Plant Leadership Seeds

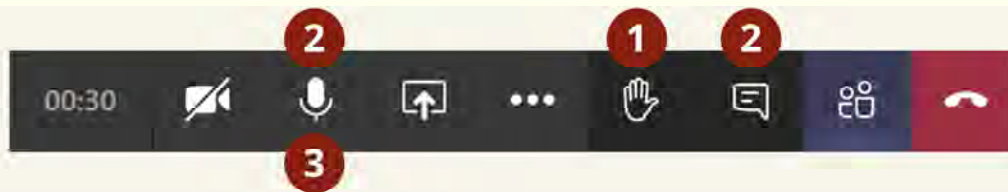**Training & Operations Excellence**

FYI: SOP for Q&A

1. **Raise your Hand.**
2. **Unmute your mic & announce yourself -or- Use the text chat.**
3. **Remember to mute your mic once you're finished speaking.**

00:30

k.thx.

I'd like to provide some Clear Direction with a little virtual meeting etiquette.

Our DevEx team will be moderating today's workshop.

If someone else is speaking, use your Judgment and decide whether you should Raise Your Hand or use the Chat if you'd like to speak.

We're keeping an eye out for Raised Hands & new Chat messages, so we'll see you and pause for questions or feedback.

When you speak, remember to announce yourself so that we know who is speaking.
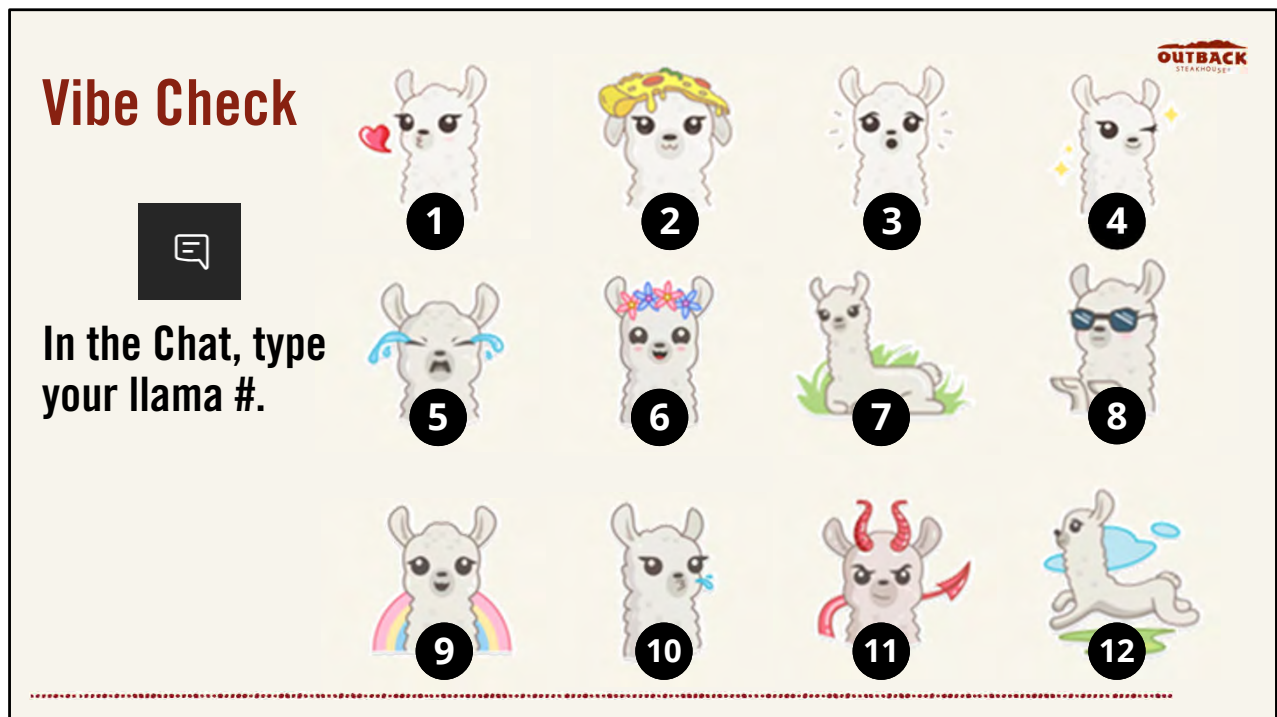
Remember to mute your mic once you're finished speaking.

Now to kick off us, here's Nina.

2

Vibe Check

Would not be an outback gathering
without a vibe check
Wouldn't be an Trex VC without….LLAMAS!

Vibe Check

In the Chat, type your llama #.

Let's do a quick vibe check, because it's important for you to manage your emotions so we can get the most out of this learning experience.

On screen, you'll see some llamas.

Think about which llama best represents how you're feeling right now.

Then, go to the Chat tool, and type the # of the llama that you chose, and explain why you chose it in one sentence, and send the chat message.

Wait for responses & monitor the Chat.

Look for & call out the most interesting responses.

Now I'll turn it over to Claudia.

