



Exam

Moneyball 2.0 Leadership training





THE LEARNING OBJECTIVES

STM EXAM

THE MANAGER WILL BE EVALUATED ON THE FOLLOWING CRITERIA:

- ✓ Is the Manager capable of demonstrating a **Virtue Based Leadership Mindset**?
- ✓ Is the Manager capable of demonstrating **both people and operational skills**?
- ✓ Is the Manager capable of leading and developing people with a **people-centric mindset**?
- ✓ Is the manager capable of demonstrating skills to manage the **Operational Requirements** regulations and guidelines?
- ✓ Is the manager capable of demonstrating skills to lead **Employee Engagement** in all areas of the Juicer employee lifecycle?
- ✓ Is the manager capable of demonstrating skills to lead the team aiming to deliver a perfect **Guest experience** every time?
- ✓ Is the manager capable of demonstrating improvement of **Brilliant Basic Store performance** based on detailed actions in the performance review (Business Review)



EXAM WEEK

THE PREPARATION

IMPORTANT:

The Manager must have filled out and updated their complete H.D.G.L.L., Excel Toolbox & Business Review to attend the exam.

PRE EXAM OPS AUDIT

W.D.G.L.L

“WHAT DOES GOOD LOOK LIKE”

The Store Manager will prepare a W.D.G.L.L. Audit walkthrough with their DM before the Exam, by setting the standard for what "good looks like" in their store. They will then align with their District Manager on visual and operational expectations going forward.

Findings & Pictures will be documented and saved as a PDF in the W.D.G.L.L. Audit for the store's records.

MATERIAL PREP

PREPARE

HAVE A STRUCTURED POWERPOINT BUSINESS REVIEW & PRESENTATION READY WITH DETAILS

ENSURE TO HAVE EXECUTED THE "HOW DOES GOOD LOOK LIKE - AUDIT" FOR OPS STANDARDS REFERENCES

OWN IT!
BE PROUD OF WHAT YOU HAVE LEARNED AND WILL DO WITH IT MOVING FORWARD

PRESENT

EXAM PRESENTATION

Deep-dive STM Business Review

Use 'W.D.G.L.L.' for Audit Ref
(30 Minutes)

Weekly Rhythm of the Business Planning & Execution method (BB)

(8 Minutes)

Situational Leadership Case

(10 Minutes)



Monday

Tuesday

Wednesday

Thursday Friday



EXAM PRESENTATION (DEEP DIVE)

THE PRESENTATION STRUCTURE



IMPORTANT:
The Manager must have filled out and updated their complete W.D.G.L.L., Excel Toolbox & Business Review to attend the exam.

1

Introduction (2 Minutes)

The Manager will start the exam by presenting their own most important Leadership Values; one people and one operational focused value. The Manager will explain how they strive to use them in their Store in alignment with Company Values

2

Deep-dive STM Business Review – *Use 'W.D.G.L.L.' for Audit Ref* (30 Minutes)

WHY: Manager to present why it is important to work with these specific actions above the others from a BB performance perspective

WHAT: Manager to explain what result you expect the chosen action to deliver

HOW: Manager to present the action in detail (Short term: What do you do, how do you do it, when do you do it and Long term: what is your new habit/routine or how do you follow-up) and explain the theory in detail. Follow Business Review Template.

3

Weekly Rhythm of the Business Planning & Execution method (8 Minutes)

WHY: Manager to present why it is important to work with this tool and explain main theory from the Training.

WHAT: Manager to explain the main functions and weekly tasks / focuses for the role.

HOW: Manager to present and argue for overall store performance and select the weekly follow up methods aligning with the weekly task and rhythm of the business structure to ensure BB performance.

4

Situational Leadership Case (10 Minutes)

WHY: Based on the picked Case Study, Manager to select two leadership skills to show situational leadership and explain the main theory.

WHAT: Manager to present the content in the picked Case Study.

HOW: Manager to present an action plan to solve the situation in the picked Case Study and improve circle of operational excellence, both short- and long term.

The Manager will be asked to explain the root cause of the selected situational study case.

PREPARE !

HAVE A STRUCTURE (EX: POWERPOINT BUSINESS REVIEW) WITH DETAILS

PREPARE !

ENSURE TO HAVE EXECUTED THE "HOW DOES GOOD LOOK LIKE – AUDIT" FOR OPS STANDARDS REFERENCES

OWN IT!

