



 GBS

Restaurants

Shift Leader

Training Book

Shift To the Next Level

Participant Guide

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Manager Training Agenda: Session 1 Introduction to Management

McDonald's Culture & Brand

*SHINE Hospitality Driven *Kindness Matters EVERY DAY. Actions & words speak loudly (+/-) to your crew

GBS Vision and Core Values

*You are the Leader in your store: Shift to Next Level

1) Expectations for your Training 2) Technology/OTP Cert 3) Developing Others 4) Equipment Expert

*Be committed to not just serve internal and external customers well—WOW THEM!

*RDM Structure of your GBS Restaurant McDonald's

*Expectations for Shift Managers

*My Performance Development Goals

8 Leadership Behaviors

*Build's Teamwork

*Communicates Effectively & Honestly *Develops Crew and Managers

*Influences by Example *Organizes the Work *Supports Change *Puts Customer 1st

*Plans Beyond The Shift

Shift Manager Role Profile

*12 Restaurant Systems and YOUR RESPONSIBILITIES to impact on them

*Overview of Shift Management, Learning & Development Systems Maps

*Performance Targets/Expectations *Fred & CAMPUS Assignment

QSC&V

*Quality: 100% Gold Standard, HOTG

*Service: Voice, ETOF, Ask, Ask Tell, Pull 4Ward, BTBOT

*Cleanliness: Shift Cleanliness and Routines

*Value: Crew are the Experts on Promotions, LTO

*Training 101: FRY EXPERT TRAINING EXERCISE and FRY TASTE OF QUALITY

People Practices

*Its starts with YOU

*Leading Others

*Coaching, Feedback, PRAISE, REWARD!

*Retention: Your actions matter to your team! 30 Day follow-up Orientation and Exit Interviews

*Training: We can fix this!

*Do what you say you will

*Trust + Respect = Influence

**Get out your Device, and Go to gbsrestaurants.com To Sign in For Class. (Get Paid!)
Now Log into FRED, So I know that you know how to. ;)**

Congrats on being selected to be a Shift Leader for GBS! This workbook is to help you learn and grow. Your class time and in store training are something we hope you both value and appreciate. Please take this time to invest in yourself and grow in every area of leadership.

We are here to help and support your learning. We are investing in you! Each class period, each day training in store, every amount of coaching and development time given, is all an investment in your future and in ours. We hope that you make wise use of this time and opportunity. By the end of your training GBS will have invested a great amount into your learning and development. We are happy to invest in your growth. We also know that investing in you can help reap great results in your stores. Our goal is to achieve an end result of having a leader who is well trained, consistent and strives to achieve their best each day.

Once you have completed all of your learning and become a Certified Shift Leader you will be meeting with us again, this time to commit to continuing to learn and grow. Our investment in you comes with a responsibility that you help each of your stores to successfully grow in all areas.

Please be on time for each class. Make sure you complete all of your assignments: in the book, online in Fred, on the floor activities, crew training requirements, equipment list training, ServSafe and attend and participate in all Shift to the Next Level classes. Once you successfully complete all of these, then you will become eligible to attend Leadership Transition Class in Greenwood.

Please work with your GM to develop a timeline for your training in your store. John is your coach in class, your GM is your coach in the stores. We all are here to help support you and your growth with GBS.

Welcome to Shift Leadership



In this phase, you will become a **CREW STATION** and **EQUIPMENT EXPERT**. You must be 100% on all stations and continue working on your equipment list before moving forward to the next level. The equipment list does **NOT** have to be totally completed during this phase. It can be completed anytime before the end of your Shift the Next Level training.

You and your GM must sign and date below when this phase is completed. **You must also train 2-3 crew members** (based on sales volume) during this phase in order to move to Phase Two

Names of Crew Trained and Verified on FRED:

1. _____
2. _____
3. _____

Additionally, before you begin you must login to Global Account Manager and accept the following agreements: Campus, FRED

EID _____ Password _____

Sign off below when you have trained and verified 3 people using your stores training plan. You may use Crew Training Roadmap on next page to track completion.

Manager in Training _____

GM _____

Crew Training Roadmap

Crew Trainer Program



Learner Journal



Coach's Guide

Crew Member's Name: _____

Crew Trainer's Name/s: _____

1
Guest First

 Hospitality

2
Foundation



 Food Quality Food Safety Safety & Security

3
Jumping In

 Fries & Hash Browns

4
Service












 Dining Room & Kiosk Beverages & Desserts McCafé Guest Experience Leader FC Order Taking & Payment




 FC Assemble & Present DT Order Taking & Payment DT Assemble & Present

5
Making our Food





 Tempering & Prep Baking Breakfast Cooking Breakfast Assembly Frying



 Grilling Regular Menu Assembly

6
Verification & Tracking


 Station Verifications Run Training Reports & Assign Skill Levels

Additional Duties to Learn not on FRED:

- Towel Buckets
- Sweep
- Mop
- Deck Scrub
- Dishes
- Tea
- Stock
- Coffee
- Trays

Orientation / 1st Day of Work Videos:

- Mitigating Workplace Violence (approximately 20 minutes)
- Safe & Respectful Workplace (approximately 30 minutes)
- Bullying Intervention (approximately 20-30 min)
- Bystander Intervention (approximately 15-20 min)

Manager In Training _____
GM _____

Restaurant System Maps

Operate as Designed



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- 4 Reading the System Maps**
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- 15 Food Safety
- 17 Safety and Security
- 19 Planned and Daily Maintenance
- 20 Inventory Management



System Maps - Objectives

To ensure that our restaurant teams have the tools to run great restaurants, the **9 Restaurant System Maps** help improve operational performance, accurately diagnose opportunities and realize potential. The maps help optimize restaurant systems to consistently execute as designed to deliver a great customer experience, promote McDonald's Values, business growth, and return on investment.

The maps can also be used as a stand-alone resource to develop newly promoted managers.



To run great restaurants...

