



Joe & The Juice

FOLLOW UP

Regional Manager Leadership Program

JOE & THE JUICE © 2023





FOLLOW UP

LEARNING OBJECTIVES

THE KEY TOPICS

- Secure Quality Work
- The Follow Up Graph
- Scenarios of No Follow Up
- New vs. Old Learnings
- How to Plan A Follow Up
- The Eisenhower Matrix





FOLLOW UP

OPEN QUESTIONS

HOW DO YOU FOLLOW UP IN YOUR DAILY WORK?



WHAT HAPPENS IF WE DON'T FOLLOW UP?



FOLLOW UP

WHAT THE SKILL MEANS

WHAT THE SKILL MEANS?

MASTERING THE SKILL OF FOLLOW UP MEANS the ability to revisit given tasks and initiatives in order to provide feedback and guidance to ensure sufficient quality of work.

This requires a structured way of systemizing the frequency of your follow ups, and also evaluate the time you have available to prioritise the completion of urgent and important tasks.

As a leader, do remember that "*everytime you give a task you also get a task*" - to follow up!



FOLLOW UP

GIVE A TASK, GET A TASK

“

**WHEN YOU
GIVE A TASK,
YOU GET A TASK**

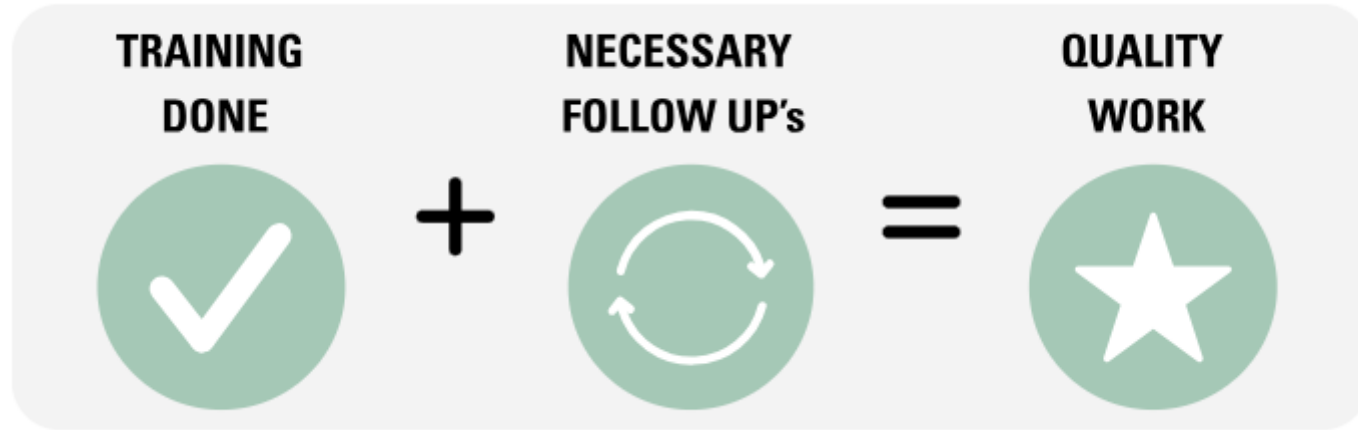
- TO FOLLOW UP

”



