

Rewiring Leadership



Thirty
Percent

The Official

Workbook

By Preston Lee

HOW TO LEVEL UP MY LEADERSHIP

A Self-Assessment WORKBOOK
for Current Restaurant MANAGERS

BUILT ON THE FOUR CORNERSTONES OF LEADERSHIP:

EMOTIONAL INTELLIGENCE

ACCOUNTABILITY MASTERY

GUEST RECOVERY

INSPIRING YOUR TEAM

THIRTY PERCENT

The Minimalist Guide to Maximum Leadership

Put the **THIRTY PERCENT** team to work
growing your business:



<https://30percentrule.com/pages/grow-your-restaurant>

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I wrote this training manual after twenty years in the industry, scaling 400 businesses and assessing over a 1,000 more. Across all of them, I kept running into the same gap.

Leadership was severely underdeveloped.

Not from a lack of will. Not from maliciousness. Not from a lack of work ethic or care. It came down to one thing: a lack of knowledge.

This book exists to close that gap. It is built to turn any manager into a leader, and any leader into a stronger one. The goal is to maximize leadership. To make every leader's job easier, simpler, and more rewarding.

Put this book in any leader's hands and you give them the opportunity to take everything to the next level. Their career. Their income. The people they lead. Their life outside of work.

All of it.

Whether they get there comes down to two things: taking action and staying consistent. Combine the knowledge in this book with consistent action, and everything changes.

Guaranteed.

PRESTON LEE

FOUNDER, THIRTY PERCENT





BEFORE

YOU

BEGIN

**THIS WORKBOOK IS FOR THE
MANAGER WHO IS ALREADY IN
THE SEAT,
AND WHO REFUSES TO STOP
DEVELOPING.**

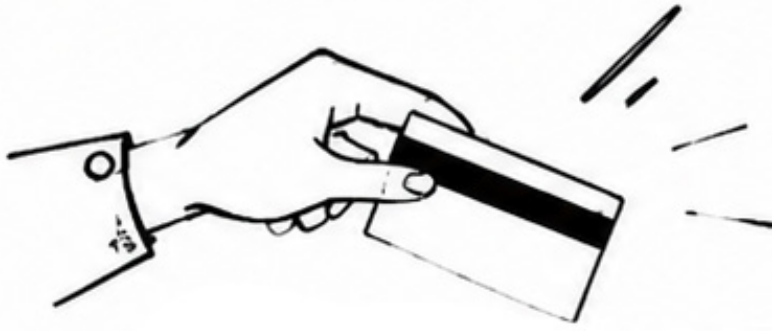
If you have worked through *When You Get Promoted Over Your Peers*, you have stepped into the role. You have earned your stripes. You have built a foundation.

This is the next book on the shelf. The question this workbook answers is the one most managers never honestly ask themselves: what kind of leader are you actually becoming?

THE BRUTAL HONESTY UP FRONT

Most restaurant managers stop developing the day they get the title. They swipe cards. They drop cash. They count inventory. They run shifts. They go home. Five years later, they are doing the same job they were doing in their first 90 days, just more tired.

That is management!
It is not leadership!



**Managers
swipe
cards!**

**Leaders
build
leaders!**





Leadership is what happens when you keep developing AFTER the title is yours. When you treat the manager role as a starting line, not a finish line. When you build a team that runs because of who you have made them, not because you are on the floor watching.



WHY THE DATA SAYS THIS MATTERS

**THIS IS NOT MOTIVATIONAL TALK.
THE NUMBERS ARE STARK.**

Gallup studied 2.7 million employees across 100,000 teams and found that

managers account for at least 70 percent of the variance in employee engagement

across business units. The single biggest predictor of whether your team performs is not pay, not perks, not the mission on the wall, it is who is managing them.

GALLUP, STATE OF THE AMERICAN MANAGER (2015).



Same Gallup study:

one in two employees has left a job to get away from a manager. Half.

You are either the reason your best people stay or the reason they leave. There is no middle position.

GALLUP, STATE OF THE AMERICAN MANAGER (2015).

**Most managers
are flying blind.**

And here is the kicker. Gallup found that **fewer than half, about 45 percent, of front-line supervisors had received any supervisor training in the past year.**

The managers who DID get training were 79 percent more likely to be engaged themselves.

The work compounds. The skipping of the work also compounds.

GALLUP, FRONT-LINE SUPERVISOR RESEARCH / STATE OF THE GLOBAL WORKPLACE (2024).

**This workbook
is the WORK!**

THE FOUR CORNERSTONES OF LEADERSHIP

This workbook is built on the PLV Four Cornerstones of Leadership.

These are not academic categories.

They are the four skill sets that separate restaurant managers who plateau from restaurant leaders who build something.

CORNER STONE

1

EMOTIONAL INTELLIGENCE

Noticing your emotions, managing them, reading other people's, and responding instead of reacting.



CORNER STONE

2

ACCOUNTABILITY MASTERY

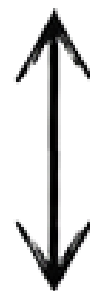
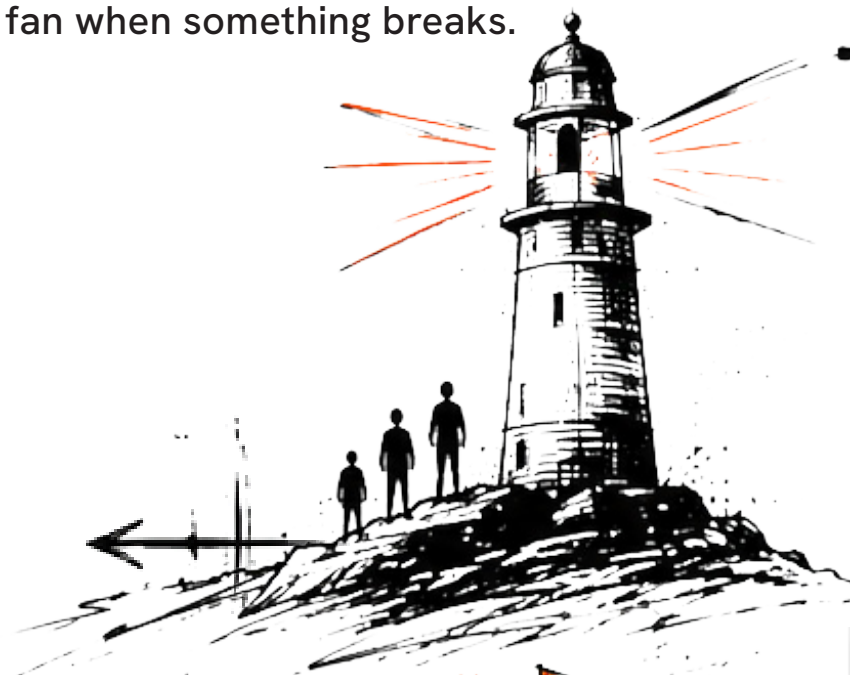
Holding the standard consistently across the board as a tool to make people better, not a punishment.



GUEST RECOVERY

Building a team that proactively makes guests feel valued, and knows how to turn a problem into a fan when something breaks.

CORNER STONE 3



INSPIRING YOUR TEAM

Getting your team bought in, not motivated, inspired, so they want the mission for themselves.

CORNER STONE 4

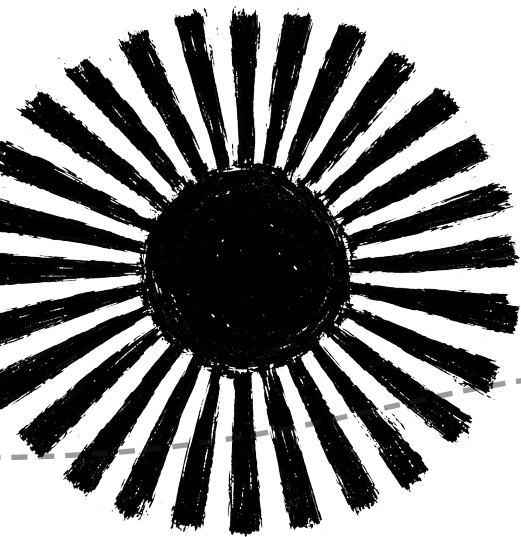


**Every leader
is stronger
in some
cornerstones
and weaker in
others.**

**The goal of this
workbook is to figure
out honestly where
you stand on each,
and then work them
— ONE AT A TIME —
over a 90-day plan.**

HOW TO USE THIS WORKBOOK





USE A PEN.

The work happens in the writing, not in the reading.

The questions you avoid in this workbook are the questions you are also avoiding on the floor.

SIMPLE. NOT EASY.

1

PART ONE is the

SELF ASSESSMENT



Be honest.
The score
is not the
point, the
awareness is.

2-5

PARTS
TWO
THROUGH
FIVE are the



FOUR CORNERSTONES

Each has a
**definition, a
framework, an
audit, and a
practice plan.**

6

PART SIX is the



FRAMEWORK INTEGRATION

The five experts
from the first
workbooks,
reoriented around
the cornerstones.

7

PART SEVEN **X**
is your.



90 DAY LEVEL-UP PLAN

Part Seven is your
90-day
Level-Up Plan.

**One cornerstone at
a time.**

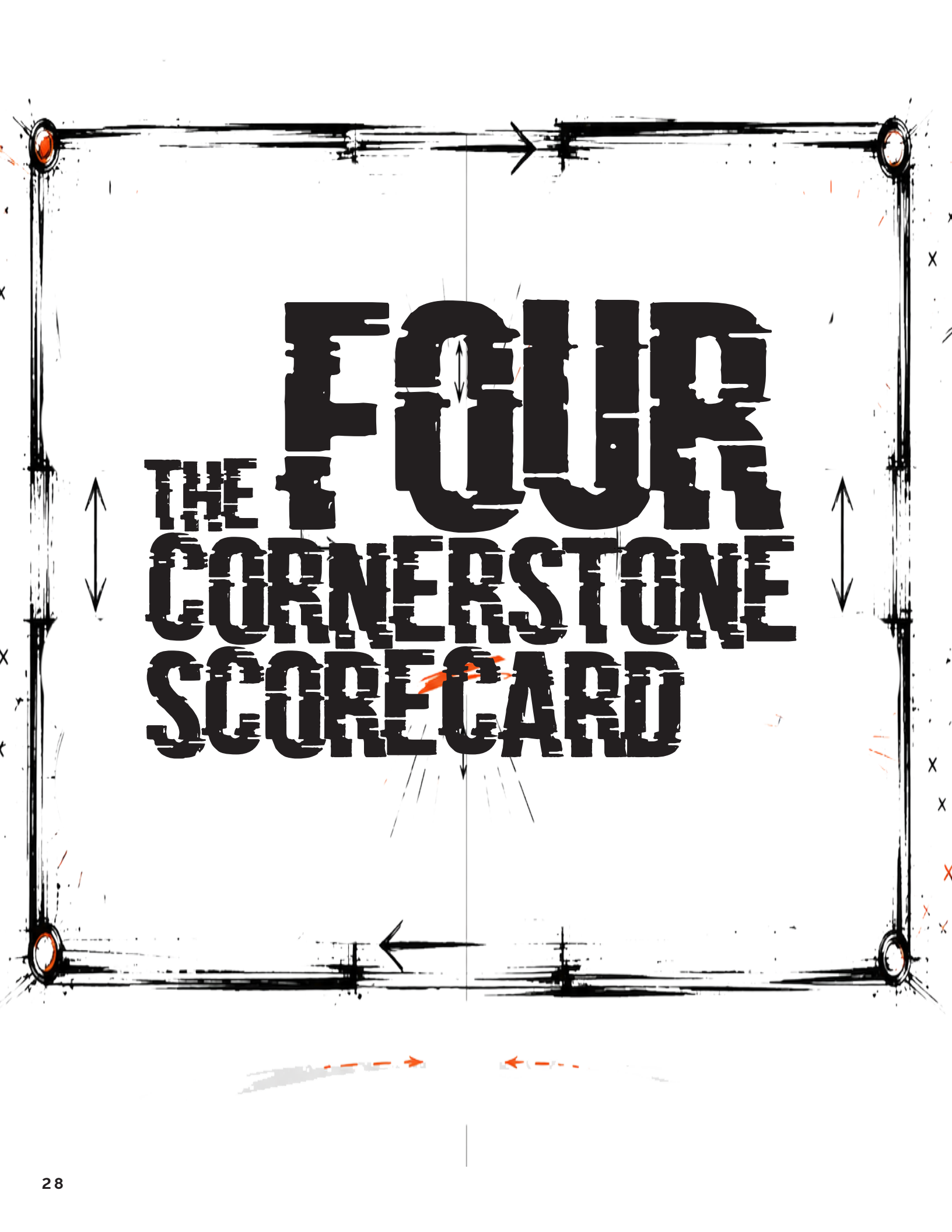
Not all four at once.

PART ONE

THE LEADERSHIP SELF- ASSESSMENT



You cannot level up what you have not honestly named. This part is the diagnostic. Do not soften your answers. Nobody is reading this but you.



THE FOUR CORNERSTONE SCORECARD

RATE YOURSELF ON EACH CORNERSTONE FROM 1 TO 10

— but anchor the rating with real behavior, not vibes. The anchors below tell you what a 3, a 6, and a 9 actually look like. Be honest about which one is closest to you, right now, this week.



