DAY

2

SENSE OF URGENCY

The Greet · First Round · Toast Handheld

Goal: Bring Sense of Urgency to life through the greet, the first round, and the toast handheld. This is where the guest decides whether they're in great hands. Step up to every table with purpose, own the handheld, and prove that at HERO, the guest never waits.

"Without a sense of urgency, desire loses its value."

J I M R O H N · E N T R E P R E N E U R & A U T H O R

Today your confidence becomes visible. The way you approach a table, take command, and fire that first round. This is where the guest decides whether they're in great hands. Make sure the answer is always yes.

OWN THE MOMENT — DAY 2: SENSE OF URGENCY

"Sense of urgency is the signal your guest needs to know you are aware, capable, and on it."

The guest should never have to wonder where you are, wait for a refill, or flag you down. Respond fast, handle needs with urgency, and disappear gracefully when they don't need you. That balance, always available and never hovering, is unobtrusive service at its best.

The Usuals

The Usuals are cocktails created by neighbors, regulars, and members of this community. Every season, the community votes by purchasing. $1 from every Usual sold is donated to the winner's chosen charity. The Usuals are not a bar feature. They are the most ownable thing about this brand.

Your role as a server:

- ☐ Know the current Usual by name, who created it, and what charity it supports. It's covered in pre-shift. Every shift.
- ☐ Tell the story at first contact. Name the drink, name the neighbor who created it, name the charity. Three sentences. Said with confidence.
- ☐ Never say "specials" or "featured drinks." It's The Usuals. It has a name, a story, and a community behind it.

D A Y 2 C H E C K L I S T

Before Service

- ☐ Attire and grooming standards reviewed and approved
- ☐ Clock in

Tests

- ☐ Fill floor plan with table numbers & pivot points
- ☐ Reception, Well, Expo
- ☐ OTM & Core Values
- ☐ Pregame (apps) and Fan Favorite Cocktails

Score:_____(must be 90% or above to pass)

Own the Moment — Day 2 Conversation

Along with your trainer discuss:

- ☐ What does sense of urgency actually look like on the floor?

- ◻ Walk through the difference between a server who hovers, watching and interrupting, and one who is always available: scanning, anticipating, moving with purpose.
- ◻ The guest should never feel watched, but should always feel taken care of.

Prime Time

- ◻ Attend shift meeting
- ◻ **Review with your trainer: Steps of Service · Act One: Start Strong**
- ◻ Discuss with your trainer quick greet process, it should include all steps of Act One.
- ◻ Discuss with your trainer our UNCO Allergy Procedure
- ◻ Discuss Quick Greet process and when to use it.
- ◻ Observe trainer greeting tables and executing Act One — pay attention to body language, timing, handheld use
- ◻ Observe service staff and focus on flow of service, prebussing and table maintenance.
- ◻ Become familiar with toast POS: Shadow handheld entry alongside trainer, observe eye contact
- ◻ Roleplay Act One: Start Strong with 3 servers/bartenders — build comfort on the floor: Greet the guest, Special Attention, First Round, Starters by name.

After Service —

- ◻ Discuss Salads & Fan Favorite Cocktails.
- ◻ Taste 2 Salads & 2 Fan Favorite Cocktails.
  Log tasting notes
- ◻ Complete Sidework & Server Checkout with trainer/server

→ **DISCUSS · THIS DAY'S 1-PAGERS:** **Act One: Start Strong · Time Standards · Unobtrusive Service · The Art of Anticipation · Pivot Point**

OTM Debrief — Sense of Urgency

"Did the guest ever have to wait for you — or wonder where you were?"

- ◻ For Yourself: Where did your sense of urgency show up today? Where did you hesitate or miss a cue?
- ◻ For the Guest: Did every guest feel taken care of without feeling watched or interrupted?
- ◻ For the Team: Did your urgency help the team, or did you move in isolation?

Strengths:

_____

_____

Opportunities:

_____

_____

_____	_____	_____
Trainer	Trainee	Captain / GM

NEXT SHIFT — Prep for test: Salads & Fan Favorite Cocktails.
Start Reviewing: Crispy Chicken, Tenders & Fan Favorite Cocktails

ACT ONE Start Strong

01. Greet the guest 45 seconds

Every guest is greeted within 45 seconds of them being sat by the host. Smile, make eye contact, introduce yourself and welcome them with genuine warmth before they ever have to look around for someone.

