



Employee Development Talks

Moneyball 2.0 Leadership training



Proudly made in JOE collaboration with

Jan Lysen

#29939 – Sr. Learning & Development Specialist



AGENDA

- 1 **Why is this skill important?**
- 2 How to master the skill
- 3 Sum-up and Impact
- 4 How to apply into practice



WHY IS THIS SKILL IMPORTANT?

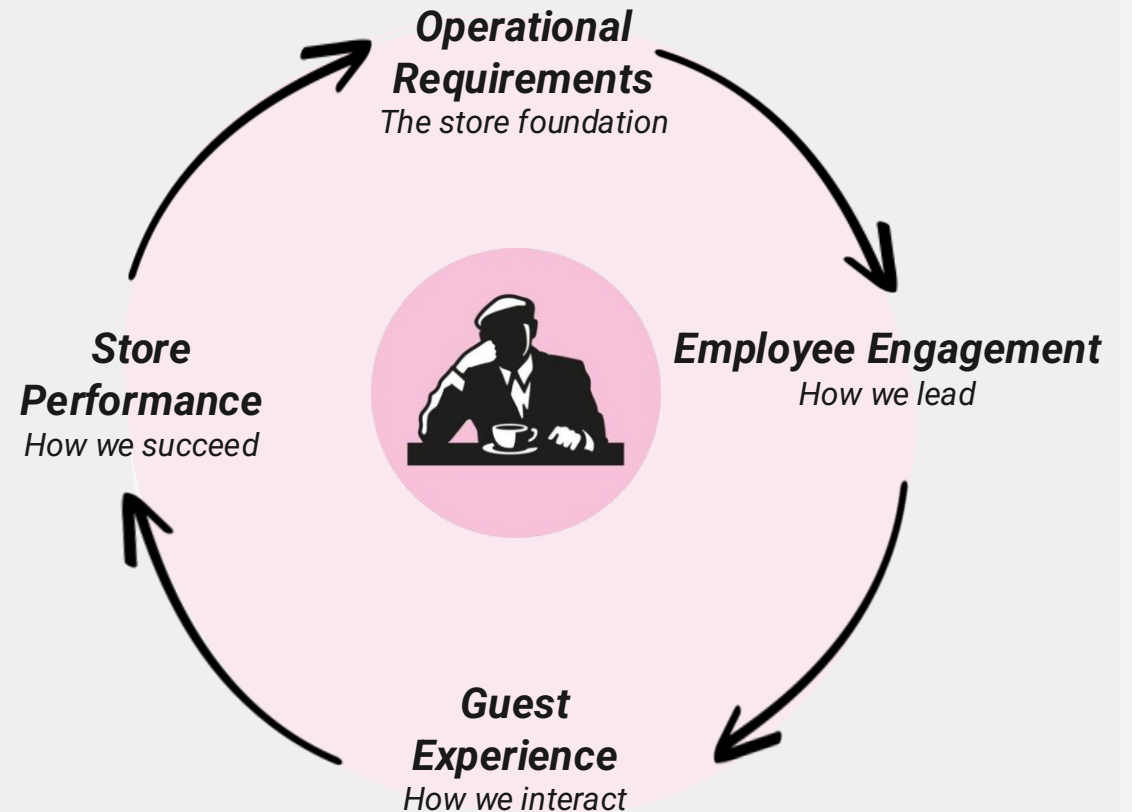
Learning goals for this manager session

LEARNING GOALS

Learn how to host one-on-one development talks:

1. Why it is that Employee Development Talks are important for operational excellence
2. Executing Employee Development Talks – from on the go to documented Juicer-talk
3. How to document and track Juicer-talks