4

Motivation

HOW ARE WE EQUIPPING OUR RESTAURANTS?
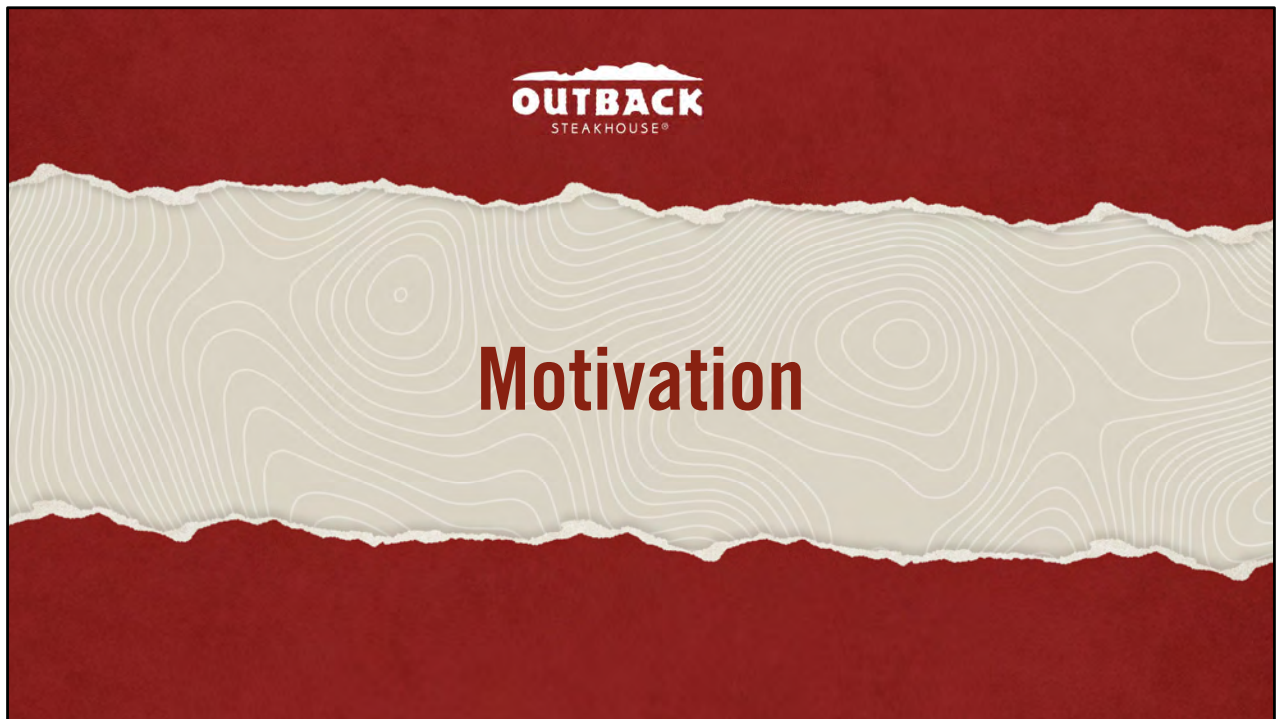
When you think about equipping your house to handle temperature changes, would you rather have a thermometer, or would you rather have a thermostat? Why?

Wait for responses, or provide guidance.

The thermometer does a great job of measuring temperature in your house.

But a thermostat allows you to react to those measurements, and control your environment.

CLOSING MANAGER CHECKLIST

LEADING A SUCCESSFUL CLOSE

Whenever our team designed the new Outback Manager In Training program for our restaurants, we wanted to equip them beyond just the thermometer level of learning, and give them thermostat control.

On the left, you'll see an older version of the Closing Manager Checklist, which does a fine job of conveying the specific steps that a Closing Manager would take at the end of a shift.

On the right, you'll see an enhanced version of that checklist, which we call Leading a Successful Close.

If we zoom in [*Darcy will pinch-zoom into the document*], you'll see that we've added some language to the checklist that guides a Closing Manager to practice Outback leadership behaviors of successful Managers.

So beyond just completing the Closing tasks, the Manager can now react & lead Our People, since the Outbackers are the ones with the closest relationship to our Guests.

We've enhanced this otherwise standard routine to grow not just our Manager, but for the Manager to in-turn grow their Outbackers.

7

Meet Competencies & Traits

INTEGRATION OF COMPETENCIES

Competency:

Relates more to **WHAT A PERSON DOES** than what a person knows.

What do leadership competencies look like in practice?

Competencies are visible.

As trainers & communicators, you should be able to describe the actions or behaviors that exemplify what we have agreed-upon as "successful leadership."

In other words, competencies relate more to what a person does than what a person knows.

9

	MANAGER COMPETENCY	MANAGER BEHAVIOR	EXAMPLE	
DO	Developing Others	#1. Trusts Outbackers and delegates effectively.		A Manager involves Outbackers during Line Check by coaching them on areas of improvement and delegating fixes to them.
CS	Customer Service	#4. Builds relationships with Our People.		A Manager encourages FOH Outbackers to go above and beyond for a regular Guest on their birthday visit.
MD	Making Decisions	#1. Uses attention to detail to coach Outbackers.		A Manager who observes Outbackers prepping lettuce, and then uses attention to detail to coach them on proper prep to prevent food safety consequences
CI	Continuous Improvement	#3. Communicates goals to Team and tracks progress.		A Manager who uses the Communication Board to not only communicate news, but also to showcase Outbacker progress toward goals is

Refresh your memory about the examples from the "Manager Competencies in Action" self-study online course that you completed in preparation for today's workshop. You'll see those examples listed here on the screen.

Recall how you used your Leadership Competency glasses to look at restaurant situations from a leadership perspective.

To further refresh your memory, Nina has something fun for us.

