



# Talent Strategy

## M.O.V.E

From the moment someone is onboarded to the moment they depart, we show care every step of the way. Because talent is not just finding the right people, it is also maintaining a culture of care and growth.



### Recruiting: Our Must-haves

We utilize Workstream, our recruiting and application program. When looking at resumes, we look for individuals who have similar past job experiences, leadership experience, or individuals who show longevity and stability in a role. When interviewing candidates, we look to see if they embody our Core Values (SHOO) - Servant-spirit, Hustle, Ownership and Optimism. Our Core Values are the building blocks to our culture. Servant-spirit shows us humility and selflessness. Hustle is the epitome of a hard-work ethic with a sense of purpose and urgency. Ownership is giving your personal best and being "all in". Optimism shows us who can find joy in all circumstances, either good or bad, and remember to have fun. The key with interviews is to ask questions that allow the individual to let their walls down thus revealing their true self. Once a candidate has their walls down, we have a chance to see their core self. Core values must be easily seen. If they are not, then the candidate is not a good fit for our team. Be confident in the process, and do not hire just to hire. This will cause future issues that will hinder your team from being the best they can be. Once you discover and hire high level talent, ensure you have a sound process for onboarding and training.



### Onboarding & Training:

Our first **Opportunity** to make an impact on our new team members

The onboarding process will leave a lasting first impression and is key to a great start for any new team member we hire. The first 90 days is the most crucial time for any new team member. When we set clear expectations for our new team members, it will set them up for success and give them something to work towards with a sense of purpose bigger than themselves. Our learning coaches have a significant role to play when it comes to the level of talent in the restaurant. When our learning coaches embody our core values at a high level and have a high level of knowledge of the role, then our new team members will take on those core values and benefit from their knowledge in a more natural way. Our learning coaches teach and coach what our expectations are within our restaurant. Do you have a dedicated training director that is owning the training process from start to finish and pouring into the learning coach team?



## Retention:

Having a team who knows they are **Valued**

Every 90 days, the Talent Director meets with our team members to review their progress, personal goals, professional development, how leadership can improve, and what ideas they have that can help elevate the organization. Intentionally meeting one on one with the team makes them feel cared for and valued. When we start to ask our team what their goals are and really get to know them as individuals, we create a bond that improves their work experience thus elevating the organization. The team doesn't care how much you know until they know how much you care. Jon Bridges, Chief Marketing Officer for Chick-fil-A, talked about how team member engagement has the impact and ability to drive customer satisfaction and fulfill our shared vision. When we have a team who feels valued and cared for, our guests are going to feel that care and value from our team members. Jon states simply "Cared for people, care for people." Value your team members at all costs. You would invest in your restaurant equipment, why not invest into your team members as well? What daily habits have we implemented that shows the team that we intentionally value them and their hard work everyday?



## Development:

**Elevate** our teams' skill sets

Development is a key aspect to a thriving business with thriving leaders. When we think about elevating a team, we need to look at how we are developing them first. Are your team members or your leaders growing or are they stagnant? If our team is stagnant, then we need to focus on their development. We will focus on two areas that will help develop our team: personal development and professional development. Books and podcasts are a great resource for personal development. We can find knowledge that we can adopt into how we lead or how we can grow in any aspect of our lives. There are many books and podcasts that will point you in the right direction when you are facing challenging situations. Having intentional one on one conversations with our team members is great for professional development. This helps us build a relationship with the team and be able to pour into them consistently. Coaching conversations are also key in the development and elevation of our team professionally. If every time we made a mistake and no one coached us, we would never learn how to do it the right way. If we are not clearly communicating our expectations everyday, then our team will not grow in the way that is beneficial to the organization or to themselves. Having systems and processes that the team can hold onto will elevate their performance. We need to lead by example and hold the team accountable for their actions. Elevating a team's performance and mindset won't happen overnight; it takes dedication and intentionality 24/7.

**When we MOVE in the right direction and are intentional with talent,  
we will find success in all areas of the business.**