



# Rewiring Hospitality

I drove to a different location.

Happy to...

# Happy to...

Why it's a mindset

# TOP 4 REASONS PEOPLE QUIT

1

2

3

4

# TOP 4 REASONS PEOPLE QUIT

- 1 LEADERSHIP
- 2
- 3
- 4

# TOP 4 REASONS PEOPLE QUIT

## 1 LEADERSHIP

ONE IN TWO ADULTS HAS LEFT A JOB TO GET AWAY FROM THEIR MANAGER. GALLUP

# TOP 4 REASONS PEOPLE QUIT

- 1 LEADERSHIP
- 2 POOR TRAINING
- 3
- 4

# TOP 4 REASONS PEOPLE QUIT

- 1 LEADERSHIP
- 2 POOR TRAINING
- 3 LACK OF GROWTH
- 4

# TOP 4 REASONS PEOPLE QUIT

- 1 LEADERSHIP
- 2 POOR TRAINING
- 3 LACK OF GROWTH
- 4 PAY



@THE30RULE

Knowledge is **NOT** power.



Knowledge WITH action = REAL power



Don't let your past dictate your future.



# 80/20

Bottom line:

“All problems are 80% RESOURCEFUL, 20% RESOURCES.”

It's not about resources, it's about being resourceful



The reasons are piling up.  
People aren't bought in, they don't care, they call out...



The reasons are piling up.  
People aren't bought in, they don't care, they call out...

Make your list.



“Earn your leadership every day.”  
— Michael Jordan



the30rule

March 18, 2025

**I've helped open 25  
restaurants from the  
ground up and pulled-the  
data from all of them.**

**Here was the biggest  
profit killer:**

“Start with what you want to achieve, instead of limiting yourself to what’s realistic or sustainable.”

-Will Guidara



# THE DATA

70% of restaurant customers visit  
only once and never return

# THE DATA

4 out of 5 “repeat” customers  
disappearing every year

# THE DATA

60% of total sales come from repeat  
customers

This needs to be our **obsession**







20% YoY  
for 25 yrs

The IN-N-OUT BURGER logo, featuring the brand name in white capital letters on a red rectangular background, which is part of a larger yellow signpost graphic.

IN-N-OUT  
BURGER

\$2.6B YRLY  
ONLY 431  
LOCATIONS



\$7M PER UNIT

The DIN TAI FUNG logo, featuring the Chinese characters "鼎泰豐" above the brand name in a white serif font on a red background.

DIN TAI FUNG

\$27M PER UNIT

The CARBONE FINE FOOD logo, featuring the brand name in a bold, dark blue serif font with "FINE FOOD" in a smaller font below it, flanked by horizontal lines and decorative swirls.

CARBONE™  
FINE FOOD

\$100M SALES  
PASTA SAUCE



\$175K AVERAGE  
WEEKLY SALES /  
755 LOCATIONS



LEADERSHIP



LEADERSHIP



LEADERSHIP



LEADERSHIP



LEADERSHIP



LEADERSHIP

Happy to...

“The man who does more than he is paid for will  
soon be paid for more than he does”

*-Napoleon Hill*



I can't

How can I?



