



Joe & The Juice

COMMUNICATION

Regional Manager Leadership Program

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COMMUNICATION

LEARNING OBJECTIVES

THE KEY TOPICS

- Verbal & Non-Verbal Communication
- Communication Guide
- Physical & Digital Communication
- Two purpose of Meetings
- Situational Leadership
- Chameleon Commander
- DISC & Personality Types





COMMUNICATION

OPEN QUESTIONS

WHY IS COMMUNICATION AN IMPORTANT LEADERSHIP SKILL?



DESCRIBE EFFICIENT COMMUNICATION FOR YOU!



COMMUNICATION

WHAT THE SKILL MEANS

WHAT THE SKILL MEAN?

MASTERING THE SKILL OF COMMUNICATION MEANS the ability to initiate constructive dialogues and actively share feedback with Juicers according to a situation in a well formulated manner.

This requires a transparent and inclusive structure for why, how, when, where and to who you communicate a specific and clear message for it to be recieved and understood well.

A rule of thumb for a Leader is, that you can never over-communicate. A message should rather be given twice than not at all. "*Repitition is the mother of skill*" when communicating.



COMMUNICATION

VERBAL & NON-VERBAL

VERBAL COMMUNICATION

- Selected words
- Use of language

FOCUS ON

- Selecting right words
- Understand meaning behind words
- Speak clearly
- Adapt language to situation



VERBAL

&



NON-VERBAL

NON-VERBAL COMMUNICATION

- Gestures & attitude
- Body Language & Facial expression

FOCUS ON

- Maintain eye contact
- Positive attitude
- Body language
- Tone of voice

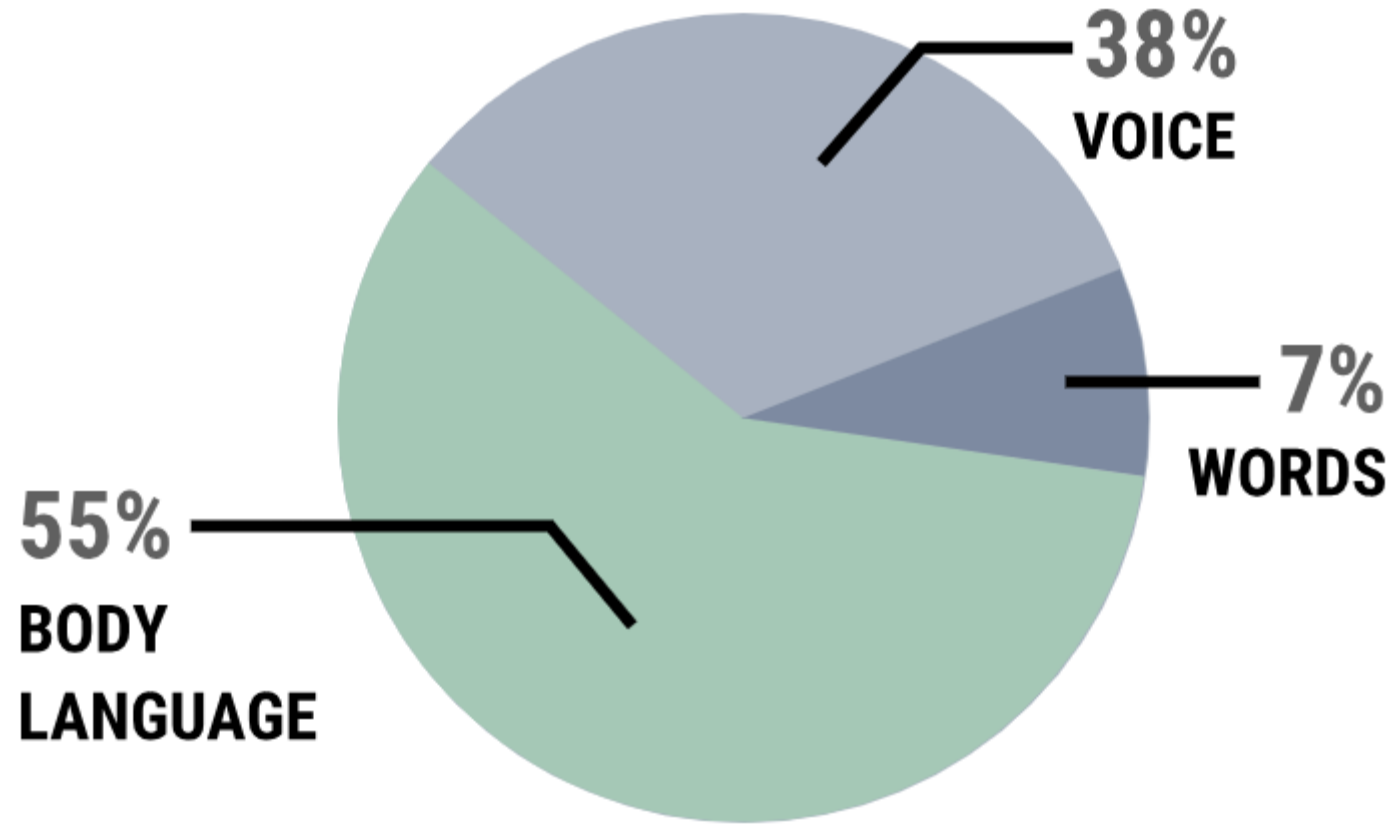
Words alone is not enough to get a message across. The RM needs to master the balance of verbal and nonverbal communication.

