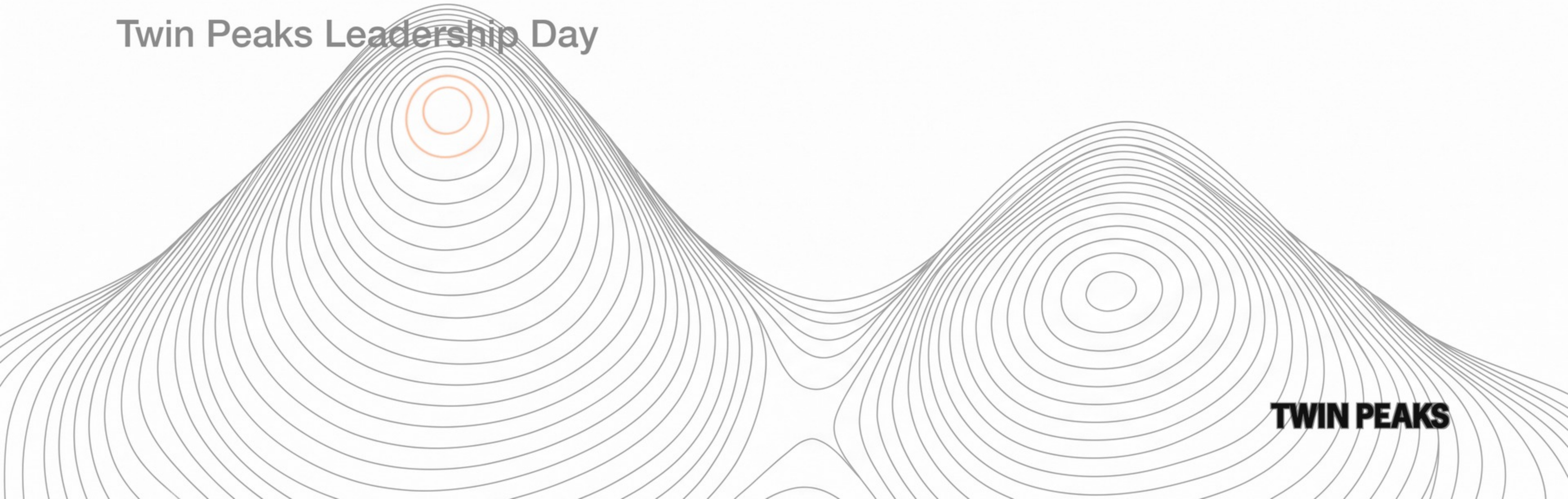


EXPERIENCE IS THE ONLY DIFFERENTIATOR

Twin Peaks Leadership Day



TWIN PEAKS

TO START

Name. Lodge.

**Your biggest challenge in that seat
right now.**

Your biggest goal for your lodge.

One breath each. No speeches.

TWIN PEAKS

BLOCK ONE

EXPERIENCE IS THE ONLY DIFFERENTIATOR

TWIN PEAKS

YOU HAVE FIVE BRAND PILLARS

Your own language, off your own franchise material.

- 01** The Twin Peaks Girls
- 02** Made from scratch food
- 03** 29 degree draft beer
- 04** Sports on wall to wall TVs
- 05** The local lodge atmosphere

TWIN PEAKS

FOUR OF THE FIVE ARE DECISIONS SOMEBODY **ALREADY MADE**

The girls, the food, the beer, the TVs. All of it is already built and already paid for.

TWIN PEAKS

THE FIFTH IS CREATED **LIVE,** BY A PERSON, ON EVERY SHIFT

The local lodge atmosphere is not a decision. It is a performance, and it either happens or it does not.

TWIN PEAKS

THE FIRST FOUR CAN BE **COPIED**

Somebody can build the lodge. Somebody can hire the chef.
Somebody can put the game on. Nobody can copy how your people
make a guest feel.

TWIN PEAKS

SERVICE IS NOT HOSPITALITY

SERVICE

A business transaction.

A checkbox. Thank you,
have a nice day, would you
like fries with that.

You can get it at Denny's.
You can get it at
McDonald's.

