



**Welcome to the
Management Team!**



Shift Manager Orientation Checklist

All training must be completed within 9 months of promotion date. Completed checklist should be signed by newly promoted manager and their coach. Please retain one copy for your records and send one copy to the office or scan and email to Taylor at taylor@muellermcd.com.

Manager Name: _____ Coach Name: _____

Promotion Date: _____ LTC Registration Date: _____

Task	Date	Mgr Initials	Coach Initials
Shift Manager Orientation			
Readiness for Advancement Checklist			
Shift Manager Role Profile			
ServSafe Training + Certificate Certificate #: _____ Expiration Date: _____			
Shift Leadership 3.0 Modules			
Leadership Transitions Class			
Shift Leader Verification Completed			
Post Class Action Plan Completed			

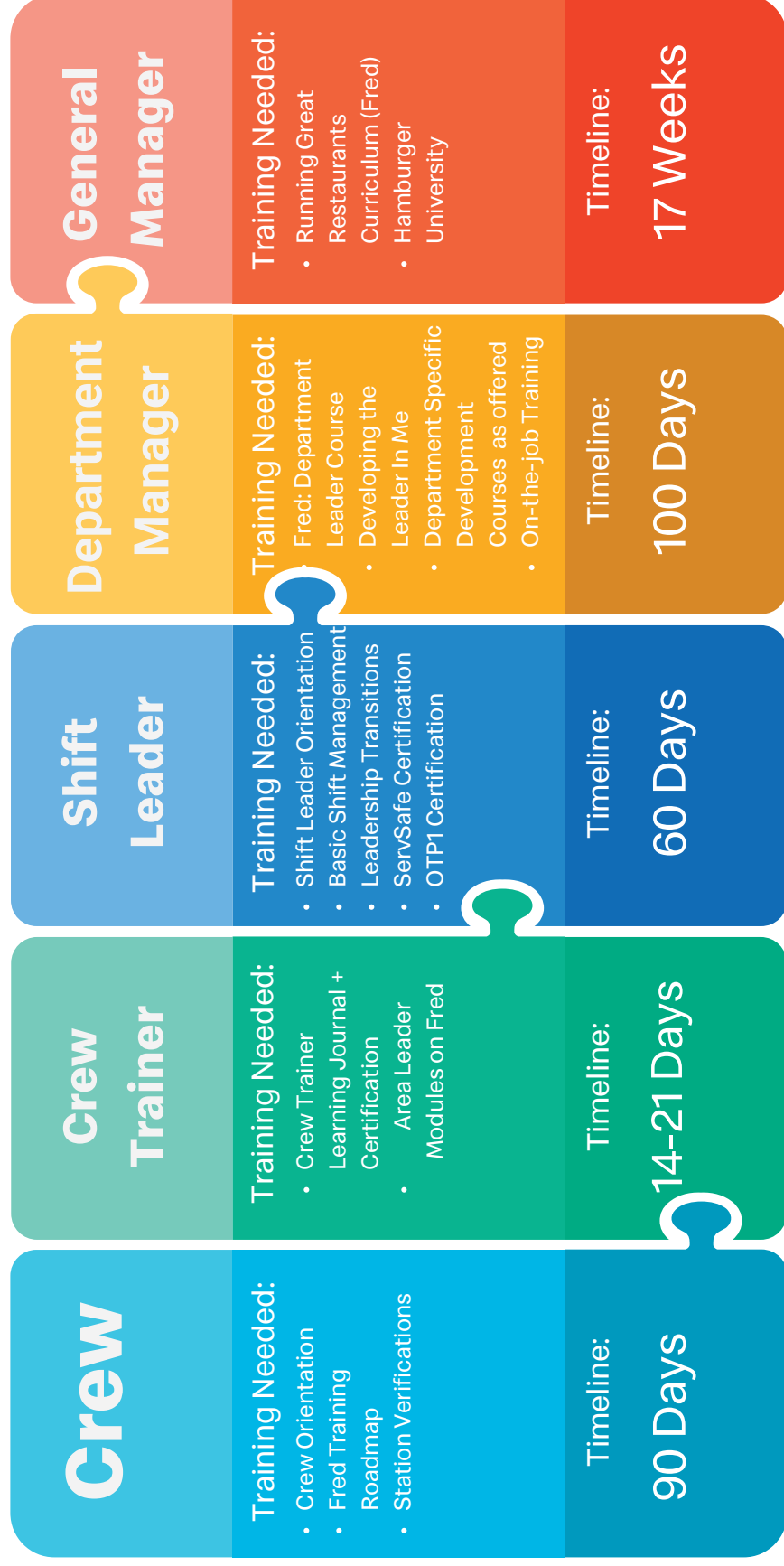
Shift Manager Training Completion Date: _____

Coach Signature: _____

Manager Signature: _____



Employee Progression Chart



Readiness for Advancement Checklist

(Used to evaluate readiness of crew for promotion to Shift Leader)

Candidate Name: _____

Payroll ID: _____

Manager Name: _____

Date: _____

Minimum Qualifications

Check YES/NO for each statement

1. Crew member is at least 18 years old (or will be by time of promotion).
2. Availability meets restaurant needs (nights, weekends, holidays).
3. Shows up on time and comes in when scheduled.
4. Verified on ALL Crew stations and can model performance standards.
5. Performance appraisal ratings meet or exceed standards.
6. Has transportation to make bank deposits or deliver/pick-up products (optional).

YES on all continue to next section

YES	NO

Fundamentals

Check ALMOST ALWAYS or NEVER/RARELY for each statement.

PEOPLE

1. Modifies own behavior and approaches to situations with sensitivity based on others backgrounds (ethnicity, gender, age, etc).
2. Keeps team members informed with relevant information.
3. Demonstrates behaviors of a coach.
4. Trains other crew using the 3-step method and proper training tools (i.e. FRED)
5. Presents a Hospitality First mindset and puts the Guest first.
6. Handles complaints calmly and effectively; is friendly to guests and crew under difficult working conditions.

SAFETY/SANITATION

7. Keeps safety at the forefront of all work activities and motivates others to follow safe work practices.
8. Maintains critical standards for raw and finished product quality, cleanliness and sanitation.
9. Properly manages and executes all food safety and sanitation requirements and practices.

SELF-ACCOUNTABILITY

10. Maintains a professional appearance.
11. Follows through on tasks.
12. Displays confidence in ability to perform job.
13. Completes work without requiring close supervision.
14. Able to receive an act on developmental feedback.

DECISION RULES

1. If all 14 fundamentals checked Almost Always proceed to Realistic Job Preview.
2. Any item scored Never/Rarely must be addressed before proceeding.

Almost Always	Never/Rarely

SHIFT LEADER ROLE PROFILE

OVERVIEW

A McDonald's Shift Leader is responsible for providing leadership to crew and other managers during a shift to ensure great QSC to our guests.

Shift Leaders plan for each shift, monitor performance during the shift, take action to ensure the team is meeting McDonald's standards, monitor Safety, Security, and Profitability, and communicate with the next Shift Leader to help prepare him/her to run a great shift, too.

Shift Leaders are also responsible for meeting targets during their shifts and for helping their assigned departments meet their goals.

RESPONSIBILITIES

FOOD SAFETY

- Complete and verify Daily Food Safety Checklist
- Monitor Food Safety procedures during the shift.

INTERNAL COMMUNICATION

- Read messages from managers communication log.
- Communicate with manager on shift and identify sales trends/problems
- Communicate shift targets to all
- Monitor and communicate progress toward targets throughout the shift.
- Communicate results and opportunities to the next manager

PEOPLE PRACTICES

- Check crew appearance
- Coordinate breaks for team
- Enforce all applicable labor and employment laws and McDonald's policies.

INVENTORY MANAGEMENT

- Maintain stock levels for 24/2
- Receive products by checking order accuracy, quality and condition.

- Track raw and completed waste each shift.

SAFETY & SECURITY

- Ensure cash controls are in place for each shift (safe contents, skims, deposits, +/-)
- Check security equipment for proper operation
- Maintain safety and security during the shift
- Use staggered method of open/close
- Enforce all applicable laws and policies

TRAINING (CREW)

- Ensure training device is charged and ready for use
- Review training/cross-training needs for crew
- Monitor execution of training on each shift

SERVICE

- Monitor and correct service procedures
- Seek guest feedback during travel paths
- Document customer complaints and action taken in managers communication log
- Follow customer recovery process when appropriate
- Monitor and correct production procedures

PRODUCTION

- Monitor cabinet levels
- Monitor UHC for correct holding times
- Monitor finished food quality

SCHEDULING (CREW)

- Review crew scheduling for proper staffing
- Ensure labor controls are in place each hour, each shift

PLANNED AND DAILY MAINTENANCE/CLEANLINESS

- Identify and respond to equipment and physical plant failure/unplanned activities
- Verify completion/follow-up on all cleaning tasks
- Verify completion/follow-up on all Planned Maintenance tasks

PERFORMANCE TARGETS

- Sales actual vs. projected
- Drive-thru car counts
- TPCH/TPMH Labor
- Cash +/-
- Raw and completed waste %
- Assigned Training, PM & Cleanliness tasks
- KVS/DT/FC times
- Pre-shift checklists complete
- Travel paths complete

LEADERSHIP BEHAVIORS, SHIFT LEADER

OVERVIEW

Completing assigned responsibilities for shifts is critical to being a great leader, as well as using the right leadership behaviors to get results.

Shift Leaders use specific leadership behaviors to lead their teams, serve their guests and get great restaurant results.

To the right are the leadership behaviors critical to being a great Shift Leader. These are not all the behaviors Shift Leaders will need to use but are some of the behaviors most important to McDonald's.

By demonstrating these behaviors, the Shift Leader will set the right example and improve results.

BEHAVIORS

BUILDS TEAMWORK

- Participates actively and willingly as a team member, volunteers to help others when it's important to the restaurant's performance
- Addresses conflict in a timely manner; does not avoid dealing with situations that might impact crew or customers during the shift
- Finds ways to work well with others, even when there are differences in approaches or viewpoints
- Discourages "we vs. they" thinking in the restaurant by providing coaching and team encouragement

COMMUNICATES EFFECTIVELY & HONESTLY

- Uses a positive, high-energy tone when leading others
- Speaks calmly and professionally with guests, employees and vendors, even in situations where there is conflict or disagreement
- Communicates "with" others, not down to them; shows empathy and understanding
- Listens carefully to others' opinions and ideas during discussions; asks questions to clarify others' points of view
- Keeps the personal or private issues of others' confidential
- Accepts feedback professionally and non-defensively
- Keeps the team updated on targets and results

DEVELOPS CREW & MANAGERS

- Works to make sure training and development happen during the shift, even when things get hectic

- Proactively coaches crew and other managers when they want or need to learn something new
- Acknowledges others' effort and accomplishments daily
- Delegates daily tasks and demonstrates trust in others ability to perform them

INFLUENCES BY EXAMPLE

- Influences by being credible; shows consistency in words and actions by following through on what he/she said
- Keeps performance consistent, even when the restaurant environment is challenging
- Influences others to do things the right way by personally standing behind them; not by blaming other people or reasons for why things need to be done
- Communicates expectations to others' by explaining the "why" not just the "what"

ORGANIZES THE WORK

- Prepares and organizes for work (pre-shift, DSPT)
- Uses work routines consistently to keep self and others on track (travel paths)
- Proactively addresses barriers the shift to minimize disruptions
- Sets and reinforces minimum standards of performance for self and others
- Creates a sense of urgency for achieving goals
- Conveys clear expectations for assignments and follows-up to make sure there is understanding
- Asks questions of his/her boss to clarify priorities when there are competing demands

PLANS BEYOND THE SHIFT

- Shows an ability to think "beyond" the shift by reviewing past shift information to plan for the current shift
- Records important information about the shift to help with planning futures shifts

PUTS THE GUEST FIRST

- Responds to all guests respectfully and professionally
- Makes themselves visible and accessible to them promptly and resolving issues
- Is observant of guests in the restaurant so that he/she can improve a guest's level of service or prevent a guest from becoming dissatisfied
- Takes actions that clearly show a commitment to total guest satisfaction
- Coaches others to provide high level of customer service
- Follows up with guests to ensure issues are resolved

SUPPORTS CHANGE

- Shows a positive attitude about change when asked to do something new or when explaining new things to others
- Quickly picks up on and adapts to different or new ways of doing things
- Explains to others why changes are important



Scan here to visit
our website



Scan here to view
the Manager Portal

Password: Bigmac72



Shift Leadership Foundations

Creating the
Guest Experience



Pre-Shift



During the Shift



Post Shift



Leading Feel-
Good Skills



Skills for
Shift Leaders



Safe and
Secure Shifts



Shift Leadership Resources



Shift Troubleshooting Tool

This resource helps provide direction to diagnose and remedy the danger zones of having 3+ cars in the drive-thru or 3+ guests in the lobby.

Food Safety

At McDonald's Food Safety is our #1 priority. This resource contains activities that will train you on key food safety focus areas, and important food handling and hygiene considerations.



Production Leader Pocket Guide

Use this guide as a reference on your shifts, learn something new, and identify how to make the next shift even better.

Drive-Thru Leader Pocket Guide

This will help you identify and remove barriers to a great customer experience. In this guide you'll also find information about McDelivery, Dine-In EOTF and Drinks.



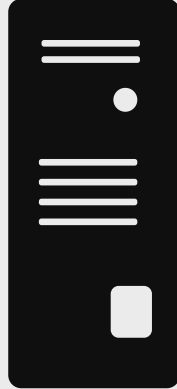
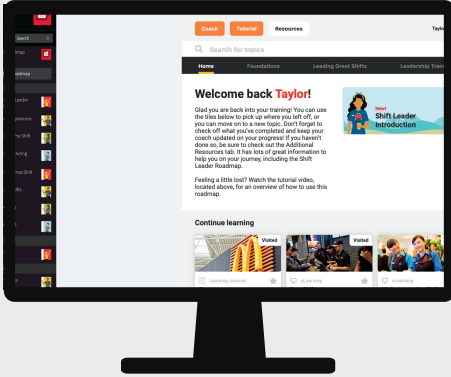
Shift Leader Verification Form

Your coach can use the Shift Leader Verification Form to help determine if there are any areas that you need to review together again prior to you leading a shift on your own.





Looking for help?



**Contact ATOS with
any technology issues
related to training:
1-800-515-3636**

Contact our People Team:

Skye Green

Hallstead, Montrose, Gibson, Clarks Summit



greeny854@gmail.com

Daniel Hanicak

Tunkhannock, Bell Mountain, Carbondale, Honesdale



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Taylor Noldy

Organization People Experience Lead



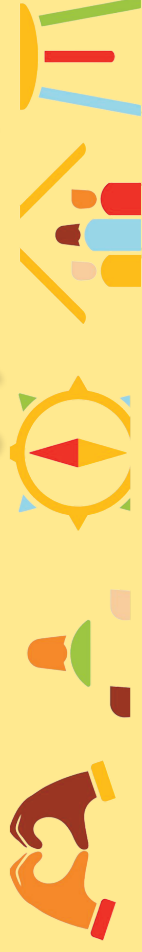
taylor@muellermcd.com



2023 EVP

Our Core Values:

Serve • Inclusion • Integrity • Community • Family



Training & Growth



Recognition & Celebration	Workshops	Free HS Diploma program	Textbook Reimbursement
Career Growth Days	Free advising	Free ESL Classes	Advancement Opportunities
Robust Training Classes	Scholarships	Tuition Assistance	Free tuition program

Flexibility & Balance



Flexible Scheduling	Leave of Absence
Work/School Balance	Location Flexibility

Community & Family




Community Events	Diversity	Frequent Communication
Fundraisers	Employee Fun Days	Inclusion

Pay & Benefits

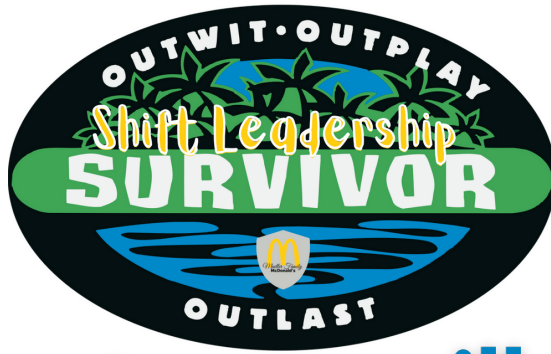


Competitive Wages	Profit Sharing	Free Meals	Telehealth
\$2 Hourly Bonus Pay	401k Plan	McD Perks Discounts	PTO + Vacation
Frequent Incentives	Insurance	30% Discount Nationwide	Free Uniforms + Shoes

Safety & Well-being



Monthly Safety Meetings	Workplace Violence Prevention Training
Open Door Policy	Safe and Respectful Workplace Training



Only the strong will survive!

2023 Manager Incentive

Test your Shift Management Skills in this game of Survivor! Each restaurant will have a \$250 winner each month and a \$1,000 cash prize drawing at the end of the year!

Rules:

1. Each shift running manager (including DMs and GMs) will have one internal Ecosure Visit and 1 internal PACE visit each month.
2. If a visit is done while you are running the floor and you pass the visit, you will be awarded 250 Elate Coins. These coins are valid for ONE entry into our monthly \$250 raffle.
3. If you are on the clock during an external visit (you do not need to be the floor manager), you will be awarded 500 Elate Coins (valid for 2 entries).
4. If you receive a 100% on an External Visit (Corporate or Ecosure), you will receive 1,000 Elate Coins (valid for 4 entries).
5. If you fail any visit (internal or external) throughout the year, you will not be awarded any coins. You will be eliminated from the yearly \$1,000 cash prize drawing.
6. To be eligible for the yearly drawing again, you must pass your next visit.
7. If you receive a 100% on an Internal Visit, you will receive an Immunity Idol. This Immunity Idol entitles you to stay in the game if you do not pass a visit throughout the year. This may only be used one time and is not transferrable to another manager.



Completing Your Training

*Congratulations and welcome to Shift Leadership! The **purpose** of this guide is to support your development and ensure that you become a well-trained and successful Certified Shift Leader. Please review the information below to better understand what you will need to complete and how long it will take you to complete.*

The screenshot displays the 'Shift Leadership Training Roadmap' interface. At the top, there's a navigation bar with 'Coach', 'Tutorial', and 'Resources' tabs. Below this is a search bar and a 'Home' button. The main content area features a 'Welcome back Kim Kampf!' message, a 'New! Shift Leader Introduction' button, and a 'Journey Progress' section. The 'Journey Progress' section shows three steps: 'Foundations' (13% complete), 'Leading Great Shifts', and 'Leadership Transitions'. Each step has a 'View' button.

Learner's Quick Links



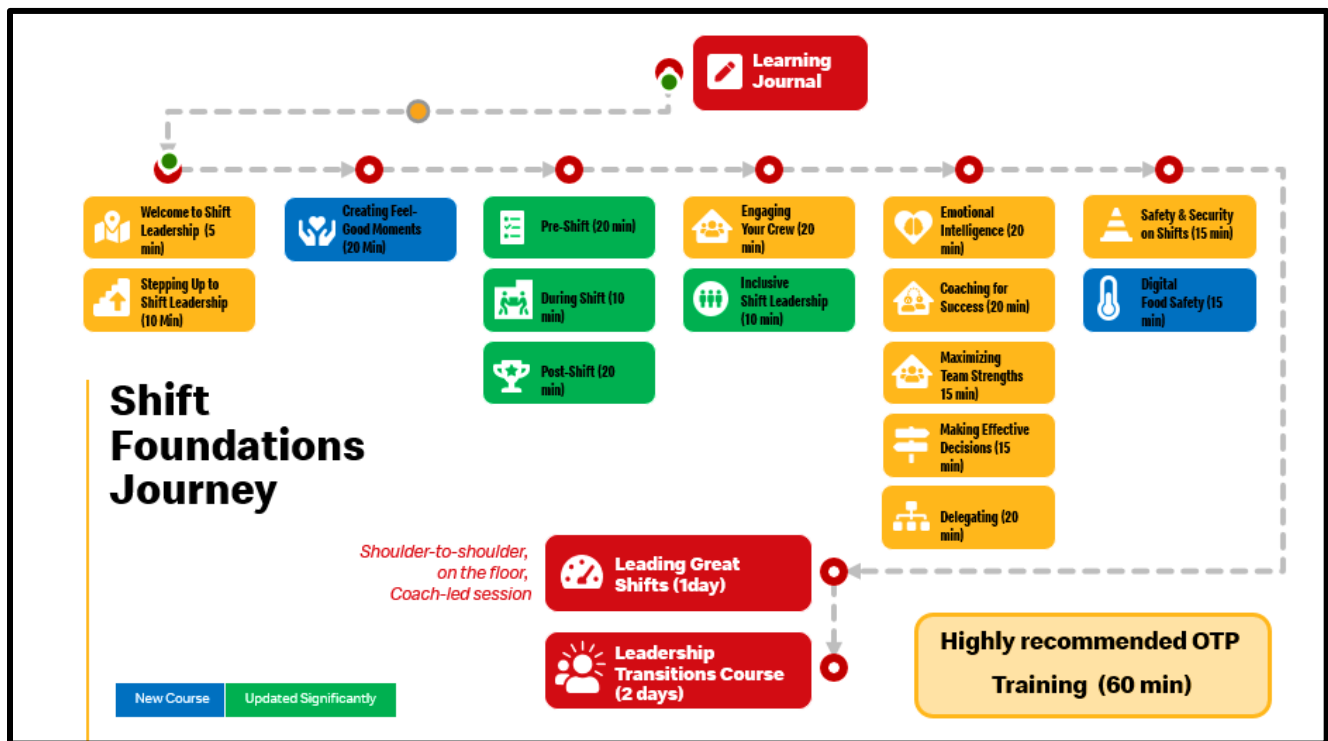
[Learning Journal to begin your training on Fred](#)

[Additional Resources \(Verification/pre-shift tools, etc.\)](#)

[Virtual Shift Leader Kick-Off Orientation \(Stamford Field Office under "Upcoming Webcasts"\)](#)

[Learning Library \(Restaurant career path\)](#)

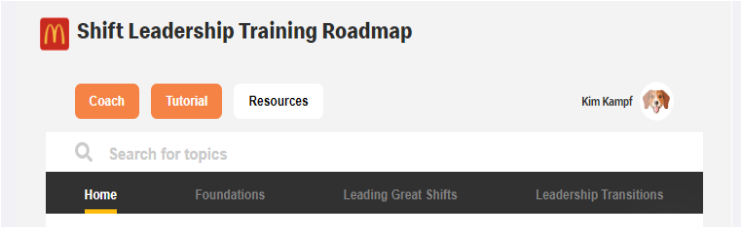
[Shift Leadership Interactive Journey](#)



Course Title	Length	Course Description
Welcome to Shift Leadership	5 min	Get an overview of the learning experiences in store for you during the Shift Leadership Curriculum learning journey. Explore your responsibilities to control and manage your own learning.
Stepping up to Leadership	10 min	Explore the shadow of a leader and the common concerns new shift leaders face as they step into their new role. Learn about leadership styles and the guiding principles that underlie effective shift leadership practices for creating feel good moments for guests and crew.
Creating Feel Good Moments	20 min	Learn how your positive influence can create feel good moments that keep guests and their families coming back for more. Explore ways to retain, regain and convert customers.
Leading Operations Pre-Shift	20 min	Learn to prepare for leading shifts by conducting pre-shift routines that ensure you, the restaurant and the shift crew team are prepared to delight guests and achieve shift targets.
Leading Operations During Shift	10 min	Learn to conduct the important routines that keep your shifts running. During the shift, effective shift leader routines ensure you, the restaurant and the shift crew team continue to delight guests and achieve shift targets.
Leading Operations Post-Shift	20 min	Learn to conduct effective post-shift hand-offs. Effective post-shift routines ensure you transition leadership to the next shift leader to ensure the restaurant and the shift crew team are prepared to delight guests and achieve shift targets.
Engaging Crew on Your Shifts	20 min	Learn how to elevate the crew experience on every shift. Effective shift leader behaviors and practices are key to creating feel good moments for guests and crew.
Using Emotional Intelligence	20 min	Explore emotional intelligence and how to build awareness of your own emotional triggers and that of others. Learn strategies for managing and leading with emotional intelligence creating a shift environment that delivers feel good moments for guests and crew built on hospitality and operational excellence.
Maximizing Team Strengths	15 min	Learn effective ways to maximize the strengths of crew teams working each shift. Explore how to create an authentically motivating environment for crew members by knowing who they are and their personal goals.
Coaching for Success	20 min	Learn effective ways to coach crew members working shifts. Explore how to create mutual trust and respect by coaching for improvement with positive practices while avoiding punitive approaches and practices.
Delegating	20min	Learn effective ways use the power of delegation to ensure operational excellence on each shift. Explore practices to prioritize activities and determine when and which things are right for delegation and which are not.
Making Effective Decisions	15 min	Learn ways to make effective decisions to ensure operational excellence on each shift. Explore why and how effective decision-making is such a critical tool for success when leading shifts.
Inclusive Shift Leadership	10 min	Get an overview of diversity, inclusion and bias. Explore why we create stories in our heads based on the judgements we make about others
Safety and Security on Shifts	15 min	Get an overview of safety and security situations that can occur on shifts. Explore how to use routines and best leadership practices to prevent safety or security risks and identify red flags and respond early to limit escalation when situations do occur.
Food Safety for Shifts	15 min	Get an overview of food safety, McDonald's number 1 business priority. Learn how cleaning, sanitizing, handwashing and disinfecting contribute to feel-good moments on shifts for guests and crew.
Digital Food Safety for Shifts	15 min	Learn why the Daily Food Safety Checklist is a critical toolset that fortifies the McDonald's Food Safety culture and will address gaps in understanding and performing Food Safety checks as well as provide resources for corrective actions when food safety issues are detected.