When both aspects is mastered, it creates the most effective communication for people to understand.



COMMUNICATION

THE SUM OF OUR OVERALL VERBAL COMMUNICATION

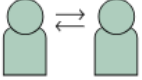
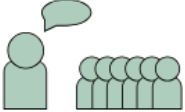







When analyzing the sum of overall communication. More than 55% consists of our body language, 38% consists of the voice and only 7% are the actual words we use.



COMMUNICATION

THE COMMUNICATION GUIDE

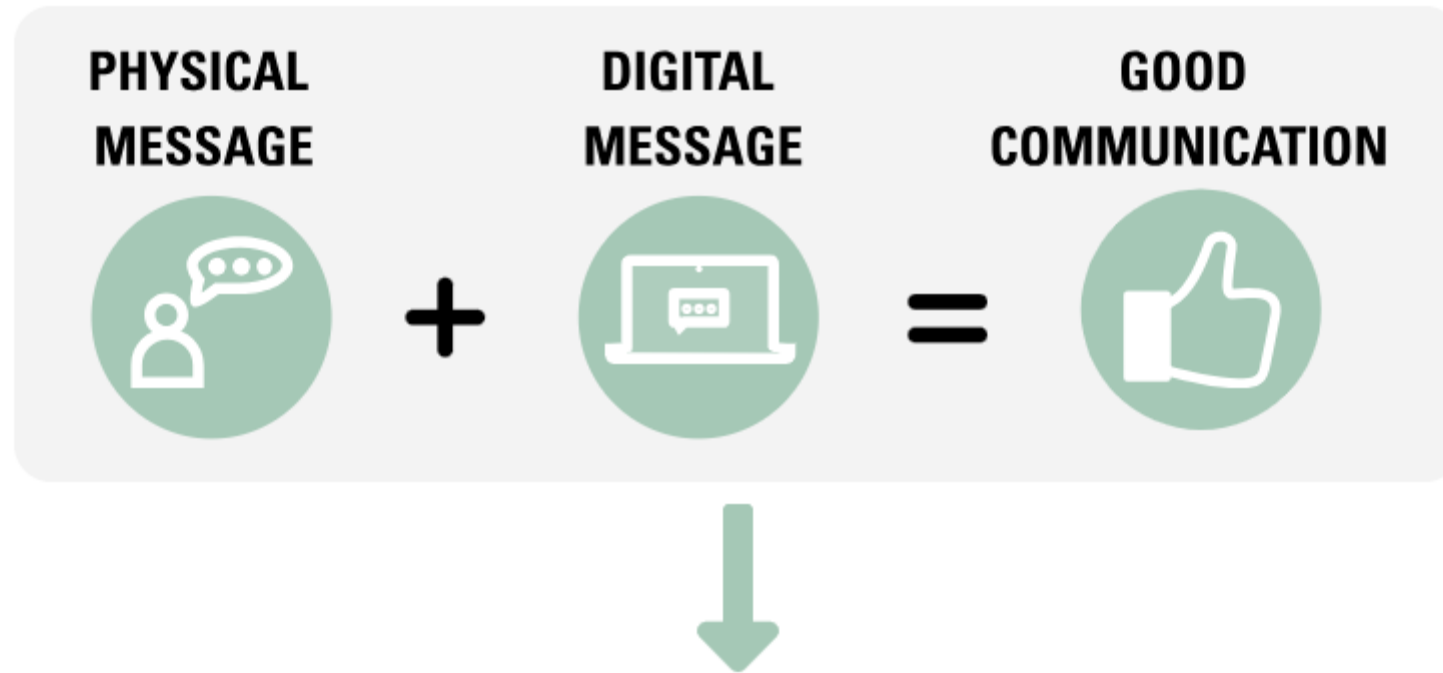
CHANNEL	DESCRIPTION	USE?
ONE-on-ONE TALK 	Face to face talk with an employee. This is the most beneficial communication channel as questions can easily be asked and details elaborated.	PERFORMANCE REVIEW
STAFF MEETINGS 	Staff meetings or BM meetings. This channel is very useful when a joint message or issue has to be given or discussed. Furthermore, it creates a social belonging which is what we value in JOE & THE JUICE.	CRITICAL OPERATIONAL ISSUES NEW INITIATIVES
EMAIL 	Professional channel to communicate giving various people the opportunity to chip in. As an RM it can be very useful to have good email structures. Email can also be useful when a proof of answer is needed.	WEEKLY UPDATE ON PERFORMANCE SHIFTPLAN CHANGES

