



PLX 2024 Production Leadership Excellence

with



Workshop Script

March 20, 2024

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Session Prep

About This Workshop

- Workshop Goals:
 - Provide participants with the knowledge and skills needed to execute the basics of production leadership, while maintaining excellence in Gold Standard quality and understanding the importance of food safety.
 - Create Production Leaders who are “Pros” in the kitchen that are trained and excited about driving this critical area of the business.
- Length:
 - The workshop can be delivered in 3.5 hours.
 - The content is designed to be delivered in a single session (no rotations).
- Approach:
 - 40% coaching in the kitchen and the rest learning in the lobby.
 - Ongoing coaching and follow up after the workshop will be needed to ensure that the knowledge is not only transferred, but that this new knowledge (and the updated tools) become a part of changed behaviors moving forward.
- Target Audience:
 - This workshop is designed for both experienced and new Production Leaders. In addition, leaders whose primary position is the kitchen today could be your new Production Leaders of the future.
- Workshop Size:
 - 4 managers/leaders or less to allow effective coaching
- Facilitators:
 - Presented by the GM or Quality (Kitchen) Manager of the organization, with the Owner/Operator or a mid-manager doing the opening.



Facilitator Prep

You will need the following for this session:

- Workshop Script (this document)
- Participant Guide (one per participant)
- Pens/pencils (one per participant)
- OPTIONAL: A copy of the PQRG
- Food Safety Tablet

As part of your preparation:

- Determine who will benefit from this workshop and plan your training date and time.
- Familiarize yourself with the script and the Participant Guide.
 - Plan to take 1–2 hours to prepare the first time. Plan 30 minutes to 1 hour for prep before each subsequent workshop to refresh your notes and complete the session preparation steps.
 - Read through the material being presented in its entirety.
 - Read through again, writing personalized notes that reflect the kitchen today and reminders in the whitespace as well as including your expectations and your kitchen results.
 - Practice!
- Ensure selected restaurant has the appropriate equipment and tools in place.
 - All monitors working as designed
 - Kitchen is set up for success and executing at a high level
- Gather the following information to share during the workshop and UPDATE this information in the script:
 - Expectations for having a Production Leader in the kitchen (page 9)
 - Restaurant/organization’s current performance data related to foundational performance: KVS, VOICE, 800, RT2, OEPE (page 21)
 - Expectations for completing a pre-shift, including what tool(s) to use (page 33)
- Alert the restaurant that you and the participants will:
 - Be in the kitchen multiple times during the workshop
 - Need a Big Mac made for each participant near the end of the workshop
- Print one copy of the Participant Guide for each participant.

As you work with the script, please note:

- Each topic begins with the time, materials required, and a list of the key points.
 - Refer to the following page for a one-page list of all the workshop topics and key points.
- Formatting used throughout the script to aid the facilitator:

Say:

Script that should be spoken as written

Key **words** that should be captured by participants in their Participant Guides.

Do:

Specific actions the facilitator should take

?

Questions to ask the participants

- Suggested answers

NOTE: Tips and hints for the facilitator—not part of the spoken script.



Key points about how to be a successful Production Leader



Workshop Topics and Key Points

Topics	Key Points
Welcome and Overview 10 minutes	
<ul style="list-style-type: none"> Welcome Why This Workshop Workshop Overview 	<ul style="list-style-type: none"> Introductions and what participants hope to learn during the workshop Importance of the Production Leader role Goals, approach, and topics for this workshop Participant Guide overview, including the Call to Action Worksheet
Positioning 35 minutes	
<ul style="list-style-type: none"> Positioning Best Bets Working with the DSPT Positioning Activity Positioning Observation Call to Action 	<ul style="list-style-type: none"> Key terms and concepts for effective crew positioning The Production Leader’s role in crew positioning Working with the DSPT before and during shifts to position crew effectively PRACTICE: Positioning OBSERVE: Positioning
Quality Production Pre-Shift 45 minutes	
<ul style="list-style-type: none"> Why a Pre-Shift Pre-Shift Activity Production Pre-Shift: Checklist, Priorities, and Lead the Kitchen Area Production Pre-Shift Checklist Activity Pre-Shift Activities: Debrief Call to Action 	<ul style="list-style-type: none"> Pre-shift helps set the shift up for success and prevents most problems that typically occur on a shift INDIVIDUAL ACTIVITY: Pre-Shift The elements of completing a quality Production Pre-Shift Checklist Importance of monitors working correctly, prep completed prior to peak, and having communicated targets GROUP ACTIVITY: Production Pre-Shift Checklist
Cabinet Management 30 minutes <i>plus 10-15 minute break</i>	
<ul style="list-style-type: none"> Overview UHC Monitor Grill Monitor Cabinet Management Observation Call to Action 	<ul style="list-style-type: none"> Effective cabinet management principles to lead the kitchen, including how to work with the UHC and Grill monitors as designed to run a successful shift OBSERVE: Cabinet Management
Coaching 30 minutes	
<ul style="list-style-type: none"> Why Coaching Production Leader Coaching 5-Step Coaching Model Coaching Activity Call to Action 	<ul style="list-style-type: none"> Effective coaching as a Production Leader Using the 5-Step Coaching Model to provide positive and constructive feedback ACTIVITY: Coaching Practice
Gold Standard Execution 45 minutes	
<ul style="list-style-type: none"> Prep for Success Food Safety Fresh Beef Observation Food Safety Practice: Fresh Beef Gold Standard Quality Big Mac Gold Standard Call to Action 	<ul style="list-style-type: none"> Consistent daily prep routine Food safety standards and key points OBSERVE: Fresh Beef systems and routines for safe product PRACTICE: Fresh Beef Food Safety Gold Standard key concepts ACTIVITY: Big Mac Gold Standard
Closing 10 minutes	
<ul style="list-style-type: none"> Workshop Summary 3-step process to translate knowledge into execution: Inform the Knowledge, Instill the Skill, and Implement the Behavior 	<ul style="list-style-type: none"> Revisit what participants hoped to learn during the workshop How to translate knowledge gained today into execution back in the restaurants TO DO: Send copy of completed Call to Action worksheets for the facilitator’s support post-workshop



Welcome and Overview

Topic Materials Needed

- Participant Guide (one per participant)
- Pens/pencils (one per participant)

10 minutes

Topics & Key Points

- Introductions and what participants hope to learn during the workshop
- Importance of the Production Leader role
- Goals, approach, and topics for this workshop
- Participant Guide overview, including the Call to Action worksheet

Lobby

NOTE: Throughout the workshop, make sure training does not impede restaurant operations.

Welcome

Do: Welcome participants to the training.

- Introduce yourself.
- Have participants:
 - Introduce themselves
 - Provide their previous experience managing/leading in the kitchen
 - Share one thing they hope to get out of today's training

NOTE: Throughout the training, refer as appropriate to what participants shared.