10
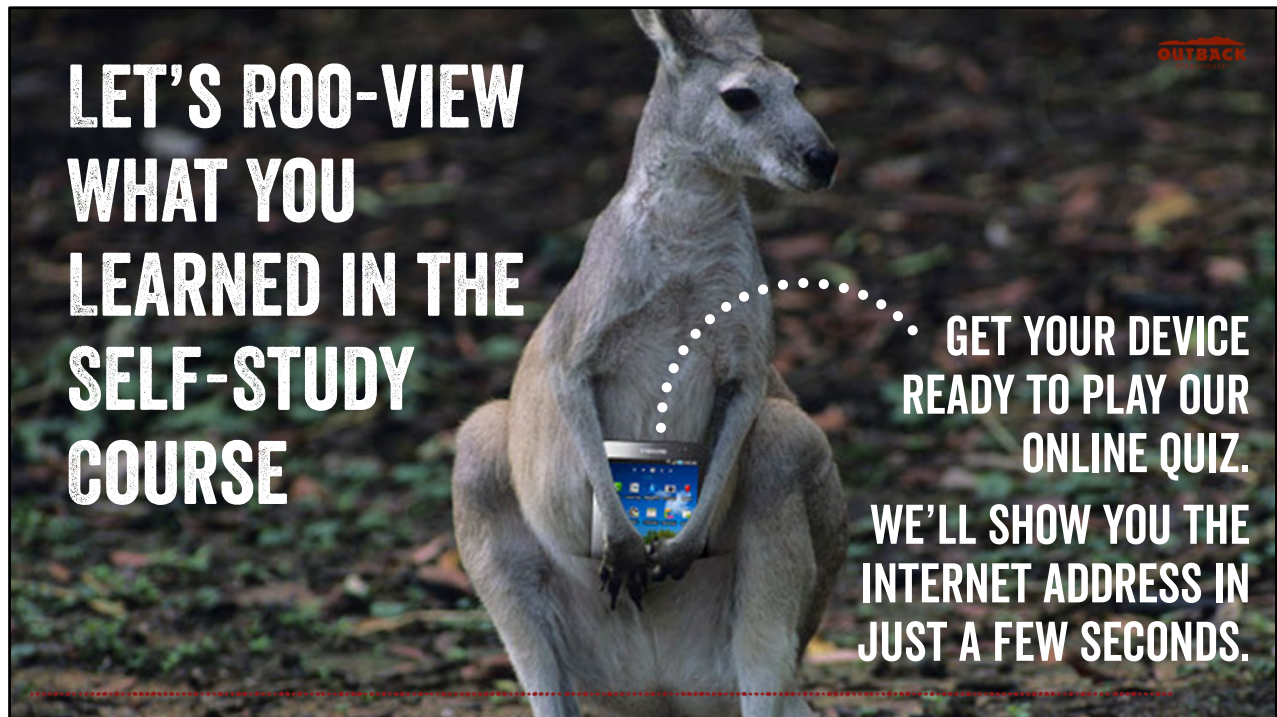
Now, to refresh our memory, get your device ready to play our online quiz.

You can use your smartphone or tablet, or you can simply open a browser window on your computer.

We're going to show you the instructions here on the screen in a minute.

[Darcy will switch to browser with Quizizz & prep the quiz settings.]

[As Darcy prepares…]

After I start the game, you will see a 5-second countdown on your device screen, and the questions will start immediately after that.

The questions are timed, and the faster you respond correctly, the more points you earn.

You will complete the trivia game at your own pace on your own device. You do not need to see our shared screen until you're done with the quiz.

There will be brief, fun pauses between questions.

After you finish, you will be able to review your correct / incorrect answers on your device.

Please return here to our meeting where you'll see the Score Board.

If you get disconnected for any reason, you'll find the address & game code here in the meeting screen in order to reconnect.

[Darcy hands off control to Nina.]

[Nina clicks the START button to start the timer & game.]

[Wait until most/all have finished.]

[Nina clicks the END GAME button.]

Let's take a look at the results!

If you want to see your personal results and review correct answers, use your device's screen.

Point out any commonly missed questions & clarify answers.

Now I'll turn it over to Darcy.

OUTBACK
STEAKHOUSE®

Look Through a Leadership Lens
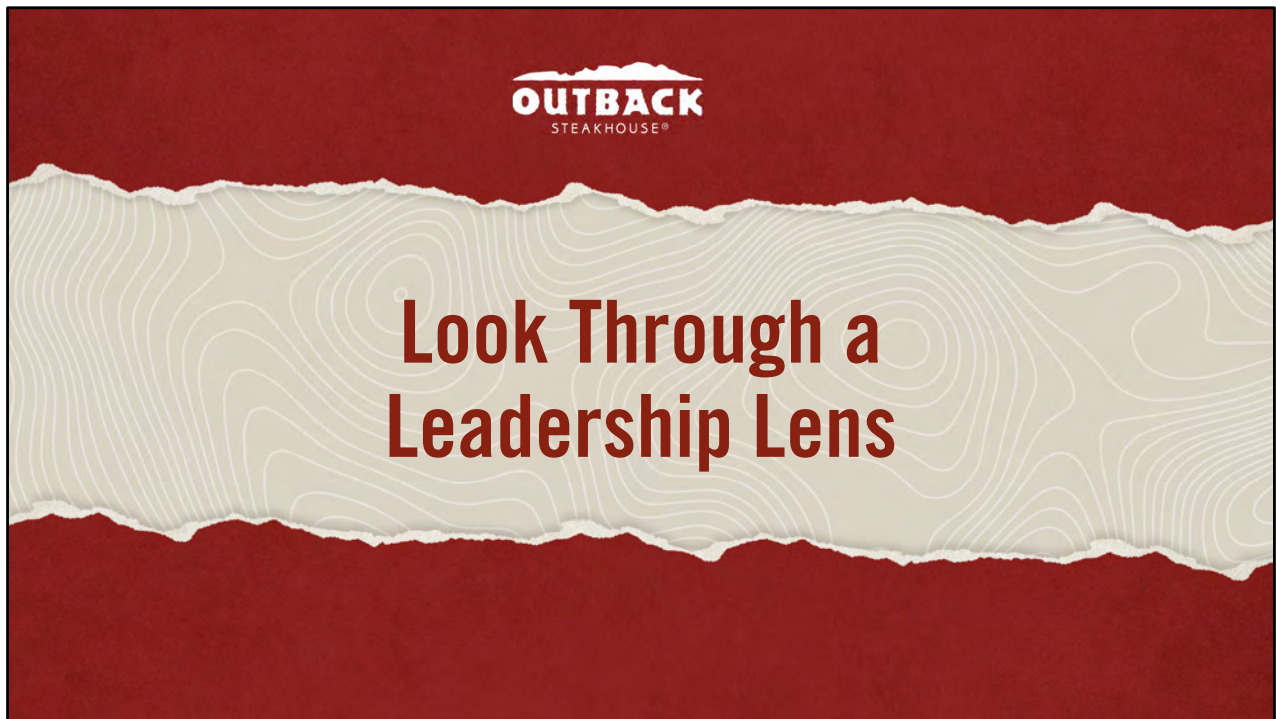
Remember the Authentic Service Purpose Impact Graphic?