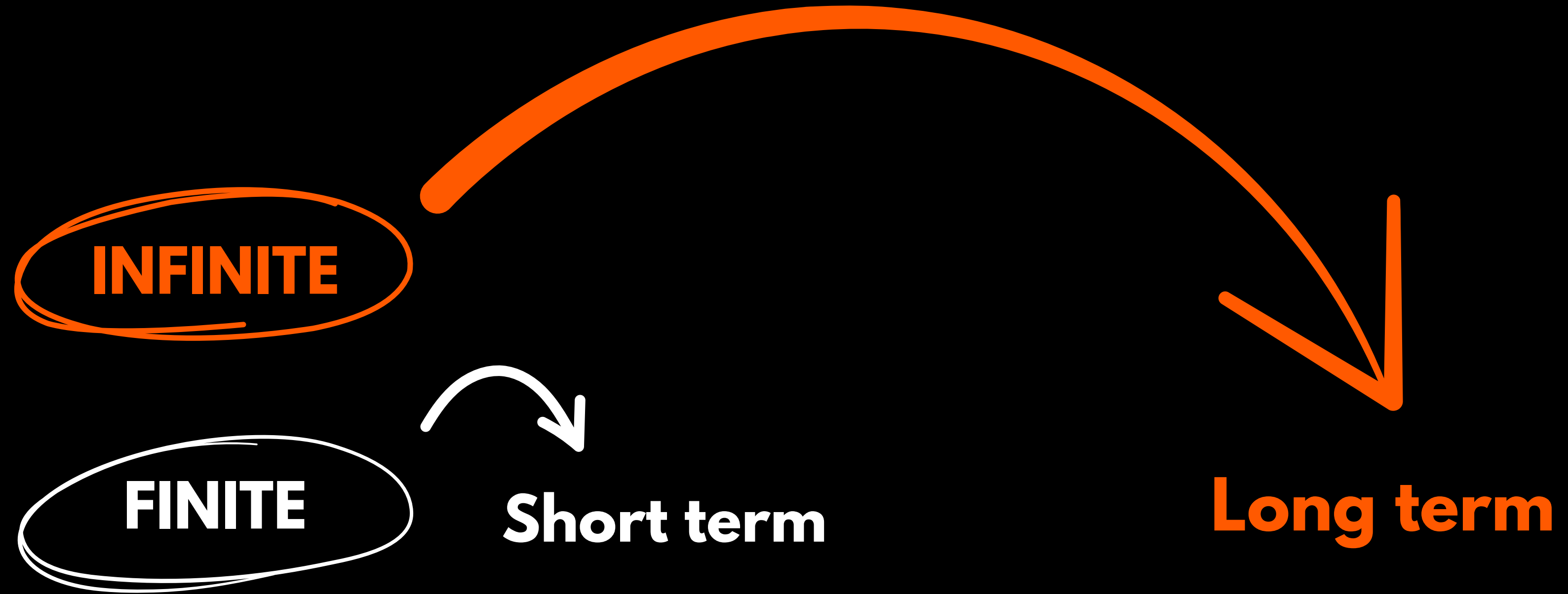
Focus + Clarity + Innovation

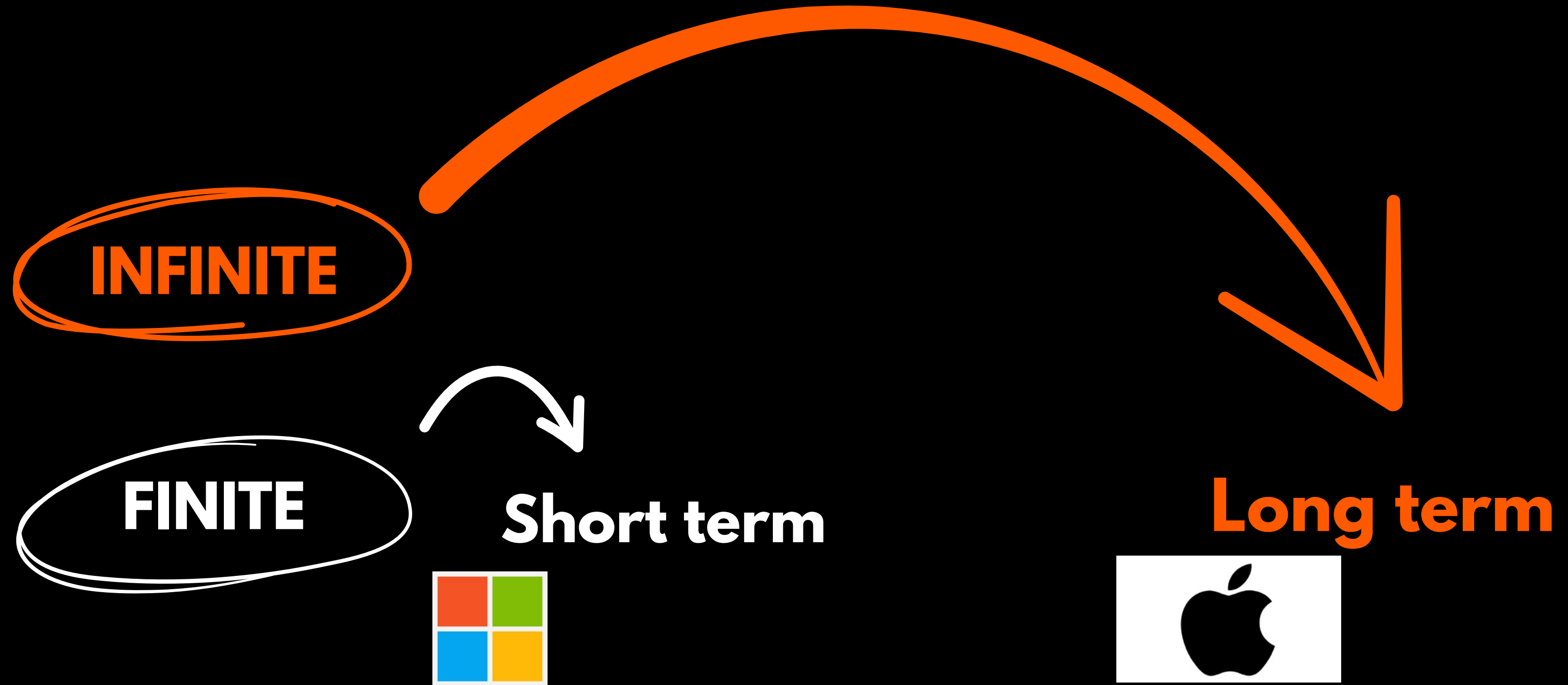


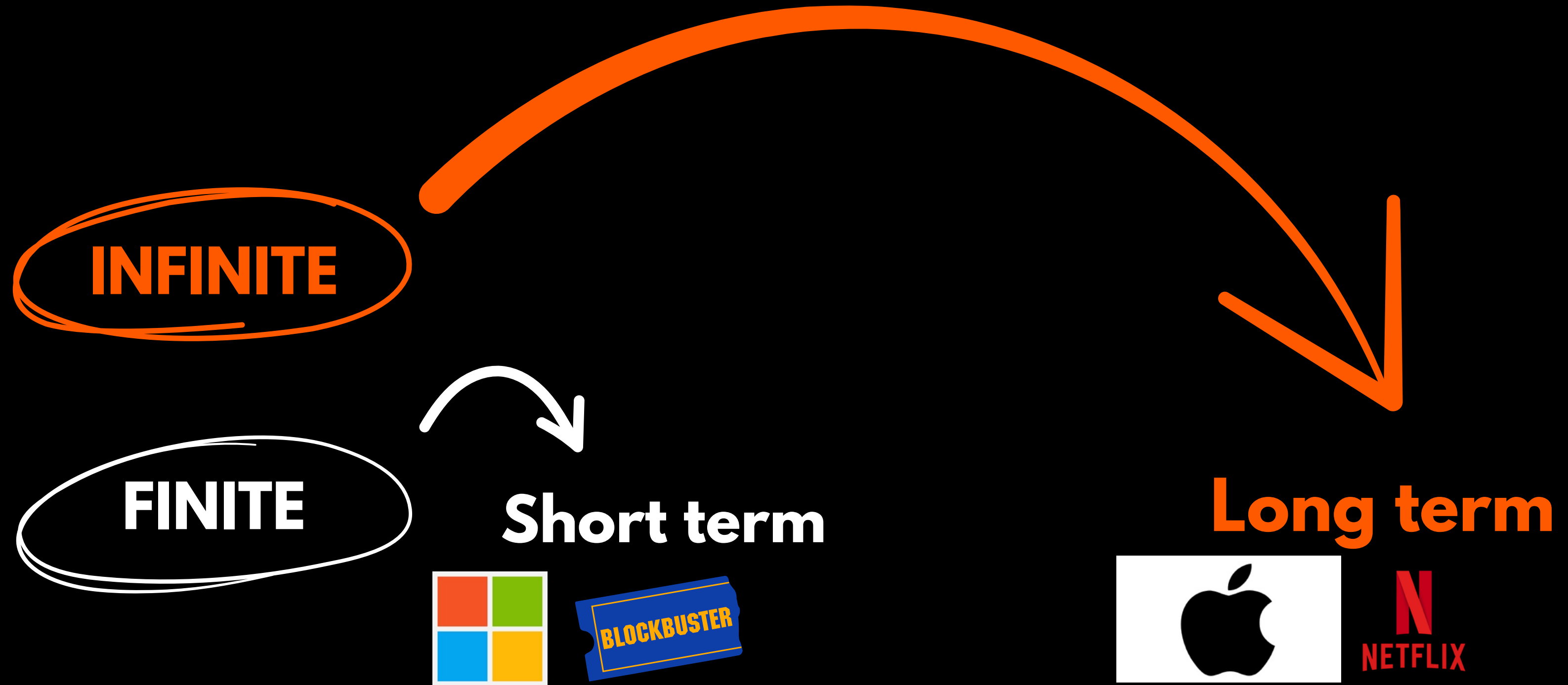
# CORE TRUTHS

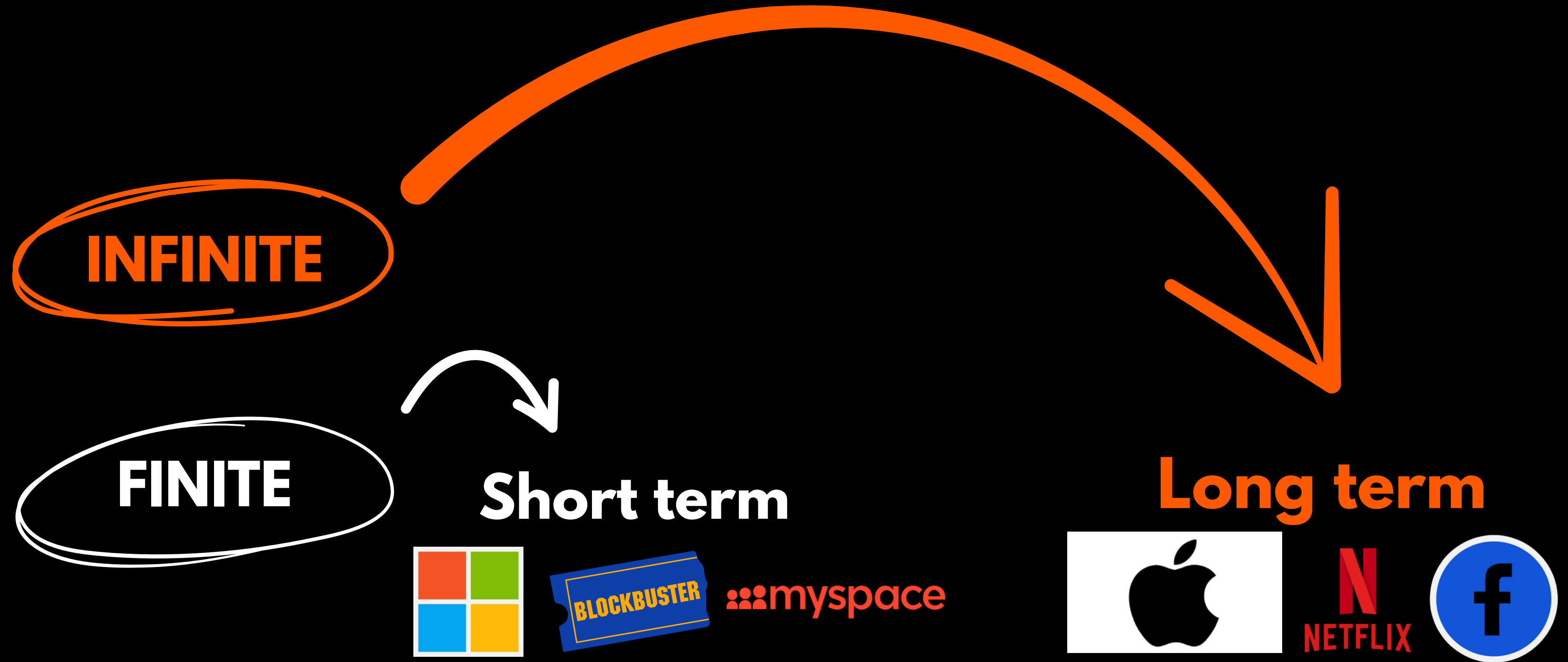
Thinking like everyone else = average results -  
It's time to change everything:

Paradigm Shift: Finite vs Infinite Mindset









Make a list: what have we innovated lately?



