



# Talent Development Plan

## Leadership Development Progression

One of our passions in our organization is growing our team members into leaders. Our goal is to support you throughout this progression for you to acquire the knowledge and skills you need to face any challenges as a leader. We provide a culture where you can fail without fear and have opportunities to push yourself to your full potential.

### Learning Coach: Subject matter experts in their area of the business

Timeline: 30-60 days\*

Training Plan: Learning Coach Bootcamp

Person in Charge: Talent Director (FOH) or Training Coordinator (BOH)

### Development:

Progression to Learning Coach begins with an expression of interest form being filled out and then followed with a one on one interview with the Talent Director or the Training Coordinator to decide weather or not you will move forward in your training. Once in training, you will be assigned Pathways training videos. These videos entail an in-depth knowledge and learning on all positions in the restaurant from Front of House to Back of House. You will also be given a copy of Leadership 101. For the duration of your training you will have "training practice" where you will train team members for 3-4 weeks. After you have finished your videos, you will then take a knowledge test on Pathways. After you have passed the test and finished Leadership 101 with 3-4 of your takeaways written down, you will be promoted to Learning Coach. As part of their ongoing development, the Learning Coach will meet with their Director or Coordinator every quarter for evaluations and development.

### Requirements:

- Needs to be proficient in majority of positions
- Needs to complete an interview with the Talent Director
- Be in his/her current role for at least 3 months
- Complete the expression of interest form
- Receive one letter of recommendation from a Leader
- Embody our core values and our vision
- Study Books: "Leadership 101" by John Maxwell

\*Timeline is based on overall performance and completion of the required tasks assigned.



# Talent Development Plan

**Shift Leader:** Lead and oversee operational shifts with excellence

**Timeline:** 45-60 days\*

**Training Plan:** Shift Leader Bootcamp

**Person in Charge:** FOH or BOH Director

## Development:

The first step you will take in becoming a shift leader is filling out an expression of interest form, followed by an interview with the FOH or BOH Director. If you are cleared to start training, you will get in touch with your assigned Director who will provide an orientation into your shift leader training. You will be given a copy of Chop Wood Carry Water to read. You will also complete a Shift Leader Training Boot Camp packet that provides an in-depth overview of your training throughout the next 4-12 weeks. During the weeks of training shifts you will be paired with a Director, Coordinator or Shift Leader for practical operational/managerial training. You will have a final meeting with your designated Director going over your takeaways from Chop Wood Carry Water. You will then discuss the findings, and how you will apply those findings to your development as a leader. Once you have shown real scenario applications of leadership values learned from the books and you are confidently running shifts, you will be promoted to Shift Leader. Once out of training, you will meet monthly with the FOH or BOH Director for development and to discuss your quarterly goals.

## Requirements:

- Needs to complete an interview with the FOH or BOH Director
- Needs to excel in majority of positions
- Be in their current role for at least 3 months if the Team Member is a Learning Coach
- Be in their current role for at least 6 months if the Team Member is not a Learning Coach
- Complete the expression of interest form
- Receive a letter of recommendation from two Leaders
- Embody our core values and our vision
- ServSafe certified within 6 months of promotion
- Study Books: Leadership 101 (If not completed during a Learning Coach development process) and "Chop Wood Carry Water" by Joshua Medcalf

\*Timeline is based on overall performance and completion of the required tasks assigned.



# Talent Development Plan

Coordinator: Supports Director in their operational area in the business

Timeline: 30-60 days\*

Training Plan: Coordinator Bootcamp

Person in Charge: Designated FOH or BOH Director and the Managing Partner

## Development:

A coordinator's responsibilities are assisting a Director in their area of the business while growing their business acumen. Individuals who desire to be a Coordinator must show they are committed to the job and the responsibilities that will come with the position. To start this process you will first need to interview for the role with the Managing Partner. If the Director team is in agreement with moving forward with you, you will start your training with the FOH or BOH Director or the Managing Partner with hands on practice. Roles and responsibilities will be clearly communicated and discussed with intentional conversations. During your training you may be tasked to implement new systems and processes to ensure efficiency in the area you are overseeing. During this time period you will also go over Traction to understand how the organization is structured at a high level. Once there is confidence that you will be able to step into this role, you will have a final one-on-one meeting with your Director to discuss the required book. After your promotion you will meet regularly with your designated Director and Managing Partner to discuss your VTO and growth opportunities.

## Requirements:

- Leader needs to excel in the area of position
- Complete an interview with the Managing Partner
- Be in their role and execute at a high level for at least 3 months
- Receive a letter of recommendations from two Leaders
- Embody our values and vision
- ServSafe certified within six months of promotion
- Study Books: Traction by Gino Wickman and All Shift Leader & Learning Coach books if not completed previously.

\*Timeline is based on overall performance and completion of the required tasks assigned.



# Talent Development Plan

Director: Lead and oversee a specific area of the business

Timeline: 45-60 days\*

Training Plan: Director Bootcamp

Person in Charge: Assigned Director and Managing Partner

## Development:

Once you have pursued the opportunity to become a Director, you will meet with the Managing Director for an interview for the role. If you move forward, you will have a 3-6 week training process going over role specific responsibilities, which will be handed to you while in training in phases with the correlated Director or Managing Partner for that role. During your training you will read Love and Work by Marcus Buckingham. After promotion, you will meet with the Managing Partner to oversee your personal development, quarterly rocks and growth opportunities within the role. This provides continual growth opportunities and accountability to your role.

## Requirements:

- Needs to complete an interview with the Managing Partner
- Leader excels in the desired area of position to oversee
- Execute his/her role at a high level for at least 3 months
- Receive a letter of recommendation from two Directors
- Embody our core values and our vision
- ServSafe certification upheld & maintained
- Read Love and Work by Marcus Buckingham and all other leadership books if not completed previously.

\*Timeline is based on overall performance and completion of the required tasks assigned.