



Employee Engagement

Moneyball 2.0 Leadership Training





AGENDA

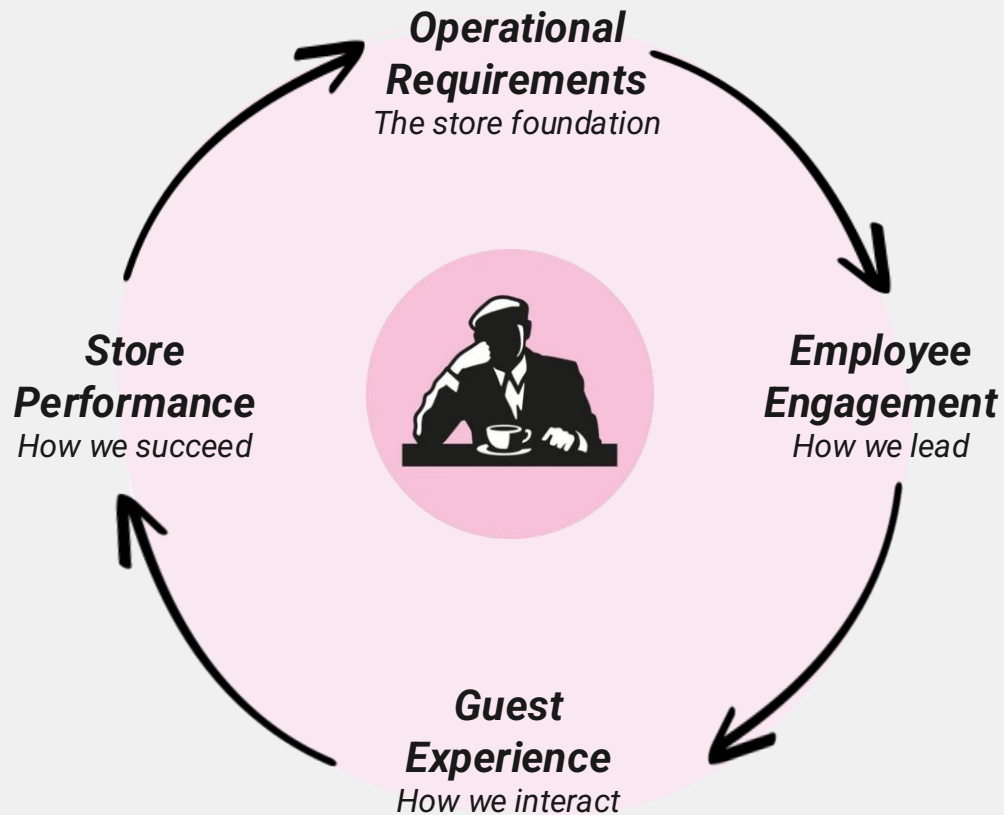
- 1 **Why is Employee Engagement important?**
- 2 How to lead Employee Engagement via Peakon?
- 3 Your responsibility





EMPLOYEE ENGAGEMENT AND CIRCLE OF OPERATIONAL EXCELLENCE

CIRCLE OF OPERATIONAL EXCELLENCE



How does mastering **Employee Engagement** affect each area within **the Circle of Operational Excellence** in your store?

1. Take a couple of minutes to reflect
2. Note down one effect for each area of the Circle of Operational Excellence
3. Share with your trainer – or in the group



INTRODUCTION – WHY EMPLOYEE ENGAGEMENT?

WHY ARE WE TRAINING THIS?

- At JOE we strive to improve Employee Engagement making **JOE the best place to work**
- High level of Employee Engagement makes your team not only Engaged, but the Employees also stay longer with us and **deliver higher levels of Operational Excellence and Brilliant Basics**

YOU WILL LEARN THIS:

- Why engagement matters?
- How we measure engagement via Peakon?
- What leadership tools to leverage to drive engagement?
- Your responsibility as a Manager?



24% LOWER EMPLOYEE TURNOVER

The employee turnover will decrease with 24% in average. This leads to minimized recruitment and training cost.



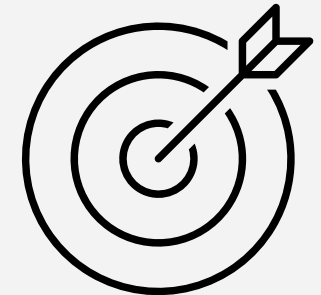
23% HIGHER PROFITABILITY

Furthermore, the profitability will be 23% higher due to high employee engagement.



18% HIGHER SALES

According to Gallup's Engagement Meta-Analysis* from 2021, companies with high employee engagement (top 25% in True Benchmark), have an average of 18% higher sales vs. the bottom 25%.



Source*: <https://www.gallup.com/workplace/321725/gallup-q12-meta-analysis-report.aspx> 2,7 mio. employees participated in the meta-analysis across 57 industries



INTRODUCTION

Why are we working with Employee Engagement?

