**2020 RGM Playbook**

|  |
| --- |
| **"**Run great restaurants...Financially and Operationally...  while building capability and talent at all levels...for long term organizational success**”** |
|  |

* **Schedules…Minimum Required Guidelines**
* **8** Dinner shifts…until 8:00pm…per period…
  + Late Night Shift counts as a dinner shift…
* **3** Late Night shift…until at least 11:00pm…per period…Thursday, Friday, or Saturday
* **3** weekend Days…Saturday or Sunday…per period
* No RGM shifts starting at 12:00pm
* #2 Manager...Sr AGM, AGM or Lead Shift Leader...scheduled on RGM days off
* Management Schedule completed for period and sent to Area Coach with week #3 schedule each period

Additional key scheduling tactics to be utilized are:

* Make it count…work late night and dinner shifts that matter most to your business
* Identify negative trends...busiest dayparts/nights...and work with a goal to implement changes that will work long term
* Switch it up…work a variety of late nights…do not work the same one every week
* Schedule Big Rock time…Wednesday mornings…Tuesday afternoons etc.
* **Routines…**
  + Daily Routine Checklist…**Separate document**
  + Weekly Routine Checklist... **Separate document**
* **Meetings and Check Ins**
  + Management Team Meetings…
    - Once each period…60-90 minutes in duration
    - Add in a second meeting as needed…
      * High touch Marketing Experience
      * Company initiatives
* Management Check Ins
  + - Once per period on the weeks you do not have management meetings
    - 30-minute meeting to check in on your manager’s needs…their agenda not yours
    - Instructions and sample questions on **separate document**
* Team Member Check Ins
* Once/quarter
* 20-minute meeting to check in on your team’s needs…their agenda not yours
  + - Instructions and sample questions on **separate document**
    - Use tracking sheet... filed in Area Coach binder...with day/date of Check In
  + Area Meetings
    - Once each period in Mansfield on Wednesday or Thursday...week 33
    - Additional meeting or longer meeting only as needed
    - Be planful around this meeting…
      * Identify and communicate with other RGMs, and Mansfield team items/information you may need, items/information they may need, conversations you want to have etc.
  + Onboarding and Orientation
* Completed by RGM only
* Use LM Orientation Checklist to complete a thorough and effective orientation for every new hire…
  + - * Introductions
      * Policies
      * Expectations
      * Current reality of restaurant
  + QBR w/Area Coach
    - Once each Quarter
    - Briefly review previous quarter and period...
      * Report Card
      * Dashboard
      * P&L... if available
* Review Quarterly Business Plan
  + - Review People Plan
* Quarterly Business Plan
* Completed w/Area Coach at QBR
  + Two or three focus items...biggest return on investment of time, energy, money and lost opportunity
* RGM Personal Development Assessment
* Area Coach completes and reviews once each quarter with RGM
  + Quarter one PDA includes Career Planning...Individual Development Plan...separate document... created after discussion with Area Coach
* Will be posted in RGM file on talentReef
* **Restaurant Visits**…
  + Systems Checklist
    - Area Coach completes once each Quarter in all restaurants
    - E-mailed and reviewed with RGM and filed in Coach binder
  + The Blueprint…Area Coach Visit Summary
    - Area Coach completes once each period in all restaurants
    - E-mailed and reviewed with RGM and filed in Coach binder
  + Administrative Checklist
    - Area Coach completes in Quarter 3 in all restaurants
    - E-mailed and reviewed with RGM and filed in Coach binder Copy reviewed with RGM/MIC and filed in Coach binder
  + Cleaning Checklist…
    - Area Coach completes in quarters 2 & 4 in all restaurants
    - E-mailed to RGM
    - Copy reviewed with RGM/MIC and filed in Coach binder
    - Copy sent to Steve and reviewed at our QBR…as needed