04

BE BETTER, EMBRACE THE ADVENTURE, SYSTEMS WITH SOUL

Full Shift · Final Exam · Reception Sign-Off

Goal: Own the full floor from open to close and prove that every system you've built serves one purpose, the guest. This is where confidence, urgency, and knowledge come together. Show up certified, composed, and ready to make every person who walks through that door feel like the most important guest in the building.

OTM DAY 4 — BE BETTER, EMBRACE THE ADVENTURE, SYSTEMS WITH SOUL

After every shift, Be Better asks you to close the gap, own your mistakes quickly, study the floor, and come back tomorrow sharper than you left. Embrace the Adventure when the wait goes long, a reservation is lost, or a guest arrives frustrated before they've sat down. Your composure is a choice. And every system behind that host stand: the rotation, the floor chart, the wait list, exists for one reason: freeing you to be more present for the guest standing right in front of you.

You are a full owner. You don't ask permission to take care of a guest. You see it, own it, resolve it.

Before Service —

- ◻ Attire and grooming standards reviewed and approved
- ◻ Host stand setup complete — menus, reservation system open, floor chart current
- ◻ Attend shift meeting

Final Test:

- ◻ Table numbers
- ◻ Floor chart
- ◻ Reservation system & Steps of Service
- ◻ Menu basics
- ◻ Wait management
- ◻ OTM & core values
- ◻ Brand story
- ◻ Full Menu

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

Own the Moment — Day 4 Conversation

Along with your trainer discuss:

- ◻ The host stand is the first sixty seconds of the guest's entire experience. Guest Obsessed at the door means you've already thought about them — reservation notes read, floor ready, language warm — before they walked in. What does it look like when that preparation shows up versus when it doesn't?
- ◻ Think about a guest today who you genuinely took care of. What did you do, specifically, that made them feel like they mattered? Not the script, the actual moment.

Prime Time

Certification Checklist — Full Shift

All items required for certification. Trainer evaluates independently — no coaching during service.

- ☐ Acknowledges every guest within 10 seconds with genuine eye contact and warmth
- ☐ Welcomes every party like they are expected — reservation or not
- ☐ Logs celebrations, allergies, and VIP notes immediately and accurately
- ☐ Communicates wait times honestly, specifically, and with hospitality
- ☐ Offers bar seating for every party on a wait — always

☐ Updates waiting guests proactively — they never have to ask
☐ Calls guests by name when their table is ready
☐ Leads every party to the table — never points, always walks
☐ Stays near the table until guests seat, and then hands them menus.
☐ Handoff to server is complete before stepping away — every note relayed
☐ Floor chart kept current and accurate throughout the shift
☐ Rotation managed thoughtfully — no section buried, no table seated ahead of kitchen capacity
☐ Difficult arrivals handled with composure and warmth — solution before explanation
☐ Send-off executed — farewell, invitation to return, genuine close
☐ OTM in every single interaction — eye contact, confidence, warmth, energy
☐ 5ft/10ft rule applied — no guest in the front-of-house feels invisible
☐ Grow Together — alerts server team to large parties, walk-ins, and special notes before they become surprises
☐ Systems run cleanly — stand organized, reservation system current, menus staged

OTM Debrief — Guest Obsessed

- □ For Yourself: Was every guest you touched today actually taken care of — or did you go through the motions?
- □ For the Guest: Think about the hardest arrival of your shift. Did that guest leave feeling like this place was built for them?
- □ For the Team: Where did your ownership at the door make it easier for the rest of the building to take care of the guest tonight?

Certification Status

- □ Certification status confirmed — Ready or Reschedule
- □ Exit interview scheduled with manager

☐ **CERTIFICATION STATUS** Ready for Exit Interview	☐ **SCHEDULE DAY 4 AGAIN** Review with Reception Manager / GM before rescheduling

Strengths:

_____

_____

Opportunities:

_____

_____

Trainer	Trainee	Captain / GM

feedback is fuel

Everyone says they want feedback. Most people defend themselves the second it arrives. The best in the world are the easiest to coach, because feedback is not a judgment of who you are. It is free information about how to get better.

Coachable is a competitive advantage.

the fundamentals

01 HEAR IT ALL THE WAY OUT

Do not build your defense while they are still talking. Listen to understand, not to respond. The feedback you deflect is the lesson you pay for twice.

