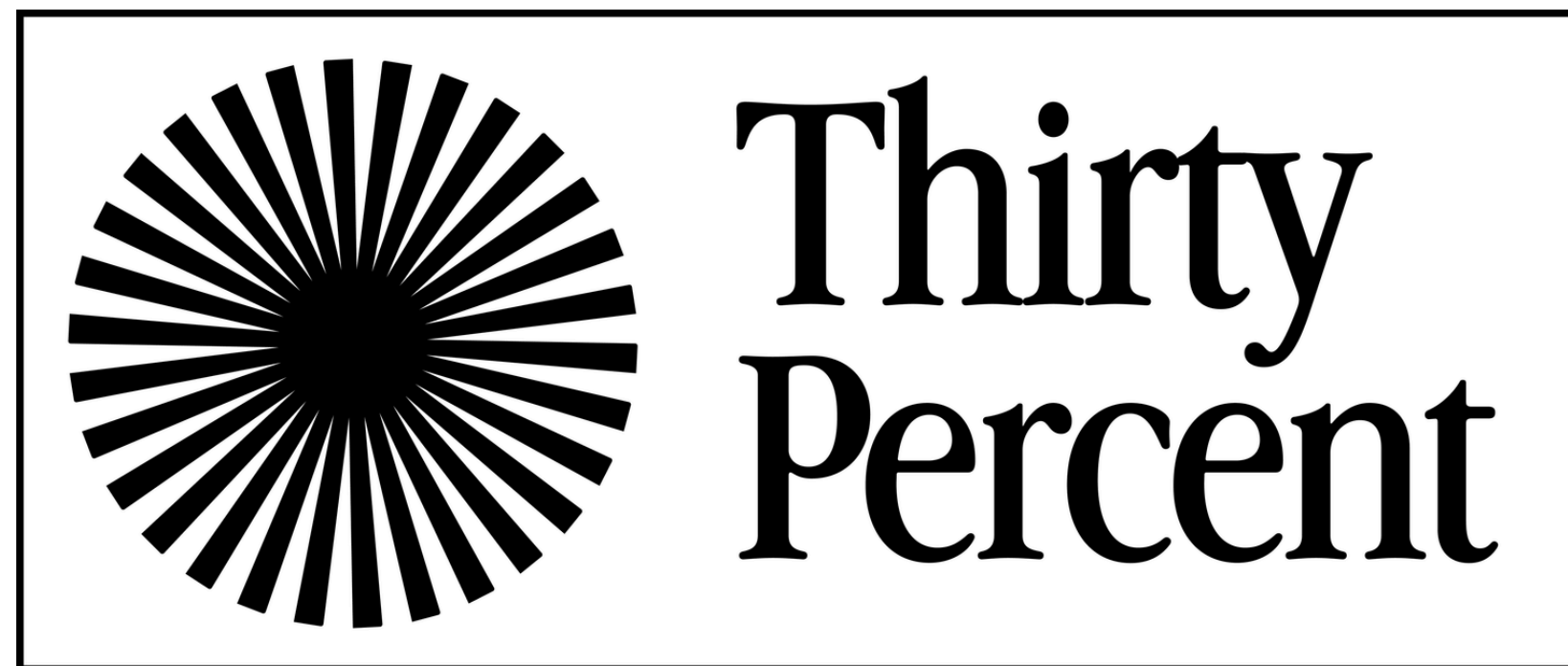


2



0



2

6

“Earn your leadership every day.”
— Michael Jordan



@THE30RULE

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
- 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

Note takers are money - makers

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 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

THE DATA

Increasing your retention by 5% will
increase **PROFITS** by up to 25%

the best and worst.