HOSPITALITY

An art form that takes
strategy.

Everything has intent.

Built so they come back,
tell somebody, and leave
a review.

TWIN PEAKS

ONE GUEST BECOMES THREE

TWIN PEAKS

**PEOPLE ARE SEEKING IT MORE THAN
EVER BECAUSE IT EXISTS LESS THAN
EVER**

TWIN PEAKS

16%

THE PREMIUM CUSTOMERS SAY THEY WILL PAY FOR A BETTER EXPERIENCE

42% would pay more for a friendly, welcoming experience. 52% would pay more for speed and efficiency.

PwC, 15,000 consumers

TWIN PEAKS

AND THEY COME BACK

75%

Guest retention at restaurants with a consistent elevated hospitality experience.

25%

Guest retention at restaurants without one.

TWIN PEAKS

**THREE TIMES THE RETENTION.
SAME FOOD. SAME BUILDING.**

TWIN PEAKS

WHAT ONE EXTRA VISIT IS WORTH

One lodge. Five million dollar average unit volume. Twenty seven dollar average check. About 185,000 guest visits a year.

GET ONE MORE VISIT A YEAR FROM PER LODGE

ACROSS 115 LODGES

1 in 100 guests	+\$50K	+\$5.7M
5 in 100 guests	+\$250K	+\$28.7M
10 in 100 guests	+\$500K	+\$57.5M

THE SAME NUMBER, DRAWN

Additional revenue per lodge, per year.

1 in 100



+\$50,000

5 in 100



+\$250,000

10 in 100



+\$500,000

TWIN PEAKS

**NOT A NEW GUEST. NOT A CAMPAIGN.
NOT A DISCOUNT. ONE MORE VISIT.**

TWIN PEAKS

25-95%

THE PROFIT LIFT FROM A 5% INCREASE IN RETENTION

Bain & Company

TWIN PEAKS

EVERY SEAT TOUCHES THE MONEY

Every one of them can turn a guest into a regular, or into a story they tell about you.

- Host
- Food runner
- Busser
- Bartender
- Server
- Kitchen
- Manager

TWIN PEAKS

**EVERYBODY HAS THE SAME
JOB DESCRIPTION**

TWIN PEAKS

YOU CANNOT HOPE FOR THE SALSA

That server was not lucky. She was guest focused, and somebody built a place where noticing was the job.

TWIN PEAKS

HOPE IS NOT A **SYSTEM**

A win you cannot repeat is a story. A win you can repeat is a brand.

TWIN PEAKS

IT IS NOT THE MISTAKE. IT IS THE RESPONSE.

Guest recovery is not a personality trait. It is a skill set, and right now you are gambling on whoever happens to be standing closest.

TWIN PEAKS

ASK YOURSELF

**Can every manager you employ turn
an angry guest into a loyal one?
Every time?**

*If the answer is no, that is revenue you are losing and never seeing on
a report.*

TWIN PEAKS

**GREAT FOOD GETS THEM IN ONCE. THE
EXPERIENCE IS THE ONLY REASON THEY
COME BACK.**

TWIN PEAKS

The background of the image consists of numerous concentric circles of varying radii, centered on the left side. Most of the circles are thin and light gray. Two circles are highlighted with a thicker, orange-brown line. The word "BREAK" is centered horizontally and partially overlaps these highlighted circles.

BREAK

TWIN PEAKS

BLOCK TWO

WHAT GOT US HERE WON'T GET US THERE

TWIN PEAKS

EVERYTHING THAT BUILT THIS COMPANY IS REAL AND IT WORKED

And none of it is what takes you to the next number. That is not a criticism of the past. That is what growth costs.

TWIN PEAKS

THE GUEST CHANGED. THE MODEL DIDN'T.

- Industry traffic growth is under one percent
- Food away from home rose three times faster than groceries
- 81 percent say a special or a promo decides where they eat

THEY ARE SPENDING MORE AND VISITING LESS

Fewer trips. Higher stakes on every single one.

TWIN PEAKS

YOU DO NOT GET THE DO OVER YOU USED TO GET

A mediocre visit costs more than it used to, because they are only coming half as often.