Module 1

Completed with Coach	Projected Completion Date	Completed?	Questions for your Coach?
<p>Welcome to Shift Leadership:</p>  <p>Log into Fred with your new eid:</p> <ul style="list-style-type: none"> ✓ Launch tutorial ✓ Click on Resources and see all the resources ✓ Note: There are parts to your development journey on Fred which include Foundations (self learning), Leading Great Shifts (“on the floor” training), and Leadership Transitions (attend class) 			
<p><u>Welcome to Shift Leadership</u></p> <ul style="list-style-type: none"> • Welcome to the Shift Leader Learner’s Journal • <u>Welcome to Leadership video</u> 			
Practice & Grow			
<p><u>Your role and Responsibilities as Shift Leader</u></p> <ul style="list-style-type: none"> • Our Values • <u>Shift Management System Map</u> • Shift Leader Responsibilities 			
Practice & Grow			
<p><u>Stepping up to Leadership</u></p> <ul style="list-style-type: none"> • Stepping up to Leadership • eLearning course in CAMPUS <u>Stepping Up to Leadership</u> 			
<p><u>Concerns about Transitioning to Leadership</u></p> <ul style="list-style-type: none"> • Concerns about Transitioning to Leadership 			
Practice & Grow (FRED)			

Homework:

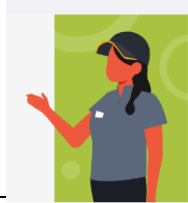
- eLearning course in **CAMPUS**
[Safe and Respectful Workplace](#)
- [Food Safety](#) at FRED

**Recommended to complete Serv-Safe Certification.
(Talk to your Coach)**



Module 2

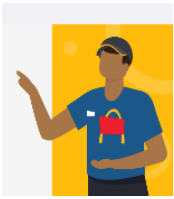
Completed with Coach	Projected Completion Date	Completed?	Questions for your Coach?
Creating The Guest Experience			
<u>Creating Feel-Good Moments</u> <ul style="list-style-type: none"> Hospitality Behaviors The Make it Promise eLearning course in CAMPUS <u>Creating Feel-Good Moments</u>			
Practice & Grow (FRED)			
<u>Using the Guiding Principles</u> <ul style="list-style-type: none"> Using the Guiding Principles 			
Practice & Grow (FRED)			
<u>Knowing Our Guests</u> <ul style="list-style-type: none"> Knowing Our Guests Delivering Feel-Good Moments 			
Practice & Grow (FRED)			
<u>Gold Standard Quality</u> <ul style="list-style-type: none"> Gold Standard Quality Review Strategies to ensure Quality 			
Leading Operations- Pre-Shift			
<u>Running Great Restaurants</u> <ul style="list-style-type: none"> Running Great Restaurants Explore the 3 main stages of leading the shift 			
Practice & Grow (FRED)			
<u>People Positioning</u> <ul style="list-style-type: none"> People Positioning Understanding what drives a Change in Positioning DSPT Splitting the Crew Functions People Positioning and Decision-Making 			



Module 3

Completed with Coach	Projected Completion Date	Completed?	Questions for the Coach?
<u>Pre-Shift</u> <ul style="list-style-type: none"> Pre-Shift 			
<ul style="list-style-type: none"> eLearning course in CAMPUS <u>Leading Operations Pre-Shift</u> Plan and Prioritize Your Shift Plan Pre-Shift Checklist and Travel Path 			
<u>Targets</u> <ul style="list-style-type: none"> Targets (*Review: R2D2, QSR Soft) Establishing & Communicating Targets Monitoring Targets with Crew 			
Leading Operations – During Shift			
<u>Leading The Shift</u> <ul style="list-style-type: none"> eLearning course in CAMPUS <u>Leading Operations During-Shift</u> 			
<u>Danger Zones</u> <ul style="list-style-type: none"> Danger Zones, Travel Paths Danger Zones activity Prioritizing Findings Decision-Making Process 			
Practice & Grow (FRED)			
<u>Observation Zone</u> <ul style="list-style-type: none"> Observation Zone 			
Post- Shift			
<u>Post Shift</u> <ul style="list-style-type: none"> eLearning in CAMPUS <u>Leading Operations Post-Shift</u> Analyzing the Shift Recognizing your Team 			
<u>Putting It All Together</u> <ul style="list-style-type: none"> Putting it all Together 			

(Cont. Module 3)	Projected Completion Date	Completed?	Questions for the Coach?
Journal Fred			
<p><u>Homework</u></p> <p>Complete with your Coach in your restaurant the following verifications:</p> <ul style="list-style-type: none"> • <u>In-Store Service Verification</u> On the floor practice (3 hours) (MUST PASS) Practice Pre-shift, setting and communicating targets, DSPT, coaching and providing feedback to crew. • <u>Drive Thru Verification</u> On the floor practice (3 hours) (MUST PASS) Practice Pre-shift, setting and communicating targets, coaching and providing feedback to crew. 			



Module 4

Completed with Coach	Projected Completion Date	Completed?	Questions for the Coach?
Leading Feel-Good Shifts			
Engaging Crew on Your Shift <ul style="list-style-type: none"> Engaging Crew on Your Shift eLearning course in CAMPUS Engaging Crew on Your Shift 			
Practice & Grow (FRED)			
Getting to Know Your Crew <ul style="list-style-type: none"> Getting to Know Your Crew eLearning courses in CAMPUS: Inclusive Shift Leadership Safe, Respectful, Inclusive Workplace 			
Practice & Grow (FRED)			
Build Trust and Gaining Respect <ul style="list-style-type: none"> Build Trust, Gaining Respect 			
Practice & Grow (FRED)			
Having a Leadership Mindset <ul style="list-style-type: none"> Having a Leadership Mindset Small Wins Activity 			
Journal (FRED)			
Skills for Shift Leaders			
Emotional Intelligence <ul style="list-style-type: none"> Emotional Intelligence eLearning in CAMPUS Using Emotional Intelligence 			
Practice & Grow (FRED)			
Homework:			

Complete OTP Training on FRED found on Foundations OTP1 Training OTP1 Terms & Definitions			
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Module 5

Skills for Shift Leaders (Cont.) Completed with Coach	Projected Completion Date	Completed?	Questions for the Coach?
Feedback and Coaching for Success <ul style="list-style-type: none"> Feedback and Coaching for Success Feedback Steps eLearning in CAMPUS Coaching for Success 			
Practice & Grow (FRED)			
Maximizing Team Strengths <ul style="list-style-type: none"> Maximizing Team Strengths eLearning in CAMPUS Maximizing Team Strengths 			
Practice & Grow (FRED)			
Making Effective Decisions <ul style="list-style-type: none"> Making Effective Decisions eLearning in CAMPUS Making Effective Decisions Activity: Observe, Analyze, Priorities & Execution The Importance of Communicating Your Decisions 			
Practice & Grow (FRED)			
Delegating <ul style="list-style-type: none"> Delegating eLearning in CAMPUS Delegating 			
Practice & Grow (FRED)			
Homework:			

<ul style="list-style-type: none"> • Production Verification On the floor practice (3 hours) (MUST PASS) Practice Pre-shift, setting and communicating targets, coaching and providing feedback to crew. 			
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Module 6

Completed with Coach	Projected completion date	Completed?	Questions for the Coach?
Safe and Secure Shifts			
Leading Safe and Secure Shifts <ul style="list-style-type: none"> • eLearning in CAMPUS Digital Food Safety for Shifts • eLearning in CAMPUS Safety and Security for Shifts • Food Safety • Clean, Safe Environment 			
Practice & Grow (FRED)			
Leading Great Shifts			
Your Shift Guide <ul style="list-style-type: none"> • Leading Great Shifts Overview • The Role of Your Coach • Tips for a Successful Coaching Session Experience 			
Preparing to Shift <ul style="list-style-type: none"> • Preparing for Leading Great Shifts 			
Additional Resources: <ul style="list-style-type: none"> • Review with your Coach for next week: <ul style="list-style-type: none"> ▪ Schedules ▪ Positioning ▪ QSR Soft ▪ R2D2 ▪ Set Targets 			

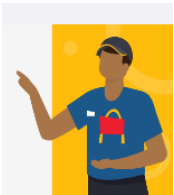


Module 7

Leading Great Shifts: Completed with Coach	Projected Completion Date	Completed?	Questions for the Coach?
<u>Pre-Shift Planning</u> <ul style="list-style-type: none"> • <u>People Positioning</u> <ul style="list-style-type: none"> ○ Pre-Shift • <u>Pre-Shift Routines</u> <ul style="list-style-type: none"> ○ Targets ○ Communicating with the outgoing manager ○ Pre-Shift Observations • <u>Pre-Shift Checklist and Travel Path</u> <ul style="list-style-type: none"> ○ Pre-Shift Checklist and Travel Path 			
<u>Leading the Shift</u> <ul style="list-style-type: none"> • Leading the Shift • <u>Leading the Shift Discussion</u> <ul style="list-style-type: none"> ○ Leading the Shift Discussion ○ People Positioning • <u>Conducting a Travel Path</u> <ul style="list-style-type: none"> ○ Conducting a Travel Path • <u>Leading the Shift Observation (60 minutes)</u> <ul style="list-style-type: none"> ○ Leading the Shift Experience - 20 minutes ○ Leading the Quality Experience - 20 minutes ○ Leading the Service Experience - 20 minutes ○ Leading the Shift Observation Discussion • <u>Taste of Quality</u> <ul style="list-style-type: none"> ○ Taste of Quality ○ Troubleshooting ○ Gold Standards ○ Reflections 			

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Leading Great Shifts (Cont)	Projected Completion Date	Completed?	Questions for the coach?
Clean, Safe Environment <ul style="list-style-type: none"> Clean, Safe Environment 			
Post Shift <ul style="list-style-type: none"> Post-Shift Routine Post Shift Analysis: Targets, Communication, Planning, Guest Experience, Crew Positioning, & Danger Zones. Rewards & Recognition <ul style="list-style-type: none"> Rewards & Recognition Reflections <ul style="list-style-type: none"> Reflections Reflection Questions 			



Module 8

	Projected Completion Date	Complete	Questions for the Coach
Scheduled a Shift Leader Verification			
Graduation – Assign Credit			
Setting Yourself Up for Success <ul style="list-style-type: none"> Schedule Leadership Transitions Class (* Note - CAMPUS will not let you register for a session until you have successfully completed all 16 of the Shift Leadership eLearnings) Pre-Session Review Recommendations After Class – Next Steps <ul style="list-style-type: none"> Post Class Action Plan 			



LTC Participant's Guides



Leadership Transitions Participant Guide

Day 1



Wifi: Mcdonalds
PW: Bigm@c01



- **Restroom Location: Out the side door to left**
- **Smoking: On breaks only, out back door**
- **Emergency Exits ~ Back Door or Front Door**
- **Breaks built in throughout day & lunch provided!**

Day 1 Agenda



Welcome

Your Role as a Shift Leader

Creating the Guest Experience

Leading Operations: Pre-Shift
Routines

Positioning for Success & Pre-
Shift Checklists

Setting Targets

Reacting to Danger Zones

Leading Operations: Technology

Day 1 Wrap Up

Creating the Guest Experience

Notes:

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Guiding Principles

Notes:

[illegible]

Hospitality Video

Notes:

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Day 1 LTC Hospitality/DT Service Example

SCAVENGER HUNT

1. How many DT lanes were being used? _____
2. How many times was the name from the Loyalty Code used at the speaker, the first window, or the second window? _____
3. About what time in the afternoon did this visit happen? _____
4. What kind of greeting did the crew person working the second window provide? _____
5. How many employees did you see working during the visit? _____
6. Which menu board was displaying the current order being taken? _____
7. How many managers did you see working during the visit? _____
8. How long was the total time spent in the DT line? _____

People Positioning

Notes:

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Positioning Activity



Working in your groups:

- Review the Scenario
- Fill out the Positioning Guide for Ops Excellence
- Put a star by your flex positions



Select a spokesperson from your team to present to the class.

Scenario 1:

It's Friday at 10:48am. You're scheduled to run the shift over lunch, and the manager who ran the floor for breakfast needs a break. The store wasn't too busy for breakfast according to sales, but it looks like the changeover to lunch was a bit rough. On your travel path, you noticed that the outside garbage cans need to be changed, the self-serve soda bar needs to be stocked and wiped down, and there are no secondary times on the prep table.

You notice that your second window ace is currently working the grill, and she looks a bit stressed. Up front, you see your FC runner ace taking and cashing out orders in the second window, and first window is not open.

Your current team and their Position ratings are:

Summer (mgr)	Rated 1 in all positions	Favorite position: initiating
Colleen (breakfast flr mgr)	DT: 3; FC:2, all Kitchen: 4	Favorite position: DT Runner
Kim (mgr)	Rated 1 in all positions	Favorite position: initiating
Hope (mgr)	DT: 3; FC: 2, all kitchen: 2	Favorite position: Assembly
BethL	DT: 1; FC: 1; grill: 3; table: 4	Favorite position: 2 nd window
Tina	DT: 2; FC: 1	Favorite position: 1 st Window
Kim	DT: 3; FC: 2; grill:2; fries: 2	Favorite position: Fries
Matt	Fries: 3	
Jay	DT: 3, FC: 2; all kitchen: 2	Favorite position: initiating
Abby	DT: 3; FC 3	Favorite position: order taker
Mikey	Grill: 3	
Dynasty	Grill: 3	
Gianna	DT: 3; FC: 2; table: 2; grill: 2	Favorite position: presenting

Using the schedule and the DSPT in the next few pages, position your crew for Ops excellence. Be prepared to explain your set-up!

Dynamic Shift Positioning Guide - Regular Menu

Shift Info Traditional DTHP/SidebySideHP/Self ServeHP/HOT Gand Fryer Same Wall as the Grill HP

Date: 02/03/2023

Shift Manager: e1134029

Time Period: 11:00-16:00

Positioning Schedule

11:00-12:00	12:00-13:00	13:00-14:00	14:00-15:00	15:00-16:00
1 Cashier	1 Cashier	1 Cashier	1 Cashier	1 Cashier
3 DT-OT 1	3 DT-OT 1	3 DT-OT 1	3 DT-OT 1	3 DT-OT 1
7 Runner	7 Runner	6 Runner	7 Runner	6 Runner
11 Presenter	11 Presenter	10 Presenter	10 Presenter	10 Presenter
12 DT-OT 2	12 DT-OT 2	12 DT-OT 2	12 DT-OT 2	12 DT-OT 2
4 Service Area/ OT	4 Service Area/ OT	13 DT Coordinator	14 DT Coordinator	13 DT Coordinator
14 Assembler/ Presenter	13 Assembler/ Presenter	4 Service Area/ OT	4 Service Area/ OT	4 Service Area/ OT
9 Fries	8 Fries	14 Assembler/ Presenter	13 Assembler/ Presenter	14 Assembler/ Presenter
2 Grill	2 Grill	8 Fries	9 Fries	8 Fries
5 Initiate S1	5 Initiate S1	2 Grill	2 Grill	2 Grill
6 Assemble S1	6 Assemble S1	5 Initiate S1	5 Initiate S1	5 Initiate S1
8 Fried/ Toast Bake Q	9 Fried/ Toast Bake Q	7 Assemble S1	6 Assemble S1	7 Assemble S1
10 Initiate S2	10 Initiate S2	9 Fried/ Toast Bake Q	8 Fried/ Toast Bake Q	9 Fried/ Toast Bake Q
★ Production Leader	★ Production Leader	11 Initiate S2	11 Initiate S2	11 Initiate S2
13 Cook/ Flex Assemble	14 Cook/ Flex Assemble	★ Production Leader	★ Production Leader	★ Production Leader
Pull Forward Runner	Pull Forward Runner	Pull Forward Runner	Pull Forward Runner	Pull Forward Runner
Production Leader	Production Leader	Production Leader	Production Leader	Production Leader
Guest Exp. Safe Sanitation Lead	Guest Exp. Safe Sanitation Lead	Guest Exp. Safe Sanitation Lead	Guest Exp. Safe Sanitation Lead	Guest Exp. Safe Sanitation Lead

Total Crew

P	A	P	A	P	A	P	A	P	A
11	12	11	12	10	12	8	12	7	12

Hour by Hour

Hour by Hour
High Utilization / Low Utilization / McCafé Counts

High Utilization / Low Utilization / McCafé Counts														
Hi	Low	McC	Hi	Low	McC	Hi	Low	McC	Hi	Low	McC	Hi	Low	McC
G	W	11	G	W	16	D	W	10	D	W	10	D	W	12

Curbside and Delivery

Curbside	Delivery	Curbside	Delivery	Curbside	Delivery	Curbside	Delivery	Curbside	Delivery
1	2	1	2	0	1	0	1	0	2

GC/Sales

P	A	P	A	P	A	P	A	P	A
99		110		96		77		76	
\$1099		\$1121		\$910		\$722		\$756	



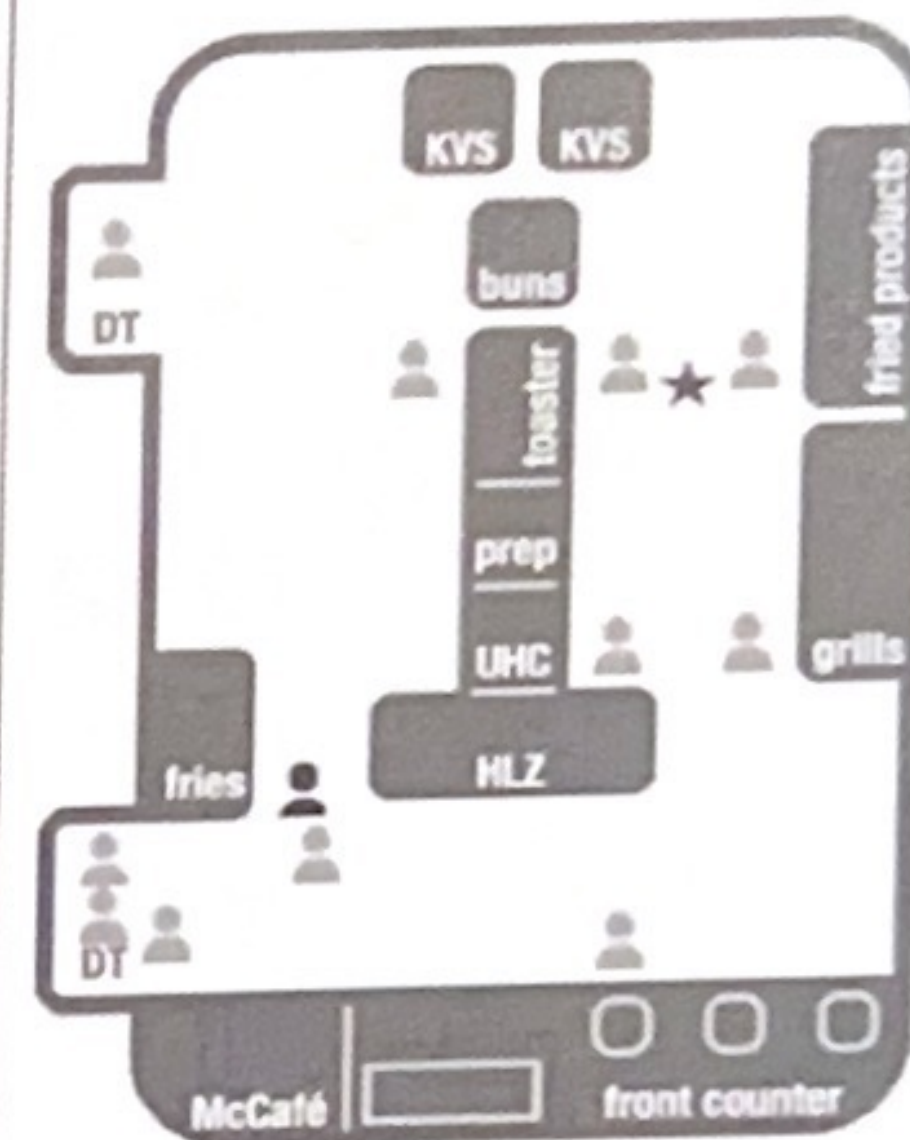
Positioning For Ops Excellence

Time	Position
11:00-16:00	Second Side
11:00-16:00	Split Function(DT)
11:00-16:00	Fry Person
-	McCafé Person