Why This Workshop

Say: We are having this production leadership workshop because:

- The work environment has changed. For example, customers now have more ways to order, pay, and receive their food:
 - Front Counter, which also includes McDelivery & Curbside
 - Drive Thru
 - Kiosk
 - Mobile Order & Pay
- DSPT has been updated, and you now get a cook earlier and do not open the second side until the 5th person for lunch rest of day.
- In addition, managing reaction times is critical with Fresh Beef.

Say: Even with all these changes, one thing remains the same. The kitchen is the heart and pulse of the restaurant—and the key to your success as a Production Leader.

Having a Production Leader for every peak is equally important as having a Shift Manager, as they both have a direct impact on the restaurant's goals and priorities.



What is the role of a Production Leader?

- Lead the production area*
- Ensure Gold Standard quality product*
- Coach and motivate crew*
- Coordinate with the Shift Manager and previous & next Production Leaders*
- Communicate and celebrate targets*

NOTE: Provide any of the above not mentioned by the participants.



NOTE: For the following, refer to the information you gathered before session.

Do: Share your expectations for having a Production Leader in the kitchen.

Say: Having a leader in the kitchen throughout the day, managing the area and following a checklist routine helps ensure a well-run production area.

This includes delivering a quality product to our guests at the speed of McDonald’s, ensuring we serve safe food, and controlling food costs in the kitchen area.

- The Production Leader will be on a crew station until the volume calls for five people in the kitchen. When there’s five or more people in the kitchen, a dedicated Production Manager/Production Leader is scheduled whose position is a bit more flexible.



Being a leader in the kitchen requires you to know and understand many things. The key to being a successful leader is how you apply your leadership skills in all situations.

Say: There are many leadership styles, but the two we will use most often are “directive” and “participative.”

- Directive – You provide clear direction about something that needs to be done now.
- Participative – You have your team help with a situation, and you agree together on the action.

As you continue to grow in your position, you will learn how to move between these two depending on the situation.



Say: The goal of this workshop is to create Production Leaders who are “Pros” in the kitchen that are trained and excited about driving this critical area of the business.

Today’s workshop will be an opportunity to sharpen your skills whether you have been in the Production Leader role for a while, new to the role as a certified manager, or someone who works in the grill most of the time and is a leader.

Our goal with this training is to get every manager/leader on the same page when it comes to executing the production leadership basics, and this includes each one of you.

That means following the same guidelines and processes on every shift.

- For consistency that creates a reliable experience for our guests
- Which also improves Gold Standard quality execution, the guest experience, and ultimately improves restaurant profitability.

Workshop Overview

Say: This workshop consists of 40% coaching in the kitchen, and the rest learning here in the lobby.

- We will stay out of the crew’s way in the kitchen.
- Ask lots of questions!
- And reflect on what we discuss here today and your experiences managing/leading in the kitchen.
- You will have time after each topic to reflect and capture your learnings.



Distribute a Participant Guide to each participant.

Say: The Participant Guide contains information for this course.

- Keep it with you.
- Put your name on it.
- Use it to take notes during today’s training.
 - Prompts are included, so use those to help you capture today’s key points.



SAY: Turn to the Workshop Overview on PAGE 3 in the Participant Guide

Say: There are a lot of topics around production leadership. We have picked five that we will talk about today.

- Positioning
- Quality Production Pre-Shift
- Cabinet Management
- Coaching
- And bringing it all together with Gold Standard Execution
 - Food Safety
 - Gold Standard Quality



SAY: Turn to the Call to Action worksheet on PAGE 25 in the Participant Guide

Say: An important part of this course is to plan specific actions you will take to focus and improve your skills. So, there's also a Call to Action worksheet at the back of your Participant Guide.

- At the end of each topic today, you'll use this worksheet to capture your learnings and goals.
- Then at the end of the workshop, you'll make a copy for me so I can support you with your goals.

Say: Executing the topics we discuss today will help ensure you are serving Gold Standard products to each customer at the speed of McDonald's.



Any questions before we get started?



Positioning

Topic Materials Needed

None

35 minutes

Topics & Key Points

- Key terms and concepts for effective crew positioning
- The Production Leader’s role in crew positioning
- Working with the DSPT before and during shifts to position crew effectively
- PRACTICE: Positioning
- OBSERVE: Positioning

Lobby

Positioning Best Bets

Say: Let’s talk about how to position the crew effectively for your shift. We’ll start with a review of the basic concepts.



SAY: Turn to Positioning on PAGE 4 in your Participant Guide.

- You can take notes during this discussion using this worksheet.



Say: With new sandwiches and how we cook our current products, focus on the kitchen becomes even more critical.

There are always new products or systems like Best Burger no-onion patties or Hot Off The Grill. And since we never put quarter meat into the UHC cabinets, we have order-driven production.

- Orders immediately need to be reacted to by the kitchen team in order to serve the customer in a timely fashion.
- This elevates the role of the cook, whose primary job is cooking meat.
 - No longer can we get away with putting a new person there and hoping that they will be able to keep up. This now is a place for an Ace!

Say: Also, there are now ways that customers can order when they’re not even at the restaurant.

Orders from Mobile Order & Pay and McDelivery both impact the kitchen team in addition to the Drive Thru and Front Counter orders we usually deal with.

*NOTE: Throughout the script, **bold red text** (like below) are notes that participants should be capturing in their Participant Guides.*

Say: I’m sure many of you have heard the saying, “Stay in Position,” right?

With our business changing, we need to move **FROM** the term “stay in position” in the kitchen **TO working** as a **team**.

- All assemblers should work together as well, and all the cooks should work together to help each other based on restaurant conditions.

This means shifting the culture **FROM** working in **individual** roles **TO combining** our efforts through integrated, mutually supportive roles.



As a Production Leader, it is your job to move people as the business dictates and know where your team is and what they are doing during your shift.

You might have to switch positioning for a brief period of time to get caught up and then go back to your original plan.



Say: Let’s talk about another couple of terms and what they mean to you as a Production Leader.



What does “all hands on deck” mean ?

- Everybody is in position during peak and ready to go.*
- All crew members are ready to make products, whether it’s making sandwiches or reacting to the Grill monitor or eProduction monitors.*
- No one is on break or off the floor stocking.*

NOTE: Provide any of the above not mentioned by the participants.



Who can tell me what “Aces in their places” means?

- Highly trained and competent staff placed in the key positions*

Say: I want to mention a positioning term you may not be familiar with. It is “right staff” and that means you have the right number of crew for the business you want to do during the peak. And not only do you have the right number, but you have also fully trained them for the position to which they are assigned.



What is the impact of being understaffed?

- Likely to face multiple danger zones*
- Running out of food*
- Frustrated, unfriendly crew*
- Long KVS times, etc., etc.*

Say: The bottom line is it is hard to deliver a Gold Standard experience when the restaurant is shorthanded.



Say: There are a few more concepts about scheduling and positioning that are important to think about.

Continue to take notes in your Participant Guide as we discuss these strategies, so you have a list of the positioning best practices you’ll want to consider.



It is the role of Production Manager/Production Leader to adjust positioning as needed based on restaurant conditions.