WE HAVE ONE MISSION:  
**EXPERIENCE**



It all starts with a **GUEST FIRST** mindset



Focus + Clarity + Innovation



# What is a successful business model?



Is the demand in good food or good  
hospitality -

This is how you separate yourself.

86% of customers are willing to pay more for a better overall experience, and companies that prioritize customer experience generate 4%–8% higher revenue than competitors — Bain.



Three quarters of people want more human interaction in the future, not less.

Also: 41% would pay more for knowledgeable, helpful employees. And only 3% of U.S. consumers want their experiences fully automated



# THE SPEED MYTH

Fast food competes on speed. The data says otherwise.

- Fast food's entire premise: speed wins. The drive-thru was built to eliminate human interaction.
- Company A has the slowest drive-thru in fast food...  
7:06 vs. Company B's 4:16

# THE SPEED MYTH

COMPANY A

COMPANY B

# THE SPEED MYTH

COMPANY A

COMPANY B

SLOWEST DRIVE-THRU  
TIME- 7:06

# THE SPEED MYTH

**COMPANY A**

**SLOWEST DRIVE-THRU  
TIME- 7:06**

**COMPANY B**

**FASTEST DRIVE-THRU  
TIME- 4:16**

# THE SPEED MYTH

**COMPANY A**

**SLOWEST DRIVE-THRU  
TIME- 7:06**

**RANKS #1 IN CUSTOMER SATISFACTION.  
11 STRAIGHT YEARS**

**COMPANY B**

**FASTEST DRIVE-THRU  
TIME- 4:16**

# THE SPEED MYTH

**COMPANY A**

**SLOWEST DRIVE-THRU  
TIME- 7:06**

**RANKS #1 IN CUSTOMER SATISFACTION.  
11 STRAIGHT YEARS**

**65% OF GUESTS RATE THEM "VERY  
FRIENDLY" THE NEXT CLOSEST CHAIN IS  
43%**

**COMPANY B**

**FASTEST DRIVE-THRU  
TIME- 4:16**

# THE SPEED MYTH

- COMPANY A HAS THE SLOWEST DRIVE-THRU IN FAST FOOD... 7:06 VS. COMPANY B'S 4:16

- GUESTS WAIT LONGER BUT FEEL LIKE IT'S FAST, HOSPITALITY DISTORTS TIME
- FRIENDLY SERVICE = GUESTS WAIT LONGER, FORGIVE MISTAKES, COME BACK

# THE SPEED MYTH

**COMPANY A**

**SLOWEST DRIVE-THRU  
TIME- 7:06**

**COMPANY B**

**FASTEST DRIVE-THRU  
TIME- 4:16**

# THE SPEED MYTH

**COMPANY A**

**SLOWEST DRIVE-THRU  
TIME- 7:06**

**COMPANY B**

**FASTEST DRIVE-THRU  
TIME- 4:16**

**\$2.3M PER UNIT**

# THE SPEED MYTH

**COMPANY A**

**SLOWEST DRIVE-THRU  
TIME- 7:06**

**\$9.3M PER UNIT**

**COMPANY B**

**FASTEST DRIVE-THRU  
TIME- 4:16**

**\$2.3M PER UNIT**

# THE SPEED MYTH

## The takeaway:

- Speed is a commodity. Anyone can copy it.
- Hospitality is a culture. No one can.
- If warmth doubles revenue at a car window,  
what's your excuse with 90 minutes at a table?

Happy to...



# 2001



SALES: \$1 Billion

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THE RITZ-CARLTON

**2001:**

Chick-fil-a consults with The Ritz  
Carlton to develop their customer  
experience and training.





2025 The Chick-fil-A logo, featuring a red chicken head silhouette above the brand name "Chick-fil-A" in a red, cursive script font.

SALES: \$25 Billion



## 2025 SALES



\$6.8  
Billion



4,272  
LOCATIONS



\$33.9  
Billion



6,570  
LOCATIONS



\$25  
Billion



3,271  
LOCATIONS

THE CRAZY PART →



## 2025 SALES



\$6.8  
Billion



4,178  
LOCATIONS



\$33.9  
Billion



29,900  
LOCATIONS



\$25  
Billion



2,964  
LOCATIONS

THE EVEN CRAZIER PART 



**CLOSED ON**  
**SUNDAYS!**

# How?

# culture

# WHAT IS culture?

# **CULTURE (OF YOUR BUSINESS)**

*NOUN*

- CULTURE IS THE WAY PEOPLE THINK, BEHAVE, AND WORK TOGETHER WITHIN AN ORGANIZATION.
- INFORMALLY, “THE WAY THINGS ARE DONE” IN A COMPANY.

# How do you create culture?

Training - Systems - Leadership

# Training - Systems - Leadership



# The Internal Guest



A people first culture driven  
by **Servant Leadership.**



A people first culture driven  
by **Servant Leadership**.

What is **Servant  
Leadership**?



It's not a whole generation.



It's not a whole generation.  
It's us.



How can we take care of the  
internal guest?

Make a list.



