

WORK SMARTER
NOT HARDER!



THE QUICK **SERVICE THAT SELLS!**® WORKBOOK



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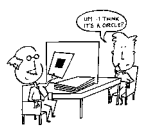


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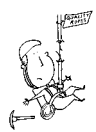
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NOT HARDER



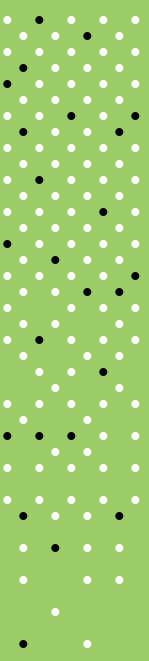
INTRODUCTION

Guests aren't too demanding. You already know what they really want — a quick bite to eat. But they can get that virtually anywhere. Why should they choose your place over all the others?

It takes more than good food fast to be successful. In *Work Smarter, Not Harder! The Quick Service That Sells! Workbook*, you'll explore eight areas — speed, accuracy, quality, value, consistency, service, atmosphere and personalization — all of which present specific opportunities to delight guests and excel as employees, both behind the counter and in the kitchen.

To get the most out of *Work Smarter, Not Harder! The Quick Service That Sells! Workbook*, read each page carefully, following the instructions and completing each of the exercises. They're designed to be practical and pertinent.

News you can use — that's what it's all about.



SPEED



SPEED

Whether you're working the register or back in the kitchen, you have a very short time to make customers happy. They're hungry, in a hurry and, on average, willing to wait only three to five minutes before losing patience.

Sometimes delays, however, are unavoidable. In those instances, what should you do if you're at the counter?

CHECK ALL THAT APPLY

- Apologize.
- Say: "Your order is almost ready."
- Give guests their cup first if they've ordered a beverage and you have a self-serve station.

You should have checked every possibility because they all can make time pass faster in the minds of those waiting. Perception, remember, is reality. The actual time it takes to deliver an order doesn't matter if guests perceive service to be slow.

That's why it's important to keep busy at all times. Wipe down the counter. Tidy up the fry station. Prepare trays and bags ahead of the order. Anything to let guests know that you're taking care of business.

Name three other things you can do to enhance the perception of speed in your operation.

WRITE YOUR RESPONSE BELOW

- 1.
- 2.
- 3.

You Call That **FAST FOOD?**

An administrative assistant in charge of a large event orders sandwiches from a local quick-service restaurant.

“I need to feed 15 people at lunch. What are my options?” he asks.

“We have some wonderful box lunches that would work perfect in this situation,” says the crew member behind the counter.

“Can you have them ready by 11:30? My group is breaking for lunch from 12:00 to 12:30.”

“No problem,” the crew member responds and quickly takes the details of the order.

Everything seems to be going fine until the customer returns at 11:35. “I have an order for 15 box lunches,” he says.

“Oh, they’re not ready yet.”

The customer, now annoyed, looks around the restaurant. Three employees are just standing idle while a fourth is working frantically to complete the order.

QUESTION

What would you do to put the customer at ease?

write your response here

HOW SPEEDY ARE YOU?

On a scale of 1 to 3 — poor, good, great — rate your speed in each of the categories under your primary job description, either Counter Crew or Kitchen Crew.

Next, add up your ratings (9 maximum) and write the total in the space provided. At the end of the *Work Smarter, Not Harder!* workbook, you'll be asked to complete a grand total assessing your overall quick-service performance.

CHOOSE

COUNTER CREW

- Greeting guests.
- Taking orders and suggesting extras.
- Making change.

Poor	Good	Great
------	------	-------

1 2 3

1 2 3

1 2 3

OR

KITCHEN CREW

- Preparing the order.
- Wrapping or plating the order.
- Handling special orders.