This needs to be our **obsession**





Focus + Clarity + Innovation

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

-Napoleon Hill



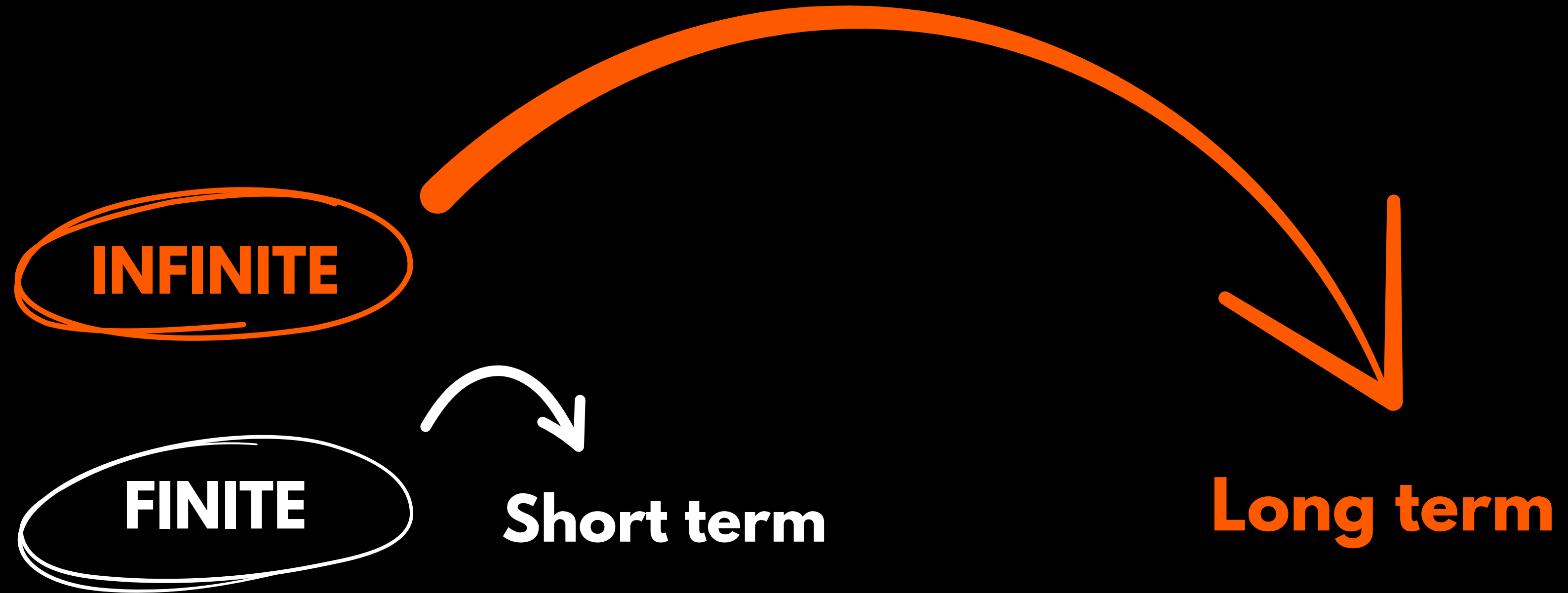
Focus + Clarity + Innovation

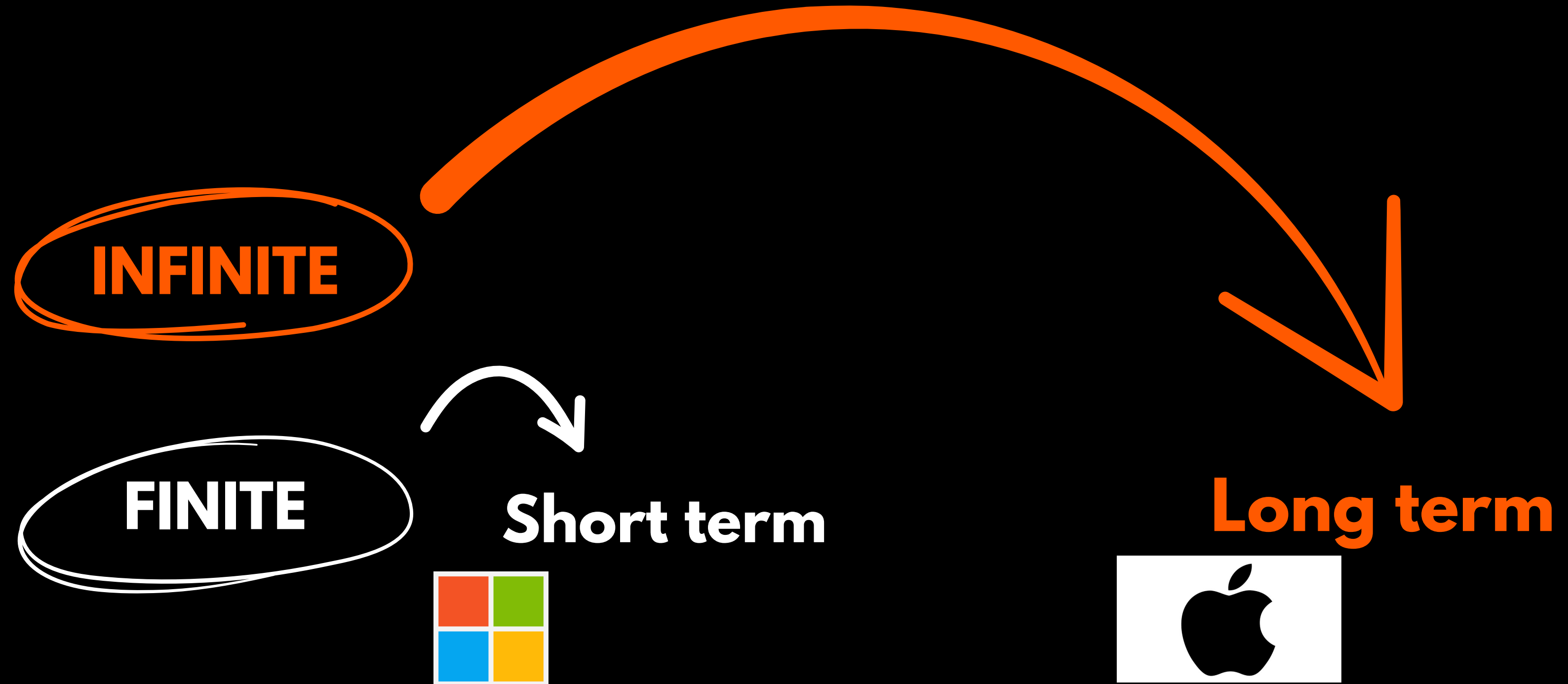


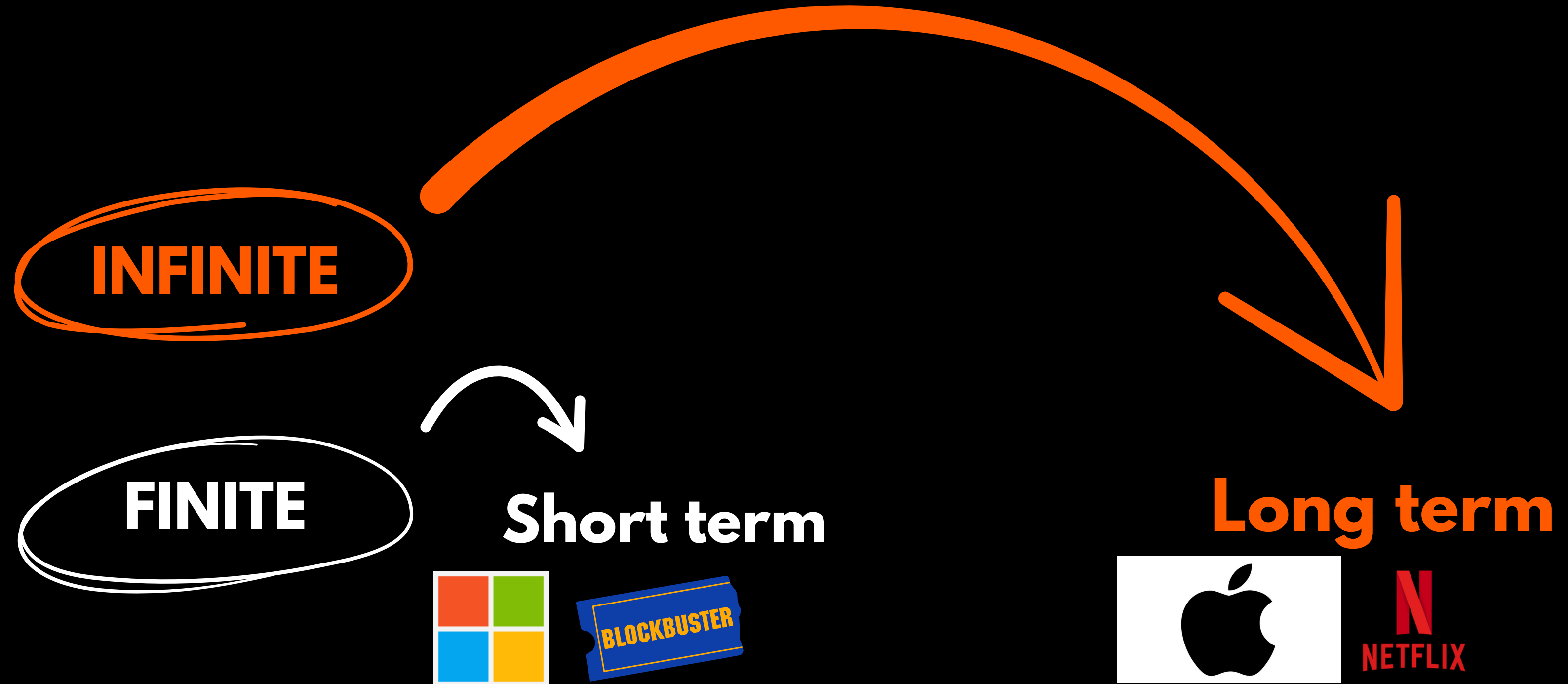
CORE TRUTHS

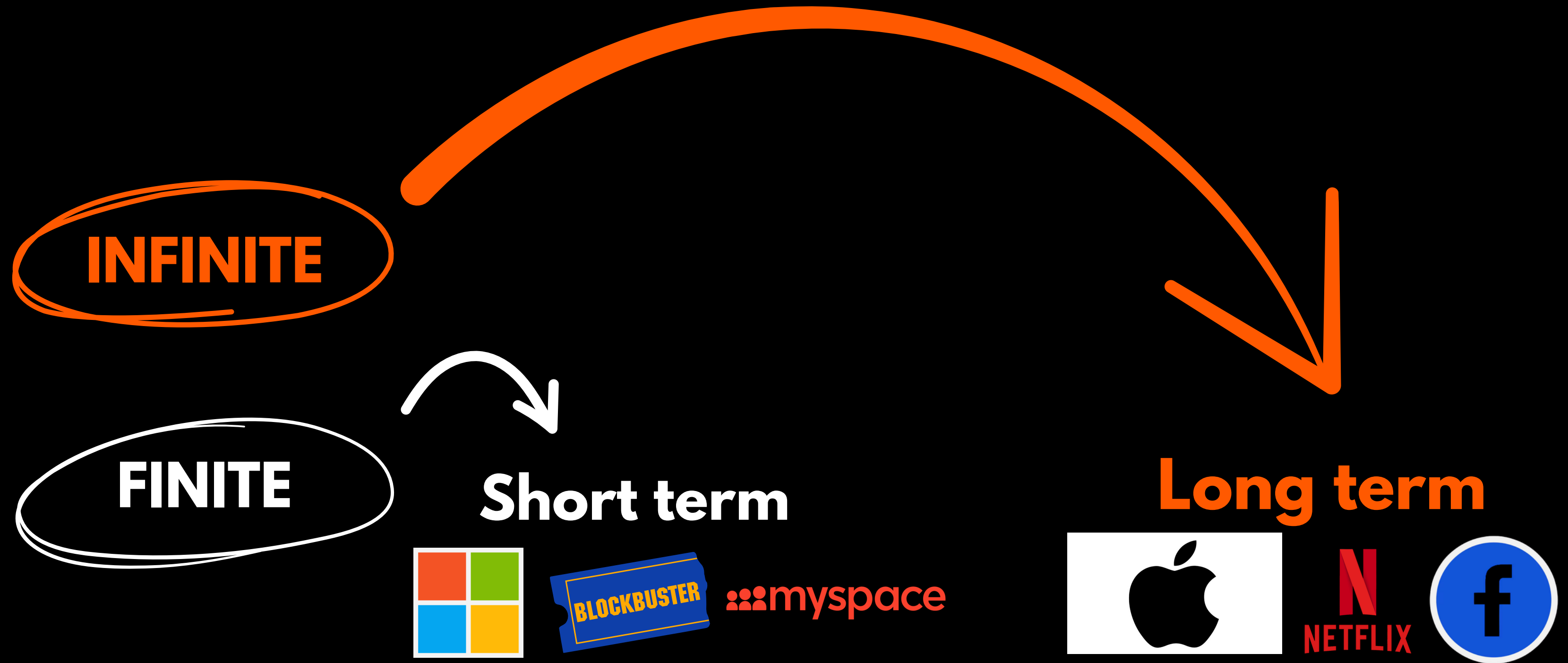
Thinking like everyone else = average results -
