



Introduction

Moneyball 2.0 Leadership Training





Agenda

- 1 **Welcome**
- 2 Background & Purpose
- 3 Circle of Operational Excellence
- 4 Training Plan
- 5 Manager Task & Routine Overview





INTRODUCTION

Learning objectives

WHAT YOU WILL LEARN

Following your training you will be able to:

- Explain your role and how it contributes to the success of your store
- Explain the key components of your personal leadership approach
- Understand the focus elements of a successful Store Manager
- Understand the elements within the circle of operational excellence
- Get a complete overview of your Store Manager training plan

Let's get started!





Welcome

Meet your trainer and colleagues



Tell us about your goals & aspirations!

A fundamental part of succeeding in your new role is to set personal goals and get inspired by your fellow manager colleagues.

Task: Please spend 5 minutes to create 3 Post-its describing the following aspects with key words:

1.

Who am I?

- Name
- Juicer #
- JOE
- job position
- Passion outside
- JOE

2.

My 3 strengths as a leader?

3.

My 3 goals of attending the training program?



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Background & Purpose

Job Description

ABOUT JOE & THE AVOC

Our vision is to become the first truly great people-centric food & beverage brand by offering a healthy, convenient, and authentic experience when entering our universe. To achieve this, we strive to create a culture based on our company values and operational excellence within our four company focus areas: **Ensuring Operational Requirements** are upheld, a high degree of **Employee Engagement**, leading to **delivering great Guest Experiences**, and finally ensuring a strong **Financial Performance**.

Our vision company culture is the backbone of our company's identity, which relies on our employees to adhere to and provide our company values: **Passion & Pride, Inclusion, Social Fair, and Growth**.

JOB SUMMARY

Position Title: Store Manager **Job Description last updated:** 06/01/2025

Reports to: District Manager

As a Store Manager, you are responsible for the daily operation of your store, ensuring the highest performance possible in all areas within the operation through effective spacing with your District Manager. You will adhere to market-specific legal requirements, company policies, risk, and compliance standards. You are expected to lead a full team of your store and lead your team members to create efficient workflows, great guest experiences, and high-quality products.

Your overall success in this position depends on the degree to which you are able to lead, develop, and retain a highly engaged team, where all operational and compliance requirements are followed in order to deliver best-in-class guest experiences during regular customer interactions while ensuring quality. Ultimately, you are accountable for meeting the cost budget, meeting the store sales targets, and driving through existing and new company initiatives.

KEY RESPONSIBILITIES

Vision Based Leadership: Effectively lead your team members in alignment with company vision and operational principles.

Recruitment: Responsible for the recruitment, onboarding, and offboarding of team members, and leading the internal team positioning, and future talent pipeline.

Employee Engagement: Develop and motivate your team through development plans and feedback, in-store training, team meetings, and ensuring employee engagement scores to meet or exceed the true benchmark & score.

Guest Experience: Ensure a guest first approach, building strong guest relations through your local community in accordance with our brand/behavior principles and thereby increase overall guest loyalty.

Operational Requirements: Maintain a safe, secure, and healthy working environment by enforcing hygiene, health, and safety standards while ensuring brand and highest local standards and ratings are maintained.

Shift Planning and Structure: Create an optimal store shift plan considering seasonality, local events, and other circumstances impacting the store traffic and thereby ensure an ideal workflow in accordance with company standards and store budget. Managing employee absences, scheduling, off-boarding, and ensuring working time follows contractual obligations, union agreements, and legal requirements.

Stock Handling: Full ownership of stock handling including but not limited to counting and ordering to ensure optimal inventory and thereby the store percentage is not exceeding the specified monthly target.

Performance Management: Accountable for building sales and optimizing store profit to achieve company defined financial and non-financial KPIs and ensure for and participate in weekly and monthly operational reviews.

KEY PERFORMANCE INDICATORS

Operational Requirements: Hygiene standard, pass and fire safety control, overall health compliance, store checks.

Employee Engagement: Employee Engagement score, participation rate, engagement store actions, and employee turnover.

Guest Experience: Retaining guests, app conversions, compliance, waiting time, product availability, store audits.

Store Performance: PSI, Revenue, waste, EOC, safety cost, productivity, and overhead cost.

I acknowledge that I have understood and agree with the above-stated accountability and responsibilities of this position.

Signature and date, Store Manager **Signature and date, HR Representative**

Please read through your job description to get a full and detailed overview of the responsibilities and KPIs within your role.

Your Role & Purpose

As a Store Manager, you are responsible for your own store in all aspects from production to profit and loss.

You play a key role in upholding the highest operational standards, ensuring an optimal workflow in your store, an engaged team, and enabling great guest experiences. One of your key responsibilities is to support, grow, and develop your team. By providing guidance, training, and mentorship, you'll enable your team to drive performance and effectively achieve business goals in alignment with the "Circle of Operational Excellence," ensuring that every aspect of our operations reflects the highest standards.

As you embark on this journey as a Store Manager, remember that your role is not just about managing your store; it's about empowering people and driving success at every Moneyball level through inclusion, strong social ties, and a positive focus on fostering growth in everything you do by having a commercial mindset and driving culture in the stores by being a torchbearer.

The **key** to your store is now yours – and we are here to support you on every step of the journey just ahead of you.



