



SHIFT

A shift in mindset from Team Member into Leadership

PROGRAM OVERVIEW

Chick-fil-A Shift is an 8-week program focused on encouraging young leaders to shift into a mindset of excellence in life and leadership. The program consists of a structured development curriculum focused on leadership and professionalism

This program is designed to give participants tangible experience leading others, to help jumpstart their careers in leadership and/or business. Program members would have an opportunity to practice the skills they are learning on a day-to-day basis, through assisting Chick-fil-A Team Leaders/Trainers with daily operational and leadership tasks.

PROGRAM DETAILS

- Role Title: Assistant Team Leader/Assistant Trainer
- Program Duration: 8 Weeks
- Hours Requirements: 32 hours per week, must be able to open or close a minimum of 3 days per week.
- Benefits: In addition to learning life-long principles for life and leadership, each program member will receive a \$100 Bonus upon completion of the program.
- Meetings with Operator and Executive Leadership:
 - o (1) –1 Hour Program Introduction
 - o (3) – Thirty-Minute One-on-One Meetings (Program Start, Mid-Point, and Completion)
 - o (8) – Thirty-Minute 1-1 Meetings with Executive Director (Weekly) to go over weekly focus
 - o Note: Various additional development conversations will occur throughout the program.



PROGRAM TIMELINE

- Weeks 1 – 4
 - o Job Descriptions and Expectations
 - o Learning about the Numbers: SOS, CEMs, Labor Productivity, etc.
 - o Learn Chick-fil-A's SERVE Leadership Model
 - o Shift Management (Why we do What)

- Week 5 – 8
 - o Lead Setup Sheets, Train with New Hires
 - o Set Goals & Discuss Implement Change (Sharing Goals with the Team)
 - o Accelerate Shift Operations Through Execution of specified role



Team Leader : BOH

Functions

- Ensures Team is Properly Stationed
- Timely Running of Breaks
- Delegates Checklists + Follows up to Ensure 100% Completion
- Coaches Team on Behaviors and Processes
- Manages Systems implemented by Leadership
- Monitors Speed of Service
- Works with Senior Leadership to implement new Processes
- Is a Coach
- Understands Pathways processes
- Embodies the Vision + Values of CFA Cedar Hill
- Maintains a Clean + Organized Kitchen

Characteristics

- *Engaged*
- *Knowledgeable*
- *Servant Leader*
- *Positive*
- *Integrity*
- *Multi-Tasking*

Results

- Productivity >\$65.00
- Top 20% OSat
- 98% Order Accuracy
- S.O.S. <3:30
- 100% Checklist Completion
- Taste of Food 82%
- Top 100 DT Experience Report



Team Leader : FOH

Functions

- Ensures Team is Properly Stationed
- Timely Running of Breaks
- Models CFA Culture + Behaviors
- Delegates Checklists + Follows up to Ensure 100% Completion
- Coaches Team on Behaviors and Processes
- Manages Systems implemented by Leadership
- Monitors Speed of Service
- Works with Senior Leadership to implement new Processes
- Is a Coach
- Understands the Pathways processes
- Embodies the Vision + Values of CFA Cedar Hill
- Maintains a Clean + Organized Cockpit, FC Area, Dining Room + Checklists

Characteristics

- Engaged
- Knowledgeable
- Servant Leader
- Positive
- Integrity
- Multi-Tasking

Results

- Productivity >\$67.00
- Top 20% OSat
- 98% Order Accuracy
- S.O.S. <3:30
- 100% Checklist Completion
- Speed of Service 80%
- Top 50 DT Experience Report



Trainer Job Description

Organizational Imperatives

The factors that define and truly differentiate this position from all other positions; what absolute, unique things should this position fulfill that no other does

The Trainer is responsible for:

- Effectively Taking New Hire from Orientation through 30-Day Training Process
- Following Training Brochures and Signing off on Training Sections
- Following CFA Policies and Procedures
- Execution of Training Plan
- Executing Re-current Training Plans as Developed by Training Director
- Coaching the behaviors of all Team Members who work Their Shift. Those behaviors include:
 - o Ensuring high-quality food
 - o Maintaining a clean and organized workplace
 - o Delivering the Core Four
 - o Creating an environment where operational excellence is the Standard
 - o Ensuring each guest experiences an element of 2nd mile service
- Continuously and consistently having an energetic and contagious attitude.
- Leveraging Pathway in Training Process

Success factors & Matching Measurements

How will you know this position has been successful?

We will know the Team Leader is successful upon attaining the following:

- Sales goals—
 - o Daypart Specific Growth Focuses
 - o Upselling and Suggestive Selling
- CEM scores (to be measured in 30-day and 90-day increments):
 - o Order Accuracy > 98%
 - o Speed of Service > 80%
 - o Attentive and Courteous Employees > 80%
 - o Likelihood to Recommend ≥70%
 - o Overall Satisfaction ≥ 80%