Focus + Clarity + Innovation



Focus + Clarity + Innovation



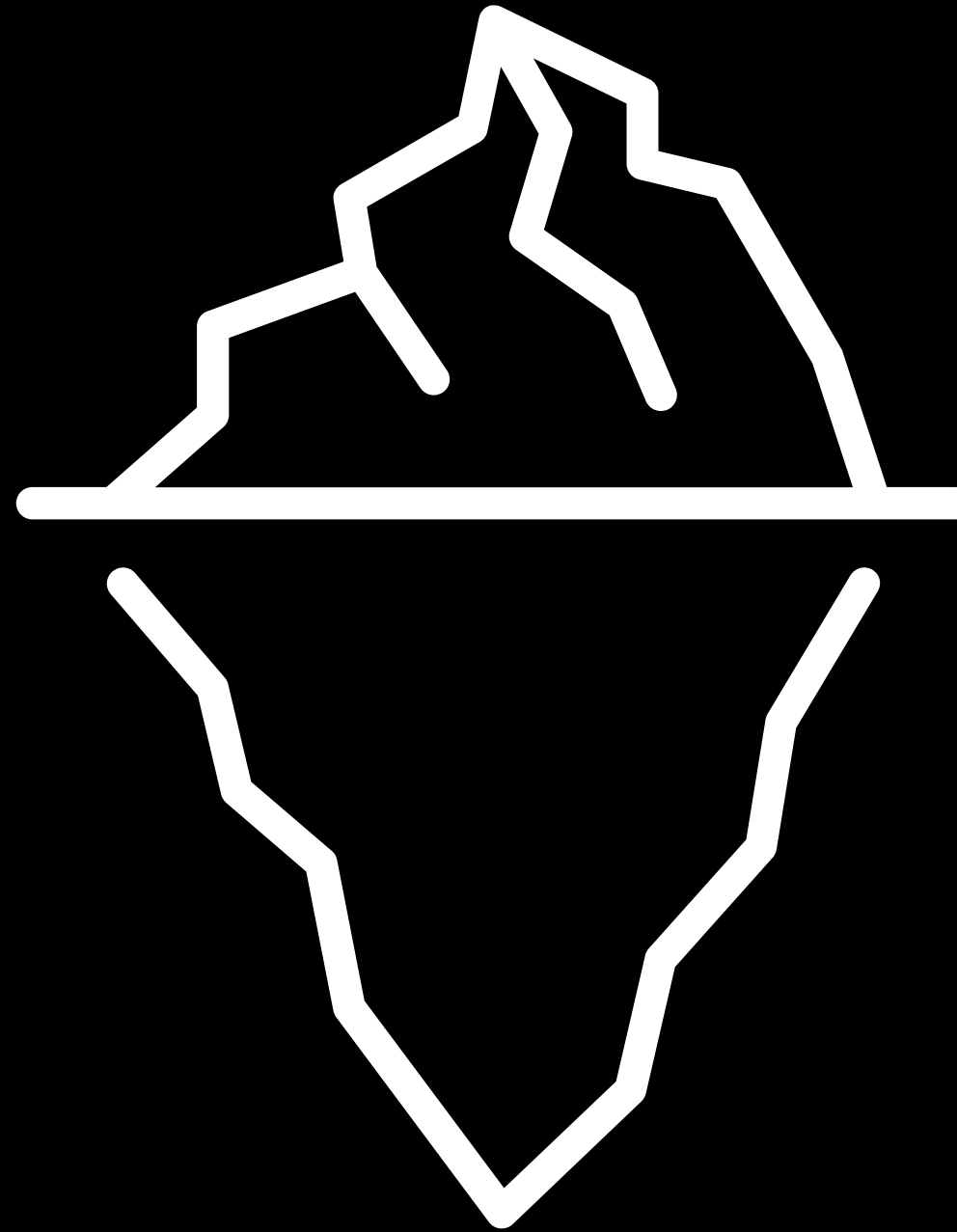
# Service vs hospitality

(TIME AND MONEY)

