Shift Leadership
Deliver outstanding QSC by coordinating People, Equipment and Product to grow sales profitably, and achieving total customer satisfaction

	Leading Shift	Points	Additional information to help assess question:
SL1-US	**Leading Operations Pre-Shift:** Shift Leader utilizes tools and information to plan and lead effective shifts; set priorities and follow up on items needing action. ○ pre-shift checklists not completed correctly ○ travel paths not completed prior to taking over shift ○ priorities not set/action not taken ○ guest count and sales projection not reviewed for adjustments ○ positioning plan not reviewed 24 hours in advance for adjustment ○ not readjusting schedule correctly according to volume and changing shift conditions ○ targets not established or communicated to crew and area managers ○ communications relating to shift transition not read ○ not all items available to order ○ other	3	During your shift today, what goals/priorities have been established for you and the team and how will you measure success? What tools and resources are you using to set, measure and meet your shift targets? What communication about the shift priorities has been shared with the crew and managers?
SL1-US-01	**Leading Operations During Shift (Travel Paths):** Shift Leader conducts travel paths, sets priorities, and takes appropriate action throughout the shift. ○ Shift Leader not conducting travel paths per guidelines ○ Shift Leader not setting priorities ○ Shift Leader not taking appropriate action ○ other	3	Observe that Shift Leader conducts travel paths every 30 minutes, (and every 15 minutes during peak periods), prioritizing and delegating actions based on observations throughout the shift.
SL1-US-02	**Leading Operations During Shift (Danger Zones):** Shift Leader observes and proactively identifies potential danger zones and takes effective action. Observe throughout the shift. ○ Shift Leader does not react to reduce bottlenecks ○ Shift Leader does not react to danger zone(s) ○ Shift Leader does not provide coaching or redirection as appropriate ○ other	3	Danger Zones: e.g., rule of 3. Does the Shift Leader anticipate and react to and reduce bottlenecks? Does the Shift Leader rectify the danger zone without becoming tied to a station, rather than redirect employees to break up the bottleneck? Shift Leaders provide coaching or redirection as appropriate. In the comments, note the area in which the danger zone occurred, actions taken/not taken by the shift leader, and potential root causes.
SL2-US	**Leading Operations During Shift (Production):** Shift Leader works with Area Leaders to coach employees to ensure quality, achieve targets, identify danger zones, prioritize & reduce operational barriers to deliver Gold Standard products, and support a great customer experience. ○ not encouraging/coaching team members or providing feedback to achieve shift targets ○ not performing regular quality checks ○ not utilizing initiation points/staff not positioned correctly based on volume ○ not actively monitoring and ensuring food safety compliance ○ issues identified during shift are not properly prioritized (safety, quality & service, comfort & convenience, restaurant appearance) ○ not utilizing chaser to help speed lines up and/or anchor position to increase speed and reduce danger zones ○ not reacting to danger zones ○ other	3	An Area Leader can be a manager or other production employee.

SL3-US   **Leading Operations During Shift (Service):** Shift Leader works with Area Leaders to coach employees to ensure quality, achieve targets, identify danger zones, and prioritize & reduce operational barriers to deliver great customer service across all service channels.

    ○ not utilizing alternative ways to order/enhance experience
    ○ not splitting functions - responsibilities split as needed
    ○ lack of communication with Service Area Leader(s)
    ○ issues identified during shift are not properly prioritized (safety, quality & service, comfort & convenience, restaurant appearance)
    ○ not performing regular quality checks on finished products
    ○ pull/roll forward /out of sequence present not utilized when warranted
    ○ not creating the right positioning balance to support great customer experience and channel growth
    ○ not encouraging/coaching team members or providing feedback to achieve shift targets
    ○ not reacting to danger zones or drive-thru timing systems
    ○ other

3   An Area Leader can be a manager or other service employee.

SL4-US   **Leading Operations Post Shift:** Shift Leader reflects on how well the restaurant delivered on the shift management results and recognizes employees for meeting shift targets and performance excellence.

    ○ issues identified not resolved/communicated appropriately
    ○ results not communicated
    ○ employees not thanked or recognized
    ○ other

3   Observe and ask, as needed, how the Shift Leader reflects/communicates results, and recognizes employees for meeting targets and performance excellence:
Did the shift meet its targets? Why or Why not?
What were the overall strengths/opportunities of the team?
What would you communicate to the incoming Shift Leader and employees?

SL5-US   **Customer Experience:** Shift Leaders role model hospitality and look for ways to enhance the customer experience.

    ○ not interacting with guests and asking about their experience
    ○ not role modeling hospitality gestures
    ○ does not know and/or follow the customer recovery process
    ○ missing opportunities to engage guests and enhance their experience (e.g. feel good moments)
    ○ not coaching employees on hospitality behaviors
    ○ other

3

GENERAL	Additional information to help assess question:

SL7-US   **Resources:** Shift Leader accesses and analyzes relevant data, makes effective decisions, and utilizes resources to ensure operational excellence on the shift.

    ○ not utilizing the existing tools to identify bottlenecks (i.e. drive-thru timing system, POS, etc.)
    ○ not using the restaurant-specific shift tools
    ○ other

3   Observe and/or ask the Shift Leader how the restaurant's positioning tool, DTS (DT timing system), and KVS times are being used to identify areas of opportunity. E.g., "what resources do you look at, and how they are used?"

SL8-US   **Customer Feedback:** Restaurant has a CSAT/recovery system utilizing customer feedback to develop a restaurant action plan to address customer service.

    ○ customer recovery system is not in place
    ○ customer recovery system does not utilize customer feedback
    ○ not using customer feedback to develop action plan
    ○ follow-up is not being done effectively
    ○ other

3   Review Customer recovery and feedback mechanism - CSAT. Ask the manager to explain the restaurant's customer recovery process. Observe crew and managers are empowered to resolve customer issues in real time.

SL9-US   **Internal Operations Communication:** Channels for communicating operations-related information are established, used, and employees are aware of and actively supporting the restaurant operations priorities.

- ◯ communication channels are not established
- ◯ communication channels are not utilized
- ◯ regular manager meetings are not taking place (face to face or virtual)
- ◯ other

3   Check employee communication channels in the restaurant (e.g., communication board, crew monitor, etc.) for appropriate operations-related updates. Ask Shift Leader to explain the current set of operations-related priorities/focus areas in the restaurant.

SL11-US   **People Positioning:** Employees are positioned and adjustments made, as conditions dictate, throughout the shift.

- ◯ not adjusting as conditions dictate

3   Observe Manager behaviors to adjust the positioning of employees based on changing shift conditions.
Reviewing the crew schedule and/or the DSPG is not needed to assess this question.

TOTAL SHIFT LEADERSHIP POINTS AVAILABLE	33