- When circumstances change during the shift, it is up to the Production Manager/Production Leader to react by making the positioning changes required.
- This will help you ensure that your crew has a great shift and that you deliver Gold Standard product.



When you hear “without food, there is no service” or “fix food first,” what positioning strategy do you think of?

NOTE: Allow a few participants to respond.

Say: It’s all about Right People – Right Place – Right Time.

Think about this:

- As a Production Leader, you will have your people positioned.
- But without beef or chicken products FIRST, the assemblers will have no food to produce.



What should you do to prevent the “no food” problem?

- Always look at your UHC cabinets when making positioning changes based on the conditions at the time.
- Open the second side of the prep table with the 5th person assigned to the kitchen.



Say: Yes! The 5th person comes on earlier and opens the 2nd side.

With the second side of the prep table open, enough people are cooking grilled and fried products to meet customer demands.

So, always open the second side of the prep table whenever required or flex someone in to open it as needed.

? What questions do you have about anything we’ve discussed so far?



SAY: Turn to **PAGE 5** in your Participant Guide to continue taking notes.

Working with the DSPT

Say: I’m sure you’re all familiar with and are using the DSPT regularly.

Something to keep in mind, if you don’t already, is the DSPT is just the “beginning positioning.” It is a starting point.



The Production Leader needs to adjust the positioning plan throughout the shift based on the actual business conditions.

Say: The **DSPT** sets up the Production Leader to be successful. So, let’s talk about how to effectively use the information provided in the guide that the tool generates.

First, there is how to prepare and use the DSPT.

- With practice, managers can look at the schedule and identify the crew person that has expertise on all stations in the kitchen.
 - Positioning your Aces in critical positions such as cooks on meat or as primary side initiators can have a positive impact on the quality of the shift.
 - And having the positioning plan close by – for example, on a clipboard – can help you make positioning decisions more quickly as you observe danger zones.



The key to an effective positioning plan is to consider several key areas as you set up your plan. So, ask yourself these questions:

- Do I have the right staff to deliver a great experience based on the projections?
- Do I have my Aces in their places: Meat Person – Initiator?
- Do I have shared responsibilities assigned?



SAY: Look at the positioning diagrams at the bottom of PAGE 5 in your Participant Guide.

Say: The DSPT has been updated.

- The name of the 2nd manager is changed to Production Leader when you have 10 or more total staff scheduled.
- Production Leader within the grid is the 6th person.



Why do you think the 4th person should go on fried products instead of opening the second side?

- Having cooked-to-order products makes it harder for the grill person*
- No food, no service – FIX Food FIRST*

NOTE: Provide any of the above not mentioned by the participants.

Say: You are correct!

With the introduction of Fresh Beef and Best Burger, our business has changed.

- While a 4th person is added at approximately the same time as before, instead of opening the second side, they move to fried products. This prevents bottlenecks from occurring at the grill/fryer.
- Understanding the positioning for the cooks is critical to effective production management.

Remember, “No food, no service”



Say: There should always be a Production Leader in the kitchen.

- When the schedule calls for fewer than **five** grill crew, the Production Leader is on the station. That is the easiest location to observe the entire operation and easiest to walk away from if needed.
- The dedicated Production Leader position has been added with **five** crew or more in the kitchen.
 - The Production Leader then is in charge of the kitchen and should execute all the key areas.

Having a Production Leader in charge of the kitchen at all times will be critical to a well-run shift and a great customer experience.

Positioning Activity

Say: We will now do a quick activity to illustrate the strategies we have been discussing on positioning crew.



SAY: Turn to the Crew Positioning Activity on PAGE 6 in your Participant Guide.

Do: Direct participants to:

- Read the description of each crew person and determine the best position for them to work during this shift
- Position each person on the partially completed DSPT
 - Place yourself in as Production Leader ★, because you’re the Production Leader today
- Take 5 minutes
- Then we’ll see how you did

Do: Monitor participant progress as they complete the activity.

- Provide a one-minute warning.



? How did you position each person and why?

NOTE: Allow a few participants to respond.

Recommended answer:

- Jennifer on Grill #2
 - Because she’s very flexible, can work all positions, and has great response time
- Todd Initiate S1 #4
 - Because he has 6 years of experience and is great on all positions
- Kim Assemble S1 #7
 - Because she doesn’t know how to cook meat, but she is trained on making sandwiches
- Kathy Fried Products #10
 - Because she’s an Ace on fried products, and limited in other positions
- Mike Initiate S2 #11
 - Because he only works weekends, and does a nice job as assembler



As Production Leader, it’s important that you get to know your crew’s **strengths** so that you can identify quickly where to **position** them to get the best results.

? What questions do you have?



Say: We’re going to go in the kitchen shortly and see if the crew are positioned correctly. First, let me tell you some more about this restaurant.

NOTE: For the following, refer to the information you gathered before session.

Do: **Share the restaurant/organization’s current performance data related to foundational performance: KVS, VOICE, 800, RT2, OEPE.**

Say: Okay. Let’s go in the kitchen now for 10 minutes or so and see if the crew are positioned correctly.

As a reminder, let’s be careful to NOT impede restaurant operations.

Kitchen



SAY: Turn to the Positioning Observation activity on PAGE 7 in your Participant Guide.

Positioning Observation

Do: **While you are observing in the kitchen, coach the participants on what the Production Leader should be looking for and coaching to during their shift.**

NOTE: The following question prompts are also in the Participant Guide. Encourage participants to take notes of their observations.

- How many people are in the kitchen?
- Are they positioned correctly? Are Aces in their places?
 - If not, what would you do differently and why?
- What are their secondary responsibilities?
- Are breaks scheduled at appropriate times?
- What did the Production Leader do well?
- How could the Production Leader have improved?
- How would you coach these crew to improve efficiency?

Do: **Allow 10 minutes for this observation and discussion.**

Say: Let’s go sit down and reflect on what we just learned.

Lobby

Call to Action



SAY: Turn to the Call to Action worksheet on PAGE 25 in your Participant Guide.

Say: Think about the Production Leader’s behavior. Then reflect on your own.

- How would you like to improve related to positioning?
 - What will you continue to do?
 - And what do you need to do differently?

Use this worksheet to describe the new behavior you would like to demonstrate.

Do: Allow 5 minutes for participants to complete their worksheets.



Who would like to share their plan for positioning?

NOTE: Allow a few participants to respond.

Do: Thank the participant(s) who responded.

Provide your encouragement and/or support of their plan(s).



Any questions before we move on to the next topic?

Quality Production Pre-Shift

Topic Materials Needed

None

45 minutes

Topics & Key Points

- Pre-shift helps set the shift up for success and prevents most problems that typically occur on a shift
- INDIVIDUAL ACTIVITY: Pre-Shift
- The elements of completing a quality Production Pre-Shift Checklist
- Importance of monitors working correctly, prep completed prior to peak, and having communicated targets
- GROUP ACTIVITY: Production Pre-Shift Checklist

Lobby

Why a Pre-Shift



SAY: Turn to Quality Production Pre-Shift on PAGE 8 in your Participant Guide.