PHONE CALL 	Phone calls are a good way to catch-up with the managers if meeting face to face is not possible. Phone calls are more personal than an email/SMS, still without the physical presence.	(MAIN) FOLLOW UP WITH QUICK RESPOND
SMS 	Private conversation where a quick respons is needed.	(SECONDARY) FOLLOW UP WITH QUICK RESPOND
SOCIAL MEDIA 	Often an effective way to reach a bigger crowd. Do not just expect everybody to follow all messages written via this channel. Follow up or a required answer is essential!	SOCIAL GATHERINGS
VIDEO CALL 	Video Call can be an effective way to communicate in case of distance issues, however it is always recommended to meet in person if possible.	(PERFORMANCE REVIEW) (CRITICAL ISSUES) (NEW INITIATIVES)



COMMUNICATION

PHYSICAL + DIGITAL MESSAGE



An RM should firstly hand over a message face to face and then sum up the important points digitally e.g. in an email



COMMUNICATION

OPEN QUESTIONS

**HAVE YOU TRIED TO
SPEAK IN FRONT OF BIG
GROUPS BEFORE?**



DESCRIBE IMPORTANT FACTORS TO IMPROVE PUBLIC SPEAKING



COMMUNICATION

KEY PRINCIPLES – STAFF MEETINGS

1. Preparation

Prepare by having a **STRUCTURE** to the meeting, outlining what you will go through today. This will signal professionalism and create more constructive and interactive meetings where everyone participates.



2. Agenda

Always start off the meeting by **SETTING THE AGENDA** for the day. This will align everyone at the meeting and give direction to what the focus should be.



3. High Energy

If you present a new initiative with low energy, why should the Bar Managers care or be excited about the subject? Focus on telling the reason 'Why' we are doing this, and deliver the message with **EXCITEMENT**, care, and emphasis.

4. Importance

Never have an attitude of "We need to go through these points today". It will signal that what you are about to discuss is not of any significance or something that was forced on us. **MAKE THE MESSAGE IMPORTANT!**



5. Narrow it down

Avoid trying to implement too much at the same time. It is not possible to achieve everything at once. Decide on **ONE INITIATIVE TO IMPLEMENT AT A TIME**. As long as there is progress, we are moving forward.



6. Inclusion

It is important to include your attendant's opinions as much as possible. Ask them how they feel about the discussed case. If they are a part of the decision making, it will be easier for them to implement it as they have **OWNERSHIP IN THE SOLUTION** and agreements.



7. Follow up

Meetings must **ALWAYS INCLUDE A FOLLOW UP** on the progress of the initiatives decided/agreed. Without the follow up it is impossible to decide whether or not we are moving forward or what alterations that are needed to be made for the future.



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SITUATIONAL LEADERSHIP

“

**EXPRESS PRAISE
IN PUBLIC,**

**EXPRESS
CRITICISM IN
PRIVATE**

”



COMMUNICATION

TWO PURPOSES OF A MEETING



Commitment, Motivation & Passion:

The receiver should be more engaged and motivated to do it than before the meeting



Action, Habits & Behavior:

The receiver should do something differently after the meeting

Hosting 1:1 meetings should lead to:

1) Improved **actions**, habits & behavior and 2) higher **commitment**, motivation and passion



PURPOSE OF MEETINGS

TWO GOALS OF A MEETING

“

THE TWO GOALS OF A MEETING:

1) DO SOMETHING
DIFFERENT AND BETTER

2) BE MORE MOTIVATED TO
DO IT

”

Hosting 1:1 meetings should lead to:

1) Improved **actions**, habits & behavior and 2) higher **commitment**, motivation and passion



COMMUNICATION

OPEN QUESTIONS

HOW DO YOU COMMUNICATE WITH YOUR EMPLOYEES?



WHAT IS YOUR MEETING STRUCTURE AND FREQUENCY?



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CONVERSATION FORMULA



STICK TO FACTS

Always stick to clear facts or data when the difficult conversation is about someone not performing at the expected level. The person should not feel like the conversation is a personal attack. You need to provide clear and specific situations to the table where it is clear for everyone that the action(s) were wrong.



