



Employee Development Talks

Moneyball 2.0 Leadership training



Proudly made in JOE collaboration with

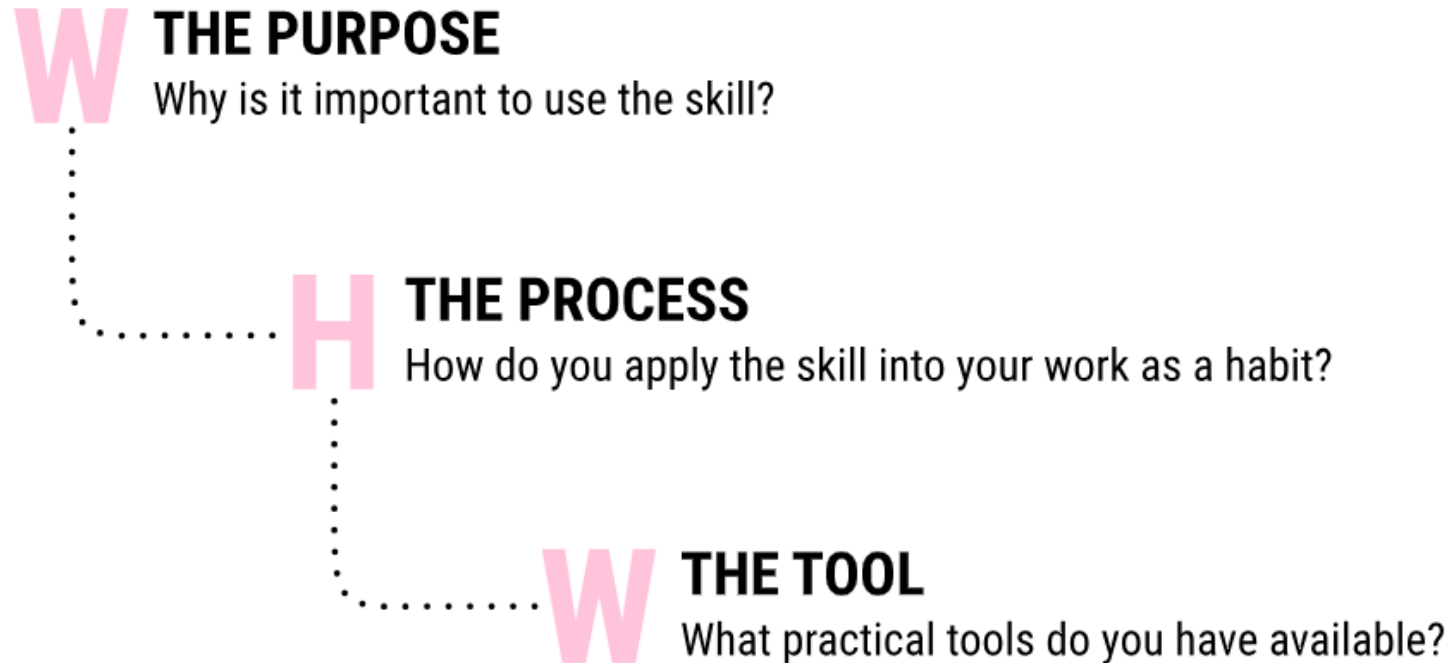
Jan Lysen

#29939 – Sr. Learning & Development Specialist



EMPLOYEE ENGAGEMENT

What have we learnt – why, how & what?





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?