- You can take notes during this discussion using this worksheet.

*NOTE: Throughout the script, **bold red text** (like below) are notes that participants should be capturing in their Participant Guides.*



Production leadership is an **art**. It's ensuring that you balance people, equipment, and products while serving a Gold Standard product that is **safe** for our guests.



Say: And it starts with an excellent **pre-shift** routine. As a Production Leader, you must address challenges before they become an issue.

- Some of you are already familiar with the pre-shift and have completed them many times.
- Some may be new to doing a pre-shift checklist.

We all know that managers face challenges to complete them. So today, we want to introduce to you the Production Pre-Shift Checklist. Having a pre-shift routine allows you to evaluate people, equipment, product, and cleanliness issues in the kitchen before your shift.



So, tell me. Why is it important to complete the pre-shift?

- Sets the shift up for success.*
- Prevents problems from arising during the shift.*
- If a pre-shift is completed correctly and acted upon, the Production Leader will spend more time observing, directing, and coaching instead of putting out fires during the shift.*

NOTE: Provide any of the above not mentioned by the participants.



Do we all agree that a pre-shift checklist is important to having a successful shift?

- Yes!



Pre-Shift Activity

Say: Let’s complete a pre-shift activity applying what you already know.



SAY: Turn to the Pre-Shift Activity on PAGE 9 in your Participant Guide.

Do: Direct participants to:

- Complete this activity individually
- Take 10 minutes to complete the pre-shift checklist and write down as many things that you find as possible
 - As a reminder, be careful NOT to impede restaurant operations
- After 10 minutes, we will regroup and talk about what you saw

NOTE: Do NOT elaborate on the activity or the checklist. Allow the participants to come to their own conclusions.

The purpose of this activity is to provide a contrast to the detailed checklist you’ll complete together in the second activity.



What questions do you have?

Kitchen

Do: Monitor participant progress as they complete the activity.

- Make your own notes on the checklist of what you observe.
- Allow 10 minutes for participants to complete the activity.
- Provide a three-minute warning.



Lobby

Say: Let's talk about your experience.



What opportunities did you find?

NOTE: Ask the following series of questions to start the conversation

- What issues did you observe?
- Did you observe any safety issues?
- What issues did you observe with equipment?
 - Were the eProduction monitors and Grill monitor working?
- Were products fully stocked?
- How was the positioning?
 - Did crew positioning align with the schedule?
 - Was the manager stuck in a position?
- What were the KVS targets for the shift?



How does this remind you of how you completed your first pre-shift?

NOTE: Allow a few participants to respond.



SAY: Turn to PAGE 10 in your Participant Guide.

Say: Research tells us that **80%** of problems that occur during a shift can be solved by conducting a thorough pre-shift routine.



As Production Leaders, your pre-shift checklist will help you identify issues before they impact shift success and guest satisfaction.



What keeps you from completing a pre-shift in the kitchen?

- Not enough time to do the whole thing*
- Hasn't seemed important*
- Need to help out on the floor when I arrive*

Say: Probably the most important action you can take is to follow a pre-shift checklist. When completed, it serves as a “to-do” list to set the shift up for success.



SAY: Look at the Production Pre-Shift Checklist on PAGE 10 and use this to continue taking notes.

Say: The production pre-shift focuses on 3 areas:

- Checklist
- Priorities
- Leading the Production Area



Production Pre-Shift:
Checklist

Say: The checklist ensures that the kitchen is **ready** to serve hot, fresh food to guests by having **people, equipment, and products** RIGHT.

- In addition, communication with the Shift Manager is important to ensure everyone is aligned on the plan for the shift.

And, you know... when completing your pre-shift, it's a great time to model “be nice” behavior in a sincere way. Greet them! Say, “Hi!” and ask them, “How is the day going?”

Say: We are going to be doing a Production Pre-Shift together in a few minutes, but I want to emphasize a few points here.

NOTE: These 4 critical points are highlighted with gold arrows in the Participant Guide.

First, the monitors.

? Why is it important to make sure the eProduction monitors and Grill monitor are working correctly?

- Helps with not running out of product or cooking too much
- Controls quality
- Prep person understands what to prep
- Helps prep person maximize holding times for baked products

NOTE: Provide any of the above not mentioned by the participants.

Say: The second critical point is prep.

When you make sure everything is stocked for 24/7, remember the prep person items. Ask yourself:

- “Is the prep table ready for the peak?”
- And, “Do we have enough tempered product?”

Third: Having your positioning guide set up, indicating shared responsibilities *and* breaks will also set you up for success.



Say: Everything on the checklist is important—not just the points I’m highlighting. And there is one more that can make a big difference. And that’s targets.

? **Why is it important to communicate targets?**

- Lets you know how busy you will be
- Tells you how many sandwiches you will be producing
- Makes it fun to try and hit – or exceed – the target

Say: Targets are an important part of the pre-shift routine.

- Your Shift Manager will let you know what your shift targets are for each shift.
- You should communicate the targets during the shift to give the crew a common goal to work towards.

For example:

- Sandwich counts
- KVS times
- And others

Keep the team updated on progress towards the target and celebrate small wins throughout the shift. Research has shown that when team members are engaged and feel valued, they are more likely to go the extra mile.

Say: You’ve probably already seen or experienced this yourself: when your plan is in place, you will be able to take specific actions to set up your shift for success.

A checklist helps ensure shift conditions are optimal to avoid problems that would occur during the shift if not fixed before the shift starts.



Production Pre-Shift:
Priorities

Say: The next area on the Pre-Shift Checklist is priorities.

- It is very important that you prioritize any of the issues you determined will affect your shift.
- Also fix anything that is jeopardizing **food safety** first.
 - Remember to check Fresh Beef!

And a best bet: delegate some of the things to get areas of opportunity completed faster.



I can't say it too much: To be successful as a Production Leader, you *need* to do your pre-shift checklist!

Production Pre-Shift:
Lead the Production Area

Say: Once your plan and crew are in place it's time to lead the production area.

And the Production Pre-Shift will help you lead the team to:

- Maintain QSC at a high level
- Work in a safe and secure area
- Ensure food safety and sanitation during your shift

Production Pre-Shift
Checklist Activity

Say: Alright! It's time to go back out on the floor and this time complete a Production Pre-Shift together.

Do: **Allow 20 minutes for the following activity.**

Kitchen



SAY: Refer to the Production Pre-Shift Checklist Activity on PAGE 11.



Do: While you are completing the checklist together, coach the participants on what the Production Leader should be looking for and planning for before their shift starts.

NOTE: This is the time to do an extensive pre-shift.

- Ask specific questions for each item on the checklist, for example:
 - Are the eProduction and Grill monitors being used?
 - Are there enough prep products available?
 - What are your targets?
- Talk about what is considered a food safety issue, for example:
 - Is the meat person using blue gloves correctly?
 - Are secondary times on the prep table being followed?
 - Are there any soiled towels laying around?
 - What you can and cannot delegate.
- Refer to the Leading the Production Area section to discuss specific Production Leader duties for managing the current shift.