Place a coaster or beverage napkin for each guest, this is your visual cue that a table has been greeted.

Ask if this is anyone's first time, if it is quickly guide them through our menu.

OPENTABLE CHITS are small, printed notes with guest information obtained from our reservation system. If you receive one from the host, use those notes to personalize their guest experience. You will take notes of any additional guest needs or desires and will turn this back into the host stand upon completion of guests visit.

02. Log special attention

Celebrations, allergies, dietary restrictions, and kids at the table are entered into the handheld immediately and never held in memory. If there are children, offer to fire their food ahead of the rest of the table so the little ones are not waiting while adults are still ordering.

All notes and alerts go into the handheld in real time, not at the end of the greet and not after the round drops.

03. First round 2 minutes

Open with a specific drink by name rather than a generic offer. Name a cocktail or walk them through the zero-proof list and give them something to say yes to. The first round hits the table within two minutes of the greet, and water is brought only when requested.

Ring and send on the handheld immediately. Do not leave the table to ring.

04. Offer a starter by name 5-7 minutes

Name it, paint the picture, and make a real recommendation. "Have you tried our ___(suggest app)___? [one-line description]. Can I get those started?" Ring and send immediately, using seat numbers to distinguish shared items from individual ones. Shared plates arrive before individual starters and are stacked neatly at the edge of the table so they do not interrupt the guest experience.

Ring starters on the handheld at the table.

FRAMING THE TABLE

Before every course delivery, ensure the table is ready to receive it. Set any silverware needed for the next course, remove anything that no longer belongs, and create a clear landing zone so food and drinks can be placed without asking the guest to make space. You are always serving or clearing, and nothing sits on the table that does not belong there.

time standards

Unobtrusive service has a heartbeat, and these are the beats. Every standard below is measured from the guest's side of the table. Hitting them is how we build trust with the guest. They feel our relentless focus on consistency every time.

THE MOMENT	THE STANDARD
Greet · 45 seconds	Every guest greeted within 45 seconds, with coasters/bev napkins.
Special attention · Immediately	Celebrations, allergies, kids, first-timers: logged in the handheld in real time. Never held in memory.
First round · 2 minutes	Rung on the handheld at the table and sent immediately. Drinks hit within two minutes of the greet.
Starter offer · 5 to 7 minutes	Offered by name with a real recommendation. Ring and send at the table.
Entrees · 10 to 14 minutes	Table marked and framed before delivery. Next round or wine suggested before entrees land.
Quality check · 2 minutes, 2 bites	By name, on the clock. Every table, every course.
Dessert offer · 4 minutes	By name, with the check printed and ready to drop after the dessert quality check.
Refills · Before empty	The empty glass is a missed moment. Beat it there, every round.
Farewell · Every guest	A fond farewell at the door of the experience. The last impression is the first impression of the next visit.

These are not targets. They are promises we must keep.

unobtrusive service

The most magical nights are the ones where things just happen. Beverages never empty. Empty plates vanish without a word. The guest stays inside their evening, never managing their service. That is the balance: urgency to act, and the grace to disappear.

The best service is felt, never noticed.

the fundamentals

01 BEAT THE NEED
Refill before empty. Sauce before the food lands. The check when the silverware says so. The guest should never have to think, ask, or worry.

02 MATCH THE TABLE'S TEMPO
A date, a deal, a celebration. Every table has its own rhythm. Read it and serve inside it. Never impose yours.

03 WORK WITHOUT A TRACE
Plates disappear, crumbs vanish, the table resets, with little to no interruption.

04 EVERY TABLE IS YOURS
Running plates for a teammate? You are not a courier. Read the table while you are there. What does the guest need next?

