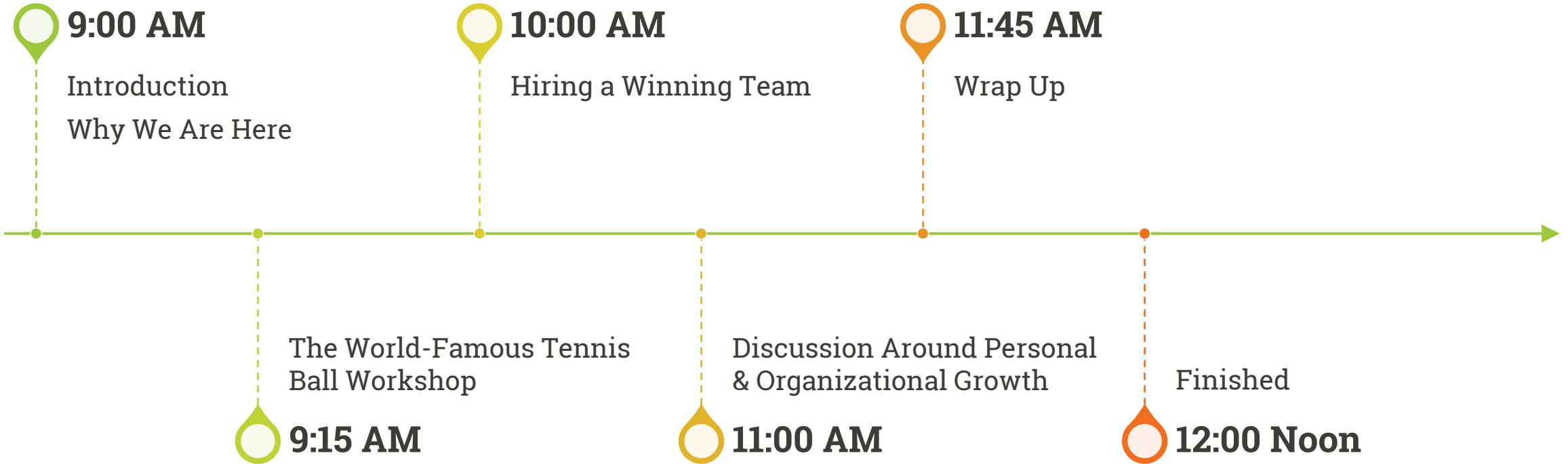




DEVELOPMENT DAY

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Agenda for Today



My Story



Jamie Griffin
Principal Consultant

- 20 Years in the Restaurant Industry
- 15 years as a former executive at Raising Cane's Chicken Fingers
 - Grew from 9 restaurants to 375+
 - Grew from 300 crewmembers to 10,000+
 - Grew from \$25M in revenue to \$500M+
- At my “old job”
 - Oversaw compensation, benefits, employee relations, risk management, legal and office services and also made coffee, entered data, ran errands, threw parties, partied, moved offices too many times to count, worked actual "all-nighters", and many jobs big and small in between.
- For the past 5 years:
 - The founder and principal of Consult to Grow
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01

WORLD FAMOUS TENNIS BALL ACTIVITY

World Famous Tennis Ball Debrief

Communication

Teamwork

Repetition for Improvement

Goal Setting

Leadership

02

HIRING YOUR WINNING TEAM



What's at Stake? Rewards & Risks

Some **Rewards** of Hiring the Best Team

Hiring the Best Team can **Make the Experience**

Making the Experience translates to **Sales & Profit**

The Best Team let's your work on **Your Business**

The Best Team creates momentum for your business.

Some **Risks** of Hiring the Wrong Team

Hiring the Wrong Team can **Break the Experience**

Breaking the Experience translates to **Losses**

The Wrong Team makes your work **In Your Business**

The Wrong Team creates a drag on your business.

Staff your team with winning team members and your team will attract other great people.



Activity:

Estimating The Cost Of A Wrong Hire?

| Hard Cost | Estimate | Soft Costs | Estimate |
|--|----------|---|----------|
| Cost of advertising open positions | \$ | Loss of productivity (lose trained team member) | \$ |
| Cost of hiring (interviews, reference calls, etc.) | \$ | Loss of productivity (others picking up slack) | \$ |
| Cost of on-boarding and training | \$ | Loss of sales due to “wrong team” hire | \$ |
| Cost of terminating a wrong hire | \$ | Loss of sales due to understaffed business | \$ |
| Hard Cost Total | | Soft Cost Total | |

Hard Cost + Soft Cost of One Wrong Hire: \$



Increasing Your Odds of Hiring Great Team Members

Worst Odds of Winning
SLOT MACHINES



Best Odds of Winning
BLACK JACK



Step-by-Step Hiring Plan



Suggested Hiring Gold Standard



1. Decide who to interview.
2. Optional phone screen.
3. Conduct first (and second) interview.
4. Make your hiring decision.
5. The turnoff or offer.

ALWAYS:

- Keep a Hiring Mentality
- Respond to Candidates ASAP



Hiring Gold Standard:

1. Decide who to interview

- ✓ Review candidates' **availability**, experience and other information on application or resume.
- ✓ Look at **all factors together**, rather than focus on a single concern.
- ✓ What's your **first impression** of the application/resume?
- ✓ How does the **work history** apply to the position you're looking to fill?
- ✓ Are the skills or certification **requirements/preferences** a match?



Red Flags:

- Short tenure at previous jobs
- Many changes
- Sloppy formatting
- Errors



2. Optional Telephone Screen

Why:

Take less time
to conduct

Create excitement
with the candidate

When you conduct a telephone screen keep it brief and focus on key information:

- ✓ Check for deal-breakers early.
- ✓ Ask for clarification on information submitted in the application.
- ✓ Evaluate the candidate's communication skills and phone presence.
- ✓ Share basic information about your opening to gauge candidate interest.