CORNERSTONE ONE: **EMOTIONAL INTELLIGENCE**

3 — YOU REACT

You snap at staff when you're tired. You take eye rolls personally. You bring last shift's frustration into this shift. You don't notice your own emotional state until you have already acted on it.

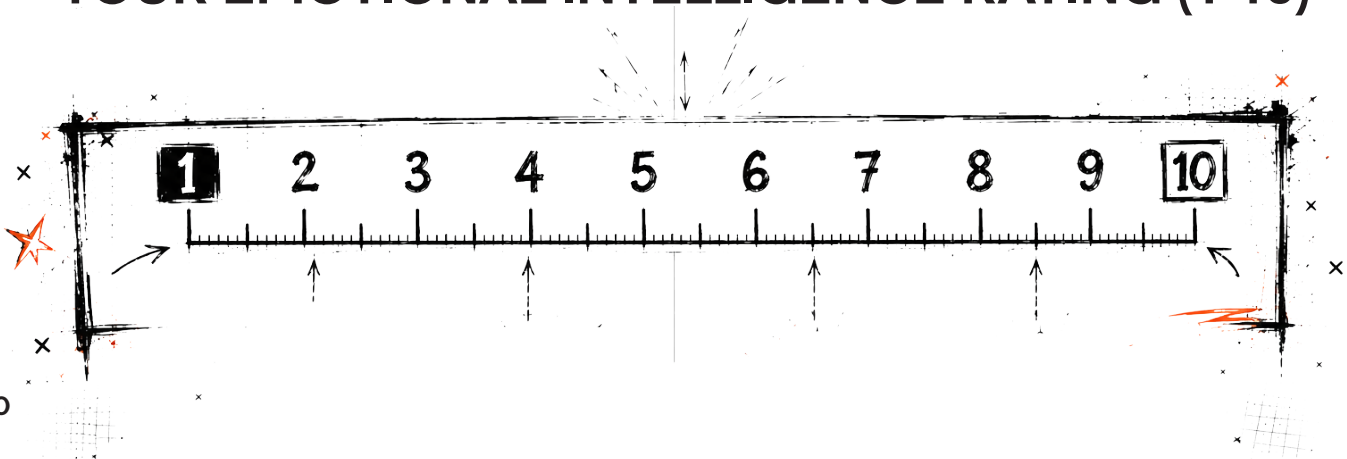
6 — YOU CATCH YOURSELF

You notice when you're getting heated. You sometimes walk away to cool down. You apologize when you snap. You read the room **SOMETIMES**, but miss the quiet signs that someone on the team is struggling.

9 — YOU RESPOND

You know your emotional state before the shift starts. You handle hard conversations off the floor, calm. You read the team, you catch the server having a bad night before they melt down at a table. You do not take things personally because it is business, not you.

YOUR EMOTIONAL INTELLIGENCE RATING (1-10)





CORNERSTONE TWO: **ACCOUNTABILITY MASTERY**

3 — YOU AVOID

You see standards slip and you walk past. You only hold people accountable when you are fed up. You play favorites. The team knows that the people you like can skate.

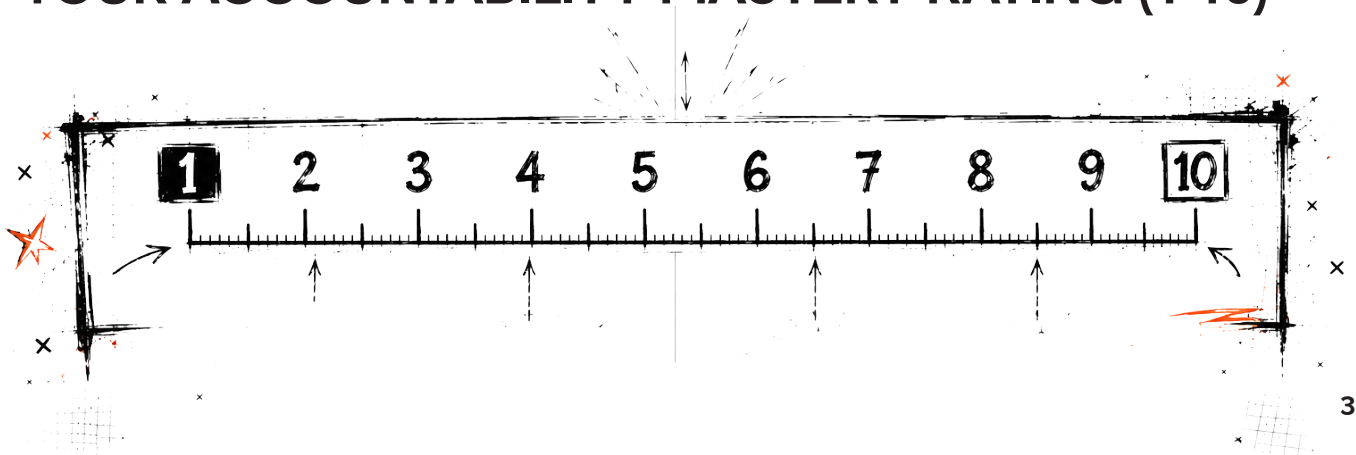
6 — YOU ENFORCE INCONSISTENTLY

You hold some people accountable some of the time. You have hard conversations when the problem is too big to ignore. But your team cannot predict when you will speak up and when you won't, so they hedge.

9 — YOU HOLD THE LINE

You address standards slipping in real time, every time, with everyone, not just the easy ones. Accountability conversations happen in 48 hours, off the floor, kind and clear. The team craves accountability because they know it makes them better. The standard is the standard, for everyone.

YOUR ACCOUNTABILITY MASTERY RATING (1-10)





CORNERSTONE THREE: **GUEST RECOVERY**

3 — YOU COMP AND MOVE ON

When something breaks, you throw a discount at it. You don't train the team to recover, you just step in. Guests get appeased but not recovered. Guests rarely come back after a problem.

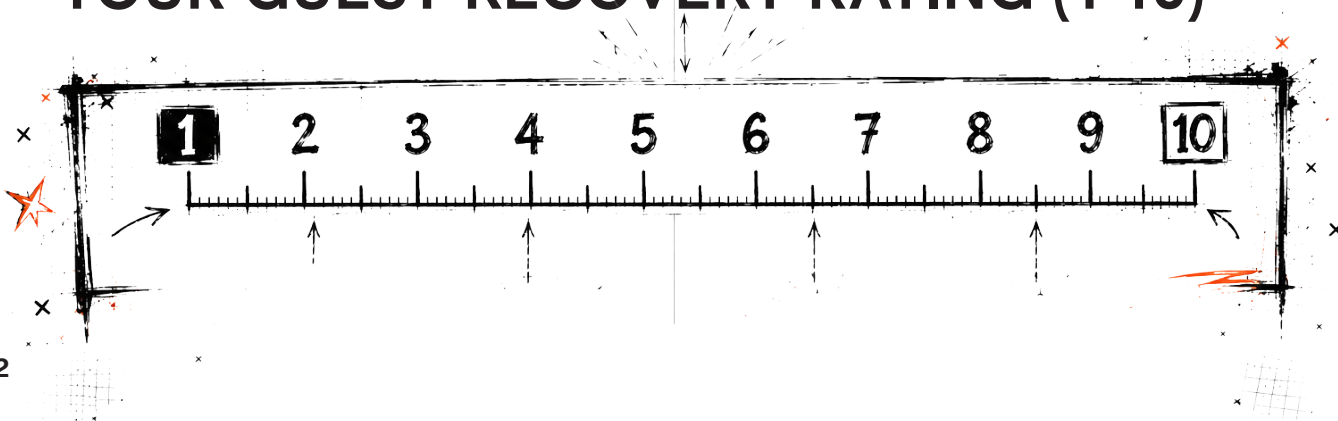
6 — YOU HANDLE COMPLAINTS

You apologize. You fix it. You comp where needed. But the team still funnels every issue to you, and you don't have a system for turning a recovered guest into a loyal one. Guest feedback comes in. Sometimes you read it. Sometimes you don't.

9 — YOU BUILD A RECOVERY CULTURE

Your team is hunting for wins, not just avoiding mistakes. Every shift, somebody finds a guest moment to elevate. When things break, your team acknowledges, apologizes, acts, goes above and beyond, then audits what caused it. You close the loop on every piece of guest feedback within 48 hours.

YOUR GUEST RECOVERY RATING (1-10)





CORNERSTONE FOUR: **INSPIRING YOUR TEAM**

3 — YOU ASSIGN TASKS

You schedule. You assign. You correct when something breaks. You don't talk about the mission. You don't have real conversations with team members. Most of your direct reports could not tell you what the restaurant is trying to BE.

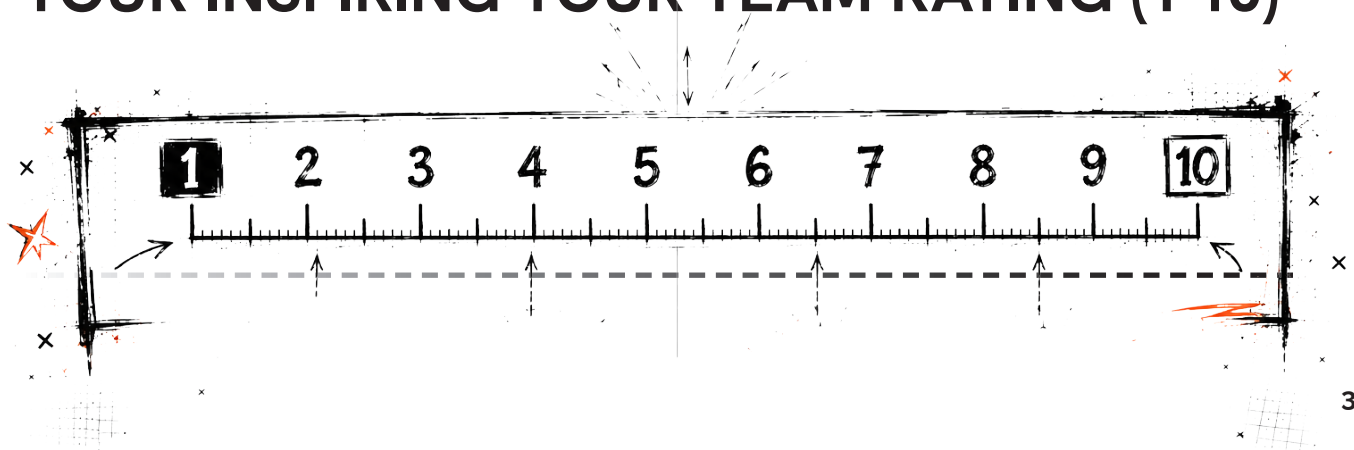
6 — YOU MOTIVATE

You give pep talks. You sometimes praise. You talk about hospitality in pre-shift. But it doesn't stick, you have to keep pushing because the team isn't carrying it on their own when you're not there.

9 — YOU INSPIRE

Your team talks about the mission to each other when you are not in the room. You hold weekly 15-minute growth conversations with every direct report. You lead by example, you would not ask anyone on your team to do something you are not doing yourself. You know your A, B, and C players and have a plan for each.

YOUR INSPIRING YOUR TEAM RATING (1-10)



**YOUR TWO
STRONGEST.**
**YOUR TWO
WEAKEST.**

Look at your four ratings. Write the two cornerstones where you scored highest, and the two where you scored lowest.

My two strongest cornerstones:

My two weakest cornerstones:

Star the weakest one. That is where you start in Part Seven.

WHAT KIND OF LEADER ARE YOU RIGHT NOW?

Beyond the numbers, there are six archetypes most restaurant managers fall into. Read each one. Circle the one closest to you. Be honest, almost no one is the Leader yet, and pretending you are is the fastest way to stay where you are.



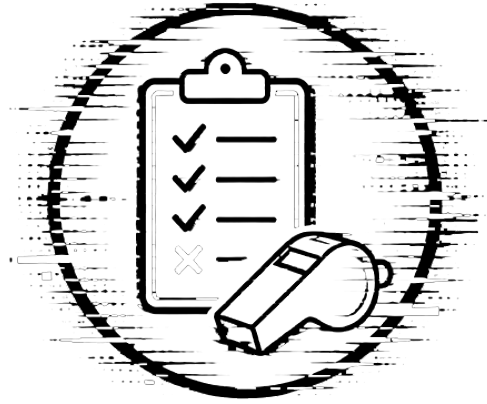
THE MANAGER- BY-TITLE

You wear the badge. You do the tasks. You swipe the cards. You count the drawer. You run the shift. The team complies because they have to, not because they want to. None of the four cornerstones is strong.



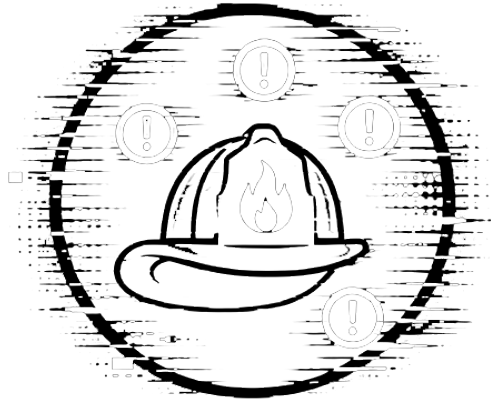
THE PEOPLE- PLEASER

You are warm. You are liked. You have high EI in the friendly direction. But you will not hold the standard because you don't want to hurt feelings. High EI, low accountability. Your team likes you and does not respect you.