TWIN PEAKS

**AND EVERY DOLLAR THEY HAND YOU
IS WORTH ABOUT 20% LESS**

They know that. They feel it on the drive over. Which is exactly why they want it to count.

TWIN PEAKS

\$1B

CHICK-FIL-A, 2001

Growing fast. Family owned. Cash flow positive. And on McDonald's and Yum! Brands' radar.

TWIN PEAKS

THEY HAD THREE OPTIONS

- 01** Be the cheapest. Nobody wants to race to the bottom.
- 02** Be the best. Reserved for a rounding error of companies on earth.
- 03** Give people what they actually want.

SO THEY HIRED THE **RITZ-CARLTON**

A fast food fried chicken company asked the number one luxury hotel brand in the world to build their training, their leadership development and their guest experience.

TWIN PEAKS

**EVERYBODY TOLD THEM
THEY WERE CRAZY**

TWIN PEAKS

\$25B

CHICK-FIL-A, 2025

Still family owned. Every dollar self funded. My pleasure came straight out of the Ritz playbook.

TWIN PEAKS

**THEY DID NOT ADD HOSPITALITY WHEN
THINGS GOT HARD. THEY ADDED IT WHILE
THEY WERE WINNING.**

TWIN PEAKS

PEOPLE DO NOT STOP EATING OUT. THEY EAT OUT LESS.

- Housing crisis. Up.
- COVID. Up.
- Inflation. Up.

WHEN THE TRIPS GET RATIONED THEY SPEND THEM WHERE IT IS A **SURE** **THING**

Certainty is the product. The only way to be a sure thing is to be consistent, and the only way to be consistent is systems.

TWIN PEAKS

WE CAN BE THE THIRD PLACE

Sports. Food. Approachable. Already built. Nobody drives across town for a television. They come back for the people.

TWIN PEAKS

SO WE HAVE TO DO IT DIFFERENTLY

Starting with how much it is allowed to matter.

- 01** Talk about hospitality differently
- 02** Train hospitality differently
- 03** Think about hospitality differently
- 04** Position hospitality differently

TWIN PEAKS

WHY YOUR TRAINING IS NOT STICKING

- **People forget 80 percent of what you train if you do not repeat it the next day**
- **90 percent by the third day**
- **People need to hear something seven times before they own it**

**AND WE HAND THEM THE PHONE
BOOK IN FOUR DAYS AND HOPE**

TWIN PEAKS

CHICK-FIL-A DOES NOT TRAIN MANAGERS. IT BUILDS LEADERS.

You get hired as a manager, you go on a leadership development path. It is not optional. It is pass or fail. Cannot make it through, you do not work there.

TWIN PEAKS

OPEN FLOOR

**What are we doing right now
that used to work
and doesn't anymore?**

Be specific. Be uncomfortable. Nothing leaves this room.