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CONVERSATION FORMULA



STAY PROFESSIONAL, BUT BE SINCERE

It is important to stay professional and understanding throughout the whole conversation no matter the circumstances. You must understand the employees perceptual positions and understand every aspect of the situation and then try guide them in how the problem can be solved. At the end of the day, it is in everyone's interest to make the person perform at the best possible level.



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CONVERSATION FORMULA



USE FEEDBACK FORMULA

Plan the dialogue according to following formula

1. POSITIVE FEEDBACK
2. NEGATIVE FEEDBACK
3. HOW TO IMPROVE
4. THE WHY



THE HONESTY TOKEN

THE FOUR LEVELS OF HONESTY

Level 0: Shut Down

- Resistance
- No thoughts or opinions are shared

Level 1: Reactive Honesty

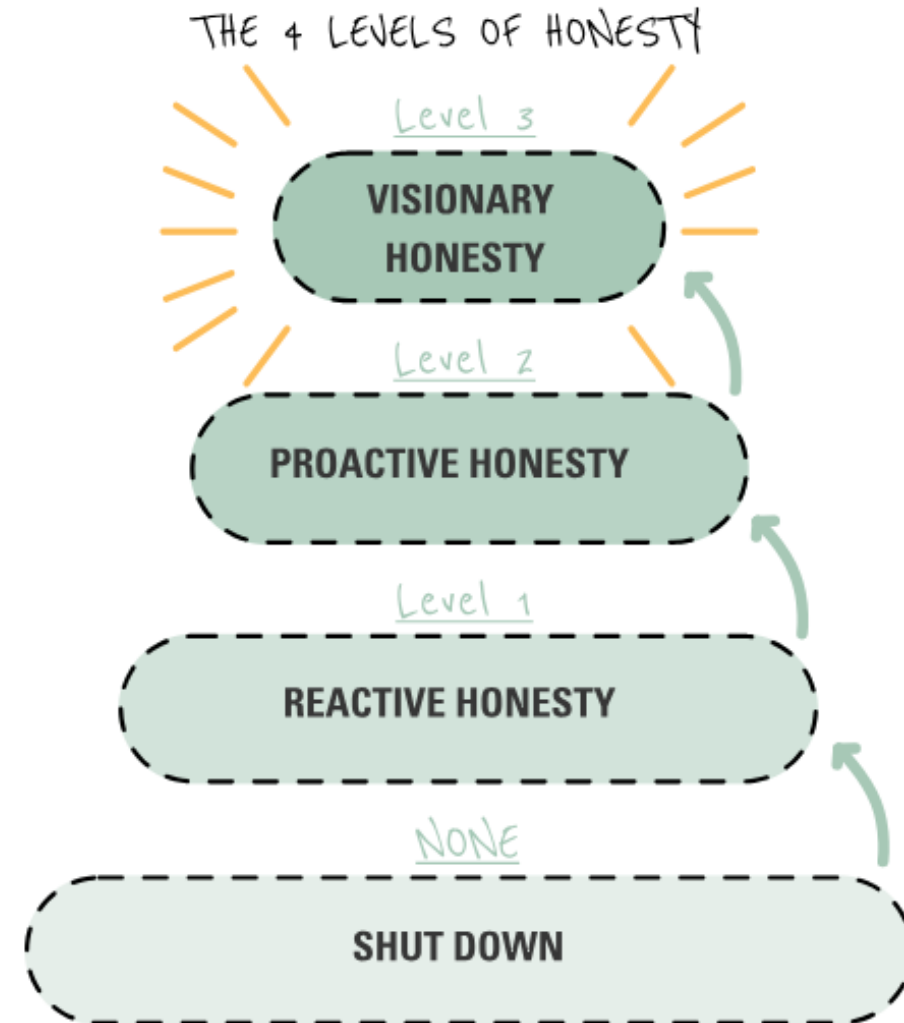
- No thoughts before being asked
- Only honest if asked to be. Keeps info to themselves

