



*Joe & The Juice*

# TORCH-BEARER

Regional Manager Leadership Program

JOE & THE JUICE © 2023





# TORCH-BEARER

## LEARNING OBJECTIVES

### THE KEY TOPICS

- Purposes of a Torch-Bearer
- Culture Eats Strategy for Breakfast
- Planting the Cultural Seed
- Cultural Iceberg
- Torch-Bearer Principles
- Social Calendar







BE YOURSELF  
BE THE TORCH







# DESCRIBE WHAT A STRONG COMPANY CULTURE MEANS!



*WHAT DO YOU THINK OF OUR CULTURE IN JOE & THE JUICE?*



# TORCH-BEARER

## WHAT THE SKILL MEANS

### WHAT THE SKILL MEAN?

**MASTERING THE SKILL OF TORCH-BEARER MEANS** the ability to promote the vision, mission and manifest of the company at all times. The goal is to create an attractive culture across your Region, building a strong sense of belonging for all people involved to be proud of.

This requires constant and various efforts in different aspects like how we communicate, what we speak about, what we demonstrate, what we praise, what we measure and what we feel.

*"Culture eats strategy for breakfast"*. No matter how well-designed your strategic plan is, it will not succeed if the people doesn't believe or understand it.



# TORCH-BEARER

CULTURE EATS STRATEGY FOR BREAKFAST

“

**CULTURE  
EATS  
STRATEGY  
FOR  
BREAKFAST**

”



# TORCH-BEARER

OPEN QUESTION

## WHAT IS THE MAIN PURPOSE OF A TORCH-BEARER?



*HAVE YOU EXPERIENCED TORCH-BEARERS IN YOUR OWN JOE-CAREER?*





# TORCH-BEARER

## THE THREE MAIN PURPOSES

1st purpose

Happy team members = Happy guests

2nd purpose

Strong social ties = More at risk for each individual

3rd purpose

Socially respected leader = Professionally respected leader

### Happy Team Members

- Dynamic and positive ambiance
- More fun an engaging for the Juicer to go to work
- Great Guest experiences with inclusion.

1st purpose



### Strong Social Ties

- Strong peer relationships
- More at risk per individual
- Juicers to go the extra inch for each other

2nd purpose



### Social & Professional Respect

- Social Activities outside of work to create attractive workplace
- Easier to implement initiatives
- More fun an engaging for the Juicer to go to work

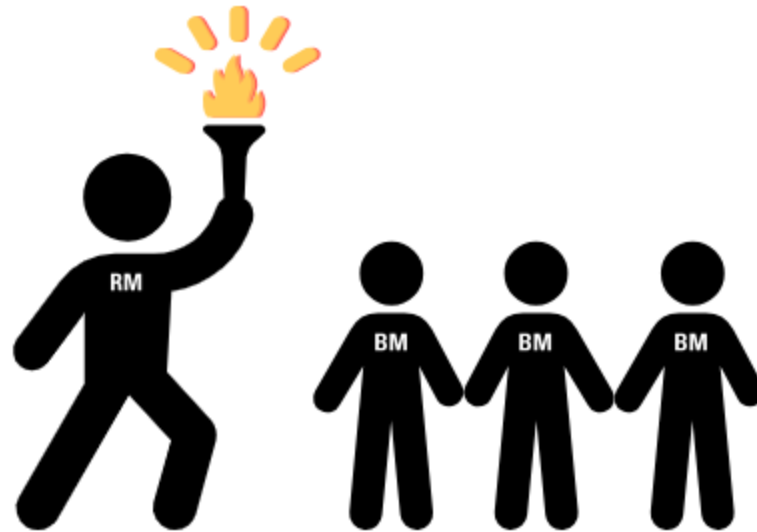
3rd purpose





# TORCH-BEARER

WHAT A TORCH-BEARER IS PROMOTING



## KEEPING THE FIRE BURNING

- Passing on culture and legacy for the next generation to understand and follow.
- Formulates and shapes the future.
- Promotes traditions, events and ceremonies.
- Strives to create social belonging across Region.