FOLLOW UP

SECURE QUALITY WORK

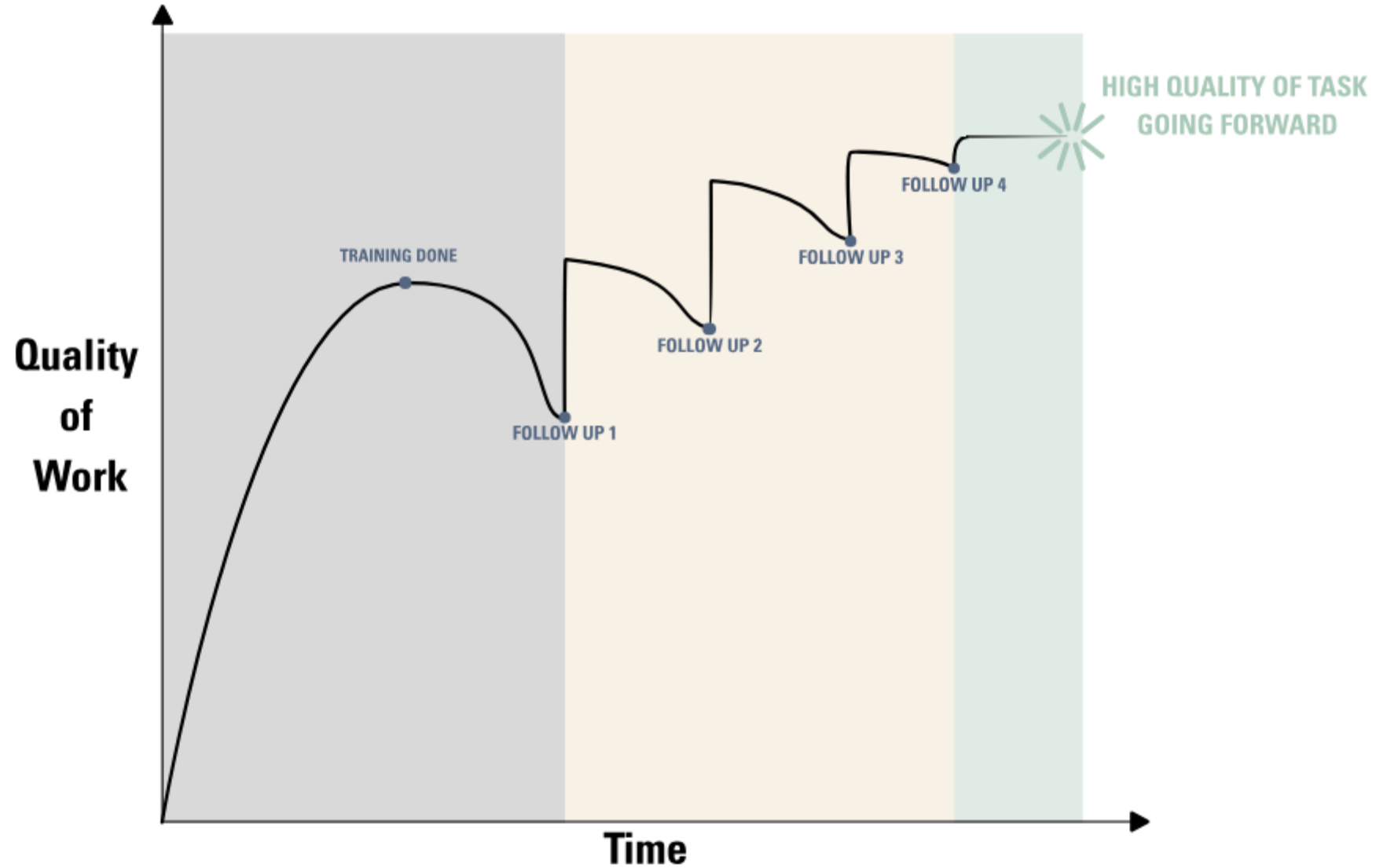


The co-relation between quality of work and follow up's is usually very strong.



