DAY

1

CONFIDENCE

Orientation · Culture · Position Preview

Goal: Immerse yourself in the HERO culture. Learn about OTM, our standard that powers everything we do. Set your expectation: it starts with you, your confidence, your preparation, your attitude.

Today you become HERO, not in title, but in standard. We introduce the culture, the brand, and the expectation. It starts with you. Your confidence. Your preparation. Your presence.

OWN THE MOMENT — DAY 1: CONFIDENCE

Before you can own the floor, you have to own yourself. Your confidence isn't a technique. It's the result of showing up prepared, present, and proud to be the face every guest sees. The service team sets the tone for the entire building. Everything starts here.

You choose the energy you bring. A smile says: I'm here, I'm ready, and you matter.

About UNCO

UNCO Hospitality Group builds authentic brands that connect to who we are. Intentionally unique. No copies. Every concept begins with a real story and is defined by its own unique vision across four dimensions:

- Design: The physical space, the energy, the aesthetic --- what it looks and feels like to walk through the door
- Beverage: The bar program, the cocktail identity, the way a drink tells the story of the brand
- Culinary: The menu philosophy, the ingredients, the traditions that define what comes out of the kitchen
- Experience: The service style, the language, the hospitality --- what it feels like to be a guest

These four dimensions define every concept differently. What makes HERO's design, beverage, culinary, and experience unique is not the same as what makes another UNCO concept unique. That's intentional.

UNCO portfolio: HG Sply Co., Leela's, Standard Service, HERO, Milli, Culpepper Cattle Co.

HERO — Brand DNA

HERO is built for the fans! Located right outside American Airlines Center, home of the Dallas Mavericks, the Dallas Stars, and some of the biggest events in the country, HERO is the largest sports bar in Dallas proper serving house made sports bar favorites and ice cold beverages, SUPER FAST!

This is how that belief lives across all four dimensions:

DESIGN

Where the energy of the arena meets the energy of the crowd. Built for the fans and refined for the guest who expects more on game day.

BEVERAGE

High-quality spirits, fresh juices, and a curated beverage list. ICE COLD, SUPER FAST! We train like an athlete to ensure pro level speed on game day!

CULINARY

Fresh ingredients, fan-favorite menu, zero shortcuts. The best and fastest hand breaded tenders and sports bar favorites in the game.

EXPERIENCE

High energy, warm, and fast. HERO guests are here for something: a game, a show, a lunch break. The team reads the room and delivers without slowing the moment down.

DAY 1 CHECKLIST

Before Service

- ☐ Arrive in uniform — pressed, sized, ready (except UNCO-provided items)
- ☐ Style Guide & Grooming Standards reviewed and approved
- ☐ HR onboarding complete — all paperwork and app access confirmed
- ☐ Clock in and adjust time
- ☐ Full Restaurant Tour - dining room, patio, bars, kitchen, dish, storage, restrooms
- ☐ Table Numbers & Pivot Point

Own the Moment — Day 1 Conversation

Along with your trainer discuss the principles of OTM:

- ☐ OTM — our guiding principle
- ☐ The three layers: For Yourself, For the Guest, For the Team
- ☐ OTM in practice — Confidence, Sense of Urgency, Knowledge
- ☐ The five core values — show how they're powered by OTM
- ☐ Think about the best service experience you've ever had: It wasn't just the food. It was the person. That's OTM. That's who you're going to become.

Prime Time

- ☐ Attend Shift Meeting
- ☐ Introduce yourself to the team
- ☐ Position Preview: spend 30 minutes at each station completing the Hit List below. - Observation only. Shadow and ask questions. Understand how the front door connects to the floor.

FLOOR & TABLE SERVICE	EXPO	RESTOCK
☐ Table numbers and floor chart	☐ Kitchen stations and what fires from where	☐ Supply locations — ice, linen, glassware, cleaning supplies
☐ Seat 1 and pivot point	☐ Order timing expectations	☐ Walk-in and dry storage layout
☐ Pre-bussing standard	☐ How expo calls the next table	☐ Dumpster and trash area
☐ Full hands in and out	☐ Plate presentation standards	☐ Chemical safety and location
	☐ To-go area and packaging	

- ☐ Speak with 3 servers — understand what they need from the support staff during service
- ☐ Observe & Follow your trainer for the remainder of the shift

After Service — Day 1

- ☐ Discuss Pregame (apps)
- ☐ Taste 2 Pregame (apps)
- ☐ Log tasting notes

→ **DISCUSS · THIS DAY'S 1-PAGERS:** **Projecting Confidence · The Energy You Bring · The Art of Communication**

OTM Debrief — Confidence

"How did you show up today?"

- ☐ For Yourself: Did you show up with energy and presence? Where did you feel most confident? Where uncertain?
- ☐ For the Guest: Did every guest you passed feel acknowledged — a smile, eye contact, a warm word within 5 feet?
- ☐ For the Team: How did your energy on the floor today affect the people around you?

Strengths:

_____

_____

Opportunities:

_____

_____

_____	_____	_____
Trainer	Trainee	Captain / GM

projecting confidence

A guest forms an opinion of you from forty feet away, before your first word. Posture, pace, your resting face, the huddle at the POS. Most of what you say tonight, you will say without speaking.