CIRCLE OF OPERATIONAL EXCELLENCE

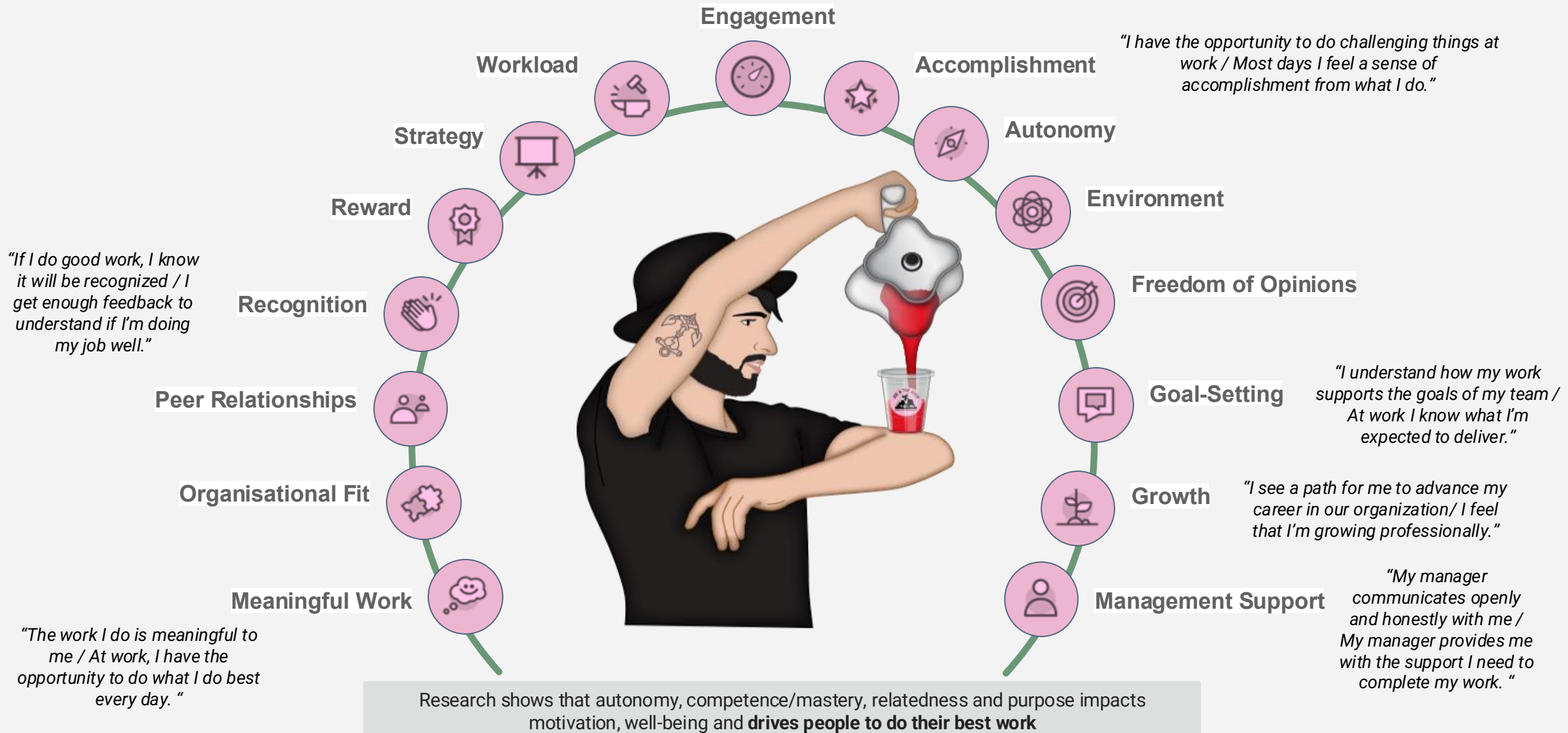


How does mastering these skills affect each area within *the Circle of Operational Excellence* in your store?



EMPLOYEE DEVELOPMENT TALKS IMPACTS ENGAGEMENT

THEY DIRECTLY FEED SIX PEAKON ENGAGEMENT DRIVERS AND INDIRECTLY MANY MORE





AGENDA

1 Why is this skill important?

How to master the skill

- 2
- The Purple Talk
 - The Yellow Talk
 - The Pink Talk

3 Sum-up and Impact

4 How to apply into practice





EMPLOYEE DEVELOPMENT TALKS

**THINK OF A FEEDBACK OR
TALK WHICH
CONTRIBUTED TO YOUR
OWN LEARNING AND
DEVELOPMENT...**

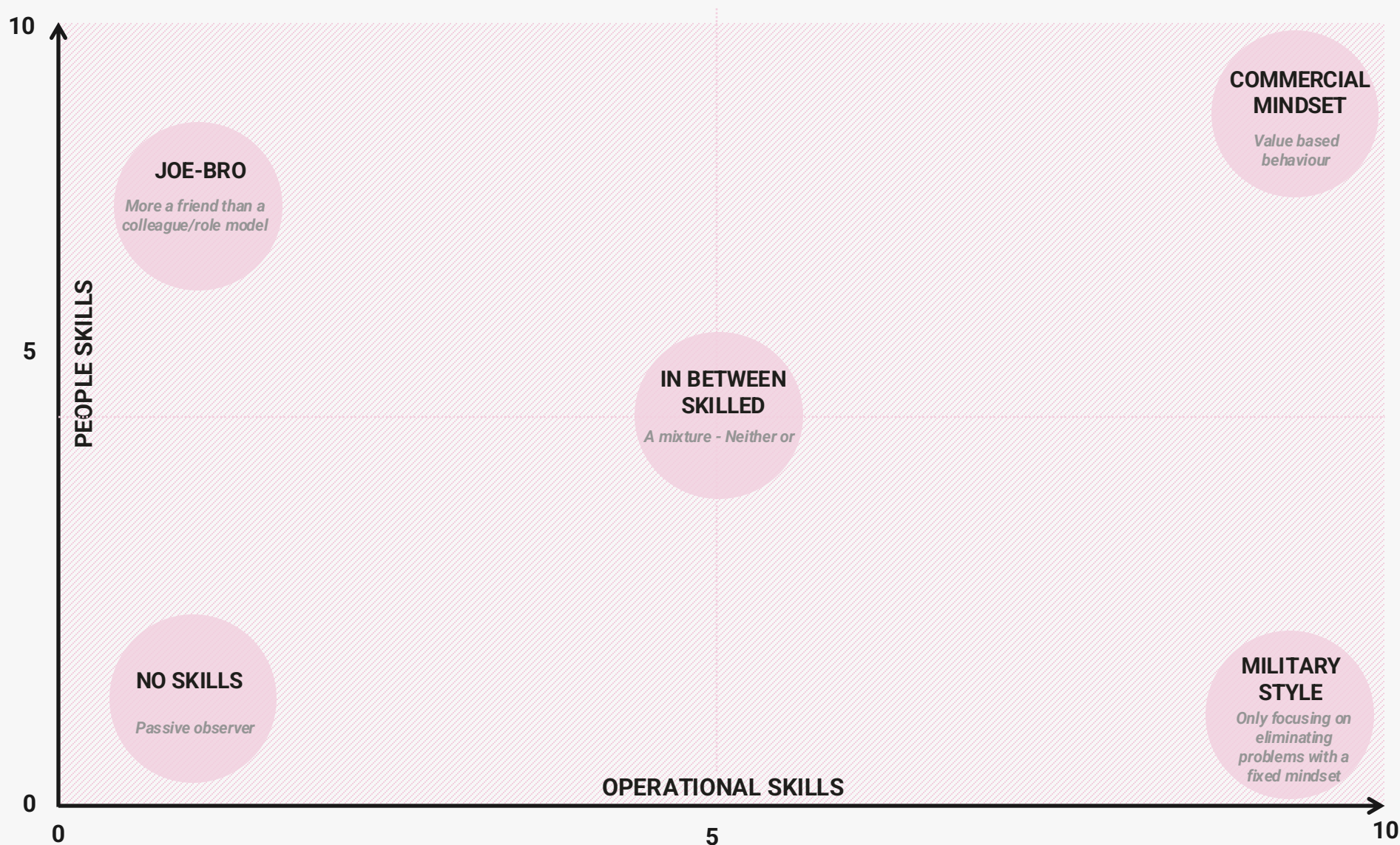


1. *What specifically made the feedback/talk contribute to your learning and development? – write on green post-its*
2. *What specifically did you miss in the feedback/talk for it to have even better impact on your learning and development? - write on pink post-its*