FOLLOW UP

THE FOLLOW UP GRAPH





FOLLOW UP

GIVE A TASK, GET A TASK

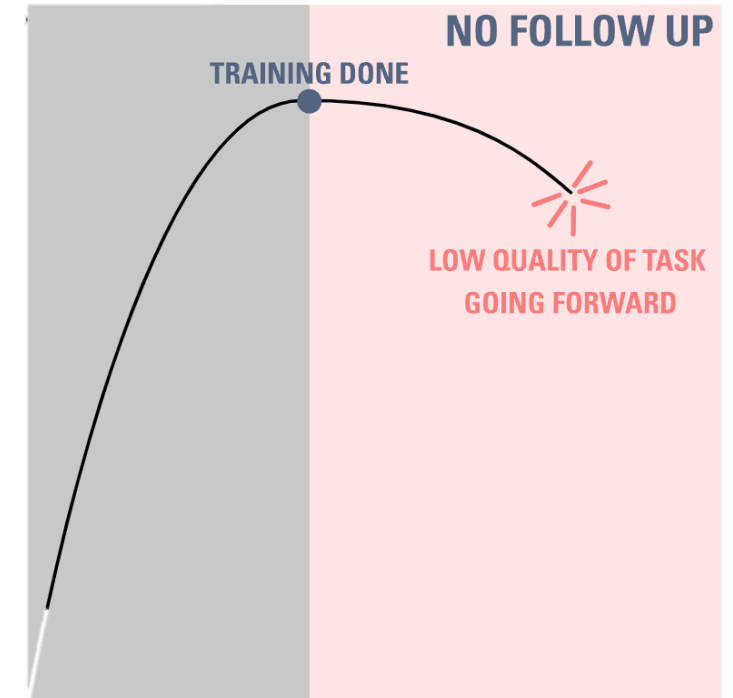
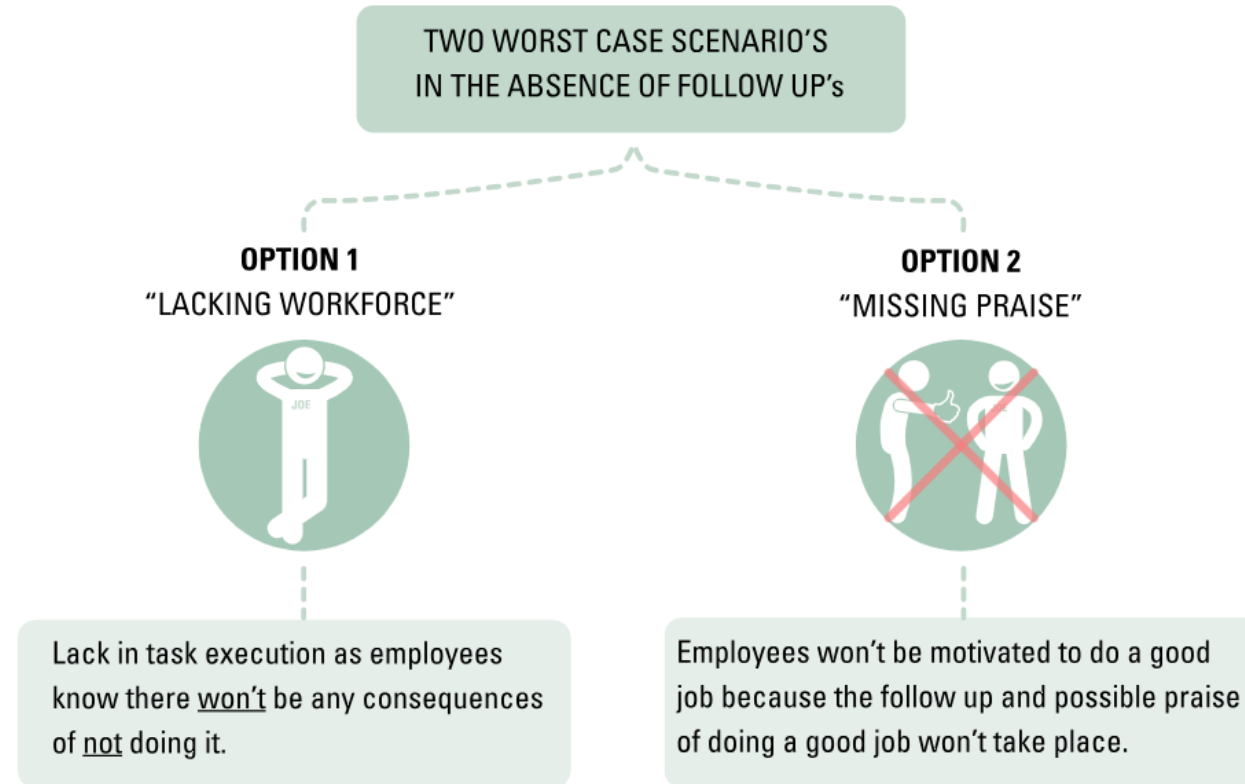
“ IF YOU TRY
TO BE
EVERYWHERE

YOU END UP
BEING
NOWHERE ”