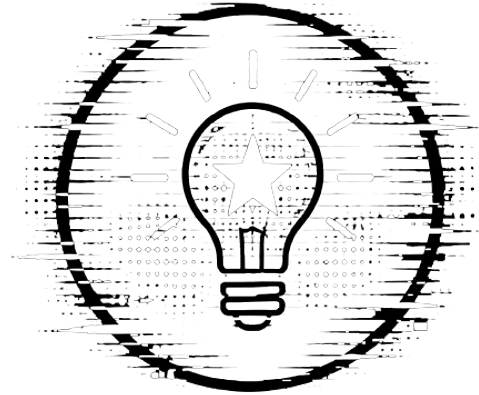
THE ENFORCER

You hold the line. You correct in real time. But you bring no warmth, your team is afraid of you. High accountability, low EI. You get compliance, never commitment, and your best people leave.



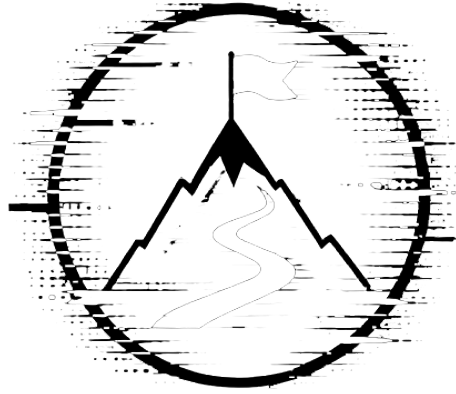
THE FIREFIGHTER

You are always putting out fires. You never get to develop anyone because something is always burning. Your team brings you problems instead of solving them, because you have trained them to. Strong tactically, weak strategically. Exhausted.



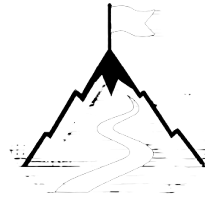
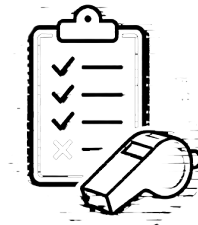
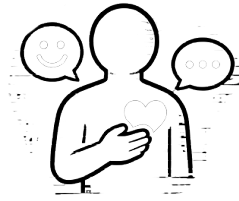
THE INSPIRER- WITHOUT- STANDARDS

You give great pre-shifts. You talk about hospitality with passion. The team likes the energy. But the standards quietly slip because you would rather inspire than enforce. High on inspiring, low on accountability. Pretty restaurant, mediocre execution.



THE LEADER

All four cornerstones are humming. You are emotionally intelligent. You hold accountability across the board. You build a guest-recovery culture. You inspire and develop people. The restaurant runs when you are not on the floor. You are still working on it, leaders never stop, but the trajectory is unmistakable.



CIRCLE ONE.

Write below what makes you most identify with that archetype, and what would have to be true to move to the next one up.

STANDARDS

THROUGH

ADVERSITY

THE

DIAGNOSTIC

HERE IS A HARD TRUTH. The difference between a manager who has high standards and a leader who has high standards is what happens when things get hard. When the shift is slammed. When you are tired. When a server pisses you off. When the kitchen is in the weeds. When the owner is breathing down your neck.

Anybody can hold standards on a slow Tuesday. The leader holds them on a chaotic Friday at 8:15 PM.



**ANSWER THE
FOLLOWING
HONESTLY**

1.

When you are tired, what is the first standard that slips?

2.

When you are frustrated with a specific team member, what standard do you let go because you'd rather not deal with them in that moment?

3.

When the restaurant is slammed, what part of your leadership job is the first to drop, the floor presence, the recovery touches, the feedback, the warmth, the discipline?

4.

When you are personally having a bad day, how does your team know? What changes about how you show up?

5.

When your ego or pride starts negotiating with your standards, what does it usually say to you? What is the lie you tell yourself to justify lowering the bar that day?

**THOSE ANSWERS
ARE YOUR REAL
LEADERSHIP
PROFILE.**

**NOT THE VERSION
OF YOU ON A
GOOD DAY.**



**THE VERSION OF YOU
ON THE DAY THAT
DECIDES WHAT KIND
OF LEADER YOU
ACTUALLY ARE.**



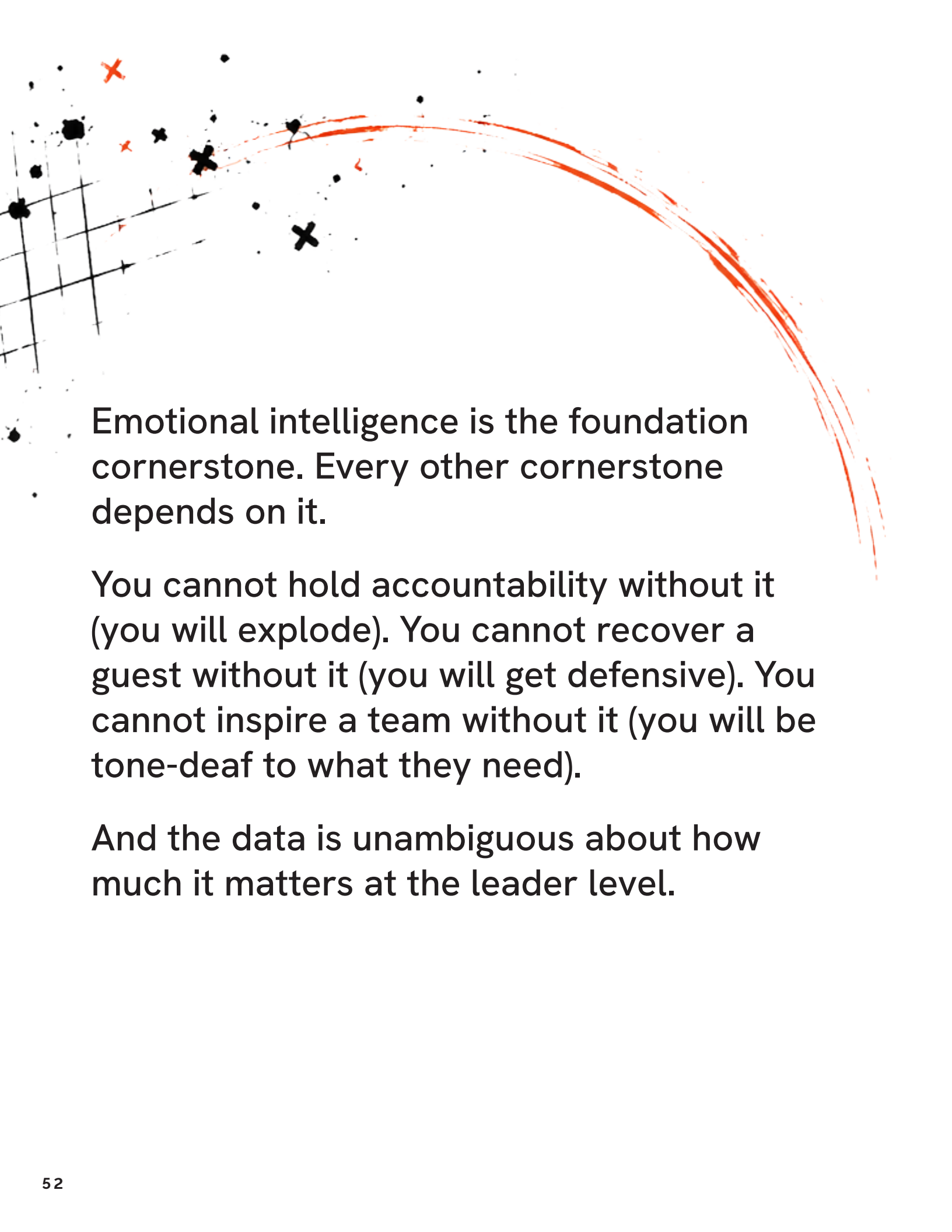
PART TWO



CORNERSTONE ONE



EMOTIONAL INTELLIGENCE



Emotional intelligence is the foundation cornerstone. Every other cornerstone depends on it.

You cannot hold accountability without it (you will explode). You cannot recover a guest without it (you will get defensive). You cannot inspire a team without it (you will be tone-deaf to what they need).

And the data is unambiguous about how much it matters at the leader level.

Daniel Goleman's research found that **nearly 90 percent of the competencies that distinguish top-performing senior leaders from average ones are emotional intelligence competencies**, not cognitive ability. At the leadership level, being smart is the floor. How you handle emotions is the ceiling.

GOLEMAN, WORKING WITH EMOTIONAL INTELLIGENCE (1998); RESTATED IN LEADERSHIP: THE POWER OF EMOTIONAL INTELLIGENCE.

There is also peer-reviewed research on emotional contagion, the science of how moods spread between people. A landmark study by Sigal Barsade at Wharton found that a single person displaying positive emotion in a group improved cooperation, reduced conflict, and raised perceived task performance for everyone. **Your mood is not your mood. It is the team's mood, by lunchtime.**

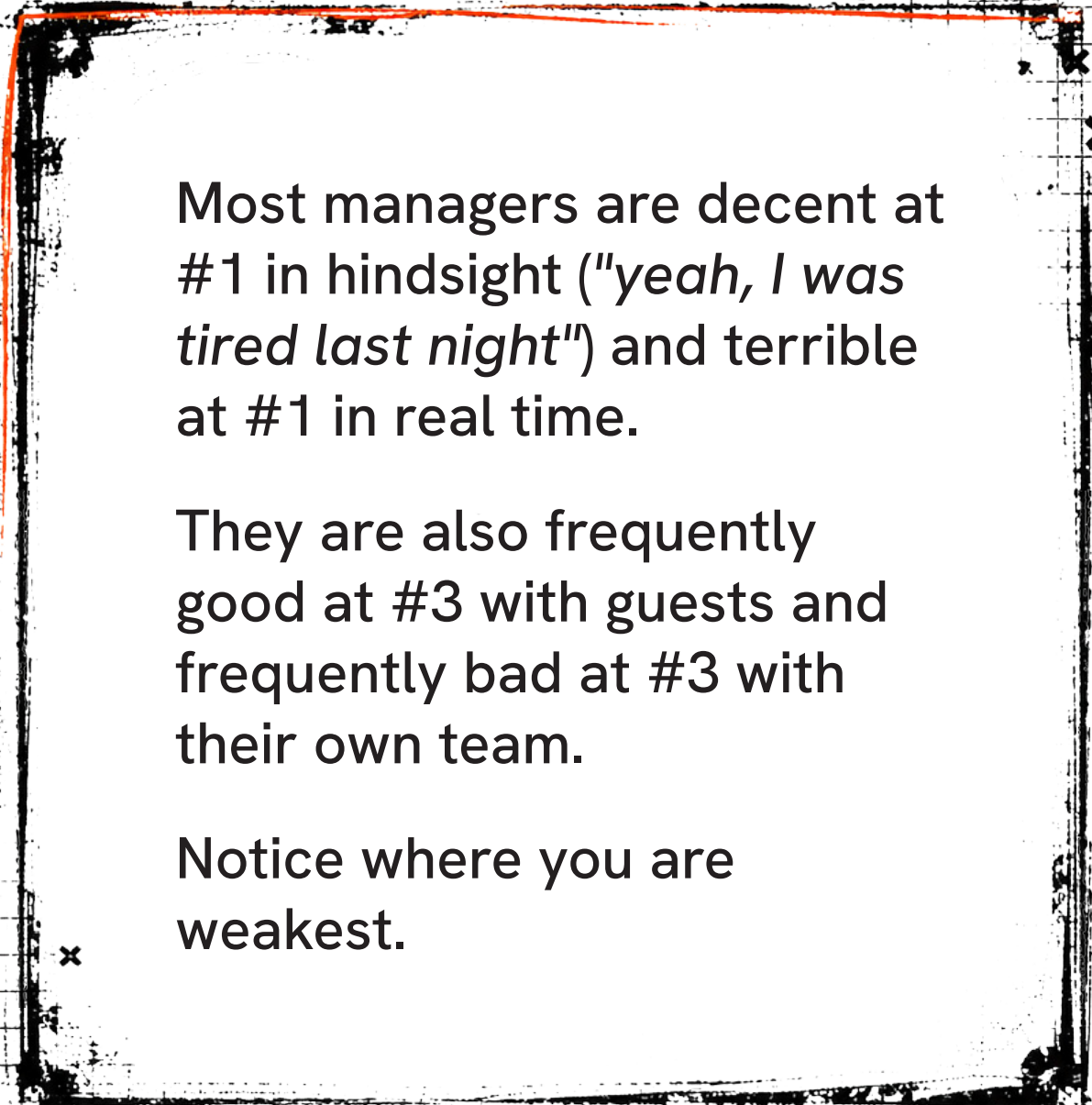
BARSADE, "THE RIPPLE EFFECT: EMOTIONAL CONTAGION AND ITS INFLUENCE ON GROUP BEHAVIOR," ADMINISTRATIVE SCIENCE QUARTERLY (2002).