We need the **right** people

- People Practices
- Learning and Development
- Staffing, Scheduling and Positioning

We need the **right** systems

- Shift Management
- SPA (Service, Production, and Assembly)

We need the **right** support

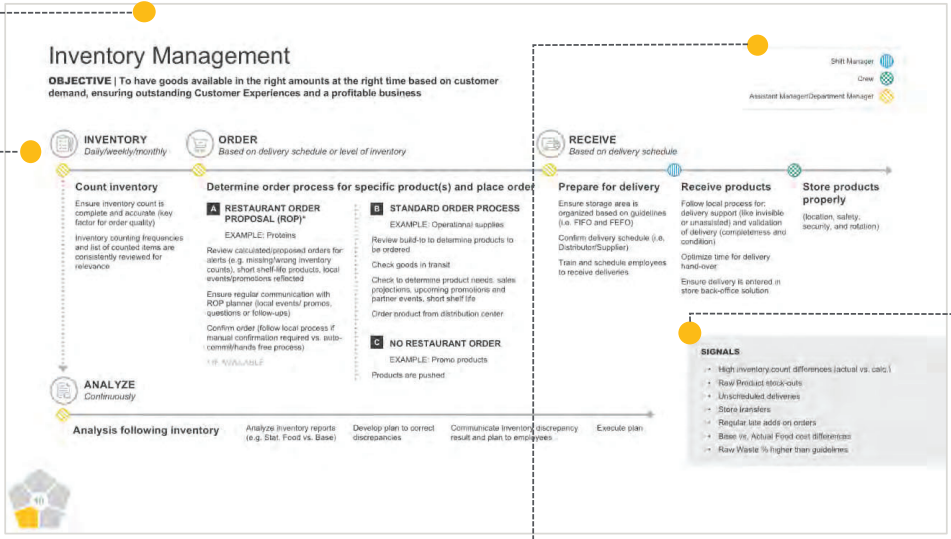
- Safety and Security
- Food Safety
- Planned and Daily Maintenance
- Inventory Management

Restaurant Systems Individual System Maps

You will find more Systems Maps in Resources Section of this book



Reading the System Maps



1 System name + main objective
 Each of the nine systems has its own core objective with the ultimate goal of Running Great Restaurants.

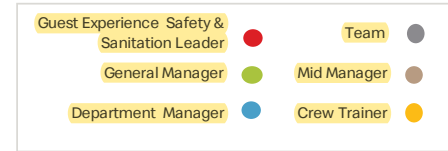
2 Main process/ categorization
 Along the top of the map, you'll find the main organizing elements for the system—whether it's a process step, system element, or other categorization.

3 Roles and responsibilities
 Each activity and role within the system can be completed by a variety of team members. A primary point person has been identified, and markets may adjust to suit their needs.

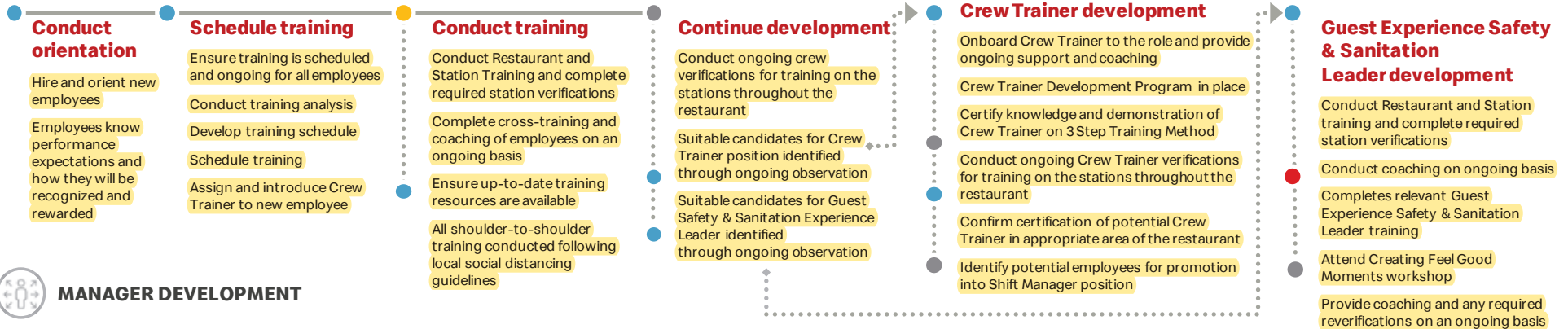
4 Signals
 Each system has a set of signals to indicate where the system could break down—creating opportunities for growth and potentially triggering the need to update the action plan.

Learning and Development

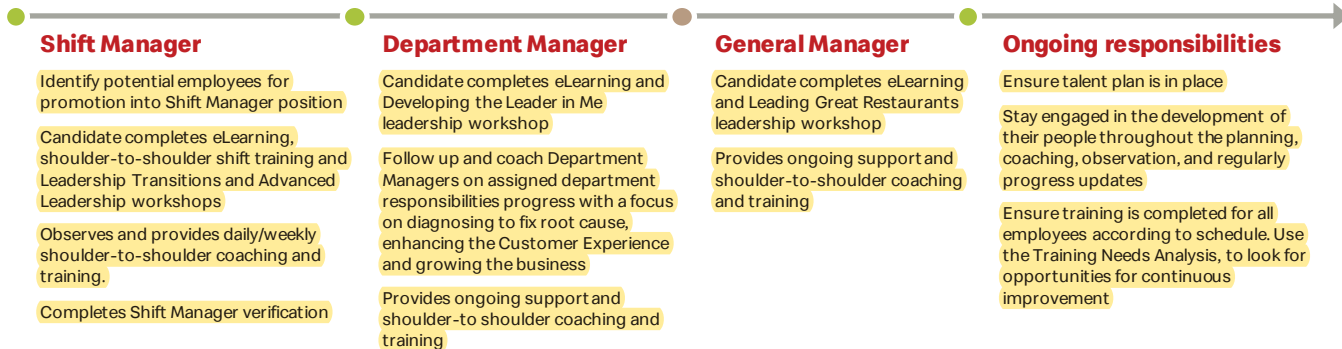
Objective | To have engaged, high-performing and empowered employees delivering outstanding QSC and creating exceptional customer experiences