Intentional actions define the vibe.

the fundamentals

01 POSTURE IS A POLICY

Upright, open, unhurried. Slumped shoulders tell the room the kitchen is in trouble, even when it is not. Carry yourself like the night is handled, and the room believes it.

02 PACE TELLS A STORY

Purposeful reads as command. Frantic reads as trouble. Slow reads as nobody cares. Sense of urgency is a skill you practice, a calm vibe that quickly delivers.

03 THE RESTING FACE

Your between-tables face is the one guests see most. It should look like you are glad to be here, in full control, and excited to deliver guest obsessed experiences.

04 ALWAYS ON STAGE

The eye-roll at the POS. The whispered side comment. The cluster of three at the service well. The guest feels it, and every table assumes it is about them.

in the shop

- ✓ Never let them see you sprint. Urgency moves fast and looks calm. Panic moves fast and looks like panic.
- ✓ Never cross the floor with a dead face. Ten feet, smile and eye contact. Five feet, “welcome in!”. Never point, happily escort the guest.
- ✓ Phones invisible. Always. One glance at a screen erases an hour of polish.
- ✓ Conversations clustered at stations look like neglect from every table that can see them.
- ✓ Walk the room like you built it. That is not arrogance. That is the confidence your preparation earned.

otm self-reflection

FOR YOURSELF *If we muted tonight's shift and just watched you, what story did your body language tell?*

FOR THE GUEST *What did the room see during your hardest ten minutes tonight?*

FOR THE TEAM *Did any guest watch the team huddle and wonder if they would ever get a second round?*

the energy you bring

Moods move through a team like weather. The team catches yours first, then every guest catches it from the team. Your energy was never private. It is the first thing you serve, and you choose it before you clock in.

Your energy is contagious.

the fundamentals

01 ENERGY IS A CHOICE, NOT A WEATHER REPORT

You can’t always control the day you’ve had. You control how you walk through that door. Showing up flat is not neutral. It is a withdrawal from everyone around you.

02 THE PARKING LOT RULE

Whatever you are carrying, the traffic, the argument, the bill, it stays in the car. Take ten seconds before the door. That pause is a professional skill, a discipline you must practice.

03 CATCH WHAT YOU'RE SPREADING

Low energy spreads quietly. Loud negativity spreads fast. Notice your own signal before a teammate manages it for you.

04 BORROW WHEN YOU'RE EMPTY

Some nights you just do not have it. Work next to someone who does. Energy transfers in both directions, and asking for a boost is strength.

in the shop

- ✓ Pre-shift is an energy transfer, not a meeting. Bring something worth catching.
- ✓ Sarcasm and eye-rolls read louder than you think. The floor has no volume low enough to hide them.
- ✓ Your face between tables is a billboard. The whole room is reading it.
- ✓ Celebrate a teammate's win out loud and watch the room lift. That is free, and it works every time.
- ✓ Guests feel the room before they taste the food. The vibe is part of the recipe.

otm self-reflection

FOR YOURSELF *What energy did you walk in with tonight, and did you choose it or just carry it?*

FOR THE GUEST *Could a guest have guessed your mood from across the room? What would they have guessed?*

FOR THE TEAM *Whose energy lifted you tonight, and who caught yours?*

the art of communication

Great communicators connect. They do not just talk at people. Communication is measured in two directions: how clearly your message lands, and how respectfully it travels, especially when it travels up. The door is open in this building. These are the skills that make it work.

Clear, concise, warm.

the fundamentals

01 LISTEN FIRST

Communication runs two ways. Lock onto the speaker. Do not load your reply while they are still talking. Say back what you heard, so nothing gets lost in the handoff. “HEARD”

02 SAY IT CLEAR, SAY IT KIND

Short, specific, no rhetoricals. Clarity respects everyone's time. Kindness is what makes it land. Concise and warm always lands.

03 BRING IT UP, BRING IT RIGHT

Issues go to people who can fix them, respectfully and with confidence, both at once. Respect without confidence buries a good idea. Confidence without respect buries it faster. Bring a proposed fix in the same breath.

04 PICK YOUR MOMENT

Mid-rush is not the moment, and the floor is not the room. When clarity calls for it, take it offline. Passionate conversations need privacy, and the room responds to the energy you bring.

talking with leadership

- ✓ Running late or under the weather? Call and talk to a manager, two hours minimum before shift. A call is respect, a text is a dodge. Then help find your coverage.
- ✓ Disagree with a call? Make your case in private, with respect and confidence. Then walk out aligned.
- ✓ Stay inside your lane. If its outside of your responsibility only communicate positive suggestions or offer thoughtful help. No backseat drivers needed.
- ✓ Read everything UNCO puts in front of you. Showing up informed allows you to OTM.
- ✓ Celebrate wins out loud, in the moment. Write down opportunities and bring them at the end of the shift, unless it affects the guest. That gets said now.
- ✓ Hold confidentiality. Pay, tips, and personal matters stay private.

otm self-reflection

FOR YOURSELF *When you brought something to a leader this week, did your delivery earn it respect?*

FOR THE GUEST *Did anything you sat on, a problem or an idea, affect the guest before it reached someone who could fix it?*

FOR THE TEAM *Did the floor feel your conversations tonight, or did the passionate ones go offline where they belong?*