# TORCH-BEARER

OPEN QUESTION

**DO YOU SEE  
YOURSELF AS A  
TORCH-BEARER?**

*IN WHICH WAY?*







# TORCH-BEARER

THE CULTURAL TREE

RM



RM TO PLAN THE SEED

BM



BM RESPONSIBLE TO MAINTAIN  
AND WATER THE TREE

OPERATION

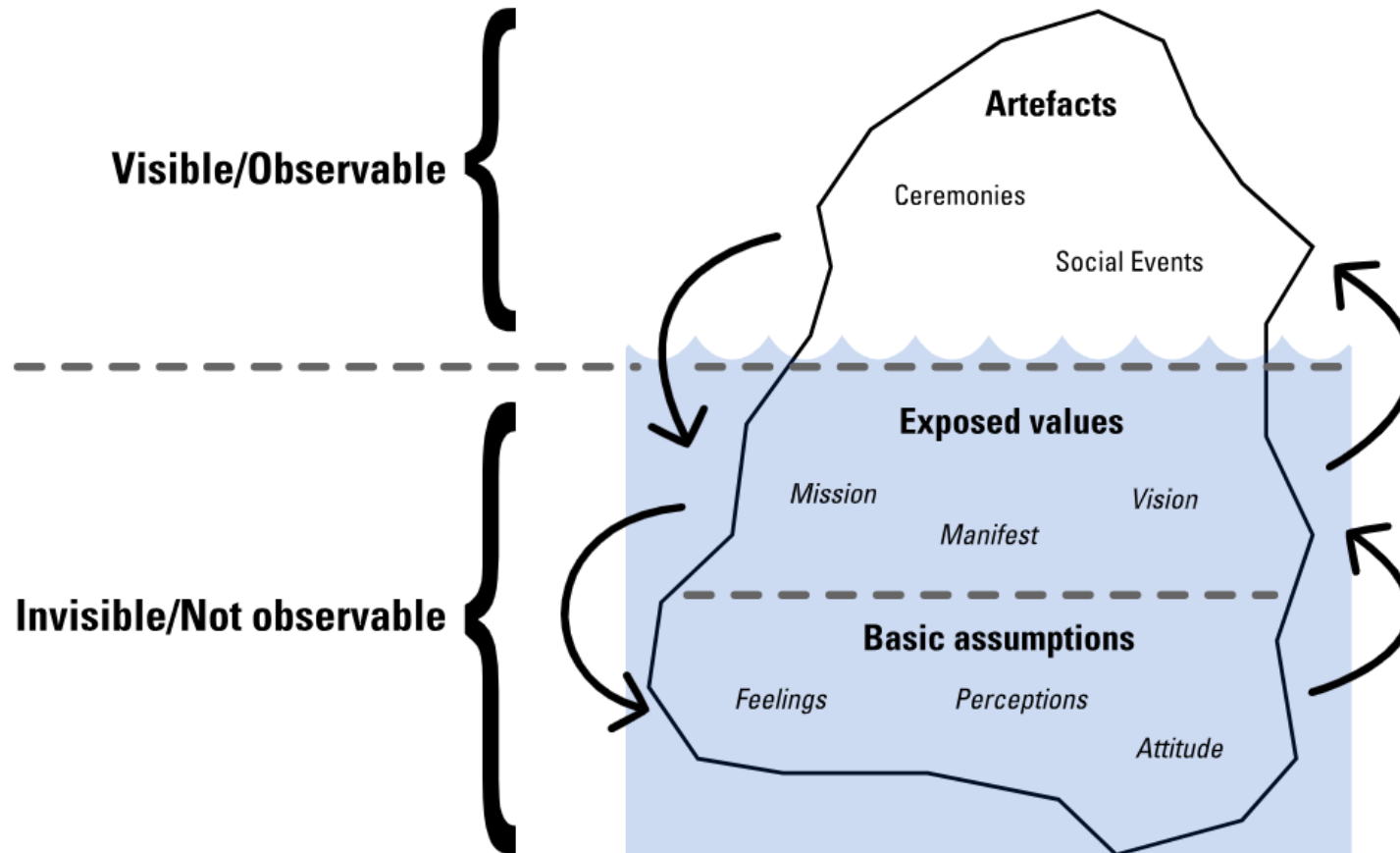


TREE TO GROW AND CULTURE TO  
SPREAD ACROSS ALL STORES



# TORCH-BEARER

## THE CULTURAL ICEBERG



- It's a great idea to implement a foundation of strong values and build a positive environment to achieve followers and commitment at other initiatives
- Vice versa, a great social event can also be a great way to boost culture in a Region and hereby strengthen the commitment when implementing other initiatives across the stores

Cultural initiatives like videos and parties is just the tip of the iceberg in terms of creating a great culture. There are more layers to consider that or not visible at first sight, such as emotions and company values.