Crew & guest experience safety & sanitation leader development



MANAGER DEVELOPMENT



- Signals**
- Crew Development Plan in place
 - Crew Training/Crew Trainer Hours are properly scheduled
 - Appropriate number of certified Shift Managers
 - Talent plan for Managers in place and development time scheduled
 - Appropriate number of certified crew and crew trainers
 - Ongoing training scheduled and completed
 - Records or completed training matches scheduled training
 - Training Needs Analysis in place

Here are some topics you need to train on and communicate about with your GM at your store after completing Session 1:

- 1) Shift to the Next Level: Plan for your class attendance
 - 2) Crew Training Roadmap: Plan for you to conduct/oversee Crew Training for 3 new hires on your shifts
 - 3) Log in to FRED and CAMPUS: Complete REQUIRED Shift Leadership Foundations Curriculum. (Get Started by going to fredatmcd.com and clicking on the BLUE SHIFT LEADERSHIP folder. Then click on the "Shift Leadership Training Roadmap)
 - 4) Equipment Expert List: Plan for your Equipment training with your GM
 - 5) On and Off the Floor Learning Activities: Plan for when you will do these discuss these with your GM as you do them
 - 6) Sessions Agenda Review: Go over the agenda topics from today with GM. Talk about what you learned, want to learn, concerns, etc.
 - 7) RDM Structure: Discuss who DMs are and what role they may play in your development journey
 - 8) CUSTOMER FIRST LEADERSHIP! Ask your GM what ways they expect HOSPITALITY to be delivered by you on your shifts
 - 9) Leadership Expectations: Running Great Shifts! Discuss with GM what time you will be running Areas of the store and/or shifts during your training
- Review Shift Manager Role Profile, 8 Leadership Behaviors Activity, 8 Proven People Practices with GM

****Students can attend Leadership Transitions Class after successful completion of STTNL and with input from GM**

Activity: Work with GM to write goals for the next 3 months of your career. Specific, Important, Measurable. John will discuss how you are doing in progressing toward these goals at you book check

GBS Goal Setting for Individual Development 2022



Goals Should Be:

Specific
Here's **what** I'll do

Important
Here's **why** it matters

Measurable
Here's **how** to tell:

NOTES:

Name: _____

GM's Name: _____

Date: _____

Department: _____

Position: _____

Goal #1

Goal #1 Deadline: _____

Goal #2

Goal #2 Deadline: _____

Goal #3

Goal #3 Deadline: _____

Date of Next Follow-up Meeting _____

Re-Cap of Last Session's Goals/Achievements _____

GM Feedback: _____

Training Lead Feedback: _____

Shift to the Next Level: New Managers Training Classes you need to attend

- o☒ **STTNL Session 1:** Shift Leadership Expectations, 12 Store Systems Review, Your Choices Matter, Shadow of a Leader, Equipment Expert Checklist Assigned: GM will follow up, People Skills, Training Crew, FRED & Campus Assigned Learning
- o☒ **STTNL Session 2:** Production Area Leadership: Pre-Shift in Production, Production Crew Positioning, Production Cabinet Management, PROFITABILITY, Coaching, Gold Standard Quality
- o☒ **STTNL Session 3:** SHINE HOSPITALITY & SERVICE AREA MANAGEMENT
- o☒ **STTNL Session 4:** Shift Manager Routines & Coaching: Pre-Shift Checklists, Positioning, Planning for Crew Training, Targets: It's How WE WIN!, Travel Paths, Delegating & Prioritizing, Self-Accountability, Post-Shift Analysis, TEAMWORK, Planning for the Next Shift 24hrs in Advance
- o☒ **STTNL Session 5:** On-the-Floor Leadership: Area Management, Leading Great Shifts, Building Peaks, DT Times, Targets & Service Reports, SHINE, GELS, EBI, Golden Moments, Be the BEST, Shift Manager Verifications: How will you be evaluated on your shifts
- o☒ **STTNL Session 6:** McDonald's Food Safety: Daily Food Safety Checklist, Unannounced Food Safety Visits and BSV Standards in Food Safety, Final Exam
- o☒ **Shift Manager Internal & External Verifications:** These will be scheduled once all E Learning, FRED and Equipment Lists are completed. Manager Verifications may be repeated and LT delayed if standard is not met

Leadership Transitions Class

(This is the ICING ON THE CAKE! YOU MUST RUN GREAT SHIFTS AND BE A TEAM PLAYER in addition to completing all sessions of STTNL and Coursework in STTNL Book & on Fred before you will be chosen to attend this class.)

1. Class starts at **8am SHARP** each morning.
2. Class is **IN** the hotel they are staying at.
3. Each store has their own hotel room for **2 nights** (WED & THURS). They will need to make arrangements to get themselves there **ON TIME** for class on Wed morning.
4. Class attire is **MANAGER UNIFORM ONLY** w/nametag.
5. They each need a copy of an **EDIT TIME PUNCH SUMMARY REPORT & LINE BAR FOR SAME DATE.** They will use this on Day 3.
6. They will each be given a **3-DAY STIPEND** to be used for gas, food, etc. We do not need receipts. They will receive an additional check with their checks this week.

Hotel Info:
Holiday Inn Express
1180 Wilson Drive
Greenwood, IN 46143

-Breakfast is served complimentary from 6am-10am

-There is a complimentary welcome reception on Wed & Thurs from 6-8pm

-There is a pool in the hotel. Lastly, your students should all understand that they are representing our organization. I will ask for a participant report

LEADING TALENT DEVELOPMENT

When meeting with each Manager:

- 1) What skills do I require this manager to have in order to support my business plan?
- 2) What development activities can I recommend that will help them with their present opportunity?
- 3) What are their career aspirations? What skills are required for them to advance?
- 4) What current strengths can they continue to leverage?