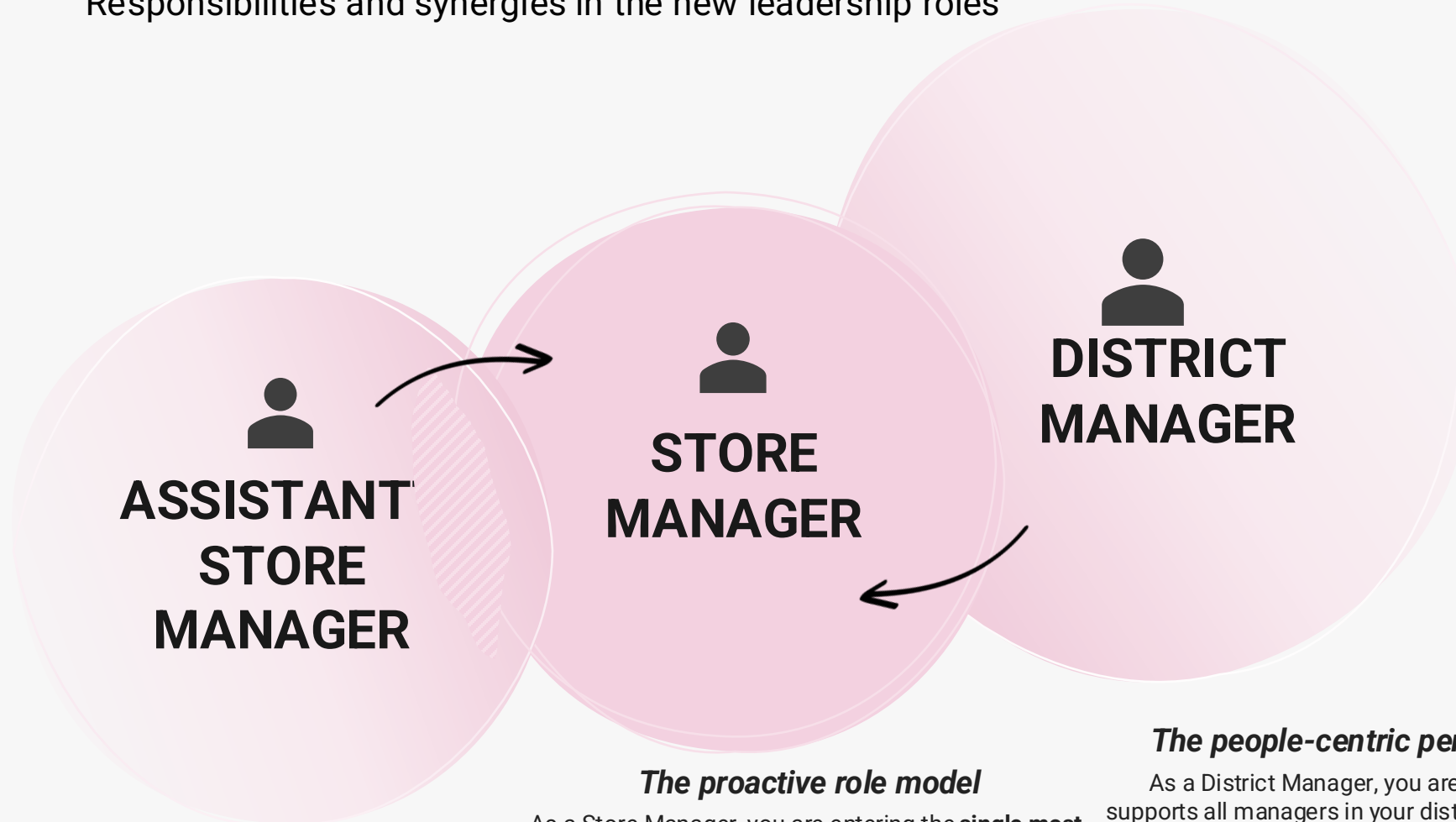
Background & Purpose

Responsibilities and synergies in the new leadership roles



Pink-crossed areas

Indicates that the roles will take over the Store Manager's responsibilities while off-shift or on vacation.



The supportive leadership talent

As an Assistant Store Manager, you are learning each day, and hereby becoming a world-class leader by supporting your Store Manager in creating operational excellence in your store - as a leadership tag team.

The proactive role model

As a Store Manager, you are entering the **single most** impactful day-to-day Moneyball role in the company. You are the torchbearer of our culture and a catalyst for creating performance through your team!

The people-centric performance coach

As a District Manager, you are a role model, who supports all managers in your district to become nothing less than world-class leaders. You are aware that the culture and performance in your district reflect your coaching and mentoring capabilities.



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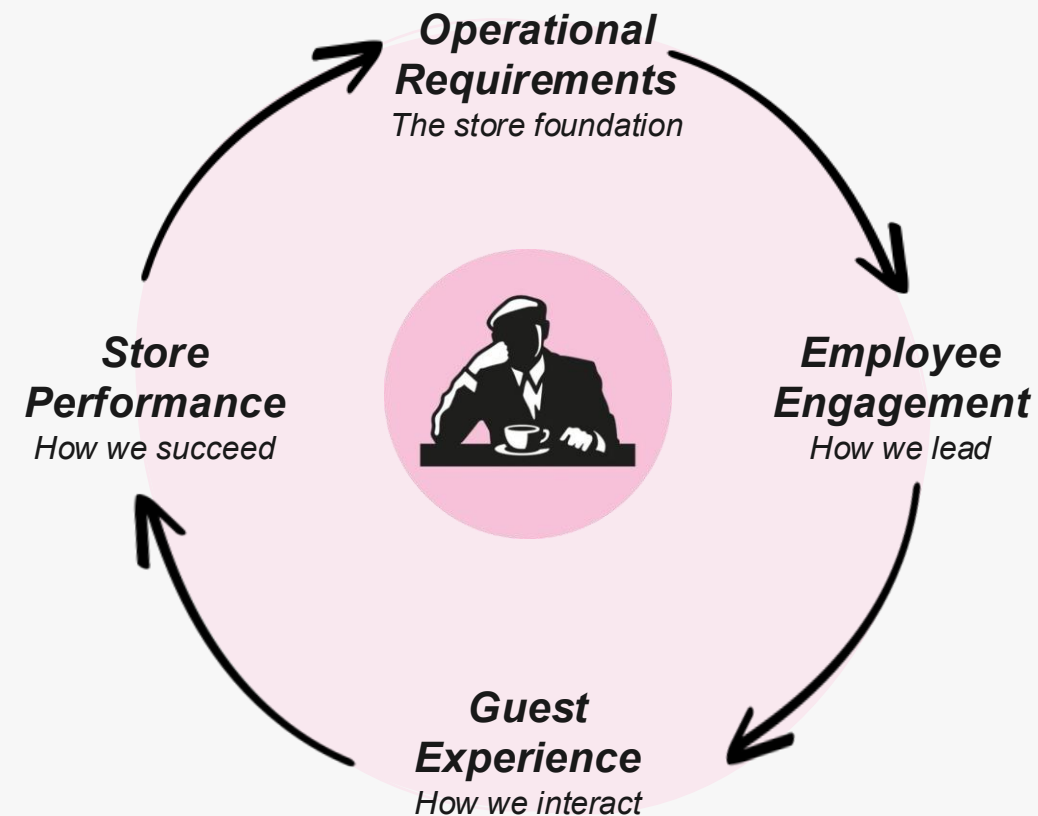
Circle of Operational Excellence