Read that again. The science says: whatever you walk in feeling, your team is going to be feeling it by the second pre-shift.

THE SIMPLE DEFINITION

Emotional intelligence is four things. That's it. Don't overcomplicate it.

1. **SELF-AWARENESS** noticing what YOU are feeling, in real time.
2. **SELF-MANAGEMENT** choosing what to DO with what you are feeling, instead of just reacting.
3. **SOCIAL AWARENESS** reading what OTHER people are feeling, the team, the guest, the room.
4. **RELATIONSHIP MANAGEMENT** using all three above to handle people well.



Most managers are decent at #1 in hindsight ("yeah, *I was tired last night*") and terrible at #1 in real time.

They are also frequently good at #3 with guests and frequently bad at #3 with their own team.

Notice where you are weakest.

DON'T ACT ON EMOTION

THE WALK-AWAY RULE

Here is the single most important EI rule for a restaurant leader, and it comes from PLV directly:

If you feel yourself getting upset to the point where you are about to snap, walk away. Do not act on that emotion.

Snapping at an employee in the middle of a shift has never, in the history of restaurants, made anyone wake up the next morning and feel proud. The replay always sounds the same: "Why did I say that. Why did I let it get to me. What was I thinking."

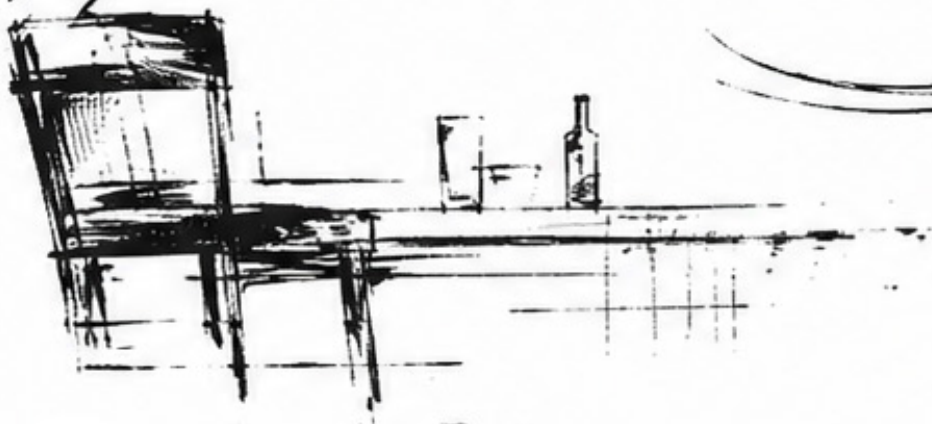
Here is the move. If a team member says something disrespectful or does something wrong in the middle of a push, and you can feel the heat rising, you say something like:

**"All right, come on guys, let's go.
Let's keep it moving."**



And you keep the shift moving. You do not confront. You do not call out. You note it. You finish the shift. Then, AFTER service, off the floor, you pull that person aside:

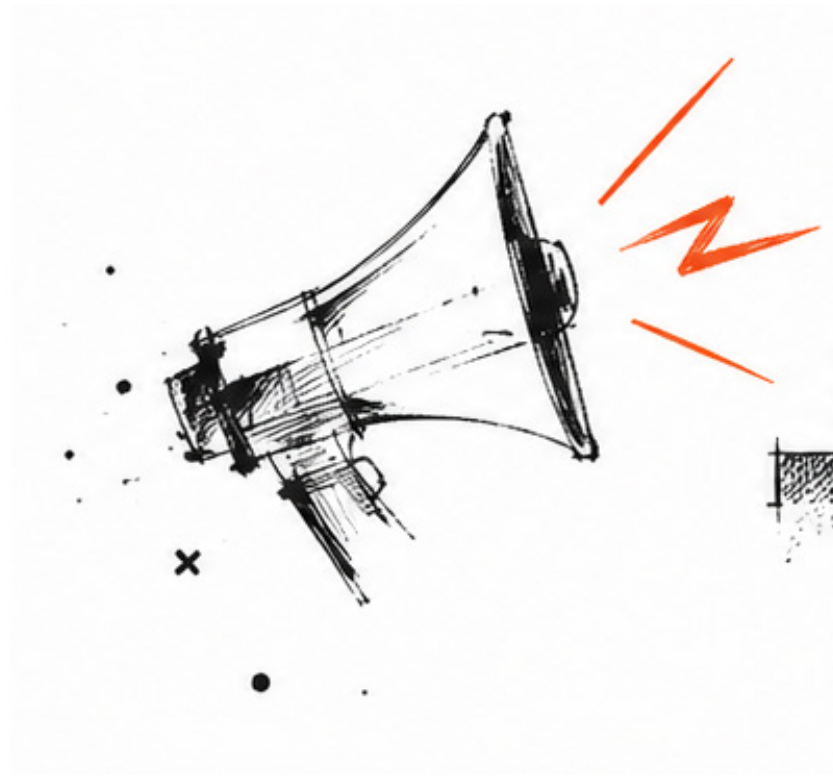
"Hey, listen. I get it, tempers were flying. But you can't talk to me like that. I want to be clear about that. We're cool. I'm not making a thing of it. But going forward, that's the line. Fair?"



That conversation, off the floor, calm, lands.
The same words in the heat of service, in
front of the team, blow up.

Empathy plus not taking it personal is a superpower.

It is also a discipline. You build it the same
way you build any other muscle, by doing
reps.



THE FOUR PARTS IN PRACTICE

SELF- AWARENESS

NAMING THE EMOTION

You cannot manage what you cannot name. Most people walk around feeling "off" or "fine", generic labels that hide the actual signal. The signal is in the specific name. Frustrated is not the same as resentful. Tired is not the same as overwhelmed. Worried is not the same as defensive.

PRACTICE

At the start of every shift, name in one specific word how you are walking in. Write it on a sticky note. Read it. Adjust before you go on the floor.

SELF- MANAGEMENT

CHOOSING THE RESPONSE

Between the trigger and your response, there is a gap. In an untrained manager, that gap is half a second. In a trained leader, it is two to three seconds, long enough to ask one question:

"What is the best version of me going to do here?"

That one question, asked in that two-second gap, separates managers from leaders more than any other single habit.

SOCIAL AWARENESS

READING THE TEAM

Your servers don't always tell you when they're having a bad night. Your bussers don't tell you when they feel disrespected. Your line cooks don't tell you when they're cooking angry. But the signals are there if you look.

Slumped shoulders. Short answers. Phone glances that go too long. Sighing. Eye contact that drops. The server who is normally chatty in pre-shift staring at the floor.

The leader catches the server having a bad night **BEFORE** that server melts down at a table. The manager finds out about the meltdown after.

RELATIONSHIP MANAGEMENT

APPLYING IT

This is where the other three combine into the actual leadership move. You read what you are feeling, you choose your response, you read what they are feeling, and then you handle the situation. Hard conversations off the floor. Praise in the moment. Warm tone with clear standards. The charitable assumption first, the standard second.

THE CHARITABLE ASSUMPTION

When a team member is acting out, you have a choice about how to read it. The uncharitable read is that they are out to get you. The charitable read is that they are a human, disappointed, scared, or tired, acting out because they feel unseen, not because they are evil.

The charitable assumption is not a moral position. It is a strategic one. It is what gives you back your composure. And composure is what makes you a leader instead of just another player in the drama.

E I AUDIT

THE LAST 30 DAYS

Answer honestly. Be specific.

1. Name one moment in the last 30 days when you REACTED instead of RESPONDED. What happened? What were you feeling? What did the best version of you have wanted to do instead?

2. Name one moment in the last 30 days when you DID respond well in a hard situation. What did you do differently in that moment than you usually do?

3. When was the last time you walked away from a heated moment instead of acting on it? If you can't remember, that is the data.

4.

Who on your team is having a hard week right now that you have not acknowledged? What did you see that you walked past?

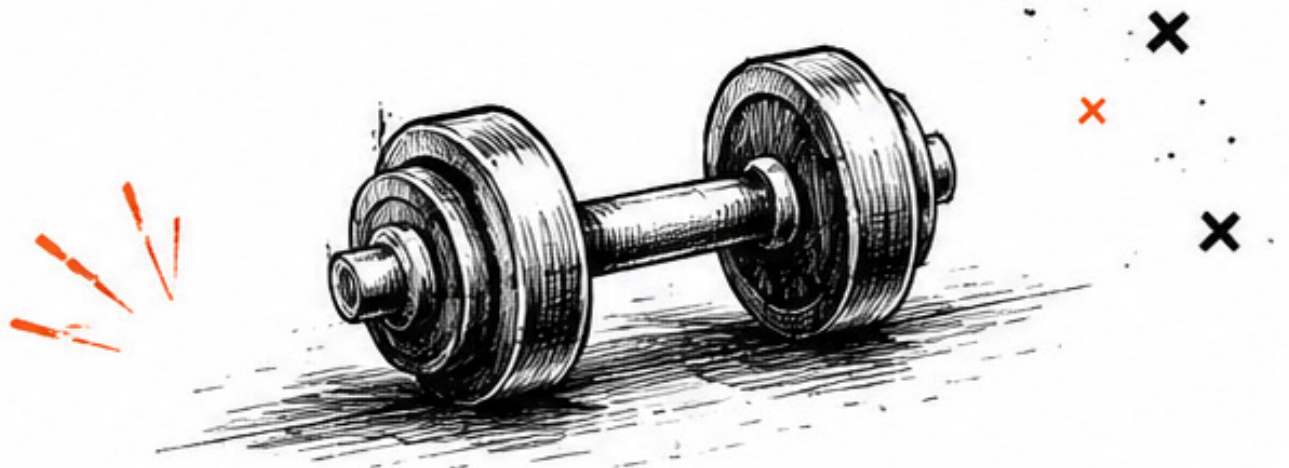
5.

What is one specific situation coming up in the next two weeks where you already know you will be tempted to react? What is your plan?



DAILY EI PRACTICE

Three small reps, every shift. Do not skip these, they are the gym for the muscle.





MORNING

NAME IT

Before you walk in, name your emotional state in one specific word. Adjust if needed.

MID-SHIFT

PAUSE BEFORE THE HARD CONVERSATION

One breath. One question, what is the best version of me going to do here? Then act.





POST-SHIFT REFLECTIVE WRAP-UP

Two minutes after close. Where did you react today? Where did you respond? What is one thing to do differently tomorrow?

Three reps per shift. Over 90 days, that is roughly 270 reps. That is how this muscle gets built.

PART THREE



CORNERSTONE

TWO



ACCOUNTABILITY

MASTERY

This is the longest part of the workbook. It is the longest on purpose. Inconsistent accountability is the single biggest source of restaurant dysfunction, and almost every manager underestimates how badly they are doing at it.

Read the data carefully.

Partners In Leadership surveyed more than 40,000 participants and found that **82 percent of managers say they have limited to no ability to hold others accountable successfully.**

Eighty-two percent. The skill you are about to work on is the one almost every restaurant manager in the country is failing at.

PARTNERS IN LEADERSHIP, WORKPLACE ACCOUNTABILITY STUDY (2015).

In the same study, **91 percent of respondents named effectively holding others accountable as one of the top leadership development needs** in their organization. Everyone knows it is the gap. Almost nobody is closing it.

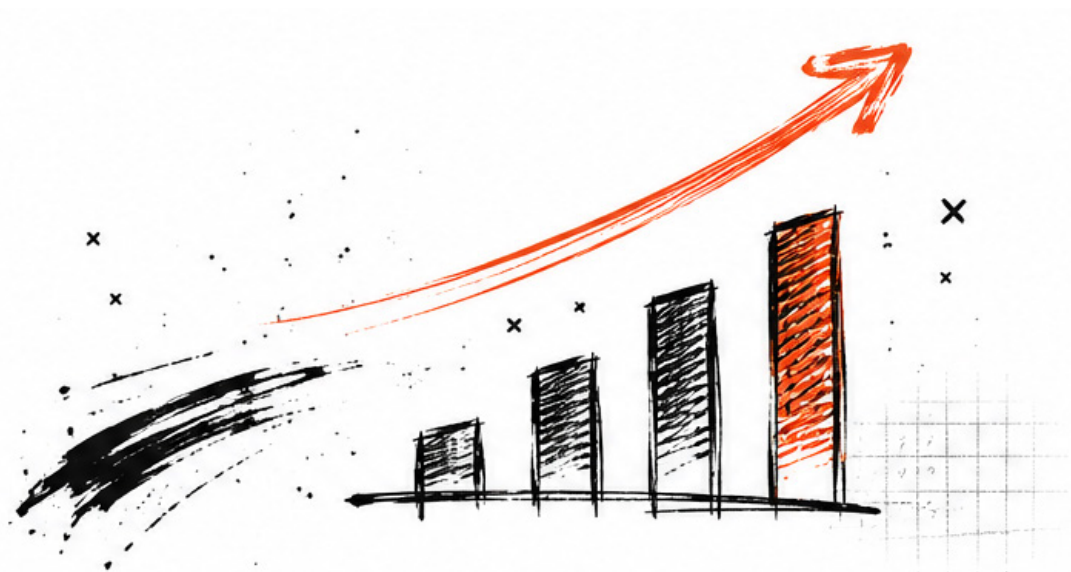
PARTNERS IN LEADERSHIP, WORKPLACE ACCOUNTABILITY STUDY (2015).