- 1) Leading talent starts with incorporating the right people into your business plan via IDP & Succession Planning
- 2) Developing talent requires identifying the right people for the job—best crew do not always make the best managers
- 3) Leading development well requires continuous coaching & mentoring of each manager/crew through good routine

How Managers Learn

***70% Experience:** From On-the-Floor This where the most Important skills are learned and practiced daily during shifts

***20% Exposure:** A mentor or expert leading activities growth by: 1) Learning a new skill

2) Encourage a new behavior

Working with a mentor allows manager too discuss progress and gather feedback

***10% Education:** Classes, E-Learning & Certifications

Share your McDonald's Story:

Why did you apply here?

What do you like about your job?

What are your career goals in the next 6 months, 1 year, 5 years?

How does McDonald's add value to your life? (Flexible Schedule, family, School, Etc)

**What is your fav menu item?
Why?**

**Here we love our Crew and
Management Teams**



To Attend Leadership Transitions Class

- Must attend all STTNL classes with John
- ALL book assignments from STTNL must be complete and BOOK CHECK passed (John will conduct these)
- FRED and Campus Learnings must be 100% finished & all agreements signed
- This is an off-site class and will include a two night stay at or near the class location
- Dress Code: Professional Dress or Clean, neat McDonald's Uniform required
- Class starts at 8am SHARP. Be EARLY! Do not be late. Represent GBS well!

Selection for this class will be made based upon each manager's individual performance in class and on-the-floor with input from GMs

Serv Safe

- This is a Federal and State requirement for all Shift Managers
- There is a 10 session ONLINE learning at servsafe.com that must be completed PRIOR to attending a Review or Exam Session
- 80% or Higher is passing
- I highly recommend your students take notes during their online learning and review time with John

Development Opportunities Beyond Shift Management that are available include the following areas of learning & development

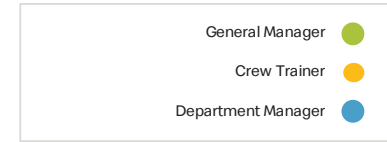
- PL Next
- Scheduling
- Hiring
- Profitability/Food Cost
- Hospitality
- Coaching
- Orientation
- Leading Departments
- Leading Great Restaurants

THERE IS NO END TO WHERE YOU CAN GO! WITH GBS YOU HAVE MANY OPPORTUNITES TO SUCCEED HERE!

YOU HAVE THE ABILITY TO CREATE YOUR CAREER PATH BY DOING GREAT THINGS, LEADING CONSISTENTLY, EVERYDAY AT EVERY LEVEL AT GBS! STEP ONE IS TO LEARN AND THEN LEAD GREAT SHIFTS. YOU ARE ALREADY ON YOUR WAY! CONGRATS!

People Practices

Objective | People feel supported and empowered to bring their authentic selves to work and deliver an elevated Customer Experience



Doing all these things helps position McDonald's to continue to attract high performing talent at a time when our restaurants need it most



Employee experience

People Manager executes system and General Manager verifies system is working

Attraction

Determine staffing needs by reviewing the Staffing Calculator/Needs Analysis

Execute a plan to enhance McDonald's employer reputation and attract the right candidates

Implement an internal recruitment plan (e.g., referrals)

Use an external recruitment campaign, where appropriate, to attract customer-centric candidates

Use a career site and/or Applicant Tracking System to share open jobs

Interviewing

Ensure there is a process in place to identify the most suitable candidates for each role

Utilize all local selection tools

Ensure appropriate managers are trained on selection tools

Consider whether to hire an external candidate or promote from within for open positions

Treat all applicants fairly and model an inclusive environment

Hire for hospitality by evaluating applicants for customer-centricity

Onboarding

Leverage the crew and management onboarding process and ensure that experience is engaging (e.g. experiential session rather than simply reading/watching)

Communicate all local expectations, local policies, and procedures

Communicate the importance of the employee's role creating a safe and positive restaurant experience for customers and other crew

Complete all required administration tasks

Provide necessary resources / gear (e.g. schedule, uniform, etc.)

Conduct 90-day follow-up for each new hire

Training

Train on tasks/stations

Focus on making the restaurant a safe, respectful and inclusive environment for everyone by leveraging available market-provided training

Focus on developing a connection with customers (e.g. Creating Feel Good Moments)

Managers coach crew on customer service behaviors

Empower employees to solve inaccurate orders independently

Reward & recognition

Implement and transparently communicate about reward and recognition programs that reinforce expected behaviors

• Reward hospitality (e.g. manager incentives for hospitality behaviors)

• Peer-to-peer digital recognition for crew

Host a crew outing / event every 6 months

Ensure regular pay raises are given

Restaurant communications

Leverage digital engagement platform to share key messages

Conduct employee surveys at least once per year and implement an action plan based on the results

Inform employees of new processes/technology being added to the restaurant, why, and how it elevates the customer experience

Career path & structure

Ensure a transparent review system is in place

Set goals and discuss future opportunities

Position crew in stations that fit their personalities and skills

Off-board (including exit interviews, administrative tasks etc.) to understand turnover impact and where action is needed

Implement a restaurant succession plan and ensure pay is competitive relative to market standard



Legal Requirements

Ensure compliance

Ensure full compliance with all local laws and employment legislation at every stage of the employment cycle

Signals

- Crew applications
- Crew hires
- Crew average time to hire
- Crew application to hire ratio
- Crew terminations
- Crew short-tenured terminations
- Crew hire to termination ratio
- Shift Manager Terminations
- Shift Manager short-tenured terminations

Role Profile

Shift Leader



Overview

McDonald's Shift Manager is responsible for providing leadership to crew and other managers during a shift to ensure great QSC to our customers.

Shift Managers plan for each shift, monitor performance during the shift, take action to ensure the team is meeting McDonald's standards, monitor safety, security, and profitability, and communicate with the next Shift Manager to help prepare him/her to run a great shift, too.

Shift Managers are also responsible for meeting targets during their shifts and for helping their assigned departments meet their goals.