FOLLOW UP

SCENARIOS IN ABSENCE OF FOLLOW UP's

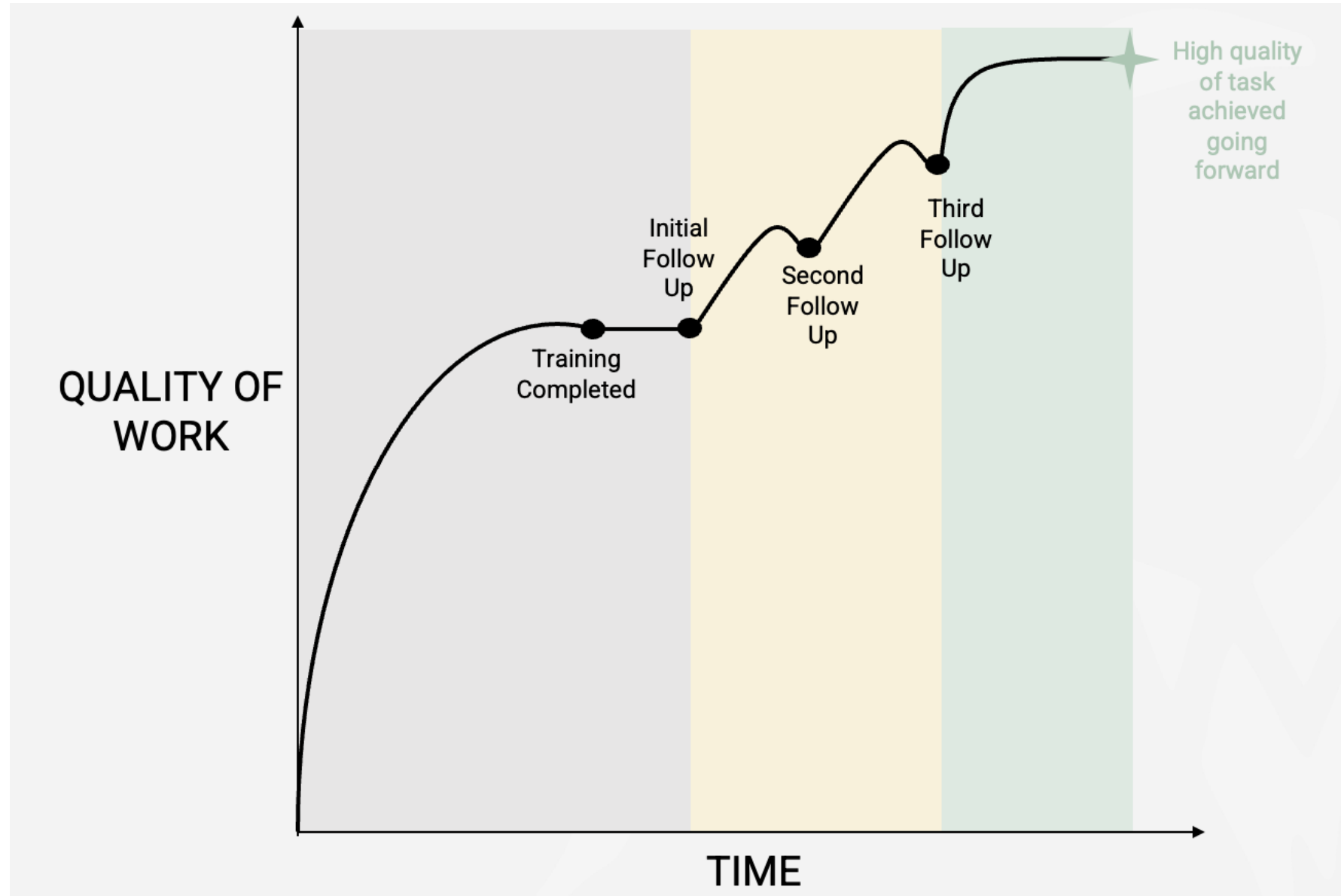


If a Regional Manager does not follow up on a task, the employees might not take the leader seriously and two of the possible outcomes above might happen