And the cost of NOT closing it is brutal. VitalSmarts research found that **avoided crucial conversations cost organizations an average of \$7,500 each in lost time and resources.** Half of employees waste seven or more days dodging them. When the conversation is delayed even further, the cost climbs from around \$5,000 (if addressed in three days) to over \$25,000 (if it takes five or more).

VITALSMARTS / CRUCIAL LEARNING, COSTLY CONVERSATIONS (2016, 2018).



Translate that into a restaurant. Every accountability conversation you have avoided in the last 30 days is costing you real money, in wasted time, in slipping standards, in good employees losing respect for the manager who won't hold the bar, in eventually losing those good employees altogether.



Harvard Business School's Housman and Minor research goes further. They studied 58,542 workers across 11 firms and found that **ONE toxic worker generates an estimated \$12,489 in induced turnover costs** alone, driving good coworkers to quit. That is more than double the value the average top-1-percent superstar adds. Tolerating one bad apple costs you more than hiring a star earns you.

HOUSMAN & MINOR, "TOXIC WORKERS," HBS WORKING PAPER 16-057 (2015).

Every accountability conversation you avoid is keeping a problem alive that is costing you. Every time.



THE PLV REFRAME

ACCOUNTABILITY IS A TOOL NOT A PUNISHMENT

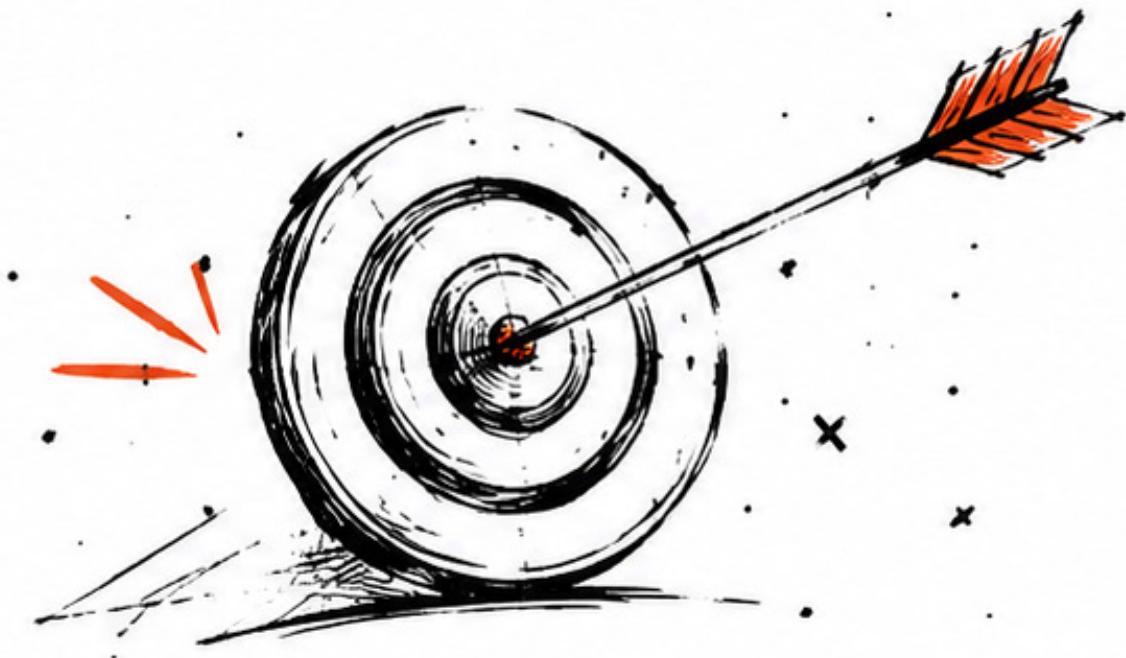
Here is the language we use. Repeat it until
you believe it:

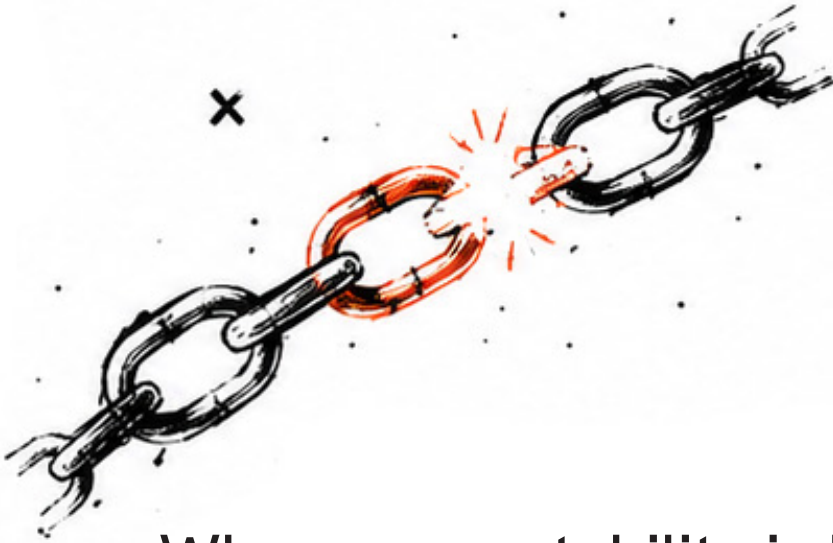
**Accountability is a tool to make
your team better. It is not a
punishment. Everybody should
Crave accountability.**





When accountability is built into the culture from day one, it does not feel heavy. It is just how the restaurant works. "Hey, that wasn't the standard. Let's clean it up." Done. Move on. No drama. No office conversation. No write-up. Just continual, kind, clear adjustment.





When accountability is NOT built in, it becomes the dark thing. The office sit-down. The write-up. The blow-up after the manager has been letting things slide for three months and finally snaps. THAT is the version of accountability your team is scared of, and they should be, because that version doesn't make anyone better.

The leader's job is to build the first version. Consistent. Across the board. Kind. Clear. Every time.



CONSISTENT OR IT DOESN'T COUNT

**THIS IS NON-NEGOTIABLE. IF
ACCOUNTABILITY IS NOT CONSISTENT,
IT MIGHT AS WELL NOT EXIST.**

When you hold one server accountable for showing up late but let another slide because you like them, you have not enforced a standard, you have demonstrated that the standard is optional. The team sees it instantly. Worse, when you finally do hold the favorite accountable, it feels personal. They didn't know it was coming, because you had trained them that the rule didn't apply to them.

This is where the friction comes from. Not from accountability itself, from inconsistent accountability suddenly applied.

Pick the standard. Hold it for everyone. Every time. The day you make an exception is the day the standard becomes a suggestion.

THE ACCOUNTABILITY AUDIT

This is the centerpiece of this part. Take your time. Be specific. Be honest. The point is not to feel bad, it is to see the data clearly.

1. When is the last time you held a team member accountable? Write the date and the specific situation. If you can't remember, that is the answer.

2. How many times in the last week did you walk by a standard slipping and not say anything? Count them. If you have not been tracking, estimate honestly, then commit to tracking for the next seven days.

3. How many accountability conversations have you AVOIDED in the last 30 days? List them by initials or short description. Do not edit the list.

4. Who on your team have you NEVER held accountable, even though they need it? Name them. Be specific about what you have been letting slide.

5. Who on your team gets held accountable MORE often than others, and why? Are you being consistent across the board, or are some people skating while others get hammered?

6

What is the total estimated dollar cost of the avoided conversations on your list above? Using the VitalSmarts data, \$7,500 average per avoided conversation, what number are you looking at?

That last number is a real cost.

Not theoretical. It is paid in slipping standards, demotivated A-players, increased turnover, and lost sales.





THE ANCHOR SENTENCE

Carry this with you every shift:



The standard
you walk past
is the new
standard.

Every time you walk by an untucked shirt and don't say anything, that is the new standard. Every time you walk by a phone on the line during service, new standard. Every time you walk by a flat greeting, a skipped side-work item, a closing checklist done sloppily, an eye roll, new standard. The team is not memorizing the rules on the wall.

They are memorizing what you actually correct.

The gap between those two lists is the actual culture of your restaurant.



THE RISE FRAMEWORK

**HOW TO
HOLD THE
CONVERSATION**

When you do hold an accountability conversation, here is the structure. Off the floor. Within 48 hours of the incident. Calm. Specific.





RECALL

Bring the moment back. Be specific about when, where, and what. "Last night, around 7:45, table 14, when the guest asked about the special..."



IDENTIFY

Name the specific behavior. Not a character judgment. The behavior. "...you walked away without answering the question and didn't come back for almost ten minutes."



SHOW IMPACT

Connect the behavior to the consequence. "The guest looked confused. The table next to them noticed. We ended up comping the appetizer because they were already frustrated by the time their food came out."



ELEVATE

Set the standard going forward. Make it a forward-looking conversation, not a backward-looking one. "Going forward, if you don't know the answer, the move is: 'Great question, let me grab that for you' and come right back. Can I count on that?"

FOUR STEPS.
FIVE MINUTES.
OFF THE
FLOOR.
DONE.





The person walks away knowing exactly what happened, exactly what the impact was, and exactly what to do next time.

No grudge!

No drama!

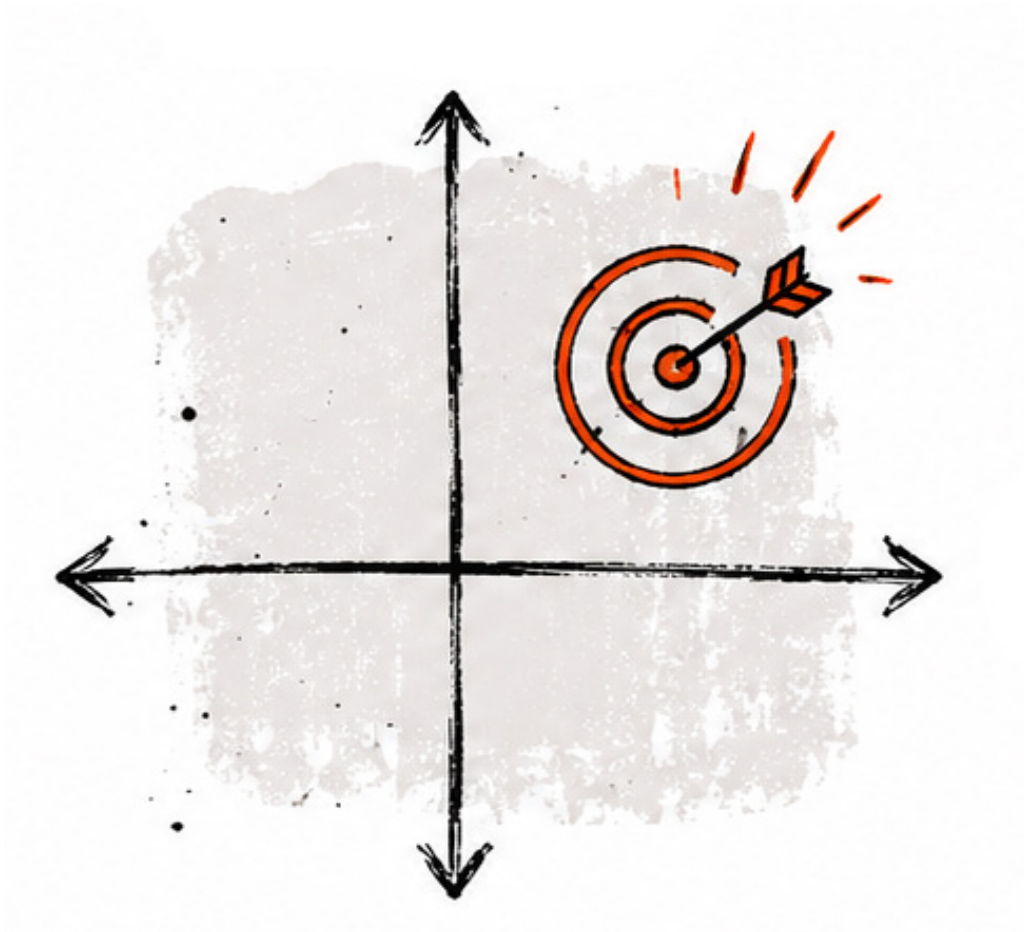
No write-up unless it keeps happening.



CARE AND CHALLENGE



**KIM SCOTT'S
FRAME**



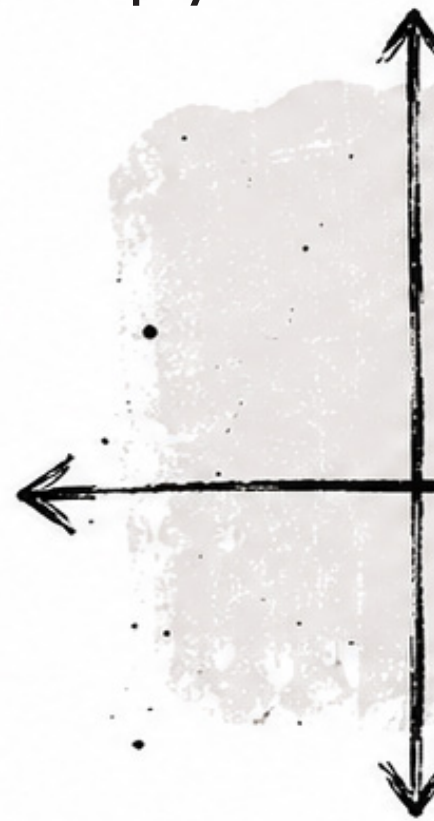
**Every accountability
conversation sits on two axis:**

how much you **CARE PERSONALLY** about
the person,

and how much you are willing to
CHALLENGE DIRECTLY on the behavior.