Hiring Gold Standard:

3: First & Second Interview

- ✓ Schedule interviews during a time you have two interviews. Knock out both interviews in the same day if you can.
- ✓ The first short interview is intended to validate basic skills and requirements and is an opportunity to share with the candidate why the company is a great place to work.
- ✓ The second longer interview should be a bit longer. Dig in deeper. The second interview is intended to assess how the candidate might handle certain situations if they are hired.



Red Flags:

- Lack of knowledge about your business
- Arrives late to the interview
- Treats your team disrespectfully
- Uses inappropriate language



4. Make Your Hiring Decision



- 01 You know have lots of information
- 02 Consider the whole picture
- 03 Does this person want to work?
- 04 Will this person make your business better?
- 05 Will they represent you and your business well?



5. The Turnoff or Offer

If they aren't a fit, turn them off!



As soon as you know, let them know.

Detailed explanation isn't necessary.

If you like them, hire them!



Extend the offer.

Explain the new hire process.

Schedule their first day/orientation.

Interview like a Champ



Interview like a Champ:

Setting the Stage

If in person:

Be prepared and look for the following:

- Do they walk with a sense of purpose?
- How is their appearance? Did they come prepared?
- Are they on time?
- How are they interacting with others in the studio?

A-Team Traits:



Excellent communication



Friendly and social



Energetic and positive attitude



Passion and enthusiasm
for your business.




Interview like a Champ:

Structured Interview Guide

The Interview is a short moment to gauge whether this person is a fit for your needs.

- Schedule enough time.
- Let them know what to expect.
- Use an interview guide.
- Start easier and build to more difficult questions.
- Be an engaged and effective listener.

INTERVIEW WORKSHEET 

| CANDIDATE NAME | POSITION | DATE |
|----------------|----------|------|
| | | |

STEP 1: Review Application / Resume

| | |
|---|-----------|
| Does availability work with our needs? | Yes or No |
| How many jobs in the last two years? | |
| Reasons for leaving jobs appropriate? | Yes or No |
| Application fully completed? No blanks? | Yes or No |
| Does experience fit our needs? | Yes or No |
| Are there any red flags? | Yes or No |

Application Review

Notes

STEP 2: Open the Interview

Always "set the stage" and make them feel at ease. We are interviewing them for a position but also selling our concept.

"Hello, my name is _____ and I'm the _____ (your position). We're pleased that you are interested in this position. [DESCRIBE COMPANY]. We are expanding rapidly and are searching for team members to help us grow. During this interview, you will see me jotting down some notes -- that's to help me remember better what you said after the interview is over. We are speaking with a lot of people. Feel free to ask me questions during our conversation..."

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Closing the Interview

Closing the Interview

- Interviews are two-way streets
- Allow the candidate to ask questions
- Share your appreciation for their time and interest

At the End of the Interview

- Does the candidate have personality?
- Consider all data points.
- Do you want to work with this person every day?



Interview like a Champ:

Avoid a Few Legal Pitfalls

You may not and should avoid asking questions about:

- Nationality
- Religion
- Age
- Marital and Family Status
- Health and Physical Abilities





Increasing Your Odds of Hiring Great Team Members

Worst Odds of Winning
SLOT MACHINES



Best Odds of Winning
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03

TALKING ABOUT GROWTH

My Story



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Principal Consultant

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4 Struggles & 4 Solutions Learned from Rapid Growth

| Struggle | Solution |
|---|--|
| If you don't know where you are going, you'll end up some place else. | <ul style="list-style-type: none">▶ Articulate a crystal-clear vision▶ Keep it simple & memorable▶ Live & lead into your vision 100% |
| If everything is important, nothing is important. | <ul style="list-style-type: none">▶ Name your #1 priority to move your company forward▶ Share it, complete it & celebrate it |
| If you are not thoughtful, the solution of today may be the problem of tomorrow. | <ul style="list-style-type: none">▶ Clear intent: band aid or true fix▶ Get feedback from the front line▶ Explain the why & follow thru |
| You'll get a lot more done together than going it alone. | <ul style="list-style-type: none">▶ Get the right people▶ Assure team is healthy & aligned▶ Team meets & communicates |



**5-10x
Multiplier
for Success**

Only 3% of adults take time to plan for the future, yet that same 3% accomplish five to 10 times more in their lifetime than the other 97%.

There is power in making and following a plan. The only way to control your destiny is to create it.



Lessons Learned About Personal Growth

1. Take ownership & drive your own development.

2. There are over a dozen ways to learn and grow.

- Challenging projects.
- Added responsibilities.
- 360-degree feedback.
- Mentorship.
- Team projects.
- Managing people.
- Job shadowing.
- Networking.
- Targeted training.
- Industry groups.
- Seminars & Conferences.
- Reading and Research

3. Focus on your strengths, not your weaknesses.

4. Be open to feedback. We're wrong all the time.



INDIVIDUAL DEVELOPMENT PLAN

Team Member Name: _____
Team Member Position: _____
Last Updated On: _____
Supervisor: _____



“For a seed to achieve its greatest expression, it must come completely undone. The shell cracks, its insides come out and everything changes. To someone who doesn't understand growth, it would look like complete destruction.”

– **Cynthia Ocelli**





Ask Me
Anything



My compliments to you:

Visit www.consulttogrow.com/dmggo

This Presentation.

Hiring Your Winning Team

- Team Member Hiring Guide
- Team Member Interview Guide

Talking About Growth

- Individual Development Plan
- Individual Development Plan Job Aid
- Individual Development Plan Sample