Level 2: Proactive Honesty

- Shares opinions and thoughts freely
- More pro-active before problems arise

Level 3: Visionary Honesty

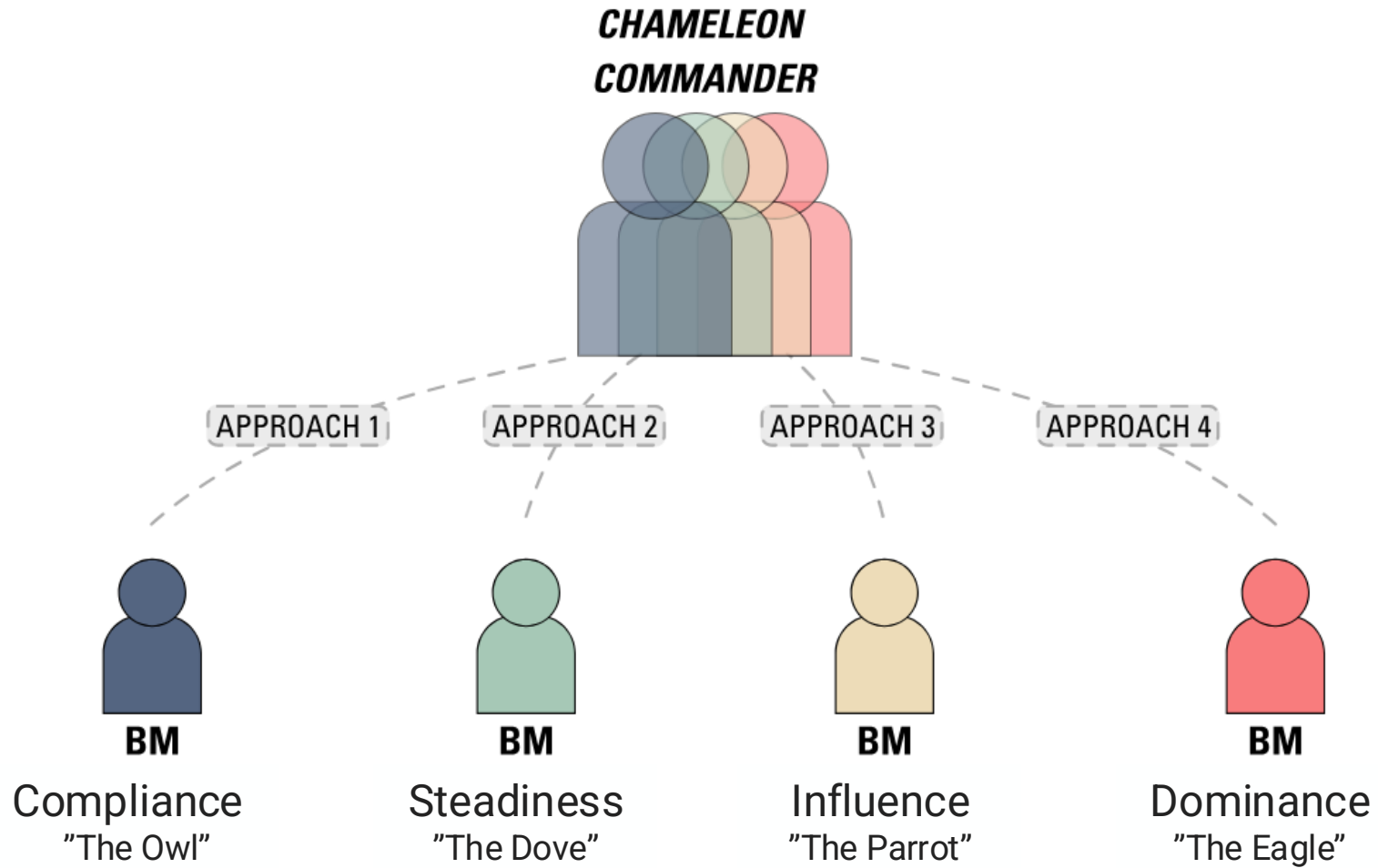
- Fully honest and transparent
- Constantly proactive and thinking ahead





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COMMANDER CHAMELEON





COMMUNICATION

COMMANDER CHAMELEON - EXAMPLES

COMPLIANCE



Approach 1

Hand over the message in a calm and structured way breaking up the task in different phases that the Structured BM easily can relate to.

STEADINESS



Approach 2

Hand over the messaging an energetic matter that makes it exciting for the BM to focus on.

INFLUENCE



Approach 3

Hand over the message focusing on how the BM in a social and fun way can make the team focus on CWT.

DOMINANCE



Approach 4

Hand over the message reminding the BM of how CWT can increase other KPI's in the BM Report (Returning Customers, Turnover, etc.)