EMPLOYEE DEVELOPMENT TALKS

FOCUS ON DEVELOPING **BOTH** PEOPLE & OPERATIONAL SKILLS



PEOPLE SKILLS

People skills are defined as skills that influence the ability to work with or talk to other people in an effective and friendly way that improves operational excellence.



OPERATIONAL SKILLS

Operational skills are defined as skills that focus on creating a direct financial impact.



COMMERCIAL MINDSET

Commercial mindset is the ability to create operational excellence by acting in alignment with our company values.



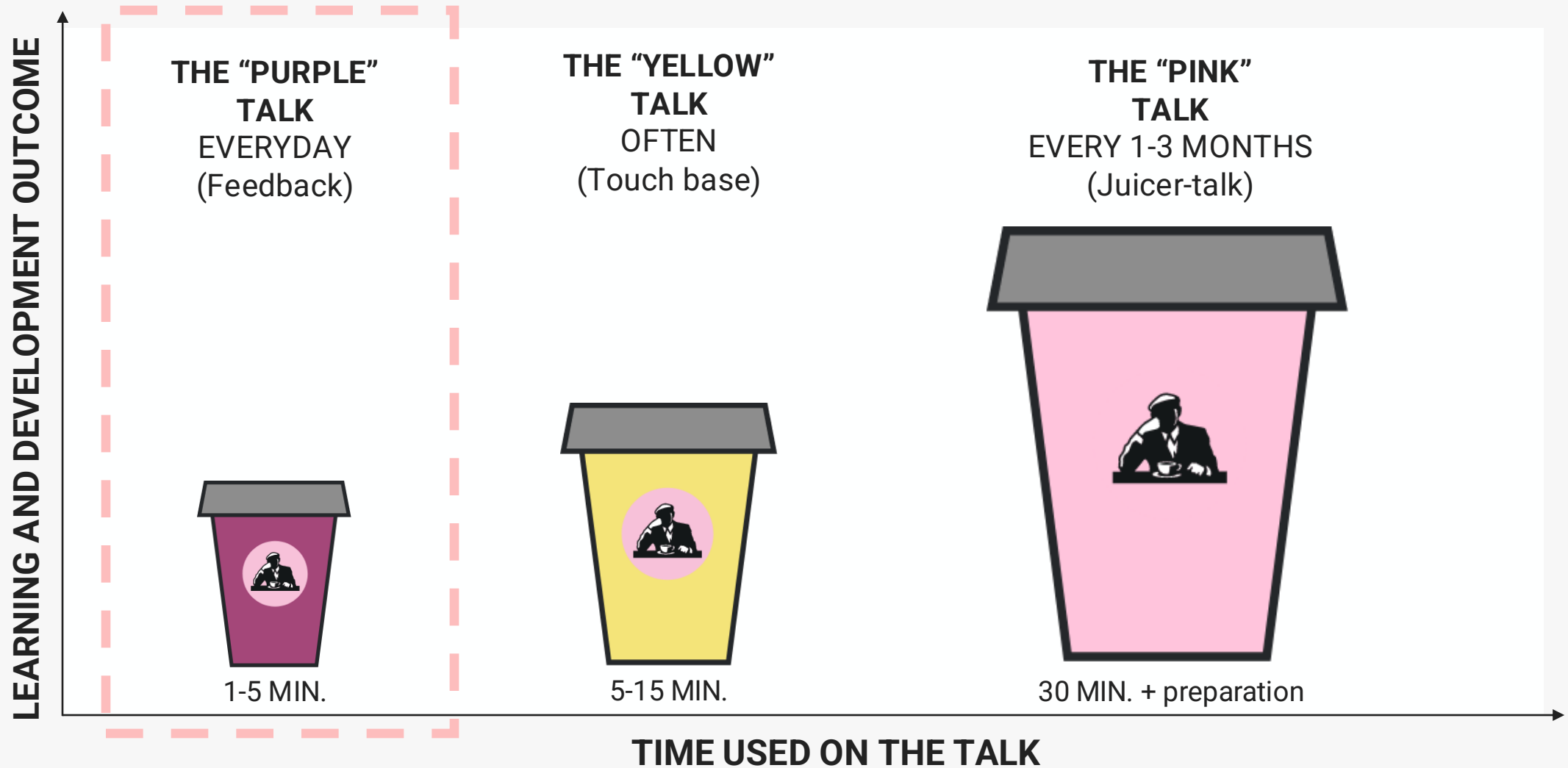
EMPLOYEE DEVELOPMENT TALKS





EMPLOYEE DEVELOPMENT TALKS

THE EVERYDAY 1 MIN. PURPLE TALK - BUILD EMPLOYEE DEVELOPMENT INTO DAILY FEEDBACK



EMPLOYEE DEVELOPMENT TALKS

THE EVERYDAY 1-5 MIN. **PURPLE** TALK - BUILD EMPLOYEE DEVELOPMENT INTO DAILY WORK

THE GOOD START

A delicious Purple

The "Milk"