What does good look like?

THE CIRCLE OF OPERATIONAL EXCELLENCE

We believe operational excellence is achieved by excelling in the areas within the *Circle of Operational Excellence*. The framework encompasses all central areas of the business, with a strong emphasis on store structures, and people-centric leadership behavior leading to our unique guest experiences, which result in a strong and holistic overall store performance. The four core elements are:

- Operational Requirements – *The store foundation***
Controls the day-to-day operations to ensure all compliance regulations, food & bar safety standards, conceptual guidelines, and procedures are followed. Fully accountable for the creation and continuous optimizations of shiftplanning.
- Employee Engagement - *How we lead***
Responsible for ensuring engagement in all areas of the Juicer employee lifecycle, including accountability of recruitment, onboarding, development, retention, and dismissals of employees
- Guest Experience - *How we interact***
Aiming to deliver a perfect guest experience every time, by training and leading the team following our brand behavior principles.
- Store Performance – *How we succeed***
Responsible for achieving profitable growth based on store P&L, including weekly & monthly performance reviews.



The Moneyball 2.0 Leadership Program is built for you to master all 4 elements within the Circle of Operational Excellence



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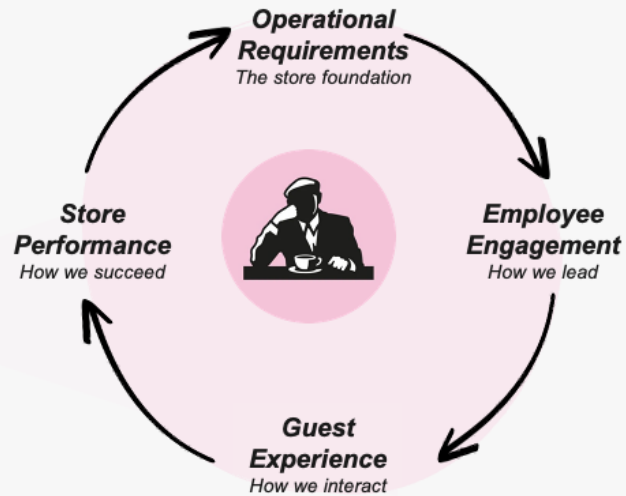


Moneyball 2.0 Leadership Program

Overview of the leadership program

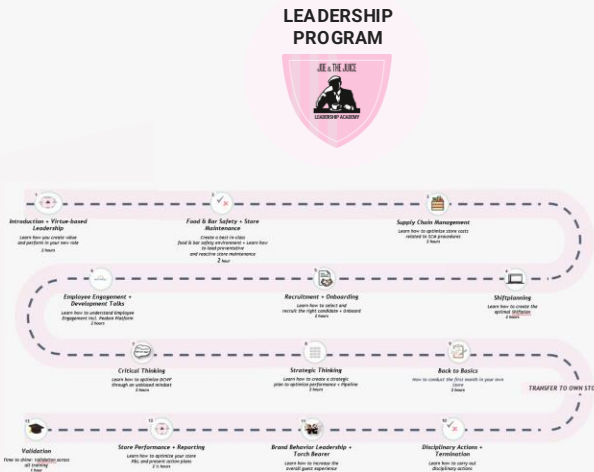
Leading within the Circle of Operational Excellence

As a people-centric company, all training modules are designed to create a strong operational and holistic leader, who can perform in all areas within the Circle of Operational Excellence:



Introducing MB 2.0 Leadership Program

The new 6-week manager training plan. The training plan works across the three Moneyball levels:



Leadership Validation

- A 2-part validation to ensure the STM has the correct skillset to successfully run a store based on the circle of operational excellence

4 Points	The Excellent performance	Fully meets or exceeds all expectations, demonstrating outstanding performance.
3 Points	The Good performance	Meets most expectations, showing solid performance but with some areas needing improvement.
2 Points	The Acceptable performance	Meets basic expectations, but requires significant improvement in several areas.
1 Point	The Unsatisfactory performance	Fails to meet expectations, with performance falling below acceptable standards.

Name: _____

1) MORS template

Notes: How does what was good - why? _____

Notes: How does what could have been better - how? _____

2) MORS - deep dive into action

Notes: How does what was good - why? _____

Notes: How does what could have been better - how? _____

3) Case Study:

Notes: How does what was good - why? _____

Notes: How does what could have been better - how? _____

Total Score: _____

Rating: _____

3-4 5-7 8-10 11-12

Not Passed Bronze Silver Gold

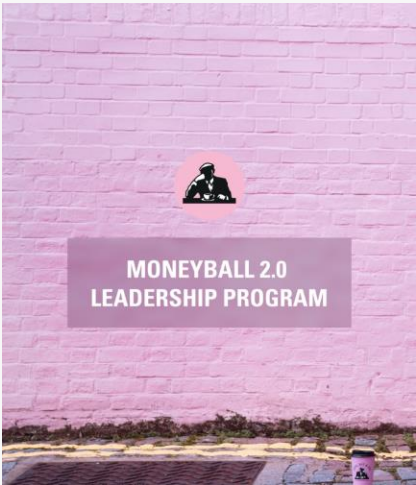


Moneyball 2.0 Leadership Program

Tools & Resources

Workbook

Utilize workbook throughout and in between sessions for application of learnings and transfer of knowledge.