It's time to change everything:

Paradigm Shift: Finite vs Infinite Mindset









WE HAVE ONE MISSION:
EXPERIENCE



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



Focus + Clarity + Innovation





2001



SALES: \$1 Billion



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 with a comb and wattle, followed by the brand name "Chick-fil-A" in a red, cursive script font with a registered trademark symbol.

SALES: \$25 Billion



2025 SALES



\$6.8
Billion



4,573
LOCATIONS



\$33.9
Billion



6,500
LOCATIONS



\$25
Billion



3,201
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 

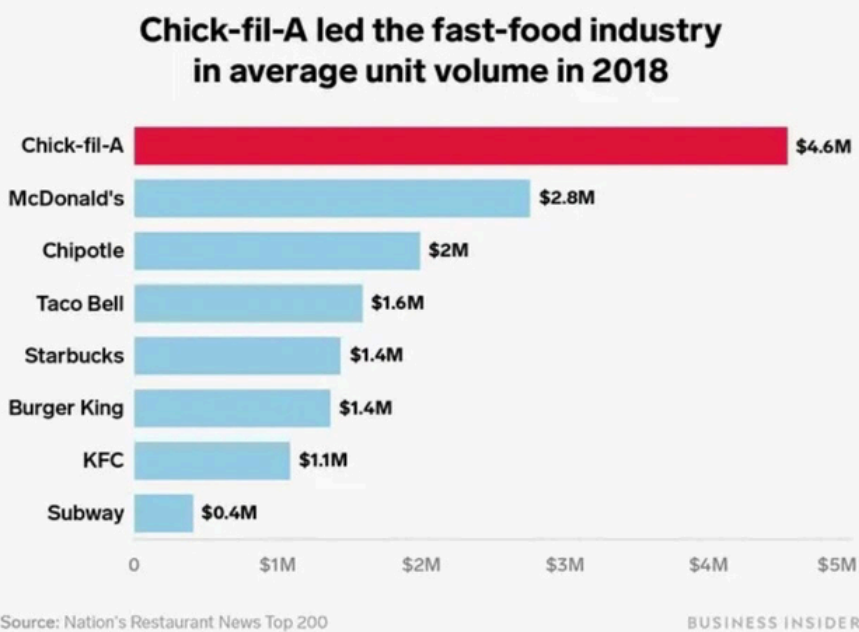
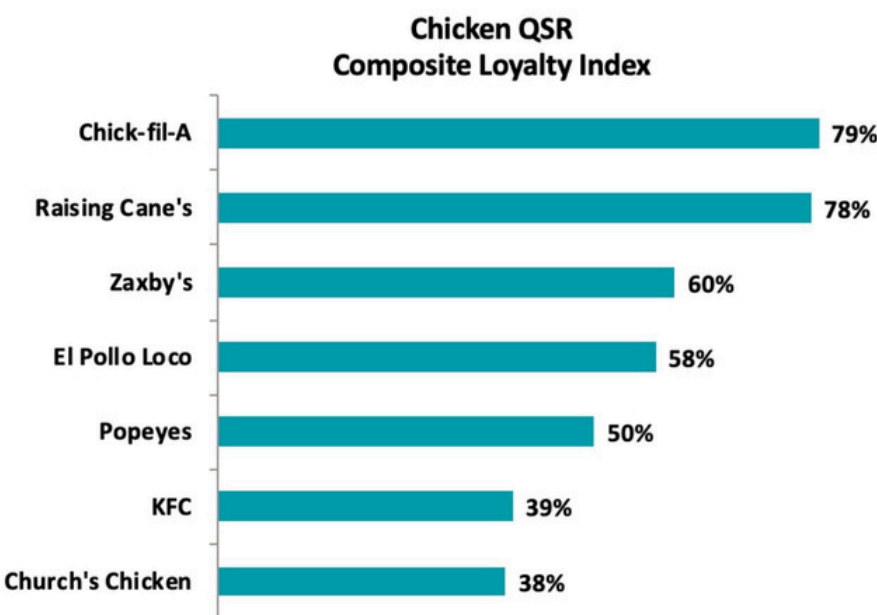
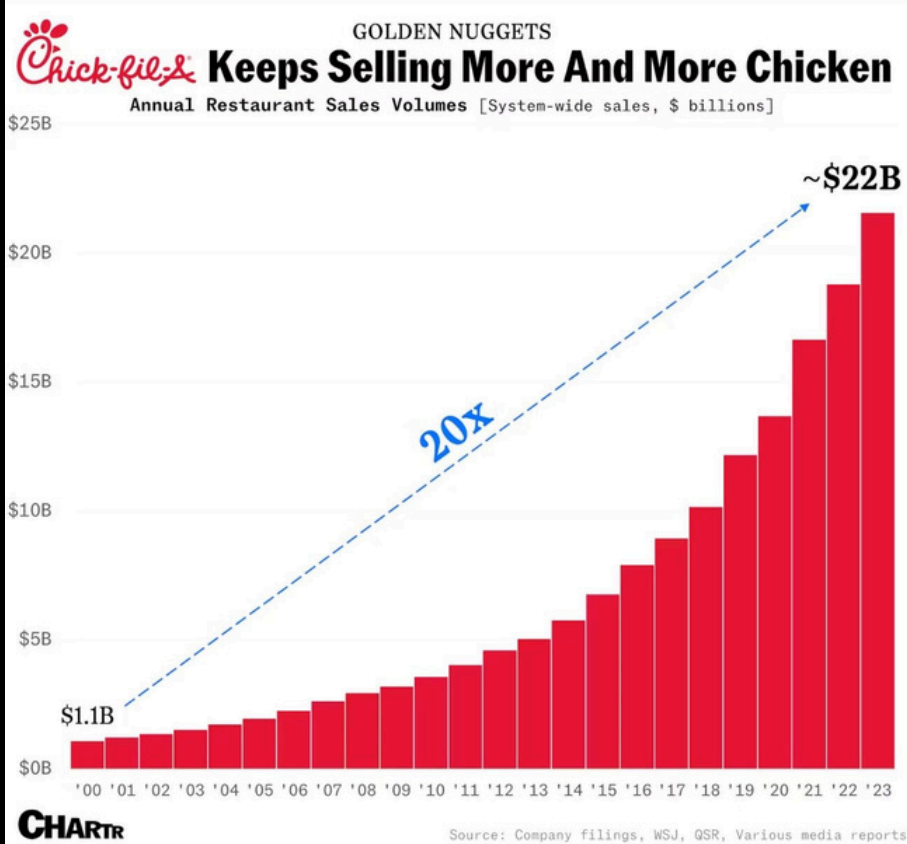