This was
specifically good
And why it was
good



The "Cup"
The gift I see in you
Your strengths

The "Espresso"

This can be even
better
By doing this

Good to begin to give feedback and
develop understanding of feedback

Do not misuse "milk" only to serve the
"espresso" – only well frothed milk
and a good shot makes a good drink

Be aware that **people are different**
and **remember little** and only what
they want to remember



EXERCISE 1

NOW SERVE YOUR EMPLOYEE/TEAM A DELICIOUS **PURPLE** EMPLOYEE DEVELOPMENT TALK



Time: 11:07

EMPLOYEE DEVELOPMENT TALKS

THE EVERYDAY 1-5 MIN. PURPLE TALK - BUILD EMPLOYEE DEVELOPMENT INTO DAILY WORK

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Do not misuse "milk" only to serve the "espresso" – only well frothed milk and a good shot makes a good drink

Be aware that **people are different** and **remember little** and only what they want to remember

THE CLEVER WAY

A delicious Purple - BUT spilt!

The "Milk"

This was specifically good
And why it was good



The "Cup"
The gift I see in you
Your strengths

The "Espresso"

This can be even better
By doing this

Earn your right to serve "espresso" by serving "milk" often and "milk" in higher amounts than "espresso"

This way **you better control what people remember**

"Milk" can also be served **on-line and in front of others** – "Espresso" should be **personal and private**



THE NO-GO WAY

Espresso only does not build motivation

The "Espresso"

This can be even better
By doing this

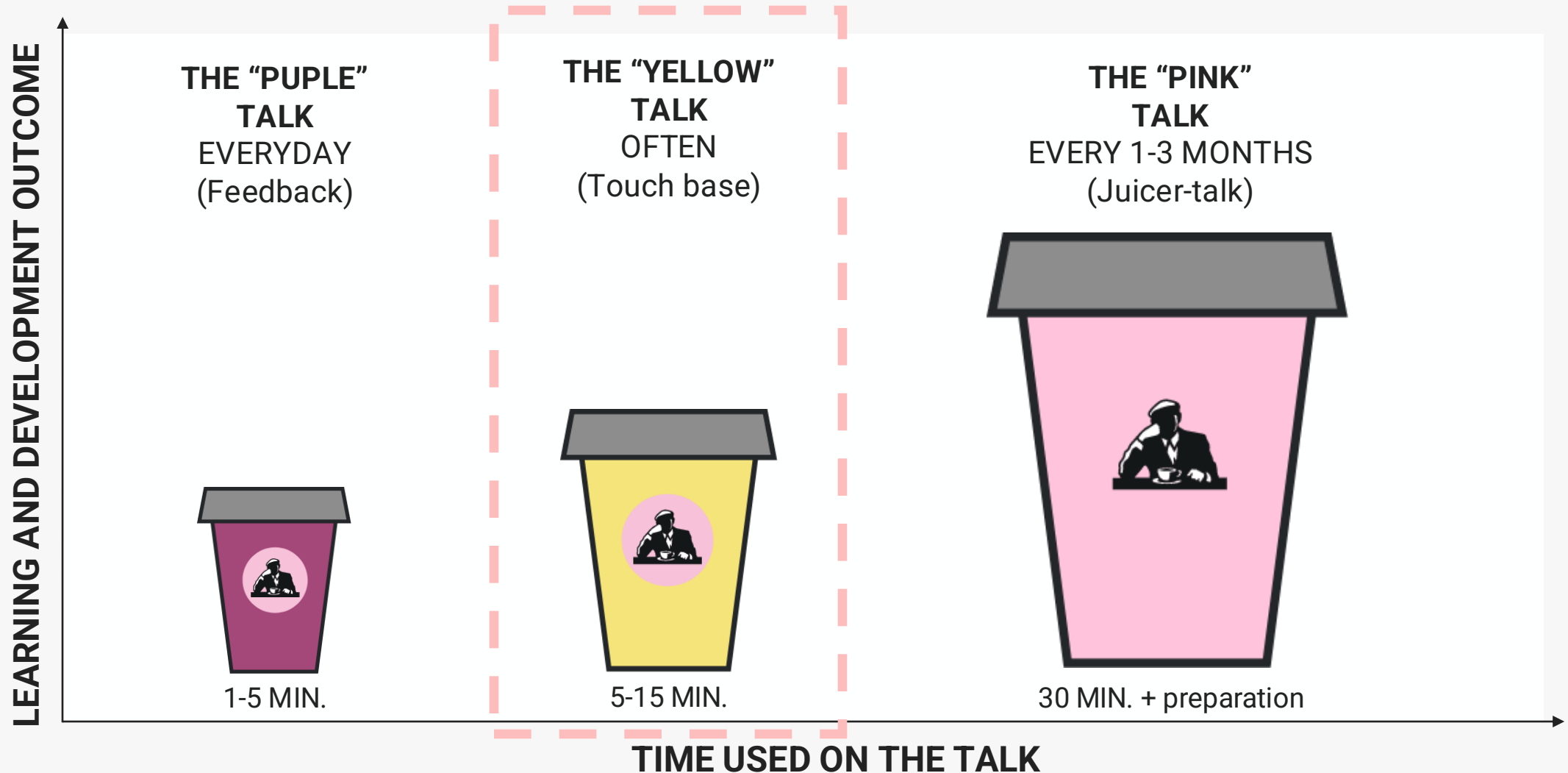
Don't just serve "espresso" – **people need "milk"** to feel competent and feeling competent means staying motivated

And even worse **complete lack - even of "espresso"** means no feeling of relatedness and the feeling of relatedness is necessary to staying motivated



EMPLOYEE DEVELOPMENT TALKS

THE 5-15 MIN. **YELLOW TALK** - BUILD QUESTIONS INTO EMPLOYEE DEVELOPMENT OFTEN TO INCREASE OWNERSHIP





Knowing the answers will
help you in school.