**LOW CARE + HIGH
CHALLENGE =
OBNOXIOUS
AGGRESSION.**

You make examples of people. They comply for a week, then leave.



**LOW + LOW =
MANIPULATIVE
INSINCERITY.**

You don't care AND you don't challenge.
Avoid this quadrant at all costs.

HIGH CARE + HIGH CHALLENGE = RADICAL CANDOR.

You care about them AND you tell them the truth. This is where accountability happens cleanly.



HIGH CARE + LOW CHALLENGE = RUINOUS EMPATHY.

You like them too much to hold the line. The standard slips. They never grow.

Most managers who slip on accountability are living in Ruinous Empathy, they like their team and don't want to bruise the relationship.

The hard truth:

not holding someone accountable IS a failure to care about them. It robs them of growth. It signals they are not worth the conversation.



THE 48 HOUR RULE



Every issue gets addressed within 48 hours of you noticing it. Period. Not next month. Not at the quarterly review. Not when you finally get around to it. Within 48 hours.

The VitalSmarts data is exact on this, the cost of an avoided conversation more than quintuples when the gap stretches from three days to five-plus days. The clock is real. The longer you wait, the more it costs.

THE BRILLIANT JERK PROBLEM

On any team of size, you will eventually have a high performer who refuses to live by the standard. Great sales numbers, toxic attitude. Best line cook, treats the bussers like dirt. Top-tipped server, eye-rolls every manager.

The Harvard Business School "Toxic Workers" data is unambiguous.

TOLERATING ONE OF THESE PEOPLE COSTS YOU, ON AVERAGE, \$12,489

in induced turnover from the good employees they drive out, more than double what your best performer adds in value. The math is brutal. Every day you let the brilliant jerk skate, you are signing the resignation letter of someone on your team you actually want to keep.

This is the hardest accountability conversation in the business. And it is the one that defines what kind of leader you actually are.

SELF

COMMITMENT

Pick ONE standard. Just one. That you will hold 100 percent of the time, starting this week, with no exceptions. Write it below.

THE ONE STANDARD I WILL HOLD 100 PERCENT OF THE TIME, WITH EVERYONE, EVERY SHIFT, STARTING THIS WEEK:



Holding ONE standard 100 percent of the time is exponentially more powerful than holding ten standards 70 percent of the time. Start with one. Earn the trust of the consistency. Then add the next.

MENT

PART FOUR



CORNERSTONE THREE GUEST RECOVERY



Guest recovery is misunderstood.

Most managers think it means handling complaints. That is half of it.

The other half, the more important half, is teaching your team to actively HUNT for guest moments to elevate, every shift, every table.



The numbers on the recovery side are remarkable.

The original TARP research, prepared for the U.S. White House Office of Consumer Affairs in 1979 and updated through the 1980s, found that the return rate after a problem depends almost entirely on how the problem is handled. Guests who experienced a problem and never complained returned at just 9 percent for major issues and 37 percent for minor ones. Guests who complained and had their issue resolved came back at 54 to 70 percent. Guests whose complaint was resolved QUICKLY came back at 82 to 95 percent.

TARP, CONSUMER COMPLAINT HANDLING IN AMERICA, WHITE HOUSE OFFICE OF CONSUMER AFFAIRS (1979, UPDATED 1986).

Read those numbers again. The fastest, cleanest path to guest loyalty is not preventing all problems, it is handling problems fast when they happen. Speed of recovery is the lever.

The peer-reviewed meta-analysis by de Matos and colleagues confirms the Service Recovery Paradox: **when a failure is recovered well, the guest's satisfaction can actually exceed what it would have been if nothing had ever gone wrong.** The effect is real, though narrow, it boosts satisfaction reliably, but does not always boost repurchase intent. So: recover well, but don't ever cause a problem just to recover from it.

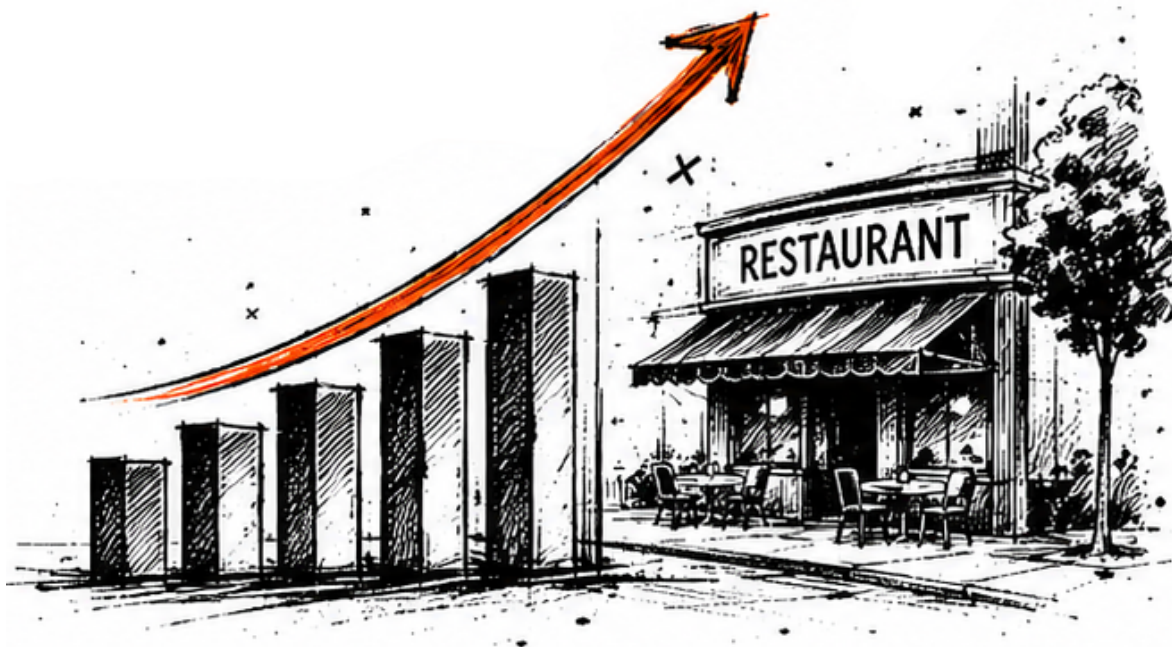
DE MATOS, HENRIQUE & ROSSI, "SERVICE RECOVERY PARADOX: A META-ANALYSIS," JOURNAL OF SERVICE RESEARCH (2007).

And the silent-majority data is the most painful. The original TARP research found that roughly **96 percent of dissatisfied customers never formally complain.** They just leave. Every guest who walks out unhappy without saying anything represents a long line of friends and family they will tell, and never coming back themselves.

TARP ICEBERG RESEARCH, WHITE HOUSE OFFICE OF CONSUMER AFFAIRS (1979 / 1986 / 1988).

Then there is the revenue math. Michael Luca's Harvard Business School research found that **a one-star increase in a restaurant's Yelp rating produces a 5 to 9 percent increase in revenue**, an effect concentrated entirely in independent restaurants. Your reviews, which are largely shaped by how recovery is handled on the floor in real time, are a measurable revenue lever.

LUCA, "REVIEWS, REPUTATION, AND REVENUE: THE CASE OF YELP.COM," HARVARD BUSINESS SCHOOL WORKING PAPER 12-016 (2011, REVISED 2016).



**THE TWO
HALVES**

**OF GUEST
RECOVERY**

HALF ONE

THE WIN PROACTIVE

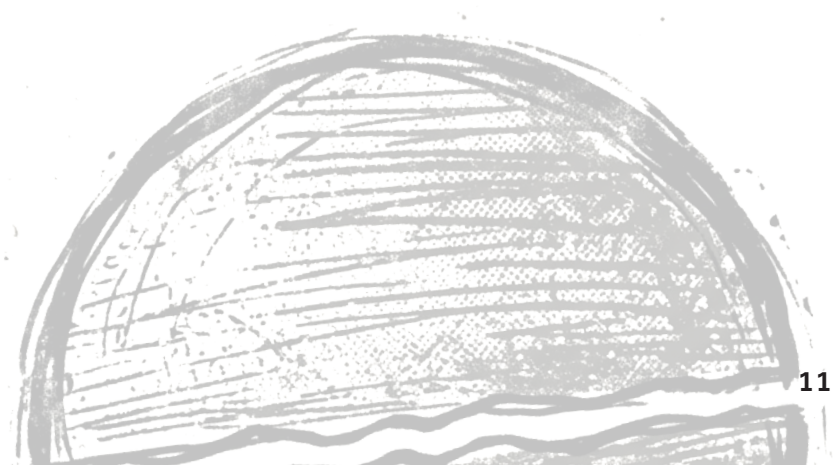
Making a guest feel seen even when nothing went wrong. The salsa story. The bartender who remembers the regular's drink. The server who notices it is a birthday and brings a candle without being asked. The host who walks the elderly couple to the table even though they didn't ask for help. Three to five wins per table.

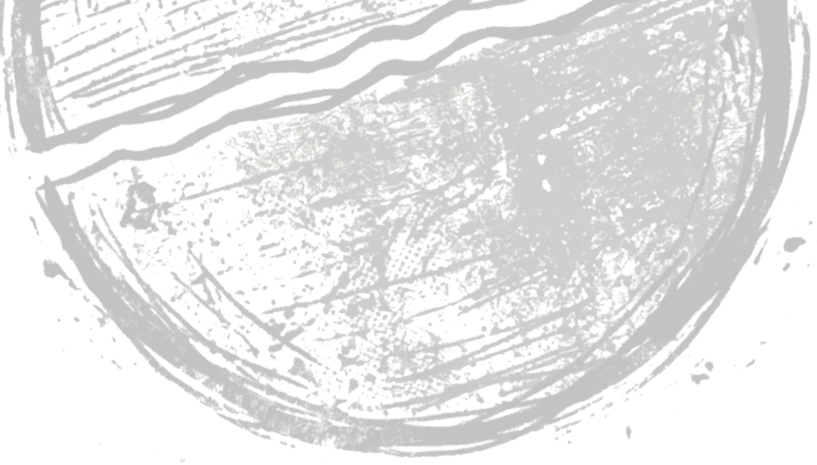
Minimum one.

Not optional.

Not extra.

The expectation.





HALF TWO

THE RECOVERY REACTIVE

Turning an unhappy guest into a fan when something breaks. The dish came out wrong. The wait was too long. The server forgot the modification. The cocktail wasn't right. Recovery is the framework for what your team does in those moments.

THE LEADER'S JOB IS **NOT** TO DO THE RECOVERY

This is where most managers go wrong. They think their job is to swoop in and handle the comp themselves. Anyone can comp a dish. That is not leadership. That is being a glorified ticket-writer.

The leader's job is to **BUILD A TEAM** that does recovery itself. To train it. To model it. To recognize it when it happens. To audit when it doesn't.

If every recovery in your restaurant requires you on the floor, you have not built a guest-recovery culture.

You have built a dependency.



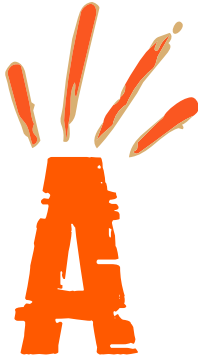
5A

THE RECOVERY FRAMEWORK

When something breaks, your team runs this. You teach it.

You drill it.

You hold them to it.



ACKNOWLEDGE

MAKE THEM FEEL HEARD FIRST.

Before any fix. Eye contact. Calm tone.
"I'm so glad you said something, that is absolutely not the experience we want you to have." Most guests are looking for acknowledgement more than they are looking for a comp. Give them that first.



APOLOGIZE

A REAL APOLOGY, NOT A CORPORATE ONE.

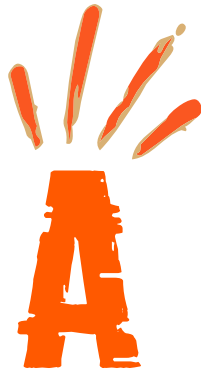
"I'm sorry. This shouldn't have happened."
No excuses. No "the kitchen was slammed."
No "we are short-staffed." The guest does not care, and excuses make it worse.



ACT

FIX IT FAST.

The TARP data is unambiguous, speed of fix is the lever. Remake the dish. Comp the appetizer. Get the manager. Whatever needs to happen, happens immediately.



ABOVE AND BEYOND

Do one more thing they did not ask for. A complimentary dessert. A side of the salsa to go. A handwritten note on the check. A glass of wine from the manager. ONE thing that signals: we don't just want to fix this, we want you to leave wanting to come back.



After the shift, the leader audits what caused it. Was it a training gap? A system gap? A person? Was this the third time this week the same complaint came in? Patterns get addressed in pre-shift the next day.