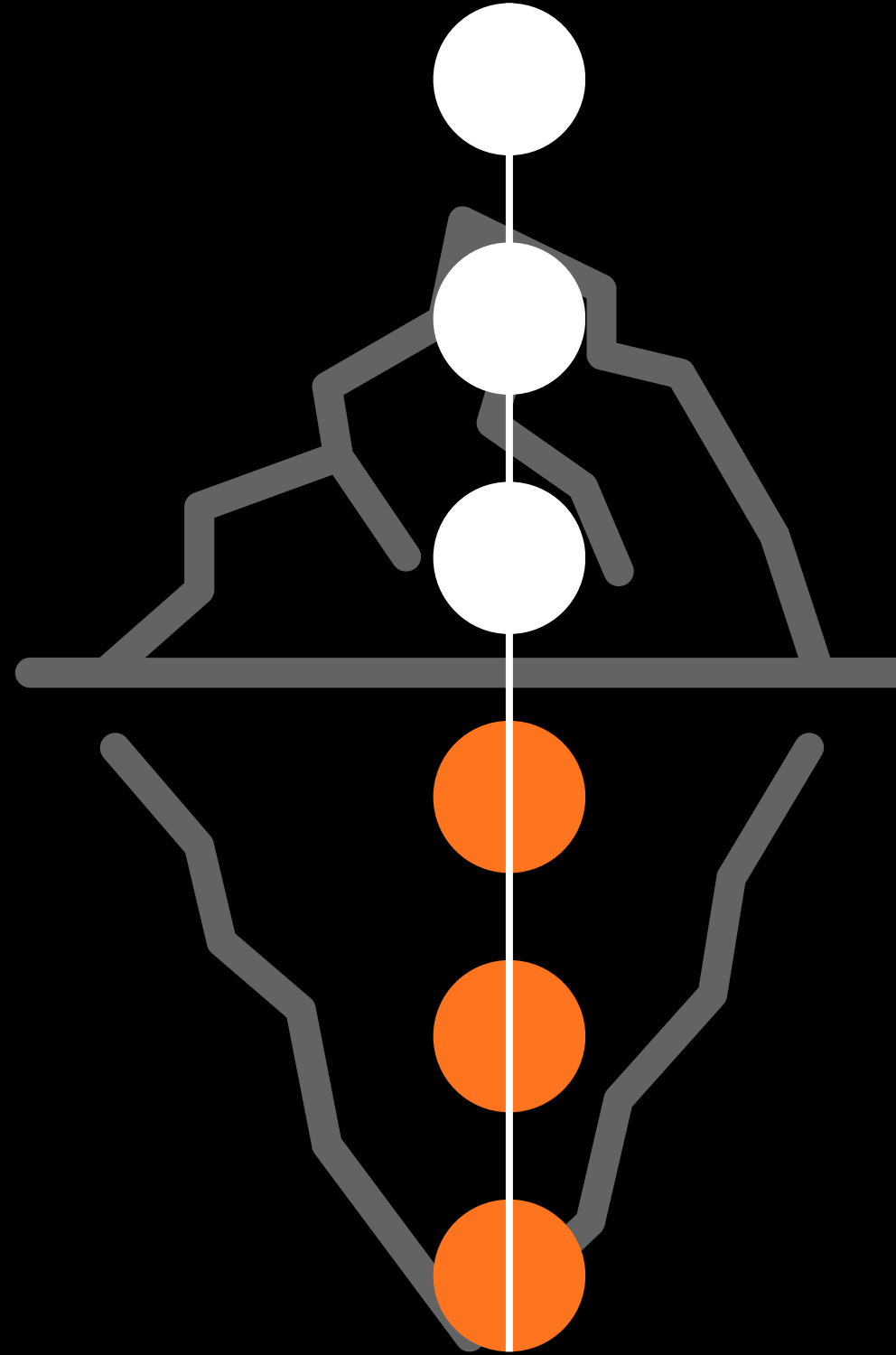
# Unconditional hospitality

# rewiring mindsets





Mindset



What.

# First dinner analogy



# why?

new york



motivation = effort

Why = Buy-in

"Everything rises and falls on leadership."

-John C. Maxwell



7



2



9



4



1



6



3



8



5



הכלכלה

7



2



9



4



1



6



3

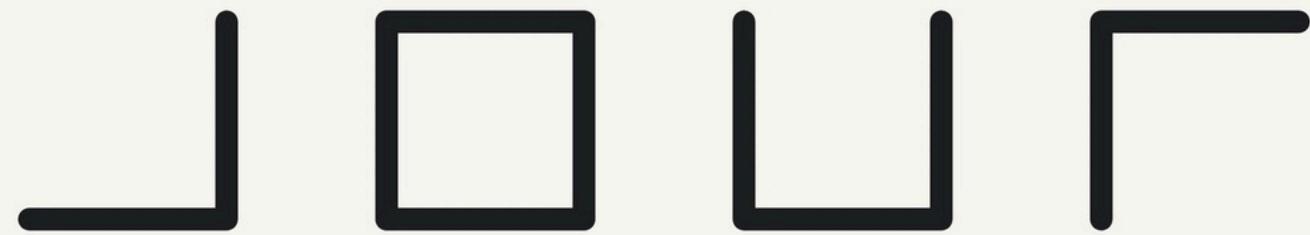


8



5





7



2



9



4



1



6



3



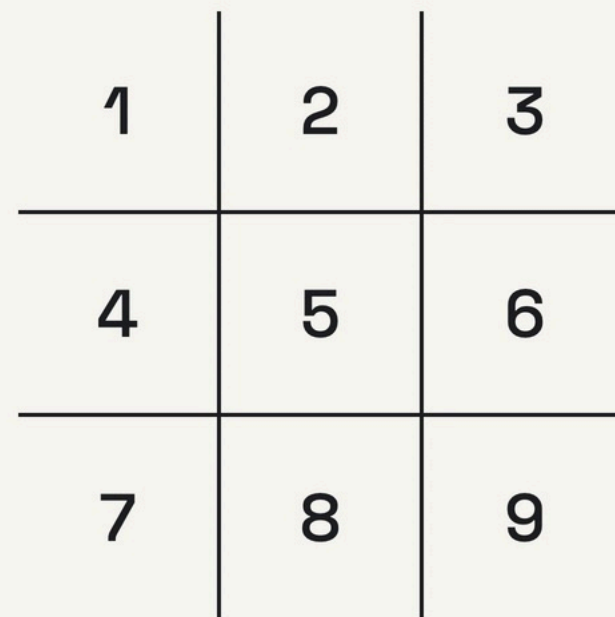
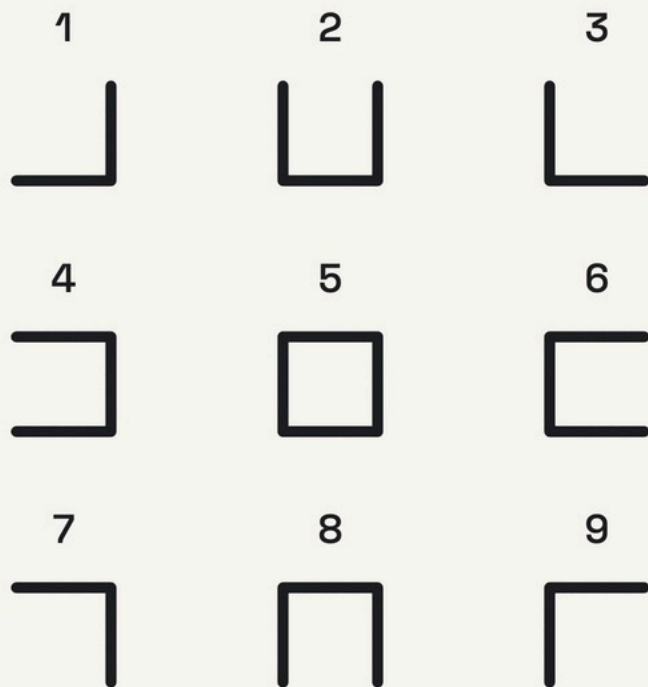
8