Responsibilities

FOOD SAFETY

- Complete and verify daily food safety checklist
- Monitor food safety procedures during the shift

INTERNAL COMMUNICATION

- Read messages from ISP and /or manager's Communication log
- Communicate with manager on shift and identify sales trends/problems
- Communicate shift targets and goals to all
- Monitor and communicate progress toward targets throughout the shift
- Communicate results and opportunities to the next manager

INVENTORY MANAGEMENT

- Maintain stock levels for 24/2
- Receive products by checking order accuracy, Quality, and condition
- Track raw and completed waste on each shift

PLANNED & DAILY MAINTENANCE

CLEANLINESS

- Identify and respond to equipment and physical plant failure/ unplanned activities
- Verify completion/follow-up on cleaning tasks
- Verify completion/follow-up on PM tasks

PEOPLE PRACTICES

- Check crew appearance
- Coordinate breaks for team
- Enforce all applicable labor and employment laws And McDonald's policies

PRODUCTION

- Monitor and correct production procedures
- Monitor cabinet levels
- Monitor UHC for correct holding times
- Monitor finished food quality

SERVICE

- Monitor and correct service procedures
- Seek customer feedback during travel path
- Document customer complaints and action taken in log book
- Follow customer recovery process when necessary

SAFETY AND SECURITY

- Ensure cash controls are in place for shift (safe contents, skims, deposits, cash +/-N)
- Check security equipment for proper operation
- Maintain safety and security during the shift
- Use staggered method of open and close
- Enforce all applicable laws and policies

SHIFT MANAGEMENT

- Review sales projections
- Complete red shift checklist
- Complete positioning plan (shift prep tool)
- Manage from the Observation Post
- Identify danger zones and give direction
- Conduct QSC travel path every half hour
- Maintain/adjust positioning according to positioning guide

SCHEDULING (Crew)

- Review crew schedule for proper staffing
- Ensure labor controls are in place each hour and each shift

TRAINING (CREW)

- Complete follow-up SOC's and training
- Review training needs for crew
- Monitor execution of shift training

Performance Targets

- / Sales (actual vs. projected)
- / Driven thru Car Counts
- / TPCB
- / Cash (+/N)
- / Raw and Completed Waste %
- / Assigned SOC's, PM, and Cleanliness Tasks Complete
- / KVS, FC, DT Times
- / Redshift Checklists Complete
- / Travel paths Complete



Welcome to Shift Leadership

Shift Manager Leadership Behaviors

Completing assigned responsibilities for shifts and systems is critical to being a great manager. But so is using the right leadership behaviors to get results. McDonald's Managers use specific leadership behaviors to lead their teams, serve their customers, and get great restaurant results. To the right are the leadership behaviors critical to being a great Shift Manager. These aren't all the things Shift Managers need to do to lead, but are some of the behaviors that are most important at McDonald's. By demonstrating these behaviors, the Shift Managers will set the right example and improve results.

1) BUILDS TEAMWORK

- *Participates actively and willingly as a team member;

- volunteers to help others when it is important to the restaurant's performance

- *Addresses conflict in a timely manner; does not avoid dealing with situations that might impact crew or customers during the shift

- *Finds ways to work well with others, even when there are differences in approaches or viewpoints

- *Discourages "we vs. they" thinking in the restaurant by providing coaching and team encouragement

2) COMMUNICATES EFFECTIVELY & HONESTLY

- *Uses a positive, high-energy tone when leading others

- *Speaks calmly and professionally with customers, employees, and vendors, even in situations where there is disagreement or conflict

- *Communicates "with" others, not down to them; shows empathy and understanding

- *Listens carefully to others' opinions and ideas during discussions; asks questions to help clarify others' point of view

- *Keeps the personal or private issues of others confidential
- *Accepts personal feedback professionally and nondefensively
- *Keeps the team updated on targets and results

3) DEVELOPS CREW & MANAGERS

- *Works to make sure training and development happen during the shift, even when things get hectic
- *Proactively coaches crew and other managers when they want to or need to learn something new
- *Acknowledges others' efforts and accomplishments on a daily basis
- *Delegates daily tasks and demonstrates trust in others' ability to perform them

4) INFLUENCES BY EXAMPLE

- *Influences by being credible; shows consistency in words and actions by following through on what he/she says
- *Keeps performance consistent, even when the restaurant environment is challenging
- *Influences others to do things the right way by personally standing behind them; not by "blaming" other people or reasons for why things need to be done
- *Communicates expectations to others by explaining the "why" of them (not just the "what")

5) ORGANIZES THE WORK

- *Prepares and organizes for work (e.g., completes shift prep and pre-shift checklist)
- *Uses work routines consistently to keep self and others on track (e.g., travel paths, following up)
- *Proactively addresses barriers during the shift (e.g., staff conflict, dissatisfied customers, equipment issues) to minimize disruptions

- *Sets and reinforces minimum standards of performance for self and others

- *Creates a sense of urgency for achieving goals

- *Conveys clear expectations for assignments and follows-up to make sure there is understanding

- *Asks questions of his/her boss to clarify priorities when there are competing demands

6) PLANS BEYOND THE SHIFT

- *Shows an ability to think "beyond the shift" by reviewing past shift information to plan for the current shift (e.g., manager's logs)

- *Records important information about the shift to help with planning for the next or future shifts (e.g., record the impact of promotions or community events in the manager's log)

7) PUTS THE CUSTOMER FIRST

- *Responds to all customers respectfully and professionally

- *Makes self visible and accessible to customers when on the floor by addressing them, responding to them promptly, resolving problems

- *Is observant of customers in the restaurant so that he/she can improve a customer's level of service or prevent a customer from being dissatisfied

- *Takes actions that clearly show a commitment to total customer satisfaction (e.g. holding doors, helping with high chairs, complimenting customers, refilling drinks)

- *Coaches others to provide high levels of customer service *Follows up with customers to ensure problems are solved

8) SUPPORTS CHANGE

- *Shows a positive attitude about change when being asked to do something new or when explaining new things to others

- *Quickly picks up on and adapts to different or new ways of doing things

- *Explains to others why changes are important

Session 1 Activity 8 Leadership Behaviors: Your Role-Leadership Competencies
Manager in Training and GM EACH fill this out. And then review together.