Say: Let’s go sit down and reflect on what we observed and talk about the difference between the pre-shift checklist you did individually and the one we did together.



Lobby

Pre-Shift Activities:

Debrief

? What did you observe in the kitchen?

NOTE: Allow a few participants to respond.

? How did this pre-shift process compare to the one you did individually?

NOTE: Allow a few participants to respond.

The dialogue should be about the importance of doing a detailed pre-shift vs. the one they completed individually.

Do: Tell participants to draw a big X over PAGE 9 in the Participant Guide.

NOTE: This helps emphasize the point about the importance of doing the detailed checklist, and also helps ensure they'll use the correct version after the workshop.

Say: Remember, when every leader does their part and completes a pre-shift before their shift, each subsequent shift becomes a little easier to run. Issues are discovered and taken care of earlier.

For example:

- One leader may notice that a particular product is low in the refrigerator and that can be taken care of before the product actually runs out.
- If the manager before you completes a pre-shift travel path – and takes action – there should be less to address during your pre-shift.

The list gets smaller when everyone completes the checklist. So do your part!



Say: Also remember, it is more than just simply completing the checklist that will minimize the impact on our guests.
It is using your decision making and delegation skills to address issues you find that makes the difference.
Your pre-shift routine will help you see the important details and the bigger picture. And take the right actions to set the shift up for success!

NOTE: For the following, refer to the information you gathered before session.

Do: Share your expectations for completing a pre-shift, including what tool(s) to use.

Call to Action



SAY: Turn to the Call to Action worksheet on **PAGE 25** in your Participant Guide.

Say: Think about what Production Leader behaviors you would like to improve related to pre-shift routines.
Use the worksheet to describe the new pre-shift behavior you would like to demonstrate.

Do: Allow 3 minutes for participants to complete their worksheets.

? Who would like to share their plan for pre-shift?

NOTE: Allow a few participants to respond.

Do: Thank the participant(s) who responded.
Provide your encouragement and/or support of their plan(s).

? Any questions before we move on to the next topic?



Cabinet Management

Topic Materials Needed

None

30 minutes
Plus 10-15 min break

Topics & Key Points

- Effective cabinet management principles to lead the kitchen, including how to work with the UHC and Grill monitors as designed to run a successful shift
- OBSERVE: Cabinet Management

Lobby

Overview

Say: Our customers deserve fresh products with every order. And ensuring that cabinet management is running as designed will help us achieve that goal.



SAY: Turn to Cabinet Management on PAGE 13 in your Participant Guide.

- You can continue to take notes using this page.

*NOTE: Throughout the script, **bold red text** (like below) are notes that participants should be capturing in their Participant Guides.*

Say: The cabinet management system is designed to **simplify production**, provide for a quiet UHC replenishment process, reduce waste, and increase food quality.

The monitors play a vital role in making this work.

- The Grill monitor shows **real-time special** grill orders for 10:1, and **Fresh Beef** orders that we cook to order.
- The eProduction UHC monitor replaces the current paper UHC prep charts with product-level information updated every **15** minutes if needed.
 - Product projections are based on the restaurant's projected guest counts and the last 6 weeks of UPT product history.



UHC Monitor

Say: Since the eProduction UHC monitor gives the cooks a more accurate amount of product in the UHC cabinet, it supports the team’s focus on consistently serving quality products to guests.

- Having your monitor speakers working will help the crew react to the 15-minute changes and adjust promptly.
- And did you know? By cooking the right amount of food at the right time, you can also help control **waste** and help with **profitability**.

Say: When run properly, the cabinets will manage themselves.

- When a tray is empty, the cook should drop the amount of product indicated on the eProduction UHC monitor to replenish that tray.
 - If you are in recovery, however, the Production Leader would raise the amount to get caught up and then bring it back down. It is okay to cook full runs of 10:1.
- The primary assembler should ensure the cooks are aware of an empty tray.



The Production Leader (YOU) is ultimately responsible and must monitor the cabinets.

Say: So, following the eProduction UHC monitor is critical to cabinet management.

? Why is it important for you to use the bump bar to increase or decrease guest counts?

- If you see a red box, guest counts are below projected guest counts. You will possibly produce too much food. It may affect waste or food quality.*
- If you see a yellow box, guest counts exceed projected guest counts. You may not be producing enough food. It may cause you to hold on food.*

NOTE: Provide any of the above not mentioned by the participants.



Say: Most times that we run out of product in the kitchen is **NOT** because we aren't following the eProduction UHC monitor. It is because of **cabinets** not being managed correctly. So, let's discuss what causes product to run out.

? **Why is it critical that timers are always hit when product is put in cabinet and that product is only taken from the lit-up tray?**

NOTE: Allow a few participants to respond.

Say: If we are correctly using empty trays to start additional cooking of product, only one tray must be taken from at a time.

- When product is taken from multiple trays, you will not have enough product left to sustain you as you refill the empty tray.

For example:

- If you have two trays of Filet and the UHC monitor is calling for four Filet in each tray, when a tray empties you should still have four Filet left and plenty of time to cook four more.
- If taking from both trays, you could only have one Filet left and will run out.

Tray management is critical!

Say: Another cause of product running out is when empty trays are left in the cabinet. This causes food not to be produced or a delay in making food needed to replenish the cabinets.



Grill Monitor

Say: Shifting our focus now to the Grill monitor.

? Why is it important to Look-Bump- Cook when using the Grill monitor?

- If you don't Look then Bump, the numbers will change and you often can get confused about what needs to be cooked. This may cause cooking too much or not enough.*

Say: For Fresh Beef, there is one more step: Serve. So, it's Look-**Bump**-Cook-**Serve**.

? Why does Fresh Beef have this extra step?

- You need to know what side of the prep table the Fresh Beef patty goes to. Once the patty is removed from the grill, you look at the ribbon to see what side it goes on. Then, you serve.*

Say: Let's talk about no-onions for a few minutes.

- The no-onion box that you have on the eProduction UHC monitor will tell you how many no-onion patties you should have in the UHC cabinet.
- The Grill monitor alerts you to real-time special grill orders for 10:1 patties. So, it helps you get a jump start on grill orders. That way, no waiting on food or having to park cars!

Follow this rule when it comes to no-onion patties:

- When an order pops up on the Grill monitor for 10:1 patty no-onion, check to see how many patties you currently have in the gray tray in the UHC cabinet.
- If the number of patties needed will empty the tray, **replenish** the tray by following the UHC monitor.
- If the tray will not be emptied, then just **serve** the order and **don't** cook it.



In addition to no-onion, what are some of the 10:1 special grill orders you see on the Grill monitor?

- Plain*
- Well done*
- No salt*

Say: Correct!

Say: When eProduction is running as designed and procedures are properly followed:

- The UHC monitor is programmed correctly.
- Then, the Production Manager or Production Leader will adjust levels as needed by using the increase/decrease buttons on the bump bar.
- The UHC Grill monitor will be followed with the Production Manager or Production Leader reacting when busy and going to recovery mode when needed.
- Proper trays are used and, when emptied, given to the cook.
- Service is fast with very few outages of product.
- Product is served hot and fresh

Remember, we have 10:1 real-time special grill orders displayed on top – AND we still must react quickly to the Fresh Beef quarter pounders because they are cooked to order and should never be placed in the UHC cabinet.