“WE WANT TO CREATE A CULTURE

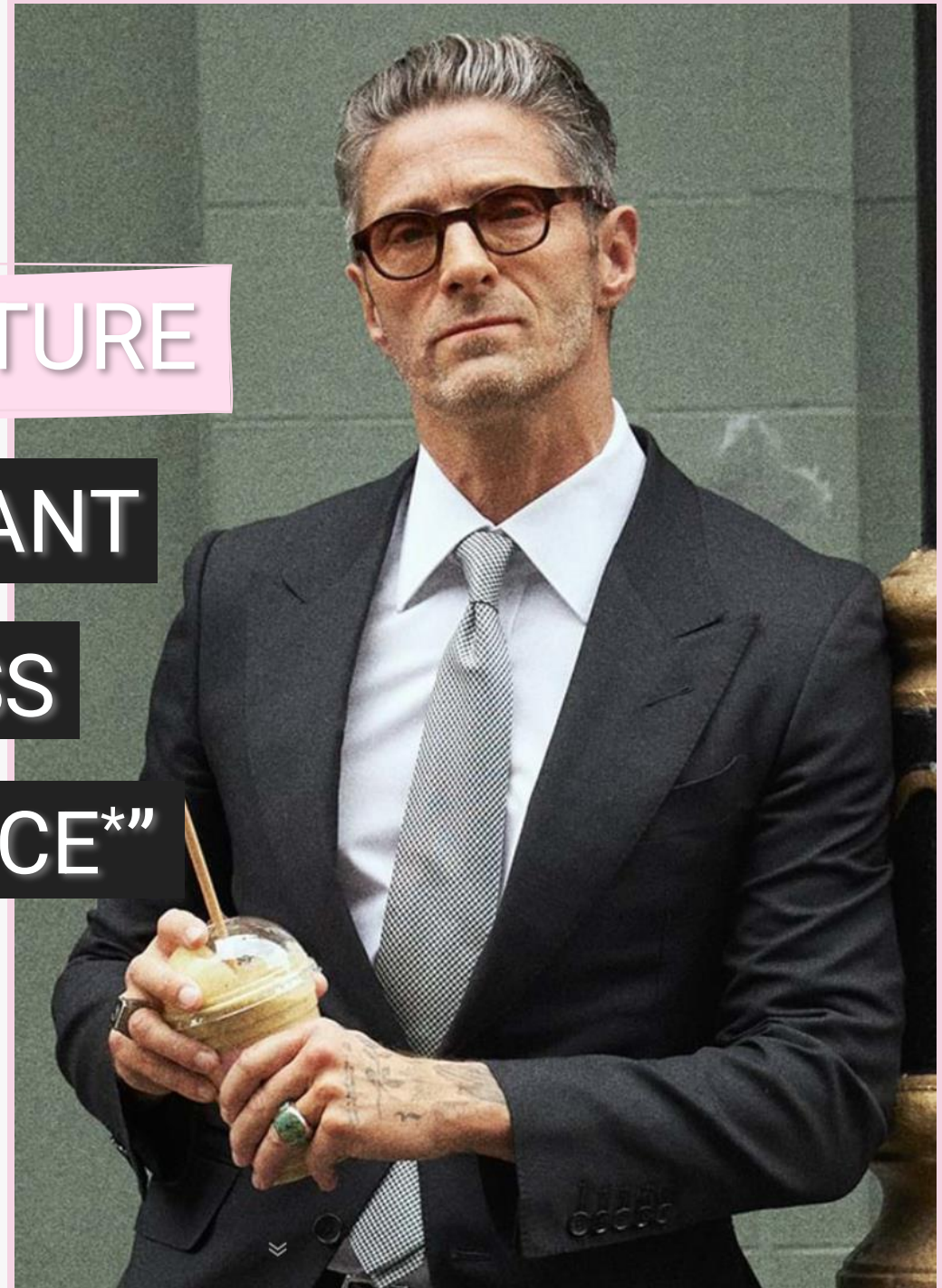
WHERE IT IS EQUALLY IMPORTANT

TO MEASURE MEANINGFULNESS

AS OPERATIONAL PERFORMANCE*”

- Kaspar Basse, Founder, Joe & The Juice

*From Joe & The Juice Manifest





WHAT IS EMPLOYEE ENGAGEMENT?



Employee Engagement IS NOT Employee Happiness. You can be happy but disengaged and unproductive in your work



Definition:
Employee Engagement is the emotional commitment the employee has to the organization and its goals



It means "Going the extra mile" because you are engaged to do so!