Poor	Good	Great
------	------	-------

1 2 3

1 2 3

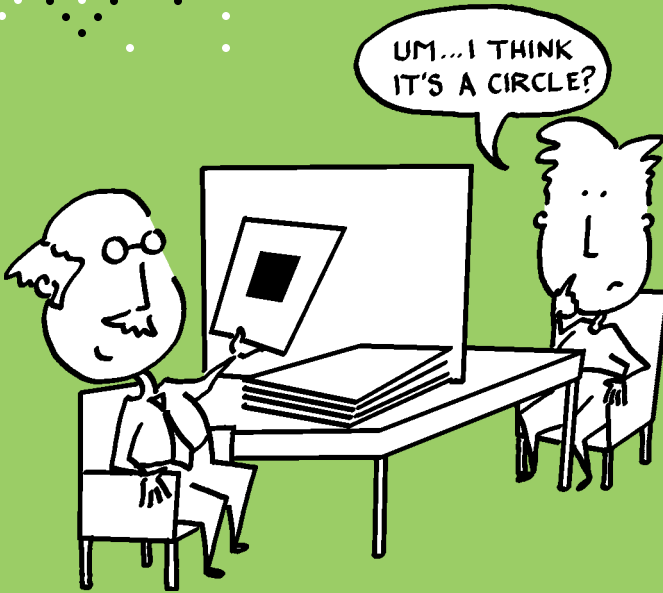
1 2 3

TOTAL (add up each number you circled):

TOTAL

TAKE THIS NUMBER

to page 39 for your grand total



ACCURACY



ACCURACY

Accuracy is getting the order right, no matter what. Most mistakes occur when guests make special requests. Hold the pickles. Easy on the mayo. No olives.

No problem, right? Not necessarily. When the clock's ticking and lines are long, it's critically important that you:

Listen. There's a huge difference between hearing and *understanding*. To listen successfully at the counter, lean forward and make eye contact, looking away only to work the register. Ask questions if you're unclear about anything guests say.

Repeat the order. Counter crew should repeat back the order to guests — both when taking it and delivering it. Here are some examples.

CHECK THE ONES BEST ILLUSTRATING YOUR STYLE


- “Okay, that’s a number 4, hold the tomatoes.”
- “Here’s your Fish ‘n’ Chips and a Coke®. Enjoy!”
- “Double cheeseburger, onion rings, Sprite. Would you like to upsize that today?”


Check it twice. Kitchen crew should double-check every order against the original ticket or order screen, paying close attention to special requests. The order should be checked again as it's placed on the tray or in the bag.

What's another way you can ensure accuracy?

WRITE YOUR RESPONSE BELOW

MIX AND MATCH

 A mother pulls into the drive-thru, her toddlers in the back of the car wailing: “Burger Basket, Mama, I want a Burger Basket!”

 She sighs, then says into the speaker: “I’d like two Burger Basket meals, please. Cheese and ketchup only on the burgers, two small orange drinks and a Burger Deluxe Combo with everything. Oh, and a medium Diet Coke®.”

The voice replies: “\$7.53. Please pull around to the first window.”

The toddlers squeal as Mom hands over the goodies. But just as she pulls onto the street, one lets out a howl: “Piggles, Mama, yucky piggles.” The other screeches, “Yuck, Mama, it’s got must-turds on it.”

Mom unwraps her own burger. “Cheese and ketchup only,” she moans. She turns around and parks outside the restaurant. Stepping to the counter with crying children by her side, she drops the bags in front of *you*.

QUESTION

How would you handle this situation?








write your response here

HOW ACCURATE ARE YOU?

On a scale of 1 to 3 — poor, good, great — rate your accuracy in each of the categories under your primary job description, either Counter Crew or Kitchen Crew.

Next, add up your ratings (9 maximum) and write the total in the space provided. At the end of the *Work Smarter, Not Harder!* workbook, you'll be asked to complete a grand total assessing your overall quick-service performance.

CHOOSE

COUNTER CREW

Taking guests orders.

Accommodating special requests.

Working in the drive-thru or service area.

Poor	Good	Great
------	------	-------

1	2	3
---	---	---

1	2	3
---	---	---

1	2	3
---	---	---

OR

KITCHEN CREW

Reading guests' orders.

Preparing orders.

Accommodating special requests.

