01

CONFIDENCE

Orientation · Brand Culture · Position Preview

Goal: Bring Confidence to life from your first hour. Polished presence, prepared mind, pride in the uniform. Immerse yourself in the Standard Service culture, learn OTM, and set the expectation: the guest's experience starts at the door — and the door starts with you.

OTM DAY 1 — CONFIDENCE

Before you can own the door, you have to own yourself. Your smile isn't a technique. It's the result of showing up prepared, present, and proud to be the first face every guest sees. The reception 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.

FLOW OF SERVICE

The flow of service starts and ends at the host stand. When the flow of service is disrupted, backups occur, and it is difficult to level out again. By knowing the flow and maintaining it from the beginning, we can create a positive ripple effect that goes from the host stand to the table to the kitchen and back.

ROLES AT THE HOST STAND

The greeter, the runner, and the coordinator are the three roles at the host stand. The greeter is the first person a guest will see upon arriving at the restaurant. The runner is to seat guests and make status checks. Those status checks, in turn, support the role of the coordinator who assigns guests to tables in a timely manner according to the waitlist and floor chart. The coordinator determines the flow of service by seating certain parties at certain tables and managing the waitlist.

AVERAGE TURN TIMES

- ◻ 2-Top 1hr 15 min
- ◻ 4-Top 1hr 20 min
- ◻ 6-Top 1hr 30 min
- ◻ 8-Top 1hr 45 min
- ◻ 10+ 2hr

KNOW THE FLOW

Every restaurant is set up to handle a specific number of guests within a specific time frame. We need to know how to seat within those guidelines to effectively manage the flow. If we seat too many guests at one time, the flow is disrupted, resulting in orders being backed-up, longer ticket times, longer turn times, and longer waits.

How many guests can be seated per X amount of time? _____ guests per _____ minutes. Sometimes you will go over this maximum reservation count, and that is ok! Simply be aware of the covers in the next time slot before and after. This will help you balance out the covers and keep the flow of service steady.

RECEPTION FAQs

- ◻ Are reservations required? No
- ◻ Do we allow dogs? Yes, dogs are allowed on the patio & outdoor spaces.
- ◻ Who handles large party & event reservations? Your in-store manager.
- ◻ Can guests call ahead for the waitlist? Yes, we do! For parties of up to 6 guests head to OpenTable to join the waitlist! Large parties must call the restaurant directly.
- ◻ Do we allow smoking on the patio? No

OPENTABLE ACADEMY

Follow this QR code link to the OpenTable Academy and complete the Beginner Training Program to learn about:

- Seating walk-in guests or placing them on a waitlist.
- Taking reservations over the phone.
- Seating guests with online reservations.
- Notifying guests of table availability.
- Assigning tables by server section.
- Providing great customer service.

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.

Host Stand	Expo	Beverage
☐ Reservation policy	☐ Kitchen stations	☐ First round speed
☐ Guest notes	☐ Order timing	☐ How bar tickets are built
☐ Floor chart and table numbers	☐ How tickets move	☐ Timing and teamwork
☐ Rotation and seating philosophy	☐ Plating walkthrough	☐ Garnish standards
☐ Server ↔ Reception interaction	☐ To-go area and packaging	☐ Signature cocktail overview

- ☐ Speak with 3 servers — understand what they need from the host stand
- ☐ Roleplay Act One: The Arrival with 3 servers/hosts — build comfort on the door

After Service

- ☐ Role Play Act 1: The Arrival
- ☐ Discuss For the Table & Salads
- ☐ Taste 1 For the Table item & 1 salad
- ☐ Log tasting notes
- ☐ Review Act 1: Arrival
- ☐ Review Flow of Service, Roles at the Host Stand, and Average Turn Times — be able to explain each
- ☐ Review Reception FAQs — know every answer cold

→ **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: Was your attire and posture guest-ready from the moment you walked in? Where did your presence feel strong? Where did it slip?
- ☐ For the Guest: How does a host's smile change the guest's experience before a single word is spoken?
- ☐ For the Team: How did your presence at the front door affect the people around you today?

Strengths:

_____

_____

Opportunities:

_____

_____

_____	_____	_____
Trainer	Trainee	Captain / GM

Next shift: Day 2 — Command the Door. Study table numbers, floor chart, and the reservation system. Know the floor cold.

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?*