BE PROUD OF WHAT YOU HAVE LEARNED AND WILL DO WITH IT MOVING FORWARD



EXAM PRESENTATION

THE VALIDATION SCALE

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.





MANAGER EXAM Validation Sheet





The Examiner and Censor 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: _____

Virtue 1:	Virtue 2:
------------------	------------------

1) MORS Template:	 1	 2	 3	 4
Note down what was good - why?	Note down what could have been better - how?			
• _____ • _____	• _____ • _____			

2) Actions from MORS:	 1	 2	 3	 4
Note down what was good - why?	Note down what could have been better - how?			
• _____ • _____	• _____ • _____			

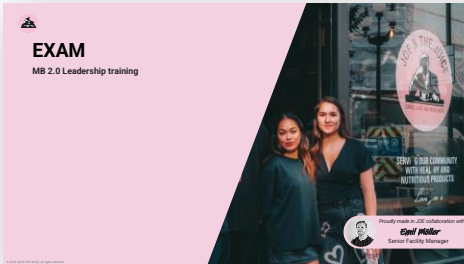
3) Case Study:	 1	 2	 3	 4
Note down what was good - why?	Note down what could have been better - how?			
• _____ • _____	• _____ • _____			

Total Score:

Rating:	 3-4 Not Passed	 5-7 Bronze	 8-10 Silver	 11-12 Gold
----------------	---	---	--	---



OVERVIEW OF EXAM RESOURCES



Manager training Exam

Introduction

After completing the Manager training in the Leadership Academy modules and the selected RM leadership program modules, the Manager is now fully prepared to take the final exam. During this exam, the Manager will showcase their knowledge of the program and be assessed on how well they have retained the material and their ability to implement the learnings to increase performance in their own store.

The final exam presentation is an opportunity for the Manager to demonstrate their skillset and mindset to members of the Market Management team.

The exam consist of 4 subjects (2/8/10/10 minutes) and a validation (10 minutes) with a total duration of the exam being 40 minutes. Additional the Manager gets 20 minutes to prepare for a case, they pick at the beginning of the exam (one of the four subjects, for the rest of the subjects the Manager has prepared before meeting up for the exam).

Learning Objective

The Manager is expected to have a Commercial mindset, which is the ability to create operational excellence by leading and developing people in alignment with our COMPANY VIRTUES.

The Manager is required to demonstrate the commercial mindset by mastering the Circle of Operational Excellence with both people and operational perspectives.

The Manager will be evaluated on the following criteria:

- Is the Manager capable of demonstrating a **Virtue Based Leadership Mindset**?
- Is the Manager capable of demonstrating **both people and operational skills**?
- Is the Manager capable of leading and developing people with a **people-centric mind-set**?
- Is the manager capable of demonstrating skills to manage the **Operational Requirements** regulations and guidelines?
- Is the manager capable of demonstrating skills to lead **Employee Engagement** in all areas of the Juicer employee lifecycle?
- Is the manager capable of demonstrating skills to lead the team aiming to deliver a perfect **Guest experience** every time?

EXAM CASE 1
SITUATIONAL STUDY CASE
TEMP: RESTAURANT

STEP 1
Manager is asked to address the leadership skills in their restaurant leadership.

STEP 2
Manager is presented an opportunity to address the situation and improve performance both short and long term.

CASE
The Juicer is a Manager and has observed that one of your senior colleagues at an adjacent store, writes a complaint against the other Juicer. The Juicer is a Manager and has observed that one of your senior colleagues at an adjacent store, writes a complaint against the other Juicer. The Juicer is a Manager and has observed that one of your senior colleagues at an adjacent store, writes a complaint against the other Juicer. The Juicer is a Manager and has observed that one of your senior colleagues at an adjacent store, writes a complaint against the other Juicer.

EXAM CASE 2
SITUATIONAL STUDY CASE
TEMP: RESTAURANT

STEP 1
Manager is asked to address the leadership skills in their restaurant leadership.

STEP 2
Manager is presented an opportunity to address the situation and improve performance both short and long term.

CASE
The Juicer is a Manager and has observed that one of your senior colleagues at an adjacent store, writes a complaint against the other Juicer. The Juicer is a Manager and has observed that one of your senior colleagues at an adjacent store, writes a complaint against the other Juicer. The Juicer is a Manager and has observed that one of your senior colleagues at an adjacent store, writes a complaint against the other Juicer.