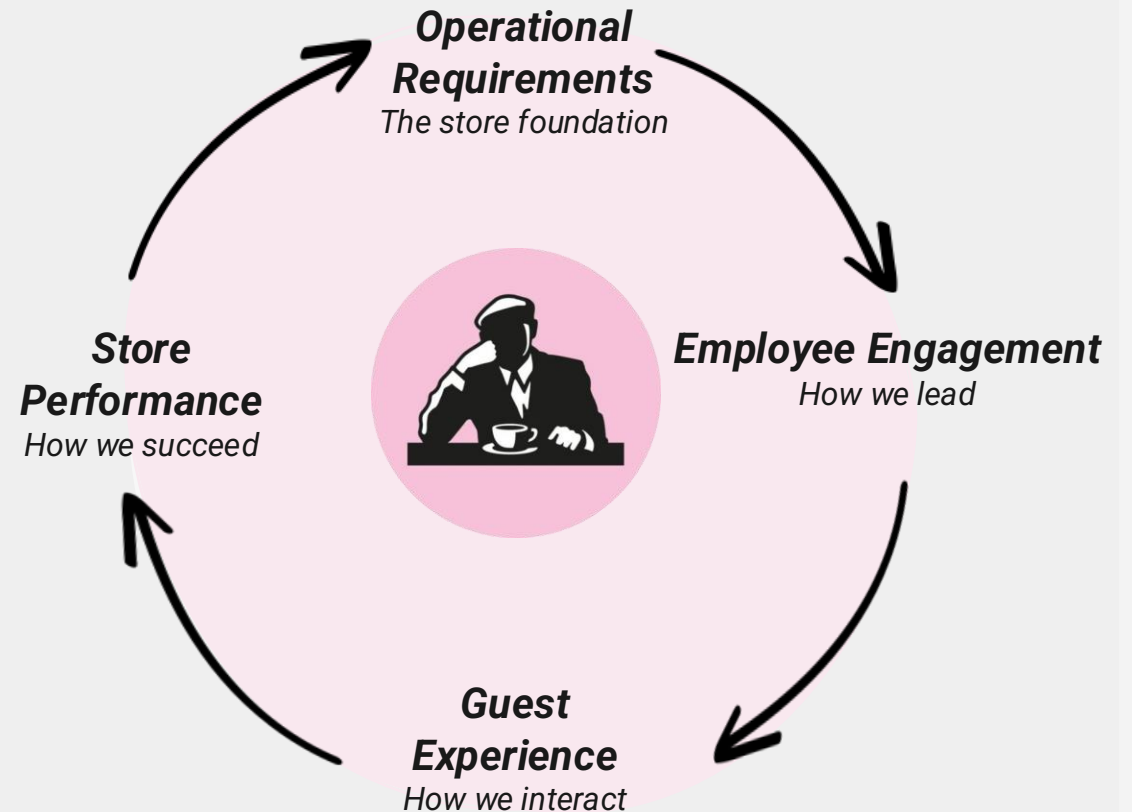
Learning goals for this manager session

LEARNING GOALS

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

1. Why are Employee Development Talks important for operational excellence
2. Executing Employee Development Talks – from on the go talks to documented Juicer-talks
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?