FOLLOW UP

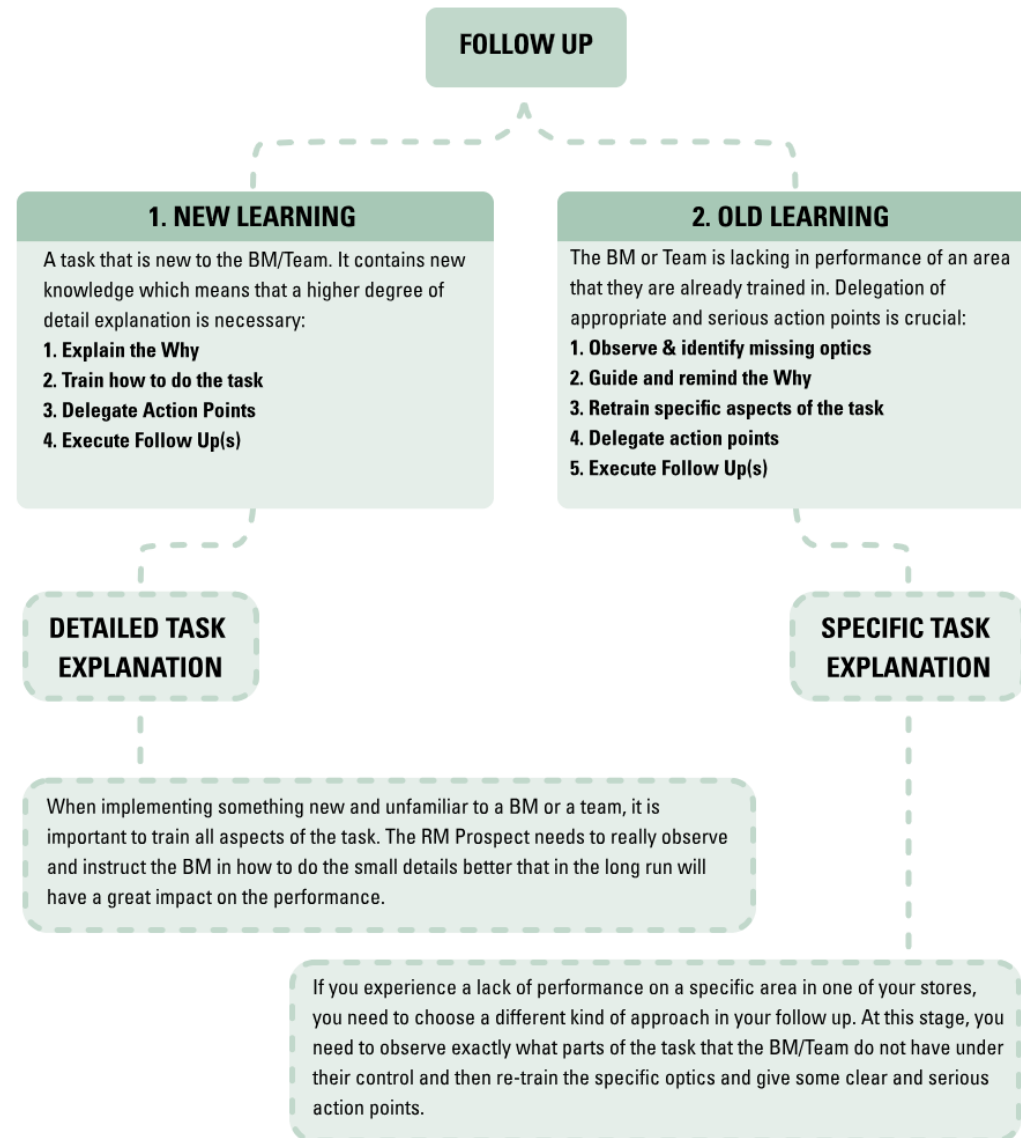
THE IDEAL FOLLOW UP GRAPH





FOLLOW UP

EXERCISE 3: NEW VS. OLD LEARNING FOLLOW UP





FOLLOW UP

NEW & OLD LEARNING LEARNING EXAMPLE

NEW LEARNING

TASK	Implementation of Salads A RM is implementing salads in a store and is training the BM in how they can train all aspects of salad making further to the team.
TRAINING DONE	A week of training is done with all employees and the moment the RM leaves the store, all Salad Bowls are made to perfection. From now on, the quality will slowly drop again.
FOLLOW UP 1	The RM returns to the store a week after the implementation and tells the BM they have to remind everyone of the important aspects of making salads: <i>recipes, sequence and prep</i> . The following days after, the quality of the salads will be raised.
FOLLOW UP 2	The RM returns after another week and experiences that the team are still lacking on the product quality. Once again, the RM guides the BM in how to ensure all team members follow the taught guidelines to ensure an aligned and succesful (new) product category.
FOLLOW UP 3	The RM returns after another week and experiences that the team are still lacking on the product quality of the salads. Once again, the RM guides the BM in which Juicers that need to be taught the guidelines once again to ensure high quality salads.
FOLLOW UP 4	The RM is back in the store and experiences that the BM has succeeded training the team in how to make the salads according to the product manual, with the correct sequence and appropriate speed. The RM then instructs the BM in how to upsell salads which is the missing piece in a "succesfull roll-out"
TAKE-AWAY	The BM succeeds in training the team in how to upsell the salads and going forward, the task of Salad Implementation is now at the highest quality due to the RM's strong degree of Follow Up's. The BM receives the recognition from the RM and feels a sense of success and pride because the task was a success.

