest/take catering order
- Ensure restaurant staffing supports catering production
- Follow labor laws and standards



### COURSE NOTES

#### Restaurants are a people business

- Our teams take care of our Guests, our Guests take care of us.
- How we treat our team is how they treat the Guest.
- Profit = Income - Expenses
  - Great Guest Service is the key to growing sales
  - Use systems and tools to grow sales AND manage expenses
- 3 ways to increase sales:
  - Increase the number of customers
  - Get your customers to come back more often
  - Increase your average sales size
- Each shift, you control expenses:
  - Labor
  - Food and paper
  - Utilities

### MY NOTES

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### My AHAs

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**WRAP-UP**

What feels more comfortable to you...growing sales or controlling expenses? Why do you think that is? What are some things you might do to balance your approach?

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Question text?

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How does the belief “take care of your people because your people take care of the Guest” impact restaurant profit?

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Question text?

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How might the belief “small things take care of big things” impact restaurant profit?

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Question text?

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**Expect the Unexpected**



Question text?

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Question text?

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Question text?

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**OTJ: SALES TRENDS & HISTORY**

**Part A:**

Average weekly sales:	
Busiest day part (day/night):	
Busiest days:	
Average drive-thru sales %:	
Average Guest check (PPE?):	
Top selling menu items:	
Average number of salads, sandwiches and pizzas sold each day	
Number of caterings/week:	
Average catering sales:	
Seasonal sales history:	
Recent sales trends:	
Special events that affect sales (e.g., football games, local festivals, etc.):	
SMG Scores (OSAT, cleanliness, friendless, quality, etc.):	

**Part B:**

Based on your sales trends, what would you expect to happen on today's shift?

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Look at the completed Shift Planner and Prep List: Do these tools reflect what you expect to happen during the shift? Why or why not?

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**OTJ: RECOGNIZE YOUR TEAM!**

**Instructions**

- Recognize at least one person on every shift you work. Keep track of your recognition below so you can be sure to recognize everyone at least once.
- Everyone likes to hear 'good job' or feel like their work is appreciated. Think about it: When someone has noticed something you've done and said 'thanks' or 'good job', are you more likely to want to do that thing again or less?
- As a new Manager, recognizing your team for things they're doing right is a great way to build positive connections and get to know them even better.
- Recognition works best when it describes the specific behavior or results you're recognizing the person for, or highlights something you really admire or respect about the person you're recognizing. Recognition should send the clear message..."I saw what you did and I appreciate it! Here's why it's important or how it impacted me."

**Examples**

- "Kevin, great job managing Steam today – you kept hold times marked and always knew how much sauce you had on back-up. You allowed us to keep serving great-tasting food to our Guests and made it less stressful for all of us. Thank you!"
- "Juanita, I saw 3 Guest light up and smile back when you greeted them today. You have such a warm smile...your friendliness keeps those Guests coming back – thank you

Know your team members and understand not everyone likes to be recognized in the same way. Some enjoy being recognized in front of the entire team and some prefer a lower key, one-on-one situation. Whichever way you deliver your recognition, the main thing is to keep it upbeat and personal. **Note:** Consider adding "Use the following pages to record recognitions."

Employee Name	Date	Recognition
John Doe	01/01/01	gíeóíghg oovoehoeheovheoge éi
Jane Doe	01/01/01	djgíjgjejgejeigjeogjlegg