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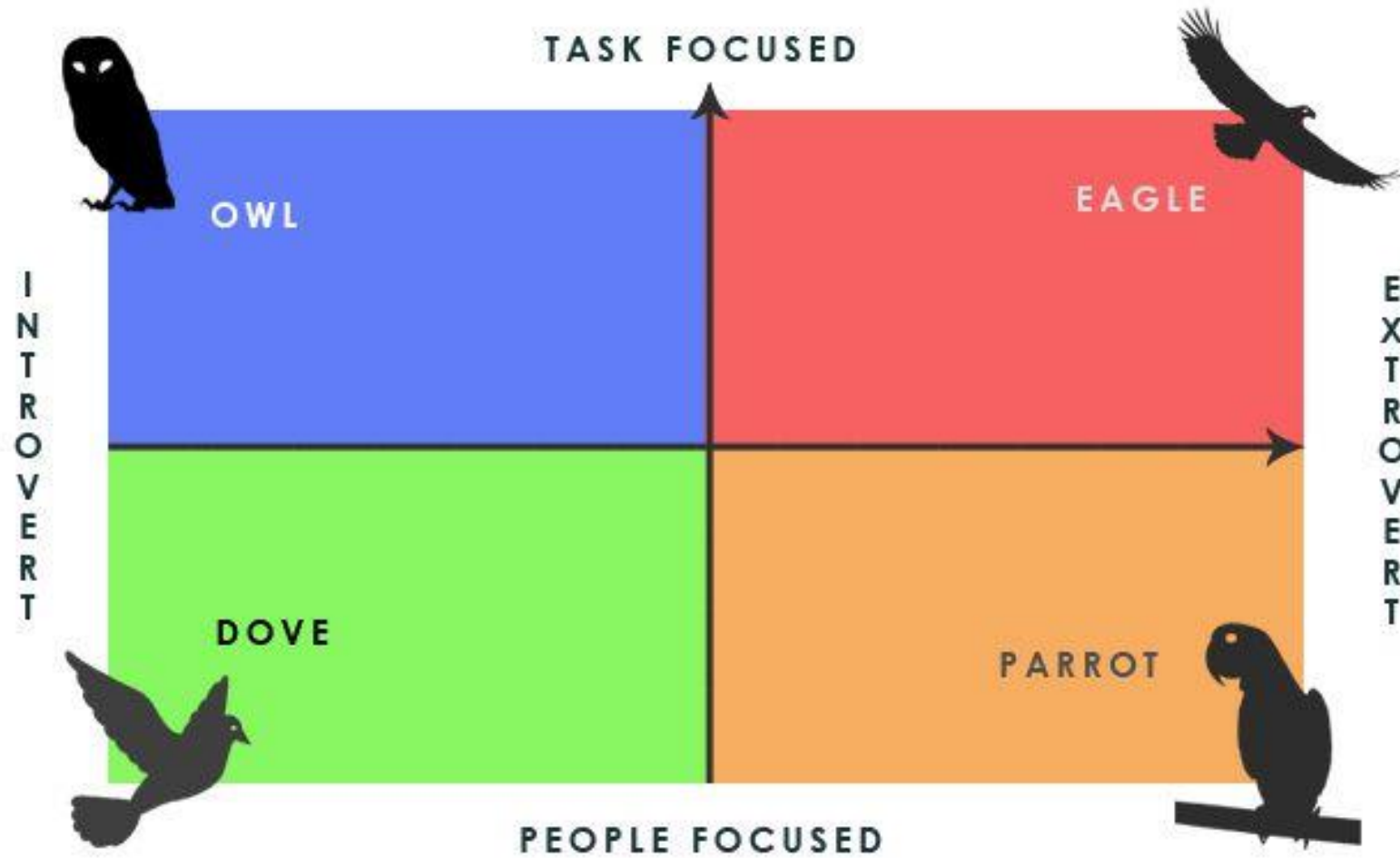
EXERCISE: DISC PERSONALITY TEST (APPENDIX)





COMMUNICATION

EXERCISE: DISC PERSONALITY TEST (APPENDIX)





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EXERCISE: WHAT IS YOUR PERSONALITY TYPE?

This test contains 28 groups of four statements. Answer honestly and spontaneously. It should take you only 5 to 10 minutes to complete.

- Study all the descriptions in each group of four
- Select the one description that you consider **most like you** (👍)
- Study the remaining three choices in the same group
- Select the one description you consider **least like you** (👎)

For each group of four descriptions you should have one **most like you** and only one **least like you**.

Sometimes it may be difficult to decide which description to select. Remember there are no right or wrong answers in this DISC personality test, so just make the best decision you can.

		People look up to me			I find it difficult to relax
		I tend to be a kind person			I have a very wide circle of friends
		I accept life as it comes			I am always ready to help others
		People say I have a strong personality			I like to behave correctly

[Link to Free Personality Test \(DISC\)](#)



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OPEN QUESTIONS

**NAME WHICH PERSONALITY
TYPE YOU ARE THE MOST
AND 2ND MOST**



TO WHICH EXTENT DO YOU THINK IT IS ACCURATE?