IF YOU IMPACT THE PERSON IN FRONT OF YOU, THEN WE ALL IMPACT THE GUEST.

President   VP   RVP   JVP   Managing Partner   Manager   Outbacker   Guest
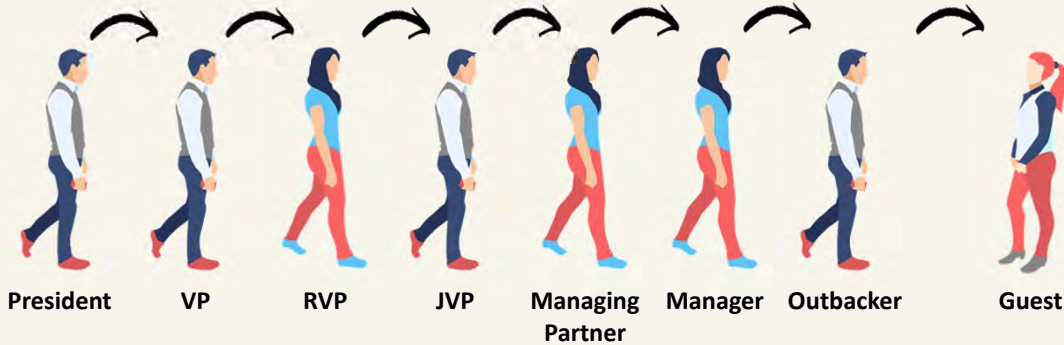
FOCUS ON TAKING CARE OF THE PERSON IN FRONT OF YOU, SO THEN THEY CAN DO THE SAME.

Hopefully this Authentic Service Purpose graphic rings a bell.

It shows how each one of us along the leadership chain can tangibly impact the Guest Experience by impacting the person immediately under our leadership.

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We should think about how the messages that we craft on a daily basis here in the TrEx team impact Our People.

In the messages that we craft, such as this G'Day Times article about Swipeable Tuckaways & its attachment, we do a great job of conveying the information that a Partner or a Manager would need to successfully do the task.

So in this message, we planted seeds for task success, and the person who receives it grows their task completion skills for Swipeable Tuckaways.

But what happens when the task changes, sometimes without much notice?

What happens when there are other higher priority tasks that compete with this one?
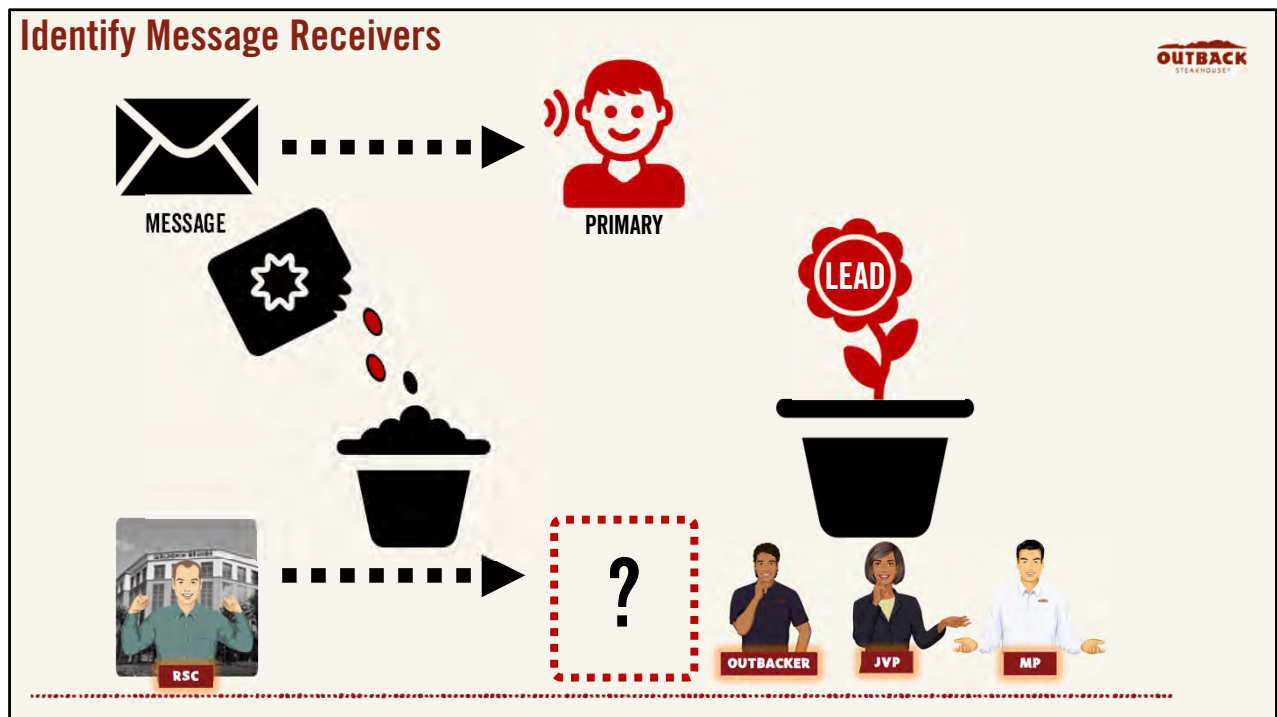
And what about the entire team of Outbackers & Managers who could help with this task?