02 SAY THANK YOU FIRST

Someone who coaches you is investing in you, and honest feedback always costs the giver something. Honor that before anything else.

03 ASK FOR THE SPECIFIC

What does better look like? Can I show you next round? These turn a comment into a rep. Vague feedback accepted vaguely changes nothing.

04 APPLY IT THE SAME SHIFT

Feedback applied in the moment sticks. Feedback filed away for later dies. Close the loop while the coach is still watching.

in the shop

- ✓ Coaching is a gift, not a write-up. The moment we stop coaching you is the moment we stopped betting on you.
- ✓ Own mistakes out loud and fast. The quicker you own it, the quicker you grow past it, and the more the team trusts you.
- ✓ Ask for feedback before it's offered. What's one thing I can do better tonight? is the most underrated question in the building.
- ✓ Catch it done right too. When a teammate nails something, name it. Real-time praise is feedback's other half.
- ✓ The bar moves because you move it. Nobody can be coached into growth they didn't decide to want.

otm self-reflection

FOR YOURSELF *What feedback did you get today, and what did you do with it before the shift ended?*

FOR THE GUEST *Did you ask for coaching, or wait for it to find you?*

FOR THE TEAM *What did you catch a teammate doing right, and did you say it out loud?*

vent up, never sideways

Elite teams run a hard rule about complaints: up the chain, never sideways. Sideways venting feels like bonding. It is actually corrosion. It hands the weight to people who cannot fix it and creates negativity. Take it up the ladder, and bring your best idea with it.

Leaders make positive impact, even when they vent.

the fundamentals

01 SIDEWAYS FEELS GOOD, FIXES NOTHING

Venting to a teammate gets you sympathy and solves zero. Ten minutes later the problem is still there, and now two people are carrying it.

02 UP THE LADDER, WITH A FIX ATTACHED

Bring the issue to someone who can act on it, and bring a proposed fix in the same breath. That is the difference between complaining and contributing.

03 PROTECT THE NEW ONES

Trainees inherit the attitude of whoever talks to them most. Hand them your standards, not your frustrations.

04 DISAGREE INSIDE, ALIGN OUTSIDE

Fight for your idea in the office. Best idea wins, rank does not decide. Then walk out the door unified. The floor never sees the seams.

in the shop

- ✓ Gossip is a tax the whole team pays and nobody collects. Starve it.
- ✓ Mid-shift is never the moment. Take it offline and protect the energy of the room.
- ✓ A two-minute vent in the back is human. A nightly habit is a culture problem.
- ✓ When someone vents sideways at you, one question: have you told someone who can fix it?
- ✓ Bring issues to leadership with respect and confidence. That door is open and it is the right one.

otm self-reflection

FOR YOURSELF *What frustrated you tonight, and where did it travel: up, sideways, or nowhere?*

FOR THE GUEST *Did the floor feel any of the team's friction tonight?*

FOR THE TEAM *When you brought the problem up, did a fix come with it?*

never stop growing

We live in a loud world, full of passionate people with megaphones, certain about things they have never put in the work to actually change. Passion without skill is just noise. The people who change anything are the ones who got quiet, went to work, and earned the right to be heard.

Jiro Ono earned it. His restaurant, Sukiyabashi Jiro, has ten seats and sits inside a Tokyo subway station. It also became the first sushi restaurant on earth to earn three Michelin stars.

The training there takes ten years. You start by wringing hot towels. You wait years before you are allowed to touch the fish. One apprentice, Daisuke Nakazawa, spent months on the egg alone... he made over two hundred before Jiro finally nodded and called one good. Nakazawa wept.

Jiro is around a hundred years old and still stands behind his counter. His words: fall in love with your work, and dedicate your life to mastering your skill. He says he does the same thing over and over, improving bit by bit, always reaching for more.

That is what owning the moment is really made of. Not talk. Not opinions. A hunger to grow that never switches off. You earn the right to change something by getting good enough to change it... then you keep climbing, because no one knows where the top is.

I'll continue to climb, trying to reach the top... but no one knows where the top is.

JIRO ONO · JIRO DREAMS OF SUSHI

otm self-reflection

01 *What skill in your craft are you quietly perfecting right now... and what are you only talking about?*

02 *Where have you mistaken passion for mastery, and what reps would close the gap?*

03 *If you kept climbing for ten years like Jiro, what would your guests know you for?*

CLOSING STORY · BE BETTER · NEVER STOP GROWING