DAY

3

SENSE OF URGENCY

Signature Cocktails · Infusions & Batches · Guest Reads

Goal: Bring Sense of Urgency to life at the well. Signature cocktails cold, batches dialed, eyes reading the bar. The guest never waits, never wonders, and never feels watched.

"Slow is smooth, smooth is fast."

N A V Y S E A L A D A G E

Today your knowledge becomes speed. Signatures cold, batches dialed, eyes always reading the bar. The guest never waits, and never feels watched.

OWN THE MOMENT — DAY 3: 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.

OUR HOUSE VODKA — KNOW THIS STORY

Our House Vodka is our exclusive, Texas-made vodka, poured across all UNCO concepts. Gluten-free, corn-based, six-times distilled, designed to be exceptionally smooth.

The Origin Story: The Standard Mule came first. We reimagined the Moscow Mule using kombucha instead of ginger beer, lighter and cleaner. That cocktail set the standard. Thirteen years later, Our House Vodka was built to match it. We didn't put a house vodka on the menu to save money. We put it here to raise the standard. Every vodka drink starts at a higher level without the guest having to ask or upgrade.

Well Spirits — Most house made infusions are made using these wells.

VODKA	GIN	TEQUILA	BOURBON	RUM
Our House Vodka	**New Amsterdam**	**Pueblo Viejo**	**Quality House**	**Cruzan**
Texas-made, 6x distilled, gluten-free, corn-based	Crisp, citrus-forward London Dry style	Authentic Mexican blanco — clean and bright	Approachable, caramel-forward American bourbon	Light, clean Caribbean rum

DAY 3 CHECKLIST

Before Service

- ◻ Attire and grooming standards reviewed and approved
- ◻ Clock In

Tests

- ◻ Salads, Soups
- ◻ Technique
- ◻ The Usuals
- ◻ Infusions & Batch Program

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

Own the Moment — Day 3 Conversation

- ◻ What does it feel like to sit at a table and have a server who truly knows the menu versus one who is guessing?
- ◻ What did you study last night? Can you paint the picture of three dishes right now without looking?

Prime Time

- ◻ Attend Shift Meeting
- ◻ Review with your trainer: Steps of Service · Act Two: Main Act
- ◻ Roleplay Act One: Start Strong with your bartender/trainer – get ready to greet guests.
- ◻ Review specs for all menu listed cocktails – get ready to make them

Greet your trainer's first 3 bar guests — Act 1: Start Strong

- ◻ Greet with confidence and drop napkins/coasters — accessible, present, zero hesitation
- ◻ First round sent as the top priority — no delay
- ◻ Offer starter by name with genuine, sourcing-confident recommendation
- ◻ Maintain eye contact if using handheld

During Shift Observations

- ◻ Complete all 2 bite/2 minute checks — no guest left behind
- ◻ Run food and drinks — 360s, guest request
- ◻ Observe trainer executing Main Act

Practice (after successfully completing act 1)

- ◻ Spend 2 hours on the well with trainer supervision building all menu listed cocktails.
- ◻ Review and Discuss the UNCO standards for building classic cocktail.

After Service — Day 3

- ◻ Roleplay Act Two: Main Act with 3 servers/bartenders — build comfort on the bar
- ◻ Complete Side work & Checkout with trainer
- ◻ Discuss Meat & Bread, Pizzas, Usuals (3) & Frozens
- ◻ Taste 1 Meat & Bread, 1 Pizza, 3 Usuals, and 1 Frozen
- ◻ Log Tasting Notes

→ **DISCUSS · THIS DAY'S 1-PAGERS:** **Unobtrusive Service · The Art of Anticipation · Allergen Protocol · Time Standards · Road To Success**

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: Meat & Bread, Pizzas, Usuals (3) & Frozens, Full Beverage Program

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?*

allergen protocol

We take every allergy seriously. If a guest has an allergy, we assume it is life-threatening and treat it that way. Our recipes are complex and can contain ingredients that never show on the plate. This protocol runs the same way every time, with zero exceptions.

If a guest is in distress, call 911 immediately.

the protocol

01 KNOW THE MENU. GUIDE THE GUEST.

Know the menu well enough to guide a guest with an allergy to a great choice with confidence. Unsure whether an item contains the allergen? Tell the guest you will confirm with a manager before ordering.

02 MANAGER BEFORE ANYTHING RINGS

Every allergy ticket gets a manager before it enters the system. No exceptions.