Poor	Good	Great
------	------	-------

1	2	3
---	---	---

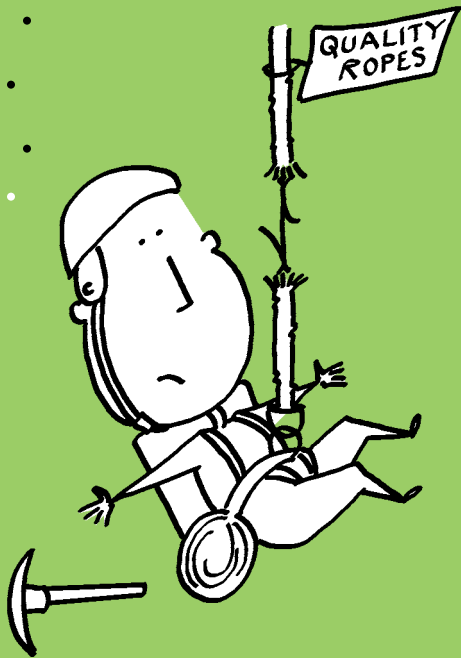
1	2	3
---	---	---

1	2	3
---	---	---

TOTAL (add up each number you circled):

TOTAL

TAKE THIS NUMBER
to page 39 for your grand total



QUALITY



QUALITY

High quality — it's what guests expect, so it better be what you deliver. That means hot food hot, cold food cold, the freshest, best-looking, best-tasting meal you and your co-workers can deliver.

So why do menu items often pale in comparison to what's depicted in point-of-sale displays and lighted menu boards?

WRITE YOUR RESPONSE BELOW

Emphasize quality in the work you do, whether you're in the kitchen or behind the counter. If you wouldn't want to eat the food you're preparing or serving, don't subject guests to it.

Another way to enhance quality is to tout special ingredients or menu features. If, for instance, you make sandwiches using fresh-baked bread, you could tell guests: "These loafs just came out of the oven." They'll enjoy their meal and come back more often knowing that freshness is a hallmark of your operation.

What special ingredients or menu features could you rave about?

WRITE YOUR RESPONSE BELOW

- 1.
- 2.
- 3.

GETTING FRESH

A customer at the salad bar pulls a container out of the ice, walks to the counter and holds it under the counter person's nose. "What is this?"

The counter person, peering into a crusty container half-filled with a brown, lumpy substance, takes a guess: "Chocolate pudding?"

"Try again," the customer says.

"Marinated mushrooms?"

"Uh, uh. Smell."

The counter person takes a whiff, then, grimacing, says: "Umm, really old blue cheese dressing with a few onions mixed in."

"That's right. And what are you going to do about it?"

QUESTION

How would you handle this situation?

write your response here

HOW QUALITY-FOCUSED ARE YOU?

On a scale of 1 to 3 — poor, good or great — rate your quality focus in each of the categories under your primary job description, either Counter Crew or Kitchen Crew.

Next, add up your ratings (9 maximum) and write the total in the space provided. At the end of the *Work Smarter, Not Harder!* workbook, you'll be asked to complete a grand total assessing your overall quick-service performance.

CHOOSE

COUNTER CREW

	Poor	Good	Great
Describing special ingredients to guests.	1	2	3
Presenting orders.	1	2	3
Inviting guests to come back again.	1	2	3

OR

KITCHEN CREW

	Poor	Good	Great
Prepping food.	1	2	3
Preparing orders with the best ingredients.	1	2	3
Keeping guests' best interests in mind.	1	2	3

TOTAL (add up each number you circled):

TOTAL

TAKE THIS NUMBER
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VALUE



VALUE

Quick-service guests want the most bang for their buck — plain and simple. Offering combo meals, upsizing orders and recommending dessert items are all effective ways to emphasize value.

Consider the following opportunities to enhance guests' perception that they're getting more for their money.

Entree and a beverage: "I'll have the write in an entrée served in your restaurant and a large drink." What could you suggest to this guest to improve the perception of value?

WRITE YOUR RESPONSE BELOW

A combo meal: "I'll have a number 3, please." What could you suggest to this guest to improve the perception of value?