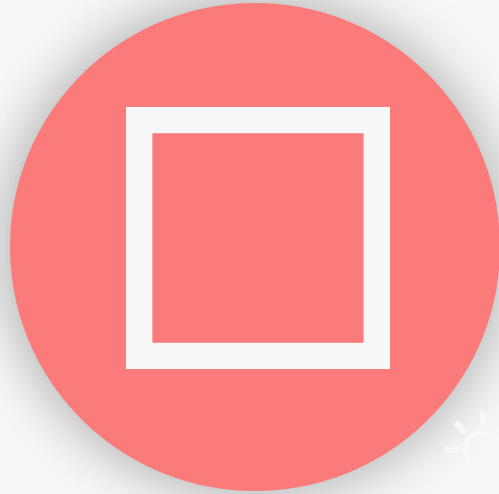
Knowing how to question
will help you in life.

- Warren Berger “The questionologist”, author, journalist and speaker

EMPLOYEE DEVELOPMENT TALKS

OPEN THE TALK

CLOSED QUESTIONS



“STOPS” THE TALK

Are you happy in your job?

Is Risk Proof under control?

OPEN QUESTIONS



STARTS REFLECTION AND TALK

What makes you happy in your job?

Which elements have been done from the Risk Proof list? ...and which are to be done?

EMPLOYEE DEVELOPMENT TALKS

DIRECT THE TALK TO OPPORTUNITIES, LEARNING AND DEVELOPMENT

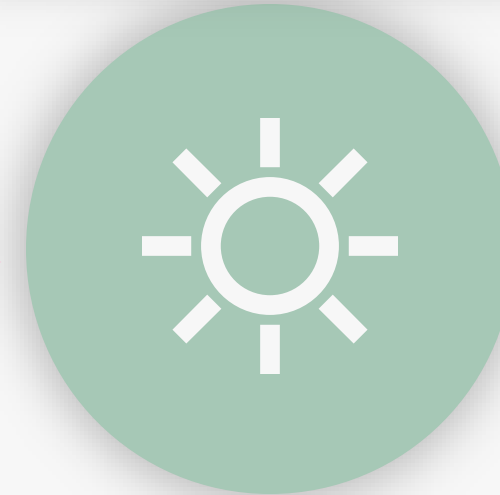
PAST FOCUS



WHY?

Why did you not...?
Why is the.....so low?

NOW & FUTURE FOCUS



HOW? – WHAT?

How can you/we...?
What can you/we do to increase....?

FOCUS:

Errors – Criticism – Excuses – Lies – Conflicts

RESULT: Knowledge of and insight into the problem

FOCUS: Opportunities - Learning – Development

RESULT: Attention to what we want more of and how we get it – development of relationships

EMPLOYEE DEVELOPMENT TALKS

THE 5-15 MIN. YELLOW TALK - BUILD QUESTIONS INTO EMPLOYEE DEVELOPMENT TO INCREASE OWNERSHIP

THE GOOD START

A well-prepared YELLOW

The "Milk"

What was specifically good?
What do you think made it good?



The "Cup"
What kind of help do you need?
I am sure that you with your
...(strength) will succeed

The "Espresso"

What would you do better/more of?
And how?

THE CLEVER WAY

A well-prepared YELLOW - BUT spilt!

The "Milk"

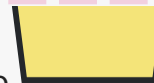
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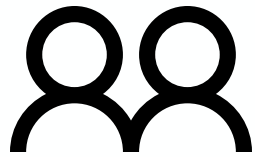
+ **RECOGNIZE** by agreeing and adding your own prepared observations



EXERCISE 2

NOW SERVE A WELL-PREPARED **YELLOW** EMPLOYEE DEVELOPMENT TALK

In pairs of two:



1. Together

One assumes the role of
manager
and
one assumes the role of
employee



2. Individual

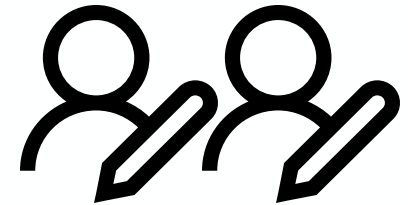
Manager: Familiarize with
YELLOW TALK

Employee: Think of a
recent slightly challenging
work situation



3. Together

Have a **YELLOW TALK** -
together



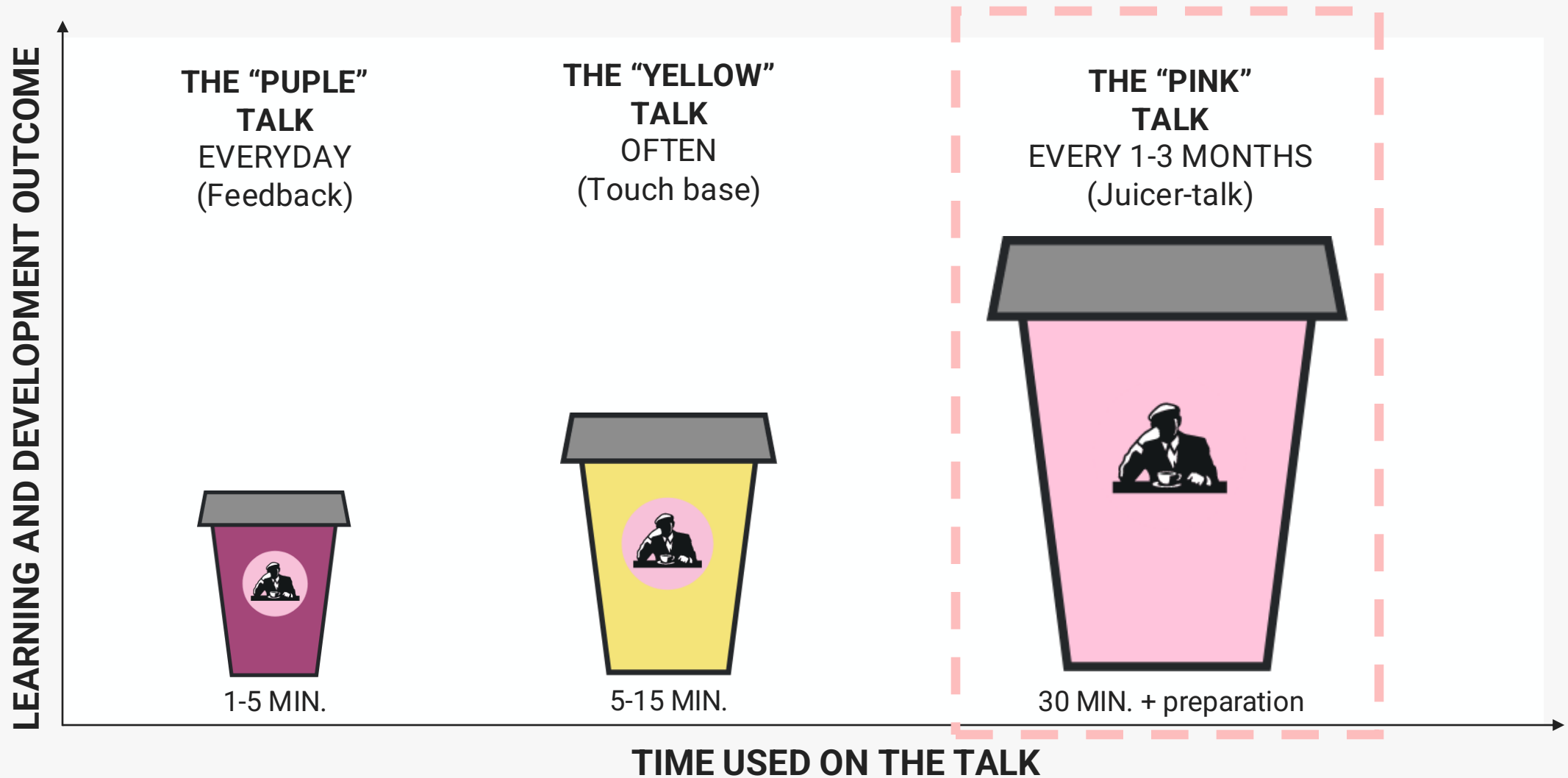
4. Together

Make a couple of notes
on perceived value for
manager and employee of
the
YELLOW TALK



EMPLOYEE DEVELOPMENT TALKS

THE 30 MIN. **PINK** A PEOPLE CENTRIC **JUICER** TALK – 360 WITH OPEN QUESTIONS





EMPLOYEE DEVELOPMENT TALKS

THE 30 MIN. PINK A PEOPLE CENTRIC JUICER TALK – 360 WITH OPEN QUESTIONS

SETTING THE SCENE

1

Intro

How are you doing? – overall? - as part of the team? - in the job?

Set the scene by explaining the purpose of the Juicer talk: The Juicer Talk is to support your learning and development the best possible way through an open an actionable conversation

2

Progress since last talk

How have you done on the objective since our last Juicer Talk?
+ **RECOGNIZE** by agreeing and adding your own prepared observations

3

Objective

What do you want learn or become?

MILK/CUP

DEVELOP AND RECOGNIZE SKILLS

4

People Skills

What do you see as your current strong people skills?
+ **RECOGNIZE** by agreeing and adding your own prepared observations

What people skills would you like to improve?
(add your own prepared observations if necessary)

People skills are defined as skills that influence the ability to work with or talk to other people in an effective and friendly way that improves operational excellence.

5

Operational Skills

What do you see as your current strong operational skills?
+ **RECOGNIZE** by agreeing and adding your own prepared observations

What operational skills would you like to improve?
(add your own prepared observations if necessary)

Operational skills are defined as skills that focus on executing the operational tasks expected from you.

CUP
ESPRESSO

MILK
ESPRESSO

ANCHOR

6

Actions

What 1-3 actions do you want to take to develop operational and people skills?
+ **RECOGNIZE** by agreeing and adding your own prepared observations

7

Criteria

How will you know when you have achieved what you want to learn or become?

8

Support

Where can you get support?
What do you need from me?

9

Sum Up

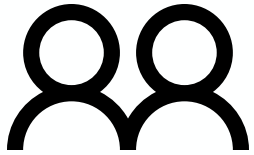
Sum up on all meeting points and agree on date and time for next Juicer Talk



EXERCISE 3

NOW PREPARE A **PINK** EMPLOYEE DEVELOPMENT TALK

In pairs of two:



1. Individual

Choose the Juicer of yours whose Juicer-talk is up next



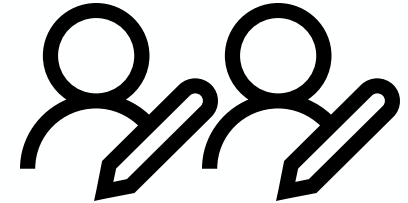
2. Individual

Prepare the **PINK** Employee Development Talk – focus on the preparation you are required to do



3. Together

Share your PINK
Preparation with each other for inspiration



4. Individual

Make a couple of notes on perceived value for you as a manager of the **PINK TALK**