TWIN PEAKS

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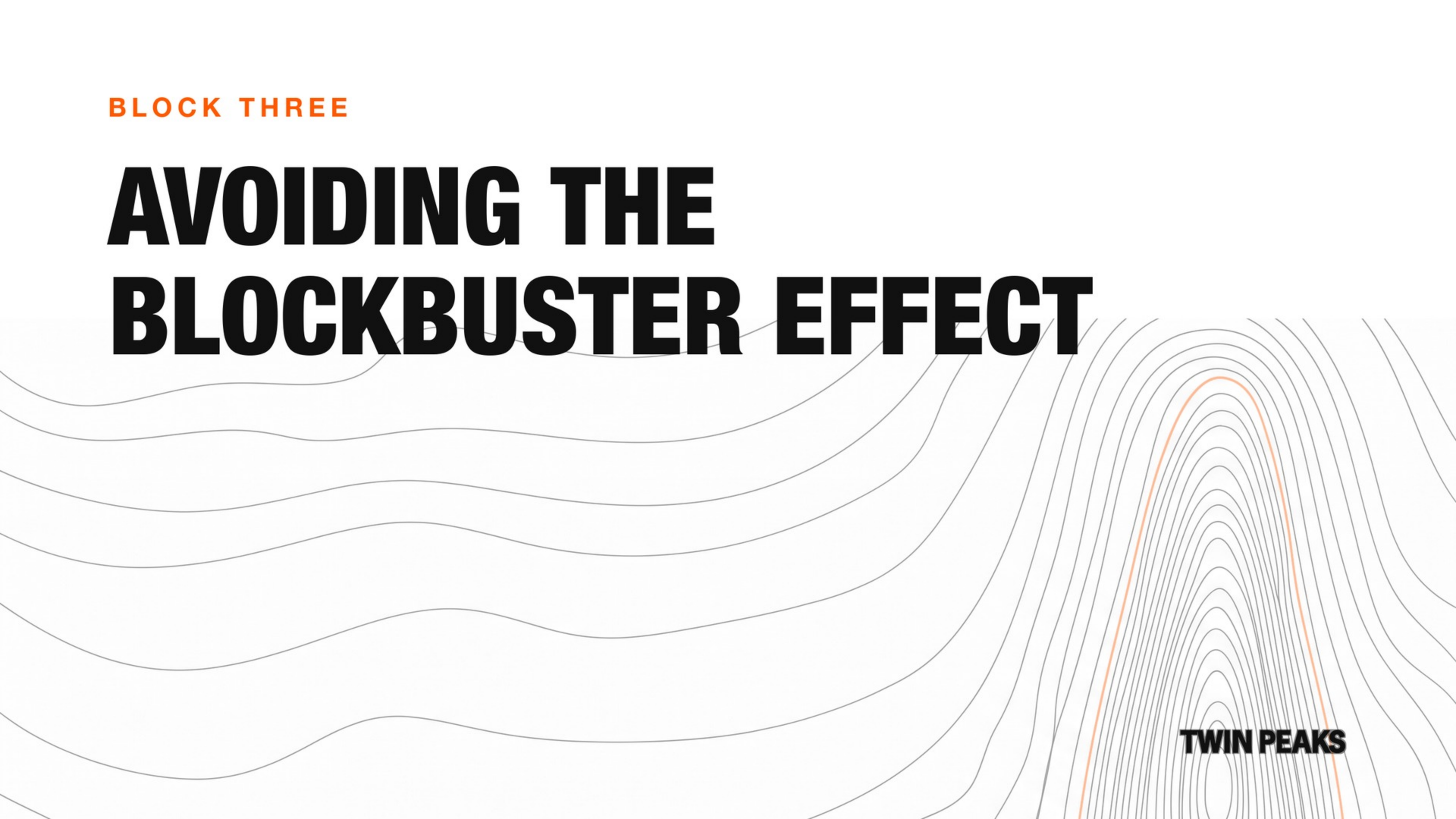
BREAK

TWIN PEAKS

BLOCK THREE

AVOIDING THE BLOCKBUSTER EFFECT

TWIN PEAKS

A stylized topographic map background. The map features several contour lines. On the right side, there is a prominent, high mountain peak with many closely spaced contour lines, indicating a steep slope. This peak is highlighted with a thick orange line that follows its outer contour. The text 'TWIN PEAKS' is written in bold black capital letters at the base of this peak. To the left of this main peak, there are several lower, more rounded hills represented by more widely spaced contour lines.

BLOCKBUSTER DID NOT LOSE TO NETFLIX

It lost to a change it could see coming and chose not to build for.

TWIN PEAKS

**THEY HAD EVERYTHING EXCEPT THE
WILLINGNESS TO DO IT DIFFERENTLY**

The stores. The brand. The customers. The cash.

TWIN PEAKS

THE INNOVATOR'S QUESTION

Is this mid?

Is this what everybody else is doing? Is this what I see in every other building in this category?

TWIN PEAKS

**MOST RESTAURANTS DO WHAT EVERYONE
ELSE DOES, AT AN AVERAGE LEVEL, AND CALL
IT FINE**

TWIN PEAKS

GEN Z

This is not a complaint. This is an adaptation.