OPEN QUESTION

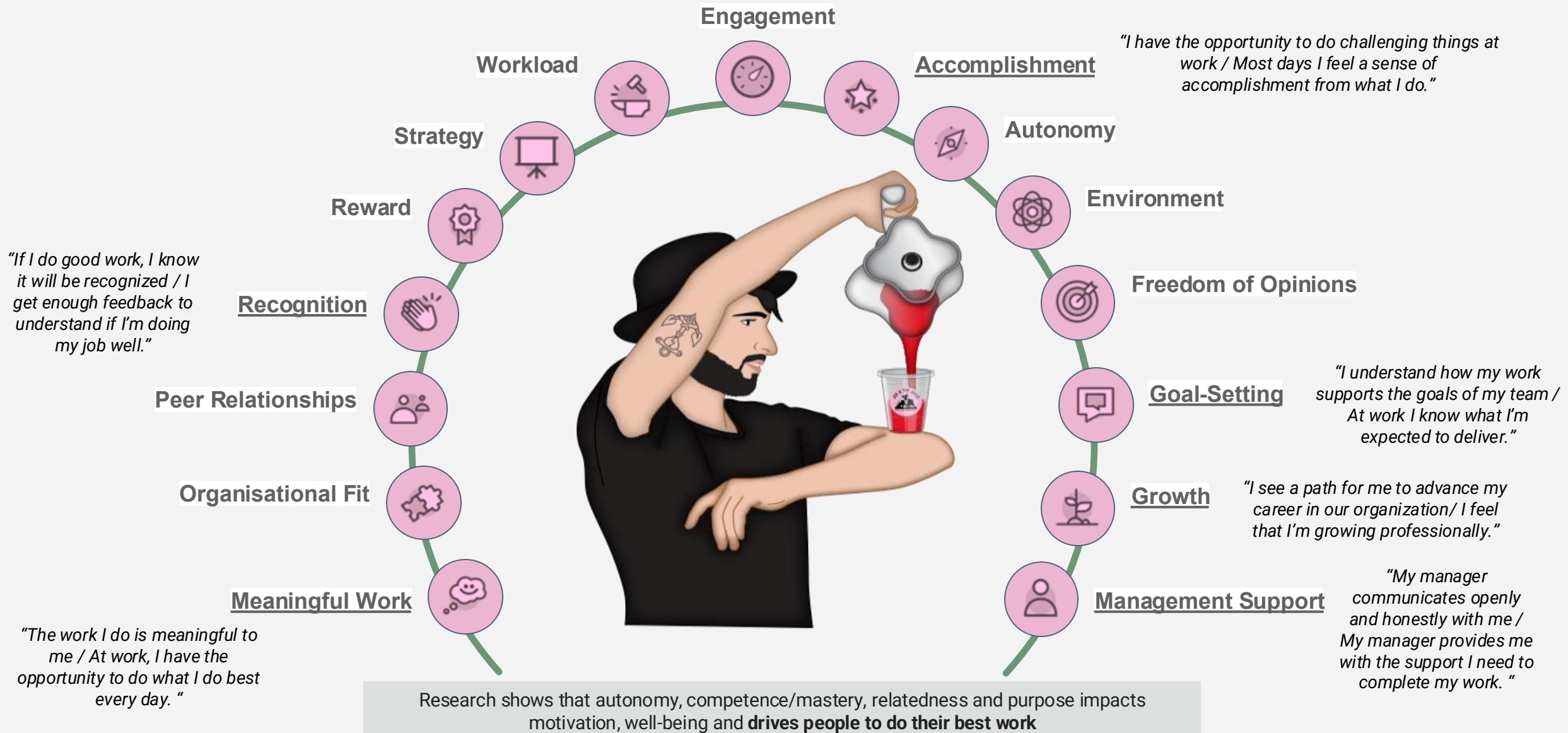
**WHICH ENGAGEMENT DRIVERS DOES
EMPLOYEE DEVELOPMENT TALKS
IMPACT?**





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...**

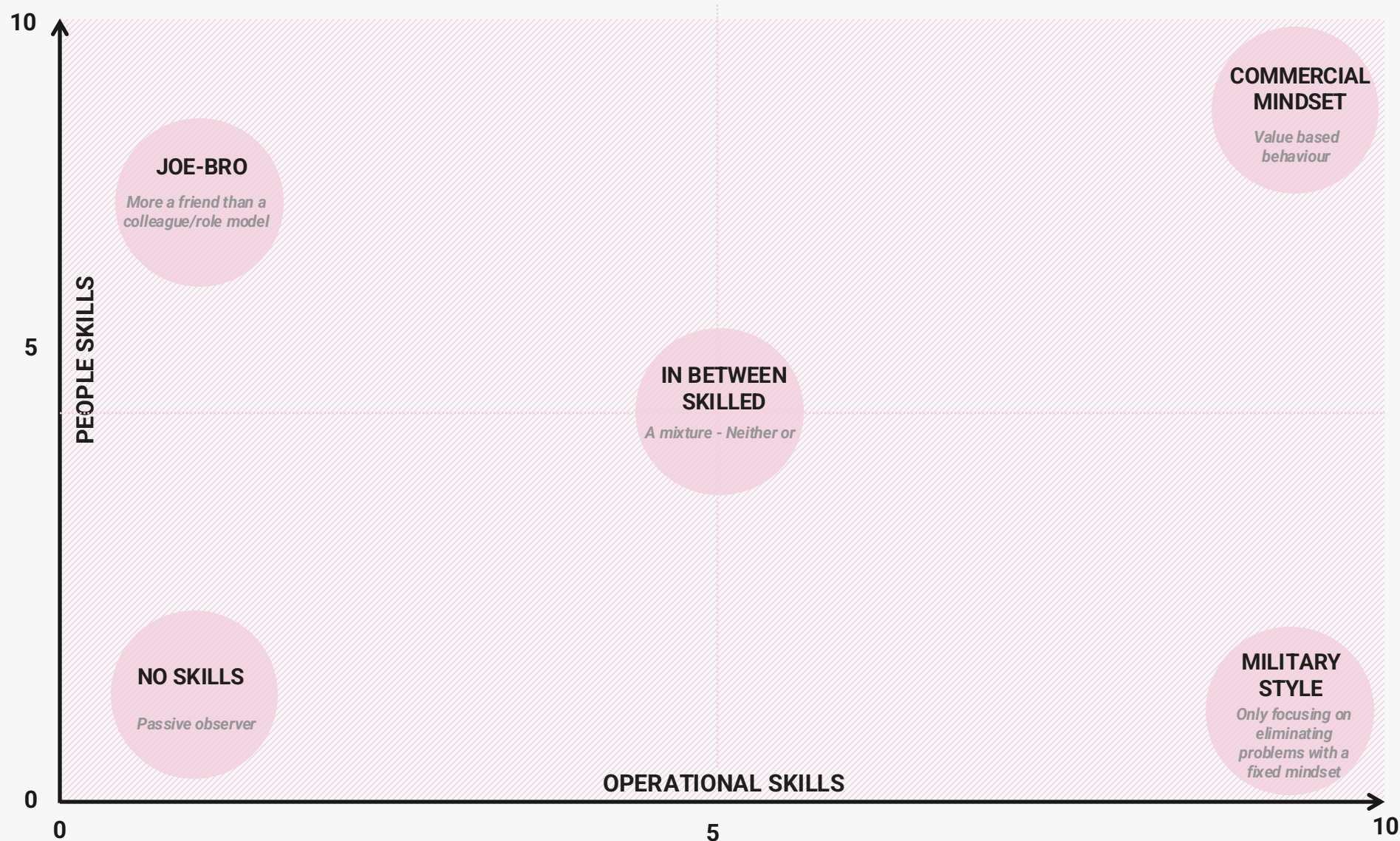


1. *What specifically made the feedback/talk contribute to your development? – write on green post-its*
2. *What specifically did you miss in the feedback/talk for it to have even better impact on your development? - write on pink post-its*



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.



OPEN QUESTION

**HOW DO YOU CURRENTLY GIVE FEEDBACK
TO YOUR TEAM? WHAT IS AN EXAMPLE
OF FEEDBACK YOU PROVIDED RECENTLY -
WHAT WAS THE OUTCOME?**