OLD LEARNING

TASK	Implementation of Salads A RM is experiencing that the whole team in a store does not perform well on salad making 3 months after the implementation of the new product category.
OBSERVE AND IDENTIFY MISSING OPTICS	After a whole shift BTC or a store visit, the RM identifies that all prep for the Salad Station is being carried out completely disaligned with company standards. This is interfering with the whole workflow which causes the bad execution of the product as a whole.
GUIDE & REMIND THE WHY	Following Corrective Feedback guidelines: the RM reminds the BM of the importance of a correct prep and how it destroys the rest of the product making when not being in order. The RM explains the impact on performance and product making when the wrong prepping procedures are diminished.
RETRAINING	The RM guides the BM in how to focus on Salad Prep the coming period of time to get the rest of the team on board.
DELEGATE ACTION POINTS	The RM delegates a clear action point to the BM: All Juicers need to be re-trained in Salad Prep within 10 days.
FOLLOW UP'S	10 days after, a follow up on the general performance and delegated action point is executed. The RM observes and concludes how the action point has been executed. If succeeded, the RM creates a new action point of higher difficulty and keeps following up until the quality of the task is at the appropriate level going forward.
TAKE-AWAY	Following Up is an ongoing work that in principle never stops. As long as the RM Prospect is able to keep track of the proces on different parameters and specific focus points delegated to the different BMs, they are really far. The RM Prospect should preferably navigate through their 3-month plan and follow up on delegated action points, but it is also okay to work around the 3-month plan and delegate other tasks in order to ensure a strong store performance.

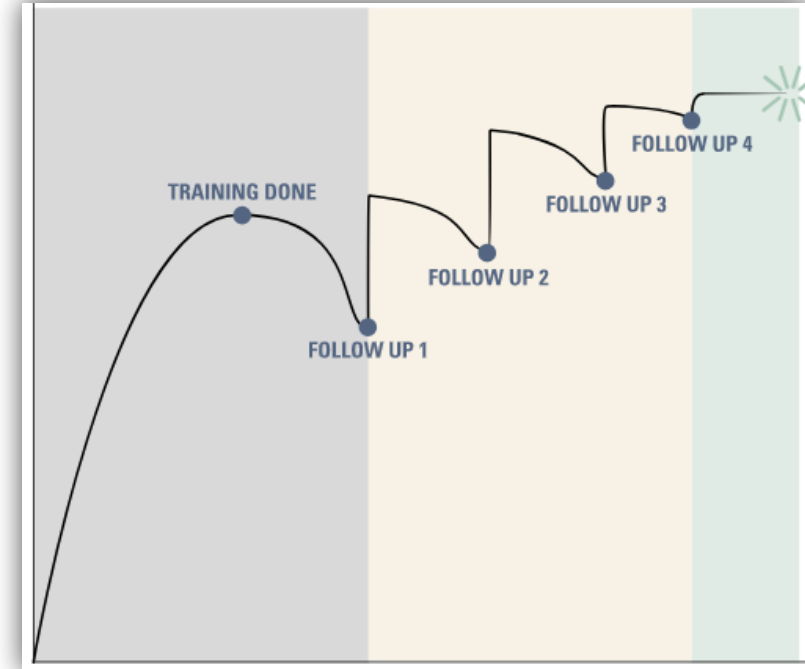


FOLLOW UP

EXERCISE 1: PLAN A FOLLOW UP

PLAN YOUR FOLLOW UPS

- **Step 1:**
Map out your weekly checkpoints based on BM's tasks
- **Step 2:**
Plan in the dates in your calendar
- **Step 3:**
Align follow ups with tasks from the 3-Months Plan





FOLLOW UP

EXERCISE 2: HOW TO GIVE FEEDBACK

DESCRIPTION

POSITIVE FEEDBACK

Positive feedback reinforces the Bar Manager's good work

CORRECTIVE FEEDBACK

Corrective feedback influences the Bar Manager to change course or adjust practices that are not working appropriately.

EXAMPLES

2 EXAMPLES OF HOW TO GIVE FEEDBACK:

POSITIVE: "What you did in this situation is excellent! This is why it is good..."