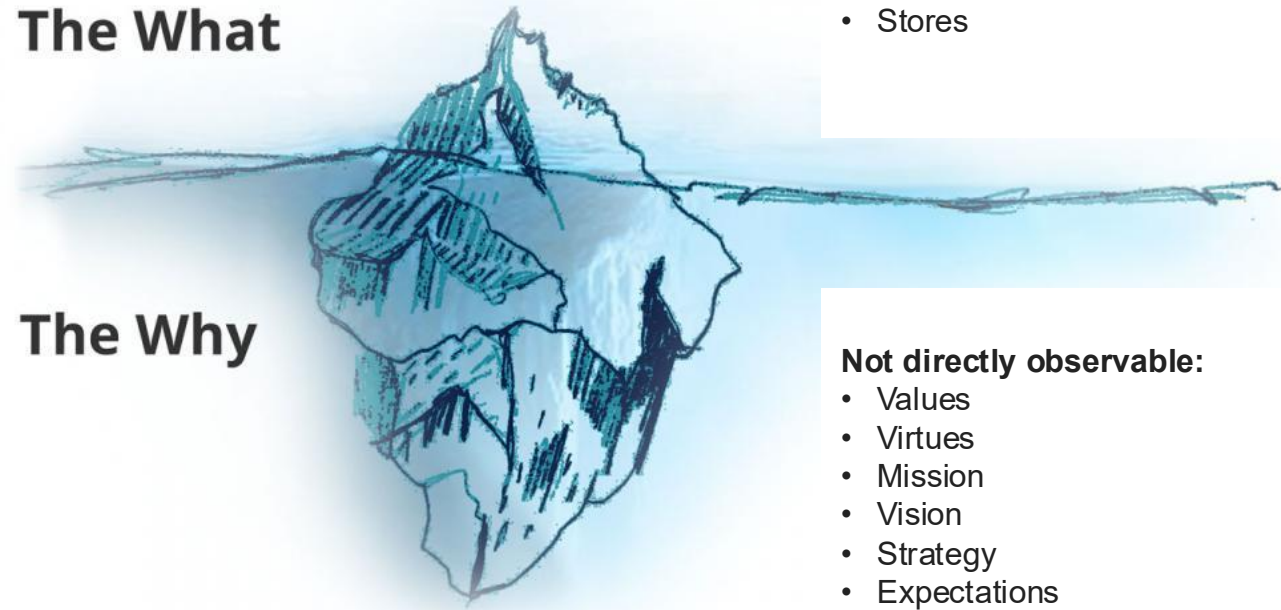


# TORCH-BEARER

THE CULTURAL ICEBERG – THE WHY & WHAT

**The What**

**The Why**



**Observable:**

- Behavior
- Language
- Pictures
- Ceremonies
- Products
- Stores

**Not directly observable:**

- Values
- Virtues
- Mission
- Vision
- Strategy
- Expectations





# TORCH-BEARER

## THE 5 TORCH-BEARER PRINCIPLES



### CREATE A GREAT WORK ENVIRONMENT

#### RECOMMENDED ACTIONS

1. Always say hi to every person at work when entering store.
2. Show interest in people behind the bar. Ask open questions, provide small comments or give compliments.
3. Include Juicers in your own life. Share professional and personal stories.



### IMPLEMENT STRONG SET OF VALUES

#### RECOMMENDED ACTIONS

1. Help, support and provide new knowledge to someone daily.
2. Delegate tasks to give trust to more junior members through elderflower management
3. Practice 2-step approach and lead by referring to manifest and company values



### FORM STRONG SOCIAL TIES

#### RECOMMENDED ACTIONS

1. Encourage teams to attend a social club together
2. Create social gathering outside of work
3. Host Regional event or workshop to include people with an agenda



### DELIVER HIGH LEVEL OF MEANINGFULNESS

#### RECOMMENDED ACTIONS

1. Plan the seed. Inspire others by demonstrating positive behaviour yourself
2. Praise good performance when you observe it
3. Post updates and pictures of good performance to recognise and inspire others to also contribute