Can a message Receiver use your message beyond learning just the task itself?

What other seeds should we be planting in our messages?

Maybe Katie can share some secrets that we've learned to improve our messages!

Identify Message Receivers
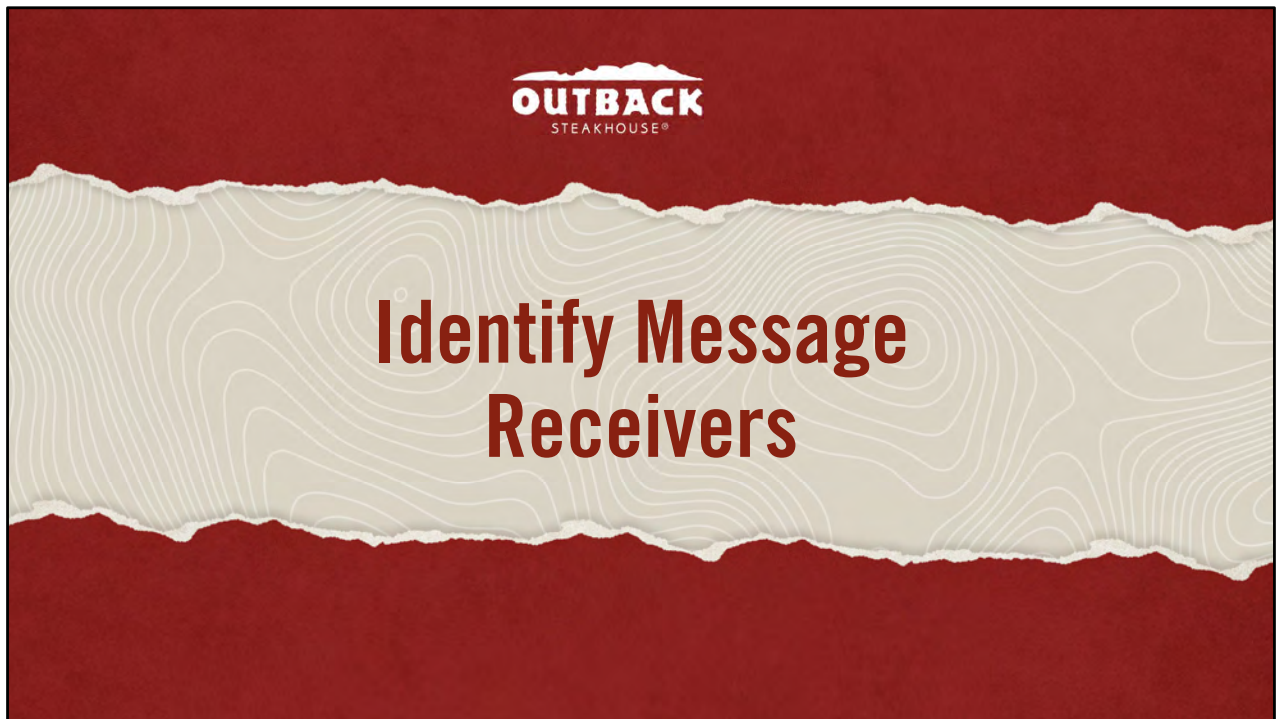
Whenever our team here at the RSC writes any kind of message, whether it's an email to a JVP to kick off a Test project, or an article for the G'Day Times, we need to first think about the Primary Receiver of the message.

Who is the person primarily responsible for taking action?

And since we're already planting some seeds in our message that we want to grow into successful task completion, we need to enhance our message with some special seeds that will grow the leadership skills of the Primary Receiver as well, since we want to equip them to be able to control their situation people leadership skills, not just passively complete tasks.