**WHO IS RESPONSIBLE FOR ENGAGED
EMPLOYEES IN YOUR STORE?**

**WHAT HAVE YOU PREVIOUSLY HAD
SUCCEES DOING TO INCREASE
EMPLOYEE ENGAGEMENT?**





ENGAGING LEADERSHIP TOOLS

Moneyball 2.0 Leadership Training on E-Campus

Virtue-based Leadership

Introduction
How to represent the company virtues through your behavior

As a Manager	As an Employee
<p>POSITIVE ATTITUDE</p> <ul style="list-style-type: none"> Encourage and recognize people around you Praise and Acknowledge the efforts of others Promote and enforce a harassment and discrimination free working environment 	<p>POSITIVE ATTITUDE</p> <ul style="list-style-type: none"> Choose your attitude proactively each day Speak positively to and about people around you
<p>INCLUSION</p> <ul style="list-style-type: none"> Ask others for their opinion and contribution Actively seek out and consider different perspectives than you own Seek and promote collaboration and involvement 	<p>INCLUSION</p> <ul style="list-style-type: none"> 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
<p>SOCIAL TIES</p> <ul style="list-style-type: none"> 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 	<p>SOCIAL TIES</p> <ul style="list-style-type: none"> Be open-minded and genuine Be proactive and create own initiative Understand that relations you build can last for a lifetime
<p>GROWTH</p> <ul style="list-style-type: none"> Take responsibility for developing people around you Be an active listener and provide input and direction Promote development opportunities 	<p>GROWTH</p> <ul style="list-style-type: none"> Actively seek opportunities, guidance and mentorship Strive to be a promoter of development opportunities See opportunities instead of limitations in your daily work

Employee Development Talks

OVERVIEW

GOOD FOR...	THE "PURPLE" TALK	THE "YELLOW" TALK	THE "PINK" TALK
FEEDBACK	FEEDBACK	TOUCH BASES	JUICER-TALK
WHEN...	EVERYDAY	OFTEN	EVERY 1-3 MONTHS
TAKES...	1-5 MIN.	5-15 MIN.	30 MIN. + PREPARATION
INGREDIENTS	<ul style="list-style-type: none"> Your observations The "Talk" This was specifically good And why it was good The "Espresso" This can be even better By doing this The "Cup" The gift I see in you Your strengths 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Your questions A lot of "Milk" Some "Espresso" Big "Cup" Your Recognition by agreeing and adding your own prepared observations <p>Use template in toolbox as guide</p>

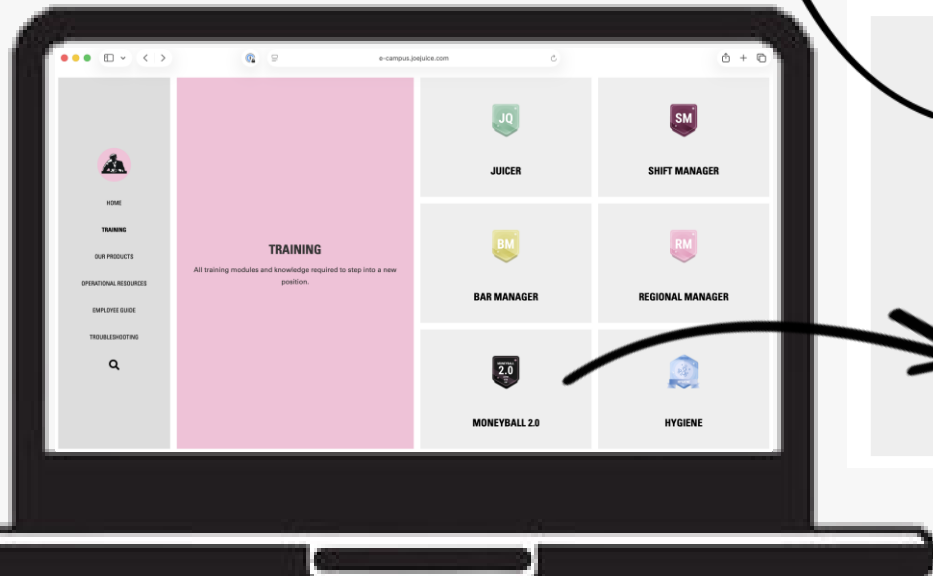
Communication

COMMUNICATION
WHAT THE SKILL MEANS

WHAT THE SKILL MEAN?
MASTERING THE SKILL OF COMMUNICATION MEANS the ability to initiate constructive dialogues and actively share feedback with Juicers according to a situation in a well formulated manner.

This requires a transparent and inclusive structure for why, how, when, where and to who you communicate a specific and clear message for it to be received and understood well.

A rule of thumb for a Leader is, that you can never over-communicate. A message should rather be given twice than not at all. *"Repetition is the mother of skill"* when communicating.