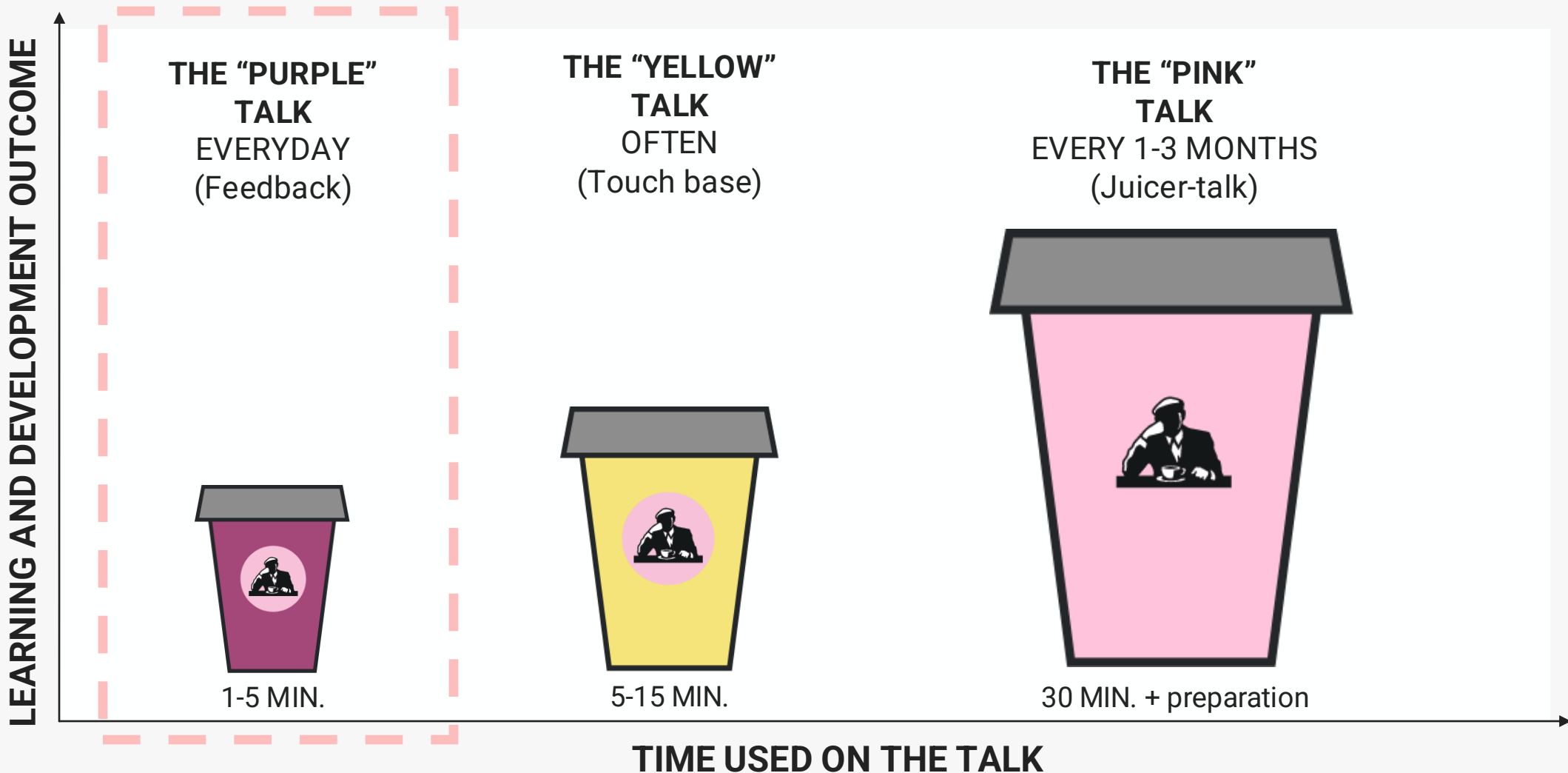
EMPLOYEE DEVELOPMENT TALKS





EMPLOYEE DEVELOPMENT TALKS

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



EMPLOYEE DEVELOPMENT TALKS

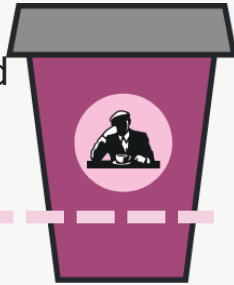
THE EVERYDAY 1-5 MIN. **PURPLE** TALK - BUILD EMPLOYEE DEVELOPMENT INTO DAILY WORK

THE GOOD START

A delicious Purple

The "Milk"

This was
specifically good
And why it was
good



The "Cup"
Your strengths

The "Espresso"

This can be even
better
By doing this

Good approach to begin with

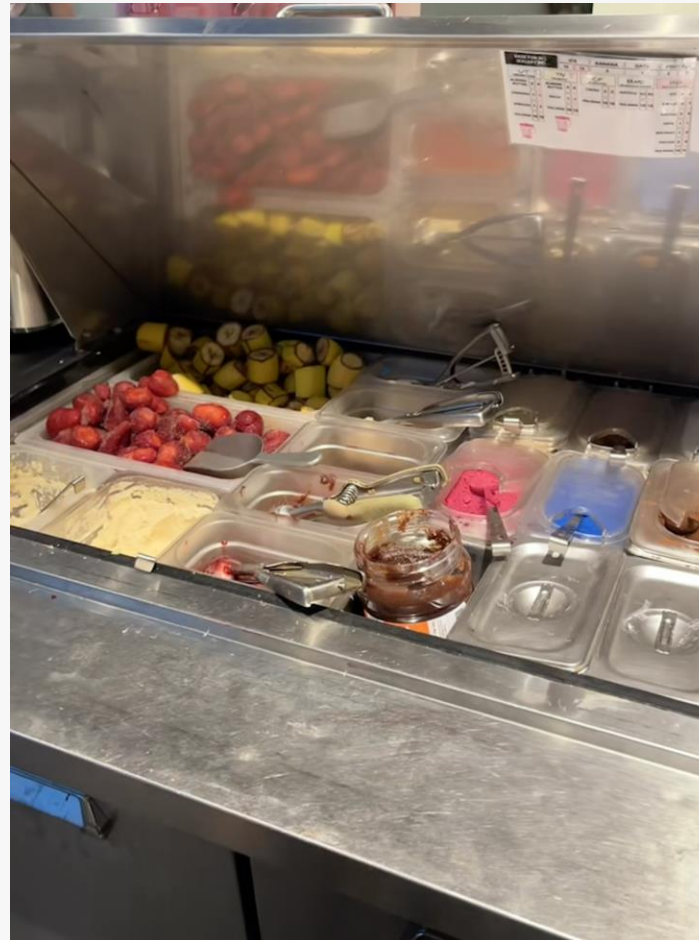
Do not misuse "milk" only to serve the
"espresso" – only well frothed milk
and a good shot makes a good drink