16

Identify Message Receivers
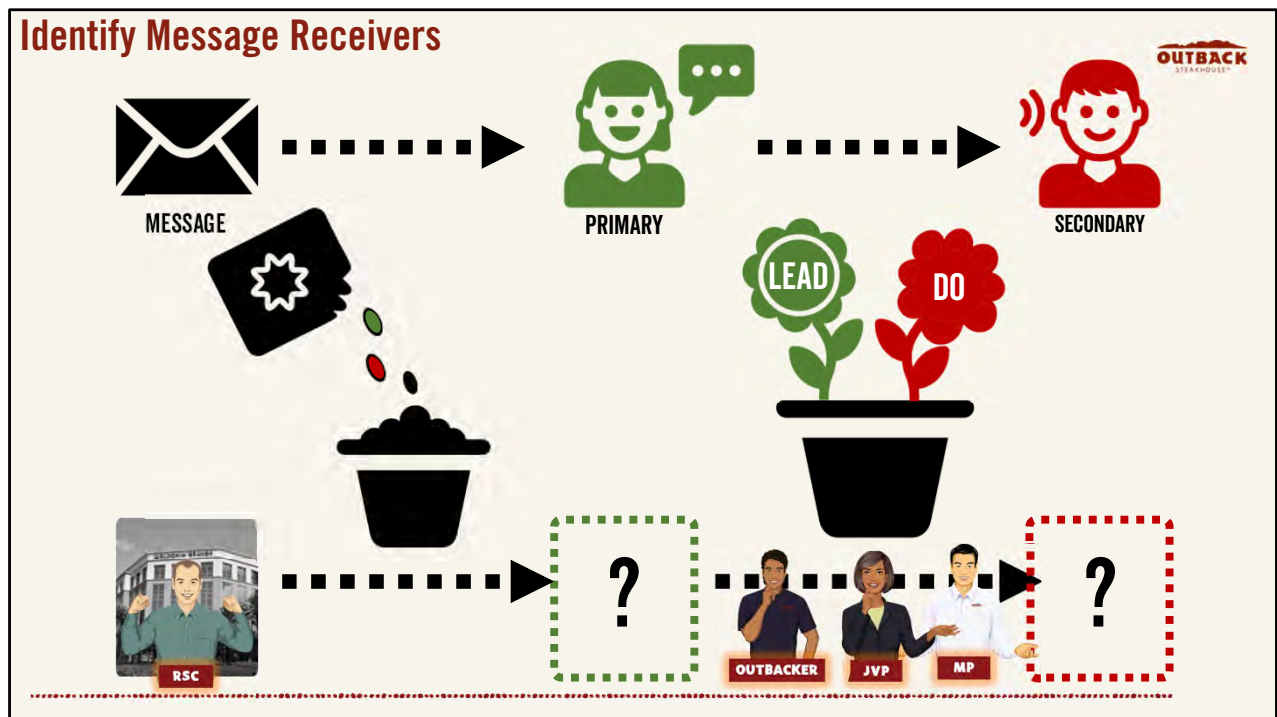
In many cases, the messages that we are creating here at the RSC are not just intended for one Receiver.

Often, the messages that we create are then used by the Primary Receiver to communicate to one or more Secondary Receivers.

For example, the Swipeable Tuckaways G'Day Times Article that Darcy pointed out a few minutes ago might have the Managing Partner as its Primary Receiver, but the Managing Partner may need to communicate information in the article or the attachment to the article to a Secondary Receiver, such as a Manager or an Outbacker.

But unless you've planted seeds that help each Receiver grow toward their specific competencies or traits, the message would be like a thermometer; it would help tasks get completed, but Our People conveying the message wouldn't grow to be able to lead & adapt to their changing environments.

17

Meet the Leadership Communication Playbook

OUTBACK
STEAKHOUSE

Mastering a
new skill
is **hard.**

Practice with
"training wheels"
makes it easier.

When you master
it, **remove the
training wheels.**

Planting leadership seeds in messages is hard at first. It's like learning to ride a bike.

Just like when you learn to ride a bike, a pair of communication "training wheels" will help you practice creating messages with leadership seeds planted in them.

When you can create messages with leadership seeds without the training wheels, simply remove them!

http://outback.training/leadershipplaybook

[Darcy will switch to sharing browser with Leadership Communication Playbook.]

[Katie will introduce the LCP without going into an example.]

18

Find Competencies & Traits Documents

In addition to the Leadership Communication Playbook, we also have a file folder full of documentation & graphics related to all of the Outback Leadership Competencies & Hourly Traits.

You'll find it in the Training Excellence team, in the Development Excellence channel, in the Files tab, look for the Outback Leadership Competencies folder.

It includes an all-in-one Word doc that is useful as a quick one-stop-shop when you're writing messages with leadership seeds.

Now let's see if we can, as a team, plant some leadership seeds in one of our messages. Over to you, Darcy.

19

Swipeable Tuckaways

Need to Know:

- **Week of May 11th:** Set quantities of $1000, $1500 or $2000 in Comp 2 and $250 or $500 in Comp 1 will be auto-shipped quarterly (see attachment below)
- **Thursday, May 14th**: POSi will be updated for swipeable activations and redemptions
- **Wednesday, May 20th:** Current Comp 2 Tuckaway, Comp 12 Tuckaway and Comp 13 UGC POSi buttons will be removed
- Tuckaways have a 3-month activation period and a redeemable period 6 months from the start of the quarter (expiration date printed on the cards)
- The first activation period will end on **July 1st.** This has been shortened due to COVID-19
- For more information on these amazing new Tuckaway cards, review the **Swipeable Tuckaway Training** guide below
- **Be sure to follow the attached guidelines for Swipeable Tuckaways, and explain to your Management Team how this is a better process for our Guests.**

WHO IS THE PRIMARY RECEIVER?
Managing Partner

WHICH COMPETENCY / TRAIT WILL YOU GROW IN PRIMARY?
Driving Results #1

WHO IS THE SECONDARY RECEIVER?
Managers / Outbackers

WHICH COMPETENCY / TRAIT WILL YOU GROW IN SECONDARY?
Continuous Improvement #1

Let's look at this sample message about Swipeable Tuckaways that was included in the GDT.