Critical Thinking
Mentoring
Strategic Thinking
Follow-Up
Torch Bearer



AGENDA

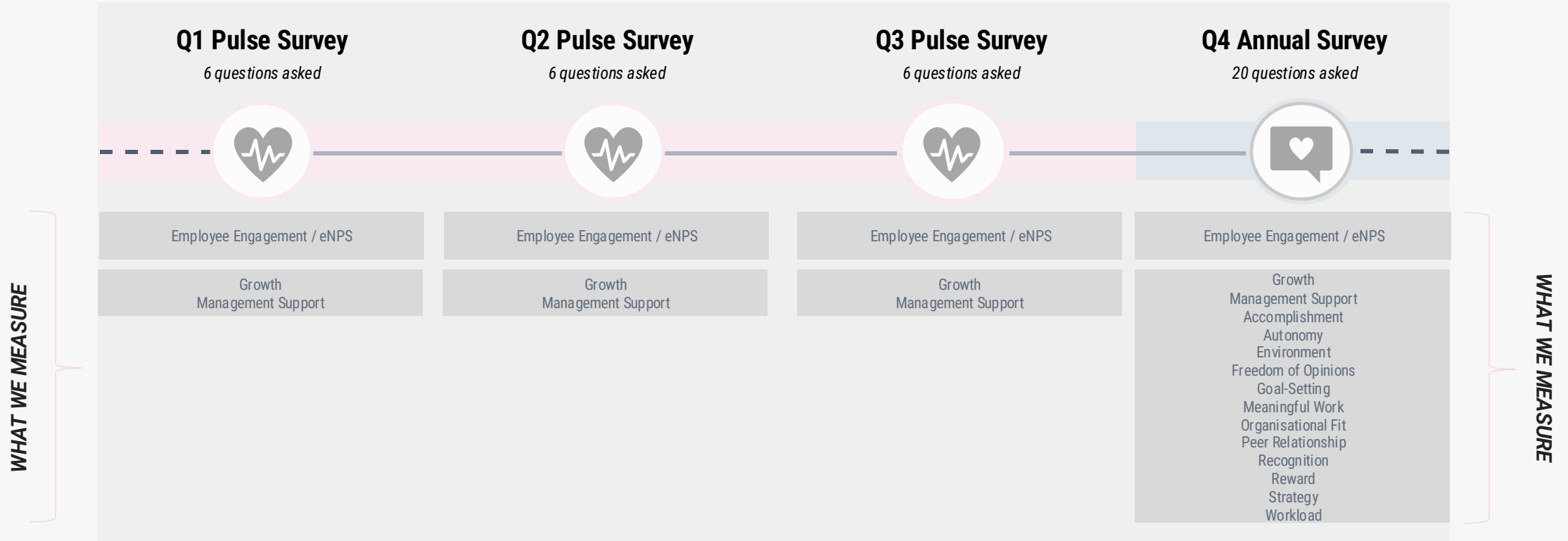
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WE MEASURE ENGAGEMENT 4 TIMES A YEAR

Using the Peakon platform to measure and to support you to take action where it matters





Q1, Q2 AND Q4 IS PULSE ENGAGEMENT SURVEY

Only six questions to keep you on top of Employee Engagement measurement

TWO KEY DRIVERS



GROWTH

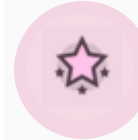
1. I see a path for me to advance my career in our organization.
2. My job enables me to learn and develop new skills.



MANAGEMENT SUPPORT

3. My direct manager provides me with the support I need to complete my work.
4. My direct manager communicates openly and honestly with me.

OVERALL



EMPLOYEE ENGAGEMENT

5. How likely is it you would recommend JOE & THE JUICE as a place to work?
6. Overall, how satisfied are you working at JOE & THE JUICE?



Employee NET PROMOTER SCORE (eNPS)

Measuring % of promoters - % of detractors



The Pulse survey is a simpler survey, less data but with more impactful feedback that enables managers to create actions



Q4 IS FULL ENGAGEMENT SURVEY

Full suite of questions to identify root cause and gain extended insights across 14 topics

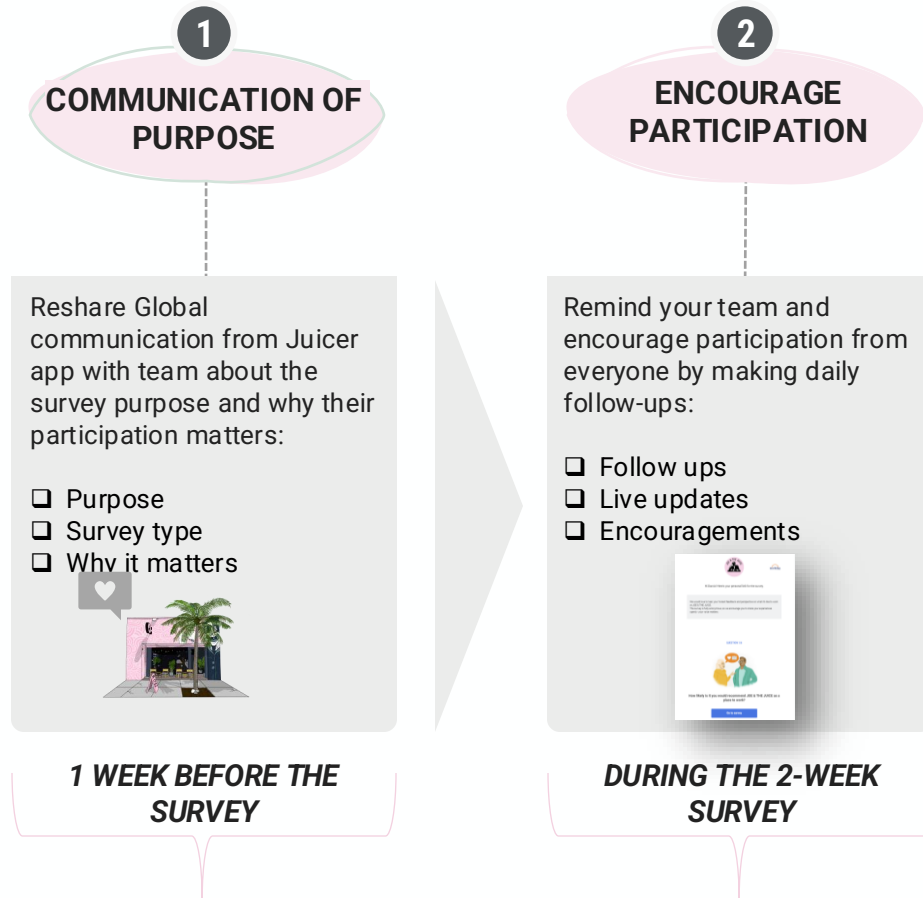
Drivers	Questions
Engagement	How likely is it you would recommend JOE & THE JUICE as a place to work? How likely is it you would recommend JOE & THE JUICE's products or services to friends and family? How likely is it you would stay with JOE & THE JUICE if you were offered the same job at another organisation? Overall, how satisfied are you working at JOE & THE JUICE?
Accomplishment	I regularly feel a sense of accomplishment from what I do. I regularly have the opportunity to do challenging things at work.
Autonomy	I have enough freedom to decide how to do my work. I'm satisfied with the amount of flexibility I have in my job.
Environment	I am satisfied with the physical surroundings where I do my work. JOE & THE JUICE provides the materials and equipment needed to my job well.
Freedom of Opinions	I feel that my opinions are taken into account at work. My direct manager encourages me to express my opinions. My colleagues in my team welcome opinions different from their own.
Goal-Setting	At work I know what I am expected to contribute. I understand how my work supports the goals of my team.
Growth	I feel that I'm growing professionally. I see a path for me to advance my career in our organisation. My job enables me to learn and develop new skills. Either my direct manager or a mentor actively supports my development.
Management Support	My direct manager provides me with the support I need to complete my work. My direct manager cares about me as an individual. My direct manager communicates openly and honestly with me.