Be aware that **people receive
feedback differently** and will only
remember parts of the feedback



EXERCISE 1

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



Time: 11:07

EMPLOYEE DEVELOPMENT TALKS

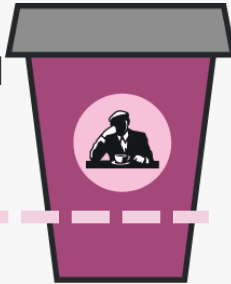
THE EVERYDAY 1-5 MIN. **PURPLE** TALK - BUILD EMPLOYEE DEVELOPMENT INTO DAILY WORK

THE GOOD START

A delicious Purple

The "Milk"

This was specifically good
And why it was good



Your strengths
The "Cup"

The "Espresso"

This can be even better
By doing this

Good approach to begin with

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 receive feedback differently** and will only remember parts of the feedback

THE CLEVER WAY

A delicious Purple - BUT split!

The "Milk"

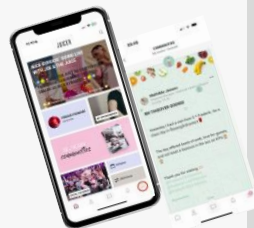
This was specifically good
And why it was good



Your strengths
The "Cup"

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 be served **in front of others, BTC, and on the Juicer App** – "Espresso" should be served **in person and privately**

THE NO-GO WAY

Serving only Espresso does not build motivation

The "Espresso"

This can be even better
By doing this

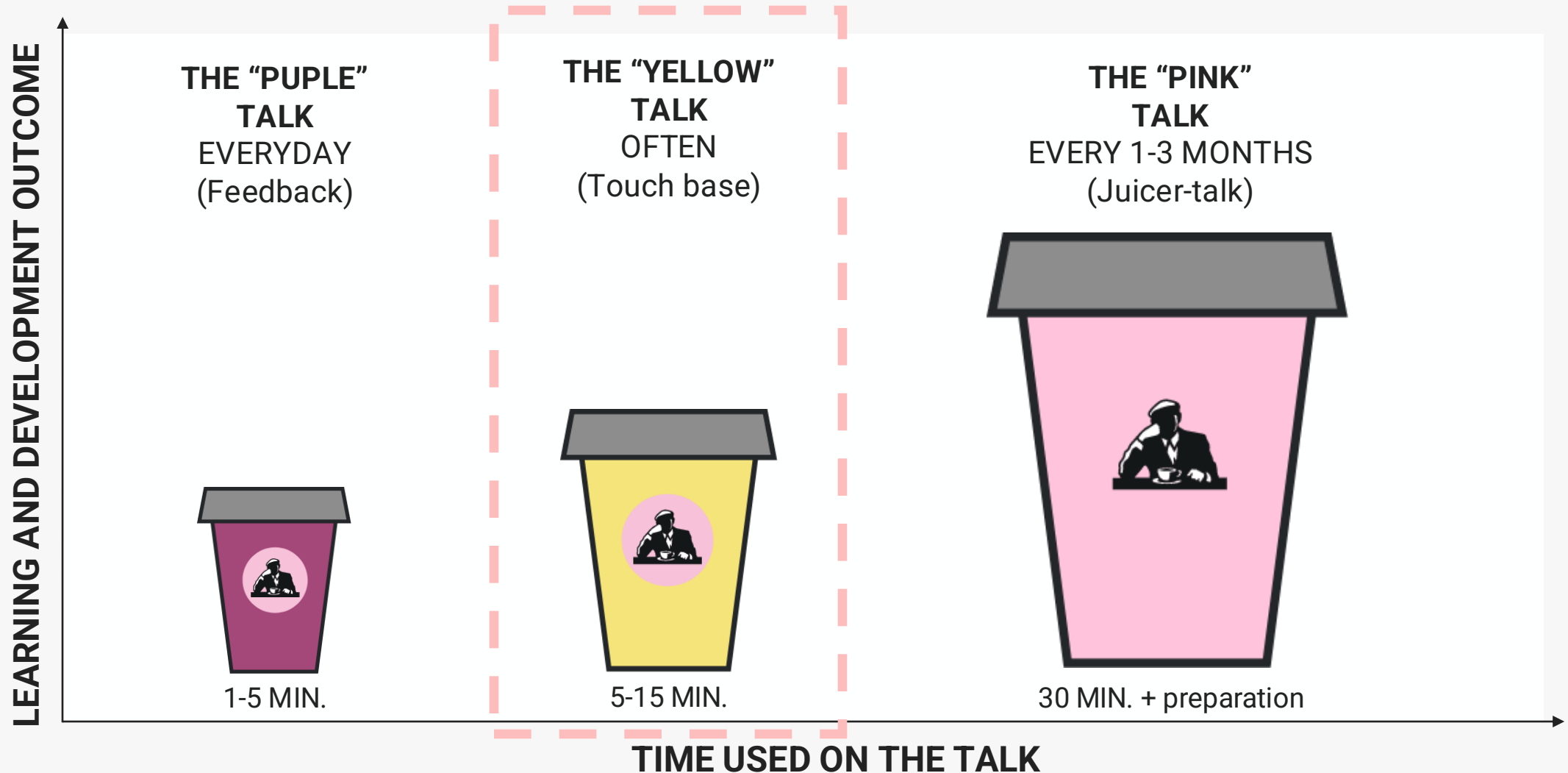
Don't just serve "espresso" – **people need "milk"** to stay motivated