CLOSED ON
SUNDAYS!

Hmmm... I wonder why 🤔

Hmmm... I wonder why 🤔

Hmmm... I wonder why 🤔

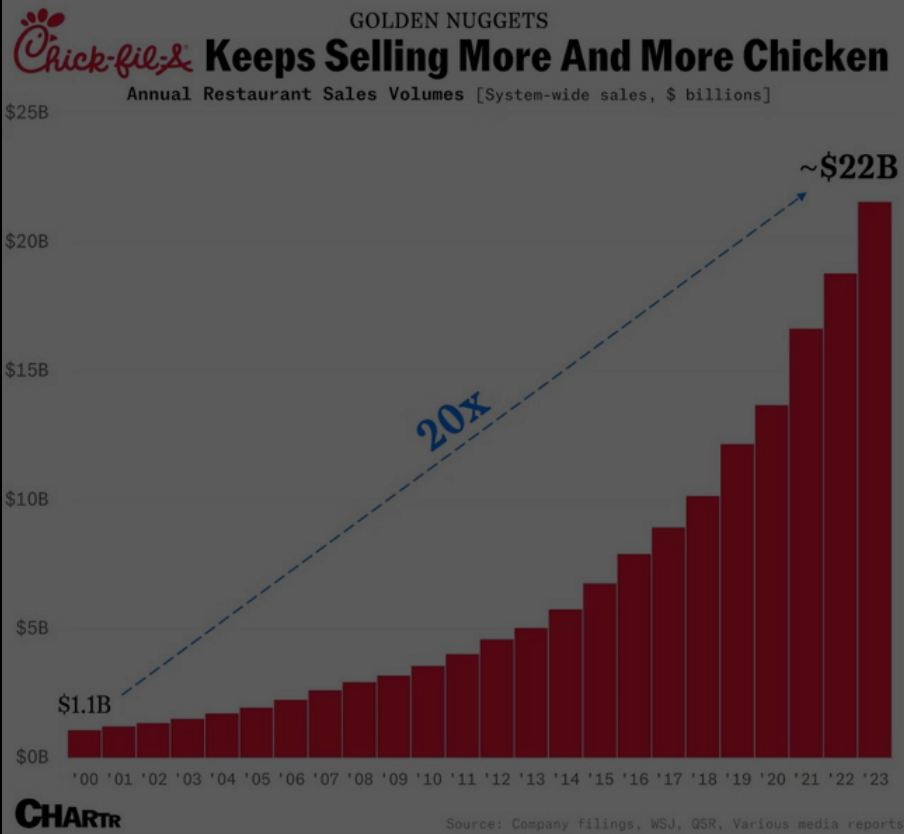


Ohhh that's right.

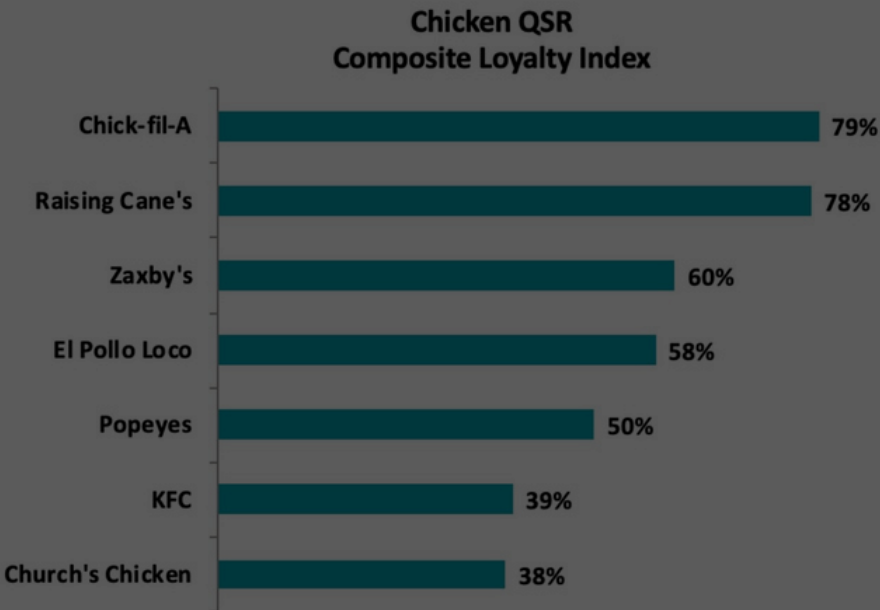


They built their business model around hospitality.

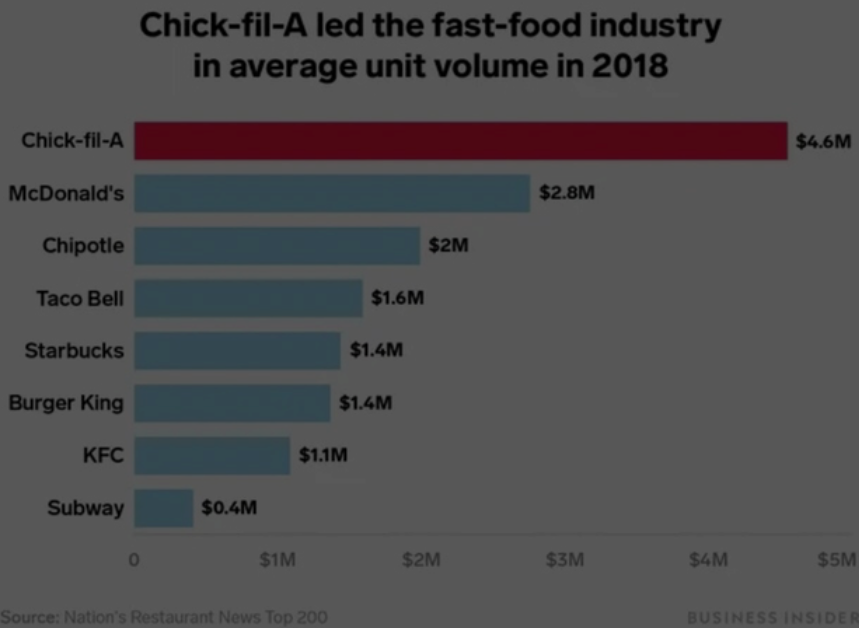
Hmmm... I wonder why 🤔



Hmmm... I wonder why 🤔



Hmmm... I wonder why 🤔



Ohhh that's right.