Drivers	Questions
Meaningful Work	The work I do is meaningful to me. My current work makes the best use of my strengths. I see how my work contributes to positive outcomes for others (e.g. guests or colleagues).
Organisational Fit	JOE & THE JUICE's virtues are personally relevant to me. People from all backgrounds are treated fairly at JOE & THE JUICE. Working here, I feel that I can live a healthy lifestyle. If I experienced serious misconduct at work, I'm confident appropriate action would be taken. JOE & THE JUICE really cares about my mental wellbeing.
Peer Relationships	My colleagues in my team are willing to help each other with work if needed. I see JOE & THE JUICE as the kind of place where I could make friends. My colleagues in my team collaborate well to deliver quality outcomes.
Recognition	If I do great work, I know that it will be recognised. I get enough feedback to understand if I'm doing my job well.
Reward	My compensation and benefits are fair considering my contributions to JOE & THE JUICE I can have well-informed conversations with my direct manager about pay. The processes for determining pay in our organisation seem fair and unbiased.
Strategy	The overall business goals and strategies set by top management are taking JOE & THE JUICE in the right direction. Our organisation does a good job of communicating the goals and strategies set by top management. I am inspired by the vision and mission of our company.
Workload	The demands of my workload are manageable.



YOUR ROLE BEFORE & DURING A SURVEY

How to prepare your team to share their feedback



THE RESPONSIBILITY



You would like to gather enough data to ensure the insights are valid and reliable, with input from every single colleague.

*Achieve a **Participation Rate of at least 80%**, in line with the company target.*

YOUR ROLE ONCE THE SURVEY CLOSES

Develop and anchor engagement actions with your team



1 INTERACT WITH COMMENTS

Read comments carefully to gain **insights** and click a suitable notification **to show you read the feedback**

Reply to make a more **personal acknowledgement** or **invite for conversation**

2 DEVELOP YOUR ACTIONS



Growth



Management Support

What new actions should we **start** to improve this driver?
What should we **stop** doing as it holds this driver back?
What works well that we should **continue** doing?

3 REGISTER IN PEAKON



2 x SMART actions

Register your **Start**-actions into the Peakon platform. 1 for Growth and 1 for Management Support Drivers.



COMMUNICATE TO THE TEAM



Juicer App Communication

Actions to be communicated in the Juicer App to share results and focus areas



1:1 Development Talks

Actions to be included in 1:1s with open questions between managers and employees



In-Store Focus

Actions can be anchored in-store on a board to keep it as a consistent focus area.