Please take time to reflect on your behavior and rate yourself honestly with Scale 1-5. Grade yourself on scale of 1-5. 5 4 3 2 1

5=Strong area of Leadership, 1=Need to work on this area (4-2) in the middle.

Date Due:

Location:

Date Completed:

Communicates Effectively and Candidly: Demonstrates strong 2-way communicatin skills. Conveys information & ides in an open, articulate and timely manner. Considers cultural differences and others' perspectives when communicating

Manager In Training (1-5)	GM (1-5)	Expected Behaviors	Comments
		Conveys written and spoken information clearly and in a timely manner	
		Listens carefully to different opinions and ideas	
		Communicates in a way that demonstrates respect for individual differences	
		Shares viewpoints openly, even if they are contrary to the majority	

Leads Change Innovation Identifies the changing needs of our customers, employees and system, successfully leads innovation that improves business

Manager In Training	GM	Expected Behaviors	Comments
		Approaches problems with curiosity and open-mindedness	
		Picks up on and adapts to different or new ways of doing things	
		Identifies and surfaces opportunities to improve	

Builds and Leverages Talent Builds the quality of McDonald's employee base by seeking out high performers, helping others develop and grow, rewarding high achievement, and supporting diversity of thought and perspective

Manager In Training (1-5)	GM (1-5)	Expected Behaviors	Comments
		Provides constructive feedback to others to help improve their performance	
		Shares own expertise and experience with others	
		Acknowledges others' efforts and accomplishments	
		Demonstrates respect for the diversity of talent on a team	

Plans and Acts Strategically Develops a clear and compelling vision, strategy, or action plan that is aligned with the organization's goals.

Manager In Training (1-5)	GM (1-5)	Expected Behaviors	Comments
		Aligns own activities with the work group's goals and strategies	
		Promotes and demonstrates commitment to the organization's vision, values and direction	
		Develops plans for completing work, including the sequence of activities, realistic time estimates and required resources	
		Breaks assignments down into manageable tasks	
		Coordinates planning efforts with other areas of the business	

Achieves through Teamwork Works cooperatively as a member of a team and is committed to the overall team objectives rather than one's own interests. Is open to other's diverse ideas and leverages the teams differences to achieve results

Manager In Training (1-5)	GM (1-5)	Expected Behaviors	Comments
		Readily involves others, as appropriate, to accomplish individual and team goals	
		Volunteers to help others	
		Proactively shares updates and information with others	
		Seeks opportunities to collaborate with others, even when their own viewpoints may not align	

Leads through Influence Positively influences others and works with team in ways that inspire others to take new action and or change perspective

Manager In Training (1-5)	GM (1-5)	Expected Behaviors	Comments
		Builds networks to increase personal effectiveness, willing to learn from superiors and others	
		Engages others in own work by demonstrating a sense of optimism, ownership and commitment	
		Influences by being credible, shows consistency in words and actions by following thru on what u say	
		Impacts others behavior by doing things the right way, stands behind them, not blaming others for things that need done	

Comments:

Executes for Results Relentlessly pursues the achievement of goals and sustained profitable growth, while upholding the highest possible standards of fairness, honest and integrity

Manager In Training (1-5)	GM (1-5)	Expected Behaviors	Comments
		Sets high standards for own performance	
		Asks questions to clarify assignments and priorities as needed	
		Uses work routines consistently to keep self and others on track	
		Conveys clear expectations for assignments, asks questions to ensure others understand their tasks	
		Proactively addresses barriers during the shift, (conflicts, dissatisfied customers, equipment) to minimize disruptions	

Puts the Customer First Strives to deliver high quality menu items and superior service that exceeds the expectations of McDonald's internal and external customers

Manager In Training (1-5)	GM (1-5)	Expected Behaviors	Comments
		Makes self visible and accesible to customer on the floor by responding to them promptly, resolving problems	
		Responds to ALL customers respectfully and professionally and treats them with dignigty	
		Takes actions that show 100% commitment to customer, Coaches others to provide high level of customer service	
		Is observant of customers in the restaurant so he/she can improve the level of hospitality and customer satisfaction	
		Proactively addresses barriers during the shift, (conflicts, dissatisfied customers, equipment) to minimize disruptions	

Dear Manager In Training,

Congratulations on being chosen to attend shift to the next level classes. This is the first step in what we hope is a long career with GBS Restaurants. I am excited and happy to be your coach during the next several weeks as you begin your journey into management training. Take your time and be diligent to do your work each week and communicate with your GM's each week.

Here are some BEST BETS to make the most of your training:

Activities are best completed when YOU schedule a meeting with your GM each week.

It is your responsibility to contact them to arrange a time at their convenience.

All FRED learnings are accessible with your EID and Password.

All CAMPUS courses are accessible through your LEARNERS Journal in FRED.

Always start with FRED first!

All videos are best when watched on a laptop computer.

Thank you for taking the next step up in GBS. We are happy to welcome you to the team!

You may reach me at 812-896-4115 if you encounter any problems.

Joann Morgan
Director of People Initiatives
and Development
GBS Restaurants
sojomorgan@aol.com

John Campbell
SMT Development Lead
GBS Restaurants
gideon611@hotmail.com

The quality of a leader is reflected in the standards they set for themselves.