5



|   |   |   |
|---|---|---|
| 1 | 2 | 3 |
| 4 | 5 | 6 |
| 7 | 8 | 9 |





1



5



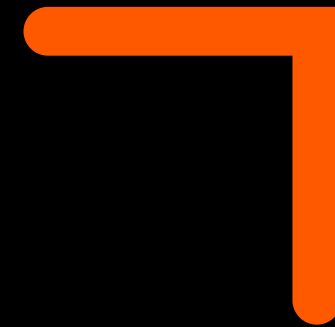
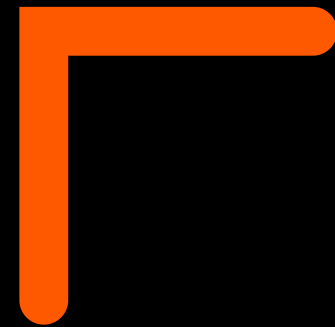
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# THE 4 CORNER STONES OF ADVANCED LEADERSHIP

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**EMOTIONAL  
INTELLIGENCE**



**GUEST RECOVERY**

**INSPIRATIONAL**



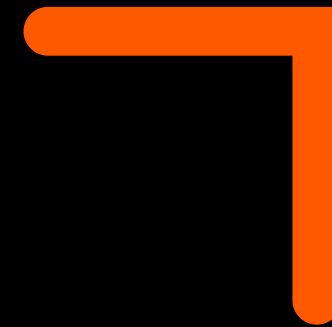
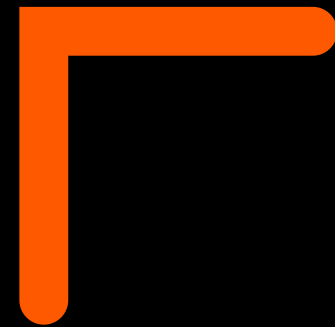
**ACCOUNTABILITY  
MASTERY**

EQ: Make a list of how we can train

# THE 4 CORNER STONES OF ADVANCED LEADERSHIP

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EMOTIONAL  
INTELLIGENCE



GUEST RECOVERY

INSPIRATIONAL



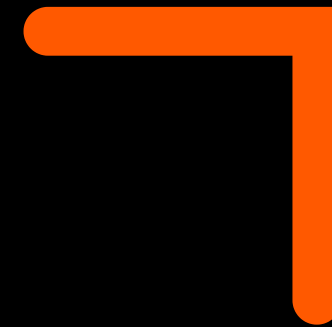
ACCOUNTABILITY  
MASTERY

# Guest recovery: Make a list of scenarios

# THE 4 CORNER STONES OF ADVANCED LEADERSHIP

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EMOTIONAL  
INTELLIGENCE



GUEST RECOVERY

INSPIRATIONAL



ACCOUNTABILITY  
MASTERY

# Leading by example: the Dan Cathy Story



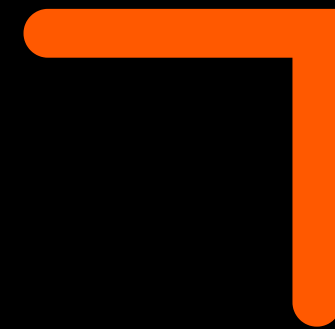
# STANDARDS

“Every standard you let slip is the NEW standard”

# THE 4 CORNER STONES OF ADVANCED LEADERSHIP

---

EMOTIONAL  
INTELLIGENCE



GUEST RECOVERY

INSPIRATIONAL



ACCOUNTABILITY  
MASTERY



## **GREATER PROFITABILITY**

Highly engaged teams experience 21% greater profitability than disengaged teams. They are also 17% more productive and have 41% lower absenteeism.

**THIS ALSO DRIVES EMPLOYEE RETENTION**



PROTECT YOUR STRONG

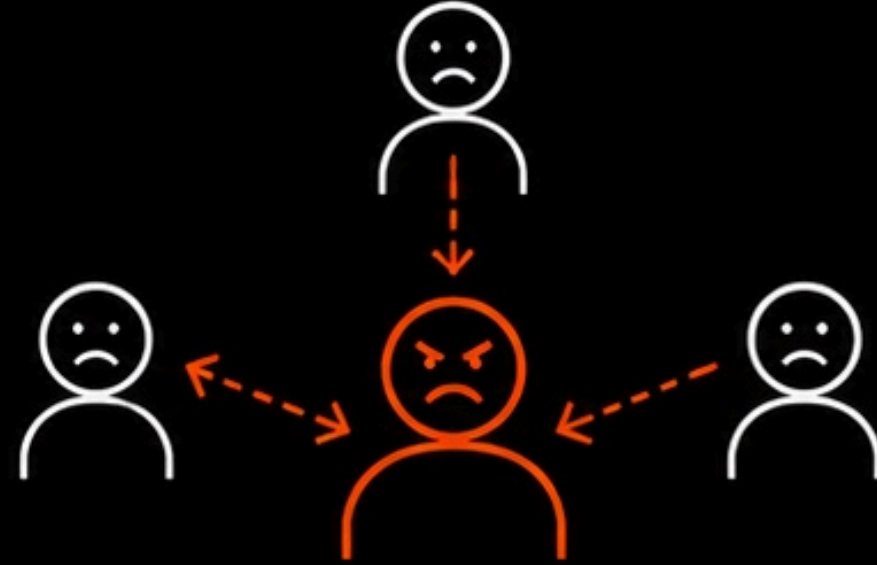


# THE BAD APPLE EFFECT.



**30-40%**  
**WORSE PERFORMANCE**

Teams with just one negative member performed **30% to 40%** worse than teams without one.