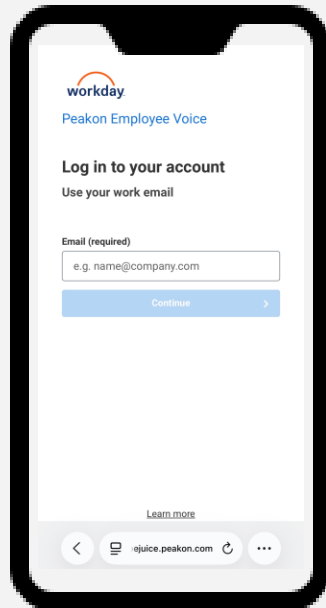


HOW TO USE PEAKON: LOG IN TO YOUR PEAKON PLATFORM

Enter the home of your Employee Engagement insights

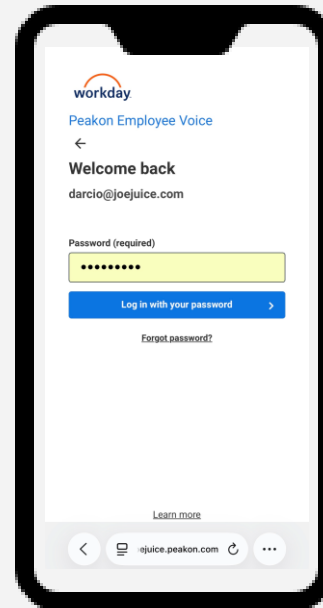
1

In your browser: Go to joejuice.peakon.com

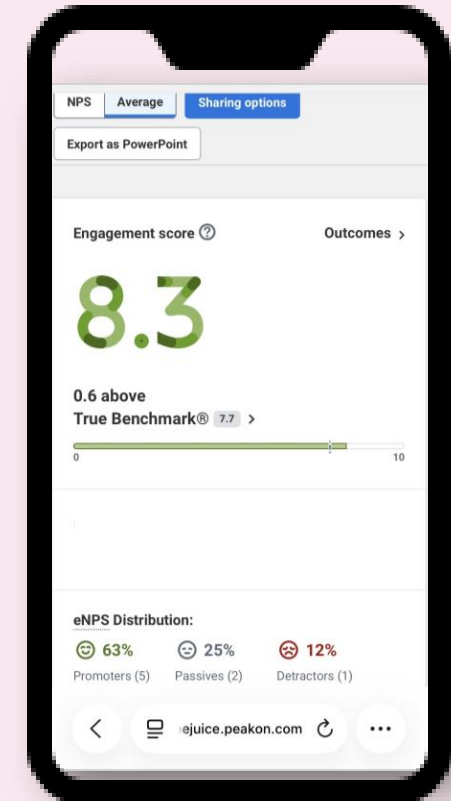


2

Login with own JOE mail and selected password



Your home of Employee Engagement Insights





HOW TO USE PEAKON: ALL INSIGHTS VISIBLE IN YOUR PEAKON APP

1

TRUE BENCHMARK

TOP 25%

Your team's score on overall Engagement. A score above True Benchmark puts your teams Engagement in the 25% best in the F&B industry

Check difference to Industry Benchmark

2



PROMOTERS are highly **ENGAGED** and loyal to the organization. The person is very likely to **RECOMMEND** products or company values to their colleagues, friends or family members.

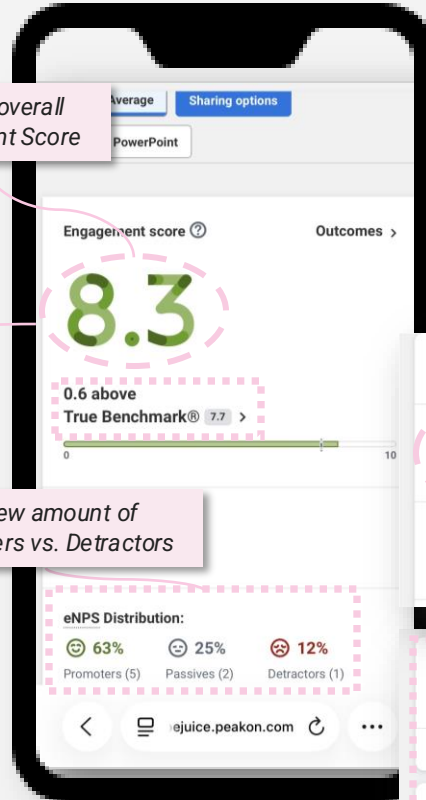


PASSIVES are **NOT ACTIVELY DISENGAGED** but is **UNLIKELY TO PROMOTE** the company and its products and values to colleagues, friends or family members.



DETRACTORS are **UNSATISFIED** about their experience and is **VERY LIKELY TO SHARE THEIR NEGATIVE STORIES** in JOE to colleagues, friends or family members.

See your overall Engagement Score



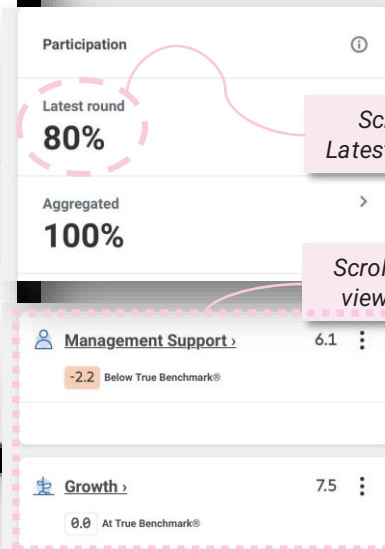
Review amount of Promoters vs. Detractors

3

ANONYMOUS DATA WITH HIGH QUALITY

You need a participation rate of 80% and a minimum of 5 employees to respond to a question. This gives you data and then they are reliable and anonymous

Scroll down to see Latest Participation Rate



Scroll further down to view the two Drivers

4

MANAGEMENT SUPPORT AND GROWTH

The two specific drivers giving you specific detail on your teams score on Management Support

NOTE! A DETRACTOR is more likely to be louder than a Promoter. For every ONE DETRACTOR in your team, you will need FIVE PROMOTERS.