– Ray Kroc



AZ QUOTES

SHIFT MANAGER TRAINING: EQUIPMENT EXPERT

All Managers, regardless of what shift they work, must be verified in proper cleaning (Out-of-The-Box Clean) and PM according to the Kay Cards and PM Cards on the following Equipment:

****Vats:** *Daily Filtering *Changing Pad *Add/Change Oil

****Grills:** *Clean *Replace Teflons *Change Product Selection and Cooking Times

****Clean Filters:** *Grill and Vats

****Clean UHC:** Daily & Monthly Cleaning Procedures

****Clean Ovens**

****Toaster:** *Clean and Change Release sheets and Belts

****Clean and delime filet steamer**

****Clean HLZ (take apart) Detail Clean**

****Clean Egg Cooker**

****Shake Machine:** *Bi-Weekly cleaning, *Clean Filters and Drip Pans, *Clean & calibrate shake lines *Clean topping pumps, *Troubleshooting

****OJ Machine** *Clean, *Change bag, *Calibrate

****Blended Ice Machine:** *Daily & Weekly cleaning *Calibrate

****Clean McCafe Machine** Daily, Weekly, PM *Coffee/Tea Brewer Cleaning

****Clean Pie Merchandiser**

****Drink Towers/ABS** *Clean nozzels & diffusers, *Clean Tower, *Clean ice chutes

****Creamer machine:** *Clean and Replace Bag

****Coke:** *Change all BIBs *Change Bulk Coke *Sanitize Bulk Coke *Know Pre-Delivery Process for Coke

****Small Coolers and Freezers:** *Clean *Clean Coils *Check Gaskets

****Bulk Ketchup:** *Clean Pump *Replace Bag

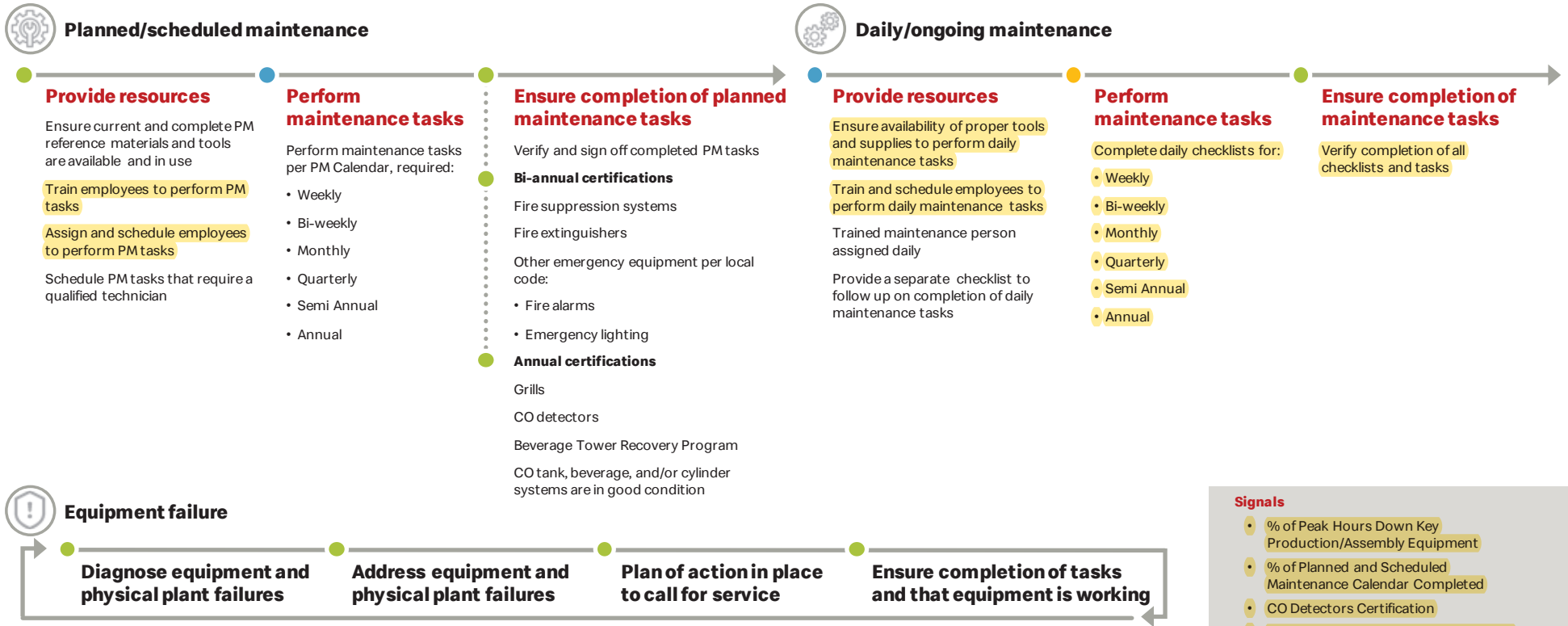
Managers Signature _____

GM Signature: _____

Planned & Daily Maintenance

Objective | Ongoing care and maintenance of equipment improving quality, service, and cleanliness, that minimizes downtime, reduces operating costs, ensures food/employee safety, and extends the life of equipment