**CONTAGIOUS  
NEGATIVITY**

The negativity was **contagious**: teammates unconsciously began to mimic the bad behavior (slacking off, arguing, or withdrawing) to protect themselves.



**KEY INSIGHT**

The “**bad apple**” did not just sink their own boat; they caused the other high-performers to **stop rowing**.



# Accountability

If you don't have  
consistent accountability...

you don't have **ANYTHING.**



A culture of accountability  
is a culture of excellence.

(accountability is a good thing)



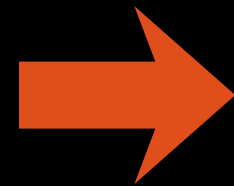
# Structured Environment + Confident Clarity

# A/B/C PLAYERS

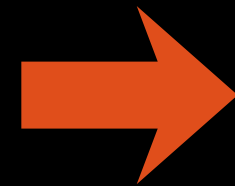
# The 3 - Phases Consistency



**EXPECTATIONS**



**COMMITMENT**

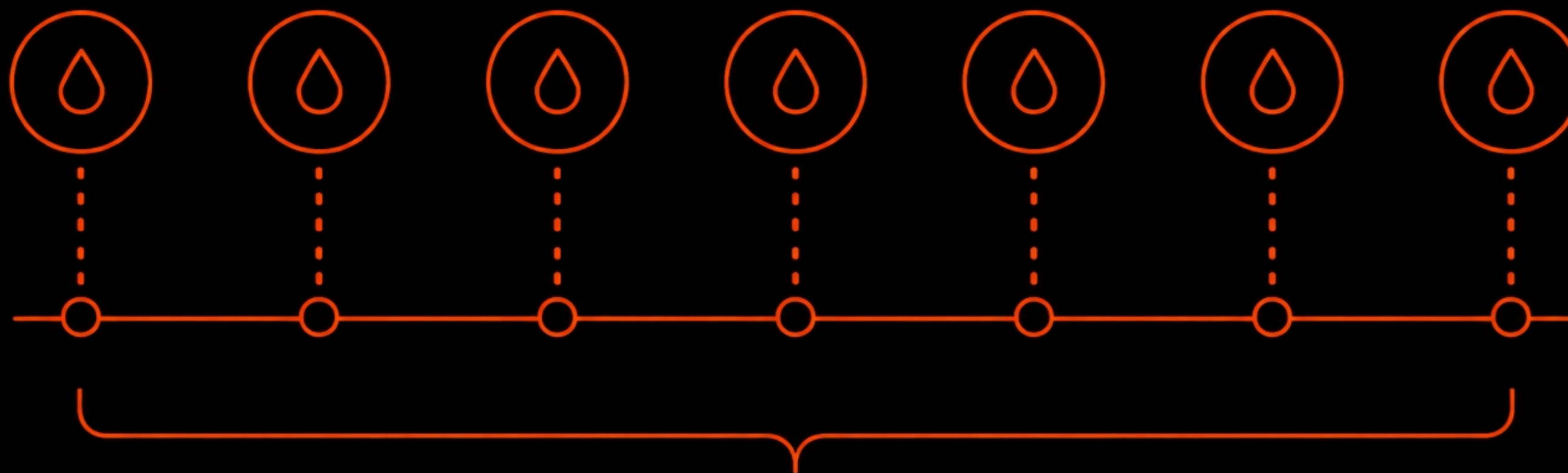


**IMPLEMENTATION**



# CULTURE FLIP

# DRIP training



"A bad system will beat a good person every  
time."

— W. Edwards Deming

TRAIN.  
NURTURE.  
COACH.



How much of your time are you coaching,  
training, leading hospitality?



How much of your time are you coaching,  
training, leading hospitality?

CFA CCTV





Guest Awareness  
&  
Guest Right Away

# THE ABC'S OF CONNECTION

A

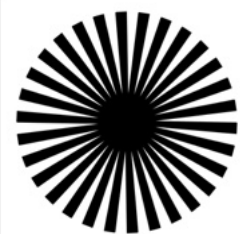
SMILE

B

EYE CONTACT

C

GENUINELY ENGAGE



Thirty  
Percent

IS THAT A

10/10?

**KEEP.**

**START.**

**STOP.**



# THE NOT WORTHLESS PRE-SHIFT

Focus + clarity + energy + interaction

# Trader Joes



# Trader Joes

Will Guidara hotel story



(FOCUS)

**WIN.**

**EXCEEDING THEIR EXPECTATIONS  
WHEN THEY LEAST EXPECT IT**



how do I make time?

80/20

# 18 MINUTES

THE MORE TIME YOU SPEND. THE MORE YOU WIN.

THE WILL GUIDARA STORY



Serve first, visibly, every shift.

Start every shift by doing one task for your team before you ask anything of them.

Leaders model first.

Your mood. Your actions. Your words. Your buy-in..

Spend 60 seconds “pre” coaching everyday

SHOW them how they can improve. Make it a daily practice.





@THE30RULE

FAVOR?



# Rewiring Hospitality