Performance Target	Target	Actual
Car Count-Peak		
OEPE		
Sandwich Counts		
KVS		

Peak Hour Positioning

12:00-13:00	110 TCs 72% DT
-------------	----------------



Staffing And Breaks

[illegible]

Fixed Shifts

Name	Area	Shift	Break

Printed On : 02/01/2023 08:51

Dynamic Shift Positioning Guide - Secondary Roles - Regular

Shift Info Traditional/DTHP/SidebySideHP/SelfServeHP/NOT Gandl ryer SameWallastheGrillHP

Date : 02/03/2023

Shift Manager : e1134029

Time Period : 11:00-16:00

Positioning - Secondary Roles

11:00-12:00	12:00-13:00	13:00-14:00	14:00-15:00	15:00-16:00
1 Cashier • Guest Hospitality •	1 Cashier • Guest Hospitality •	1 Cashier • Guest Hospitality •	1 Cashier • Guest Hospitality •	1 Cashier • Guest Hospitality •
3 DT-OT 1 • Tasks near Cash Booth •	3 DT-OT 1 • Tasks near Cash Booth •	3 DT-OT 1 • Tasks near Cash Booth •	3 DT-OT 1 • Tasks near Cash Booth •	3 DT-OT 1 • Tasks near Cash Booth •
7 Runner • In-Store Assembly •	7 Runner • In-Store Assembly •	6 Runner • In-Store Assembly •	7 Runner • In-Store Assembly •	6 Runner • In-Store Assembly •
11 Presenter • Guest Hospitality •	11 Presenter • Guest Hospitality •	10 Presenter • Guest Hospitality •	10 Presenter • Guest Hospitality •	10 Presenter • Guest Hospitality •
12 DT-OT 2 • McCafe •	12 DT-OT 2 • McCafe •	12 DT-OT 2 • McCafe •	12 DT-OT 2 • McCafe •	12 DT-OT 2 • McCafe •
4 Service Area/OT • Guest Hospitality • Service Production	4 Service Area/OT • Guest Hospitality • Service Production	13 DT Coordinator • •	14 DT Coordinator • •	13 DT Coordinator • •
14 Assembler/Presenter • •	13 Assembler/Presenter • •	4 Service Area/OT • Guest Hospitality • Service Production	4 Service Area/OT • Guest Hospitality • Service Production	4 Service Area/OT • Guest Hospitality • Service Production
9 Fries • Guest Hospitality •	8 Fries • Guest Hospitality •	14 Assembler/Presenter • •	13 Assembler/Presenter • •	14 Assembler/Presenter • •
2 Grill • Assist FP •	2 Grill • Assist FP •	8 Fries • Guest Hospitality •	9 Fries • Guest Hospitality •	8 Fries • Guest Hospitality •
5 Initiate S1 • Assist Assembler •	5 Initiate S1 • Assist Assembler •	2 Grill • Assist FP •	2 Grill • Assist FP •	2 Grill • Assist FP •
6 Assemble S1 • Assist Initiator •	6 Assemble S1 • Assist Initiator •	5 Initiate S1 • Assist Assembler •	5 Initiate S1 • Assist Assembler •	5 Initiate S1 • Assist Assembler •
8 Fried/Toast Bake Q • Assist Initiator • Assist Grill	9 Fried/Toast Bake Q • Assist Initiator • Assist Grill	7 Assemble S1 • Assist Initiator •	6 Assemble S1 • Assist Initiator •	7 Assemble S1 • Assist Initiator •
10 Initiate S2 • •	10 Initiate S2 • •	9 Fried/Toast Bake Q • Assist Initiator • Assist Grill	8 Fried/Toast Bake Q • Assist Initiator • Assist Grill	9 Fried/Toast Bake Q • Assist Initiator • Assist Grill
★ Production Leader • •	★ Production Leader • •	11 Initiate S2 • •	11 Initiate S2 • •	11 Initiate S2 • •
13 Cook/Flex Assemble • •	14 Cook/Flex Assemble • •	★ Production Leader • •	★ Production Leader • •	★ Production Leader • •
Pull Forward Runner • •	Pull Forward Runner • •	Pull Forward Runner • •	Pull Forward Runner • •	Pull Forward Runner • •
Production Leader • •	Production Leader • •	Production Leader • •	Production Leader • •	Production Leader • •
Guest Exp. Safe Sanitation Lead • •	Guest Exp. Safe Sanitation Lead • •	Guest Exp. Safe Sanitation Lead • •	Guest Exp. Safe Sanitation Lead • •	Guest Exp. Safe Sanitation Lead • •

Date: Friday, 01/27/2023

Hour Start:	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00	01:00	02:00	03:00
#WINDOW	0	0	0	5	13	16	18	22	28	16	12	17	13	15	14	13	7	7	4	0	0	0	0	0
#CURBSIDE	0	0	0	0	1	0	1	2	4	0	0	1	1	1	0	1	0	0	0	0	0	0	0	0
#DELIVERY	0	0	0	1	0	1	6	3	3	3	2	2	5	2	2	3	2	2	1	2	2	1	0	0
#DTHRU	0	0	29	48	53	54	50	61	69	55	49	42	42	45	41	34	34	21	22	14	7	2	0	0
#SANWCH	0	0	43	71	101	122	124	156	198	129	111	120	117	144	119	108	89	59	63	36	19	3	0	0
#FRY/HB	0	0	15	34	47	60	55	81	102	66	56	65	64	76	66	52	43	27	28	15	8	2	0	0
#MCCAFE	0	0	8	16	21	25	22	14	16	11	10	9	8	11	6	7	6	4	4	1	1	0	0	0
\$SALES	0	0	184	368	495	610	611	840	1060	701	566	657	644	802	683	576	484	320	314	168	106	27	0	0
TOTAL VLH NEEDS	0 0 0 0	0 0 0 0	3 4 3 4	4 5 5 6	6 6 8 6	7 7 7 7	7 6 7 6	1 1 1 1 9 0 0 0	1 1 1 1 1 0 0 1	1 0 8 8 7	1 7 1 6 6	7 9 9 7	9 9 7 9	8 9 9 9	9 9 9 6	6 6 4 5	7 5 4 4	4 4 3 4	4 5 4 2	3 2 2 2	2 2 2 2	2 2 2 0	0 0 0 0	0 0 0 0
HRS +/-	0 0 0 0	0 0 0 0	- - 0 1 0 1	- - - 0 1 1 2	- - - - 1 1 3 1	- - - - 2 2 2 2	1 2 1 2	- - - - 1 2 2 2	- - - - 0 1 1 1	- - - 3 1 1 0	- 0 4 1 1	- - - 0 2 2 1	- - - 1 1 2 1	1 0 0 0	1 1 1 2	2 1 2 0	- 1 0 0 0	0 0 1 0	0 1 2 0	0 1 1 1	0 0 0 0	0 0 0 2	0 0 0 0	0 0 0 0
SUMMER G (#607)		0 0 0 0	F F F F L L L L	F F F F L L L L	G G G G B B B B	G G / / B B	G G G G B B B B	G G G G	G G G G	S S S S C C C C														
Colleen F (#034)				A A A A	A A A A	F F F F L L L L	F F F F L L L L	/ / F F L L	F F F F L L L L	F F F F L L L L	F F F F L L L L	F F F F L L L L												
Kimberlee C (#750)					F F F F L L L L	D D D D	D D D D	D D D D	D D D D	/ / D D	D D D D	D D D D	A A A A											
Casey S (#613)							G G G G B B B B	G G G G	G G G G	G G / /	G G G G	G G G G	G G G G	G G G G										
Hope B (#572)									G G G G	G G G G	G G G G	/ / G G	F F F F L L L L	F F F F L L L L	F F F F L L L L	F F F F L L L L								
Deon M (#029)													D D D D	D D D D	D D D D	D D / /	G G G G	G G G G	G G F F L L	G G G G				
Cody C (#017)																A A A A	F F F F L L L L	F F F F L L L L	F F / / L L L L	F F F F L L L L	F F F F L L L L	F F F F L L L L	C C C C	
BethL P (#011)		0 0 0 0	D D D D	D D D D	D D D D	/ / D D	D D D D	D D D D	D D D D															
Nancy B (#025)		0 0 0 0	G G G G B B B B	G G G G B B B B	G G G G B B B B	G G G G B B B B	G G G G B B B B																	
Tina G (#051)			D D D D	D D D D	D D D D	D D D D	D D D D	D D D D	D D D D															
Tom W (#736)			M M M M	M M M M	M M M M	M M M M	M M M M	G G G G L L L L	G G G G L L L L															
Kim P (#041)				G G G G B B B B	G G G G B B B B	G G G G B B B B	W W W W	W W W W	W W W W	W W W W														
Ruth P (#621)						S S S S	L L L L	L L L L	L L L L	S S S S														
Matt K (#027)							F F F F F F F F	F F F F F F F F	F F F F F F F F															
Jay H (#024)								G G G G	G G G D	D D D D	D D D D	D D												

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Date: Friday, 01/27/2023

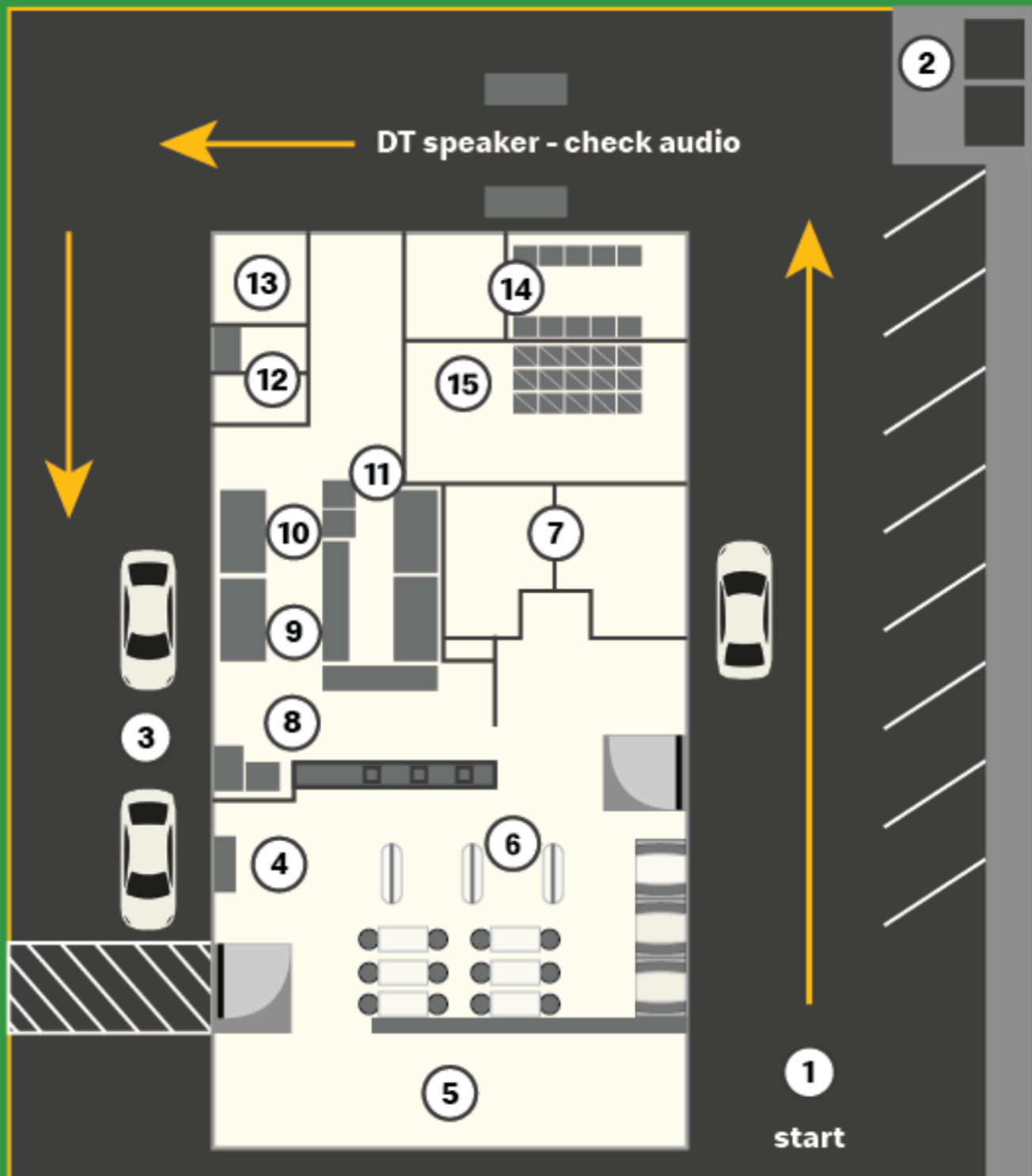
Hour Start:	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00	01:00	02:00	03:00
#WINDOW	0	0	0	5	13	16	18	22	28	16	12	17	13	15	14	13	7	7	4	0	0	0	0	0
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#DTHRU	0	0	29	48	53	54	50	61	69	55	49	42	42	45	41	34	34	21	22	14	7	2	0	0
#SANWCH	0	0	43	71	101	122	124	156	198	129	111	120	117	144	119	108	89	59	63	36	19	3	0	0
#FRY/HB	0	0	15	34	47	60	55	81	102	66	56	65	64	76	66	52	43	27	28	15	8	2	0	0
#MCCAFE	0	0	8	16	21	25	22	14	16	11	10	9	8	11	6	7	6	4	4	1	1	0	0	0
\$SALES	0	0	184	368	495	610	611	840	1060	701	566	657	644	802	683	576	484	320	314	168	106	27	0	0
TOTAL VLH NEEDS	0 0 0 0	0 0 0 0	3 4 3 4	4 5 5 6	6 6 8 6	7 7 7 7	7 6 7 6	1 1 1 1 9 0 0 0	1 1 1 1 1 0 0 1	1 0 8 8 7	1 7 1 6 6	7 9 9 7	9 9 7 9	8 9 9 9	9 9 9 6	6 6 4 5	7 5 4 4	4 4 3 4	4 5 4 2	3 2 2 2	2 2 2 2	2 2 2 0	0 0 0 0	0 0 0 0
HRS +/-	0 0 0 0	0 0 0 0	- - 0 1 0 1	- - - 0 1 1 2	- - - - 1 1 3 1	- - - - 2 2 2 2	1 2 1 2	- - - - 1 2 2 2	- - - - 0 1 1 1	- - - 3 1 1 0	- 0 4 1 1	- - - 0 2 2 1	- - - 1 1 2 1	1 0 0 0	1 1 1 2	2 1 2 0	- 1 0 0 0	0 0 1 0	0 1 2 0	0 1 1 1	0 0 0 0	0 0 0 2	0 0 0 0	0 0 0 0
Hour Start:	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00	01:00	02:00	03:00
Abby S (#077)									D D D D	D D D D	D D D D	D D D D	D D D D											
Mike B (#013)									T T T T R R R R	T T T T R R R R	T T T T R R R R	T T T T R R R R												
Mikey A (#012)									G G G G	G G G G	G G G G	G G G												
Dynasty R (#001)									G G G G G	G G G G G	G G G G G	G G G												
Devin E (#014)												M M M M	M M M M	M M M M	M M M M	M M M M	M M M M							
Gianna G (#049)												D D D D	D D D D	D D D D										
Ayden C (#002)													G G G G	G G G G	G G G G									
Brooke S (#010)													F F F F F F F F	F F F F F F F F	F F F F F F F F	F								
Cindy B (#066)													T T T T R R R R	T T T T R R R R	T T T T R R R R									
Conner C (#072)													T T T T D D D D	T T T T D D D D	T T T T D D D D	G G G G	G G G G	G G G G						
Hunter L (#021)													G G G G	G G G G	G G G G	G G G G	G							
Lorelei P (#026)													W W	W W W W	W W W W	W W W								
Joseph B (#015)														D D D D	D D D D	D D D D	D D D D	D D D D	D D D D					
Nakiya G (#055)														G G G G	G G G G	G G G G	G G							

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Pre-Shift and Travel Paths

Notes:

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.



1. Exterior lot
2. Corral and back yard
3. Drive Thru Exterior
4. Lobby/Beverage bar
5. PlayPlace/Playland
6. Kiosks
7. Restrooms
8. Front Counter & Drive Thru Interior
9. Crew & Personal Hygiene
10. Production & Assembly areas
11. Prep area
12. Back Office area
13. Crew Room
14. Walk-in Cooler/Freezer
15. Stock Room/Back Room

Setting Targets

Notes:

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

Labor and Labor Laws

Notes:

This image shows a full page of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page, providing a template for handwriting practice or general writing. There are no margins, text, or other markings on the page.

Putting it all Together



Working in your groups:

Review the DAR, Positioning Guide, and Schedule

Think Critically – what scheduling adjustments would you make each hour?



Select a spokesperson from your team to present to the class.

Scenario 2:

It's 4pm, and another shift manager has finished their travel path and pre-shift checklist, and it's time for them to take over for you on the floor. Before you pull drawers to start dayshift cash, you pull a DAR.

You know that today could have gone a little better, and you know that next Friday, you'll be running the shift with the same team scheduled.

Looking at the DAR, your positioning guide from earlier, and the schedule, what adjustments would you make so that next Friday runs smoothly?

Be prepared to explain!

01/31/2023 03:37 PM EST

Daily Activity Report
Store : 25183, CARBONDALE PA
Business Date : 01/27/2023

Page: 1 of 1

Time	Product Net	Actual Total Trans	Total Trans+/- (Actual- Proj)	Dthru Trans+/- (Actual- Proj)	Window Trans+/- (Actual- Proj)	Actual Sandwich Count	Sandwich Count+/- (Actual- Proj)	DT TTL	Window TTL	KVS Prep	Actual Punched Hours	Total Hours Diff (Total Hrs- All Scheduled)	Total Hrs +/- (Total Hrs - All Needed)	Actual Trans Per Punched Hours	Punched Labor%
05:00	\$0.00	0	0	0	0	0	0	0	0	0	0:02	0:02	0:02	0.00	0.00
06:00	\$0.00	0	0	0	0	0	0	0	0	0	3:02	0:02	0:02	0.00	0.00
07:00	\$258.64	38	9	8	0	62	19	147	0	32	5:59	0:59	-0:16	6.35	40.20
08:00	\$477.95	70	17	15	2	104	34	152	179	67	7:00	1:00	-1:15	10.00	25.19
09:00	\$558.40	67	1	0	1	98	-3	163	183	67	7:25	0:25	-0:35	9.03	22.98
10:00	\$532.45	60	-10	-12	3	89	-34	173	254	64	7:47	0:47	-0:28	7.71	25.14
11:00	\$607.71	65	-3	-1	-1	115	-8	158	150	86 &	10:49	0:49	2:19	6.01	30.64
12:00	\$615.23	66	-16	-13	-3	114	-42	228	217	133	9:53	-0:07	-0:07	6.68	28.02
13:00	\$784.31	83	-15	0	-13	135	-63	221	167	80	13:52	-0:23	1:07	5.99	29.67
14:00	\$615.78	69	-2	-2	0	110	-19	185	189	68	10:24	0:24	-0:21	6.63	28.54
15:00	\$802.98	79	18	11	7	159	47	272	237	87	9:23	1:23	-1:07	8.42	19.59
16:00	\$584.48	74	15	15	1	104	-16	177	155	68	10:12	1:27	1:12	7.25	28.60
17:00	\$512.77	53	-2	-4	2	92	-26	162	186	72	11:48	-1:27	-0:12	4.49	35.84
18:00	\$888.84	71	12	13	-2	149	5	174	175	45 &	14:42	1:42	0:12	4.83	26.05
19:00	\$1,032.40	71	16	12	5	179	60	302	263	94 &	15:00	3:00	0:30	4.73	23.27
20:00	\$616.55	50	3	0	3	100	-9	240	182	43	10:08	0:38	1:23	4.93	25.82
21:00	\$520.82	48	7	1	6	89	1	266	421	59	8:35	1:50	0:35	5.59	26.25
22:00	\$481.16	47	19	12	6	78	19	230	186	44	7:12	2:12	1:27	6.53	24.55
23:00	\$236.38	26	0	1	-2	48	-15	216	431	44	5:23	1:23	1:08	4.83	37.18
00:00	\$195.07	18	4	2	1	40	5	272	451	190	4:03	0:03	0:03	4.44	34.06
01:00	\$104.96	12	5	4	1	20	0	244	584	146	4:00	1:00	1:00	3.00	62.54
02:00	\$83.96	5	3	4	0	17	13	303	0	235	3:17	0:17	1:47	1.52	64.41
03:00	\$0.00	0	0	0	0	0	0	0	0	0	2:09	-0:51	-0:51	0.00	0.00
04:00	\$0.00	0	0	0	0	0	0	0	0	0	0:00	0:00	0:00	0.00	0.00
Actual Total	\$10,510.84	1,072	81	66	17	1,902	-32	205	215	76	182:05	16:35	7:35	5.89	28.62

*ACTUAL PUNCHED HOURS DOES NOT INCLUDE SALARIED EXEMPT MANAGER HOURS, PUNCHED LABOR PERCENT DOES NOT INCLUDE DAILY SALARIED EXEMPT MANAGER DOLLARS.

*DAILY ACTIVITY LABOR DOES NOT INCLUDE BONUS DOLLARS, MISCELLANEOUS PAY, SPECIAL CHECKS OR VACATION ACCRUAL.

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Technology

Notes:

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.