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ROLE PLAY & SCENARIOS



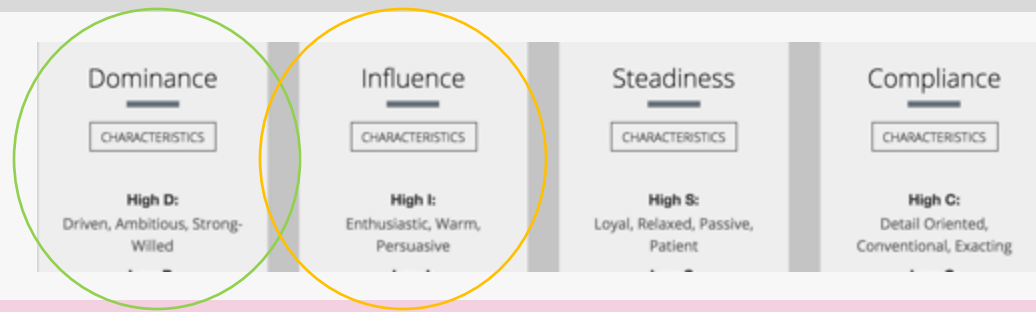


SCENARIO 1

EXERCISE: ROLE PLAY – DIFFICULT CONVERSATION

BM SHOWS **NEGATIVE ATTITUDE** AND NEVER SMILES WHEN YOU ENTER THE STORE

RM: (Commander Chameleon)
BM: (D & I)





SCENARIO 2

EXERCISE: ROLE PLAY – DIFFICULT CONVERSATION

BM IS TOO **INCLUSIVE** TOWARDS FEMALE EMPLOYEES AND PARTY ALL THE TIME

RM: (Commander Chameleon)
BM: (I & S)





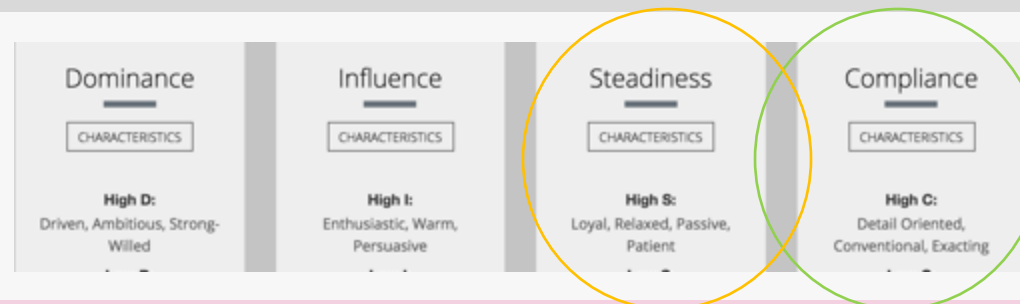
SCENARIO 3

EXERCISE: ROLE PLAY – DIFFICULT CONVERSATION

BM IS NEVER ATTENDING SOCIAL EVENTS AND DOESN'T MAKE INITIATIVES TO CREATE **SOCIAL TIES** IN THE STORE

RM: (Commander Chameleon)

BM: (C & S)



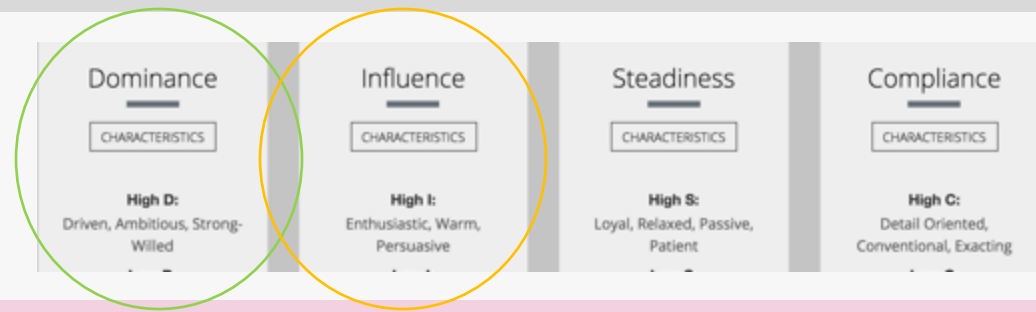


SCENARIO 4

EXERCISE: ROLE PLAY – DIFFICULT CONVERSATION

BM THINKS HE IS A WORLD CHAMP AT EVERYTHING. BUT ALL KPI'S ARE BAD AND NO ONE IN THE TEAM IS BEING DEVELOPED TO **GROW** FURTHER

RM: (Commander Chameleon)
BM: (D & I)





SCENARIO 5

EXERCISE: ROLE PLAY – DIFFICULT CONVERSATION

BM HAS MISTRUST TO RM AND WANT TO QUIT

RM: (Commander Chameleon)
BM: (C & S)

Dominance	Influence	Steadiness	Compliance
CHARACTERISTICS	CHARACTERISTICS	CHARACTERISTICS	CHARACTERISTICS
High D: Driven, Ambitious, Strong-Willed	High I: Enthusiastic, Warm, Persuasive	High S: Loyal, Relaxed, Passive, Patient	High C: Detail Oriented, Conventional, Exacting



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EXERCISE 1: PLAN IN CATCH UP WITH FREQUENCY

SET UP YOUR MEETINGS

- **STEP 1: DISCUSS FREQUENCY OF WEEKLY CATCH UPS**

Discuss and agree on frequency of 1:1 meetings between RM & BM as well as RM & AM.