Have the Juicer-talk when you return to the bar



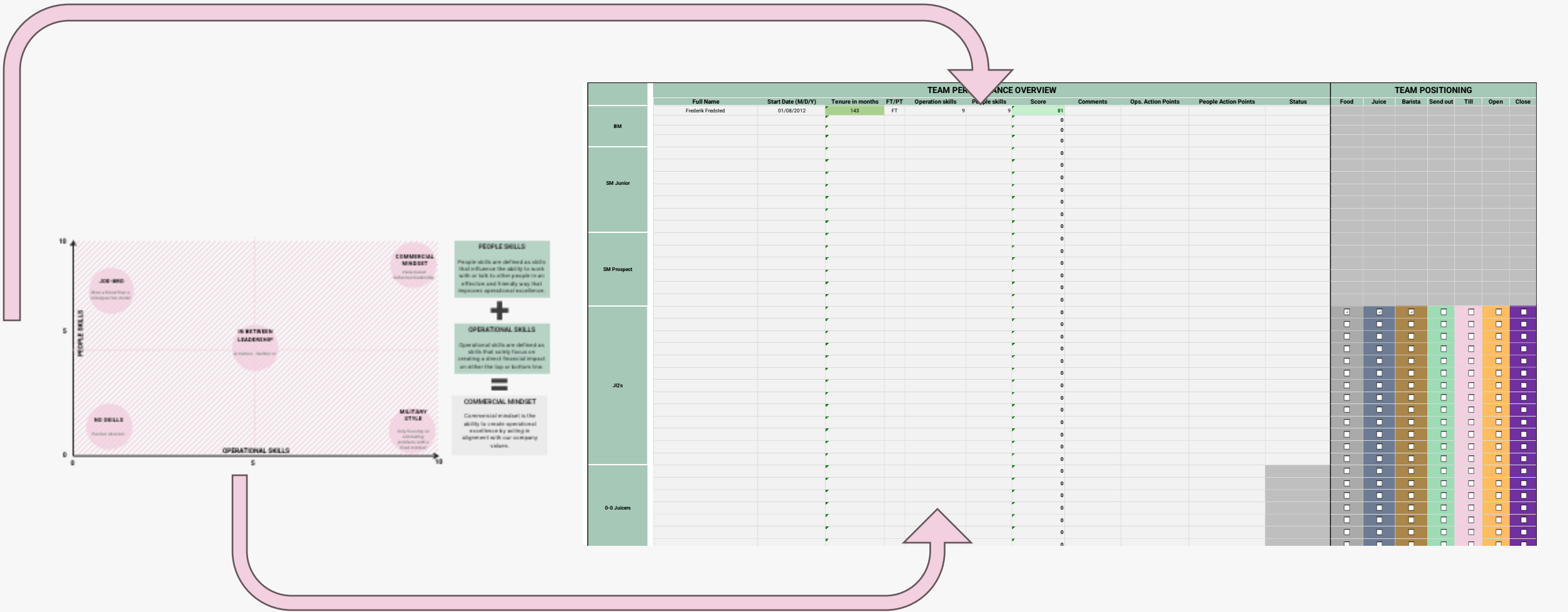
EMPLOYEE DEVELOPMENT TALKS

FIND THE TEMPLATE IN YOUR TOOL-BOX

		JUICER TALK TEMPLATE		Notes
		Area	Tasks	
Setting the scene	Intro	Ask the employee open questions How are you doing? – overall? – as part of the team? – in the job? Set the scene by explaining the purpose of the Juicer talk: The Juicer Talk is to support your learning and development the best possible way through an open and actionable conversation		
	Progress since last talk	How have you done on the objective since our last Juicer Talk? + RECOGNIZE by agreeing and adding your own prepared observations		
Develop and Recognize skills	Objective	What do you want learn or become?		
	People Skills	What do you see as your current strong people skills? + RECOGNIZE by agreeing and adding your own prepared observations (if necessary) What people skills would you like to improve? (add your own prepared observations if necessary) People skills are defined as skills that influence the ability to work with or talk to other people in an effective and friendly way that improves operational excellence		
	Operational Skills	What do you see as your current strong operational skills? + RECOGNIZE by agreeing and adding your own prepared observations (if necessary) What operational skills would you like to improve? (add your own prepared observations if necessary) Operational skills are defined as skills that focus on executing the operational tasks expected from you		
	Actions	What 1-3 actions do you want to take to develop operational and people skills? + RECOGNIZE by agreeing and adding your own prepared observations		
Anchor	Criteria	How will you know when you have achieved what you want to learn or become?		
	Support	Where can you get support? Who can you ask for support?		
	Sum Up	Sum up on all meeting points and agree on date and time for next Juicer Talk		
	Next step	Insert Operational and people skill actions into Team Performance Overview and save a copy of the Juicer Talk notes		

EMPLOYEE DEVELOPMENT TALKS

POUR THE PINK JUICER TALK INTO YOUR TEAM PERFORMANCE (PIPELINE) OVERVIEW...AND USE IT AS PREPARATION (PIPELINE)





AGENDA

- 1 Why is this skill important?
- 2 How to master the skill
- 3 Sum-up and Impact**
- 4 How to apply into practice





OVERVIEW



THE "PURPLE" TALK

GOOD FOR...

FEEDBACK

WHEN...

EVERYDAY

TAKES...

1-5 MIN.

INGREDIENTS

- **Your observations**
- **The "Milk"**
This was specifically good
And why it was good
- **The "Espresso"**
This can be even better
By doing this
- **The "Cup"**
The gift I see in you
Your strengths



THE "YELLOW" TALK

TOUCH BASES

OFTEN

5-15 MIN.