Leadership Transitions Participant Guide

Day 2



Course Roadmap



Course Goal

By the end of the course, you will develop two things:

1. Your purpose statement for your role as Shift Leader at McDonald's
2. A specific behavioral goal you will work on during every shift




2. Values Led Leadership

Activity: Values Led Leadership



- Using the 'Living McDonald's Values' Discovery Map, each team will be involved in discussions and complete activities.
- The 'Living McDonald's Values' Cards will provide the instructions for the activity.
- Your Facilitator will act as your guide.
- Each team member will take turns reading the cards we are focused on out to the rest of the team.
- The cards have numbers on them to keep us on track.

As you read the cards, you will see that they have speech bubbles on them: . These indicate that you should stop and either discuss the associated question or complete an activity with the team.

Living McDonald's Values Cards 1 (The McDonald's System) and 2 (McDonald's Teams and their Contributions)

- Discuss question 1 before moving on to question 2.
- Make sure both questions are answered.
- Capture your responses to question 1 on your flipchart.

Notes

Living McDonald's Values Card 3 (Growth Pillars)

Notes

Living McDonald's Values Card 4 (Brand Cards)

- In your teams, work through question 4.
- Turn your flipchart around so that no other team can see your ranking.
- Record your responses on your flipchart.

Notes



Activity: Living McDonald's Values Card 5 (Bringing McDonald's Values to Life)

- In your teams, read out question 5.
- You will be assigned one Value, write on top of your team's flipchart.
- Record as many examples as you can of how your team's assigned Values are being brought to life on the map.

Notes

Living McDonald's Values Card 6 (Dilemma)

- In your teams, please work through the Dilemma you have been assigned.
- List each Value and examples of where you can see them being brought to life.






Notes



Living McDonald's Values Card 7 (Behaviors)

- In your teams, answer question 7 using the table below.
- Assign a timekeeper and be careful to keep to time.

List examples of what behaviors and actions support each of the Values.

	Behaviour
 <p>Serve We put our customers and people first</p>	<i>e.g. Prioritizes safety and well-being of Crew and Customers</i>
 <p>Inclusion We open our doors to everyone</p>	<i>e.g. Treats all team members as individuals and with respect</i>
 <p>Integrity We do the right thing</p>	<i>e.g. Ensures each platform operates as designed</i>
 <p>Community We are good neighbors</p>	<i>e.g. Supports community events held at the restaurant</i>
 <p>Family We get better together</p>	<i>e.g. Constantly looks to help team members bring their best selves to work</i>



Living McDonald's Values Card 8 (McDonald's Values and Your Role)

- In your teams, discuss and capture your notes on question 8.

Notes

Living McDonald's Values Card 9

- Individually, please work through questions.
- This is reflection time for you to capture your thoughts.



Notes

Living McDonald's Values

As a family, we get better together. Agree on the two Values that have the biggest opportunity for your team.

Decide on 1-3 actions you can do to live that value.

Notes



Activity: Values Important to You

1. Circle the values that are important to you.
2. Put a star (*) next to the five most important ones.
3. If desired, share with the class.

Achievement	Loyalty	Adventure
Change	Money	Relationships
Honesty	Cooperation	Order
Community	Influence	Creativity
Power	Privacy	Decisiveness
Persistence	Knowledge	Humor
Recognition	Wisdom	Integrity
Involvement	Expertise	Stability
Security	Excellence	Challenge
Competition	Advancement	Independence
Status	Freedom	Service
Other_____	Other_____	Other_____



Activity: Your Shift Leader Purpose Statement

Your completed Shift Leader purpose statement will sound something like this:

I am _____ [name]. As a Shift Leader at McDonald's, I help _____ [target audience]
do/be/have _____ [skill or experience] so that _____ [result].

Answer the following questions to guide development of your purpose statement:

What is important to me? (Refer to the values you circled above.)

What are my short-term and long-term work goals?

What does being the best I can be at McDonald's look like for me?

As I go through life, how do I want people to describe me?



3. The Ideal Shift Leader

1. Work as a group to brainstorm as many characteristics for the ideal Shift Leader as you can.
 - Why would McDonald's want to hire this person?
 - What are they like?
 - How well do they represent the brand?
 - What things do they do that let you know they are an ideal leader?
 - Why do people want to work for them?
 - Is there anything this leader doesn't do?
2. How to brainstorm:
 - All stand around your flipchart.
 - Choose two scribes.
 - Everyone should call out any characteristics an Ideal Shift Leader should have.
 - The scribes capture all that is said.
 - There should be **no discussion** about anything anyone offers, as what might seem strange to one person can be thought-provoking for another person.

3. Record the one characteristic you believe your Restaurant Leader will see as your biggest strength.

4. Record the characteristic you see as an opportunity for you to develop further.



Activity: Skills Assessment

Looking at the characteristics of an ideal Shift Leader, identify the skills you already have and the skills you want to develop.

Use the table below. You will circle back to this list at the end of Day 3.

Skills I have – My strengths	Skills I Want to Develop – My opportunities



4. Leadership Principles

Building Trust and Gaining Respect

Reflections on Ways to Build Trust

Reflections on Ways to Gain Respect

Notes



Activity: Your Impact

1. Work with your team to draw an example of the Shift Leader's impact.
2. Select a spokesperson to share your drawing with the class.

Consider

What impact have your leaders had on you?

What type of impact do you hope to have on those who follow your leadership?

What might your Crew be saying about the impact you're having on your shifts now?

How do you want Crew members to respond to your impact, emotionally?

Is there anything about your impact you'd like to change that would allow you to gain more trust and build more respect?

Reflections on the impact you have on others



5. Emotional Intelligence

How Emotions Relate to Leadership

- When describing the ideal Shift Leader, there was an element of how that leader makes us feel.
- When discussing the leadership principles of trust, respect, and impact, we're really talking about how leaders make us feel.
- When talking about the leader's impact, we're talking about the emotions leaders provoke in those around them.
- A purpose statement is based on our values, and our values are based on how we feel about the important things in our lives.

Definition of Emotional Intelligence

Emotional intelligence has two parts:

- The ability to recognize and appropriately express your own emotions
- The ability to accurately perceive and respond to the emotions of others

Activity: Connecting Emotions to the Map

How does understanding your emotions:

- Help you empower your Crew?
- Help you create feel-good moments for your Customers?
- How does developing Emotional Intelligence help impact sales and business results?

Being an Authentic Leader

Definition of Authentic: A quality of being genuine and worthy of belief. A person who is completely trustworthy is often also described to be authentic. (Merriam-Webster)

How does being authentic help you build trust?

How does being authentic help you gain respect?

How does leading with values contribute to being authentic?



Improving Your Emotional Intelligence

- Practice Awareness of Self.
- Practice Self-Management.
- Practice Awareness of Others.
- Practice Relationship management.

Ideas for Improving Emotional Intelligence

Awareness:

The first step to managing your emotions is recognizing them. Start by taking the time to recognize your emotions and what triggers them.

- Are there certain situations, words or other circumstances that create a specific emotion for you?
- How does your body feel in certain emotional situations?
 - How is your breathing?
 - How do your muscles feel?
 - What facial expression do you show?

It can be helpful to ask those closest to you to describe their observations when you feel a particular emotion.

Management:

- The power of a pause - If you feel an intense emotion, take a moment to pause and think about how you want to react and what you want to say.
- Take a deep breath or silently count to 10 to give yourself a pause.
- Check your assumptions.
- Do you know everything you need to know about the situation?
- Have you really listened to the other person's point of view?
- Are you assuming positive intent on the part of the other person?
- Is the reaction of the other person personal to you, or would they have that reaction with anyone?

Make a game plan:

- What do you want to do or say in this situation?
- How does that reaction fit with your values?
- How will your reaction impact you and others involved?
- Would loved ones or others you respect think highly of your actions?

Key Takeaways Regarding Emotional Intelligence



6. Behavioral Styles

Key ideas

- A behavioral style is a predictable, describable pattern of behavior.
- When working with others, you can detect their behavioral styles by using your emotional intelligence.
- There are four major behavioral styles.

Activity: Behavioral Styles, Part 1

Complete the assessment as instructed by your facilitator (see next page).

My primary behavioral style is: _____

My secondary behavioral style is: _____

Notes



Behavioral Style Assessment

Directions for Taking the Assessment

Circle the number and letter that best represents your perception on each scale. Then, total the number of each letter and number circled, and find the appropriate quadrant in the Style Matrix. Focus on the entire scale, not only the extremes, for each category.

Behavior Style Assessment

The following assessment is designed to measure your primary behavior style. Please answer the following questions considering your behaviors **at work**. For each question, first choose the word or phrase that you feel best describes you, then circle if that word "mostly" or "sometimes" describes your behavior. Once you've completed all questions for each column, total how many times you circled each letter and number at the bottom of the page.

Go Along		Take Charge	
Mostly	Sometimes	Sometimes	Mostly
D	C	B	A
Quiet		Talkative	
Mostly	Sometimes	Sometimes	Mostly
D	C	B	A
Supportive		Challenging	
Mostly	Sometimes	Sometimes	Mostly
D	C	B	A
Compliant		Dominant	
Mostly	Sometimes	Sometimes	Mostly
D	C	B	A
Asks Questions		Makes Statements	
Mostly	Sometimes	Sometimes	Mostly
D	C	B	A
Cooperative		Competitive	
Mostly	Sometimes	Sometimes	Mostly
D	C	B	A
Introverted		Extroverted	
Mostly	Sometimes	Sometimes	Mostly
D	C	B	A
Slow, studied		Fast-paced	
Mostly	Sometimes	Sometimes	Mostly
D	C	B	A
Non-assertive		Assertive	
Mostly	Sometimes	Sometimes	Mostly
D	C	B	A
Reserved		Unreserved	
Mostly	Sometimes	Sometimes	Mostly
D	C	B	A

Timid		Welcoming	
Mostly	Sometimes	Sometimes	Mostly
1	2	3	4
Calm		Excitable	
Mostly	Sometimes	Sometimes	Mostly
1	2	3	4
Relaxed		Animated	
Mostly	Sometimes	Sometimes	Mostly
1	2	3	4
Task-oriented		People-oriented	
Mostly	Sometimes	Sometimes	Mostly
1	2	3	4
Serious		Friendly, attentive	
Mostly	Sometimes	Sometimes	Mostly
1	2	3	4
Discusses business		Discusses feelings	
Mostly	Sometimes	Sometimes	Mostly
1	2	3	4
Reserved		Outgoing	
Mostly	Sometimes	Sometimes	Mostly
1	2	3	4
Wants facts		Wants opinions	
Mostly	Sometimes	Sometimes	Mostly
1	2	3	4
Non-emotional		Emotional	
Mostly	Sometimes	Sometimes	Mostly
1	2	3	4
Considers options		Acts quickly	
Mostly	Sometimes	Sometimes	Mostly
1	2	3	4

Count the number of times each letter and number was chosen and write totals in spaces provided below.

Totals:

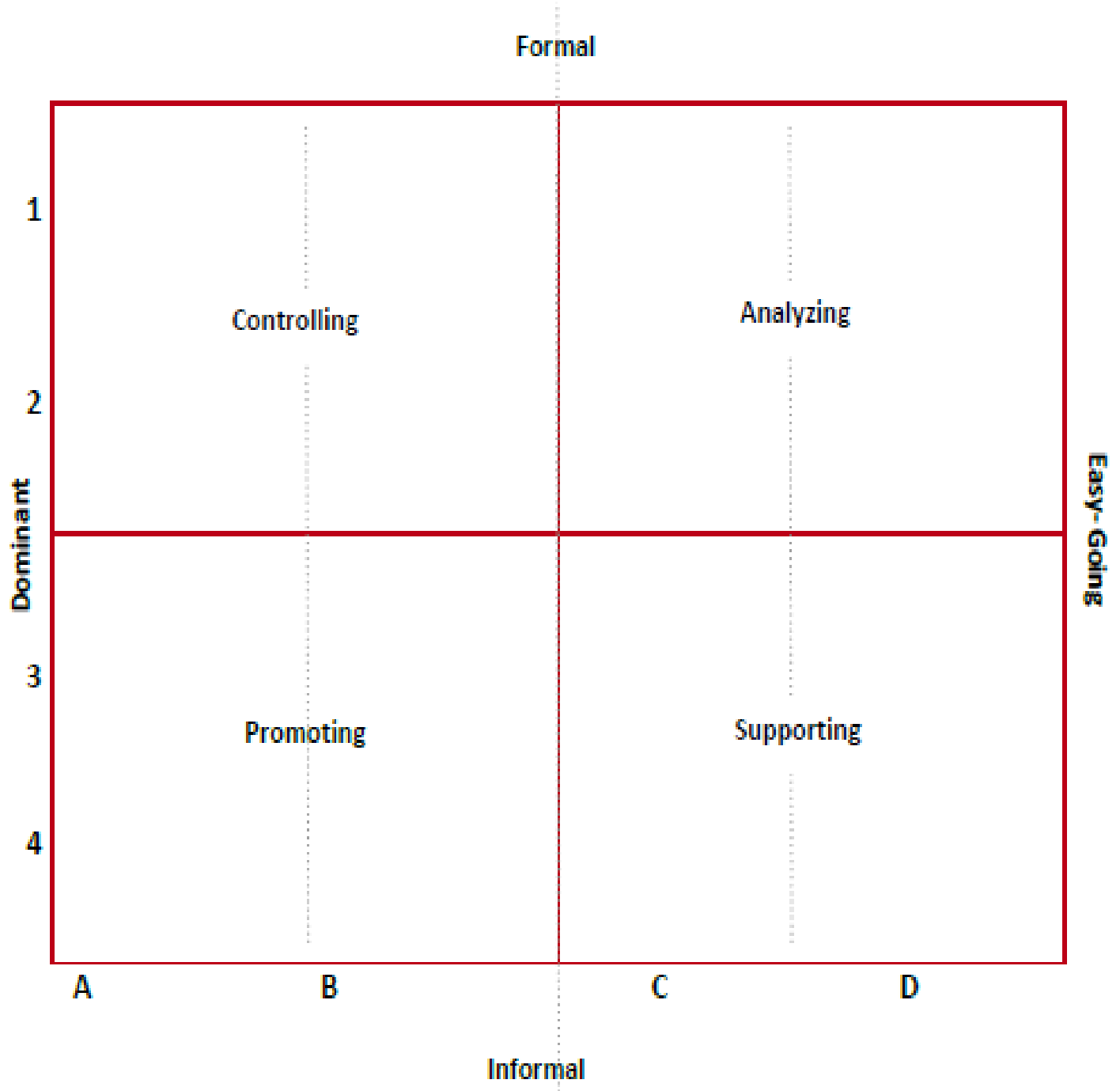
D	C	B	A

1	2	3	4



Directions for Plotting Results

Find the highest scored letter (A, B, C, or D) and the highest scored number (1, 2, 3, or 4), and then find the corresponding area in the matrix chart by plotting the two points.



Behavioral Styles Summary

Behavioral Styles Summary

Characteristics of Behavioral Styles

		More Formal				
		Controlling		Analyzing		
More Dominant		Strengths Take charge Decisive Results focused		Strengths Thorough Organized Good planner		
		Potential Liabilities Impatient Insensitive Domineering		Potential Liabilities Indecisive Too detailed Avoids risks		
		Promoting		Supporting		Easier Going
		Strengths Stimulating Inspirational Idea generator		Strengths Team player Consensus builder Relationship-oriented		
		Potential Liabilities Impulsive Poor follow-through Poor planning		Potential Liabilities Too agreeable Avoids conflicts Not assertive enough		
				More Informal		

ALL STYLES GET RESULTS



Understanding Others' Behavioral Styles

Purpose Use this tool to help you understand how to interact with others with different behavior preferences.

Benefits This tool helps you interact with others in a way that keeps them motivated and builds mutual respect.

FACTORS	PROMOTING	CONTROLLING	SUPPORTING	ANALYZING
How to recognize:	They get excited.	They like their own way, are decisive, and have strong points of view.	They like positive attention, to be helpful, and to be regarded warmly.	They seek a lot of data, ask many questions, behave methodically and systematically.
Tends to ask:	Who? (The personal dominant question.)	What? (The results-oriented question.)	Why? (The personal non-goal question.)	How? (The technical analytical question.)
What they dislike:	Boring explanations, wasting time with too many facts.	Someone wasting their time, trying to decide for them.	Rejection, impersonal treatment, uncaring and unfeeling attitudes.	Making an error, being unprepared, spontaneity.
Reacts to pressure and tension by:	"Selling" their ideas or being argumentative.	Taking charge, or taking more control.	Becoming silent, withdrawn, and introspective.	Seeking more data and information.
Best way to deal with:	Get excited with them. Show emotion.	Let them be in charge.	Be supportive; show you care.	Provide lots of data and information.
Likes to be measured by:	Applause, feedback, recognition.	Results.	Friends, close relationships.	Activity and business that leads to results.
Must be allowed to:	Get ahead quickly. Likes challenges.	Get into a competitive situation. Likes to win.	Relax, feel, care, know you care.	Make decisions at own pace, not cornered or pressured.
Will improve with:	Recognition and some structure within which to reach the goal.	A position that requires cooperation with others.	A structure of goals and methods for achieving each goal.	Interpersonal and communication skills.
Likes to save:	Effort. They rely heavily on hunches, intuition, feelings.	Time. They like to be efficient, get things done now!	Relationships. Friendship means a lot to them.	Face. They hate to make an error, be wrong, or be caught without enough information.
An effective leader will:	Inspire them to bigger and better accomplishments.	Allow them freedom to do things their own way.	Care and provide detail, specific plans, and activities to be accomplished.	Structure a framework or a "track" to follow.

Activity: Behavioral Styles, Part 2

1. Form groups based on your primary behavioral style.
 - Controlling
 - Promoting
 - Analyzing
 - Supporting
2. Your group will be given additional information about your style.
3. Work with your group to prepare a presentation that will help others understand your style.
4. Be creative. Create a role-play, develop an acronym, write a jingle, etc.
5. Have fun!

Key Things to Know about My Style

Key Takeaways from the Discussion on Behavioral Styles



7. Knowing Your Team

What does it mean for a Shift Leader to manage a team?

What is the definition of a team?

What can you do at the beginning of a shift to create team spirit?

Activity: Team Behavioral Styles

Note: Refer to the Behavioral Styles Summary handout.

1. Your facilitator will give you a set of team cards.
2. Work with your table group to determine the behavioral style of the team member based on their profile.
3. Summarize your thoughts and select a spokesperson to report out to the class.
 - The team member's behavioral style
 - Why you believe it is that style, based on the profile

Team Member	Behavioral Style	Rationale
Kayla	Ours: Other Teams':	Ours: Other Teams':
Armon	Ours: Other Teams':	Ours: Other Teams':
George	Ours: Other Teams':	Ours: Other Teams':
RJ	Ours: Other Teams':	Ours: Other Teams':
Anna	Ours: Other Teams':	Ours: Other Teams':
Gema	Ours: Other Teams':	Ours: Other Teams':

Notes



8. Making Connections - Guiding Principles of Communication

Good communication skills are important to making connections. Connecting with the Customer is being emphasized as part of the experience of the future.

Key Points

1. **Listen:** Seek to understand the situation fully.
 - Observe and listen.
 - Assess the situation.
 - Get both sides of the story.
 - Ask open-ended questions such as "Can you tell me more about it?"
 - Paraphrase what you think you heard, and ask, "Is that right?" Be a faithful translator.
2. **Connect:** Make a genuine emotional connection.
 - Empathize.
 - Put yourself in the other person's shoes.
 - Apologize, if appropriate.
3. **Resolve:** Reach a flexible resolution.
 - Suggest alternatives.
 - Ask for ideas.
 - Reach agreement on a satisfactory resolution.
 - Thank the other person for working with you on a resolution.

Activity: Communication Role-Play

1. Work in your teams.
 - The person playing the role of Crew member or Customer will be angry about something. They may choose their own situation.
 - A Crew member may be unhappy about not getting enough hours or not being allowed to take time off.
 - A Customer may be unhappy that a promotional product is no longer available.
 - The person playing the role of Shift Leader will use all three guiding principles during the conversation.
 - Everyone should participate.
2. Prepare your presentation for the class.
3. When your team is not presenting, use the observation guide on the next sheet to make notes.

Observation Form

Observe as the coaching conversation is conducted. As you watch, ask yourself the following questions and check each one "Yes" or "No." Record your comments so that you can give appreciative and constructive feedback to the person playing the role of Shift Leader. You will provide this feedback AFTER asking the debriefing questions.

Did the Shift Leader...	Yes	No	Comments
1. Use the guiding principle of seeking to understand the situation fully? Did they: a. Observe and listen? b. Assess the situation? c. Get the Crew member's side of the story? d. Ask open-ended questions? e. Paraphrase what they think they heard?			
2. Use the guiding principle of making a genuine emotional connection? Did they: a. Empathize? b. Use their emotional intelligence skills?			
3. Use the guiding principle of reaching a flexible resolution? Did they: a. Explore alternatives? b. Ask for ideas? c. Reach an agreement? d. Thank the Crew member for working with them toward a resolution?			

Debriefing Questions at the End of Each Round

The observer should ask the Shift Leader:

- What do you feel went well with this conversation?
- If you were to have this conversation again, what would you change, and why?

The observer should ask the Crew member/Customer:

- Did you feel the Shift Leader was trying to understand you?
- Did you feel an emotional connection with the Shift Leader?
- How satisfied were you with the resolution?

The observer should provide feedback on use of the guiding principles of good communication based on the notes they made on their Observation Form.



Activity: Communicating to a Specific Behavioral Style

1. Work in groups.
 - The Shift Leader will communicate with a Crew member, who will exhibit their preferred behavioral style.
 - An observer will give the Shift Leader feedback on how well they used the guiding principles with that behavioral style.
2. Determine who will play each role for each round. Once roles are assigned:
 - The person playing the role of Shift Leader should take a few minutes to determine how they will approach the behavioral style being used by the person playing the role of Crew member.
 - The person playing the role of Crew member should take a few minutes to determine how they will approach the conversation given their behavioral style.
 - Observers should review the Behavioral Styles Summary handout to remind themselves of what to look for when observing. Note: Refer to the Behavioral Styles Summary handout.

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Observation Form

Observe as the coaching conversation is conducted. As you watch, ask yourself the following questions and check each one "Yes" or "No." Record your comments so that you can give appreciative and constructive feedback to the person playing the role of Shift Leader. You will provide this feedback AFTER asking the debriefing questions.