Note that there was a detailed slideshow document attached to the article with detailed instructions.

We'll use the Playbook alongside to see how we can plant some leadership seeds in this message.

[Darcy will lead responses & writing.]

[Katie will talk through using the LCP.]

<u>Sample Responses:</u>

MP > Guest Focus #2

Mgr > Customer Service

Seed: Be sure to partner with your management team to embrace the new change by focusing on the goal of memorable Guest experiences.

Seed: Use the attached PowerPoint to follow established processes & guidelines for Swipeable Tuckaways, being sure to help your Outbackers have positive interactions with Guests.

20

Apply Competency / Trait to Ops Project

Type the telephone number where you can be reached right now, so that your group coordinator can conference call you while we work together.

Explain steps.

PRD **Claudia**: Heather & Kaike

SYS **Darcy**: Andrew & Brian C.

FOH **Nina**: Susan & Matt

BOH **Katie**: Billy & Brian T.

Hand Sanitizing Dispensers

PRD

Hand Sanitizing Dispensers

Supply Chain has partnered with Ecolab to provide restaurants with two new types of hand sanitizing dispensers.

Need to Know:

- On your second PFG delivery this week, you will receive:
  - 1 - Touchless Stand
  - 3 - Push Dispensers
- The **Push Dispenser** will be used to place our Big Storm Sanitizers in and should be placed throughout the FOH for our Outbackers to use
- Touchless Stands will be set up in the lobby areas for **Guests only**
- **IMPORTANT!** Due shipping issues for the Digital Foam Refills (for Touchless Stands), containers of Digital Foam Refills will be sent to "HUB restaurants" in each JVP area to then be distributed to all restaurants within the area. There will be enough for each restaurants to receive 2-3 refills.
- Digital Foam Refills will not be added to PFG Order Guides until a later date

Touchless Stand

Ecolab touchless stand
$106.09

Push Dispenser

Ecolab push dispenser
$19.00 per unit

Digital Foam Refill

Digital foam refills
Case of (6) 750 ML
$55.30

WHO IS THE PRIMARY RECEIVER?

WHICH COMPETENCY / TRAIT WILL YOU GROW IN PRIMARY?

WHO IS THE SECONDARY RECEIVER?

WHICH COMPETENCY / TRAIT WILL YOU GROW IN SECONDARY?

This slide is included only as a back-up. Participants will do their work in a separate PowerPoint at http://outback.training/seed

23

This slide is included only as a back-up. Participants will do their work in a separate PowerPoint at http://outback.training/seed

BOH **Summer Onion Supply**

Need to Know:

- Count per bag will fluctuate based on the region the onions are sourced. **Spec is 30-39 onions per bag.**
- Always measure any onion that is of questionable size using the 4 ¼" stainless steel ring
- Inconsistency in sizing, spec, and volume are typical during this transition (see picture below)
- During this transition period, work through usable product and request credits for unusable onions exceeding 15% of bag.

SIZING

INCREASED DOUBLE HEARTS

DIRTIER ONIONS

ELONGATED ONION SHAPES

WHO IS THE PRIMARY RECEIVER?

WHICH COMPETENCY / TRAIT WILL YOU GROW IN PRIMARY?

WHO IS THE SECONDARY RECEIVER?

WHICH COMPETENCY / TRAIT WILL YOU GROW IN SECONDARY?

This slide is included only as a back-up. Participants will do their work in a separate PowerPoint at http://outback.training/seed

FOH **IMPORTANT! W7 Go Live**

TO: JVPs   **CC:** RVPs & Field Training Team   **RE:** IMPORTANT! W7 Go Live

G'Day, Team! We hope that you are having great Operations Meetings in support of the upcoming W7 LTO Three Ways to Steak; however, we have an update. To support fiscal responsibility and to continue to make our Guest's day better, we have decided to **CHANGE the Go Live Date for the W7 LTO to Wednesday, November 20th**.

NEED TO KNOW:

- Our core menu transition will remain with a 11/26 Go Live

- **WATCHOUT!** The Bloomin' Fried Chicken is coming off the LTO Menu on 11/20 and then go on the Core Menu on 11/26. Please ensure to handle prep and inventory accordingly during this transition period. You can move to the new prep and execution procedure for Crispy Chicken Sandwich on 11/20 to help with this transition.

- The 18 oz. sirloin auto-shipment date has been changed to accommodate new go live date

- Aussie Dish has been updated to reflect all new changes/updates. *See below for more details.* [...]

WHO IS THE PRIMARY RECEIVER?

WHICH COMPETENCY / TRAIT WILL YOU GROW IN PRIMARY?

WHO IS THE SECONDARY RECEIVER?

WHICH COMPETENCY / TRAIT WILL YOU GROW IN SECONDARY?

This slide is included only as a back-up. Participants will do their work in a separate PowerPoint at http://outback.training/seed

26

Let's Wrap it Up!

How did your leadership seed planting go?
[Darcy opens the worksheet file & reviews progress.]
Would anyone like to share what you learned while you were planting your leadership seeds in the message?
Wait for responses or use their work to solicit some responses.

Let's Wrap it Up

What have I learned here today?

Take a few seconds to think about what you've learned here today.

You might want to jot down the 2 or 3 most important things.

29

Let's Wrap it Up

What have I learned here today?

**What am I going to do,
and when am I going to do it?**

I want you to take a minute now to think about your next opportunity to communicate.