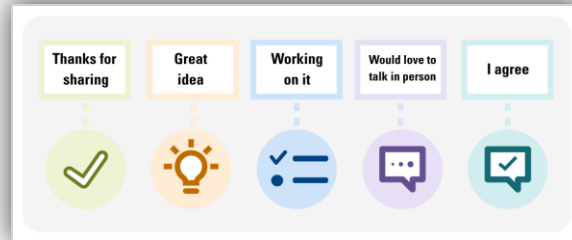


HOW TO USE PEAKON: INTERACT WITH COMMENTS

1

ACKNOWLEDGE

Read carefully and click a suitable notification to show you read the feedback

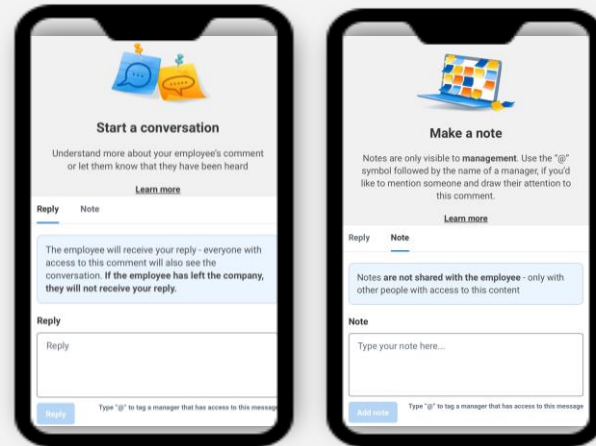


2

START A CONVERSATION

Reply to make a more personal acknowledgement or invite for conversation

If of interest to others in the organization, make a note and tag @internal member of our management team for them to review



THE RESPONSIBILITY

INTERACT WITH MIN. 80%

Employees would like to feel seen and heard – and you as a Manager would like to hear what the Employee have to say to improve Employee Engagement.

Therefore make it a win-win and interact with min. 80% of the comments

Employees will receive an email stating that their identity is protected. The employee will remain anonymous throughout the thread, but the manager's name will be visible.



EXAMPLES OF COMMENT INTERACTION

1) "I see it" – 2) "I get why it matters" – 3) "Here's what happens next"

EMPLOYEE COMMENT

MANAGER ACKNOWLEDGEMENT

MANAGER RESPONSE

1

"I think that JOE should create more merch and T-shirts that Juicers can buy and where on and off work"

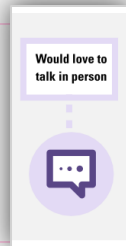


"Thanks for sharing this idea – it's great to hear that you want to proudly represent JOE also outside work. I'll pass this input on.
Tag: @Culture Team"

Why it works: Validates pride + shows upward sharing without over-promising

2

"I feel my training was insufficient in some areas and therefore I feel uncomfortable at work"

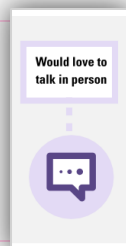


"Thank you for being honest about this. Feeling confident at work is important, and I'm sorry to hear that some parts of the training didn't fully support you. Let's follow up so we can identify where you need more support – Please reach out to me"

Why it works: Normalizes discomfort + avoids defensiveness + opens support

3

"I would love to progress and build a career in JOE, but I don't really understand how the Moneyball is working"



"Thank you for being open about this. It's positive to hear about your ambition, and I understand the need for clarity. Let's sit down together so I can explain how Moneyball works and how it links to development and progression.
- Please reach out to me"

Why it works: Acknowledges ambition + admits complexity + invites dialogue

EMPLOYEE COMMENT

MANAGER ACKNOWLEDGEMENT

MANAGER RESPONSE

4

"I feel that my colleague is not accepting people with different backgrounds and the person is always judging and making fun of people with different gender identities"



"Thank you for raising this – it's serious and important. Everyone should feel respected and safe at work. I will follow up on this confidentially to make sure it is handled properly
- Please reach out to me"

Why it works: Normalizes discomfort + avoids defensiveness + opens support

5

"There is barely any light in our stockroom, and I have difficulties getting the full overview of stock when counting and taking deliveries"

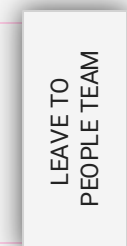


"Thanks for raising this – that's important feedback. I'll look into the lighting situation in the stockroom so we can make counting and deliveries easier and safer."

Why it works: Treats it as a concrete operational issue and signals action

6

"My Manager is forcing me to work longer shifts, unpaid and against my will. If I say no, my Manager threatens me until I say yes"



Will be shared only with People Team for follow-up

Why: Sensitive comments are handled by People team.