Did the Shift Leader...	Yes	No	Comments
1. Respond appropriately to the Crew member's behavioral style?			
2. Use the guiding principle of seeking to understand the situation fully? Did they: <ol style="list-style-type: none"> Observe and listen? Assess the situation? Get the Crew member's side of the story? Ask open-ended questions? Paraphrase what they think they heard? 			
3. Use the guiding principle of making a genuine emotional connection? Did they: <ol style="list-style-type: none"> Empathize? Use their emotional intelligence skills? 			
4. Use the guiding principle of reaching a flexible resolution? Did they: <ol style="list-style-type: none"> Explore alternatives? Ask for ideas? Reach an agreement? Thank the Crew member for working with them toward a resolution? 			

Debriefing Questions at the End of Each Round

- How well do you think the Shift Leader connected with your behavioral style?
- Did you feel the Shift Leader was trying to understand you?
- Did you feel an emotional connection with the Shift Leader?
- How satisfied were you with the resolution?

Key Takeaways on Communicating to a Behavioral Style

9. Day 2 Wrap-Up

Reflect

Write a tweet or text to someone back at your store, telling them about what you learned today. For either option, try to stay within a 140 character limit.

Would you add a photo? If so, what would it be?

Would you add a video? If so, what would it be?

Reflect

What was the most interesting thing you learned?

What was the most valuable thing you learned?

What questions might you like answered tomorrow?





Leadership Transitions Participant Guide

Day 3



2. Motivation

Think about this

What is the definition of motivation?

What does a poorly-motivated Crew member look like?

What does a motivated Crew member look like?

How do you motivate various behavioral styles?

What is the Platinum Rule and how does it apply here?



Activity: Motivating the Behavioral Styles

1. Read the scenarios.
2. Try to determine the person's behavioral style from the information provided. You may refer back to your Day 1 Participant Guide to refresh your memory.
3. Brainstorm how to motivate this person.
4. Select a spokesperson to report to the class.

Scenario	What You Can Do to Motivate
<p>Scenario 1: Ramon gets excited about everything. Every tiny change in the restaurant is a big deal to him, and he wants to celebrate it. He always wants to know how he's doing and seems to need a lot of feedback. In many ways, he is self-motivated, but you want to keep him engaged with the job.</p> <p>Behavioral Style: _____</p>	
<p>Scenario 2: Carla joined McDonald's with other food service experience. She questions McDonald's procedures and feels she has better ways of doing things. When the shift gets busy, she gives direction to other team members, even though she has no formal authority. You admire her skillset but want to motivate her in the right direction.</p> <p>Behavioral Style: _____</p>	
<p>Scenario 3: Sanjay is willing to help anywhere he's needed. Sometimes, he helps on stations where he hasn't been trained. You want to make use of his energy, but need him to focus on his own tasks.</p> <p>Behavioral Style: _____</p>	
<p>Scenario 4: Tiani takes a lot of your time by asking for an explanation of everything. She loves studying procedures and is sometimes late from break because she's been studying the food service standards for the new promotional menu items. She likes correcting teammates when they do things wrong. You appreciate that she's interested in the standards, but you need her to improve speed of service.</p> <p>Behavioral Style: _____</p>	

Notes

3. Delegation

Think about this

Why don't we delegate more?

What is the definition of delegation?

Which activities are you currently delegating?

Notes



Activity: Identifying Opportunities to Delegate

1. Below are four questions related to identifying opportunities to delegate.
2. Brainstorm as many answers as possible.
3. Summarize your answers on a flip chart.
4. Select a spokesperson to report out to the class.

Question 1: What things WOULD you delegate to your team?

Question 2: What things would you NOT delegate to your team?

Question 3: What will happen if you continue to "do" when you should "delegate"?

Question 4: When we try to do everything ourselves, what might our negative shadow be saying to our team?

Tips for Delegating:

- You may delegate to someone who knows how to perform the task.
- You may wish to delegate to someone who's never performed the task.
- So, what does delegation look like? Here are some Tips or Best Practices.
 - You're asking, not telling someone to do something.
 - Check that you are delegating to the correct person based on experience level.
 - Use "please" and "thank you" and positive body language, smile, direct and friendly eye contact, etc.
 - Use a pleasant tone of voice.
 - Provide clear direction, what you expect them to accomplish, and when you need it completed.
 - Follow up and provide feedback and coaching, if needed.
 - Remember: delegation is a component of training and development and a way to get more done.

Activity: The Delegation Conversation

1. Work in your assigned groups.
 - a. The person playing the role of Shift Leader will use the guiding principles to delegate responsibility to a Crew member.
 - b. The person playing the role of Crew Member will respond according to the scenario.
 - c. The person playing the role of Observer will provide feedback to the Shift Leader on how well they conducted the delegation conversation using the guiding principles.
2. Everyone should participate.

Round 1 Scenario: Miles is a solid performer, but shows signs of getting bored with his job. You want to keep him engaged.	Notes for Coaching You've been told that a school group will be visiting your restaurant to learn more about careers in food service. How will you delegate a portion of the school group's visit to Miles?
Round 2 Scenario: Devan seems to like numbers. She's talked frequently about her math classes and the fact that she wants to study for a maths degree.	Notes for Coaching You've been updating targets and realized that someone with Devan's expertise could help. How will you delegate updating targets to Devan?
Round 3 Scenario: A tour bus pulls up. You see a group of senior citizens, possibly on a sight-seeing tour. You assume they won't be familiar with ordering at a Kiosk. Danica is one of your best "people persons."	Notes for Coaching What might help you get through the rush with the tour bus crowd? What task(s) can you delegate to Danica, and how will you delegate them?



Observation Form

Observe as the conversation is conducted. As you watch, ask yourself the following questions and check each one "Yes" or "No." Record your comments so that you can give positive and developmental feedback to the person playing the role of Shift Leader.the person.

Did the Shift Leader...	Yes	No	Comments
1. Provide the instruction needed to perform the delegated task successfully?			
2. Use the guiding principle of seeking to understand the situation fully? Did they: a. Observe and listen? b. Assess the situation? c. Get the Crew member's side of the story? d. Ask open-ended questions? e. Paraphrase what they think they heard?			
3. Use the guiding principle of making a genuine emotional connection? Did they: a. Empathize? b. Use their emotional intelligence skills?			
4. Use the guiding principle of reaching a flexible resolution? Did they: a. Explore alternatives? b. Ask for ideas? c. Reach an agreement? d. Thank the Crew member for working with them toward a resolution?			

Notes

4. Feedback

Think about this

What is the definition of feedback?

Activity: Feedback

1. Follow the instructions provided by your facilitator.
2. Look for the results of the different styles of feedback.

Notes from Class Discussion

The outcome of receiving no feedback

The outcome of receiving negative feedback

The outcome of receiving positive, non-related feedback

The outcome of receiving positive and development feedback

Think about this

What type of feedback will be most effective?



Activity: Timely Feedback

1. Read each one and determine how to handle it:
 - a. Give feedback now.
 - b. Give feedback later.
 - c. What would the feedback sound like?
2. Prioritize the scenarios.
3. Select a spokesperson to report to the class.

Scenario (From Card)	Address Now	Address Later	Feedback	Priority
Scenario 1: You notice Jo is positioned on assembly and appears distracted. Food is being held past their hold times, preventing gold standard quality from being met.			<hr/> <hr/> <hr/>	
Scenario 2: Zammit is positioned on the front counter, and you have been observing him smiling at all his Customers and providing a friendly, fast service.			<hr/> <hr/> <hr/>	
Scenario 3: Wei is an experienced Crew member. In the quieter periods, you have observed her step in to assist a new Crew member struggling with a specific task.			<hr/> <hr/> <hr/>	
Scenario 4: Pablo is a runner on the front counter. Already you have heard a couple of Crew complain about his bad mood, and now you can see he is not making eye contact with his Customers, and his tone could be described as verging on rude.			<hr/> <hr/> <hr/>	
Scenario 5: Belle is order-taker/cashier in the Drive Thru. Her focus is on her register rather than her Customers, and you have heard her repeat herself on a few occasions.			<hr/> <hr/> <hr/>	
Scenario 6: Eric is in his first week at your restaurant. As you watch him, you realize he is not making the new promotional sandwich correctly.			<hr/> <hr/> <hr/>	

Scenario 7: Pierre is working the fry station as he does most Saturdays. He is under filling fries, and already you have had to deal with two Customers who needed replacements.			<hr/> <hr/> <hr/>	
Scenario 8: Andrea, a new Crew member, has just finished her first lunch peak at the till. You heard three Customers compliment her on her friendly service and big smile.			<hr/> <hr/> <hr/>	
Scenario 9: Lola is a Crew member. She is experienced but doesn't always follow the correct procedures, and she has asked you for advice on becoming a Crew trainer.			<hr/> <hr/> <hr/>	
Scenario 10: Ian is a GEL . As you finish up a travel path you notice he stops filling napkins and approach a mum who has entered the restaurant with one child in her arms and two others running in front of her. He then goes to get high chair, and helps the family get settled in their seats.			<hr/> <hr/> <hr/>	

Notes



Behavior vs. Personality

Behavior:

- Observable skills demonstrated on the job

Personality:

- Characteristics that make an individual unique and may represent an assumption on our part Is discussion and problem-solving oriented

Activity: Identifying Behavior vs. Personality and Creating a Feedback Statement

1. Work with your team to identify the behaviors and personality characteristics of each team member.
2. Summarize your thoughts on a flip chart.
3. Select a spokesperson to report to the class.

Behavior: Can you observe it? Can you hear it?

Personality: Is it a characteristic? Is it about who the person is as an individual?

Team Member	Write a "B" for Behavioral or a "P" for "Personality" next to each	Feedback Statement
Pierre -Prides himself on exceeding speed of service standards. -Sometimes, he moves so quickly that he takes the wrong sandwiches. Items like French fries and utensils fall off the trays.		
Samir -Is an experienced Crew member who enjoys being the fastest in the team. -He is hyper-focused on the task and not necessarily on the customer. -Tray presentation doesn't meet standards.		
Jennifer -Claims she's the best dining area/lot person the restaurant has. -She works the area well, but doesn't speed up during rushes or peak hours. -Some tasks are left half-done, and Customers complain of sticky tables.		

Notes

5. Coaching

Feedback and Coaching

Feedback:

- Focuses on past behavior
- Solidifies previous training
- Is responsive to a situation
- Is frequently one-way communication
- Can be quick and simple
- Is telling oriented: positive or corrective
- Describes consequences
- Positive feedback is given to encourage repeat behavior

Coaching:

- Focuses on future behavior
- Is proactive toward obtaining a goal (improvement)
- Requires two-way communication
- Requires one-on-one time
- Is discussion and problem solving
- Can be goal orientated
- Explores options and alternatives
- Motivates the recipient to take responsibility for improvement
- Is an investment that pays off over time

Think about this

What is the definition of coaching?



Activity: Characteristics of Great Coaches

1. Brainstorm the characteristics of great coaches.
2. Select three characteristics and summarize them on a flip chart, using words or icons.
3. Select a spokesperson to report to the class.

Notes

Steps of Coaching



Notes

Activity: Coaching Conversation

1. Work in groups of three.
 - a. The person playing the role of Shift Leader will use the guiding principles to coach the scenario.
 - b. The person playing the role of Crew Member will respond according to the scenario.
 - c. The person playing the role of Observer will provide feedback to the Shift Leader on how well they conducted the coaching conversation using the guiding principles.
2. Rotate roles until everyone has played all three roles.
3. Write your names on the chart below to determine who will play each role for each round.

Name	Round 1	Round 2	Round 3
	Shift Leader	Crew Member	Observer
	Observer	Shift Leader	Crew Member
	Crew Member	Observer	Shift Leader
Round 1 Scenario: Lola wants to become a Crew trainer. She feels she's doing a good job and has waited long enough for "her turn." She does an adequate job, but doesn't go out of her way to help others or to ensure that standards are met. When giving instructions, she comes across as bossy, so people don't want to listen to her.		Notes for Coaching You feel she could make a stronger contribution to the team, but you don't know if Crew trainer is the best next step for her. How would you coach Lola?	
Round 2 Scenario: Hung is a Crew member who used to be your buddy on every shift. You always spent time together. He is slacking off and expects you to overlook it because of your former friendship. He is taking long breaks and not showing up on time for his shifts.		Notes for Coaching You feel angry at Hung for seemingly taking advantage of your friendship. You need him to be a productive member of the team. How would you coach Hung?	
Round 3 Scenario: Maya is a new Crew member who seems to intuitively understand everything. She completed training in record time and understands other stations even though she hasn't worked them. You know she'll graduate from college soon, and you don't want to lose her as a Crew member.		Notes for Coaching Maya is a high performer who could be valuable to the restaurant in several roles. She hasn't asked for additional responsibility, but could clearly handle it. How would you coach Maya?	



Observation Form

Observe as the coaching conversation is conducted. As you watch, ask yourself the following questions and check each one "Yes" or "No." Record your comments, so that you can give positive and developmental feedback to the person playing the role of Shift Leader.

Did the Shift Leader...	Yes	No	Comments
1. Focus on the future (coaching) vs. the past (feedback)?			
2. Focus on behavior vs. personality?			
3. Use the guiding principle of seeking to understand the situation fully? Did they: <ul style="list-style-type: none"> a. Observe and listen? b. Assess the situation? c. Get the Crew member's side of the story? d. Ask open-ended questions? e. Paraphrase what they think they heard? 			
4. Use the 5 steps of coaching? Did they: <ul style="list-style-type: none"> a. Observe? b. Give & Receive Feedback? c. Demonstrate the right way? d. Agree on what will change? e. Follow up? 			
5. Use the guiding principle of making a genuine emotional connection? Did they: <ul style="list-style-type: none"> a. Empathize? b. Use their emotional intelligence skills? 			
6. Use the guiding principle of reaching a flexible resolution? Did they: <ul style="list-style-type: none"> a. Explore alternatives? b. Ask for ideas? c. Reach an agreement? d. Thank the Crew member for working with them toward a resolution? 			

Notes from Class Discussion

6. Leading the Shift Challenge

The Big Day – Part 1

The Restaurant

- Corner Brook McDonald's;
- Medium volume restaurant with 75% of the Customers visiting through Drive Thru.

The Shift

- You are working mid-shift today. As you settle in, you see Jill – she waves you over and is ready to hand over the shift. Jill tells you that:
 - One of the Crew members has called off sick.
 - There were 10+ cars each hour from 6:00-10:00 am
 - OEPE is 137
 - Earlier, there was a Delivery order for Crispy Chicken Sandwiches. Jill tells you to expect larger-than-normal orders because of a local event taking place nearby
- It's time for your pre-shift travel path. As you run through the checklist, you take note of the following items:
 - The Drive Thru windows are dirty and that there's litter in the lot.
 - One of the Drive Thru menu boards is not working.
 - Back inside, the restrooms are fully stocked and cleaned.
 - Your Drive Thru assembler, Sam, is not smiling and is short when speaking to a fellow Crew member.
 - Two couriers are waiting in the collection area, and one more has just entered the restaurant.
 - The Kiosks are still displaying the promotional product that finished yesterday.
 - You notice Lisa added an extra pump of syrup to an iced coffee beverage.
 - Both kitchen production lines are open and fresh produce has been fully stocked.
 - In the Crew room, the wrong Happy Meal poster is on display.
 - There is a small rip on a seat the Dining Room
 - The printer in the Drive Thru is out of paper.

Discuss

In your teams discuss the following:

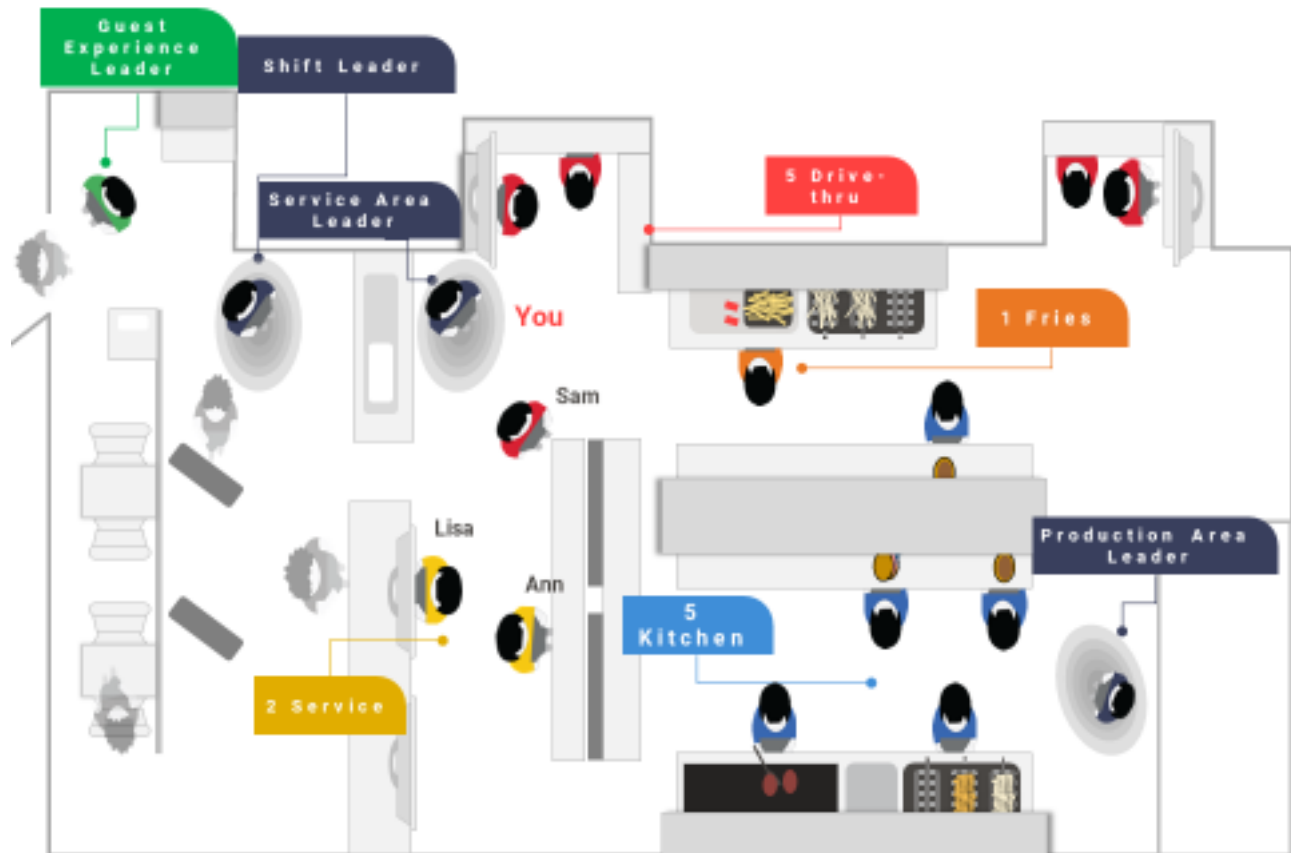
- What would you do to set the shift up to success based on what you know before taking over the shift?
- How will you prioritize the tasks?
- What tasks will you complete yourself?
- Which tasks will you delegate? Who will you delegate them to and why?

Notes



The Big Day

5 Kitchen, 2 Service, 1 Fries, 5 Drive-thru



The Big Day Part 1 Notes

The Big Day - Part 2

Sam lets you know that he's having a better day today, thanks to your feedback conversation on your last shift together.

It's now peak period and Sam is the second side assembler. The next thing you know, Sam has left his position to take a call in the Crew room.

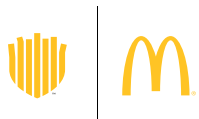
Your Drive Thru assembler Tom is yelling at the production Crew because a Customer is waiting on a Crispy Chicken Sandwich. As the previous Shift Leader mentioned, the restaurant is selling more Crispy Chicken Sandwiches than usual because of a local event taking place nearby.

What do you do?

Notes

Reflection

Take a moment to reflect on all that we have covered today. Then, write a tweet or short message that summarizes the key learnings from Day 3. (Limit 140 characters.)



6. Behavioral Commitment

Reflection: Behavioral Commitment

Reflection Questions

1. What do you want to do when you get back to your restaurant?
2. How will what you do support your purpose statement?
3. What barriers do you anticipate and how might you overcome them?

When I return to my restaurant, I will:

Conversation with Your Manager

1. When you return to the restaurant, take time to plan and rehearse the conversation you'd like to have with your Restaurant Leader.
2. Take the leader's behavioral style into consideration.

Notes

Remember

1. To keep from becoming overwhelmed, work on one skill at a time.
2. When you become comfortable with that skill, choose another one.



Leadership Transitions Participant Guide

Day 4



Wifi: Mcdonalds

PW: Bigm@c01



- **Restroom Location: Out the side door to left**
- **Smoking: On breaks only, out back door**
- **Emergency Exits ~ Back Door or Front Door**
- **Breaks built in throughout day & lunch provided!**

Day 4 Agenda



Welcome

Putting It All Together

Food Safety

Leading Operations: During the Shift

Post Shift Reflections

LTC Wrap Up

Graduation Celebration

Food Safety

Notes:

[illegible]

Leading Operations: During the Shift

Notes:

[illegible]

Danger Zones

Notes:

[illegible]

Making Decisions

Notes:

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slightly textured appearance and is set against a dark background.

In-Store Activity

We're going to head to one of our REAL restaurants to observe a real-life shift taking place. Keep in mind, we have a new perspective, and now you have an opportunity to step back and watch a shift run just how you do every day back at your own store.

DO:

Observe with your eyes, not your mouths!

Try to stay out of the way as much as possible

Bring your participant's guide + pen or pencil

Carpool as much as possible

Meet in the side lobby by the restrooms

Take notes throughout the activity to talk about later

DO NOT:

Make any stops on your way to the store!

Park in the closest spot to the door: they are for our customers

- You may need to park up top along the wall behind starbucks.

HEAD TO:

1127 Northern Blvd, Clarks Summit, 18411

- Come out of the office lot, take a right, and then right again onto State Street. Go straight through the light at the top of the hill. As the next light, the restaurant will be the right, about a mile from the office.
- Please arrive within 15 minutes of dismissal from the office.

Observation Checklist

Ask yourself:

1. Is the team ready for the day?
2. Are there enough people scheduled?
3. Are you missing any product?
4. Is all equipment in good working order?