Five steps. Run them as a drill in your next manager meeting. Then run them as a drill in your next pre-shift with the team.

MAKE THEM FEEL HEARD FIRST

THIS IS THE MOVE MOST TEAMS SKIP.

They jump straight to the fix. "Oh, I'll get that re-fired, no problem." The guest's frustration does not get processed, it gets buried.

COMPARE:

Version A:

"Oh no problem, I'll get this fixed right away."

Version B:

"I'm so glad you said something. That is absolutely not up to our standards, and honestly, I know I would feel the same way if my food came out like that. Let me get this taken care of for you right now, I'll make it as quick as I can. Is there anything else I can get for you in the meantime?"

Version B took six extra seconds. The guest in Version A walks out neutral. The guest in Version B writes a five-star review on the way home.

BUILDING A WIN CULTURE

Wins are not luck. Wins are a system. Your team has to be HUNTING for them every shift, every table.



THE WIN BOARD

Whiteboard in the back of the house.
Every time someone gets a win, it goes up.
The salsa story. The birthday candle. The
umbrella for the guest leaving in the rain.
The team writes them down. New hires see
them and learn the standard by example.



PRE-SHIFT WIN QUESTIONS

Every pre-shift, three questions:

- Who got a win yesterday? Tell the story.
- Who is going to get a win today? Pick one table you're going to elevate.
- What is the win opportunity to watch for this shift? A first-time guest? An anniversary? A regular's birthday?



POST-SHIFT RECOGNITION

End of shift, one specific call-out: "Marcus, that salsa-to-go move at table 12, that is exactly what we are talking about. That guest is coming back. That is a win." Specific. Public. Earned.



CLOSING THE FEEDBACK LOOP

Every piece of guest feedback, secret shopper, online review, comment card, manager observation, gets a response within 48 hours. Three options:



PRAISE

If the feedback names a team member doing something right, find them in person, tell them specifically what was said, within 48 hours. Public if appropriate. Praise that is delayed by a week is praise that didn't happen.



CORRECTION

If the feedback names a problem, run the RISE conversation with the responsible team member. Off the floor. Within 48 hours. Specific. Calm. Clear.



PATTERN

If the same problem has shown up three or more times in 30 days, it is not a person problem, it is a system problem. Goes to pre-shift. "Team, here is what guests are telling us. Here is what we are changing starting today."

GUEST RECOVERY AUDIT

Answer below. Be specific.

1. How many wins did your team get in your last shift? Name them. If you don't know, that is the data.

2. When is the last time YOU personally got a win on a table, modeling from the front? What did you do?

3. When was the last guest complaint in your restaurant? What did your team do? Did they run the 5A framework, or did you have to swoop in?

4. Who on your team is the **WEAKEST** at recovery? What are you doing about it? Are they being trained, paired with a stronger server, or are they being avoided?

5. When was the last piece of guest feedback that you closed the loop on within 48 hours? Be honest, count the number of pieces sitting unaddressed right now.

INSPIRING IS THE CORNERSTONE MOST MANAGERS MISUNDERSTAND.

They think it means giving pep talks.

It does not!

MOTIVATION is external, carrots, sticks, hype.

INSPIRATION is internal, the team wants the mission for themselves, and they keep wanting it whether or not you are on the floor.

PART FIVE



CORNERSTONE FOUR INSPIRING YOUR TEAM



The data on engagement is enormous, but here is the line that matters most for a restaurant operator.

Gallup's Q12 meta-analysis, the largest workplace study in existence, covering over 112,000 business units and 2.7 million employees, found that the top quartile **(highly engaged) business units beat the bottom quartile by 23 percent in profitability, 18 percent in productivity, and a staggering 81 percent in absenteeism, with 18 to 43 percent lower turnover.**

GALLUP Q12 META-ANALYSIS, 11TH EDITION (2020).

Engaged teams make more money. Show up more. Stay longer. None of that is debatable. The lever is the manager, Gallup's same body of research shows the manager accounts for 70 percent of the variance.

The disengagement cost is global. Gallup's 2023 State of the Global Workplace report estimated that employees who are not engaged or are actively **disengaged cost the world \$8.8 trillion in lost productivity**, about 9 percent of global GDP. The cost of NOT inspiring your team shows up in real dollars, every shift.

GALLUP, STATE OF THE GLOBAL WORKPLACE (2023).

Then there is the purpose data. McKinsey's research on purpose at work found that 70 percent of employees say their sense of purpose is largely defined by their work, but **only 15 percent of front-line workers and managers report feeling they are living their purpose at work**, compared to 85 percent of executives. The gap is widest exactly where your team sits, on the front line.

MCKINSEY, "HELP YOUR EMPLOYEES FIND PURPOSE, OR WATCH THEM LEAVE" (2021).

That gap is the leader's job to close. When your team can connect what they do every shift to a mission they actually believe in, they stop being employees and start being something else.

Gallup also found that employees whose managers hold regular meetings with them are nearly **three times as likely to be engaged.** Three times. The 15-minute weekly check-in is not a soft skill. It is one of the highest-ROI moves in management.

GALLUP, STATE OF THE AMERICAN MANAGER (2015).

And recognition, the cheapest leadership move there is, pays. Gallup and Workhuman's research found that **well-recognized employees are 45 percent less likely to have left their job two years later.** A 10,000-person organization can **save up to \$16.1 million annually** in turnover through a recognition culture. Recognition is free. Most managers still don't give it consistently.

GALLUP & WORKHUMAN, RECOGNITION RESEARCH (2024).

LEAD BY EXAMPLE

The rule, in your own words from PLV:

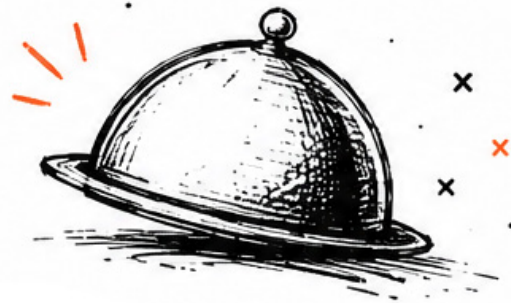
You cannot ask someone to do something you are not doing yourself.



If you want the team picking up the trash, you pick up the trash. If you want hospitality at every table, you give hospitality at every table you walk past. If you want the team to take what they do seriously and not themselves, you take what you do seriously and not yourself.

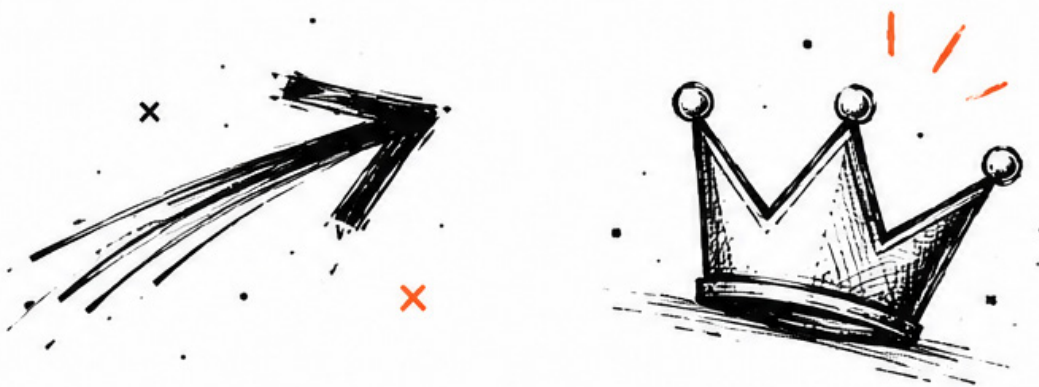
The team is watching you constantly! They will not do what you say! They will do what you do! Every single time!





This is also where servant leadership lives. The leader serves the team first. The team serves the guest. The leader does not eat first. They eat last.

The leader's job is not to be served by the team, **IT IS TO MAKE THE TEAM'S JOB EASIER, CLEARER, AND MORE MEANINGFUL SO THEY CAN SERVE THE GUEST AT THE HIGHEST LEVEL.**



THE MAGICAL MEMORIES MISSION

Your team needs to know what the mission is. Not in a vague, painted-on-the-wall way. In an actionable, talked-about-every-shift way.



PRE-SHIFT QUESTIONS

- 
- How did you create a magical memory yesterday?
 - How are you going to create one today?
 - Who at your table tonight is going to leave talking about us?



POST-SHIFT QUESTIONS

- . Tell me about the magical memory you created tonight.
- . What is one thing you'll do differently tomorrow?

The mission has to be alive in conversation, every shift, from the top. If you talk about it once a quarter, it is dead. If you talk about it every pre-shift, it becomes the culture.

THE WEEKLY GROWTH CHECK IN

Fifteen minutes per direct report. Every week. Off the floor. Not a performance review. A growth conversation.

Structure!





MINUTES 1-3

**HOW ARE
YOU?**

Genuine. Not transactional. "How are you doing? How's the week been? How's everything outside of work?" If they are dealing with something real, you will know.



MINUTES 4-8

WHAT IS GOING WELL

Specific. Recent. "That table 14 recovery on Friday was outstanding. Walk me through what you were thinking." Praise the behavior, not just the result. They have to know what you saw.



MINUTES 9-12

WHERE YOU CAN GROW

One specific area. Not a laundry list. "The greeting, I think there is room to bring more warmth. Let's work on that this week. Here is what I'm looking for." Forward-looking. Actionable.



MINUTES 13-15

WHAT DO YOU NEED FROM ME

The reverse question. "What do you need from me to be more successful? What is in your way? How can I support you better?" Listen. Take notes. Follow up next week.

FIFTEEN MINUTES! Once a week. Every direct report. This single habit, done for a year, will transform your team in ways nothing else will.

THE REFLECTIVE WRAP UP

End-of-shift, 60 seconds per team member when possible. Constructive feedback, positive plus improvement.

"How do you think you did tonight?"

What went well?

What would you do differently?"

ACTIVE

THEN YOUR READ: one specific thing they did well, one specific thing to work on. Walk away.

The conversation is short on purpose, it is a touchpoint, not a debrief.

Over 90 days of nightly reflective wrap-ups, the team starts running them on themselves before you even ask. That is when you know the culture has shifted.



PERSONAL DEVELOPMENT AS BUY IN

Most servers, bussers, line cooks, and hosts think they are working for the restaurant. They are not. They are working for themselves, building themselves, using the restaurant as the gym.

Your job as a leader is to make that obvious.
To say it out loud. Often.

You are not just working here.

You are building yourself.

**You are developing skills,
relationships, and habits you will
take with you wherever you go
next.**

**The restaurant is paying you to
invest in yourself.**

**Most people never get that
opportunity.**

Do not waste it.

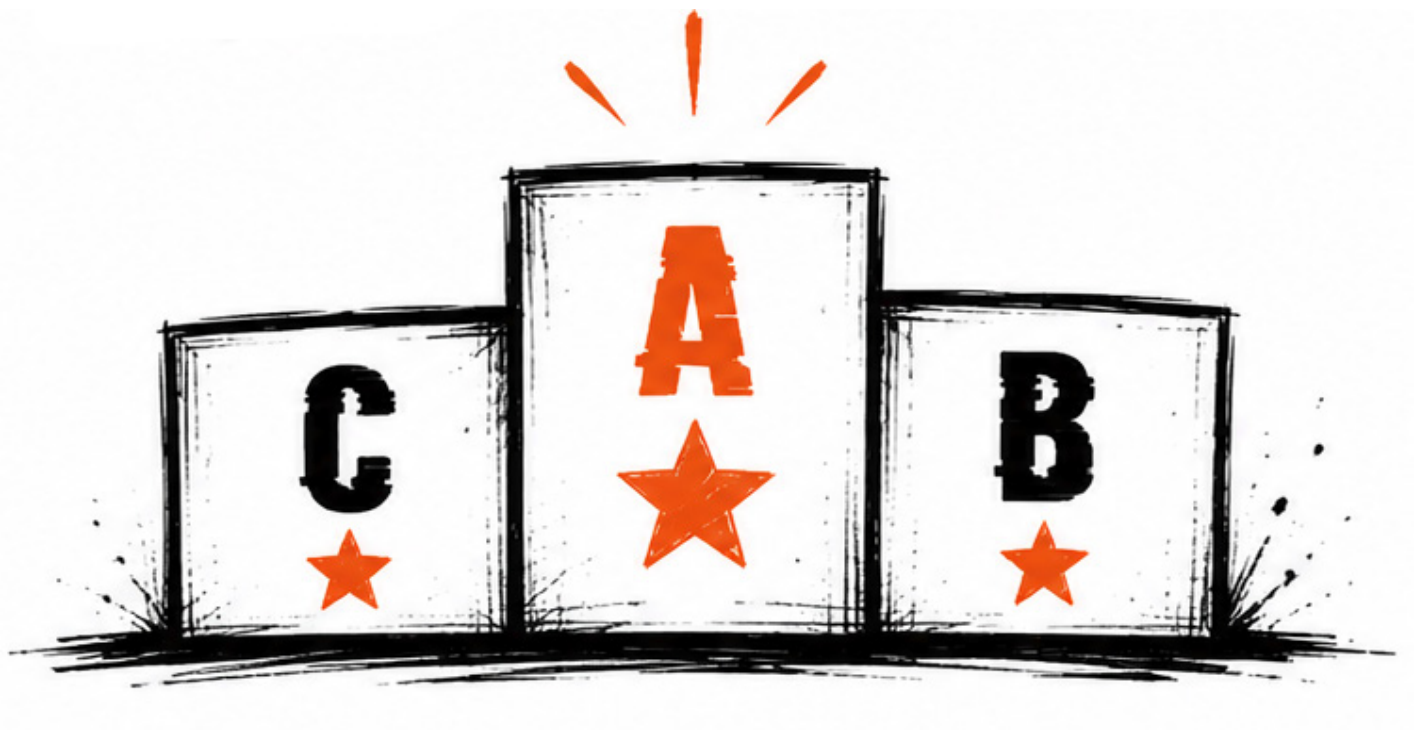
When a team member understands that the work develops THEM, not just the restaurant, they show up differently.