03 RING WITH THE ALLERGY MODIFIER

Use the Allergy Modifier button, communicate the item to Expo, and confirm the kitchen is aware.

04 A MANAGER RUNS THE DISH. EVERY TIME.

When the item comes up in the window, a manager runs it to the table and places it in front of the correct guest.

05 SIGNS OF A REACTION: STOP AND GET A MANAGER

Stop what you are doing and get a manager immediately. If the guest is in distress, call 911 first.

the nine leading allergens

These account for the vast majority of serious reactions. Guests may present allergies beyond this list. Every allergy gets the same care.

Gluten / Celiac
Wheat, couscous, farro, barley, oats, rye, soy sauce

Dairy / Lactose
Butter, cheese, cream, milk, yogurt, whey

Egg
Eggs, mayonnaise, meringue, baked goods, pasta

Soy
Edamame, miso, soy milk, tofu, tempeh, TVP

Sesame
Sesame oil, sesame seeds, tahini

Peanut
Peanut extracts, syrups, pastes, oils, milks

Tree Nut
Almonds, cashews, pecans, walnuts, plus nut extracts, oils, milks

Fish
Finned fish only: salmon, tuna, anchovies, redfish

Shellfish
Shrimp, crab, lobster, squid, oysters, scallops

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.

road to success

Things go wrong. A plate comes out cold, a reservation gets lost, a guest waits too long. You have two options in that moment, you can hide from it, or you can own it. How we recover is the difference between frustration and lifelong impact. The mistake doesn't define us. What we do next does.

A mistake well handled.

the five a's

01 AWARENESS

The guest should never be the one to tell us something went wrong. See it first... read the table, feel the energy, catch it before it grows.

02 ACKNOWLEDGE

Name it out loud to the guest. No alibis, no blaming the kitchen, no hiding. "Your drink came out wrong, that's on us" builds more trust than pretending it never happened.

03 APOLOGIZE

Say the real words. "I'm so sorry, our mistake". Sincere and direct, with no excuse attached. An apology with a "but" in it isn't an apology.

04 ACT

Say what you're going to do, then do it fast. Make the fix the priority and follow through before they have to ask again. Sense of urgency tells the guest they matter.

05 ADD GENEROSITY

Write the great last chapter. Do something extra to thank them for their patience. Give more than the moment requires... and turn the problem into the reason they come back.

the story

In 1994, Danny Meyer... the restaurateur behind Union Square Cafe... was still beating himself up over a mistake his team had made.

He shared it with Stanley Marcus, the man whose family built Neiman Marcus right here in Dallas back in 1907. Marcus didn't flinch.

He told Meyer a line that reframed the whole game: the road to success is paved with mistakes well handled.

The lesson stuck. A mistake you own and fix can earn more loyalty than a flawless night ever could... because the guest remembers how you made it right.

That's why we don't fear the mistake. We own the recovery. The Five A's are how we do it, every time, on every shift.

otm self-reflection

FOR YOURSELF *Think of the last mistake you owned with a guest. Which of the Five A's did you skip... and what would you do differently next time?*

FOR THE GUEST *Did anyone leave tonight still holding a problem we never made right... or did we write them a great last chapter?*

FOR THE TEAM *Where did we catch a mistake early and recover as a team... and where did one slip because nobody owned it?*

ACT TWO The Main Act

05. Guide through the menu

You are guiding an experience, not taking orders, and the difference shows in how you approach the bar top. Use sourcing stories and genuine recommendations the same way a server does, adapted for the bar, and hold that standard even when tickets are stacking.

06. Suggest the next round

Make the offer before the glass is empty, not after. Watch the level, name the next drink specifically, and keep the rhythm of the visit moving without making anyone feel hurried.

Note on the ticket and ring away from the guest.

07. Execute ticket flow

Running the bar means holding the floor and the well at the same time. Build in order, batch where the system allows, and keep tickets moving without sacrificing the quality of the build. Speed and spec are both the standard, and the guest in front of you should never feel like a ticket number.

08. Quality check by name

Return to the guest at two sips or two minutes, whichever comes first, and check in by name and by drink rather than with a generic “everything good?” Something like “How is the ___(cocktail name)___ treating you?” is specific enough to invite a real answer. Any build that misses the mark is remade immediately, the MOD is notified, and at the bar where every guest can see you, the recovery should be fast and clean.

Log any adjustments and ring corrections immediately.