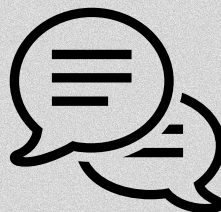


Throughout your observations, look out for:



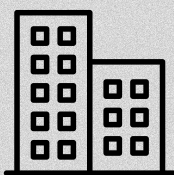
People:

- Positioning
- Pace
- Workload
- Crew Interactions



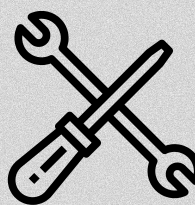
Communication:

- Targets
- Feedback
- Shift Management
- Technology



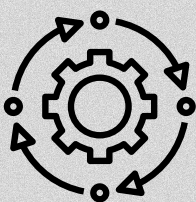
Physical Plant:

- Interior/Exterior
- Guest Comfort
- Guest Convenience
- Safety & Security



Equipment:

- Position/location
- Capacity
- Equipment Needs
- Good Repair



Processes

- Complexity
- Bottlenecks
- Clear Pathways
- Executed as Designed

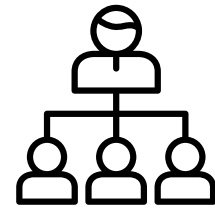


Product:

- Availability
- Quality
- Food Safety
- Location

1

Pre-Shift and People Positioning:



Observe and respond to the following:

- Who is the Shift Leader? _____
- Who is the Production Leader? _____
- Did you observe a change in who the Shift Leader was? If so, did the new Shift Leader confer with the previous shift leader?

- Did Shift Leader complete a pre-shift checklist? _____
- Did previous Shift Leader communicate any action items to the new leader? _____
- Is there a positioning guide posted? _____
- How many people are on the shift? _____
- Are there any product outages? Are they handled properly on the registers? _____
- What are the shift targets? _____

2

Leading Operations: During Shift



Watch for:	Shift Leader	Production Leader
Communicates and provides ongoing follow-up on targets		
Acts proactively		
Motivates and promotes teamwork		
Coaches to improve performance		
Lives McDonald's Values		
Works through other leaders		

Watch for:	Shift Leader	Production Leader
Delegates tasks appropriately		
Displays hospitality to all guests		
Completes Travel Paths		
Monitors Quality		
Positions People		
Manages from Observation Post		
Reacts to Danger Zones		
Monitors Cleanliness		
Monitors Food Safety		



Reacting to Danger Zones:

Use the boxes to record frequency of danger zones and any comments as to how the shift leader reacted to them:

Comments (ie; cause, if a decision was made, was it effective)

Kitchen

**Beverage
and
Dessert**

Fries

**Order
Assembly**



Reacting to Danger Zones:

Use the boxes to record frequency of danger zones and any comments as to how the shift leader reacted to them:

Comments (ie; cause, if a decision was made, was it effective)

**Drive
Thru**

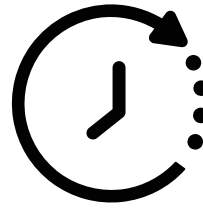
Delivery

**In-
Store**

Curbside



Post-Shift Debrief



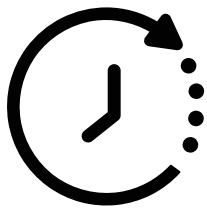
Observe and respond to the following:

- Did the shift leader review KPIs and targets? _____
- Did the shift make their targets? _____
- Did you observe a change in who the Shift Leader was? If so, did the new Shift Leader confer with the previous shift leader?

- Did Shift Leader thank their team? _____

What went well?

Even better if?

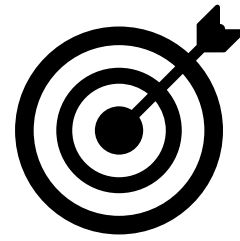


Post-Shift Debrief (continued)

Top Opportunities (up to 3 in each area)

Area	Equipment	Physical Plant	Communication	People	Product	Process
Pre-Shift						
Behaviors						
Leading the Shift						
Post-Shift						

Targets & Results



Record targets assessed in Pre-Shift observation here:

Sales	OEPE	Car Counts	Sandwich Counts	R2P	

Record results here:

Sales	OEPE	Car Counts	Sandwich Counts	R2P	

What helped the team to accomplish these targets?
What prevented them from meeting targets?

In-Store notes

Notes:

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Final Wrap Up

Notes:

[illegible]



LTC Reflection

**After class,
where do you
hope to see
yourself in the
next 6
months?**

**3 things I
took away
from this
class are:**

**My
behavioral
style is ____.
3 ways to
motivate me
are:**

**3 actions I
will
implement
on my shifts:**



LTC Reflection

**My strengths
are:**

**I want to
work on
improving:**

**My future
goals are:**

**My purpose
statement
is:**



Post LTC Information



Leadership Transitions Class PCAP Form

Manager Name: _____

Date of LTC Completion: _____

Coach Name: _____

Today's Date: _____

NSN: _____

Follow-Up Date: _____

Instructions: Review Participant Guide Notes, Purpose Statement, and Behavioral Commitment to determine what actions you will implement in your role as a Shift Leader. Work with your coach to choose 3-5 actions that will have the most impact on your own performance and the restaurant's results. Capture them on the form below, and then determine a mid-point review date (3 weeks from now) and a final completion date (6 weeks from now). Coaches should capture feedback from each check in on the last sheet.

Action 1:	Person(s) Involved/Responsible:	Mid Point Date Completion Date



Leadership Transitions Class PCAP Form

Action 2:	Person(s) Involved/Responsible:	Mid Point Date Completion Date
Action 3:	Person(s) Involved/Responsible:	Mid Point Date Completion Date
Action 4:	Person(s) Involved/Responsible:	Mid Point Date Completion Date



Leadership Transitions Class PCAP Form

Action 5:	Person(s) Involved/Responsible:	Mid Point Date Completion Date
------------------	--	---

Mid-Point Check in (Coach's Notes):

Coach: Please provide feedback for each action item here. Redefine action plan if necessary at this point.



Leadership Transitions Class PCAP Form

Completion Check in (Coach's Notes):

Coach: Please provide feedback for each action item here. Redefine action plan if necessary at this point.

This certifies that the above named manager has satisfactorily completed their Post Class Action Plan for Leadership Transitions Class.

Coach's Signature

Manager's Signature

General Manager's Signature

Shift Leader Performance Verification Tool

Restaurant Name: _____ Store #: _____ Date: _____ Time/Daypart: _____
 Shift Leader Name: _____ Completed by: _____

Operations Score: _____ Service Score: _____
 Quality Score: _____ Cleanliness Score: _____

Verified: Y / N

Purpose

1. To determine if the shift leader can lead the shift successfully.
2. To assess the shift leader to establish what is working well and what would work even better by:
 - Setting performance expectations
 - Reinforcing standards of operations
 - Reinforcing effective people practices

Instructions

- Step 1.** The Coach and Participant
- Review the document to understand the behaviors of a successful shift leader.
 - Set and record shift targets.
- Step 2.** The Coach
- Observes pre-shift, managing the area, and post-shift tasks.
 - Complete points assessment for all four sections.
- Step 3.** The Coach
- Determine the result by totaling the questions answered “yes” for each section.
- Step 4.** The Coach & Participant
- Use the “Shift Leader Key Success Factors” page of this tool to discuss what the participant did well, and what they may need more practice with.
 - Develop an action plan

Drive-Thru Targets				Dine in Targets				Additional Targets			
Cars	Actual	DT OEPE	Actual	Guests	Actual	Time	Actual		Actual		Actual

Operations Critical behaviors	Y	N	Comments
Pre-Shift			
Food Safety daily checklist complete			
Restaurant safeguards (masks, gloves, PED paddles, safety+ signage, etc.) in place/use			
Communicates with previous Shift Leader			
Pre-shift checklist complete and actions prioritized			
Items from the pre-shift checklist that could not be fixed during the shift are communicated			
Restaurant is stocked for 24/2			
Crew positioned correctly per the DSPT- Second Side Open, Functions Split, Park , Pull Runner Assigned, Beverage Specialist if needed, and social distancing positioning is followed			
Secondary responsibilities assigned and communicated			
Production Leader in place and effective			
Targets set and communicated			
Conducts Shift Huddle with the team			
During Shift			
Maintains Food Safety procedures and proper safe and secure environment safeguards			
Ensures proper contactless operations procedures are being followed (PED paddle, etc.)			
Leads from the observation zone (not in position)			
Hand washing is taking place a minimum every hour			
Coaches crew using positive and developmental feedback			
Travel paths completed every 15/30 mins and are effective			
Targets are updated and communicated throughout the shift			
Appropriately reacts to and removes danger zones - works through area leaders			
Management and Crew Appearance - proper uniforms, name tags, clean/well groomed			
Post Shift			
Communicates results to the team			
Communicates with the incoming manager - sets them up for success			
Reviews schedule for the next shift - sets up DSPT			
Reflects on what went well and what can be improved			
Operations - Need 19 out of 24 to pass			Total

Quality Standards	Y	N	Comments
Results vs targets: KVS targets			
Sandwich/Entrée – Hot, fresh, neat appearance, good taste, properly prepared			
Fries/Hash brown - Hot, fresh, good flavor, salted properly, & golden color – oil meets standards			
Beverages - Properly filled, proper temperature, good flavor, properly made. Bev stickers used			
Desserts - Properly prepared, good flavor and texture, holding time acceptable			
Grill slips are positioned correctly for accuracy			
Cabinet Charts - in place, up to date, and followed. Holding times adhered to			
All products within primary shelf life			
Secondary shelf lives marked / monitored			
Prep table times marked/monitored			
Tempered product properly marked / monitored			
Waste cans in place and counted			
Procedures observed and coached in the production area			
Quality - Need 10 out of 13 to pass			Total

Service Standards	Y	N	Comments
Results vs. targets: In Store GCs +/-			
Results vs. targets: Drive-Thru Car Count +/-			
DT service times - Restaurant targets			
In Store Service times - Restaurant targets			
Employees interact with customers in a polite, friendly and effective manner. Crew look for opportunities to create feel good moments			
Ensures GESSL is in place , maintaining cleanliness and sanitation and engaging with guests			
Orders accurately and properly assembled including condiments, napkins, straws etc.			
McDelivery orders are properly assembled, packaged, double checked for accuracy, and handed off			
Proper procedures for MOP Orders are followed – designated person to handle orders			
Guest Recovery Process in place, understood and followed using LAST.			
Use back to basics order taking, and proper pull forward procedures			
Crew are attentive to the guest: table touch backs, assisting guests, greetings and farewells			
Cars - pull forward happening – and proper procedures used			
Service - Need 10 out of 13 to pass			Total

Cleanliness Standards	Y	N	Comments
Guest Conveniences - high chairs clean and sanitized, hand sanitizer dispensers in place and stocked, music on			
High Touch Point areas are cleaned and sanitized after each use (tables, chairs/booths, etc.) or every 30 minutes (door handles, push plates, etc.)			
Dining Room - floors, chairs, tables clean			
Kiosks and table locators clean and sanitized			
Playplace / Patio-seating – trashcans, floor, play unit, clean & well maintained, etc.			
Restrooms – Clean and sanitized, odor free, supplies stocked , hand dryer working			
Windows/Doors - All windows/mullions clean, Entrance doors and DT windows			
Outside Trash Cans/Sidewalks - Clean – not full			
DT Menu Board and DT lane clean - Promotions properly displayed, and DT window areas clean			
Landscape/Parking Lot - Parking lot free of litter, landscaping well maintained			
Kitchen - floors, walls, stainless, equipment clean, not cluttered			
Front Counter/DT - floors, walls, stainless equipment clean, not cluttered			
Fry station and Shake machine area cleaned			
Office / Crew Room/ Stock Room neat, clean and organized			
Cleanliness - Need 12 out of 14 to pass			Total

Discuss Shift Leader's Role and the Key Success Factors.
 Highlight **1-2** success factors you observed the Shift Leader successfully demonstrated, and **1-2** that appear to be the most important opportunities.
 Use them to coach the Shift Leader: What is a strength that they can leverage? What is an opportunity to improve?
 Discuss why all the factors are critical to the success of their shift.

Shift Leader Key Success Factors

Pre-Shift	During Shift			Post-Shift
	Service Standards	Grill Standards	Cleanliness Standards	
24 hours in Advance	Adjust Positioning as conditions change	Maintain & Complete Food Safety Procedures	Hospitality Standards/Smiles/Tone of Voice/Eye Contact	Communicate Target Results / Recognition
Understand & use positioning guide (DSPT recommended)	Coaching team using positive & development feedback	Quality Products being served	McDelivery Standards	Reflect on What Went Well
Knows and Sets Targets and Expectations	Travel Paths every 15/30 Minutes	Product Prep & Pull Thaw Complete	DT Pull Forward Procedures followed / Park Runner & GESSL in place	Communicate Necessary Information to Management Team
Executes Pre-shift Checklist	Monitors & communicates progress towards targets	All Products within Code Dates	Role Models Hospitality and interacts with the guests	Transition Shift to Next Manager
Prioritizes Tasks and Assignments or training plan	Identify & Eliminate Danger Zones	HOTG Standards in Place	Dining Room/Beverage Station/Restrooms Clean and Stocked	Prepare Next Shift Positioning
Assist in Shift Management Transition	Customer Recovery steps are utilized as appropriate	UHC Cabinet Levels Correct	Exterior Clean	Continuous Improvement Mindset

Very Good Understanding:

1)

2)

3)

More Practice:

1)

2)

3)

Congratulations!
You have passed your Floor Verification.

Shift Leader Signature _____
 Restaurant Leader Signature _____
 Coach Signature _____ Date: _____

Floor Verification not passed.
Return Date:

Shift Leader Signature _____
 Restaurant Leader Signature _____
 Coach Signature _____ Date: _____



Resources



Manager Resources

Benefits & More



Manager Portal

PW: Bigmac72



Training



How-To Videos



Technology Help



Equipment Help



OTP Portal



ISP Whitelist



Elate App





OTP Terms and Definitions

OTP Terms and Definitions



<u>Term/Acronym</u>	<u>Definition</u>
3 rd Present Window	A third DT window at the DT-exit side of the Lobby. This is where a crew person can hand out the “Pull Forward” order.
A/B Switch	A device used to switch the printer on one side of the Heated Prep Table from Lunch(A) to Breakfast(B).
ABS	Automated Beverage System. Legacy version - Connects through Serial Hub.
ABS 2.0	Automated Beverage System. Next Generation version - Connects through network cable to network switch.
Aruba Gateway Controller	This device allows your restaurant to communicate with the internet. It allows outbound network traffic and prevents unauthorized incoming network traffic
Aruba Network Switch	The network switch connects devices within a network and forwards data packets to and from those devices. This is your LAN (local area network). All switch ports run at 1GB speeds, are PoE enabled, and are Managed.
ATEN	Manufacturer of different device in the restaurant including ATEN USB Extenders, ATEN KVM Switch, IC-45 Adaptors.
ATOS	The IT support desk contact for the restaurant. 1-800-515-3636
BDAP	Beverage and Dessert As Production. This includes two controllers in the present booth area or hallway with Forward Present Window and Includes 2 monitors that could either be mirrored or routed using Restaurant File Maintenance.



OTP Terms and Definitions



Biometric Reader	A device that allows a user to scan their fingerprint to be identified/login.
Biscuit Box	The beige or grey colored box that the network jacks are mounted into. Homeruns connect from the back of the network jacks here and go through the wall and into the back of the Patch Panel.
BOS 5.0	Latest version of Back Office Server software which retired the ISP and now has C&I software.
BumpBar	A device that enables orders to be served, held, and managed by pressing corresponding buttons.
Cash Drawer	Cash drawers are mounted below the counter to store money collected from customers.
Cat5e	Category 5 enhanced cable. Transmits Data - Most common cable type used in McDonald's. Can support PoE.
Cat6	Category 6 cable. Transmits data and power at a higher rate for digital media. Used in DMB's at McDonald's. Can support PoE and data.
CBB	Combined Beverage Business, otherwise known as the McCafé area. This is where specialty drinks are made.
C/D	Cash Drawer
C&I	Cash and Inventory in QSRsoft application to track drawer count downs, inventory, and other restaurant data.



OTP Terms and Definitions



COD	Customer Order Display
CODE	Core Operations Digital Expert
COM Port	Communications Port. May be DB9, RJ45, or RJ50. Used to send data to various equipment.
Controller	A small computer used to Send and receive information from peripheral devices (i.e., KVS, ORB, Kiosk, and ePR)
CS	Cashier. Allows a user to pay out orders within the NewPOS System.
Dell WYSE	Manufacturer of legacy Controllers, e*SmartClocks, and servers.
Diebold	Manufacturer of Kiosk. One of the two approved brands.
Display port	A type of digital display used to connect a video source to a controller.
DMB	Digital Menu Boards. Refers to both indoor and outdoor together.
Dual Point 2.0	A system that improves order accuracy and customer flow. Includes ORB, ORB Controller, Mini-ORB, Local and Remote USB Extender, Dual Point Scanner, and Dual Point Printer



OTP Terms and Definitions



Dual Point Printer	The printer located at the HLZ running off controller. This is the printer that Dual Point 2.0 uses to print its barcodes to scan off orders
ELO	Manufacturer of Touchscreen for HOTG, Mini-ORB, and service area touchscreens such as Kiosks
Epson	A printer that McDonald's uses for the POS system or to connect to the BOS to print restaurant reports.
eProduction	A new KVS application type that enables and shows a digital version of the Prep Charts on the monitors. This includes 3 different monitors: UHC, Fry, and Bake prep charts.
EOTF	Experience of The Future. A complete redesign of the interior and exterior of the restaurant including décor. This may also add Kiosks, McDelivery, Radius and Dual Point 2.0.
Equinox	Legacy serial hub used to connect multiple devices. These serial hubs will not be supported with Windows 10 and must be replaced with a MOXA before upgrading a device to Windows 10.
e*STC	E*Smart Time Clock. A computer with a biometric reader that allows crew and managers to login and record their time punches digitally. Syncs with e*Restaurant in the cloud.
FC Pickup Area	The area of the Front Counter closest to the Drive Thru where orders are presented when ready.
Forward Present Window	A third DT window at the end of the BDAP cell. This is where a crew person can hand out the "Pull Forward" order. This can have an additional KVS Controller to display parked orders, known as a Forward Present Monitor.
GMA	Global Mobile Application. The McDonalds application for MyMcDonald's Rewards and customer mobile ordering.



OTP Terms and Definitions



Hard Power Off	When a device does not shut down properly due to loss of power. This can cause corruption to the device.
HLZ	Heated Landing Zone. Where food is placed when completed prior to serving to the customer.
Homerun Cable	A cable that runs from the back of the biscuit box to the back of the patch panel.
HOTG	Hot Off the Grill. A KVS application type that sends any orders made with a fresh beef patty to a specific monitor.
HP	Hewlett Packard. Manufacturer of the T630 controller used for multiple applications, including KVS, ORB, and ePR. They are also an approved manufacturer for BOS printers.
iCOD	Integrated Customer Order Display. Displays built into the Outdoor Digital Menu Boards to display customer orders.
Info-Recorder	The device used to take inventory for the restaurant. This device is connected to the Back Office Server with a USB 2.0 port
Ithaca	Brand of printer that McDonald's uses for the POS system
Keystation	An interchangeable term used for registers.
KVM Switch	Keyboard, Video, and Mouse switch. This device allows one keyboard, monitor, and mouse to be used on multiple computers.



OTP Terms and Definitions



KVS	Kitchen Video System. This includes all monitors that are routed through the Production cues such as FC Expo, DT Expo, CBB, Made For You (MFY), etc.
LAN Port	The port on a device that the ethernet card connects to internally. This is the port data is transmitted through for network use
Lenovo	Manufacturer of a Back Office Server and Restaurant Host Server
Local USB Extender	This device allows the ORB Controller to send POS information to the Remote USB Extender which sends data to other devices.
McDelivery	All delivery options (UberEATS, Door Dash, Grub Hub, and Postmates) that deliver for McDonald's
McDMB	A website that allows users to manage the content on the DMB's both the indoor and outdoor digital menu boards.
MFC 1.5	Modular Front Counter. A version of front counters installed with a cut out separating the order points from the pick up area.
Mobile Offer Scanner	Scanner used to scan promotional offers from McDonald's Mobile App
MOP	Mobile Order and Pay. This is the term used when a customer used the Global Mobile App to place an order
MOXA	An approved brand of serial hub used for Legacy ABS and COD's



OTP Terms and Definitions



Mini-ORB	A small Elo touchscreen monitor used to serve orders off the Dual Point 2.0 system as a backup to the scanner
Multiport Cable	The PED multiport cable supplies power to the PED via an A/C adapter. It also provides data flow with the network
Node	A term that can be interchanged with POS devices. Example: Registers, Controllers, Servers, and kiosks are all 'nodes'
NP6	The Point of Sale software we use in McDonald's. This makes a register look like a register, a KVS monitor look like a grill screen, etc.
ORB	Order Ready Board. Displays the customer's order number when the order is in progress and when served from the Front Counter Expo Monitor.
ORB Controller	The controller that allows the components of the Dual Point System to function. It is located in Zone 1 Manager's Office.
Barcode Scanner	Primary method of serving orders from Dual Point 2.0. A barcode receipt is printed when the order is served from the front counter expo monitor
OT	Order Taker. Allows a user to take orders on the NewPOS System
OTM	Operations Technology Manager
OTP	Operations Technology Person



OTP Terms and Definitions



OTP Portal	A website that houses important documents, videos, latest news, and the ability to ask questions via the Community Board.
OTP Pro	Operations Technology Professional. Currently the highest level of in-house technician to work on POS equipment
Patch Cable	A network cable used to connect two ethernet ports together.
PED	Payment Entry Device. Current models are Verifone MX-915 can be used for FC, DT, and Kiosks; Verifone P400 DT Register 13, and Verifone e285 (wireless) for HHOTs only
POS	Point of Sale. An industry term meant to define all technology used to handle customers' orders
Pre-Browse Board	A single digital menu board at the DT ingress, this board features different offers and menu items, mostly with pictures. It is located before a customer pulls up to the ODMB to order
Procedural Calls	Calls that can be avoided by training managers and crew or using automated systems such as the password retrieval system
Production	The application that runs on the Waystation VM, and on Register 1, that routes orders and allows orders to appear on the production and expo monitors. This is what tells a coffee to go to the CBB Monitor and sandwiches to go to grill monitor
Remote USB extender	This device connects to the Mini-ORB and Barcode Scanner and is located in the Zone 11 Front Counter Pickup Area. It connects through a Homerun to the Local USB Extender which talks to the ORB controller located in or near the office
RHS	Restaurant Host Server. This is the physical server and host that the Waystation VM and HHOT VM's live inside. Shutting down this device improperly can cause damage to these VMs and will stop VM's in their current state.