And even worse - complete **lack of "espresso"** means no engagement and motivation to develop



EMPLOYEE DEVELOPMENT TALKS

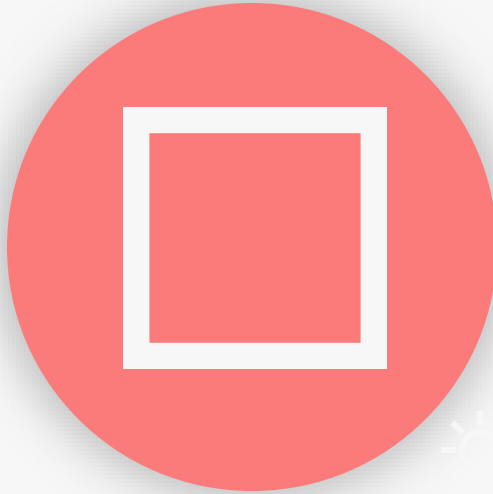
THE 5-15 MIN. **YELLOW TALK** - BUILD QUESTIONS INTO EMPLOYEE DEVELOPMENT OFTEN TO INCREASE OWNERSHIP



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 CONVERSATION

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

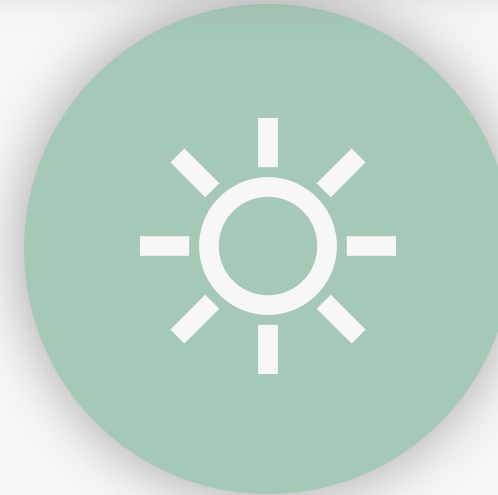


WHY?

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

FOCUS: Errors – Criticism – Excuses – Conflicts
RESULT: Knowledge and insight into the problem

NOW & FUTURE FOCUS



HOW? – WHAT?

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

FOCUS: Opportunities - Learning – Development
RESULT: Attention to what we want in the future 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"

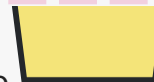
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The "Espresso"

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



THE NO-GO WAY

Espresso only does not build motivation

The "Espresso"

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



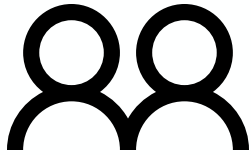
+ **RECOGNIZE** and add your own prepared observations



EXERCISE 2

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

In pairs of two:



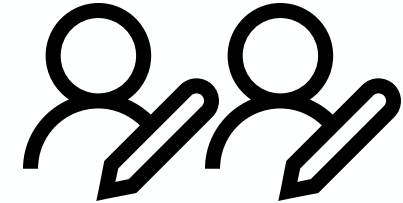
1. Together

One assumes the role of
manager
and
one assumes the role of
employee/shift manager.



2. Together

Have a **YELLOW TALK** -
together



3. Together

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



SENARIOS

CASE 1:

You arrive to your shift at 11:00AM. The store is fully prepped and it is not busy. When you are looking around, you notice the trashes in guest area are full. At 11:40AM your shift manager, who opened, is now going on break. Trashes are still not emptied and just before the rush, you notice the temperatures are not logged on RiskProof from the morning. The store has their usual lunch rush at 12PM but with a wait time through the roof and no team positioning in place.