Any questions on what we've discussed so far?

Say: Okay. Let's go in the kitchen for 15 minutes to observe how this restaurant's cabinets are managed. While you are in the kitchen, listen to see if the Production Leader is communicating anything regarding cabinet management.

Kitchen

Cabinet Management
Observation



SAY: Turn to Cabinet Management Observation on PAGE 15 in your Participant Guide.

Do: Allow 15 minutes for the following observation and discussion.

Do: While you are observing in the kitchen, first observe what the Production Leader is doing.

Verify:

- Sound on UHC Grill monitor that indicates the product has changed
- Adjustments on the UHC Grill monitor guest counts
- Match of actual product level to cabinet chart
- Look-Bump-Cook-(Serve) being executed correctly with the Grill monitor
- Quality of product

Then, coach the participants on what the Production Leader should be looking for and coaching to during their shift.

Coaching conversation starters:

- Are they doing a good job with cabinet management? How do you know?
- How well are the Production Leader and assembler:
 - Monitoring the cabinet?
 - Communicating product levels?
- Where is the best observation zone for the Production Leader in this restaurant?
- How would you coach this crew to improve cabinet management?

Say: Let’s go sit down and reflect on what we just learned.



Lobby

Call to Action



SAY: Turn to the Call to Action worksheet on PAGE 25 in your Participant Guide.

Say: Think about the Production Leader’s behavior and your own related to cabinet management.

- What do you want to do differently?

Use this worksheet to describe the new behavior you would like to make.

Do: Allow 3 minutes for participants to complete their worksheets.



Who would like to share their plan for cabinet management?

NOTE: Allow a few participants to respond.

Do: Thank the participant(s) who responded. Provide your encouragement and/or support of their plan(s).



Any questions before we move on to the next topic?



Remember, connecting the concept of quality with the McDonald’s Brand strongly supports our brand with every bite.

Say: Before we start the next topic, let’s take a 10-15 minute break. Meet back here at _____am/pm.

Do: Provide a 3-minute warning so the session resumes on time.



Coaching

Topic Materials Needed

None

30 minutes

Topics & Key Points

- Effective coaching as a Production Leader
- Using the 5-Step Coaching Model to provide positive and constructive feedback
- ACTIVITY: Coaching Practice

Lobby

Why Coaching



As a Production Leader, you will find many opportunities to coach a team member.

- Timely coaching will improve your crew member’s performance and ultimately make your kitchen run more efficiently.

It is often said that you should go home tired from coaching rather than tired from working a station for 8 hours.

Say: When coaching, choose the style that will get you the best results. Remember, your coaching style is also casting a shadow to the rest of your crew in the kitchen. Make sure what you say and do fosters trust and inspires great results.



What are the benefits of coaching your staff to greatness?

- Procedures and product quality will be improved.
- The crew will be more comfortable doing their job.
- Customers can count on us to “get it right” the first time.

NOTE: Provide any of the above not mentioned by the participants.

Production Leader
Coaching

Say: Let’s review the basics of Production Leader coaching.



SAY: Turn to Coaching on PAGE 16 in your Participant Guide.

- Continue to use your guide to follow along and take notes.

*NOTE: Throughout the script, **bold red text** (like below) are notes that participants should be capturing in their Participant Guides.*

Say: The concepts of coaching for production excellence are like how a coaching team works in football.

- Think of the Shift Manager as the head coach, and the Production Leader as an assistant coach... like the defensive or offensive coach.
- However, don’t take this job lightly. It’s just as important as the Shift Manager. To win, you have to work together as a team.

Say: The first basic concept is to be positioned to coach.

Using our football analogy, the coaches are positioned in the best place where they can see everything that is going on and they move up and down the sideline as they need to.

- They are *not* on the field or in the locker room.
- They watch what their players do. Then coach them on what they are doing well and what they could do better.



It is the same for us at McDonald's.

You position yourself where you can best observe the kitchen area. Depending on the daypart or sales volume, it might be a different position.



Say: The second key point is that a coach calls the plays.

The football coach works through his or her people, and that is what the Production Leader should do too.

- Resist jumping in and running the play yourself when you observe a danger zone.
 - That would take you out of your position and make you unable to recognize other danger zones.
- Instead, **work** through your people.



This doesn't mean that we don't help as a Production Leader. Just don't let that be your first choice.

Let me restate that because it's really important.

- This doesn't mean that you don't help.
- And don't let staying in a position be your first choice.

? What questions should you ask yourself when you are observing a danger zone to determine when you jump in to help?

- Is everyone in position?*
- Do you have your Aces in their places?*
- Is your team hustling?*
- Are the cooks following the UHC monitor and reacting quickly to empty trays to produce more food?*
- Are the cooks reacting quickly to KVS monitors, pulling product down the line, serving off KVS orders at proper times?*
- Are you running out of prepped items?*

NOTE: Provide any of the above not mentioned by the participants.



Say: You must be able to “see and leave.”

- If you do have to step in, choose the most flexible position possible where you can SEE the danger zone cues and where you could LEAVE the position if you had to.

And *always* help cooks first before helping the assemblers.

- Because remember: “no food no service.”

As soon as the danger zone is eliminated, get out of the position and continue managing the kitchen



SAY: Turn to PAGE 17 in your Participant Guide to continue taking notes.

Say: As a leader, you should always provide coaching around the **behavior** that will improve overall operations. Trying to coach on personality is ineffective.

That’s because personality coaching:

- Relates to an individual’s personal characteristics
- Is general and subjective
- Is difficult or impossible to change with coaching

Behavior coaching, on the other hand:

- Relates to on-the-job performance
- Is specific, objective, and fact-based
- Can be improved by coaching

It’s the difference between trying to coach a person to change how they think or feel about something, versus coaching them to change specific behavior to get desired results.



Appreciative and constructive feedback is given at all levels in McDonald’s. And the ideal coaching style should be caring and supportive.



5-Step Coaching Model

Say: An effective method for providing feedback is the 5-Step Coaching Model. Some of you may already be familiar with this.

- Be sure to fill in the blanks in your Participant Guide as we review.

Say: The first step is to **observe**.

? **What does the Production Leader do in this step?**

- Observe crew as they execute a procedure, ensure food safety, and deliver a Gold Standard product.*

? **How would you fill in the second step?**
_____ and receive _____.

- Give and receive feedback.**

Say: Yes! And remember that feedback is not only for correction. It is also for positives. Recognizing great behavior motivates the staff and reinforces desired behavior so it continues.

In this step, the Production Leader would:

- Describe the observed behavior and be specific
- Explain the effect on guests or employees
- Give feedback to correct improper procedures or reinforce good ones



? If a situation requires correction, how would you fill in the blank in the third step?
Demonstrate the _____.

- Demonstrate the **right way**.

