HERO

Server Training Program — 2026

This manual is your foundation. Six days. Every conversation, every role play, every shift builds the person who walks this floor like they built the place.

TRAINEE NAME: _____

DAY	DATE	TIME IN	TIME OUT	TRAINER
Day 1: Confidence				
Day 2: Sense of Urgency				
Day 3: Knowledge				
Day 4: Guest Obsessed				
Day 5: Grow Together & Be Better				
Day 6: Embrace the Adventure & Systems with Soul				
Mock Service				

THE STANDARD

Own the Moment

Own the Moment is the guiding principle behind every goal we set. It is the growth mindset that drives us to strive for more each day: bring your best to every interaction, study, put in the reps, ask for feedback, and never stop improving. OTM is not just what you do. It is fully embracing the moment in front of you, taking decisive action with confidence, and maximizing the opportunity at hand.

This part is yours alone. Nobody can study for you or take your reps. The work belongs to you, and so does everything it builds. Every moment you own compounds into your reputation, your skills, your career. DO THE WORK.

You cannot perform your way to confidence. You have to prepare your way there.

The Three Layers of OTM

01 FOR YOURSELF · SHOW UP READY

Confidence is grown through preparation. Know the menu, the sourcing, the cocktails, the neighborhood. That swagger isn't something you fake, it's something you earn every single shift. When you've done the work, you carry yourself differently. Guests feel it. Your team feels it.

02 FOR THE GUEST · MAKE THEM FEEL IT

Control is felt through your energy. Every guest yearns to feel as if they are in good hands. Eye contact, attention to detail, and delivering on their needs without being asked is key to being Guest Obsessed. Guide them to choices you know they will love, share how to get the most out of the experience because you authentically care about their time with us.

03 FOR THE TEAM · PULL EVERYONE HIGHER

Your energy is contagious. When you OTM, you lift everyone around you. You move without being asked. You help without keeping score. You focus on every guest, not just your own. You Embrace the Adventure when everything gets heavy. Growing Together as a team means we coach, teach and mentor teammates so we can reach our highest potential.

Are you Owning the Moment, for yourself? For the guest? For the team?

Ask yourself, every night

01 *What was mine to control tonight, and did I own it?*

02 *What moment did I miss?*

03 *What am I walking in ready for tomorrow that I wasn't ready for today?*

OTM in Practice: The Three Foundations

OTM is not a checklist. It is a standard of presence. Three foundations define what it means to Own the Moment and all three start with you, before you ever engage a guest or a teammate.

01 CONFIDENCE · YOUR PRESENCE IS YOUR FIRST IMPRESSION

You show up polished and ready. You stand upright and carry yourself with pride before you say a single word. At 10 feet, you find the guest with your eyes. At 5 feet, you acknowledge them with your voice. You smile in every interaction and every moment you are on the floor. This is who you are the second you walk through that door.

02 SENSE OF URGENCY · UNOBTRUSIVE SERVICE IS THE STANDARD

The guest should never have to wonder where you are, wait for a refill, or flag you down. Move with purpose. Anticipate before they ask. Respond with urgency when they need you, then disappear gracefully when they don't. You are always aware, always capable, always on it. Perfect timing throughout their experience is essential.

03 KNOWLEDGE · KNOWLEDGE BUILDS CONFIDENCE

Knowledge is the key to growing your confidence. It's the eagerness to learn more: hospitality, culinary, beverage, the story behind everything we serve. Every hour you put in becomes confidence you don't have to fake. That authority comes from one place: preparation.

The Five Core Values

OTM powers everything we do. These are the five values it brings to life. Guest Obsessed comes first because the guest is why we exist. Every value on this page comes back to the experience at the table.

01 GUEST OBSESSED · THE ONLY REASON WE EXIST

You smile at every interaction, keep drinks full and rounds moving fast. You proudly guide your guests in the right direction, whether that's the menu, the space, or the overall experience. You serve them better than you've ever been served. You are timely, attentive, and aware. You learn guests' names so you can address them as if they're already regulars. Every action in the shop should have a positive impact on the guest experience.

02 GROW TOGETHER · NOBODY WINS ALONE

Teamwork is the job. We are only as strong as our weakest player, so we make each other stronger. You greet their tables, run their food and drinks, and keep their sections clean. You stay ahead of running side work, so no one falls behind. You always help when asked, and you're never afraid to ask for help yourself. You champion every guest request as if it were your own, because when one of us wins, we all win.

03 BE BETTER · FEEDBACK FUELS CONSTANT GROWTH

Stay hungry to grow, every shift. Be Better is the commitment to making every day better than the last. We coach in real time, own mistakes quickly, always respecting our team as we grow together.

04 EMBRACE THE ADVENTURE · LEAD THROUGH EVERY CHALLENGE

Positivity is power. The kitchen goes down, the wait runs long, a guest is upset. Hospitality is unpredictable. Your composure, your optimism, your energy are choices, and you make them out loud. Anyone holds the standard when it’s easy. We hold it when it’s hard, and the guest never feels the chaos behind it.

05 SYSTEMS WITH SOUL · STRUCTURE THAT SERVES PEOPLE

Systems are the checks and balances behind relentless consistency. Every checklist, every guest note, every running side work task, every pre-shift routine: these systems exist to support great hospitality. Using systems with soul fully should always free you to be more present with the guest. If a system doesn't serve this purpose, we refine it.

TRAINING OVERVIEW

The 6-Day Training Arc

	OTM // CORE VALUE FOCUS	SERVICE FOCUS
1	**Confidence**	Orientation · Culture · Position Preview
2	**Sense of Urgency**	The Greet · First Round · Toast Handheld
3	**Knowledge**	Guiding the Menu · Entrees · Quality Checks
4	**Guest Obsessed**	Closing the Experience · Dessert · Farewell
5	**Grow Together & Be Better**	Multi-Table · Salesmanship · Floor Awareness
6	**Embrace the Adventure & Systems with Soul**	3-Table Section · Final Exam · Sign-Off

The Daily Rhythm

Before Service — Every Day

- ◻ Style & Grooming — reviewed and approved
- ◻ Tests
- ◻ OTM Discussion
- ◻ Role Play
- ◻ Side Work
- ◻ Shift Meeting

Prime Time – Every Day

- ◻ On the floor training during live service with escalating ownership each day

After Service — Every Day

- ◻ Side Work & Checkout
- ◻ Beverage & Culinary Education
- ◻ OTM Debrief — all three layers, every shift

Steps of Service — The Three Acts

ACT ONE — Start Strong
Greet (45 sec)
Special Attention
First round (2 min)
Starter by name (5-7 min)
(see page 10)

ACT TWO — The Main Act
Guide with sourcing & knowledge
Suggest next round
Deliver Entrees (10-14 min)
Quality check by name (2 min/2 bite)
Final Prebus
(see page 12)

ACT THREE — Finish Stronger
Dessert by name (4 min)
Beverages to-go
Present Check
Fond farewell
Guest notes
(see page 14)