Toolbox

Utilize the store manager toolbox throughout sessions and when you transfer to your store placement.

TEAM PERFORMANCE OVERVIEW											
DATE	TEAM	SCORE	WINS	LOSSES	PCT	AVG	SLUG	OPS	ERA	WHIP	WAR
10/1/2023	Team A	100	10	0	1.000	0.300	0.600	0.900	0.00	0.00	10.00
10/2/2023	Team B	90	9	1	0.900	0.250	0.500	0.750	0.00	0.00	9.00
10/3/2023	Team C	80	8	2	0.800	0.200	0.400	0.600	0.00	0.00	8.00
10/4/2023	Team D	70	7	3	0.700	0.150	0.300	0.450	0.00	0.00	7.00
10/5/2023	Team E	60	6	4	0.600	0.100	0.200	0.300	0.00	0.00	6.00
10/6/2023	Team F	50	5	5	0.500	0.050	0.100	0.150	0.00	0.00	5.00
10/7/2023	Team G	40	4	6	0.400	0.00	0.00	0.00	0.00	0.00	4.00
10/8/2023	Team H	30	3	7	0.300	0.00	0.00	0.00	0.00	0.00	3.00
10/9/2023	Team I	20	2	8	0.200	0.00	0.00	0.00	0.00	0.00	2.00
10/10/2023	Team J	10	1	9	0.100	0.00	0.00	0.00	0.00	0.00	1.00
10/11/2023	Team K	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/12/2023	Team L	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/13/2023	Team M	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/14/2023	Team N	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/15/2023	Team O	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/16/2023	Team P	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/17/2023	Team Q	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/18/2023	Team R	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/19/2023	Team S	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/20/2023	Team T	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/21/2023	Team U	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/22/2023	Team V	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/23/2023	Team W	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/24/2023	Team X	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/25/2023	Team Y	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/26/2023	Team Z	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/27/2023	Team AA	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/28/2023	Team AB	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/29/2023	Team AC	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/30/2023	Team AD	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
10/31/2023	Team AE	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/1/2023	Team AF	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/2/2023	Team AG	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/3/2023	Team AH	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/4/2023	Team AI	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/5/2023	Team AJ	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/6/2023	Team AK	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/7/2023	Team AL	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/8/2023	Team AM	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/9/2023	Team AN	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/10/2023	Team AO	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/11/2023	Team AP	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/12/2023	Team AQ	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/13/2023	Team AR	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/14/2023	Team AS	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/15/2023	Team AT	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/16/2023	Team AU	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/17/2023	Team AV	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/18/2023	Team AW	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/19/2023	Team AX	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/20/2023	Team AY	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/21/2023	Team AZ	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/22/2023	Team BA	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/23/2023	Team BB	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/24/2023	Team BC	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/25/2023	Team BD	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/26/2023	Team BE	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/27/2023	Team BF	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/28/2023	Team BG	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/29/2023	Team BH	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
11/30/2023	Team BI	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/1/2023	Team BJ	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/2/2023	Team BK	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/3/2023	Team BL	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/4/2023	Team BM	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/5/2023	Team BN	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/6/2023	Team BO	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/7/2023	Team BP	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/8/2023	Team BQ	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/9/2023	Team BR	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/10/2023	Team BS	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/11/2023	Team BT	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/12/2023	Team BU	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/13/2023	Team BV	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/14/2023	Team BW	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/15/2023	Team BX	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/16/2023	Team BY	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/17/2023	Team BZ	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/18/2023	Team CA	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/19/2023	Team CB	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/20/2023	Team CC	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/21/2023	Team CD	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/22/2023	Team CE	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/23/2023	Team CF	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/24/2023	Team CG	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/25/2023	Team CH	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/26/2023	Team CI	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/27/2023	Team CJ	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/28/2023	Team CK	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/29/2023	Team CL	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/30/2023	Team CM	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
12/31/2023	Team CN	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
1/1/2024	Team CO	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
1/2/2024	Team CP	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
1/3/2024	Team CQ	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
1/4/2024	Team CR	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
1/5/2024	Team CS	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
1/6/2024	Team CT	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
1/7/2024	Team CU	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
1/8/2024	Team CV	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
1/9/2024	Team CW	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
1/10/2024	Team CX	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
1/11/2024	Team CY	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
1/12/2024	Team CZ	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
1/13/2024	Team DA	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
1/14/2024	Team DB	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
1/15/2024	Team DC	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
1/16/2024	Team DD	0	0	10	0.000	0.00	0.00	0.00	0.00	0.00	0.00
1/17											



- Conducted 2 weeks after completion of the training program
 - Prepare and Present Store Improvement Plan
 - Present training plan for all eligible employees