They built their business model around hospitality.

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



It's not a whole generation.



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



**#1 WE ARE
HERE TO GIVE
ONE
IMMERSIVE
EXPERIENCE.**

Immersive means there are no gaps.



EVERY SINGLE PERSON ON THE PROPERTY.

Not one department. All of them.



THE CHECK-IN.

Friendly. Kind. A gift. I was in a euphoria.



THEN THE ELEVATOR.

He looked like he hated his life. “Fine” —
and turned away.



**ONE PERSON.
ONE MOMENT.
EXPERIENCE
DEAD.**

Immersive means everyone. One person
out of alignment breaks it.



“HELLO SIR, HOW ARE YOU?”

My back was turned. She acknowledged
me first.



**“IS THERE
ANYTHING
I CAN DO
TO MAKE
YOUR STAY
BETTER?”**

Housekeeping. That's what impressive
looks like.



EVEN THE GARDENER.

Everyone on property, trained to the same
high level.



ALL DEPARTMENTS. EVEN THE ONES WHO NEVER SEE A GUEST.

It can't be one department. It has to be all
of them.



Focus + Clarity + Innovation



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



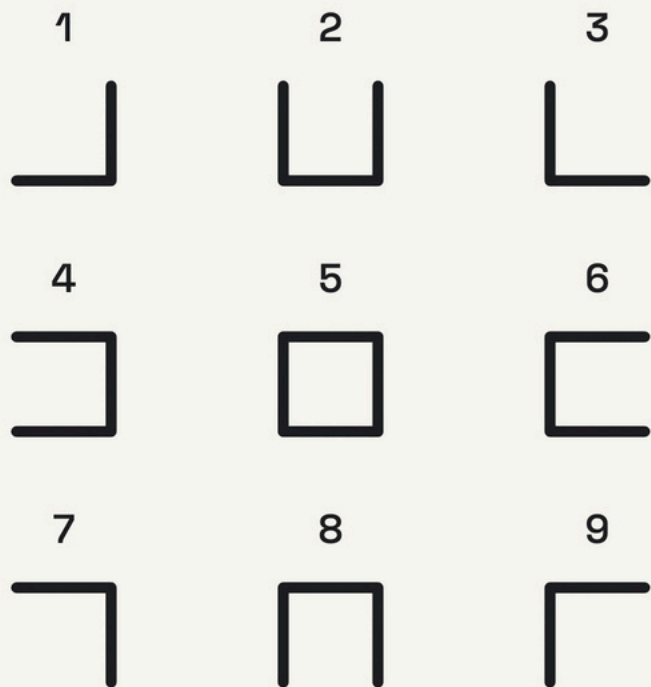
8



5



1	2	3
4	5	6
7	8	9



1	2	3
4	5	6
7	8	9



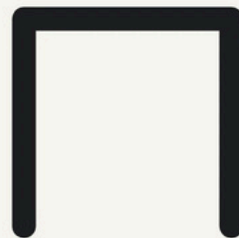
1



5



8

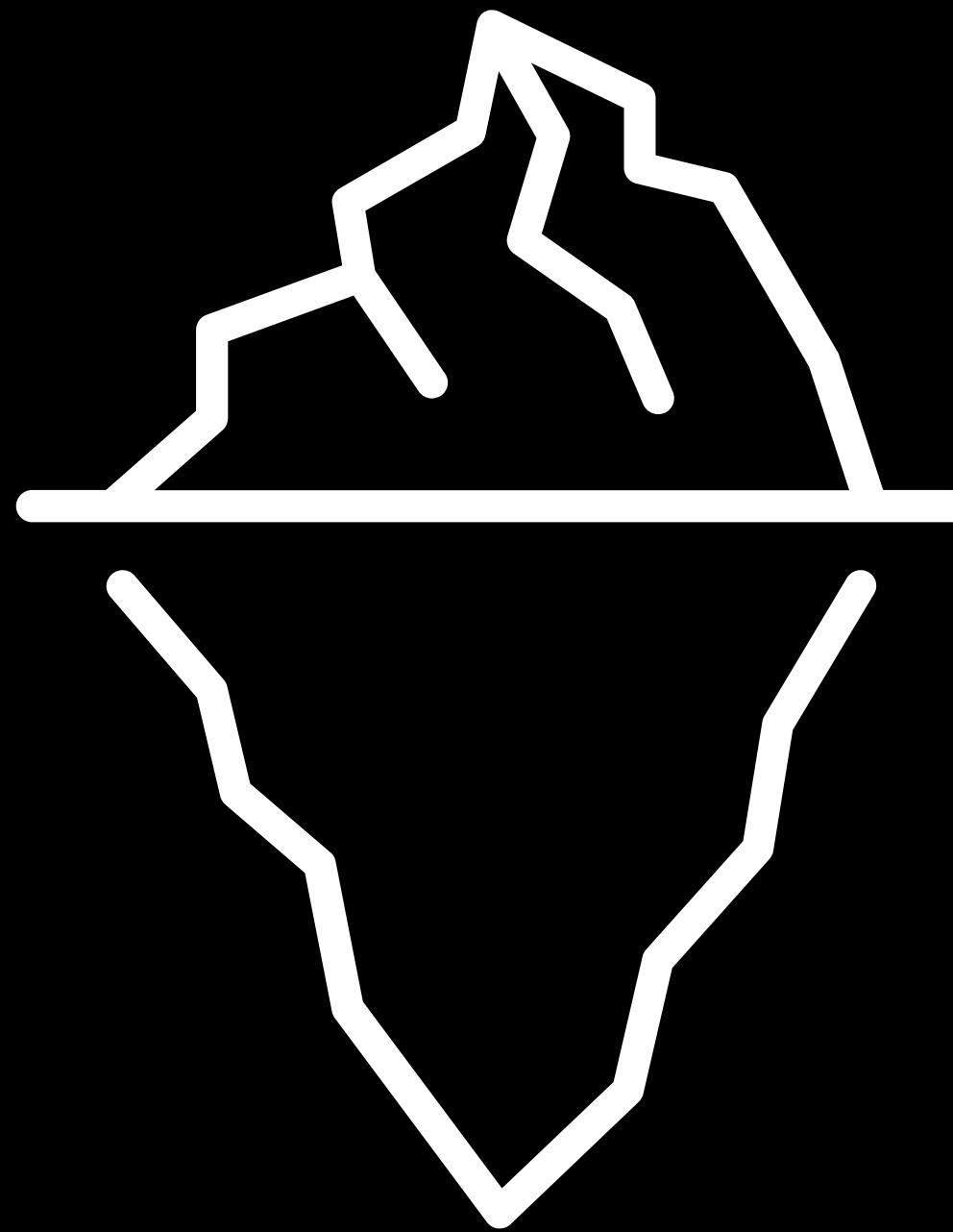


Service vs hospitality

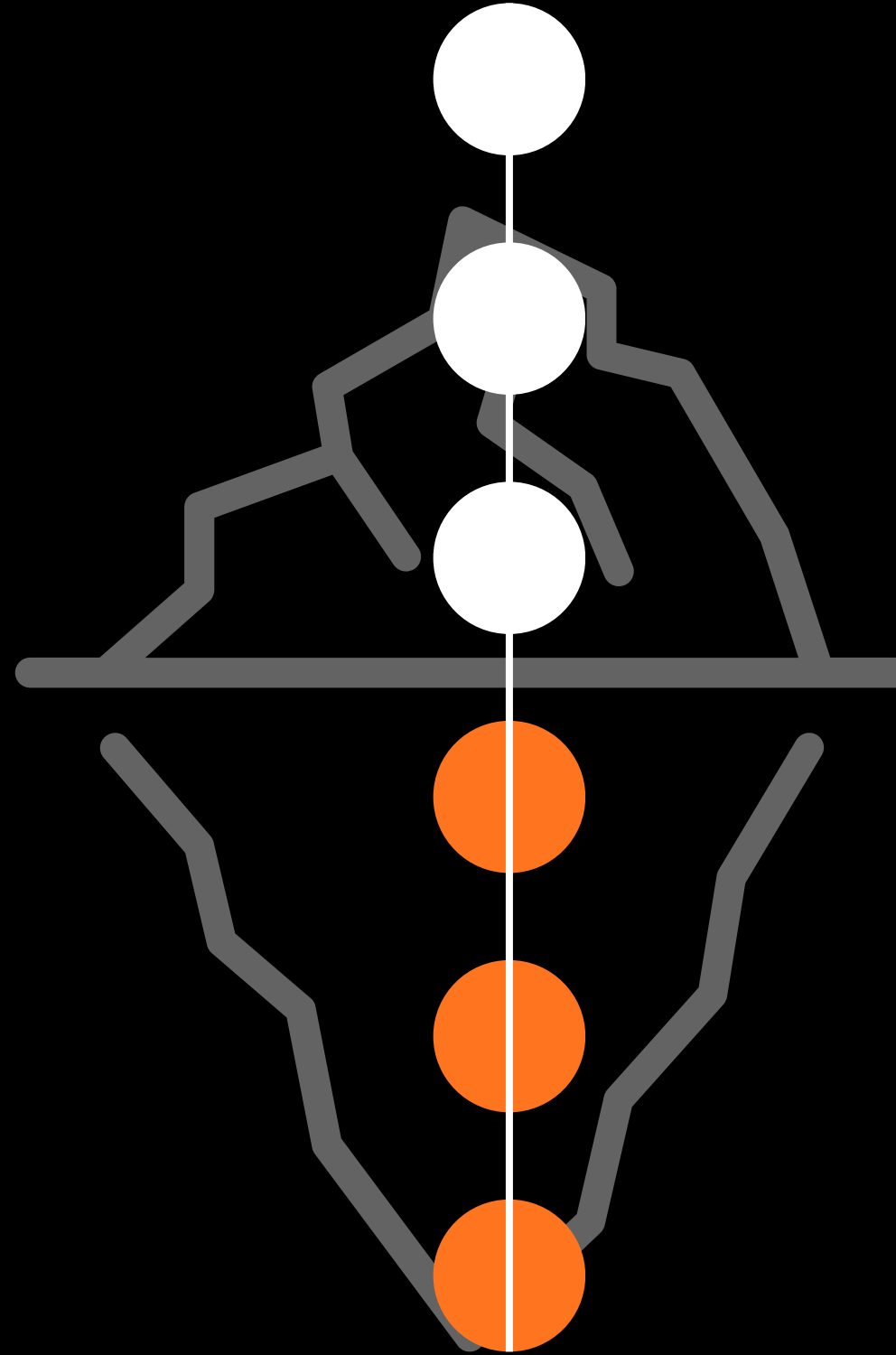
(TIME AND MONEY)