CORRECTIVE: "Good job, I admire your effort! Now, I believe you can do even better. Here's how I think specifically..."

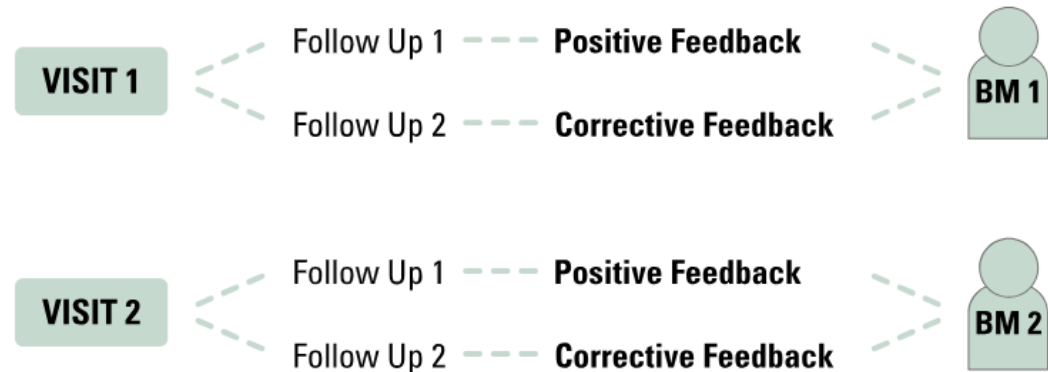


FOLLOW UP

EXERCISE 2: HOW TO GIVE FEEDBACK

PROVIDING FEEDBACK

- **Step 1:**
Plan in two store visits to provide feedback to BM's
- **Step 2:**
Consider which positive and corrective the BM should be provided with
- **Step 3:**
Plan in a follow up with Trainer to review how the feedback was received.





FOLLOW UP

ONGOING FEEDBACK

ON-GOING FEEDBACK

An RM should never wait to offer feedback:

Some find it unpleasant to deliver corrections and will postpone it. However, it will not become easier next time the opportunity for sharing feedback is there.

If the RM choose to postpone giving feedback, they essentially rob the BM the opportunity to develop through the feedback/correction.



NO CORRECTION = NO DEVELOPMENT



HOW DO YOU PRACTICE EFFICIENT TIME MANAGEMENT?



WHAT IS YOUR MAIN TOOL TO BALANCE AND PRIORITISE YOUR TIME?



FOLLOW UP

MASTERING TIME WITH EISENHOWER MATRIX



If a Regional Manager does not follow up on a task, the employees might not take the leader seriously and two of the possible outcomes above might happen



FOLLOW UP

EXERCISE 3: TIME MANAGEMENT - DESCRIPTION

1. Of high importance and urgent now



Do it yourself and do it now.

2. Of high importance but not yet urgent



Plan and do it yourself.

3. Not critical but should be done now



Delegate to someone who can get it done and follow up.

4. Not critical and not urgent



Let go of these tasks. They're time-wasters and unimportant.



FOLLOW UP

TIME MANAGEMENT – TASK EXAMPLES

Do it yourself and do it now

These tasks are both urgent and important. They need to be executed immediately by yourself. Your goal is not to let important tasks become urgent through pro-activity and planning. However, we know that unexpected things can happen which results in an urgent matter of task solving.

Examples:

- Urgent Shift Covers
- Major DOC issues affecting operation heavily
- Serious guest complaints

Delegate it

These tasks should be delegated. They are urgent, but less important, which means you don't need to tend to them yourself. Delegate these to your BM's and use them as training tools to develop your BM's leadership skills. Even though you are delegating these tasks, you are still responsible to ensure performance. You must monitor and mentor the BM's by following up on every tasks. You cannot delegate successfully without a follow up! Because, how can you then ensure quality, as well as give acknowledgement to the well performed tasks?

Examples:

- Usual DOC issues
- Late deliveries
- Training
- Any 4-wall related tasks
- KPI driven performance areas

Plan and do it yourself

These tasks are important but less urgent. These activities have no pressing deadline, but are important for optimising performance. Through planning and pro-activity, you should be able to place most tasks in this box. In this way, you get them done before they become urgent.

