



Validation

Moneyball 2.0 Leadership Training





INTRODUCTION

Validation

What is the purpose of the Store Manager Validation?

- To ensure all learnings in the program has been learned and retained
- To ensure the learnings are being utilized in store
- To ensure the STM has the correct optics on how to improve their store
- To set up the STM for success in their role





VALIDATION FRAMEWORK

How will the validation be conducted?

PART 1

Conducted 2 weeks after STM has completed training

1. Store Manager to run a successful Showtime Shift (Audit conducted by DM & Training Manager)
2. Store Audit (conducted by DM & Training Manager)
3. Store Manager to present Store Improvement Plan (include actions for Operational Requirement, Employee Engagement and Guest Experience)
4. Store Manager to have all eligible employees planned for remaining training

Key Points

Conducting the first validation two weeks after the training has been completed means that the Store Manager will have a full month in their own store before the validation, same amount of time it takes to go through all steps of the STM's 5 Step Approach.

Focusing on Operational Skills through Showtime Shift and correct optics through Store Improvement Plan we ensure the Store Manager can be self-sufficient in improving their store.

PART 2

Conducted 4 weeks after Part 1

1. Store Manager to run a successful Showtime Shift (Audit conducted by DM & Training Manager)
2. Store Audit (conducted by DM & Training Manager – compare score with Audit from Part 1)
3. Store Manager to present Store Improvement Plan with improvements and progress made since Part 1
4. All Employees with more than 3 months tenure fully training in all juicer modules and validations & Store manager knows how to conduct Shift Supervisor training

Key Points

The Store Audit & Showtime Score should have improved, if not, can the Store Manager explain why?

Can we see the progress in the store through the actions the Store Manager presented?

If we do not train and validate our employees, how can we expect them to live up to our expectations?



VALIDATION FRAMEWORK

Part 1

1

SHOWTIME SHIFT

DM & Training Manager to conduct Showtime Audit through Juicer App.

When: Conduct Audit during the busiest hour for the store

Duration: **20-30 min**

To pass: **4 Stars**

If the Store Manager scores lower than 4 stars the feedback will be given, and the Validation will be rescheduled a week later. Conduct Store Audit no matter what.

2

STORE AUDIT

DM & Training Manager to conduct Store Audit through GoAudit.

When: Conduct after Showtime Audit

Duration: **30-45 min**

To pass: **75%**

If the Store Manager scores lower than 75% the feedback will be given, and the Validation will be rescheduled a week later.

3

STORE IMPROVEMENT PLAN

Store Manager to present their improvement plan **after the rush.**

Improvement plan must align with the following:

1. The actions pass the 5 W's of planning
2. The Store Manager can explain the reasoning behind all actions
3. The actions align with our company virtues
4. The Store Manager has chosen the correct actions in terms of the state of the store and team

Duration: **45-60 min**

4

TRAINING

DM & Training Manager to review the following:

1. All TR has been planned out for all remaining training to become a JQ
2. All scheduled training has been planned strategically
3. Store Manager can conduct a successful Station Validation

Ask Store Manager why they have planned the training in that way to test their knowledge

Duration: **30 min**

If the first validation is failed the Training Manager must determine what content must be retrained and plan it within a month.

A new Validation must be scheduled within 2 months of first validation

If the Store Manager fails for a second time the District Manager and Training Manager must agree on what the next steps will be.



VALIDATION FRAMEWORK

Part 2

1

SHOWTIME SHIFT

DM & Training Manager to conduct Showtime Audit through Juicer App.

When: Conduct Audit during the busiest hour for the store

Duration: **20-30 min**

To pass: **5 Stars**

If the Store Manager scores lower than 5 stars the feedback will be given, and the Validation will be rescheduled based results of the other steps.

2

STORE AUDIT

DM & Training Manager to conduct Showtime Audit through GoAudit.

When: Conduct either before or after Showtime Audit

Duration: **30-45 min**

To pass: **90%**

If the Store Manager scores lower than 90% the feedback will be given, and the Validation will be rescheduled based on the results of the other steps.

3

STORE IMPROVEMENT PLAN

The Store Manager to present their progress from the past month **after the rush.**

The DM & Training Manager to check the following:

1. Has the actions improved the Store?
2. If any actions has not been done, can the Store Manager explain why?
3. Are the improvements made in the store measurable on important KPI's?
4. How will the Store Manager move forward on aspects that has not improved?

Duration: **45-60 min**

4

TRAINING

DM & Training Manager to review the following:

1. No TR's in store with a seniority above 1.5 Months
2. All Employees with a seniority above 3 months fully training and tagged in all modules and validations
3. All Shift Supervisors in store has either been trained in all relevant modules or planned for training

If there is planned training for any shift supervisors, ensure all training has been planned correctly.

Duration: **30 min**

District Manager and Training Manager to align on next steps if Store manager does not pass validation.



VALIDATION FRAMEWORK

What does the good validation look like?