05 PRESENT TO THE LAST SECOND
A signed bill is not a finished experience. Water stays full, nobody gets rushed. The farewell is as warm as the greet.

run the scenarios

- ✓ You greet a two-top and immediately realize it's a date.
- ✓ A guest's beverage is down to its last third.
- ✓ You're delivering plates to a teammate's table.
- ✓ You've quality-checked the entrees and the table is loving everything.
- ✓ A guest sets their silverware together in the center of the plate.
- ✓ The bill is signed and the guests are deep in conversation.

otm self-reflection

FOR YOURSELF *Did your section feel cared for tonight, or checked on? What's the difference in what you did?*

FOR THE GUEST *What need did you beat to the table tonight, and which one beat you?*

FOR THE TEAM *What did you notice on a table that wasn't yours, and what did you do about it?*

the art of anticipation

The highest compliment in service is one the guest never says out loud: they never had to ask. Anticipation is sense of urgency fully grown. Not responding fast, but seeing the need before it becomes a request.

Be a mind reader.

the fundamentals

01 SCAN ON EVERY PASS

Every trip through the dining room is a lap of intel. Glass levels. Menus closed. Napkin on the table. Eyes hunting the room. You are never just walking. You are reading.

02 READ THE BODY

Menus stacked means they're ready. Looking around means they need you. Jackets going on means the check. The guest is talking to you constantly, without saying a word.

03 KNOW THE PATTERNS

Spice calls for water. Small kids' food needs to land first. Shared starters need plates. Patterns repeat every night. Learn them once, anticipate forever.

04 STAGE THE NEXT MOVE

Pre-bus on the way in, refill on the way out. Full hands in, full hands out. The best servers never make a trip that does only one job.

in the shop

- ✓ Menus close, you appear. The guest should never hold a closed menu longer than a minute.
- ✓ Beat the empty glass to the refill. An empty glass sitting on a table is a missed moment, every time.
- ✓ A guest scanning the room gets acknowledged from 10 feet, even if it's just a smile and a nod that says I see you, I'm coming.
- ✓ Anticipate the kitchen too: ramekins, share plates, extra napkins arrive with the food, not after the ask.
- ✓ Then disappear gracefully. Anticipation includes knowing when the table needs space. Present, never hovering.

otm self-reflection

FOR YOURSELF *What did you catch before the guest had to ask tonight? What did you miss?*

FOR THE GUEST *Which guest never had to look for you? Which one did, and what was the cue you didn't read?*

FOR THE TEAM *Where did you cover a teammate's table before they had to ask?*

pivot point

Pivot Point is the system we use to make sure every guest is taken care of, so we run as a guest-obsessed team. It lives in the small stuff: where the food is rung in, how we move through the room, and how fast we close the loop on a guest. Master these and the section runs itself.

A SYSTEM WITH SOUL SO YOU CAN FOCUS ON BEING GUEST OBSESSED

run by seat

TABLE NUMBERS. Every table is rung in under the correct table number, every time.

SEAT NUMBERS. Every guest is the seat they sit in. Empty seats still count; guests in positions 1 and 3 are seat 1 and seat 3, not seat 1 and seat 2.

PUSHING TABLES TOGETHER. Always use the lowest table number. Seat 1 is the head closest to the door, or the next seat to the left.

sense of urgency

FULL HANDS IN / FULL HANDS OUT. Leave the kitchen serving something to a guest. Enter the kitchen after clearing something from a guest. There is almost always something to remove from the dining room.

36". Tabletop to the floor. Train your eyes down as you walk and clear what's no longer necessary, including anything that has fallen to the floor.

360 DEGREES. When you leave a table, scan the full area and seek out clearing or service opportunities, regardless of whose table it is.

marking the table

Before any plate hits the table, make sure the table is framed for the next item coming. Candle / Sunday QR code moved for the appetizer, dirty silverware after the appetizer, appetizer plates, straw wrappers, etc. The table is marked and ready before the item is served.

guest request

When a guest asks for something, bring it immediately. A guest request trumps running hot food as the #1 priority, because that guest is waiting on us to enjoy their meal.

EXCEPTION. If the guest already has the item and just wants extra, it's fine to consolidate it with the next hot-food run.

quick greet: the first act

YOUR NAME · SPECIAL ATTENTION · FIRST ROUND · APPETIZERS

The quick-greeting server runs the First Act all the way through delivering those items. Everything gets rung in, and we do not discuss what was ordered. Ask the MOD to transfer the table to the owning server. Because it's all rung in, the owning server sees exactly where things stand and picks up the moment they introduce themselves. No gap, no awkwardness, nothing lost in translation.