OTP Terms and Definitions



SAM	Service Area Modernization. This moves the ORB to behind the counter, installs a tile wall that blocks view of kitchen and, in most cases, reduces DMB's down to 4 and turns them vertical.
Serial Hub	A device used to allow legacy devices such as the Legacy ABS and COD's to send/receive data from NP6.
Serial Port	A port on a device that accepts 9-pin serial connectors for serial data transmission. Examples include VGA cables and DB9 cables
Soft Power off	Shutting down a device correctly either from a windows screen or POS menu. Can also press power button a single time and release. This will prevent corruption of the device and software running on it.
SSGP	Side Specific Grill Printing
Stratacache	Is an industry leader in digital signage. They manufacture and support the media players for our digital menu boards.
Table Service	A procedure that instructs crew to bring food to a customer's location in the lobby. This is to be used with the Radius System or low-tech table tents (Just a tent with a number)
Topology	An overview of the equipment and networking that comprises the POS System by 'Zone'
Tripp-Lite	The manufacturer of the UPS Battery Backup used to provide enough backup power to safely shutdown connected equipment such as the BOS and RHS.
UPS	Uninterrupted Power Source (also known as a battery backup unit for devices in the Manager's Office)



OTP Terms and Definitions



Verifone	An industry leader in PED technology. McDonalds approved vendor for PEDs. Currently the MX-915, P400, and e285
WBU	Wireless Backup Unit. This device uses 4G cellular technology to provide internet when the primary internet service is disrupted
Zivelo	Manufacturer of Kiosk. One of the two approved brands
Zone	<p>The restaurant is broken up into 10 zones:</p> <ul style="list-style-type: none">• Zone 1 Manager's Office• Zone 2 Kitchen• Zone 3 Front Counter• Zone 4/7/10 Drive Thru Present Booth• Zone 5 Drive Thru Cashier Booth• Zone 6 Outside Drive Thru• Zone 8 Customer Area & Kiosks• Zone 11 Front Counter Pickup Area



OTP Terms and Definitions



Revision History

Date	Author	Changes
9/7/2021	E.Euler	Updated terms, added Revision History
10/19/2021	E.Euler	SSGP added
11/19/2022	E.Euler	Updated terms per writing standards



Find kitchen equipment manuals using QR Codes

Here are some tips for using QR Codes to find Operations Manuals, PM Cards, Quick Reference Cards, Troubleshooting Guides, and Contacts

[How to Scan a QR Code](#)



[Troubleshooting](#)



[ABS](#)



[Blended Ice](#)



[Coffee / Espresso](#)



[Cream Dispenser](#)



[Fryer](#)



[Grill](#)



[HLZ](#)



[OJ Dispenser](#)



[Oven](#)



[Q-ing Oven](#)



[Shake / Sundae](#)



[Steamer](#)



[Toaster](#)

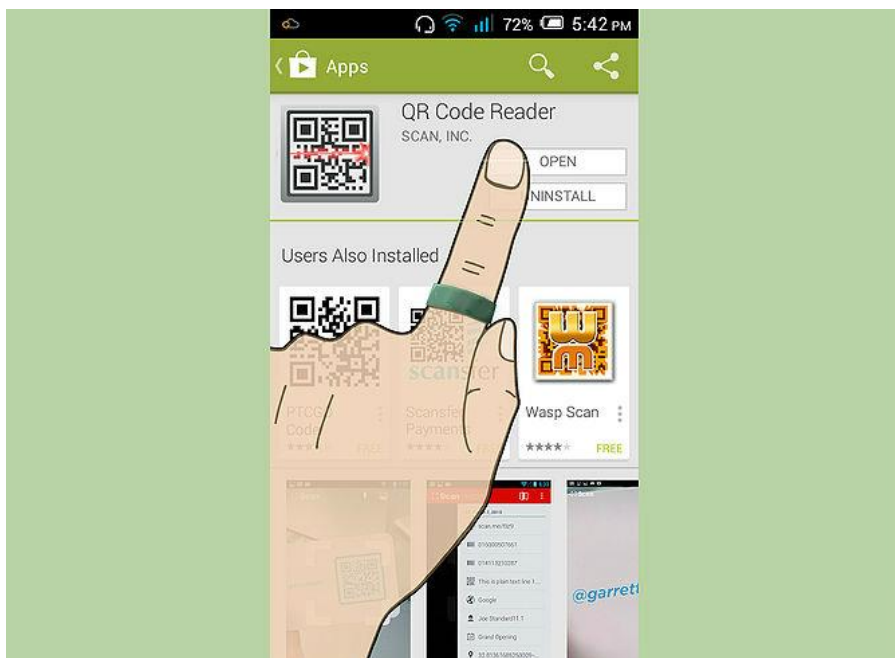
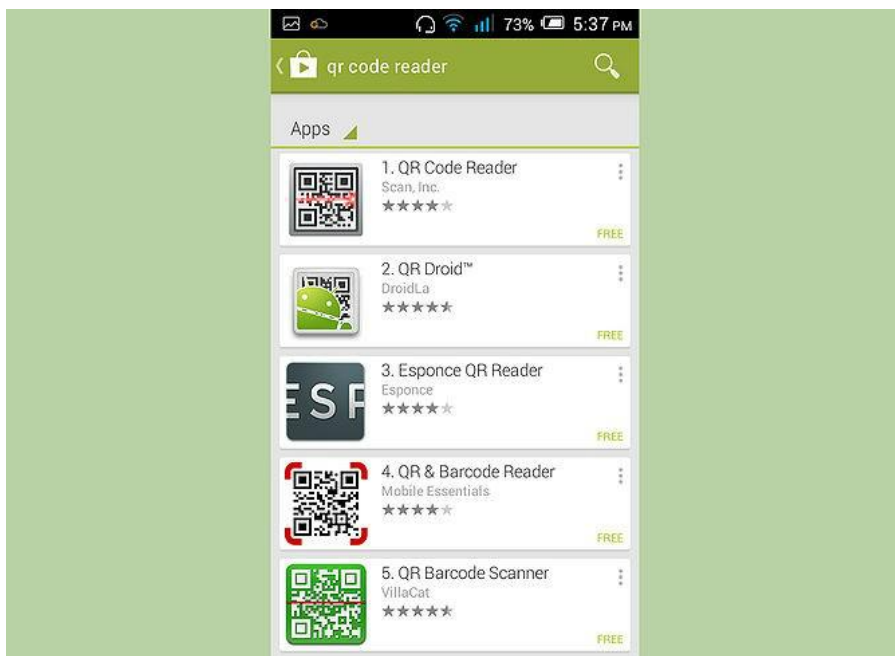


[UHC](#)

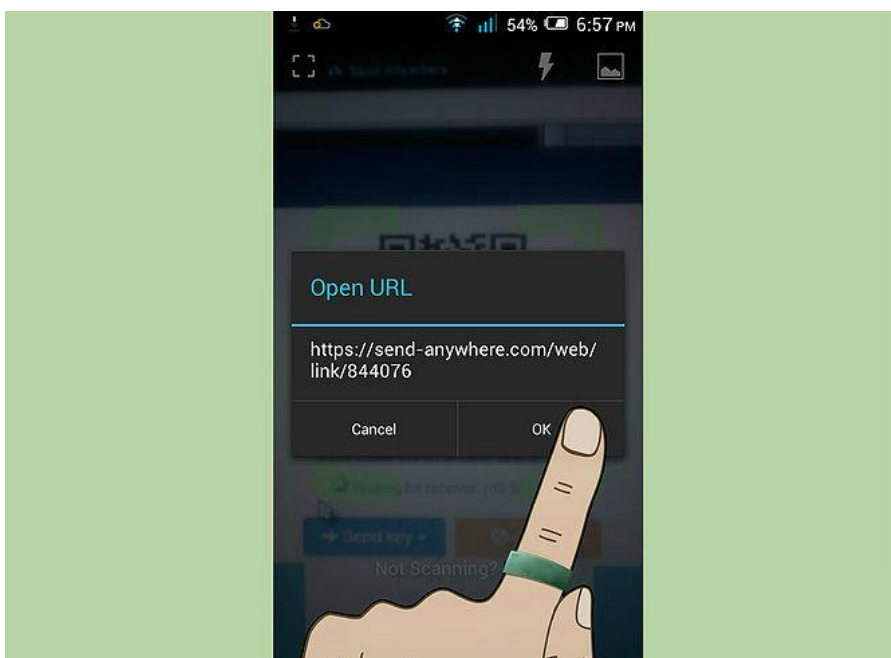
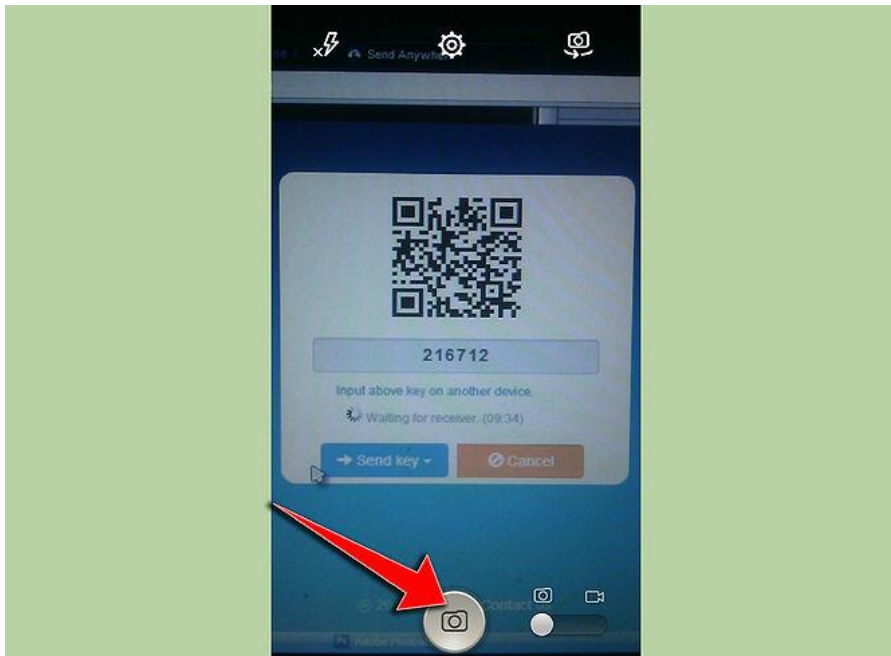


How to Scan a QR Code


- 1 You must first have a web-enabled, smart phone (one that can access the internet and has a camera function)
- 2 **Install a QR Code reader app.** Download the app on Google Play (Android Market), BlackBerry AppWorld, App Store (iOS/iPhone) or Windows Phone Marketplace.



- 3 **Run the app.** Your screen will switch to a camera display. Point your camera to a QR Code. Hold your camera steady so that the QR code comes into focus. Try to fill the frame as much as possible with the code to speed up the reading process.



- 4 **Access the content.** You will be directed to a supplier hosted website specific to an equipment model. Review Operations Manuals, PM Cards, Quick Reference Guides, Troubleshooting Guide, Warranty Information or Contact Information.



LOV Fryers

LVG-200 Gas Series

by Henny Penny

Manuals & Guides

Quick-reference Cards

Equipment Manuals

Planned Maintenance

Maintenance Filter

Daily

FR 06 D01

Why Cleans the vat of crumbs and filters the oil thoroughly to prolong the life of the oil.

Time required 5 minutes to prepare 10 minutes per vat to complete

Time of day During low volume hours.

Hazard icons

⚠ Chemicals
⚠ Electricity
⚠ Hot Liquids/Steam
⚠ Hot Oil
⚠ Hot Surfaces
⚠ Manual Handling
⚠ Moving Parts
⚠ Sharp Objects/Surfaces
⚠ Slippery Floors

Tools and supplies









Procedure

1 Put on protective gear
Use all Henny Penny's suggested safety equipment, including apron, face shield and gloves.
⚠ Hot Oil
Hot oil can cause severe burns.

2 Check filter pan
Make sure filter drain pan and pan cover are properly in place with filter lock tightly engaged and the filter pipe is tightly connected (left).

⚠ If the filter drain pan or pan cover are not properly in place, FILTER PAN MISSING shows in display.

3 Press and hold FILTER button
Make sure oil is hot to get the best results from filtering and then press and hold the FILTER button until 1 AUTO FILTER shows in display.

4 Press DOWN button
Press DOWN button and display shows 2.MAINT FILTER!

5 Press V button
Press V button and display shows MAN FILTER along with YES NO. Press V button for YES to drop oil and display shows DRAINING. Press X for NO and controls return to normal operation.

FR06-100-05

Henny Penny Corporation - Planned Maintenance Manual - Product page 1/1

Henny Penny Corp


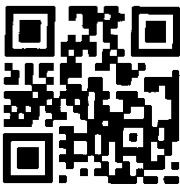
LOV 200 Gas Fryers

LVG-200 LVG-200 LVG-200





Daily

FR 06 D01

I. ABS

<i>Company Name</i>	<i>Equipment Model</i>	<i>Image of Equipment</i>	<i>QR Code</i>	<i>URL</i>
IMI Cornelius	ABS			www.corneliusmcd.com/ABS

II. Blended Ice



<i>Company Name</i>	<i>Equipment Model</i>	<i>Image of Equipment</i>	<i>QR Code</i>	<i>URL</i>
Multiplex	MS-8			www.carecode.info/q/he62b7du
Taylor	C029			www.tcmcd.co/C029

III. Coffee / Espresso









<i>Company Name</i>	<i>Equipment Model</i>	<i>Image of Equipment</i>	<i>QR Code</i>	<i>URL</i>
Bunn	Axiom BrewWise			http://qr.bunn.com/?id=30
Wilbur Curtis	ALPHA (ALP3GT15A826)			http://bit.ly/CurtisAlpha
Franke	Sinfonia FSA			http://bit.ly/mcdsinfonia
Melitta	c5-12C FF			http://c5.melittaprofessional.com

IV. Cream Dispenser

<i>Company Name</i>	<i>Equipment Model</i>	<i>Image of Equipment</i>	<i>QR Code</i>	<i>URL</i>
Silver King (Prince Castle)	SKMCD1P/C1			http://www.princecastle.com/Mobile/SkCreamer.html
SureShot	AC230-PC-29			www.sureshotsolutions.com/r/mcdac230pc29
SureShot	AC110-PC-51			www.sureshotsolutions.com/r/mcdac110pc51
SureShot	AC2-GP-30			www.sureshotsolutions.com/r/mcdac2gp30
SureShot	AC230-PC-27			www.sureshotsolutions.com/r/mcdac230pc27











<i>Company Name</i>	<i>Equipment Model</i>	<i>Image of Equipment</i>	<i>QR Code</i>	<i>URL</i>
SureShot	AC2-GP-22			www.sureshotsolutions.com/r/mcdac2gp22









V. Fryer

<i>Company Name</i>	<i>Equipment Model</i>	<i>Image of Equipment</i>	<i>QR Code</i>	<i>URL</i>
Frymaster	BIPH55			www.carecode.info/q/d0tgenfz
Frymaster	BIRE14			www.carecode.info/q/ypbofm0z
Frymaster	BIEL			www.carecode.info/q/o3cq452r
Frymaster	BIGL			www.carecode.info/q/qx5a3jzj



Company Name	Equipment Model	Image of Equipment	QR Code	URL
Frymaster	BIELA			www.carecode.info/q/xoz3m6ez
Frymaster	BIGLA			www.carecode.info/q/x38p7gd5
Henny Penny	LVE/G-100 Series			www.hennypennylov.com
Henny Penny	LVE-200 Series			www.hennypennylov.com/lve200/
Henny Penny	LVG-200 Series			www.hennypennylov.com/lvg200/

VI. Grill





<i>Company Name</i>	<i>Equipment Model</i>	<i>Image of Equipment</i>	<i>QR Code</i>	<i>URL</i>
Garland	MWE2W			www.carecode.info/q/jhgqrug2
Garland	MWG2W			www.carecode.info/q/f55nspa3
Garland	MWE3W			www.carecode.info/q/f2mo8v8o
Garland	MWG3W			www.carecode.info/q/2z45wave
Taylor	38			www.tcmcd.co/38

<i>Company Name</i>	<i>Equipment Model</i>	<i>Image of Equipment</i>	<i>QR Code</i>	<i>URL</i>
Taylor	C832			www.tcmcd.co/C832
Taylor	C835			www.tcmcd.co/C835
Taylor	C842			www.tcmcd.co/C842
Taylor	C845			www.tcmcd.co/C845





VII. HLZ

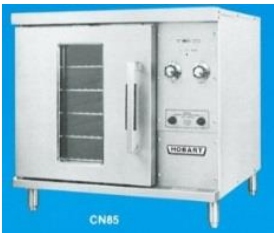



<i>Company Name</i>	<i>Equipment Model</i>	<i>Image of Equipment</i>	<i>QR Code</i>	<i>URL</i>
Frymaster	HLZ			http://www.carecode.info/q/cr7y3qxn

VIII. OJ Dispenser





<i>Company Name</i>	<i>Equipment Model</i>	<i>Image of Equipment</i>	<i>QR Code</i>	<i>URL</i>
IMI Cornelius	Quest Elite 2 Quest Elite 4			www.corneliusmc.com/QuestElite
Taylor	C009			www.tcmcd.co/C009

IX. Oven







<i>Company Name</i>	<i>Equipment Model</i>	<i>Image of Equipment</i>	<i>QR Code</i>	<i>URL</i>
Blodgett	¼ size (SPODS)			http://tinyurl.com/oven-blodgett
Cleveland	MCOE5LSMD			http://www.carecode.info/q/fd4p2tarm

<i>Company Name</i>	<i>Equipment Model</i>	<i>Image of Equipment</i>	<i>QR Code</i>	<i>URL</i>
Hobart	CN-85			http://tinyurl.com/oven-hobart
Wells	M4200			http://www.wells-mfg.com/wellsqr/ConvOvens.html



X. Q-ing Oven



<i>Company Name</i>	<i>Equipment Model</i>	<i>Image of Equipment</i>	<i>QR Code</i>	<i>URL</i>
Amana	MC22MP OR MC23MPW2			http://www.acpq.co/MC23MPW2/
Amana	MC22MPT OR MC23MPTW2			http://www.acpq.co/MC23MPTW2/

XI. Shake / Sundae







<i>Company Name</i>	<i>Equipment Model</i>	<i>Image of Equipment</i>	<i>QR Code</i>	<i>URL</i>
Carpigiani	K3/E			http://qr.carpigiani.com/W896Z
Taylor	C602			www.tcmcd.co/C602
Taylor	C716			www.tcmcd.co/C716

XII. Steamer





<i>Company Name</i>	<i>Equipment Model</i>	<i>Image of Equipment</i>	<i>QR Code</i>	<i>URL</i>
A.J. Antunes	SS-400			http://www.ajantunes.com/portals/0/qr/ss-family.html

Company Name	Equipment Model	Image of Equipment	QR Code	URL
Prince Castle	625-Series Steamers: 625-MCD 625-MFY 625-OS 625-MCDCJP			http://www.princecastle.com/Mobile/Steamer.html

XIII. Toaster

Company Name	Equipment Model	Image of Equipment	QR Code	URL
A.J. Antunes	MT-12			http://www.ajantunes.com/portals/0/q/mt-12.html
A.J. Antunes	UTX-200/CTX-200			http://www.ajantunes.com/portals/0/q/utx-ctx.html
Prince Castle	340-URTG2L			http://www.princecastle.com/Mobile/URT.html

XIV. UHC

<i>Company Name</i>	<i>Equipment Model</i>	<i>Image of Equipment</i>	<i>QR Code</i>	<i>URL</i>
Frymaster	UHCHD			http://www.carecode.info/q/25t3y4y9
Prince Castle	UHC6PT-22MCD			www.princecastle.com/Mobile/UHC.html

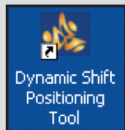
Generating the Dynamic Shift Positioning Guide

Pre-shift

Generate and print your Dynamic Shift Positioning Guide 24 hours prior to the beginning of your shift.

Getting Started

Follow these simple steps to access the Dynamic Shift Positioning Tool and generate the Dynamic Shift Positioning Guide for your shift.



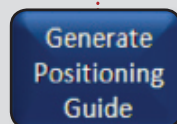
1. Log on to the windows side of the ISP with your username and password.
2. Select the "Dynamic Shift Positioning Tool" icon. The Shift Setup screen will appear.

A snippet of the Shift Setup screen showing a "Shift Date" field with a dropdown menu set to "01/23/2010".

3. Next to Shift Date, use the drop-down menu to select the date of your shift. Remember, print and review your shift positioning guide at least 24 hours in advance of your shift.

A snippet of the Shift Setup screen showing "Start Time" and "End Time" dropdown menus. The "Start Time" is set to "11:00 AM" and the "End Time" is set to "5:00 PM". Below these are tabs for "Restaurant Configuration" and "Secondary Duty Configuration".

4. Select your shift "start time" and "end time" using the drop-down menus for each. The minimum number of shift hours you can select is two and the maximum shift hours is six.



5. Select the "Generate Positioning Guide" icon.

IMPORTANT NOTE: Before you begin using the Dynamic Shift Positioning Tool, check with your Restaurant Manager to make sure he/she has completed the initial one-time setup of the tool, which includes setting the proper restaurant configuration.

continued...

Before you do, let's take a closer look at each section of the guide.



Reviewing the Dynamic Shift Positioning Guide

Shift Information

This section shows you the shift date, shift manager and the start and end times you entered.

Shift Information		
Date:	01/23/2010	Shift Manager: James Smith
Time Period:	11:00 AM–5:00 PM	
Positioning Schedule		

Positioning Schedule

The Positioning Schedule shows the hour-by-hour breakdown of your shift and which crew positions you need to fill. The positions for each area of the restaurant are grouped together and color coded to make it easier for you to see each team. The Dynamic Shift Positioning Tool allows you to type in the crew members names prior to printing the Dynamic Shift Positioning Guide, or you can print the guide and write names in by hand. Remember to place your best crew in key positions.

