



Talent Development Plan

A core passion within our organization is the development of team members into strong leaders. Our goal is to support you throughout this journey, equipping you with the knowledge and skills necessary to navigate leadership challenges effectively. We foster a culture that encourages growth, where you can learn from failures without fear, and continuously push yourself toward reaching your full potential.

Learning Coach: Subject matter experts in their area of the business

Timeline: 30-60 days*

Training Plan: Learning Coach Bootcamp

Person in Charge: Relevant Training Director (FOH or BOH)

Development:

To begin the Learning Coach progression, interested candidates must first complete an Expression of Interest form, followed by a meeting with the designated Training Director.

Upon entering the training program, candidates will be assigned Pathways training videos, which provide comprehensive instruction on all restaurant positions, including both Front of House and Back of House operations. Additionally, candidates will receive the book Leadership 101 as part of their leadership development.

During the training period, candidates will engage in hands-on "training practice" where they will train team members for a duration of 3-4 weeks. Upon completion of the Pathways training videos, candidates must successfully pass a knowledge assessment. Furthermore, they must complete Leadership 101 and document 3-4 key takeaways from the book.

Upon meeting these requirements, candidates will be officially promoted to Learning Coach. To support ongoing professional growth, Learning Coaches will participate in quarterly evaluations and development meetings with their respective Training Director.

Requirements:

- Needs to be proficient in majority of positions
- Be in his/her current role for at least 3 months
- Complete the expression of interest form
- Receive one letter of recommendation from a Leader
- Embody our core values and our vision
- Study Books: Leadership 101 by John Maxwell

*Timeline is based on overall performance and completion of the required tasks assigned.



Talent Development Plan

Shift Leader: Lead and oversee operational shifts with excellence

Timeline: 45-60 days*

Training Plan: Shift Leader Bootcamp

Person in Charge: Assigned Executive Director

Development:

The process of becoming a Shift Leader begins with completing an Expression of Interest form, followed by a meeting to assess eligibility for the role. If approved for training, you will connect with the Executive Director, who will provide an orientation outlining the Shift Leader training program. At this time, you will also receive a copy of the book Chop Wood Carry Water, which serves as a foundational leadership resource.

As part of the structured training program, you will complete the Shift Leader Training Boot Camp packet. This packet provides a comprehensive overview of the training process, which spans approximately 4-12 weeks.

During this period, you will participate in training shifts, where you will be paired with a second director for hands-on operational and managerial training. This practical experience is designed to strengthen your leadership skills and enhance your ability to manage daily restaurant operations effectively.

Upon completion of the training period, you will have a final meeting with the Executive Director to discuss key takeaways from Chop Wood Carry Water. During this discussion, you will reflect on your insights from the book and explore how they can be applied to your leadership development.

Promotion to Shift Leader will be granted once you have demonstrated the ability to apply leadership principles in real-world scenarios and confidently manage a shift.

Following your promotion, ongoing professional development remains a priority. You will meet monthly with the Executive Director to review progress, discuss leadership growth, and set quarterly goals to ensure continuous development in your role.

Requirements:

- Needs to excel in majority of positions
- Be in their current role for at least 3 months if the Team Member is a Learning Coach
- Be in their current role for at least 6 months if the Team Member is not a Learning Coach
- Complete the expression of interest form
- Receive a letter of recommendation from two Leaders
- Embody our core values and our vision
- ServSafe certified within 6 months of promotion
- Study Books: Leadership 101 (If not completed during a Learning Coach development process) and Chop Wood Carry Water

*Timeline is based on overall performance and completion of the required tasks assigned.



Talent Development Plan

Coordinator: Supports Director in their operational area in the business

Timeline: 30-60 days*

Training Plan: Coordinator/Director Bootcamp

Person in Charge: assigned Executive Director

Development:

A Coordinator's responsibilities involve assisting a Director in their specific area of the business or serving as a potential stepping stone to a future Director position. Individuals seeking to become a Coordinator must demonstrate a strong commitment to the role and the responsibilities it entails.

If the Director team collectively agrees to move forward with your progression, you will begin training with the Executive Director. This training will include hands-on experience with the Director or Executive overseeing the area of the organization you are stepping into. Roles and responsibilities will be clearly outlined and reinforced through intentional discussions.

During your training, you may be tasked with implementing new systems and processes to enhance efficiency within your designated area. This experience is designed to prepare you for the demands of the role and ensure your ability to contribute effectively to operations.

Once there is confidence in your ability to take on the position, you will have a final one-on-one meeting with your Director to discuss key insights from the required readings.

Following your promotion, you will meet regularly with your Director to assess progress, discuss personal and professional development, and explore opportunities to improve both your leadership skills and the overall success of the restaurant.

Requirements:

- Leader needs to excel in the area of position
- Be in their role and execute at a high level for at least 3 months
- Receive a letter of recommendations from two Leaders
- Embody our values and vision
- ServSafe certified within six months of promotion
- Study Books: All Shift Leader & Learning Coach books if not completed

*Timeline is based on overall performance and completion of the required tasks assigned.



Talent Development Plan

Director: Lead and oversee a specific area of the business

Timeline: 45-60 days*

Training Plan: Director Bootcamp

Person in Charge: Managing Partner and assigned Executive Director

Development:

Once you have expressed interest in becoming a Director, you will meet with an Executive Director to begin Director training. This training consists of a structured six-week program, during which you will be assigned role-specific responsibilities in phases to ensure a comprehensive understanding of your position.

As part of your training, you will also study the book Traction to gain insight into the organization's high-level structure and operational framework. This will provide you with a strategic perspective on how different areas of the business function and align with overall objectives.

Following your promotion, you will work closely with an assigned Executive Director who will oversee your personal development and provide ongoing mentorship. Additionally, you will meet monthly with the Managing Partner to review quarterly goals and identify growth opportunities within your role. These regular meetings will ensure continuous professional development, strategic alignment, and accountability in your position.

Requirements:

- Leader excels in the desired area of position to oversee
- Execute his/her role at a high level for at least 3 months
- One on one self-initiated meeting with a Director
- Receive a letter of recommendation from two Directors
- Embody our core values and our vision
- ServSafe certification upheld & maintained
- Read Traction by Gino Wickman

*Timeline is based on overall performance and completion of the required tasks assigned.