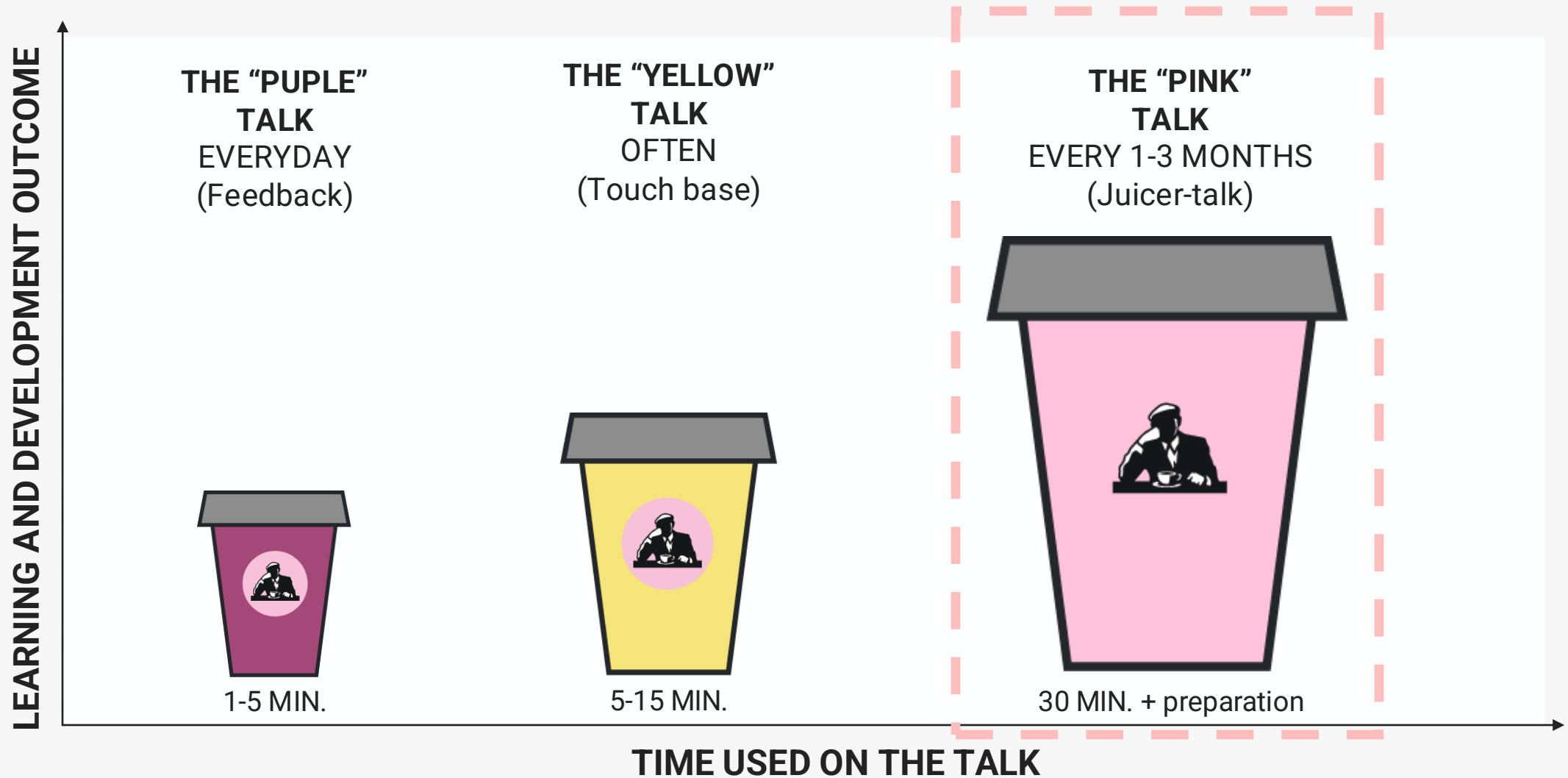
CASE 2:

You have a new juicer who has been working for three weeks. They passed their food station validation and had their juice station validation scheduled for today. They were struggling with the juice speed test, remembering the signature juice recipes, and kept forgetting to use the spill cup. They are arriving to their shifts on time and with a positive attitude but you notice they are not interacting much with the other juices.



EMPLOYEE DEVELOPMENT TALKS

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





EMPLOYEE DEVELOPMENT TALKS

THE 30 MIN. PINK 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



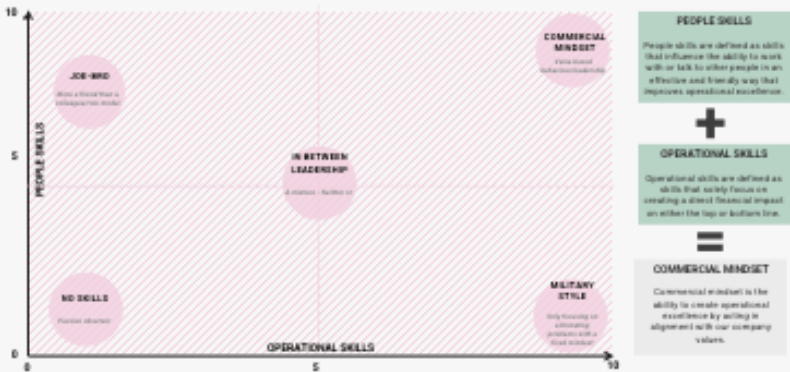
EMPLOYEE DEVELOPMENT TALKS

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? 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		
	People 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		
	Operational Skills	What 1-3 actions do you want to take to develop operational and people skills? + RECOGNIZE by agreeing and adding your own prepared observations		
	Actions	How will you know when you have achieved what you want to learn or become?		
Anchor	Criteria	Where can you get support? Who can you ask for support?		
	Support	Sum up on all meeting points and agree on date and time for next Juicer Talk		
	Sum Up	Insert Operational and people skill actions into Team Performance Overview and save a copy of the Juicer Talk notes		
	Next step			