Drive thru

Front Counter

Fries

Production

McCafé

Positioning Schedule						
	11AM-12PM	12PM-1PM	1PM-2PM	2PM-3PM	3PM-4PM	4PM-5PM
2 Cashier	2 Cashier	2 Cashier	2 Cashier	2 Cashier	2 Cashier	2 Cashier
5 Runner	5 Runner	5 Runner	5 Runner	5 Runner	5 Runner	5 Runner
6 Present	6 Present	6 Present	6 Present	6 Present	6 Present	6 Present
10 Order Taker	11 Order Taker	11 Order Taker	10 Order Taker	10 Order Taker	10 Order Taker	10 Order Taker
13 DT Coordinator	13 DT Coordinator	15 DT Coordinator	12 DT Coordinator	12 DT Coordinator	12 DT Coordinator	12 DT Coordinator
3 FC-OT	3 FC-OT	3 FC-OT	3 FC-OT	3 FC-OT	3 FC-OT	3 FC-OT
9 FC-Runner	9 FC-Runner	7 FC-Runner	9 FC-Runner	8 FC-Runner	9 FC-Runner	9 FC-Runner
8 Fries	15 FC-OT	13 FC-OT	14 FC-OT	13 FC-OT	8 Fries	8 Fries
1 Grills/FP	7 Fries	16 FC-Runner	8 Fries	9 Fries	1 Grills/FP	1 Grills/FP
4 Initiate S1	17 Fry Support	9 Fries	1 Grills/FP	1 Grills/FP	4 Initiate S1	4 Initiate S1
7 Assemble S1	1 Grills	1 Grills/FP	4 Initiate S1	4 Initiate S1	7 Assemble S1	7 Assemble S1
11 Initiate/Assemble S2	4 Initiate S1	4 Initiate S1	7 Assemble S1	7 Assemble S1	11 Initiate S2	11 Initiate S2
12 McCafé Specialist	8 Assemble S1	8 Assemble S1	11 Initiate S2	11 Initiate/Assemble S2	13 Assemble S2	13 Assemble S2

continued...

Each column shows you how many crew members you need for each hour and in which positions they should be stationed.

Notice that some of the numbers are in **outlined boxes**. This box indicates the last position on and would be first position eliminated if, for instance, your sales and/or guest counts were lower than expected.

Also notice that some numbers are in **solid boxes**. The two solid boxes indicate where you would position your next two crew members if, for example, you anticipate that it's going to be busier than expected or you are trying to build the peak, and you have additional crew scheduled.

P	A
15	



Reviewing the Dynamic Shift Positioning Guide *continued...*

Adjusting Crew Numbers

At the end of each column in the Positioning Schedule section, you will find the **total number of unit producing crew** you need (Front Counter, Drive-thru, Production, Fries and McCafé) for each hour (P = projected number of crew needed). When you're in the DSPT program, you have the ability to type in the actual (A) number of unit producing crew members you have on your shift or that you have scheduled.

Override

Once you have entered the actual number of crew you have for each hour, all you need to do is select the "Override" button at the bottom of the screen.

Automatically the DSPT will generate a new positioning guide, adjusting crew positioning based on the actual number of crew you have on shift.

Dynamic Shift Positioning Guide

Shift Information: Date: 01/23/2010 Shift Manager: James Smith Time Period: 11:00 AM-5:00 PM

Positioning Schedule

11AM-12PM	12PM-1PM	1PM-2PM	2PM-3PM	3PM-4PM	4PM-5PM
2 Cashier	2 Cashier	2 Cashier	2 Cashier	2 Cashier	2 Cashier
5 Runner	5 Runner	5 Runner	5 Runner	5 Runner	5 Runner
6 Present	6 Present	6 Present	6 Present	6 Present	6 Present
10 Order Taker	11 Order Taker	11 Order Taker	10 Order Taker	10 Order Taker	10 Order Taker
12 DT Coordinator	13 DT Coordinator	14 DT Coordinator	15 DT Coordinator	16 DT Coordinator	17 DT Coordinator
3 FC-DT	3 FC-DT	3 FC-DT	3 FC-DT	3 FC-DT	3 FC-DT
5 FC-Runner	5 FC-Runner	5 FC-Runner	5 FC-Runner	5 FC-Runner	5 FC-Runner
8 Fries	16 FC-DT	13 FC-DT	14 FC-DT	15 FC-DT	8 Fries
1 Grill/FP	7 Fries	16 FC-Runner	8 Fries	9 Fries	1 Grill/FP
4 Initiate S1	17 Fry Support	9 Fries	1 Grill/FP	1 Grill/FP	4 Initiate S1
7 Assemble S1	1 Grill	1 Grill/FP	4 Initiate S1	4 Initiate S1	7 Assemble S1
11 Assemble S2	4 Initiate S1	4 Initiate S1	7 Assemble S1	7 Assemble S1	11 Assemble S2
13 McCafé Specialist	8 Assemble S1	8 Assemble S1	11 Assemble S2	11 Assemble S2	13 McCafé Specialist
4 2 Mgr.	10 Initiate S2	10 Initiate S2	4 2 Mgr.	4 2 Mgr.	4 2 Mgr.
14 Assemble S2	14 Assemble S2	14 Assemble S2	4 2 Mgr.	4 2 Mgr.	14 Assemble S2
16 Fried Prods.	12 McCafé Specialist	12 McCafé Specialist	4 2 Mgr.	4 2 Mgr.	16 Fried Prods.
12 McCafé Specialist	4 2 Mgr.	4 2 Mgr.	4 2 Mgr.	4 2 Mgr.	12 McCafé Specialist
4 2 Mgr.					4 2 Mgr.

Hour by Hour

P	A	P	A	P	A	P	A	P	A	P	A
11	10	15	16	14	15	12	11	11	11	11	11

Low Utilization / High Utilization / McCafé Counts

Hi	Low	McC	Hi	Low	McC	Hi	Low	McC	Hi	Low	McC	Hi	Low	McC
10	5	21	10	5	21	10	5	21	10	5	21	10	5	21

GC/Sales

P	A	P	A	P	A	P	A	P	A	P	A
104	122	122	125	109	100	100	100	100	100	100	100
\$656	\$902	\$783	\$767	\$584	\$553	\$553	\$553	\$553	\$553	\$553	\$553

Printed On: 01/23/2010 10:00 AM 112

Total Crew

P	A	P	A	P	A	P	A	P	A	P	A
11	10	15	16	14	15	12	11	11	11	11	11

Enter actual number of crew for each hour.

Reviewing the Dynamic Shift Positioning Guide *continued...*

Tracking Sales and Guest Count Projections

The bottom of the Dynamic Shift Positioning Guide shows you projected sales and guest counts for each hour of your shift. Next to the projected numbers (P), you can record your actual sales and guest counts (A) for each hour.

Tracking sales and guest counts during your shift will help you identify any trends that arise. For example, if you notice that you're bringing in \$50 or more for two or three consecutive hours, it may indicate that you need to bring in additional crew. (Double check with your Owner/Operator about when you should bring in additional crew.)



Low Utilization/High Utilization/McCafé Counts

For each hour, the Dynamic Shift Positioning Guide also lets you know:

- How many McCafé beverages your restaurant is projected to sell
- Which areas are projected to be **most utilized**
- Which areas are projected to be **least utilized**

Hour by Hour															
Low Utilization / High Utilization / McCafé Counts															
Hi	Low	McC	Hi	Low	McC	Hi	Low	McC	Hi	Low	McC	Hi	Low	McC	Hi
D	K	31	G	W	40	D	W	38	D	K	20	D	K	10	D
GC/Sales															
P	A		P	A		P	A		P	A		P	A		P
104			132			123			125			109			100
\$656			\$902			\$793			\$767			\$594			\$553

McCafé Beverages (McC)

Projects McCafé beverage count for each hour. If you notice during your pre-shift planning an upward trend occurring in McCafé beverage counts, you may need to flex in and out or temporarily assign a crew member to assist as a secondary duty to keep the area operating efficiently. Remember, the DSPT will automatically call for a McCafé specialist when 38 beverages or more are projected during the hour.

High Utilization (Hi)

Identifies an area of the restaurant that is projected to have the highest crew utilization for that hour. For example, if the grill team is identified for a given hour (**ISP symbol G**) this means your grill team is close to reaching its maximum sandwich output. As the Shift Manager, it's your job to keep an eye on this area and flex in and out or temporarily assign a crew member to assist so that the area continues to operate efficiently.

- D** - Drive-thru
- K** - Fries/Hashbrowns
- W** - Front Counter
- G** - Production
- Z** - McCafé

Low Utilization (Low)

Identifies an area of the restaurant that is projected to have the lowest crew utilization for that hour. If your fries/hash browns person is identified (**ISP symbol K**) this means the crew person scheduled here hasn't reached their maximum fries/hash browns output for the hour. When positioning your crew members, you will need to consider assigning someone who can handle these duties along with assisting a busier position as a secondary duty.

Reviewing the Dynamic Shift Positioning Guide *continued...*


Positioning for Ops Excellence

Positioning for Operational Excellence is all about having crew positioned in the right places and at the right times to prevent danger zones.

The top section indicates what time you need to have crew positioned in each of the critical positions:

- Opening the second side of the prep table
- Splitting the order taker and cashier functions in the Drive-thru
- A French Fry person
- A McCafé specialist

Staffing these areas during the times listed optimizes productivity in each area, making it easier to maintain efficient restaurant operations.



Time	Position
11AM-5PM	Second Side
11AM-5PM	Split Functions (DT)
11AM-5PM	Fry Person
12PM-2PM	McCafé Person

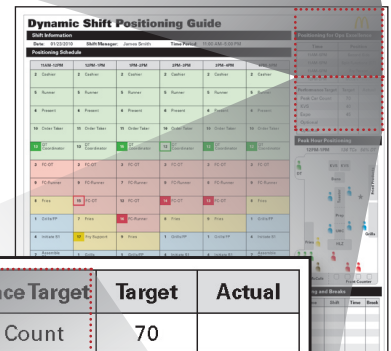
Performance Targets

Performance Targets provides you with an area to track the targets you've set for your shift. Clearly communicating the targets you've set for the shift will help you ensure that everyone understands and can deliver on your expectations.

You can list up to five targets in the DSPT. These targets include Peak Car Count, KVS, Expo and two optional areas. Plan to discuss with your restaurant manager which targets he/she would like you to track.

Editing Performance Targets

You have the ability to add two optional targets in addition to the ones provided. You can set these optional targets by typing them into the boxes marked "Optional." An example of an optional target is "Cash to Present."



Shift	11AM-12PM	12PM-1PM	1PM-2PM	2PM-3PM	3PM-4PM	4PM-5PM
1. Cashier	1	1	1	1	1	1
2. Fry	1	1	1	1	1	1
3. Prep	1	1	1	1	1	1
4. Drive Thru	1	1	1	1	1	1
5. Cashier	1	1	1	1	1	1
6. Fry	1	1	1	1	1	1
7. Prep	1	1	1	1	1	1
8. Drive Thru	1	1	1	1	1	1
9. Cashier	1	1	1	1	1	1
10. Fry	1	1	1	1	1	1
11. Prep	1	1	1	1	1	1
12. Drive Thru	1	1	1	1	1	1
13. Cashier	1	1	1	1	1	1
14. Fry	1	1	1	1	1	1
15. Prep	1	1	1	1	1	1
16. Drive Thru	1	1	1	1	1	1
17. Cashier	1	1	1	1	1	1
18. Fry	1	1	1	1	1	1
19. Prep	1	1	1	1	1	1
20. Drive Thru	1	1	1	1	1	1

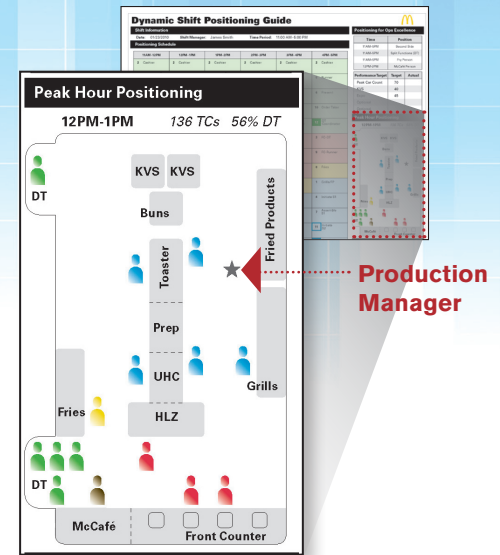
Performance Target	Target	Actual
Peak Car Count	70	
KVS	40	
Expo	45	
Optional		
Optional		

Performance Target
Peak Car Count
KVS
Expo
Optional
Optional

Reviewing the Dynamic Shift Positioning Guide *continued...*

Peak Hour Positioning

This area provides a visual representation of how many crew members are positioned in each area of the restaurant **during your busiest time period**. During this time, everyone must **STAY IN POSITION**. It is advised that you do not schedule breaks at this time or have crew out of position (as long as it's compliant with labor laws). If additional managers are required (production or service) during the peak hour, the Dynamic Shift Positioning Guide will show these management positions on the floor plan by using a star symbol. Additional information is also provided on the peak hour guest counts and Drive-thru percentage.



Staffing and Breaks

Complete this section during your pre-shift planning. In each column, list the names of all the crew members working your shift and their projected break times (names can be filled in prior to print or hand written after print). Then, throughout their shift, check off in the last column as each one takes his or her break.

[illegible]

Fixed Shifts

This section provides a space for you to list the names of employees scheduled to perform fixed hour job duties for their entire shift. It is recommended that you complete this section during your pre-shift planning.

[illegible]

Reviewing the Dynamic Shift Positioning Guide *continued...*

Secondary Duties

As mentioned earlier, there are two pages to the Dynamic Shift Positioning Guide. The first gives you the primary duties and positions that each crew person needs to cover. The second page of the Dynamic Shift Positioning Guide lists the secondary duties each crew person should perform.

McDonalds has taught for years to assign crew people secondary duties, but it hasn't always been easy, especially for a new shift manager. All of the duties are related to the area of the restaurant that the crew member should back up when they are not busy with primary duties. These duties change depending on the number of crew in the restaurant. There are two duties listed per position.

If you typed crew member names in the positioning schedule on the first page of the Dynamic Shift Positioning Guide, you will notice that those names automatically appear with the secondary duties on page two of the guide.

You also have the ability to change the secondary duties. To do this, simply type over the duty that is listed, and it will print that on the sheet instead. (If you decide to override the crew after you have changed duties, you will lose whatever you had typed in.)

Breakfast	BRK-Secondary	Regular Menu	REG-Secondary	
Dynamic Shift Positioning Guide – Secondary Duties – Regular				
Shift Information				
Date : 01/23/2010		Shift Manager : mc00768	Time Period : 11:00-16:00	
Positioning - Secondary Duties				
11:00-12:00	12:00-13:00	13:00-14:00	14:00-15:00	15:00-16:00
2 Cashier	2 Cashier	2 Cashier	2 Cashier	2 Cashier
5 Runner	5 Runner	5 Runner	5 Runner	5 Runner
Back up Presenter	Back up Presenter	Back up Presenter	Back up Presenter	Back up Presenter
Back up FC	Back up FC	Back up FC	Back up FC	Back up FC
6 Present	6 Present	7 Present	6 Present	6 Present
Back up Runner	Back up Runner	Back up Runner	Back up Runner	Back up Runner
11 OT/Drinks	11 OT/Drinks	12 OT/Drinks	11 OT/Drinks	11 OT/Drinks
Brew coffee	Brew coffee	Brew coffee	Brew coffee	Brew coffee
Assist Runner	Assist Runner	Assist Runner	Assist Runner	Assist Runner
3 FC - OT	14 DT Coordinator	15 DT Coordinator	13 DT Coordinator	12 DT Coordinator
Backup FC-Runner				
10 FC-Runner	3 FC - OT	3 FC - OT	3 FC - OT	3 FC - OT
Backup Order Taker	Backup FC-Runner	Backup FC-Runner	Backup FC-Runner	Backup FC-Runner
Brew Coffee				
8 Fries	9 FC-Runner	9 FC-Runner	9 FC-Runner	9 FC-Runner
Backup DT	Backup Order Taker	Backup Order Taker	Backup Order Taker	Backup Order Taker
Backup FC	Brew Coffee	Brew Coffee	Brew Coffee	Brew Coffee

Screen shot of Secondary Duties

Dynamic Shift Positioning Guide

Shift Information

Date: 01/23/2010 Shift Manager: James Smith Time Period: 11:00 AM - 6:00 PM

Positioning Schedule

11AM-12PM	12PM-1PM	1PM-2PM	2PM-3PM	3PM-4PM	4PM-5PM
2 Cashier	2 Cashier	2 Cashier	2 Cashier	2 Cashier	2 Cashier
5 Runner	5 Runner	5 Runner	5 Runner	5 Runner	5 Runner
• Backup Presenter	• Backup Presenter	• Backup Presenter	• Backup Presenter	• Backup Presenter	• Backup Presenter
• Backup FC	• Backup FC	• Backup FC	• Backup FC	• Backup FC	• Backup FC
6 Present	6 Present	6 Present	6 Present	6 Present	6 Present
• Backup Runner	• Backup Runner	• Backup Runner	• Backup Runner	• Backup Runner	• Backup Runner
10 Order Taker	10 Order Taker	10 Order Taker	10 Order Taker	10 Order Taker	10 Order Taker
• Brew Coffee	• Brew Coffee	• Brew Coffee	• Brew Coffee	• Brew Coffee	• Brew Coffee
• Assist Runner	• Assist Runner	• Assist Runner	• Assist Runner	• Assist Runner	• Assist Runner
11 DT Coordinator	11 DT Coordinator	11 DT Coordinator	11 DT Coordinator	11 DT Coordinator	11 DT Coordinator
• Assist with Fries	• Assist with Fries	• Assist with Fries	• Assist with Fries	• Assist with Fries	• Assist with Fries
3 FC-OT	3 FC-OT	3 FC-OT	3 FC-OT	3 FC-OT	3 FC-OT
• Backup FC-Runner	• Backup FC-Runner	• Backup FC-Runner	• Backup FC-Runner	• Backup FC-Runner	• Backup FC-Runner
9 FC-Runner	9 FC-Runner	7 TC-Runner	9 FC-Runner	8 TC-Runner	9 FC-Runner
• Backup Order Taker	• Backup Order Taker	• Backup Order Taker	• Backup Order Taker	• Backup Order Taker	• Backup Order Taker
• Brew Coffee	• Brew Coffee	• Brew Coffee	• Brew Coffee	• Brew Coffee	• Brew Coffee
8 Fries	15 FC-OT	13 FC-OT	14 FC-OT	12 FC-OT	8 Fries
• Backup DT	• Backup FC-Runner	• Backup FC-Runner	• Backup FC-Runner	• Backup FC-Runner	• Backup DT
• Backup FC	• Backup FC	• Backup FC	• Backup FC	• Backup FC	• Backup FC
1 Grill/BP	7 Fries	10 TC-Runner	8 Fries	7 Fries	1 Grill/BP
• Assist Assembly	• Backup DT	• Backup DT	• Backup DT	• Backup DT	• Assist Assembly
• Backup FC	• Backup FC	• Backup FC	• Backup FC	• Backup FC	• Backup FC
4 Instance B1	11 Fry Support	6 Fries	1 Grill/BP	4 Instance B1	4 Instance B1
• Assist Assembly	• Assist Assembly	• Assist Assembly	• Assist Assembly	• Assist Assembly	• Assist Assembly
• Backup Grill Person	• Backup Grill Person	• Backup Grill Person	• Assist Assembly	• Assist Assembly	• Assist Grill Person
7 Assembly	1 Grill	1 Grill/BP	4 Instance B1	7 Assembly	7 Assembly
• Assist Inator	• Assist Assembly	• Assist Assembly	• Assist Assembly	• Assist Assembly	• Assist Inator
• Assist Grill Person	• Assist Grill Person	• Assist Grill Person	• Assist Grill Person	• Assist Grill Person	• Assist Grill Person
11 Instance Assembly S2	4 Instance B1	4 Instance B1	7 Assembly B1	7 Assembly	11 Instance B1
• Assist Inator	• Assist Assembly	• Assist Assembly	• Assist Inator	• Assist Inator	• Assist Assembly S2
• Assist Inator Side 1	• Assist Grill Person	• Assist Grill Person	• Assist Grill Person	• Assist Grill Person	• Assist Assembly S2
12 MC/As Specialist	8 Assembly S2	8 Assembly S2	11 Instance S2	11 Instance S2	12 Assembly S2
• Assist Grill Person	• Assist Grill Person	• Assist Grill Person	• Assist Assembly Side 1	• Assist with Fries	• Assist Inator Side 1
• Assist Inator	• Assist Inator	• Assist Inator	• Assist Inator	• Assist Inator	• Assist Inator
8 2 Mgr.	10 Instance S2	10 Instance S2	12 Assembly S2	8 2 Mgr.	8 2 Mgr.
• Assist Assembly Side 1	• Assist Assembly Side 2	• Assist Assembly Side 2	• Assist Assembly	• Assist Assembly	• Assist Assembly
• Assist Assembly Side 2	• Assist Inator Side 1	• Assist Inator Side 1	• Assist Inator Side 1	• Assist Inator Side 1	• Assist Inator Side 1
14 Assembly S2	14 Assembly S2	14 Assembly S2	8 2 Mgr.	8 2 Mgr.	8 2 Mgr.
• Assist Inator Side 1	• Assist Inator Side 1	• Assist Inator Side 1	• Assist Inator Side 1	• Assist Inator Side 1	• Assist Inator Side 1
16 Fry Prods.	12 MC/As Specialist	12 MC/As Specialist	12 MC/As Specialist	12 MC/As Specialist	12 MC/As Specialist
• Assist DT	• Assist DT	• Assist DT	• Assist DT	• Assist DT	• Assist DT
• Assist FC	• Assist FC	• Assist FC	• Assist FC	• Assist FC	• Assist FC
2 Mgr.	2 Mgr.	2 Mgr.	2 Mgr.	2 Mgr.	2 Mgr.

Printed guide of Secondary Duties

Printing the Dynamic Shift Positioning Guide

Print

When you're ready to print your Dynamic Shift Positioning Guide, select the "Print" button at the bottom of the page. It will take you to a preview of your two-page Dynamic Shift Positioning Guide and any modifications you have made. If you need to make more adjustments, select the "Close" button at the top of the page to continue where you left off. If you're satisfied with the guide, select the printer icon at the top of the page. Your Dynamic Shift Positioning Guide will be waiting for you at the printer.

Close

To get back to the Dynamic Shift Positioning Tool home page, simply click on the "Close" button. You can also use this icon if you need to start over due to incorrect shift information listed.

Procedures for Overnight hours of operation do not change. After business hours, all entry/exit doors remain locked until the start of business the following day. You may need to override the Restaurant Positioning Guide to match the number of crew members scheduled during overnight operations.

You have the option to print in black & white or color. This is an option within your restaurant configuration. Please see your manager.