It might be your next G'day Times article.

It might be an email to field leadership about the OPD+ menu.

Or it might be a memo supporting a Partner running a Test for us.

How are you going to remind yourself to plant a leadership seed in your messages?

Are you going to set a reminder on your Monday board, or make a sticky note, or make it a part of your workflow?

30

Let's Wrap it Up

What have I learned here today?

What am I going to do, and when am I going to do it?

What's likely to challenge me implementing what I learned today?

Now think about things that might challenge you to make this change.

Do you anticipate that it might take you longer than normal to craft your message with leadership seeds?

Do you worry that you'll forget to plant leadership seeds since it's not a part of your regular routine?

31

Let's Wrap it Up

What have I learned here today?

What am I going to do, and when am I going to do it?

What's likely to challenge me implementing what I learned today?

How will I overcome challenges?

And last, think about how you'll overcome those little challenges with a little innovation.

Maybe adjust your schedule 10 or 20 minutes more when writing your message?

Maybe find a leadership seed planting buddy to double-check your message?

32

Let's Wrap it Up

What have I learned here today?

**What am I going to do,
and when am I going to do it?**

**What's likely to challenge me
implementing what I learned
today?**

How will I overcome challenges?

Now that you've spent a few minutes thinking about making improvements to your messages, I'll open it up if you'd like to share your thoughts about how you're going to change the way you craft your messages, or any tips for success.

Perhaps spotlight some of Billy & Brian T's recent work, and ask them to share some tips for success.

And now here's Nina with a few last thoughts about Next Steps.

33

So now we need to begin applying what we've learned. We can begin planting these seeds almost immediately with a certain communication tool we use every week. Can you guess what it is? YAAASS! G'Day Times! Pause to consider the Primary & Secondary Receivers of your message, and use the Leadership Communication Playbook and the resources we've given you today to plant those Outback Leadership Seeds in your messages, that will help Our People grow as leaders & adapt to our changing environment to win!

I'll be keeping an eye out for those seeds in the G'Day Times articles that you send me, and challenge you to plant them if I don't see them. We'll share some of the auss-some examples that you produce at a future team meeting.

34
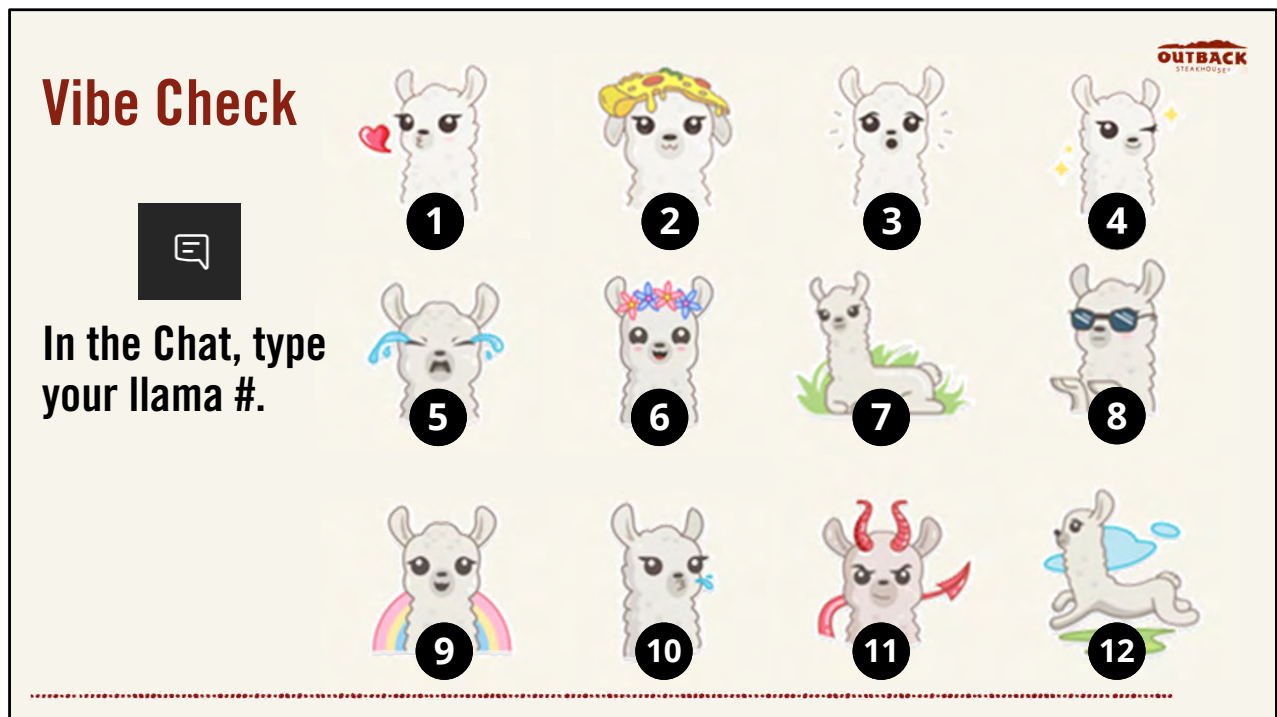
Let's do a final vibe check, because it's important for you to manage your emotions so we can get the most out of this learning experience.

On screen, you'll see some llamas.

Think about which llama best represents how you're feeling right now.

Then, go to the Chat tool, and type the # of the llama that you chose, and explain why you chose it in one sentence, and send the chat message.

Wait for responses & monitor the Chat.

Look for & call out the most interesting responses.

35