### SHARE HISTORY OF JOE

#### RECOMMENDED ACTIONS

1. Share knowledge and own experience
2. Explain the why by everything we do. Encourage others to pursue same journey as you
3. Share motivational “war” stories from when you were in their position



# TORCH-BEARER

## EXERCISE 1: TYPES OF REGIONAL EVENTS

### BM MEETING

- Quarterly meeting for all BM's
- Present 3-Months Plan & Seasonal Focus Points
- Social hangout after meeting

### BM DAY

- Quarterly BM Team Day
- Meeting with goals and focus points
- Planned activity (Inclusion from BM)

### BM TAKEOVER

- All BM's to take a shift in specific store (game day)
- Lead By Example and strength social ties across stores
- Social Activity after

### THEME DAY

- Theme day across all stores in Region
- All Juicers to wear similar accessory or clothing
- Create hype through posts and videos

### REGIONAL EVENT

- Internal DNA Event with competitions
- Speed Off, Latte Art or Show Off competitions
- Signups, competition and prizes

### SEASONAL PARTIES

- Internal Social Event in Region
- Easter, Summer, Halloween or X-Mas parties
- Small or big setups doable depending on budget

### ALIGNMENT WORKSHOP

- Operational subject deep dive in social context
- Align Region on work methods or focus points
- Coffee workshop, engagement workshop for transparency



# TORCH-BEARER

## EXERCISE 1: PLAN YOUR REGIONAL EVENT

### **STEP 1:**

Select a minimum of 3 Regional Events to host during upcoming 3 months.

### **STEP 2:**

Agree on time, date and locations for all events to take place

### **STEP 3:**

Set deadlines for invitation and communication flow (with learnings from upcoming exercises)





# TORCH-BEARER

## EXERCISE 2: A GOOD EXAMPLE



1. Positive Tone of Voice



2. Encourages good performance



3. Applauses a person in the store



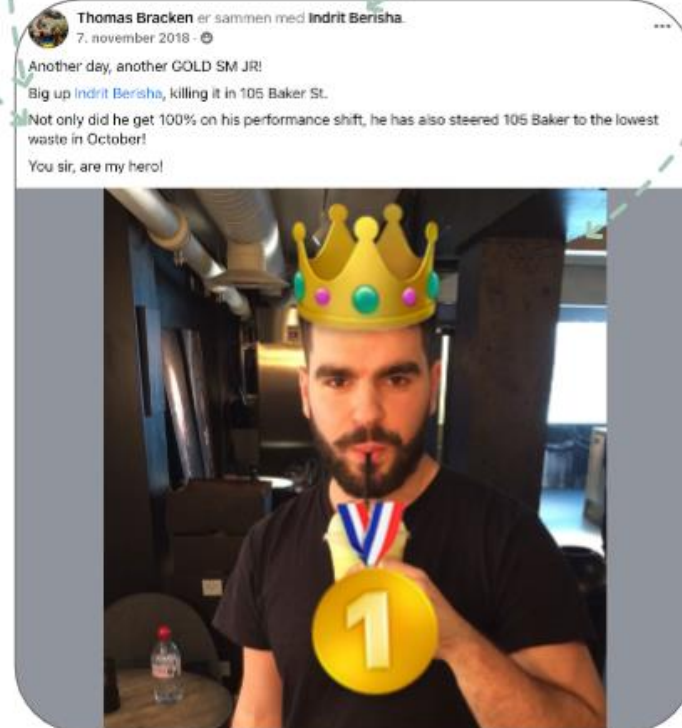
4. Picture or video

1. Positive Tone of Voice

2. Encourages good performance

3. Applauses a person in the store

4. Picture or video





# TORCH-BEARER

## EXERCISE 2: MOTIVATIONAL COMMUNICATION

**TRAINING VALIDATION**

**SALES**

**STORE LOOK**

**PRODUCT**

**New Initiative**

**Upcoming Social Event**

**INTRO:** A couple of weeks before an event/competition takes place (Latte Art / Show Off / Speed Off) you should make a hype message including some key information and hype functions.

**EXAMPLE:** Any DNA Event

- **INFORMATION ABOUT EVENT:** What/where/when is the event?
- **GAME RULES:** What are the set rules for the competition?
- **ENCOURAGE PEOPLE TO PARTICIPATE (HYPE):** In a humoristic way, hype people to wanting to attend. Is there a prize? What pride will follow the people attending/winning? Make a shout out to the people you know would possibly attend.
- **DEADLINE:** Include the deadline day for participation and what they have to do to attend.
- **SHOW HOW IT'S DONE:** Post a video of yourself doing: Latte art, Flair, a Juice in the fastest possible way.