TWIN PEAKS

49%

OF FOOD SERVICE WORKERS ARE GEN Z RIGHT NOW

18 percent of the US workforce in 2024, heading for about 30 percent by 2030. Gen Alpha is directly behind them.

TWIN PEAKS

**FIRST THEY ARE THE WORKFORCE.
THEN THEY ARE THE LEADERSHIP.**

Whatever you teach them a standard means, they will teach the next group.

TWIN PEAKS

**IF WE DO NOT ADAPT,
WE DIE**

Not dramatically. Just slowly, and then all at once.

TWIN PEAKS

THE THREE W's

This is not coddling. This is clarity.

- 01** **WHAT.** The task. Exactly. In the words they would actually use.
- 02** **WHY.** What it causes. Why it exists. Who it protects.
- 03** **WHAT IF.** What happens if it does not get done.

TWIN PEAKS

GIVE THEM THE WHAT, THE WHY AND THE WHAT IF AND YOU HAVE REMOVED EVERY EXCUSE

Theirs and yours. Because now you cannot claim they did not know either.

TWIN PEAKS

CLARITY HAS NO DEMOGRAPHIC

Nobody in your building has ever complained about knowing exactly what was expected of them.

TWIN PEAKS

YOU CANNOT HOLD SOMEBODY ACCOUNTABLE FOR SOMETHING YOU NEVER TRAINED

Those are not performance problems. They are clarity problems, and they are yours.

- I didn't know
- Nobody showed me
- I thought we didn't do that anymore

TWIN PEAKS

AROUND THE ROOM

Name one standard your lodge is genuinely crystal clear on.

Now name one you know is vague.

Everybody answers. No passing. The second one is the whole exercise.

TWIN PEAKS

BLOCKBUSTER HAD THE STORES. YOU HAVE THE LODGES.

The only question on the table is whether you build the thing nobody can copy.

TWIN PEAKS

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BREAK

TWIN PEAKS

BEFORE WE START

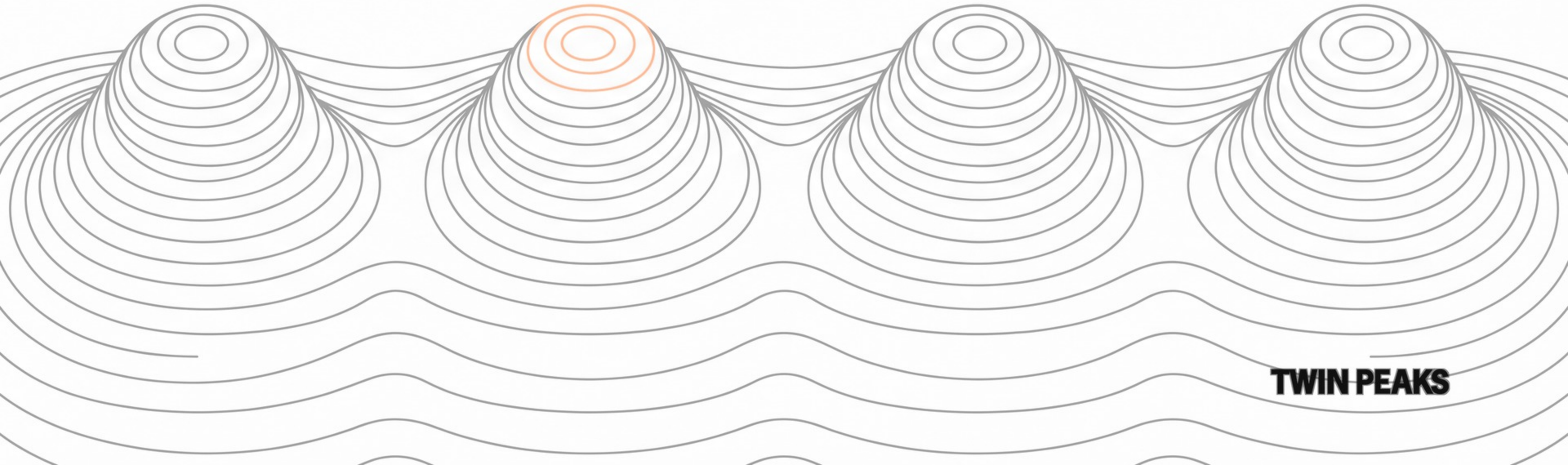
**Rate the leadership in your lodge.
One to ten. On average.
Brutally honest.**

*Write it down. Not the number you would say in front of your boss.
The real one.*

TWIN PEAKS

BLOCK FOUR

EARN YOUR LEADERSHIP EVERY DAY



A MANAGER MANAGES. A LEADER LEADS PEOPLE.

