DAY

3

SENSE OF URGENCY & GROW TOGETHER

Restock · Cleanliness · Cross-Support

Goal: Bring Sense of Urgency to life in every corner of the building. Restock before you're asked. Clear before you're told. Respond to every Hands call like it's yours to own. The floor runs because you ran it and the guest never sees the work behind it.

This is where service becomes guidance. Your knowledge is your confidence.

OWN THE MOMENT — DAY 3: SENSE OF URGENCY & GROW TOGETHER

"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 or flag someone down. Move with purpose. Anticipate before they ask. Respond with urgency when they need you — and disappear gracefully when they don't. You are always aware, always capable, always on it. They just never feel watched.
And remember, how you move, help, and communicate determines whether the whole team can do their best work tonight.

RESTOCK — THE STANDARD

CATEGORY	WHAT TO CHECK AND WHEN
ICE	Bar wells, service wells, and ice bins checked at open and monitored throughout. Never let a well drop below half.
GLASSWARE	Clean and polished glassware restocked to bar and service stations before service and on rotation throughout.
LINEN & NAPKINS	Folded and restocked at service stations before service. Monitor and restock during service without being asked.
CLEANING SUPPLIES	Spray bottles are filled with cleaning solution and labeled correctly. Rags clean and available at all side stations.
STORAGE ORGANIZATION	Dish pit, wait stations and expo line are kept organized. FIFO on all restocked items. Alert a lead if anything is out of spec. Bus tubs are cleared regularly.

CLEANLINESS — THE STANDARD

DINING ROOM & PATIO

- Floors swept throughout service — not just at close
- Chair legs, seat cushions, and table bases checked on every rotation
- Any spill addressed immediately — wet floor sign placed, floor cleaned, sign removed

BATHROOMS

- Checked at open, top of every hour, and at close
- Soap, paper towels, toilet paper restocked before they run out

EXPO & DISH AREA

- Expo surface wiped and cleared after every push — no plates sitting
- Dish area checked on every trip to the back
- Report any broken glass or plating issues to expo immediately

DUMPSTER AREA

- Trash bags replaced before they overflow
- Dumpster lids closed at all times
- Area around dumpsters cleared of debris
- Boxes broken down and placed in recycling — never left stacked outside

• Toilet, sink, mirror, and floor checked every visit • Notify Captain immediately if anything needs maintenance attention	

CROSS-SUPPORT & COMMUNICATION

TERM	WHAT IT MEANS FOR THE SA
HANDS	Everyone available goes to expo or the bar to run food and drinks. This is a call, not a suggestion. Move.
DROP & GO	A teammate calls Drop & Go — you drop what you're carrying with them and ask what they need. Fast and fluid.
GUEST REQUEST	Number one priority on the floor. Everything else waits. Completing the circle means following through fully.
COMPLETING THE CIRCLE	Fulfilling a guest request from start to finish. You picked it up. You finish it.
WALK THE GRID	Circulate the full floor — all four corners and everything in between. Not just the path between expo and your tables.

DAY 3 CHECKLIST

Before Service

- ◻ Style Guide & Grooming Standards reviewed and approved
- ◻ Clock in

Tests:

- ◻ Menu Basics — Meat & Bread and Pizzas
- ◻ 5ft, 10ft rule
- ◻ 30/30 rule

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

Prime Time – Day 3

- ◻ Own pre-service restock and opening side work with urgency — don't wait to be directed
- ◻ Solo floor run during service with trainer check-ins
- ◻ Complete bathroom checks on rotation — log each check with trainer
- ◻ Identify and address at least one proactive restock before being asked
- ◻ Demonstrate Drop & Go and Hands calls with the service team
- ◻ Attend shift meeting

After Service

- ◻ Discuss Bowls & Entrees
- ◻ Taste 1 Bowl & 1 Entree
- ◻ Log Tasting Notes
- ◻ Own pre-service restock and opening side work with urgency — don't wait to be directed
- ◻ SA Education: Walk through one more menu item — ingredients, what makes it a Standard Service dish, how it looks at the table
- ◻ Walk closing side work and cleanliness checklist with trainer — own the standard, not just the task
- ◻ Complete side work and checkout

→ **DISCUSS · THIS DAY'S 1-PAGERS:** **Road to Success . The 51%**

OTM Debrief — Sense of Urgency

" Did your presence on the floor look like someone who belonged here?"

- ◻ For Yourself: Where did your sense of urgency show up today? Where did you hesitate or shrink?
- ◻ For the Guest: Did every guest you passed feel acknowledged? Did any guest have to look for you?
- ◻ For the Team: Did your urgency help the team, or did you move in isolation?

Strengths:

_____

_____

Opportunities:

_____

_____

_____	_____	_____
Trainer	Trainee	Captain / GM

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 entree 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?*

the 51%

Danny Meyer built one of America's most respected restaurant groups on one hiring ratio: 49 percent skill, 51 percent heart. Service is the technical delivery. Hospitality is how it makes the guest feel. Service can be flawless and still forgettable. Hospitality is what they drive home talking about.

Service is the process. Hospitality is the memory.

the fundamentals

01 KNOW THE DIFFERENCE

Service gets the order right. Hospitality makes the guest feel like their order matters. You need both, but only one of them creates a regular.

02 SERVICE IS THE PROCESS, NOT THE EXPERIENCE

Perfect steps of service earn you 49 points. The other 51 come from warmth, attention, and the feeling that you are glad they came. Nobody raves about adequate.

03 BE ON THE GUEST'S SIDE

Meyer calls it being an agent, not a gatekeeper. A gatekeeper protects the shop from the guest. An agent finds a way to say yes, and when the answer must be no, offers the closest yes we have.

04 FEELINGS OUTLAST FACTS

A guest will forget how long the entree actually took. They will never forget feeling rushed, ignored, or celebrated. You are managing feelings, not just food.

in the shop

- ✓ Steps of service are the foundation. You are the soul. Run the system fully, then bring the warmth only you can bring.
- ✓ A technically perfect shift with cold energy is a failed shift. We don't trade one for the other.
- ✓ Say absolutely like you mean it. Enthusiasm in your yes is free, and the guest feels the difference.
- ✓ When you have to say no, lead with what you can do. We can't do that, here's what I can do keeps you on their side.
- ✓ Walking away from every table, ask one question: what are they feeling right now? That answer is your scorecard.

otm self-reflection

FOR YOURSELF *Where was your service technically right tonight, and where was the feeling behind it missing?*

FOR THE GUEST *Which table felt the 51 percent from you? How do you know?*

FOR THE TEAM *Did your energy make the team's hospitality easier or harder tonight?*