They stop counting hours!
They start counting reps!

A / B / C PLAYERS

Look at your roster honestly.

Every person on your team is an A, a B, or a C right now.





PLAYERS

Self-motivated.

Hold themselves accountable.

Hunt for wins.

Show up early.

Take responsibility.

**The kind of people you wish you
could clone!**

B PLAYERS

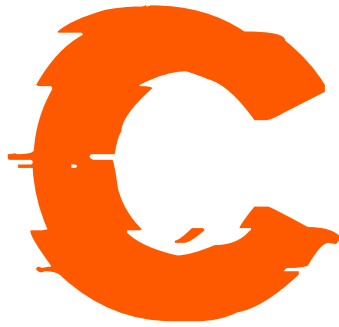
Solid.

Reliable.

Do what they are asked.

Do not necessarily push for more, but do not need to be chased either.

The backbone of the team.



PLAYERS

Need management.

Do not hold their own standards.

Drift when not watched.

**Sometimes have potential,
sometimes do not.**

YOUR

JOB,

RANKED



1 . GET B'S TO A'S.

This is the highest-leverage move. They are coachable. They want to grow. They just need the structure and the attention.

2 . GET C'S TO B'S.

Real coaching. Real feedback. Real accountability. Some will rise. Some will not.

3 . MANAGE OUT THE C'S WHO REFUSE TO RISE.

The Harvard "Toxic Workers" data is clear, keeping the wrong person costs you A's and B's who get tired of carrying them.

The Cornerstone OnDemand and Housman & Minor research on workplace performance contagion is also worth knowing.

Sitting near a high performer raises an employee's own performance by roughly 15 percent. Sitting near a low performer drops it by roughly 30 percent.

Negative emotional contagion travels faster than positive. The C player on your team is not neutral, they are actively dragging the A's and B's down.

HOUSMAN & MINOR, "TOXIC WORKERS," HBS WORKING PAPER 16-057 (2015); RELATED CORNERSTONE ONDEMAND SPILLOVER RESEARCH.

INSPIRING AUDIT

Answer below. Specifics, not generalities.

1. When is the last time your team saw you lead by example, doing something you ask them to do? What was it?

2. When is the last time you talked about the mission with the team, not as a slogan, but as a specific action question?

3. When is the last time you had a real 15-minute growth conversation with each of your direct reports? List the dates if you can. If you can't, that is the data.

4. Write your roster. Mark each person as A, B, or C. Be honest.

5.
A?

For each B on your list, what is the
ONE thing you could do in the next
30 days to help them become an

6.

For each C, what is your plan?
Coaching, conversation, or out?

PART SIX

THE FRAMEWORKS REVISITED



If you have worked through the first two workbooks, you have already met the five experts whose frameworks underpin this entire body of work. This part is the integration, a one-page reference that connects each framework to the cornerstone it powers.

If you have not yet worked through the earlier workbooks, this is your shortlist of where to go deeper.

LINDA HILL

HARVARD BUSINESS SCHOOL

THE FRAMEWORK

The Five Myths of New Managers and
the Three Imperatives (manage yourself,
manage your network, manage your team).

CORNERSTONE IT POWERS

Foundation for all four. The Five Myths reset is the mindset that has to be in place before any cornerstone can be worked. The Three Imperatives, particularly "manage yourself", connects directly to Emotional Intelligence.

WHEN TO USE IT

Any time you catch yourself believing your title gives you authority. Any time you confuse compliance with commitment. Any time you think running a smooth shift means you are doing your job.

MICHAEL WATKINS THE FIRST 90 DAYS THE FRAMEWORK

Promote Yourself, Accelerate Your Learning,
Match Strategy to Situation (STARS),
Negotiate Success, Secure Early Wins,
Achieve Alignment, Build Your Team, Create
Coalitions.

CORNERSTONE IT POWERS

Inspiring Your Team (alignment and early wins build buy-in) and Accountability
Mastery (alignment is the foundation of holding people to clear standards).

WHEN TO USE IT

Any time you take on a new role, new restaurant, new team. Any time you have a 90-day window to prove something.

KIM SCOTT

RADICAL CANDOR

THE FRAMEWORK

Care Personally + Challenge Directly.
The four quadrants: Radical Candor,
Ruinous Empathy, Obnoxious Aggression,
Manipulative Insincerity.

CORNERSTONE IT POWERS

Accountability Mastery. This is the conversation tool. Care plus Challenge is exactly how a real accountability conversation runs.

WHEN TO USE IT

Every accountability conversation. Every feedback moment. Every time you are about to soften the truth because you don't want to bruise the relationship, that's the signal to use the framework.

WILL GUIDARA

UNREASONABLE HOSPITALITY

THE FRAMEWORK

Make the Charitable Assumption. Lead with Vulnerability. Take what you do seriously, not yourself. Discipline of execution paired with the unreasonable hospitality gestures.

CORNERSTONE IT POWERS

Emotional Intelligence (the charitable assumption is EI in practice) and Guest Recovery (unreasonable gestures are the "above and beyond" of the 5A framework).

WHEN TO USE IT

Any time you are reading a team member's behavior uncharitably, that is the signal. Any time you are designing a recovery or a win, go more unreasonable, not less.

JULIE ZHUO

THE MAKING OF A MANAGER

THE FRAMEWORK

The Four Paths to Manager (Apprentice, Pioneer, New Boss, Successor). Address the Elephant. Reframe the Goal, great outcomes through other people. Don't tolerate the Brilliant Jerk.

CORNERSTONE IT POWERS

Inspiring Your Team (great outcomes through others IS the developing-people mandate) and Accountability Mastery (the Brilliant Jerk problem).

WHEN TO USE IT

Any time you are tempted to do the work yourself instead of developing the team to do it. Any time you are tolerating a high performer with a toxic attitude.

QUICK REFERENCE GRID

If you want the shortest possible map of where to go for what:

EMOTIONAL INTELLIGENCE — *Hill*

(manage yourself) + *Guidara* (charitable assumption, vulnerability) + *Goleman / Barsade* (the underlying research).

ACCOUNTABILITY MASTERY — *Scott* (Radical Candor) + *Zhuo* (brilliant jerk) + *PLV RISE* framework.

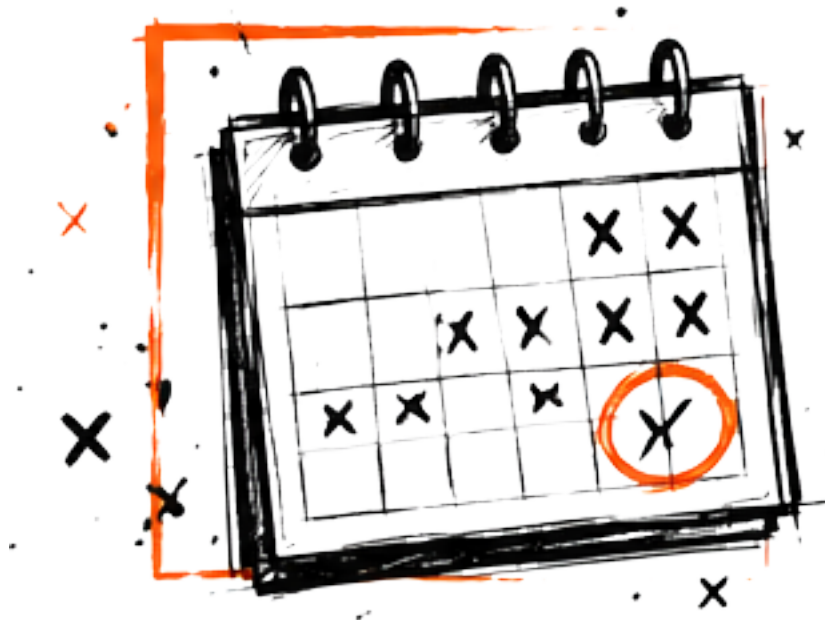
GUEST RECOVERY — *Guidara* (wins and unreasonable hospitality) + *TARP* research + *PLV 5A* framework.

INSPIRING YOUR TEAM — *Zhuo* (great outcomes through others) + *Watkins* (alignment, early wins) + *Gallup* engagement research + *PLV* magical memories mission.

Now we translate the assessment into a real plan. **One cornerstone at a time.** Not all four.

PART SEVEN

YOUR 90 DAY LEVEL UP PLAN



The discipline of focus is what separates managers who level up from managers who try to fix everything at once and fix nothing.

**DAYS 1
TO 30
AUDIT AND
PICK ONE**

| THE GOAL

See yourself clearly. Pick the weakest cornerstone. Make three specific commitments inside it.

WHAT TO DO

- Complete the full assessment in Part One. Be honest. Star your weakest cornerstone.
- Run the audit specific to that cornerstone (EI audit, accountability audit, guest recovery audit, or inspiring audit).
- Pick three specific 30-day commitments inside that cornerstone. Write them down where you will see them every day.

START THE DAILY PRACTICES.

- ★ **EI** = three reps per shift.
- ★ **ACCOUNTABILITY** = one standard held 100 percent.
- ★ **GUEST RECOVERY** = the win board and the 48-hour rule.
- ★ **INSPIRING** = the 15-minute weekly check-ins start now.

At day 30, audit yourself against the three commitments. Honest grade.

DAILY CHECKLIST

DAYS 1 TO 30

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DAYS 1 TO 30

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My starred (weakest) cornerstone for the first 30 days:

Three specific commitments inside that cornerstone:

1.

2.

3.

DAYS 31 TO 60 BUILD THE HABIT

THE GOAL

Lock in the first cornerstone as habit. Start awareness work on the second-weakest.

WHAT TO DO

- Continue the daily practices on cornerstone one. They should be starting to feel automatic.
- Begin tracking your second-weakest cornerstone. Do not work it yet, just notice it. Where is it showing up? Where is it slipping?

- Pick ONE early adjustment to start practicing on cornerstone two. Just one. Not a full plan yet.
- Recheck your A/B/C roster. Has anyone moved? What did you do that moved them?
- At day 60, run a mid-point review. What is sticking? What is not?

DAILY CHECKLIST

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My second-weakest cornerstone:

The one early adjustment I will practice for
cornerstone two:

**DAYS 61
TO 90**

**LAYER THE
SECOND
CORNERSTONE**

THE GOAL

Full work on cornerstone two.

Maintenance mode on cornerstone one.

Set the next six-month picture.

WHAT TO DO

- Run the full audit and pick three 30-day commitments for cornerstone two.
- Cornerstone one is now maintenance. The practices stay daily. The standard stays held.

- By day 90, the team should be noticing the change. If they are not, the change is not real.
- Sit down with your boss. Show what you have built. Ask what is next.
- Pick the next cornerstone to work in the following 90 days.

DAILY CHECKLIST

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What does "the team has noticed" look like for the cornerstone you have been working? Be specific about what you want to be different by day 90.

What does "YOU have noticed" look like?
What is the version of you that exists on day
90 that does not exist today?

CLOSING

THE LEADER

YOU ARE

BECOMING



Leveling up is uncomfortable!

If it does not feel uncomfortable, you are not actually leveling up, you are just doing the same job.

The Four Cornerstones are a lifelong practice.

You do not graduate.

You just get better.

The leader who has been at it for ten years is still working on Emotional Intelligence.

Still tightening Accountability Mastery.

Still hunting for the next level of Guest Recovery.

Still finding new ways to Inspire.

That is the work. It is simple, not easy. And it is yours to choose, every shift.

The data we have walked through in this workbook is brutal in one direction and hopeful in the other. Brutal: managers account for 70 percent of the variance in their teams' engagement, half of employees have left a job to escape a bad one, and 82 percent of managers admit they cannot hold others accountable effectively. Hopeful: the manager who works on this stuff produces 23 percent higher profitability, 18 percent higher productivity, and 43 percent lower turnover, and that compounds, year over year.

You are one of the few who picked up this workbook. You are one of the few who is going to actually do the work.

Build the living, breathing, well-oiled machine. A team that runs because of who you have made them, not because you are on the floor.

A restaurant that holds its standards through adversity, not just on slow Tuesdays. A culture of accountability where everyone craves it because they know it makes them better.

Develop people, not employees. Develop leaders, not managers.

And keep going. The work is never done. That is the point.

— Thirty Percent

The Minimalist Guide to Maximum Leadership



For the manager who refuses
to stop developing.

Simple, not easy.

How to Level Up My Leadership

A Self-Assessment Workbook for Current Restaurant Managers

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