Say: Yes! In this step, the Production Leader will:

- Model and explain appropriate behaviors (if correcting behavior is the goal)
- Ask the crew member to demonstrate the right way or repeat the explanation

? How would you fill in the blank in the fourth step?
Agree on what will _____.

- Agree on what will **change**.

Say: The Production Leader will:

- Determine what the crew member needs to do to improve
- Ask the crew person to commit to the change
- Offer support and assistance

? And finally, tell me what the fifth step is.

- Follow-up**



Say: This is an especially crucial step in the process to ensure that the new behavior continues.

The Production Leader will:

- Provide an opportunity to practice or “try again” as soon as possible
- Continue to observe over time
- Provide appreciative feedback for improvements made
 - A positive attitude will create a positive work environment
- And if constructive feedback is required, return to step 2 of the process

? What questions do you have before we do some coaching practice?

Coaching Activity

Do: **Allow approximately 15 minutes to complete this activity.**

Say: To give you some practice coaching I’m going to describe three situations, and we’ll follow the 5-Step Coaching Model to coach on the behaviors. Then, we’ll discuss the coaching that was done.

For this first one, I’ll model the steps. Then I’ll ask for volunteers to practice coaching the other two.

Say: The first situation is this:

- A crew person is working on the grill and is not removing beef patties immediately.



Do: Model the 5-step coaching model for this situation.

- Observed: crew person is working on the grill and is not removing beef patties immediately
- Give and receive feedback
- Demonstrate the right way
- Agree on what will change
- Follow-up



What happened during this coaching? What did I do?

What outcome would you expect from this coaching?



Who would like to be our first volunteer and coach me on a behavior?

Do: Select the first volunteer.

Say: I'm the crew person responsible for cooking Fresh Beef. You notice that I am not taking off my blue gloves properly.

Do: Have the volunteer coach you to correct this behavior.

- As they coach you, look for them to follow and/or describe the steps of the coaching model.

Do: Use the following questions to discuss the volunteer's coaching.



What happened during this coaching?

What outcome would you expect from this coaching?



Do: Add your own observations to the discussion as needed, especially to reinforce the steps of the coaching model.

- Give and receive feedback
- Demonstrate the right way
- Agree on what will change
- Follow-up

Do: Thank the first volunteer.

Do: Select the second volunteer.

Say: I'm the crew person responsible for assembling the sandwiches. You notice that I am not using the correct tray in the UHC cabinet.

Do: Have the volunteer coach you to correct this behavior.

- As they coach you, look for them to follow and/or describe the steps of the coaching model.

Do: Use the following questions to discuss the volunteer's coaching.

? What happened during this coaching?

What outcome would you expect from this coaching?

Do: Add your own observations to the discussion as needed, especially to reinforce the steps of the coaching model.

Say: Another “thank you” to our volunteers for their good coaching examples!

This activity was about reinforcing the coaching model and making it easier for you to use consistently during your shifts.



Be aware of coaching opportunities that are presented to you and act on them.

? What questions do you have before adding your coaching goals to the Call to Action?

NOTE: Allow a few participants to respond.

Call to Action



SAY: Turn to the Call to Action worksheet on PAGE 25 in your Participant Guide.

Say: Okay! Now it’s time to think about what coaching behaviors you’d like to improve as a Production Leader.

Use the worksheet again to describe anything you’d like to do differently around coaching.

Do: Allow 3 minutes for participants to complete their worksheets.

? Who would like to share their plan for coaching?

NOTE: Allow a few participants to respond.

**Do: Thank the participant(s) who responded.
Provide your encouragement and/or support of their plan(s).**



Gold Standard Execution

Topic Materials Needed

- OPTIONAL: A copy of the PQRG
- Food Safety Tablet

45 minutes

Topics & Key Points

- Consistent daily prep routine
- Food safety standards and key points
- OBSERVE: Fresh Beef systems and routines for safe product
- PRACTICE: Fresh Beef Food Safety
- Gold Standard key concepts
- ACTIVITY: Big Mac Gold Standard

Lobby



SAY: Turn to Gold Standard Execution on PAGE 19 in your Participant Guide.

*NOTE: Throughout the script, **bold red text** (like below) are notes that participants should be capturing in their Participant Guides.*

Say: McDonald’s has clearly defined quality standards for all menu items. Gold Standard descriptions are used to help achieve a **consistent** look, taste, and experience for our customers in **all** our restaurants around the world.

There are a lot of components that go into achieving Gold Standard execution at the speed of McDonald’s and we talked about a few of them today.

Let’s talk about how we bring everything together.



Prep for Success

Say: Having a prep person will help ensure a **consistent** daily prep routine focused on serving the freshest, highest quality produce and condiments to our customers.

? **What are some duties that a prep person would do?**

- Understand how to read the eProduction thaw and tempering screens to pull items that need to be thawed*
- Temper sauces*
- Set up prep table for lunch*
- Prep all produce items*

Say: Having a prep person **checklist** list will set the prep person up for success.

? **What tools have the information that the prep person needs?**

- Prep person checklist*
- eProduction BAKE monitor*
- Tempering screen*
- Thaw Build-To screen*

Say: During your pre-shift checklist, verify that the prep person is following eProduction. This will be critical for the success of the prep person. For example:

- Did they prepare the correct amount of cheese?
- Did they pull out enough buns ?
- Do they have enough sauces being tempered?



Also, determine if you have all the products you need for your shift. For example :

- Enough onion shakers prepped
- Enough buns pulled
- Enough prep containers prepped for the peak

Remember tempered products like cheese and sauces!

Food Safety

Say: At McDonald’s, we are guest obsessed! Making delicious feel-good moments easy for our guests starts with food safety.



As a Production Leader, your number one priority is serving safe and delicious food on every shift.



Who here has been trained on food safety?

NOTE: Look for a show of hands.



Certified managers complete food safety daily. As a Production Leader, it is important for you to understand how to complete daily food safety checks and troubleshoot and take immediate corrective action for any issues that arise.

Say: Let’s check a couple of key food safety points.



SAY: Turn to PAGE 20 in your Participant Guide to continue taking notes.



What is the internal food safety standard for 10:1 patties?

- Above **155** degrees

Say: The **quality** standard is three patties between 155-170 degrees.



Say: Fresh Beef’s strict adherence to food safety procedures must be followed.

? **What is the maximum run size of Fresh Beef patties?**

- 3** patties

? **And what is the temperature range for Fresh Beef patties?**

- The temperature after cooking is **175** to **190** degrees

? **Do you know why we exceed the food safety standard of 155 degrees for Fresh Beef?**

- To minimize the possibility of undercooking (“pinking”)

? **When should you complete food safety for Fresh Beef?**

- Internal beef integrity temperature checks must be completed on a full run of Fresh Beef patties, **before** the **peak** and no later than **one** hour after **transition** from breakfast to regular menu operations.

? **And on how many platens do you have to check the internal temperature?**

- Internal temperature checks on Fresh Beef patties must be completed for **each** grill platen where Fresh Beef patties will be cooked.