EMPLOYEE DEVELOPMENT TALKS

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



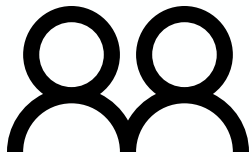
	TEAM PERFORMANCE OVERVIEW											TEAM POSITIONING						
	Full Name	Start Date (M/D/Y)	Tenure in months	FT/PT	Operation skills	People skills	Score	Comments	Ops. Action Points	People Action Points	Status	Food	Juice	Barista	Send out	Till	Open	Close
BM	Frederik Fredsted	01/08/2012	143	FT	9	9	81											
							0											
SM Junior							0											
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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



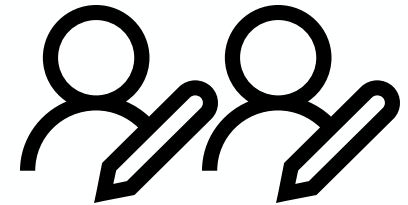
2. Individual

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**

Execute the Juicer-talk when you return to the bar



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"**
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	
Date	Time
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	



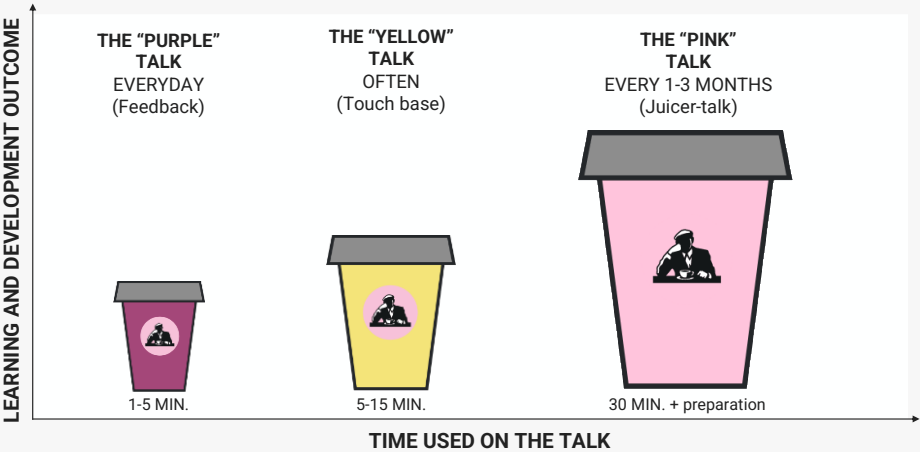
SUM-UP AND IMPACT

From class-room theory to practical in-store skills

What are your **key learnings**?

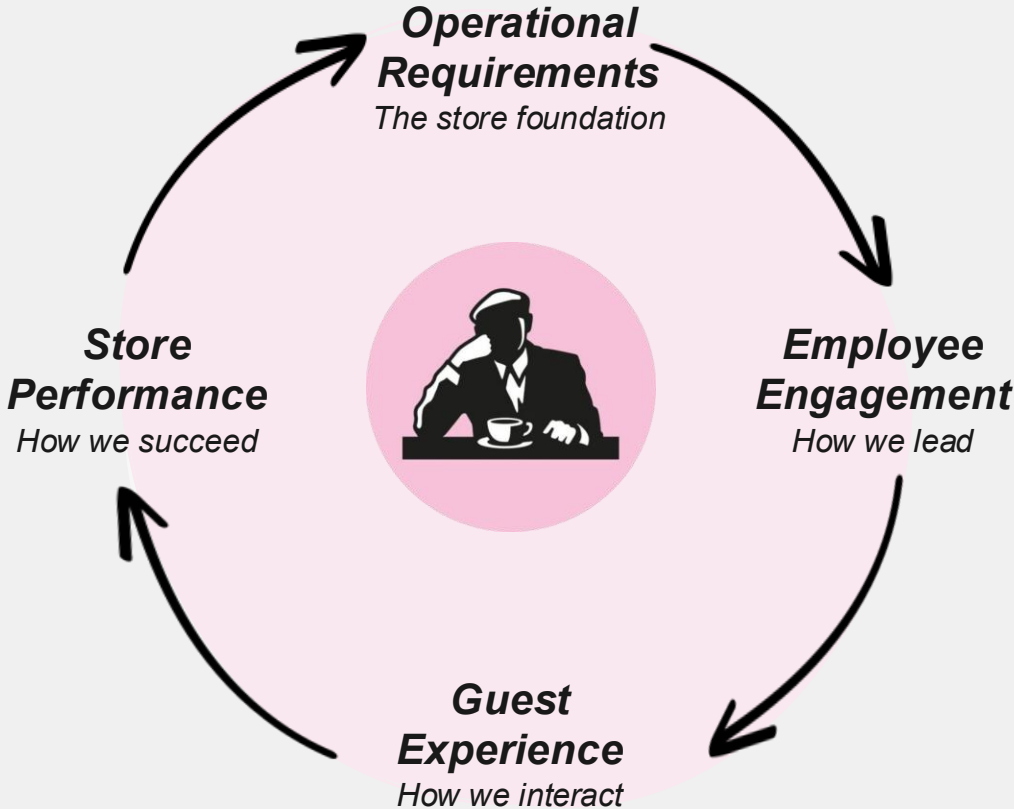


EMPLOYEE DEVELOPMENT TALKS



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?
- 2 How to master the skill
- 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.	Follow up on Purple/Yellow talks Follow up on juicer talks with Store manager every three months



MANAGER SPECIALIST SESSIONS

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