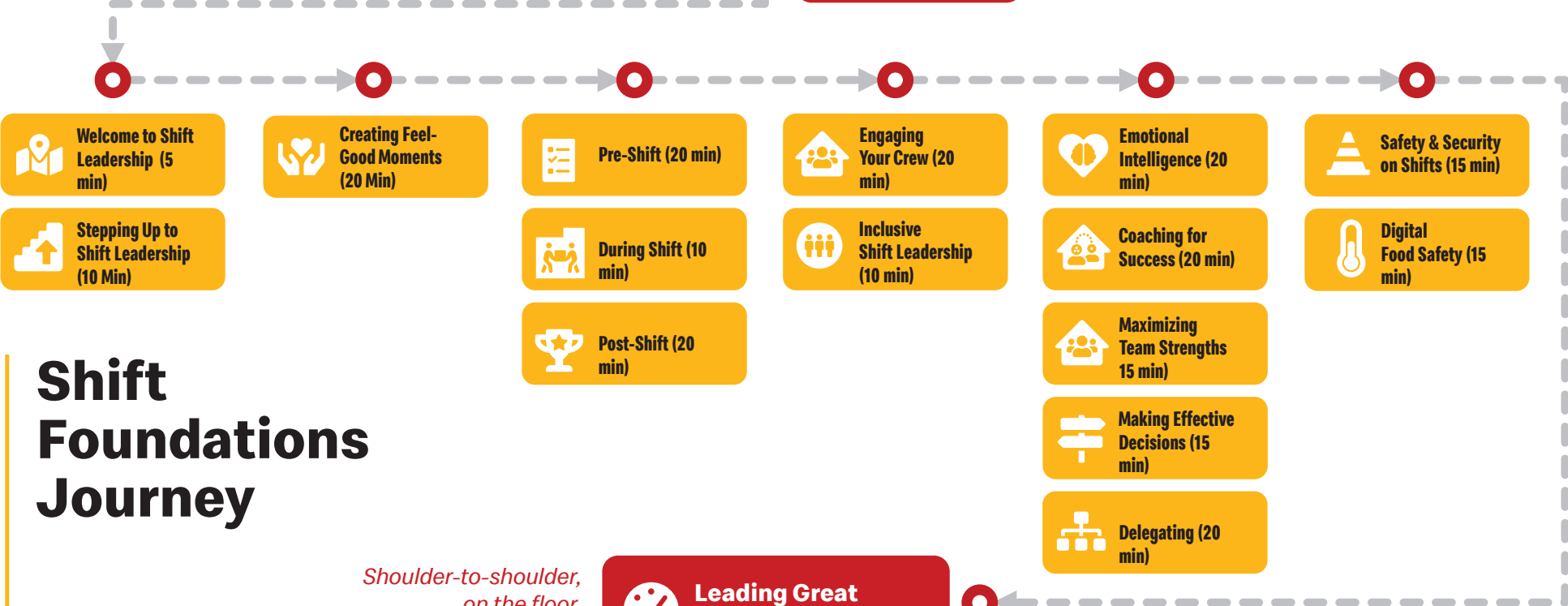
General Manager ●
Crew ●
Department Manager ●



Signals

- % of Peak Hours Down Key Production/Assembly Equipment
- % of Planned and Scheduled Maintenance Calendar Completed
- CO Detectors Certification
- Fire Suppression Systems Certification
- Annual Grill Certification

 **Learning Journal**



Shift Foundations Journey

Shoulder-to-shoulder, on the floor, Coach-led session

 **Leading Great Shifts (1day)**

 **Leadership Transitions Course (2 days)**

Highly recommended OTP Training (60 min)

McDonald's Campus Score Card

CharlesTown

Carrie Davis SRIW 2022 & SLF3.0

Pending Action

Martinsville

Lee Parsons SRIW2022 & SLF3.0

Pending Action

Cheyenne Cramer SRIW2022 & SLF3.0

Pending Action

WestBaden

Amber Martin SWIR2022

SLF3.0

COMPLETED!

Pending Action

Sierra Gates SRIW2022 & SLF3.0

In Progress

Mitchell

Collin(Jerome)Saldivar SRIW2022 & SLF3.0

In Progress

Gabbi Hanover SRIW2022

Pending Action

SLF3.0

In Progress

Bedford

Morgan Thurston SRIW2022

COMPLETED!

SLF3.0

Pending action

Layla Nauertz SRIW2022 & SLF3.0

Pending action.

Haven Roll SRIW2022

COMPLETED!

SLF3.0

In Progress

Hey John Don't forget pg 13...

Introduction to Management Course Title	Length	Course Description
Welcome to Shift Leadership	5 min	Get an overview of the learning experiences in store for you during the Shift Leadership Curriculum learning journey. Explore your responsibilities to control and manage your own learning.
Stepping up to Leadership	10 min	Explore the shadow of a leader and the common concerns new shift leaders face as they step into their new role. Learn about leadership styles and the guiding principles that underlie effective shift leadership practices for creating feel good moments for guests and crew.
Creating Feel Good Moments	20 min	Learn how your positive influence can create feel good moments that keep guests and their families coming back for more. Explore ways to retain, regain and convert customers.
Leading Operations Pre-Shift	20 min	Learn to prepare for leading shifts by conducting pre-shift routines that ensure you, the restaurant and the shift crew team are prepared to delight guests and achieve shift targets.
Leading Operations During Shift	10 min	Learn to conduct the important routines that keep your shifts running. During the shift, effective shift leader routines ensure you, the restaurant and the shift crew team continue to delight guests and achieve shift targets.
Leading Operations Post-Shift	20 min	Learn to conduct effective post-shift hand-offs. Effective post-shift routines ensure you transition leadership to the next shift leader to ensure the restaurant and the shift crew team are prepared to delight guests and achieve shift targets.
Engaging Crew on Your Shifts	20 min	Learn how to elevate the crew experience on every shift. Effective shift leader behaviors and practices are key to creating feel good moments for guests and crew.
Using Emotional Intelligence	20 min	Explore emotional intelligence and how to build awareness of your own emotional triggers and that of others. Learn strategies for managing and leading with emotional intelligence creating a shift environment that delivers feel good moments for guests and crew built on hospitality and operational excellence.
Maximizing Team Strengths	15 min	Learn effective ways to maximize the strengths of crew teams working each shift. Explore how to create an authentically motivating environment for crew members by knowing who they are and their personal goals.
Coaching for Success	20 min	Learn effective ways to coach crew members working shifts. Explore how to create mutual trust and respect by coaching for improvement with positive practices while avoiding punitive approaches and practices.
Delegating	20min	Learn effective ways use the power of delegation to ensure operational excellence on each shift. Explore practices to prioritize activities and determine when and which things are right for delegation and which are not.
Making Effective Decisions	15 min	Learn ways to make effective decisions to ensure operational excellence on each shift. Explore why and how effective decision-making is such a critical tool for success when leading shifts.
Inclusive Shift Leadership	10 min	Get an overview of diversity, inclusion and bias. Explore why we create stories in our heads based on the judgements we make about others
Safety and Security on Shifts	15 min	Get an overview of safety and security situations that can occur on shifts. Explore how to use routines and best leadership practices to prevent safety or security risks and identify red flags and respond early to limit escalation when situations do occur.
Digital Food Safety for Shifts	15 min	Learn why the Daily Food Safety Checklist is a critical toolset that fortifies the McDonald's Food Safety culture and will address gaps in understanding and performing Food Safety checks as well as provide resources for corrective actions when food safety issues are detected.