PART 2 OF VALIDATION

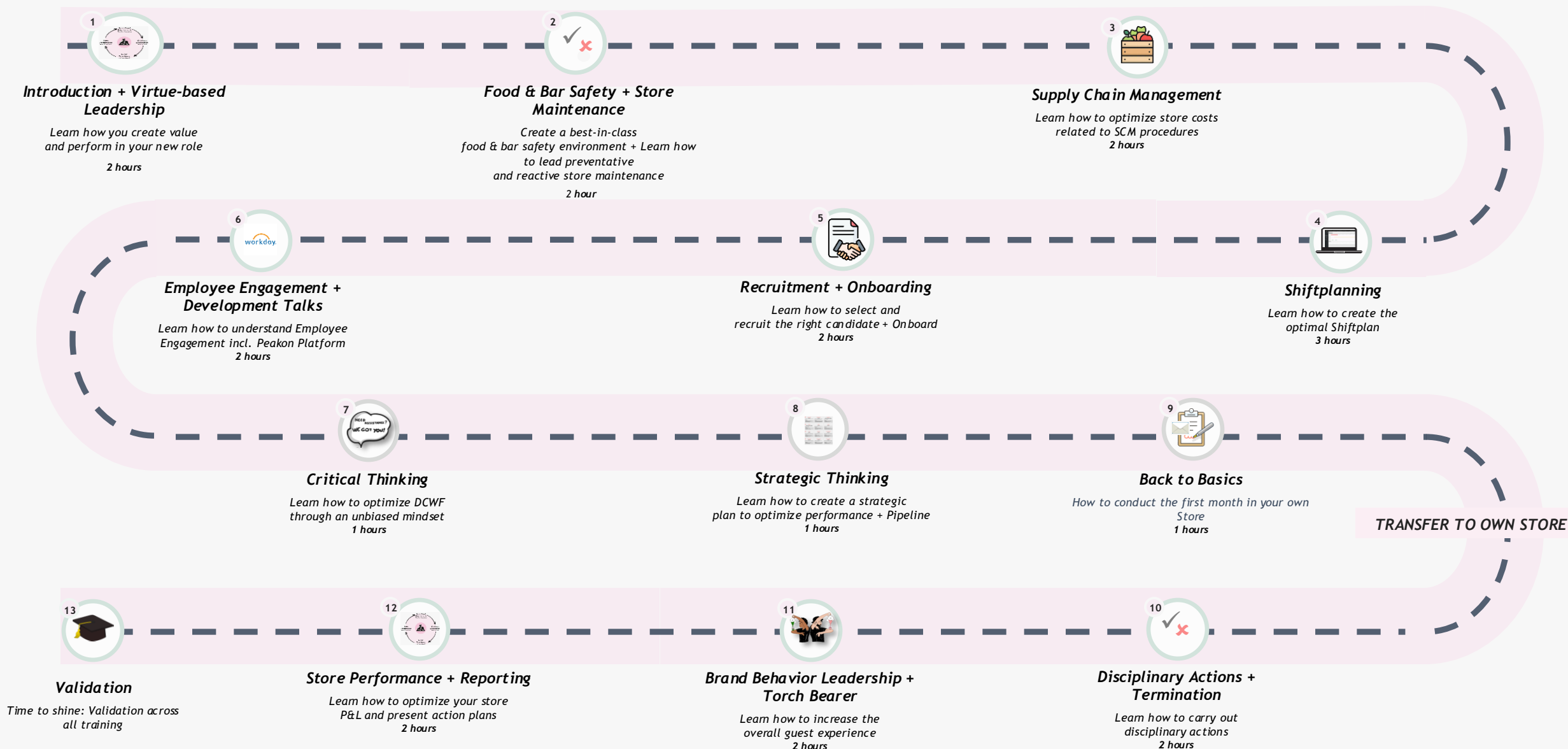
- Conducted 4 weeks after Part 1
- Regional Training Manager and District Manager to conduct Store Audit
- STM to present status of Store Improvement Plan and overall status of the store

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Moneyball 2.0 Leadership Program

SESSIONS 1-9 IN CERTIFIED TRAINING STORE
SESSIONS 9-12 IN OWN STORE



* For all: Certify in all Attensi Module before program / For external recruitments: Cover essential Juicer & Shift Supervisor modules in parallel to leadership program / For Shift Supervisors being promoted to Assistant Store Managers: Cover essential this training

Total hours = 22

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Agenda

- 1 Welcome
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- 5 **Manager Task & Routine Overview**



Manager Task & Routine Overview

Converting the training and learnings into new hands-on manager routines

MONEYBALL 2.0 MANAGER TASK & ROUTINE OVERVIEW					
#	MODULE	TASK	ROUTINE	TOOLS & REPORTS	MAIN KPIs
1	Virtue-based leadership	Lead and develop your team in alignment with your own and company virtues	Daily - Lead virtue-based	The Two-Step Approach	Employee Turnover % Pipeline %
2	Food & Bar Safety & Store Maintenance	Utilizing the RiskProofs Monitoring system to accomodate Pink Standard in store Utilize ServiceChannel on all potential issues in store	Daily - Checklist and defects completion Weekly - Follow up on active workorders on ServiceChannel	Riskproof System ServiceChannel	95% task completion rate DOC from P&L
3	Supply Chain Management	Utilizing COGS reporting and inventory control reports to follow up on team performance within the area.	Daily - IMS Product Making Weekly - Counts & Deliveries Weekly - Waste & Availability Report	Count & Waste Ladder COGS report Inventory Control Reports	COGS Report Waste % Product availability %
4	Shiftplanning	Timely creation of shiftplan and adjustments to accomodate the needs of the store's performance	Weekly - Sensible adjustments Monthly - Template completion & Optimal scheduling	WP2 Shiftplanning Shitplanning Report Salary Controller	Salary % Productivity Wait Time (AWT/CWT)
5	Recruitment & Onboarding	Use the Team Performance Overview to timely allocate and request the need of new hirings. Futhermore use the Recruitment Tools to execute selection processes. Plan, and utilize the Pre- and Onboarding structure and process when new employees are starting in the team	Weekly - Update Team Performance Overview Weekly - Touch Base Meetings Weekly - N4W Request	Recruitment Guideline Onboarding Guideline	Tenure Employee Turnover % Employee Engagement Score 0-3 Months
6	Critical Thinking	Identify performance gaps and implement an action plan	Weekly - Observations and Action Points	4-Step Journey	Store Check Score
7	Strategic Thinking	Utilize WORS & MORS template to improve weekly and monthly store performance	Weekly - WORS preperation & execution Monthly - MORS preperation & execution	STM Toolbox WORS & MORS template	Store P&L
8	Back to Basics	Follow 5 Step Approach when integrating in to new Store	Monthly - 5 Step Approach	The Ripple Effect STM's 5 Step Approach	Employee Turnover % Pipeline %
9	Disciplinary Actions	Being consistent, fair, and structured in the usage of the disciplinary action framework when needed	Daily, weekly, monthly - Follow procedure	Jotform Online Courses	Employee Turnover %
10	Brand Behavior Leadership & Torch Bearer	Provide feedback to employees before, under and after each guest interaction and establish psychological safety at work, so everyone provides feedback to each other Utilize the Juicer App to create engagement and promote social events.	Daily - Purple & Yellow Feedback to team members Weekly - Post on Juicer App Monthly - 1:1 Pink Development Talks	Purple Talk Yellow Talk Pink Talk Juicer App	Complaints % Employee Engagement Score
12	Store Performance & Reporting	Utilize Reports to find performance gaps and create actions to improve overall Store Performance	Weekly - Follow up on relevant Reports	WP2 Reports Reports received through email	All of the Above