Unconditional hospitality

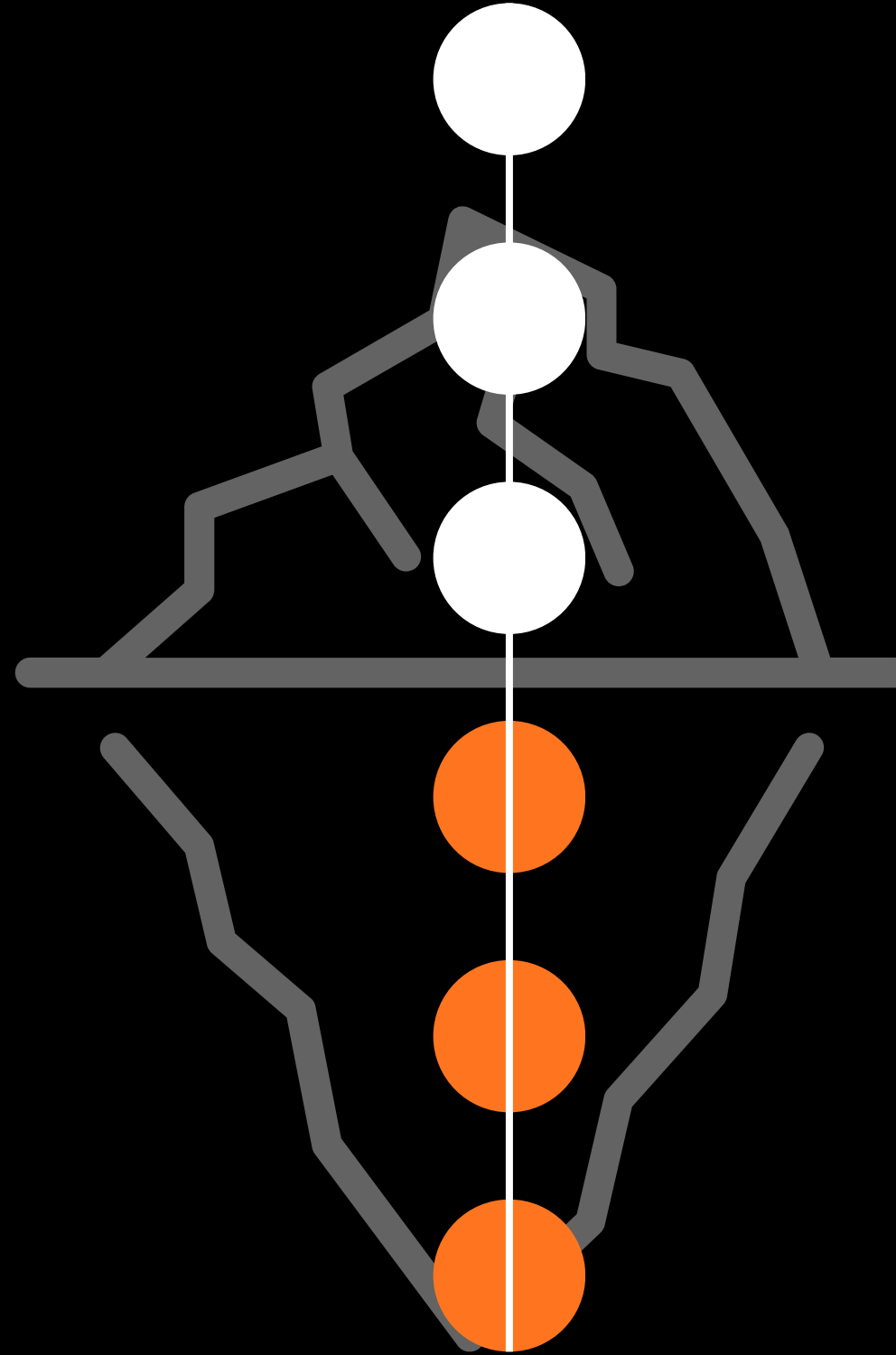
rewiring mindsets



Mindset



story telling



First dinner analogy



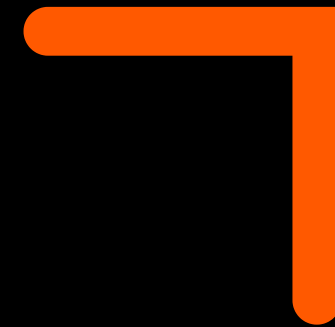
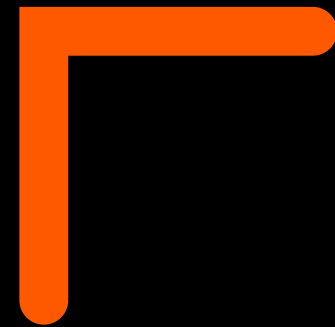
“The man who does more than he is paid for will
soon be paid for more than he does”

-Napoleon Hill



THE 4 CORNER STONES OF ADVANCED LEADERSHIP

**EMOTIONAL
INTELLIGENCE**



GUEST RECOVERY

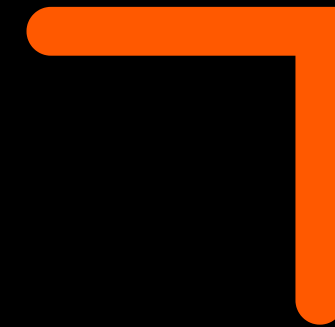
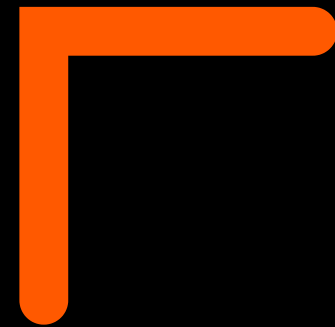
INSPIRATIONAL



**ACCOUNTABILITY
MASTERY**

THE 4 CORNER STONES OF ADVANCED LEADERSHIP

EMOTIONAL
INTELLIGENCE



GUEST RECOVERY

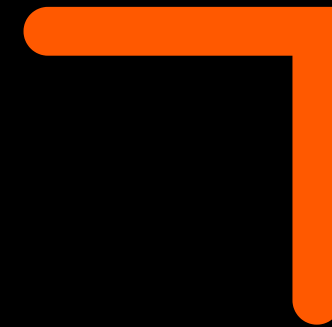
INSPIRATIONAL



ACCOUNTABILITY
MASTERY

THE 4 CORNER STONES OF ADVANCED LEADERSHIP

EMOTIONAL
INTELLIGENCE



GUEST RECOVERY

INSPIRATIONAL



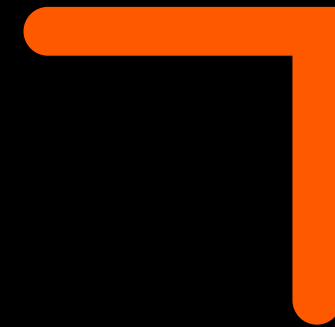
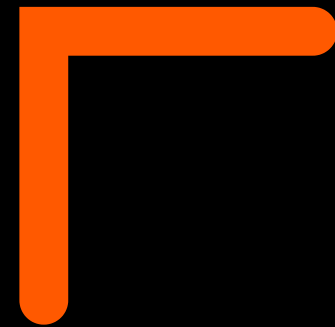
ACCOUNTABILITY
MASTERY

STANDARDS

“Every standard you let slip is the NEW standard”

THE 4 CORNER STONES OF ADVANCED LEADERSHIP

EMOTIONAL
INTELLIGENCE



GUEST RECOVERY

INSPIRATIONAL



ACCOUNTABILITY
MASTERY

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)



THE RULE AT EVERY LEVEL

IF IT'S LEADERSHIP'S FAULT, WE FIX IT.

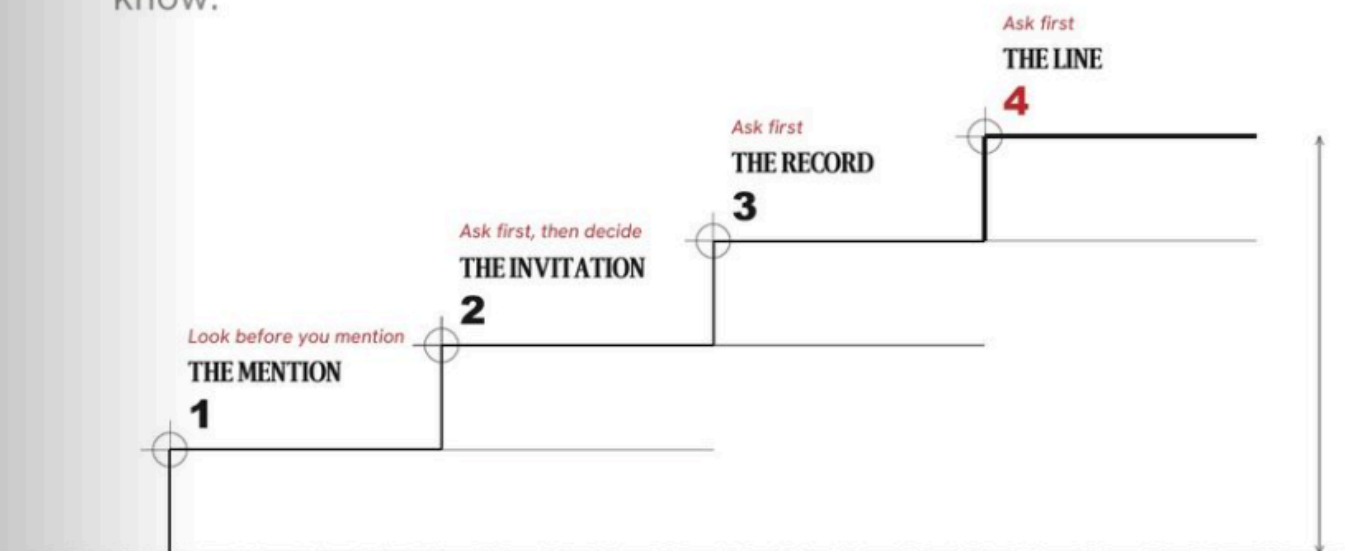
We don't hold the employee accountable.



THE FOUR LEVELS

WHOSE FAULT IS IT? ASK FIRST.

Before any of the four levels you find out one thing. Is this on the employee, or is this on us? At Level 1 that is a two second look. After that you ask them out loud. You never decide before you know.