EXAM CASE 3
SITUATIONAL STUDY CASE
TEMP: RESTAURANT

STEP 1
Manager is asked to address the leadership skills in their restaurant leadership.

STEP 2
Manager is presented an opportunity to address the situation and improve performance both short and long term.

CASE
The Juicer is a Manager and has observed that one of your senior colleagues at an adjacent store, writes a complaint against the other Juicer. The Juicer is a Manager and has observed that one of your senior colleagues at an adjacent store, writes a complaint against the other Juicer. The Juicer is a Manager and has observed that one of your senior colleagues at an adjacent store, writes a complaint against the other Juicer.

EXAM CASE 4
SITUATIONAL STUDY CASE
TEMP: RESTAURANT

STEP 1
Manager is asked to address the leadership skills in their restaurant leadership.

STEP 2
Manager is presented an opportunity to address the situation and improve performance both short and long term.

CASE
The Juicer is a Manager and has observed that one of your senior colleagues at an adjacent store, writes a complaint against the other Juicer. The Juicer is a Manager and has observed that one of your senior colleagues at an adjacent store, writes a complaint against the other Juicer. The Juicer is a Manager and has observed that one of your senior colleagues at an adjacent store, writes a complaint against the other Juicer.

MANAGER EXAM Validation Sheet

The Examiner and Censor 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: _____

Virtue 1: _____ **Virtue 2:** _____

1) MORES Template:

How does what you said - help? _____

How does what could have been better - help? _____

2) Actions from MORES:

How does what you said - help? _____

How does what could have been better - help? _____

3) Case Study:

How does what you said - help? _____

How does what could have been better - help? _____

Total Score: _____

Rating:

- 3-4 Not Passed
- 0-7 Bronze
- 8-10 Silver
- 11-12 Gold

CERTIFICATE OF COMPLETION MB 2.0 LEADERSHIP PROGRAM

NAME OF LEADER: _____

Store Maintenance (2/8/10/10) - The ability to maintain store cleanliness, merchandising, and understand SOC reporting requirements.

Employee Development Talks (2/8/10/10) - The ability to host one-on-one development talks.

Disciplinary Actions (2/8/10/10) - The ability to carry out disciplinary actions, verbal, written warnings, and understand employee grievance process.

Food & bar safety (2/8/10/10) - The ability to run your store with a food on clean food & bar safety assessment towards both guests and employees.

Employee Engagement (2/8/10/10) - The ability to gain insights and engage employees across all levels to improve and maintain high employee engagement across all levels.

Recruitment (2/8/10/10) - The ability to interview and select the right candidates for the job and the store.

Onboarding (2/8/10/10) - The ability to onboard new employees into your store in an efficient, engaging and welcoming way, setting the stage for the success from day one.

Brand Behavior Leadership (2/8/10/10) - The ability to increase the overall guest experience.

Supplies Management (2/8/10/10) - The ability to understand your COGS report and understand it through stock management and daily supply chain leadership behaviors.

Shift Performance (2/8/10/10) - The ability to understand your P&L report and analyze, optimize, and drive performance through weekly and monthly actions.

Communication (2/8/10/10) - The ability to practice clear communication and engage employees through strategic feedback during 1:1s and group decision making.

Virtue Based Leadership (2/8/10/10) - The ability to lead and make great decisions in alignment with our values and company culture.

Follow Up (2/8/10/10) - The ability to follow up on leads and performance in order to provide proper feedback and guidance to ensure quality of work.

Mentoring (2/8/10/10) - The ability to inspire & engage employees by acting as a role model to encourage personal development.

Critical Thinking (2/8/10/10) - The ability to analyze what you see from a strategic, open-minded and interconnected action points to achieve operational excellence in a store.

Team-builder (2/8/10/10) - The ability to promote a strong culture through engaging behaviors, sharing experience and social activities.

Strategic Thinking (2/8/10/10) - The ability to enable critical thinking skills to create action plans for the store & develop strategic issues & solutions.

Trainer: _____ Member of Market Management: _____

SLIDES (this deck)

DETAILED EXAM DESCRIPTION

CASES

VALIDATION SHEET

DIPLOMA