- **STEP 2: CREATE AGENDA**

Draft up agenda for meeting topics

- **STEP 3: SET UP MEETINGS**

Create calendar invites for all upcoming meetings





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EXERCISE 2: BAR MANAGER EVALUATIONS

DEVELOP THE BM'S

- **STEP 1: REVIEW STORE PERFORMANCE**

Review following for a store and take notes:

- BM Report on WP2
- 3-Months plan
- Store Observations

- **STEP 2: BM EVALUATION QUESTIONS**

Go through question framework and discuss having this as a baseline for dialogue

- **STEP 3: THE RECAP**

Discuss how a written recap shall be structured





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EXERCISE 3: THE DIFFICULT CONVERSATION

THE DIFFICULT TALK

- **STEP 1: GO THROUGH DIFFERENT TYPES OF DIFFICULT CONVERSATIONS**

- Underperformance
- Juicer Swap
- Position Step Down
- Warning/Disciplinary
- Resignation

- **STEP 2: REVIEW PROCEDURES FOR HANDLING DISCIPLINARY PROCEDURES**

- How to structure conversation
- What to say/what not to say
- What to refer to
- How to follow up



VERBAL

&



NON-VERBAL



COMMUNICATION

EXERCISE 4: STAFF MEETINGS

STAFF MEETINGS

- **STEP 1: REVIEW TYPES OF STAFF MEETINGS:**

- BM Meetings
- Implementation meeting
- Performance Meeting

- **STEP 2: PLAN FIRST STAFF MEETING**

- Select type of meeting to host
- Arrange time, date and purpose for first staff meeting

- **STEP 3: FOLLOW UP**

Plan in a follow up to provide and receive feedback on how it went

Bar Manager Meeting



Implementation Meeting



Performance Meeting





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EXERCISE 5: UPWARDS COMMUNICATION

VISIONARY HONESTY

- **Step 1: Upwards Communication**

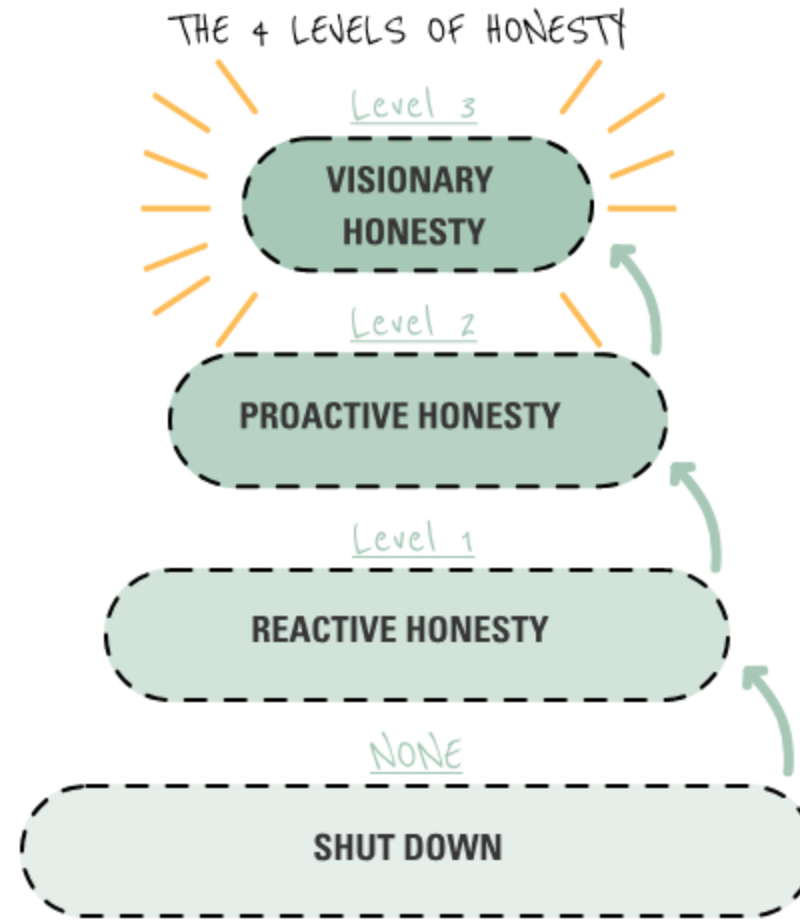
Review E-Campus and gain understanding for what it means

- **Step 2: Four Levels of Honesty**

Recap the 4 different levels

- **Step 3: How to reach visionary honesty**

Have an open dialogue about how to reach visionary honesty





SUM UP

WHAT HAVE WE LEARNT – WHY, HOW & WHAT?