MANAGER

Swipes the card. Drops the cash.

Opens the door, puts out the fire, counts it down, locks up.

Respectfully, a glorified babysitter.

LEADER

Develops the people underneath them.

Leads the restaurant to do better.

Makes the business more successful because they are actually leading.

TWIN PEAKS

WE PROMOTE OUR BEST SERVER AND TRAIN THEM ON EVERYTHING EXCEPT THE JOB

WHAT THEY GET

How to count cash

How to drop cash

How to swipe a card

Where things live in the
computer

How to accept a delivery

FOR THE PEOPLE PART

Nothing.

TWIN PEAKS

THIS IS NOT A TWIN PEAKS PROBLEM. IT IS AN EVERYBODY PROBLEM.

- 59 percent of managers got no management training at all
- 69 percent say communicating with their people is the hardest part of the job
- Only 48 percent believe they have the skills to be exceptional at the job
- Gallup puts natural management talent at about 10 percent of people

WE PROMOTE THE OTHER 90% AND THEN WONDER WHY IT IS HARD

We hand them a title and a key and hold them responsible for a culture we never taught them to build.

TWIN PEAKS

94%

**SAY THEY WOULD STAY LONGER AT A COMPANY THAT
INVESTS IN THEIR LEARNING**

41 percent who quit named lack of career development. Companies that invest in development see 25 to 40 percent lower turnover.

TWIN PEAKS

**LACK OF GROWTH IS A TOP REASON
PEOPLE WALK. IT IS ALSO THE CHEAPEST
ONE TO FIX.**

TWIN PEAKS

YOU LOSE THE EXCITEMENT WHEN THE JOB BECOMES MANAGING NUMBERS

You get it back when the job becomes transforming people. The numbers are the receipt. They are not the work.

TWIN PEAKS

THE FOUR CORNERSTONES

- 01** Emotional intelligence
- 02** Guest recovery
- 03** Inspirational
- 04** Accountability mastery

EMOTIONAL INTELLIGENCE

Knowing the difference between somebody being lazy and somebody having the worst week of their life, and knowing the response is not the same.

TWIN PEAKS

A LEADER WHO CANNOT READ PEOPLE MANAGES BY ASSUMPTION

And assumption is how you lose your best employee without ever knowing why.

TWIN PEAKS

GUEST RECOVERY

If you cannot say yes with confidence, that is not a service gap. That is revenue walking out of the door with a story.

TWIN PEAKS

INSPIRATIONAL

WHAT YOU HAVE

“Oh great, he is the manager tonight.”

WHAT YOU WANT

“I am freaking excited to work for him. I will walk through fire for him.”

TWIN PEAKS

**THOSE ARE TWO DIFFERENT
BUSINESSES, AND THE DIFFERENCE IS
NOT THE SCHEDULE**

TWIN PEAKS

AND LET US BE HONEST ABOUT THIS BUILDING

A new manager walks onto a floor with staff who have been here longer than they have, who know it, and who have real social power in that room.

TWIN PEAKS

**THEY ARE NOT LEADING WITH INTIMIDATION.
THEY ARE LEADING WHILE INTIMIDATED.**

That is not a character flaw. That is an untrained leader in a hard room,
and it is fixable.

TWIN PEAKS

**YOU CANNOT HOLD A TEAM TO A
STANDARD THEY OUTRANK**

TWIN PEAKS

HANDS UP

**Can your leadership team hold people
accountable,
with confidence,
consistently,
every single time?**

TWIN PEAKS

**A TITLE IS GIVEN ONCE. LEADERSHIP
GETS RE-EARNED EVERY SHIFT.**

TWIN PEAKS

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BREAK

TWIN PEAKS

BEFORE WE START

Rate how well we hold people accountable.