1

SHOWTIME SHIFT

PART 1:

1. Audit score on at least 4 stars
2. All tools are in use (TP Board, Bell & Sign, Showtime Playlists)
3. The Team Positioning is strong
 - All Relevant positions has been filled
 - Not only Trainees on one Station
 - Store Manager is either positioned on Send out or floating between stations
 - SSS is clear

PART 2:

1. Audit score on at least 5 stars
2. Same points as in Part 1
3. The Store Manager trains one of their Managers run the Showtime Shift – Teaching others to show high understanding

2

STORE AUDIT

PART 1:

1. Audit score on at least 75%
2. No major issues spotted through Store Audit (i.e. pest issues, cleanliness, Juicer wear issues)
3. Issues observed through Audit are being addressed in Store Improvement Plan

PART 2:

1. Store Audit has improved from first audit
2. Minimum of 90% score
3. Store Manager is fully aware of improvement points but can argue their prioritization

If the first was above 90% and the second audit has not improved the Store Manager can still pass if they can thoroughly explain the reasoning as to why

3

STORE IMPROVEMENT PLAN

PART 1:

1. The Store Manager has filled out the Template correctly
2. All their actions aligns with the 5 W's of planning
3. The Store Manager has at least one action for all aspects of the Circle of Operational Excellence
4. The actions aligns with issues observed through Store & Showtime Audit
5. The Store Manager has chosen a feasible number of actions to complete within one month

PART 2:

1. A minimum of 80% of the actions has been completed, any actions not completed must be explained why
2. The Store Manager has created a presentation to showcase the impact their actions has had on important KPI's and the store overall

4

TRAINING

PART 1:

1. The Store Manager can schedule a new Juicer from start to finish in all relevant modules, validations and touch bases
2. All scheduled trainings is planned with either themselves, the A.STM or a Shift Supervisor
3. The Store Manager knows how to utilize all training tools (Wp2 scheduling, Training/Validation Sheets, E-Campus)

PART 2:

1. Training Completion for the Store is above 85%
2. All Shift Supervisors has been planned correctly

The Goal of this section is to ensure that the Store Manager knows how to train both a Juicer and a Shift Supervisor from start to finish.



VALIDATION FRAMEWORK

Validation Sheet & Certification

LEADERSHIP PROGRAM EXAM

Validation Sheet

The District Manager and Training Manager will evaluate the Manager using the scale below, ranging from 1 to 4, and will add the scores from the three sections together to determine the total score and rating.

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) Showtime Shift Audit:	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4
Note down what was good - why?	Note down what could have been better - how?			
<ul style="list-style-type: none">__________	<ul style="list-style-type: none">__________			
2) Store Audit:	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4
Note down what was good - why?	Note down what could have been better - how?			
<ul style="list-style-type: none">__________	<ul style="list-style-type: none">__________			
3) Store Improvement Plan:	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4
Note down what was good - why?	Note down what could have been better - how?			
<ul style="list-style-type: none">__________	<ul style="list-style-type: none">__________			
3) Store Training Plan:	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4
Note down what was good - why?	Note down what could have been better - how?			
<ul style="list-style-type: none">__________	<ul style="list-style-type: none">__________			

[Validation Sheet - Manager US version](#)



CERTIFICATE OF COMPLETION MONEYBALL 2.0 LEADERSHIP PROGRAM

JOE & THE JUICE

Name of Leader _____

Virtue Based Leadership

2 hours

The ability to lead and make great decisions in alignment with own and company virtues.

Food & Bar Safety & Store Maintenance

2 hours

The ability to lead best-in-class F&B safety environment towards guests and employees, and to lead preventative store maintenance, troubleshooting, and understand DOC SOP.

Supply Chain Management

2 hours

The ability to understand your COGS report and optimize it through stock management and daily supply chain leadership behaviors.

Shiftplanning

3 hours

The ability to create the optimal store shiftplan by having the full autonomy of distributing allocated template hours.

Recruitment & Onboarding

2 hours

The ability to interview and select the right candidate for the job and the team, onboard new employees into your store in an efficient, engaging and welcoming way, setting the employee up for success from day one.

Employee Engagement & Development Talks

2 hours

The ability to gain insights and analyze engagement surveys in order to improve and maintain high employee engagement across all teams, and host one-on-one development talks.

Critical Thinking

1 hour

The ability to analyze what you see from a situation, gain insights and recommend action points to achieve operational excellence in a store

Strategic Thinking

1 hour

The ability to enable critical thinking skills to create action points for the future & thereby solve complex issues & concerns

Back to Basics

1 hour

The ability to create the natural joe-vibe in your store using the ripple effect and understanding how to conduct a proper, structured approach to a new store & team.

Disciplinary Actions & Terminations

2 hours

The ability to carry out disciplinary actions and terminations in a compliant and people-centric manner.

Brand Behavior Leadership & Torch Bearer

2 hours

The ability to increase the overall guest experience, and to promote a strong culture through inspiring behavior, sharing experience and social initiatives

Store Performance & Reporting

2 hours

The ability to understand your P&L report and analyze, optimize, and drive performance through weekly and monthly actions.

District Manager

Training Manager



[Moneyball 2.0 Certificatess](#)



REPORTS & TOOLS

TOOL	EXPLANATION	WHEN TO USE?	HOW TO USE?	LINK
Store Improvement Plan	Template for adding actions in all aspects of the circle of operational excellence	Monthly	Add you focus areas and afterwards your actions that aligns with the 5 W's of planning and the SMARTer Model	
GoAudit + Juicer App	Where we conduct our Store Assessment and Showtime Audit	For every validation	Answer every question with high expectations and standards	
Store Manager Validation Sheet	Validation sheet to ensure all Store Managers gets validation fairly and has the same expectation	For every validation	Utilize during step 3 and 4 of the validation to note down thoughts to make a clear judgement at the validation	