

HUMAN RESOURCES

To achieve big annual goals, go for daily victories

The home office has huddled and the numbers have been crunched. Labor, sales and marketing goals for 2006 have been set for every region. Divisional vice presidents and area managers have signed off on and endorsed the targets. Then those targets are broken down into period or monthly goals and communicated to the unit managers in every region who immediately ... keep doing what they were doing and worry about first-period goals three weeks into January when the month draws to a close.

This behavior routinely befuddles and frustrates area managers, shareholders and officials at headquarters. It affects customer counts, revenues, bonuses and traction. So why do our unit managers routinely scramble to achieve in the final seven days of the month what easily could have been attained if they had focused on it in the first 23? Why don't they learn from their experiences? Why do they repeat the same stressful behavior the following month? The answer, my friends, is blowin' in The Shift.

This month, let's look at how multiunit managers and unit managers can break down big goals into incremental daily gains via focused shift-by-shift execution. It starts with rethinking and restaging the way we communicate with each other and our hourly staffs at both manager



**People,
Performance
and Profits**

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meetings and pre-shift meetings. And it ends with a succession of little victories shift after shift that add up to higher sales, happier customers and bigger bonuses. Here are a few ideas to help:

A data dump is not a meeting. Area managers routinely hold monthly or weekly meetings with the GMs they supervise either in person or via conference calls. But are multiunit managers truly maximizing this time investment relative to meeting content, agenda and results? I've sat in on or participated in dozens of these get-togethers. The meetings usually feature equal parts data dump and information spew from the area manager, capped off with a "top five/bottom five" performance review and possibly a "team-bonding" event that

ranges from paint ball to happy hour. These monthly leadership meetings are extremely expensive in the time and dollars they consume and could potentially generate. So may I suggest that there's a better way to achieve your key result areas?

Directional meetings should focus on connecting the dots. First, area managers must recognize that every meeting they hold with their managers is a training opportunity, not merely an information spew. Information

is giving out. Communication is getting through. Make these meetings dialogues, not monologues. Second, best practices must be solicited from each unit manager at each meeting, and those ideas must be shared, prioritized, written down and archived for everyone else to learn from. Third, break down annual goals, such as sales, service, marketing, etc., into period goals. Now, collectively break down period goals into shift objectives that relate to attaining those period goals. Specify the behavior and results necessary from each hourly team member to achieve the desired shift goals in each of the next 30 days. If one of the annual goals is an overall sales increase of 2 percent, that means you'd assign a goal of selling eight more appetizers, 10 more beverages or six more desserts per shift. If the goal is to reduce turnover by 20 percent, you'd assign shift goals of complimenting individual and team performance and holding a post-shift meeting that involved 30-second praisings and shift contests or rewards.

How do you eat an elephant? One bite at a time. You have anywhere between 60 and 90 shifts every month — (See **SULLIVAN**, page 34)

Jim Sullivan is the chief executive of Sullivison.com. His newest training DVD for managers is called "JUMPSTART! The Art of Effective Pre-Shift Meetings" and is available exclusively at www.sullivison.com or by calling (920) 830-3915.

Q&A

Cox: The right attitude can be taught

Restaurant operators stress the importance of hiring people who possess the right attitude and then teaching them the skills needed for their jobs, but consultant Bonnie Cox, founder of the Power Training Institute in Santa Barbara, Calif., argues that it is possible to teach employees how to have a positive attitude about their work and their employer.



Bonnie Cox

Cox is 20-year human resources veteran whose career included a stint as vice president of training and development for a large California staffing company, Select Personnel Services. There are a least 52 ways employees can improve their attitude, says Cox, who details the methods in her recently published workbook, "52 Secrets to Being the Best Employee Ever." It is available on Amazon.com or through her website, www.powertraining.biz.

Your company works directly with employers, but you've written a book for the employee.

From being in HR and coming into companies to do training, I found that people would have these continuously self-sabotaging behaviors. I thought, if people just had a guidebook, something to walk them through what are the attitudes to be successful.

How do people sabotage their own careers?

They play the blame game: "That person snubbed me; I refuse to work with him." Or: "That manager did not acknowledge me; I'm mad. I'm going to quit. Nobody is giving me the respect I think I deserve." We start doing things that sabotage. It's self-fulfilling. They act in a certain way, they think in a certain way, and what do they do? They get fired.

How can employees start to change their attitudes?

One of the things is to learn everything about your blind side. Those are the things [other] people know about you that you don't know about yourself.

How do you uncover your blind side?

The only way to find out is to be in tune with how people act toward us. Always ask for feedback. This works with your boss as well. "I noticed you didn't greet me this morning? Are you just busy or ticked off?" Most bosses would say, "I love this person. She's open to feedback." A mature person asks for feedback.

Over time, people will form an opinion about you and think of you when an opportunity comes up. Those with a chip on their shoulders never get ahead and they can't figure out why. They move from job to job, but really the problem is with them.

— Dina Berta

NEWS DIGESTS

CKE OKs \$255K settlement of harassment lawsuit

CARPINTERIA, CALIF. — CKE Restaurants, parent of the Hardee's, Carl's Jr. and La Salsa Fresh Mexican Grill brands, agreed to pay \$255,000 in damages to settle a racial-harassment lawsuit filed by the U.S. Equal Employment Opportunity Commission on behalf of an African-American teenager and other workers at a Carl's Jr. in Elk Grove, Calif.

The EEOC complaint involved a former employee who charged that she faced racial slurs and epithets from a shift leader who touted his "white power" and "skinhead" beliefs while at work. The shift leader also was found to have harassed other African-American employees. The incidents occurred between February 2001 and October 2002.

Carpinteria-based CKE agreed to maintain policies consistent with federal law and EEOC guidance and to provide mandatory training on racial harassment.

Johnson & Wales student chefs nab cash in contest

PROVIDENCE, R.I. — Five culinary students of Johnson & Wales University recently turned handpicked produce into award-winning cuisine in the Jansal Valley Recipe Contest sponsored by Sid Wainer & Son Specialty Produce, Specialty Foods.

Robert Lybrand, a senior from the Providence-based university's Charlotte, N.C., campus, won the grand prize of \$13,000 for his warm terrine of eggplant, red pepper and goat cheese.

Chosen from entrants at all four J&W campuses, the students harvested their ingredients at the Jansal Valley Farm and had two hours to prepare their dishes at the Sid Wainer kitchens in New Bedford, Mass.

The other winners were Thomas McKeown, a senior at the Providence campus, John Higgins, a junior at the Providence campus, James Mark, a sophomore at the Charlotte campus, and Kyle Pafford, a junior at the Providence campus.

Miller's Ale House awards hot wheels to 9 GMs

JUPITER, FLA. — The 38-unit Miller's Ale House Management Inc. recently awarded Lexus-brand company cars to nine general managers who exceeded their profitability goals for 2005.

To date, 17 of the chain's 38 general managers have received the award, which is presented annually by Ale House founder Jack Miller and president Ray Holden. The 2005 awards were the first time that so many cars had been given in one day to general managers, said Dave Reid, vice president of operations for the sports-theme dinnerhouse chain.

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