Overview Description

- ✓ After completing the leadership training and exam, ASTM, STM, & DM will have the competencies to create operational excellence
- ✓ It is the STM's job to schedule the daily, weekly, monthly and quarterly tasks and routines into the calendar
- ✓ The *Manager Task & Routine Overview* is included as a part of the Manager Toolbox

Role Responsibilities

- ASTM Assist & execute tasks
- STM Plan, delegate & execute tasks
- DM Coach, support & follow-up



Virtue-based Leadership

Moneyball 2.0 Leadership Training





Agenda

- 1 Introduction
- 2 Exercises
- 3 Responsibilities
- 4 Tools & Reports





Welcome to Virtue-based Leadership!

Let's kick it off with our Company Virtue Video



Let's go



Introduction

Open Question

WHAT ARE THE ADVANTAGES OF HAVING COMPANY VIRTUES?

Open Question





Learning Goal

What does the mindset mean?

Learning Goal

Definition

Virtue-based Leadership integrates ethical principles with company and personal virtues

Purpose

Help you as a leader to make decisions and act in ways that inspire others to adopt similar virtues.

Outcome

Fosters an inclusive and distinctive company culture by balancing personal authenticity (individual virtues) with respect for and alignment with organizational virtues (company values).

The Leadership Mindset

“In the Virtue-based Leadership module you will learn how to lead with the right mindset, while all other leadership modules focus on creating the right skillset!”





Introduction

Our four Company Virtues:

Encourage

POSITIVE ATTITUDE

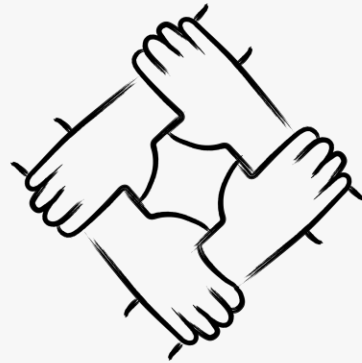


Our ability to see the coffee cup as half full - and not half empty

Choose your attitude

Empower

INCLUSION



Our promise to invite anyone to be a part of our culture

Be inclusive

Form

SOCIAL TIES

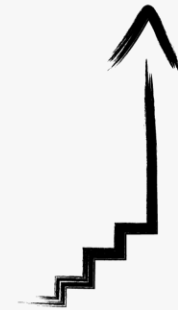


Our ability to create true connections across our stores

Be intentional

Offer

GROWTH



Our ambition to provide personal and professional development

Be curious

***... is what we strive for to “become the first truly global people-centric F&B company”
aligning the top and bottom of our Company Strategy House***



Introduction

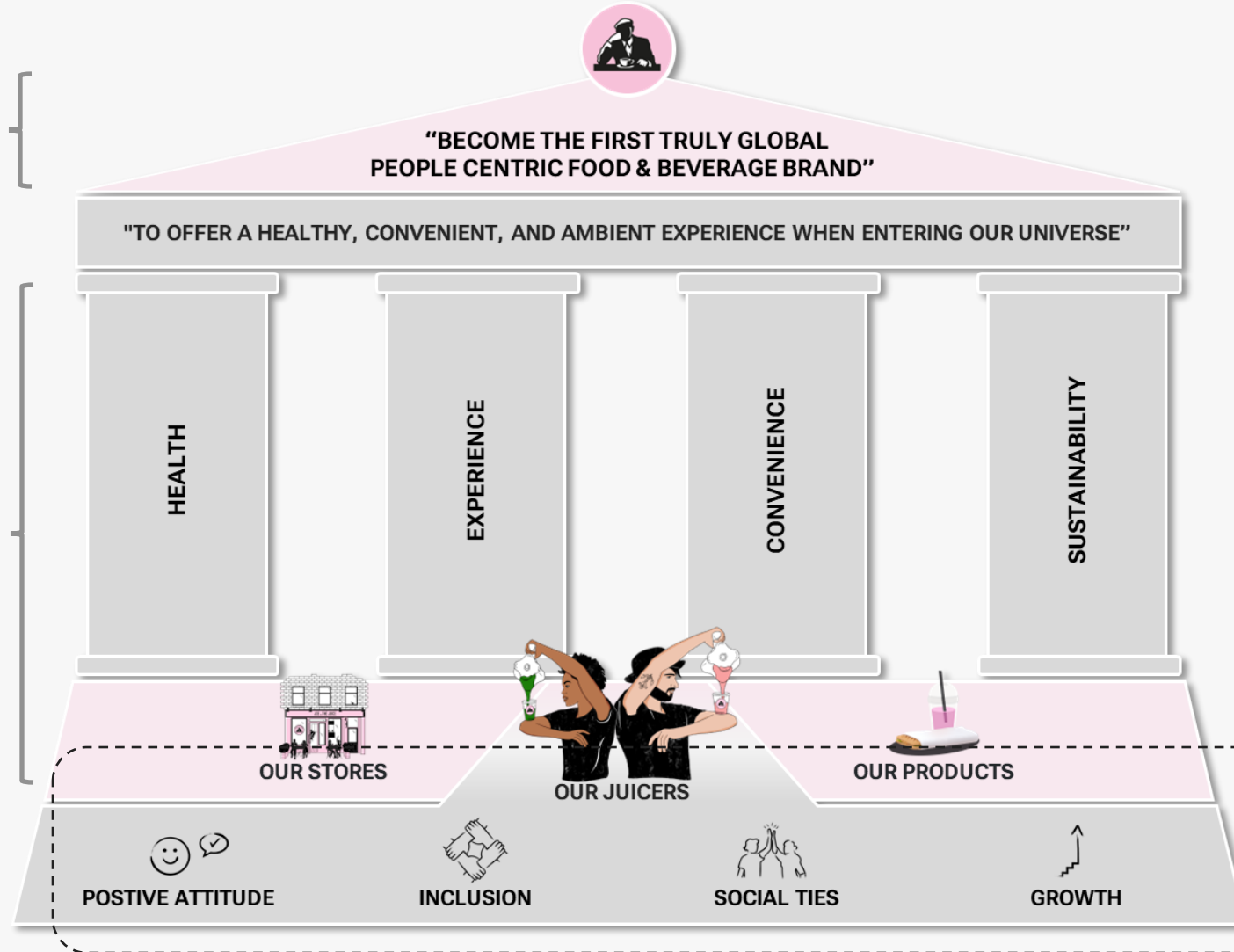
Company Virtues as the fundament of our Company Strategy House