Your team. Then your own managers.

One to ten.

If the second number is lower than the first, say so.

TWIN PEAKS

BLOCK FIVE

THE STANDARD YOU LET SIT BECOMES THE NEW STANDARD

TWIN PEAKS

ACCOUNTABILITY IS NOT A PUNISHMENT. IT IS A **STRUCTURE.**

A tool to protect the business. A tool to protect yourselves. A tool to protect the culture.

TWIN PEAKS

82%

**OF MANAGERS ADMIT LIMITED TO NO ABILITY TO HOLD
OTHERS ACCOUNTABLE**

Not unwilling. Unable. No tools, no training, no backup, and no idea whether anybody above them will hold the line.

TWIN PEAKS

50%

**HIGHER EMPLOYEE RETENTION IN HIGH
ACCOUNTABILITY CULTURES**

Everybody in this room believes the opposite.

TWIN PEAKS



We are looking for warm bodies right now, so we cannot afford to hold people accountable. We will lose them.

WHAT I HEAR EVERY SINGLE WEEK

TWIN PEAKS

THAT IS THE EXACT THING KEEPING YOU **UNDERSTAFFED**

Stop holding people accountable to protect your staffing and your good people leave. Not the ones you were worried about. The good ones.

TWIN PEAKS

HOW IT ACTUALLY GOES

- 01** We are short staffed, so we let it slide
- 02** The A players carry it
- 03** The A players leave
- 04** The C players stay, because nothing is asked of them
- 05** Now we are a C player building
- 06** We hire an A player, and they leave faster than the last one

TWIN PEAKS

**AND NONE OF THAT WAS A
HIRING PROBLEM**

TWIN PEAKS

30-40%

**DROP IN TEAM PERFORMANCE FROM ONE NEGATIVE
TEAM MEMBER**

The bad apple does not just sink their own boat. It makes your high performers stop rowing.

TWIN PEAKS

84%

**SAY LEADER BEHAVIOR IS THE NUMBER ONE FACTOR
INFLUENCING ACCOUNTABILITY**

Everybody says I lead by example. Then you watch the actual behaviors.

TWIN PEAKS

GOOD COP, BAD COP **FRACTURES A CULTURE**

Employees pick a manager and ignore the other one. Respect disappears.

TWIN PEAKS

SELECTIVE ACCOUNTABILITY IS WORSE THAN NONE, BECAUSE NOW IT READS AS PERSONAL

Their excuses worked three times. You taught them the excuses work.
The only variable that changed was your mood.

TWIN PEAKS

THE FIVE PHASES

Most businesses have the first three and are missing the last two entirely.

- 01** Advanced leadership
- 02** High level systems
- 03** Dynamic training
- 04** Follow up
- 05** Accountability

TWIN PEAKS

WITHOUT FOLLOW UP, EVERY STANDARD IS JUST A REQUEST

And people do not do requests. They do whatever is easiest, or whatever they prefer.

TWIN PEAKS

**IF YOUR PARENTS CHECK YOUR REPORT CARD,
SEE ALL F's, AND DO NOTHING, WHY ARE THEY
CHECKING THE REPORT CARD?**

TWIN PEAKS

WHAT A CULTURE OF ACCOUNTABILITY PAYS

- **50 percent higher employee retention**
- **Your A players stay, because the standard is finally being protected for them**
- **Guest retention climbs, because consistency is the product**
- **Sales follow retention**
- **Managers stop dreading the conversation**

TWIN PEAKS

SAME TOOL. TWO DIFFERENT COMPANIES.

WHAT IT SOUNDS LIKE NOW

“Come talk to me in the office.”