- **Your questions**
- **The "Milk"**
What was specifically good?
What do you think made it good?
- **The "Espresso"**
What would you do better/more of?
And how?
- **The "Cup"**
What kind of help do you need? I am sure that you with
your(strength) will succeed
- **Your Recognition** by agreeing and adding **your own prepared** observations



THE "PINK" TALK

JUICER-TALK

EVERY 1-3 MONTHS

30 MIN. + PREPARATION

- **Your questions**
- **A lot of "Milk"**
- **Some "Espresso"**
- **Big "Cup"**
- **Your Recognition** by agreeing
and adding **your own prepared**
observations

Use template in toolbox as guide

JACER TALK TEMPLATE	
1	
2	
3	
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18	
19	
20	



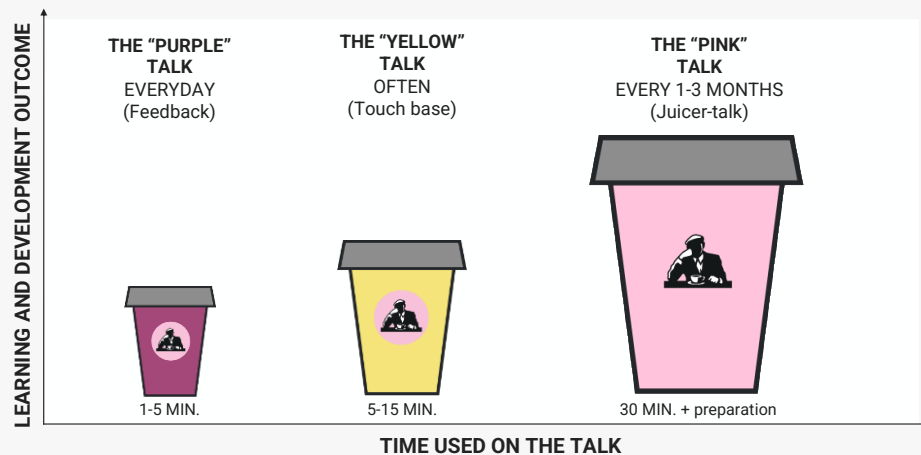
SUM-UP AND IMPACT

From class-room theory to practical in-store skills

What are your **key learnings**?

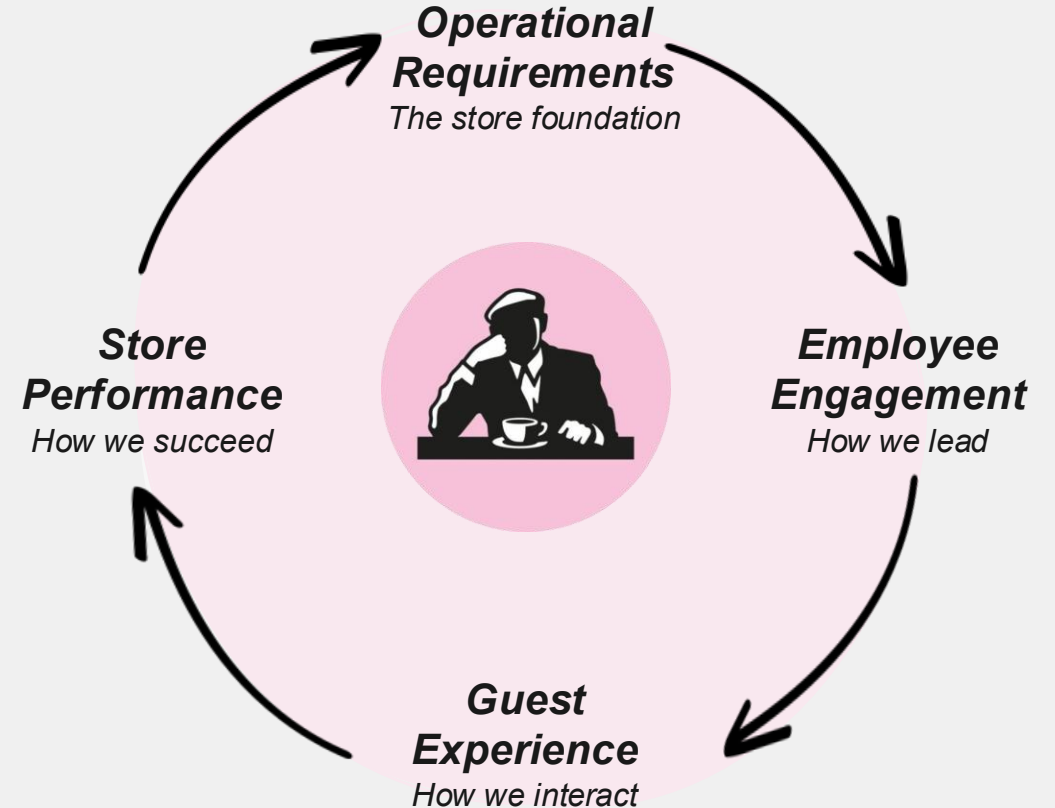


EMPLOYEE DEVELOPMENT TALKS



8

CIRCLE OF OPERATIONAL EXCELLENCE



How does mastering these skills affect each area within
the Circle of Operational Excellence in your store?



AGENDA

- 1 Why is this skill important?
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- 3 Sum-up and Impact
- 4 **How to apply into practice**





HOW TO APPLY INTO PRACTICE

From practical in-store skills to daily, weekly, and monthly habits

Assistant Store Manager	Assist in the development, training, and motivation of your team through feedback and in-store training.	One Purple/Yellow per shift Provide input to Store managers Juicer-talks
Store Manager	Develop and motivate your team through development plans and feedback, in-store training.	One Purple/Yellow per shift Juicer talks every three months
District Manager	Develop and inspire your Store Managers through 1-1 development plans.	One Purple/Yellow per meeting Juicer talk with Store manager every three months



MANAGER SPECIALIST SESSIONS

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