Company Vision

Our long-term goal:
What we strive towards as a company

Company Pillars

Our company value proposition:
What makes us unique and attractive in the eyes of the customers



Company Mission

Our daily mission:
What we stive to do each day to realise our Vision

Company Virtues

Our employee value proposition:
What makes our company culture compelling in the eyes of existing and future employees



Introduction

How to represent the company virtues through your behavior

As a Manager



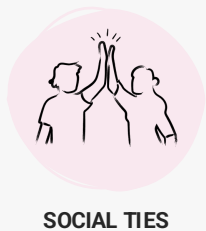
POSITIVE
ATTITUDE

- ✓ Encourage and recognize people around you
- ✓ **Praise and Acknowledge the efforts of others**
- ✓ Promote and enforce a harassment and discrimination free working environment



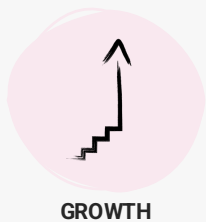
INCLUSION

- ✓ Ask others for their opinion and contribution
- ✓ Actively seek out and consider different perspectives than you own
- ✓ **Seek and promote collaboration and involvement**



SOCIAL TIES

- ✓ Create the foundation for people to gather under your leadership
- ✓ **Be honest and real in your leadership**
- ✓ Be aware of your position and act accordingly



GROWTH

- ✓ **Take responsibility for developing people around you**
- ✓ Be an active listener and provide input and direction
- ✓ Promote development opportunities

As an Employee



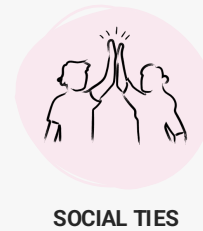
POSITIVE
ATTITUDE

- ✓ **Choose your attitude proactively each day**
- ✓ Speak positively to and about people around you



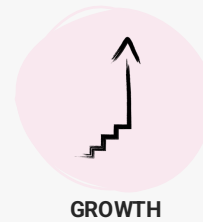
INCLUSION

- ✓ Help your colleagues and manager – and ask for help and assistance when needed
- ✓ **Be inclusive to all team members, managers and guests regardless of background**
- ✓ Welcome and acknowledge opinions different from your own



SOCIAL TIES

- ✓ **Be open-minded and genuine**
- ✓ Be proactive and create own initiative
- ✓ Understand that relations you build can last for a lifetime



GROWTH

- ✓ **Actively seek opportunities, guidance and mentorship**
- ✓ Strive to be a promoter of development opportunities
- ✓ See opportunities instead of limitations in your daily work