WRITE YOUR RESPONSE BELOW

The whole enchilada: "I'll have a super-sized number 6 with a Diet Coke®." What could you suggest to this guest to improve the perception of value?

WRITE YOUR RESPONSE BELOW

WASTE NOT WANT NOT

A manager of a pizza delivery operation thought it was a good idea to shout “Crew Pie!” whenever a pizza was prepared wrong. Why let the food go to waste?

The employee in charge of toppings took full advantage of the manager’s generosity. Whenever he skipped lunch at school, he’d come to work with one goal — to screw up. Soon he was skipping lunch every day, screwing up more each shift.

QUESTION

How do food-preparation mistakes in your *own* restaurant affect profitability and the value you can offer your guests.

write your response here

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HOW VALUE-ORIENTED ARE YOU?

On a scale of 1 to 3 — poor, good, great — rate your ability to promote value or control costs in each of the categories under your primary job description, either Counter Crew or Kitchen Crew.

Next, add up your ratings (9 maximum) and write the total in the space provided. At the end of the *Work Smarter, Not Harder!* workbook, you'll be asked to complete a grand total assessing your overall quick-service performance.

CHOOSE

COUNTER CREW

Suggesting combo meals.

Upsizing combo meals.

Recommending dessert or side items.

Poor	Good	Great
1	2	3
1	2	3
1	2	3

OR

KITCHEN CREW

Not making preparation mistakes.

Reducing waste as much as possible.

Contributing to profitability.

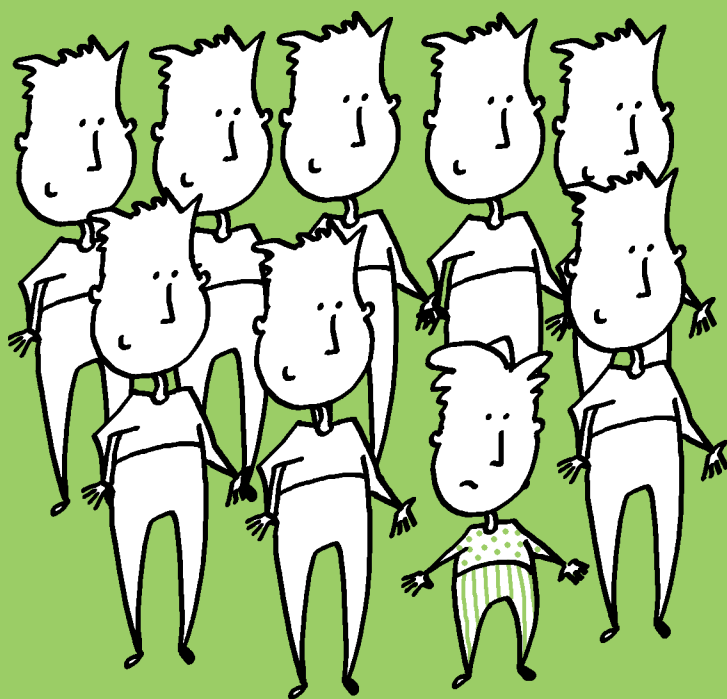
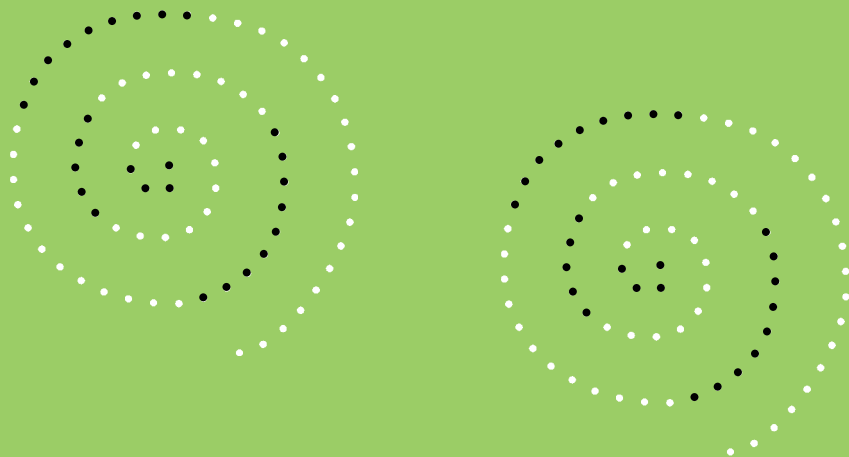
Poor	Good	Great
1	2	3
1	2	3
1	2	3