Examples:

- Pipeline Planning
- Juicer Rotations
- Shiftplan Assessments

Eliminate it

The tasks you value as unimportant and not urgent. These tasks should not receive your focus as they do not provide any value to the performance or contribute to any value to the training of your BM's. These tasks are just pure distractions from what your job and presence is supposed to result in. Your shift should stimulate sustainable excellence in the 4-wall operation, whether it is regarding training, mentoring, following up or other. If it does not, then your energy is better spent on something else.

Examples:

- Chasing hours BTC without a purpose



FOLLOW UP

EXERCISE: TIME MANAGEMENT – TASK EXAMPLES



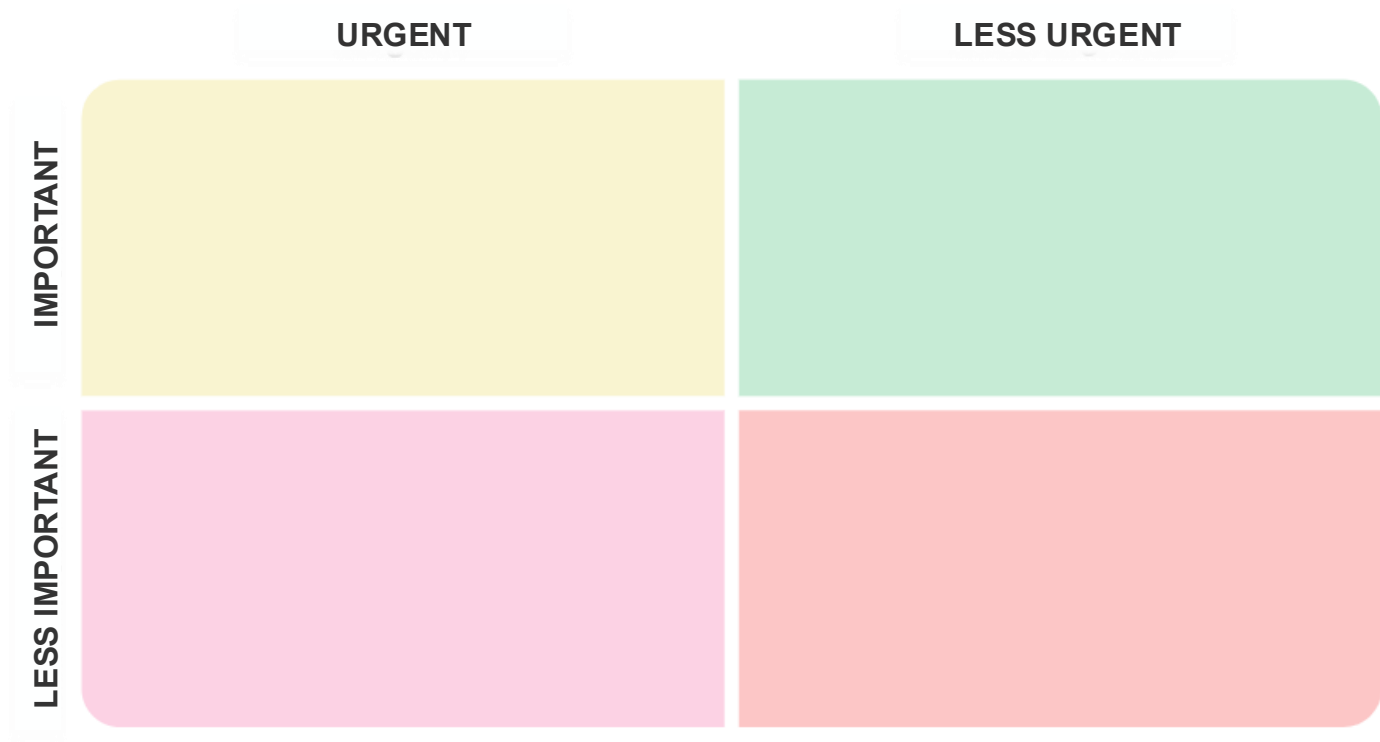


FOLLOW UP

EXERCISE 3: TIME MANAGEMENT - EXAMPLES

TIME MANAGEMENT

- **Step 1:**
Write down all your weekly tasks as an RM
- **Step 2:**
Place all above tasks in the Eisenhower scheme
- **Step 3:**
Reflect on all tasks and consider any adjustments





SUM UP

WHAT HAVE WE LEARNT – WHY, HOW & WHAT?