Agenda

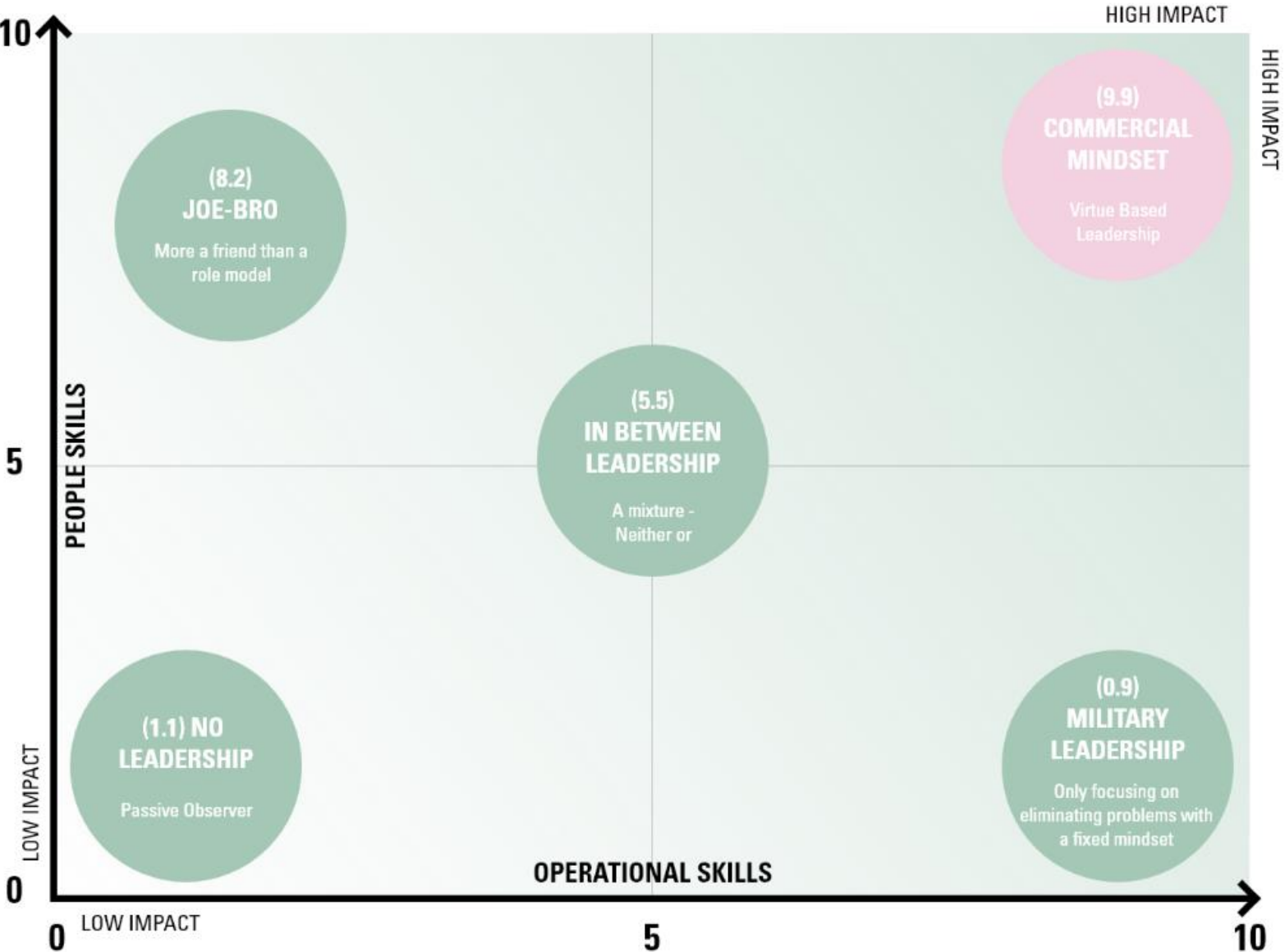
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Exercise 1 – JOE Leadership Archetype

Which JOE Leadership type are you today – 10 min exercise?



1.

Map out where you think you are on the graph in your workbook today by scoring people and operational skills:
e.g. people = 6,
operational = 8
= (6.8) Leader

2.

Explain your reasoning and where you want to be in the future. What kind of actions do you need to take in your daily work?



LEADERSHIP APPROACH

How to make virtue-based decisions

YOUR LEADERSHIP STYLE

As part of being a leader you should actively choose how you want to direct and practice your leadership every day through a set of personal beliefs together with striving to uphold company virtues:



OWN VIRTUES

Own virtues

Diversity and inclusion is the core of our company culture. Therefore, we value and encourage everyone to stay true to their own personal virtues in decision-making when leading employees. It is what makes you unique and why we choose you for the role!

Which are your four most important personal virtues?

1.

2.

3.

4.



COMPANY VIRTUES

Company virtues

To strengthen your leadership decisions, always strive to keep the four core company virtues in the back of your head to magnify the cultural and personal impact of your decisions:

Encourage
POSITIVE ATTITUDE



Our ability to see the coffee cup as half full - and not half empty
Choose your attitude

Empower
INCLUSION



Our promise to invite anyone to be a part of our culture
Be inclusive

Form
SOCIAL TIES



Our ability to create true connections across our stores
Be intentional

Offer
GROWTH



Our ambition to provide personal and professional development
Be curious

INSPIRING DECISIONS

When you add JOE to your virtues in decision-making, you will not only stay true to yourself but also be respected as a professional manager leading the company towards our vision of becoming the first global truly people-centric F&B company.



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RESPONSIBILITIES & WHAT SUCCESS LOOKS LIKE

Key responsibilities within each role

ROLE	RESPONSIBILITIES	PRACTICAL TASKS	HOW TO FOLLOW UP?
DM	Train and develop team of store managers towards a commercial mindset.	Support Store Management team in upholding our 4 virtues and developing them through	<i>Check Employee Engagement, Store Manager Toolbox to highlight gaps direction.</i>
STM + ASTM	Takes full ownership of leading and developing the team in alignment with own and company virtues.	Lead the team by setting a strong example. Use training knowledge to guide and develop team through making virtue-based decisions using the 2-step approach. ensuring standards are met & explain the “Why” behind policies to promote team understanding and commitment	Lead daily operations with virtue-based decisions

FOLLOW UP

If it is a New learning

1. Explain the why
2. Train how to do the task
3. Delegate action points
4. Execute follow up(s)

If it is an Old learning

1. Observe & identify missing optics
2. Guide and remind the why
3. Retrain specific aspects of the task
4. Delegate action points
5. Execute follow up(s)

What does Success look like?

Juicer

Juicer feels all decisions are aligned with the company virtues, and feels the manager is human with the 2 step approach and not just following directions.

STM / A.STM

Store Management is able to implement new initiatives due to highly engaged teams, also fostering pipeline for continuous success.

District Manager

Staff is highly engaged with all current and new initiatives, leading to store performance

In stores without a STM, the ASTM & DM is naturally taking over STM responsibilities



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REPORTS & TOOLS

TOOL	EXPLANATION	WHEN TO USE?	HOW TO USE?	LINK
The Two-Step Approach	Combine Personal and Company virtues to make virtue-based decisions.	Daily use as you lead your store and team	When making decisions, ensure you use the 2-step approach	
Store Manager Toolbox	Utilize store manager toolbox to see pipeline % after calculated from employee data	Daily use	Utilize the dashboard to categorize your juicers skills, which creates a score	



MANAGER SPECIALIST SESSIONS

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