



Talent Strategy

When we **MOVE** in the right direction and are intentional with talent, we will find success in all areas of the business.



Recruiting: Our Must-haves

We utilize Workstream, our recruiting and applicant tracking platform, to streamline the hiring process. When reviewing resumes, we prioritize candidates with relevant job experience, demonstrated leadership capabilities, and a proven track record of stability and longevity in their roles. During interviews, we focus on assessing whether candidates align with our Core Values (SHOO): Servant-Spirit, Hustle, Ownership, and Optimism. These values are the foundation of our company culture:

- Servant-Spirit reflects humility and selflessness.
- Hustle represents a strong work ethic coupled with purpose and urgency.
- Ownership embodies a commitment to delivering one's personal best and being fully engaged.
- Optimism reveals an ability to find joy in all circumstances and maintain a positive attitude, even in challenging situations.

Our interview process is designed to ask questions that encourage candidates to lower their defenses and reveal their authentic selves. This enables us to assess whether their core values align with our culture. If these values are not readily apparent, the candidate may not be the right fit for our team.

We are committed to being confident in our hiring process and avoiding the temptation to hire simply to fill a position. Rushed decisions can create long-term challenges that undermine the success of the team. Once high-caliber talent is identified and hired, it is essential to have a structured onboarding and training process in place to ensure smooth integration and long-term success.



Onboarding & Training:

Our first **Opportunity** to make an impact on our new team members

The onboarding process plays a critical role in shaping a lasting first impression and establishing a strong foundation for every new team member. The first 90 days are particularly pivotal, as this period sets the stage for long-term success. By setting clear expectations from the outset, we provide new hires with a sense of direction and purpose that transcends individual tasks and aligns them with the broader goals of the organization.

Learning coaches are instrumental in fostering talent within our team. When these coaches exemplify our core values and possess a deep understanding of their roles, they become powerful role models for new team members. This alignment helps new hires naturally adopt these core values while benefiting from the coaches' knowledge and experience.

Our learning coaches are responsible for communicating and reinforcing the expectations we hold for performance within our restaurant. To ensure the effectiveness of this process, it's essential to have a dedicated training director who manages the training journey from start to finish, providing ongoing support and guidance to the learning coach team.



Retention:

Having a team who knows they are **Valued**

Every 90 days, the Executive Director of Talent meets with team members to discuss their progress, personal goals, professional development, leadership improvement, and any ideas they have for enhancing the organization. These intentional one-on-one meetings foster a sense of care and value, demonstrating our commitment to their growth and well-being. By understanding our team members' goals and getting to know them as individuals, we build stronger connections that enhance their work experience and, ultimately, contribute to the success of the organization.

As Jon Bridges, Chief Marketing Officer at Chick-fil-A, wisely stated, "Cared for people, care for people." Team engagement has a direct impact on customer satisfaction and the fulfillment of our shared vision. When our team feels valued and supported, this sense of care naturally extends to our guests. By prioritizing the well-being and development of our team, we create an environment where both employees and customers feel appreciated.

Just as we invest in restaurant equipment, it's equally important to invest in our team members.



Development:

Elevate our teams' skill sets

Development is a critical component of a thriving business and successful leadership. To elevate a team, we must first assess how we are fostering their growth. Are our team members and leaders advancing, or have they become stagnant? If we notice stagnation, it's essential to focus on their development. We will concentrate on two key areas: personal development and professional development.

Personal development can be greatly enhanced through resources such as books and podcasts. These tools provide valuable knowledge that can be applied to leadership practices and personal growth in various aspects of life.

Professional development is best nurtured through intentional one-on-one conversations with team members. These discussions not only strengthen relationships but also allow for consistent, meaningful guidance. Coaching conversations are essential to professional growth. Without constructive coaching, mistakes become missed learning opportunities. Clear, consistent communication of expectations is crucial for the development of both the individual and the team. Without it, growth will be hindered for both the organization and its members.

Establishing reliable systems and processes helps our team align with expectations and improve performance. As leaders, it's essential to set the example and hold the team accountable for their actions. Elevating a team's performance and mindset requires sustained dedication and intentionality—it's a continuous process that takes place every day, not overnight.

From the moment someone is onboarded to the moment they depart, we show care every step of the way. Because talent is not just finding the right people, it is about maintaining a culture of growth and care.