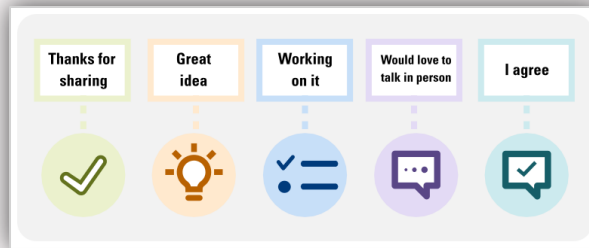


EXERCISE: COMMENT INTERACTION

Practice how to interact with employee feedback

DISCUSS

1 What acknowledgement would you choose for each of the comments on the right?



2 Phrase a personal reaction for each of the comments on the right – consider if tagging an @internal member of your management team for them to review

- 1** *"I think that JOE should create more merch and T-shirts that Juicers can buy and where on and off work"*
- 2** *"I feel my training was insufficient in some areas and therefore I feel uncomfortable at work"*
- 3** *"I would love to progress and build a career in JOE, but I don't really understand how the Moneyball is working"*

- 4** *"I feel that my colleague is not accepting people with different backgrounds and the person is always judging and making fun of people with different gender identities"*
- 5** *"There is barely any light in our stockroom, and I have difficulties getting the full overview of stock when counting and taking deliveries"*
- 6** *"My Manager is forcing me to work longer shifts, unpaid and against my will. If I say no, my Manager threatens me until I say yes"*



HOW TO USE PEAKON: CREATE & COMMUNICATE ACTIONS

1 DEVELOP YOUR ACTIONS

INVOLVE YOUR MANAGEMENT TEAM

THE CONTINUE / STOP / START APPROACH

Continue

What works well that we/I should **continue** doing?

Stop

What should we/I **stop** doing as it holds this driver back?

Start

What new actions should we/I **start** to improve this driver?

Involve your Management team (Assistant Store Manager and Shift Managers) in the development of actions – and have a post-survey session with your District Manager

2 REGISTER YOUR ACTIONS

IN PEAKON APP



Register 2 x Actions

- ✓ 1 x for Growth
- ✓ 1 x for Management Support

Writing your actions in the Peakon app, means you consider the action more carefully, become more committed and can keep track of your commitment to work with Employee Engagement

3 COMMUNICATE



Juicer App Communication

Share results and focus areas together with actions in the Juicer App to share results and focus areas

1:1 Development Talks

Follow up with employees in 1:1s with open questions



Back-of-house/In-office Focus



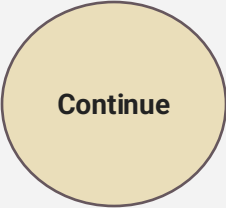




Actions can also be anchored Back-of-house/in-office on a board to keep it as a consistent focus area.

Sharing is caring – and it commits you as a leader and motivates your team to support the work to an even more engaged team



EXAMPLES OF ACTIONS

	 Growth	 Management Support
	<u>Examples</u>	<u>Examples</u>
 <p>Continue</p>	<p>We Continue coaching on bar skills - speed, product knowledge, guest interaction - that help team members progress and feel they are developing.</p>	<p>We Continue being present on the floor, supporting the team during peak hours and leading by example through clear communication and calm coordination.</p>
 <p>Stop</p>	<p>We Stop assuming team members know the path to grow; unclear expectations can lead to stagnation or frustration.</p>	<p>We Stop relying on last-minute changes to routines or schedules – it creates uncertainty and lowers trust in the manager experience.</p>
 <p>Start</p>	<p>We Start having short weekly development talks (Yellow talks) to talk about achievements, skills, general feedback.</p>	<p>We Start giving more consistent, bite-sized feedback throughout the week so team members know how they're doing in real time.</p>



EXERCISE: ACTION CREATION

Practice how create actions

INDIVIDUALLY

- 1 *Open Peakon app*
- 2 *Choose a Driver – Growth or Management support*
- 3 *Review Insights and Comments*
- 4 *Develop action using
THE CONTINUE / STOP / START APPROACH*
- 5 *Register your Action in the Peakon app*

1 DEVELOP YOUR ACTIONS

INVOLVE YOUR MANAGEMENT TEAM

THE CONTINUE / STOP / START APPROACH

Continue

What works well that we/I should *continue* doing?

Stop

What should we/I *stop* doing as it holds this driver back?

Start

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- 1 Why is Employee Engagement important?
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OVERALL PEAKON PROCES FLOW FROM INSIGHTS TO ACTIONS

Develop and anchor engagement actions with your team



1 INTERACT WITH COMMENTS

Read comments carefully to gain **insights** and click a suitable notification **to show you read the feedback**

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DEVELOP YOUR ACTIONS



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Management Support

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YOUR RESPONSIBILITY

Assistant Store Manager	Supports the Store Manager with implementing store-actions.
Store Manager	Accountable for the Employee Engagement score of the Store. Responsible for reviewing quarterly results, interacting with comments, developing actions and communication the actions to the store team.
District Manager	Accountable for the Employee Engagement of the District by coaching the Store Managers in the District.



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