LEVEL	WHEN	WHAT IT ACTUALLY IS
1 THE MENTION	First time you see it	Said out loud. Nothing written down, nothing in a file.
2 THE INVITATION	It has already been mentioned	A verbal warning, once you have checked it is not on us.
3 THE RECORD	It happens again after an Invitation	A written warning. It goes in their file.
4 THE LINE	It happens again after a Record	You decide whether this person is a fit here.



THE FAULT CHECK.

HOLDS UP · AN ADVENTUROUS ATTITUDE

Three questions. Ask them in order.

CLARITY



Were they trained, and is the standard clear?

NO → OUR FAULT

YES → THEIR FAULT

CAPACITY



Did they have what they needed: people, tools, time?

NO → OUR FAULT

YES → THEIR FAULT

CONTROL



Was it within their control?

NO → OUR FAULT

YES → THEIR FAULT

ALL THREE YES

It is on them. Hold them to this level.

ANY NO

It is on us. Nobody is held. Fix it, log a Leadership Note.

If you cannot answer Control yet, hold it: do not deliver a level and do not log a fault. Park it, find out what actually happened, then come back.

PART 2

THE LEVELS

What you say, when you say it, and what you write down afterwards.

2



MARIA.



Hey Maria, got a minute? Tonight, I noticed tables weren't pre-bused again. I mentioned it Thursday. What's going on?

MARIA

"I've had eight tables both nights."

FAULT CHECK

Clarity yes · Capacity NO, section too big

LEADERSHIP

That makes sense. We try not to let that happen, but appreciate you helping that night.

Then we don't give a warning, we own our fault, and make a Leadership Note to see if we can prevent it in the future.



EXAMPLES, **NOT SCRIPTS.**

Jordan and Maria are not the words you are supposed to use. Saying them back line for line is not what fixes anything.

What they show is how the conversation moves: open it as an invitation, listen, run the Fault Check, land it on the standard. The shape travels. The words are yours.

NOW WRITE YOURS

PART 1 · ALWAYS

Open it. What you saw, and when you mentioned it.

PART 2A · IF IT'S LEADERSHIP'S FAULT

Own it. No warning. Log a Leadership Note.

PART 2B · IF IT'S ON THEM

The standard, the level, and what happens next.

OBJECTION TWO



"IF I HOLD THEM ACCOUNTABLE, THEY'LL QUIT."

PUTS AT RISK • LOYALTY

Also sounds like: they'll start calling out more, they'll show up late, they'll stop buying in.

WHAT'S REALLY HAPPENING

If a 30-second private Mention makes someone quit, the problem isn't the Mention. It's the culture. Good people don't quit cultures that hold them accountable. They quit cultures where standards are unclear, unfair, or only applied to some people.

THE PROOF

Teams where people actually care about the place have 78% fewer call-outs and 21% less turnover in high-turnover industries (Gallup). Black Box (2025) found a main reason hourly employees leave is lack of training, not being held to a standard.

THE LEADERSHIP AND ACCOUNTABILITY NUMBERS



57%

of employees prefer corrective feedback over praise. Zenger Folkman.

72%

say their performance would improve if their manager gave them corrective feedback.

WALK THEM THROUGH IT

- 1 Who on your team would actually quit over a private, 30-second Mention?
- 2 Would you rehire that person?
- 3 If your best server watched you hold everyone to the same standard, would they stay or leave?
- 4 What would make your team trust that accountability here is fair?

THE FIX

- Kickoff huddle: tell the team what is changing and why.
- Show them the Fault Check. If it is leadership's fault, they aren't held accountable.
- Recognize as often as you mention. Every shift.

OBJECTION THREE



"IT'S HARD TO HIRE."

PUTS AT RISK · EXPERTS IN WHAT WE DO

WHAT'S REALLY HAPPENING

It is going to be hard to hire no matter what, and you will have turnover no matter what. That is exactly why keeping your A players is the whole strategy. When hiring is hard, every A player you lose is a hole you fill with someone less experienced.

THE PROOF

Each hourly replacement costs about \$2,706 in hard costs (Black Box, 2025) and about \$5,864 once you count the weeks they are not yet up to speed (Cornell Center for Hospitality Research). And the people most likely to leave are your best.



THE LEADERSHIP AND ACCOUNTABILITY NUMBERS



70%

of the gap between a team that cares and a team that doesn't is the manager. Gallup compared teams inside the same company and the manager explained most of it.

42%

of people who quit say their exit could have been prevented. Every preventable exit is a hire you didn't need to make.

WALK THEM THROUGH IT

- 1 Name your A players.
- 2 What happens to your Friday night if two of them leave this month?
- 3 Who is picking up your C players' slack right now?
- 4 What are you doing this week to keep your A players?

THE FIX

- Stop letting them deal with your C players.
- Recognize them specifically and often.
- Give them first choice where you can: sections, shifts, training others.
- Hold everyone else to the standard they already meet.



"I DON'T WANT TO BE THE **BAD GUY**."

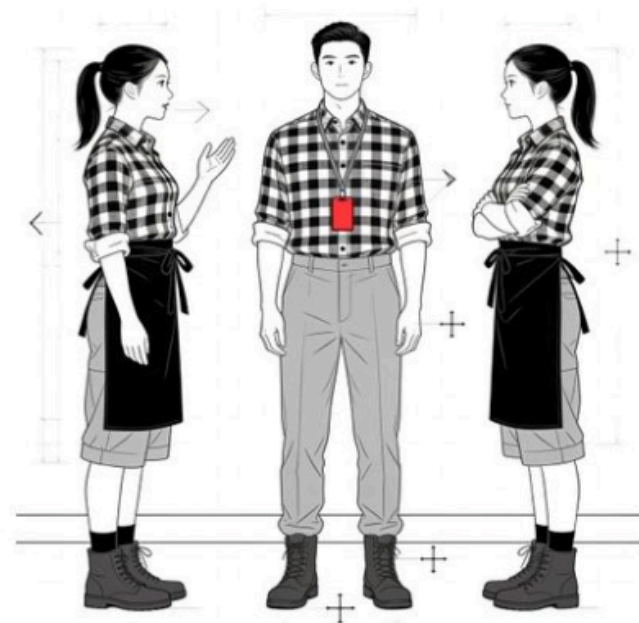
PUTS AT RISK • RESPECT

WHAT'S REALLY HAPPENING

To your A players, the bad guy is already the manager who lets C players slide. Every time they watch someone get away with it, they trust you a little less.

THE PROOF

Workers who see poor performance go unaddressed are 22 times more likely to seriously consider quitting (Massey University, 2024).



57%

of workers say their manager appears to tolerate poor performance. Massey University, 2024.

91%

rank holding others accountable effectively as a top leadership development need.

WALK THEM THROUGH IT

- 1 Who on your team is working the hardest right now?
- 2 What do they think when they watch someone else get away with it?
- 3 Who are you being the good guy for?

THE FIX

- Holding the standard is how you protect the people doing it right.
- Mention everyone, use the Fault Check so it is fair, and recognize your A players out loud.

TRAIN.
NURTURE.
COACH.



IS THAT A
10/10?

KEEP.

START.

STOP.



THE NOT WORTHLESS PRE-SHIFT

Focus + clarity + energy + interaction

how do I make time?

80/20

18 MINUTES



@THE30RULE

PHOTO