Say: Remember, if you will not be using each of the patties from the internal check to serve a customer, the recommendation is to cut open one of the unused patties to ensure there is no “pinking” and that the patties are cooked all the way through.

? **What questions do you have about any experiences you may have had with Food Safety?**

NOTE: Discuss for 1-2 minutes any questions.



Say: Let’s go back to the kitchen for about 20 minutes to see how everything works together.

- We will start by discussing Fresh Beef and completing a food safety check.
- Once we are done with temperature checks we will each taste a Big Mac back here in the lobby to review the Gold Standard quality descriptions.

Kitchen

Fresh Beef Observation



SAY: Turn to Fresh Beef Observation on PAGE 21 in your Participant Guide.

Do: Spend 5-10 minutes checking to make sure that systems and routines are in place for Fresh Beef to ensure safe product for our customers.

Coaching conversation starters for Fresh Beef:

- Two-drawer grill-side refrigerator
 - Was there a 24-hour freshness label on both the package of Fresh Beef and on the blue pan?
 - Was the beef package being opened from back to front?
 - Are empty raw beef holding trays being placed in the blue bus container for dirty dishes?
- Grill monitor operation
 - Can you hear the cow bell when a quarter is displayed on the monitor?
 - How is the cook’s reaction time to the Grill monitor?
 - Were blue gloves being removed properly to prevent cross contamination?
 - Are they using a finished patty tray?



Food Safety Practice:
Fresh Beef

Say: Everyone should be using digital food safety, which can be completed by 1 person.

? **May I have a volunteer do food safety on a run of Fresh Beef?**

Do: **Have the volunteer wash their hands.**

Do: **Take 15 minutes to walk through step-by-step how to complete a quality food safety checklist utilizing the food safety book.**

Coaching conversation starters:

- Were all patties between 175-190 degrees?
- Was one or more patties above 190 degrees?
- If one or more patties is above 190 degrees, what should you do?
 - First confirm procedures are being followed correctly, i.e., don’t jump to changing the cook time.
 - Make sure all the new leaders know how to dial in.
- Was there any “pinking”?

? **What questions do you have about checking temperatures?**

NOTE: Allow a few participants to respond.

Say: Let’s return to the lobby and taste a Gold Standard Quality sandwich.

Do: **While participants are headed back to the lobby, have the kitchen make Big Macs (one per participant) so the new Production Leaders can taste what a guest would receive.**



Lobby



SAY: Turn to PAGE 23 in your Participant Guide to continue taking notes.

Gold Standard Quality



Let’s review: What do we mean by Gold Standard?

- McDonalds has clearly defined quality standards for all menu items. Gold Standard descriptions are used around the world to help achieve a consistent look, taste, and experience for all our customers in all our restaurants.*



What do our customers expect when they are served our beef products?

- Hot and fresh**
- Looks like the picture**
- Neat and tidy**
- Tastes great**

NOTE: Provide any of the above not mentioned by the participants.

Say: Yes! That’s what our customers expect, and we have Gold Standard descriptions to help us deliver on those Big Mac expectations – which you’ll experience for yourself shortly.

Big Mac Gold Standard



SAY: Look at the Big Mac Gold Standard Description on this page.

NOTE: If you have a PQRG with you, also point out where the Gold Standard descriptions are located in the PQRG.



Can someone please read aloud the Gold Standard Description for a Big Mac?

*NOTE: Allow a few moments for the participant to read the description.
About this time, the kitchen should be delivering Big Macs for the participants.*



Do: Direct participants to evaluate the Big Mac using these prompts:

- How's the product's appearance versus the Gold Standard?
- Does the sandwich have enough lettuce?
- What temperature is the product (hot vs. warm)?
- Describe the product texture.
 - Is the cheese melted?
 - Is the lettuce crunchy?
- How does the product taste?
- Does it meet Gold Standard?

? If you had purchased this Big Mac, what would you be thinking?

NOTE: Allow a few participants to respond.



If you find any issues, the most effective way to diagnose a problem is always following up on product, equipment and procedures in the kitchen.

? What questions do you have?



Call to Action



SAY: Turn to the Call to Action worksheet on PAGE 25 in your Participant Guide.

Say: Let’s do this one more time.

- Think about the Production Leader’s behavior you would like to improve – this time related to executing Gold Standard.
- Focus on what you will do differently and use the worksheet to describe the new behavior you would like to demonstrate.

Do: Allow 3 minutes for participants to complete their worksheets.



Who would like to share their plan for Gold Standard execution?

NOTE: Allow a few participants to respond.

Do: Thank the participant(s) who responded.

Provide your encouragement and/or support of their plan(s).



Closing

Topic Materials Needed

None

10 minutes

Topics & Key Points

- Revisit what participants hoped to learn during the workshop
- How to translate knowledge gained today into execution back in the restaurants
- TO DO: Send copy of completed Call to Action worksheets for the facilitator’s support post-workshop

Lobby

Say: No matter how well someone is currently doing their job, they will see improvement when executing their knowledge and taking their performance to the next level.



As Production Leaders, every one of you is an important piece in helping build sales and greater profit.

When you care for guests by making delicious feel good moments easy for everyone, guests enjoy their meals and return frequently – thereby boosting sales and profits.

Workshop Summary

Say: During the opening to today’s workshop, I asked you to share one thing you hoped to get out of today’s training.



How did we do on addressing what you hoped to learn?

NOTE: Allow participants to respond. Look for general consensus that their learning needs were met.

If there are any area(s) that were not addressed, make a commitment to follow-up and get them the information after the workshop.



Say: This course was built on a three-step process for translating knowledge into execution:

- 1. Inform the Knowledge
- 2. Instill the Skill
- 3. Implement the Behavior



SAY: Turn to PAGE 24 in your Participant Guide to take notes.

1. Inform the Knowledge

Today we have covered step one by sharing the knowledge through text and observation. To further **Inform the Knowledge**, remember to utilize Fred@mcd. Fred currently has Department Leader modules including Leading Quality and Leading People.

But to make a lasting difference, you will need to do more!

- When you return to leading production shifts and begin implementing your plans, you will be working on steps two and three.

2. Instill the Skill

Instilling the Skill refers to the need to practice and help coach others until the new behavior becomes natural for everyone.

At the end of the day, it is all about how we behave and act that positively impacts us delivering a Gold Standard product.

3. Implement the Behavior

And it's not enough to know. We must DO IT if we want to positively impact the performance of the restaurant. That's where **Implementing the Behavior** comes in.

Having all the most updated tools and properly executing them will help you be a successful Production Leader who implements these desired behaviors and produces great results.



SAY: Turn to the Call to Action worksheet on PAGE 25 in your Participant Guide.

All of you have written your actions and thoughts on your Call to Action worksheets.

Please print your name and contact info at the top and send me a copy so I can support you on your journey as a new Production Leader.

NOTE: Make sure they have your contact info.



Any last questions before we bring this training to a close?

NOTE: Any participant questions.

Do: Thank the participants for their focus and participation today.

Thank the restaurant for hosting.