**Heavy. Rare. A
punishment nobody
enjoys giving or getting.**

WHAT IT SHOULD SOUND LIKE

**“We hold people
accountable to
excellence.”**

**Part of the workflow.
Everybody, across the
board.**

TWIN PEAKS

THE ACCOUNTABILITY STARTER KIT

- Name the standard in one sentence, in the words a team member would actually use
- Say the why and the what if, once, out loud
- Everybody, across the board, or it reads as personal
- Follow up before the next shift, or you have taught them to wait
- Log it, so the next manager on shift knows the same day
- Separate the behavior from the person. The standard is the thing on trial
- Catch it early and light, so you never have to do it late and heavy

TWIN PEAKS

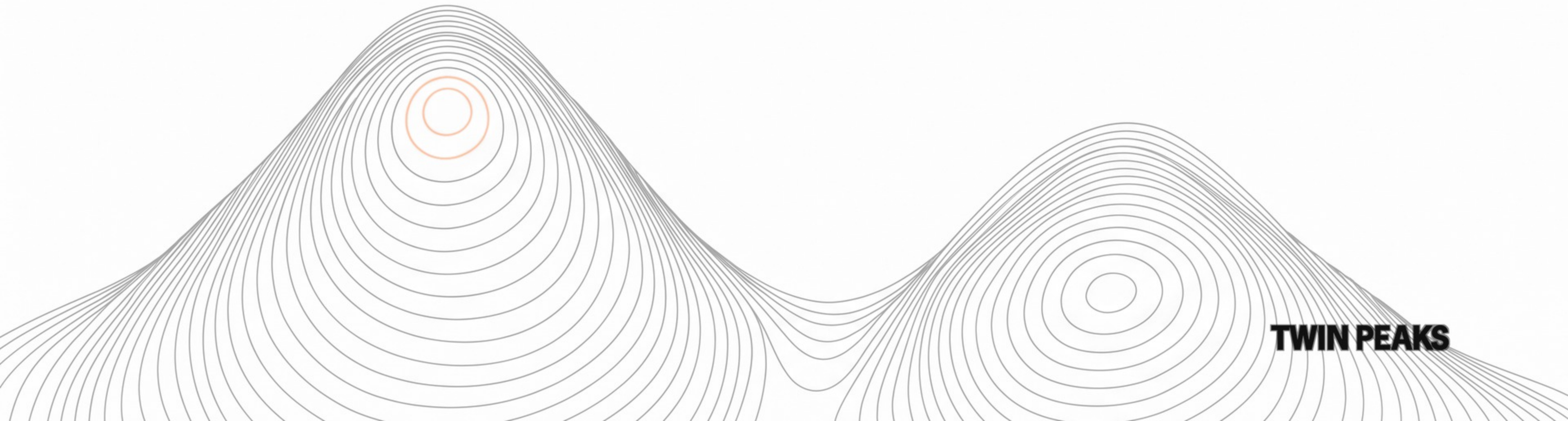
EVERY STANDARD YOU LET SLIP IS THE **NEW STANDARD**

Not the standard you wrote. Not the standard in the manual. The lowest one you have walked past this week.

TWIN PEAKS

BLOCK SIX

THE WORK FROM HERE



TWIN PEAKS

ONE SENTENCE

**What is the one thing
you are doing differently
on your next shift?**

Around the room. No speeches.

TWIN PEAKS

THE WHOLE DAY ON ONE SLIDE

- 01** Experience is the only thing nobody can copy. Food, building and look can all be bought.
- 02** What got you here will not protect you at the next number. Build it while you are winning.
- 03** Clarity is not coddling. What, why, what if. Every standard, every generation.
- 04** The standard you let sit is the new standard. Accountability is what holds the other three up.

TWIN PEAKS

ACTION PLANS

Write the dates. Dates are the difference between a plan and a feeling.

- 01** One standard you are fixing. One. Not five.
- 02** One leader you are developing on purpose, by name.
- 03** One conversation you have been avoiding, and the date you are having it.
- 04** One thing you will follow up on daily until it is real.

TWIN PEAKS

YOU ALREADY HAVE THE HARD PART **BUILT**

Great food. Great rooms. A look nobody owns.

TWIN PEAKS

THE EXPERIENCE IS THE ONLY THING **LEFT**

And the only thing they cannot take from you.



TWIN PEAKS