**PURPOSE:** By doing this, you are a torch-bearer for the social events that happens in JOE. You should do this whether if it is a regional event you are hosting, or if it is market based event for all employees hosted by the Culture Officer. It will encourage all Juicers to attend the event ultimately ensuring stronger social ties. No one should be afraid of attending the event or participating in the competition!





# TORCH-BEARER

## EXERCISE 2: CREATE TORCH-BEARERS OF PROMOTERS

### COMMUNICATION CAMPAIGN

#### STEP 1:

Inform all BMs about importance of communication and positive communication

#### STEP 2:

Provide framework to BMs about what they can post and when

#### STEP 3:

Delegate tasks and deadlines for each BM to make a post so at least one post per week is made to Region

Week 1 = BM 1

Week 2 = BM 2

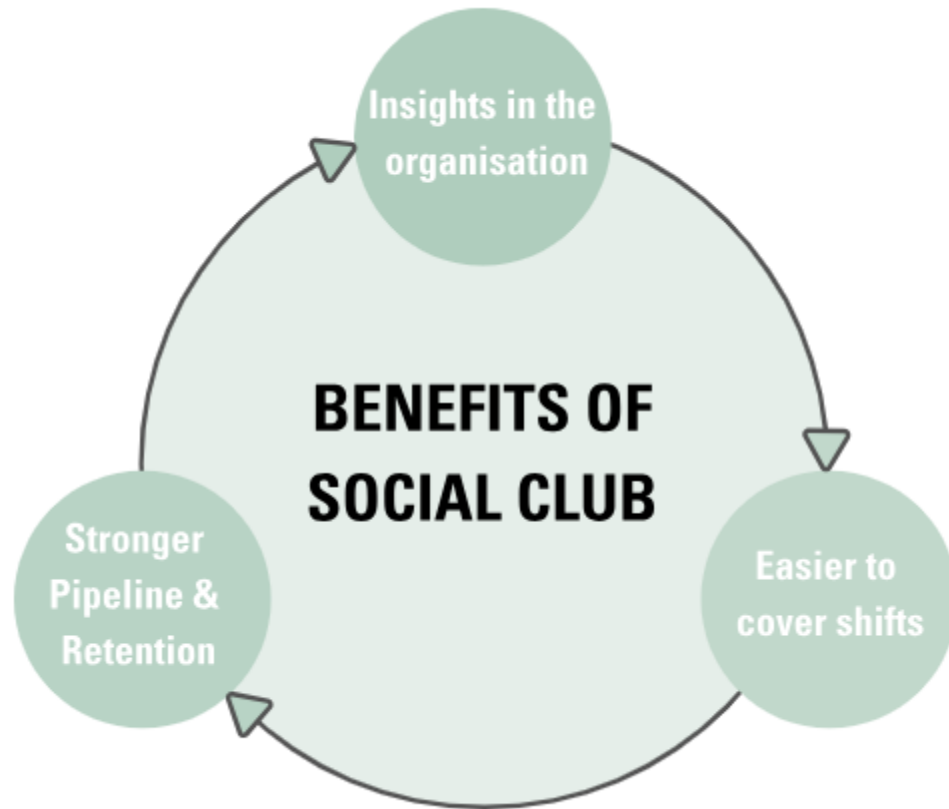
Week 3 = BM 3

Week 4 = BM 4



# TORCH-BEARER

## EXERCISE 3: SOCIAL CLUB ATTENDANCE





# TORCH-BEARER

## EXERCISE 4: ENFORCE SOCIAL CLUBS

### ENFORCE SOCIAL CLUBS:

#### STEP 1: GATHER A TEAM

Agree on time and place to meet for social club

#### STEP 2: BE WELL-INFORMED

Plan to ask open questions in each store about the above event to share information. Incl. how to sign up.

#### STEP 3: ENFORCE THE BM'S

Delegate task to BMs for them to invite Juicers in their store to social club

#### STEP 4: COMMUNICATE AS A TORCH-BEARER

Post a post incl. picture about the activity and recognise people who participate







# SUM UP

WHAT HAVE WE LEARNT – WHY, HOW & WHAT?