TOTAL (add up each number you circled):

TOTAL

TAKE THIS NUMBER

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CONSISTENCY



CONSISTENCY

In the minds of guests, your operation tends to be only as good as the last meal eaten there. They want the same food quality — or *better* — and the same quality of service at your location ... every time.

Consistency brings guests back. Your first challenge, whether you're working the counter or back in the kitchen, is to meet expectations raised in the mouth-watering pictures that adorn your restaurant's menu boards.

What happens when the food you deliver doesn't match up to what guests expect?

WRITE YOUR RESPONSE BELOW

When preparing food, kitchen crew should follow recipes precisely. A heavy hand, for instance, can spell big trouble. Say one sandwich maker piles on the sliced ham while another measures out a proper portion. Guests receiving those sandwiches simultaneously are bound to see the difference.

Who'll be disappointed?

CHECK THE APPROPRIATE BOX

- Guest A who received a generous helping.
- Guest B who received the correct helping.

The last thing in the world you want to do is make your *standard* offerings seem skimpy, which can have a negative impact on return guest visits.

ARTISTIC FREEDOM

An area supervisor for a chain operation, observing the preparation of a burrito order, cringes as one of the kitchen employees positions two sprigs of cilantro atop molded scoops of sour cream and salsa.

“What’s that?” the supervisor asks.

“Well, it was going to be a smothered burrito, sir. But I thought our customer might like it better this way.”

“This way?” asks the supervisor.

“Yes, I’ve made a few changes to the regular recipe.”

“Like what?”

“Well, I’d been thinking about how we could improve our chili verde. It really is dreadful, don’t you think? So I stopped at the store on the way in and picked up some fresh poblano peppers. Then I roasted them just so, chopped them up with some fresh tomatoes and scallions and topped it off with two squeezes of lime. The customer’s going to love it! I just started culinary school last week, but already I’ve got some ideas on what we can do about our guacamole.”

QUESTION

How could *not* following the recipe create problems for your own operation?

write your response here

HOW CONSISTENT ARE YOU?

On a scale of 1 to 3 — poor, good, great — rate your consistency in each of the categories under your primary job description, either Counter Crew or Kitchen Crew.

Next, add up your ratings (9 maximum) and write the total in the space provided. At the end of the *Work Smarter, Not Harder!* workbook, you'll be asked to complete a grand total assessing your overall quick-service performance.

CHOOSE

COUNTER CREW

	Poor	Good	Great
Providing exemplary guest service.	1	2	3
Checking the food quality of every order.	1	2	3
Thanking guests for their business.	1	2	3

OR

KITCHEN CREW

	Poor	Good	Great
Following recipes.	1	2	3
Measuring portions correctly.	1	2	3
Matching quality depicted on the menu board.	1	2	3

TOTAL (add up each number you circled):

TOTAL

TAKE THIS NUMBER

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SERVICE



SERVICE

From the counter to the drive-thru, the kitchen to the delivery driver, virtually every task performed in your operation has an impact on how guests perceive the quality of service. Whether it's positive or negative depends on your execution.

If you're at the counter, you come in direct contact with guests on a daily basis. Here's what they're looking for in terms of service.

CHECK THE ONES YOU'RE BEST AT

- Look at me.** Make eye contact with guests. Don't keep your eyes down or look distracted.
- Smile at me.** Flash those pearly whites.
- Talk to me.** Not just about the menu, but about something personal, too.
- Listen to me.** How will you get the order right if you don't?
- Thank me.** After all, guests chose your operation, bought your food and paid your wages.
- Invite me back.** Tell guests you'd be happy to serve them again.

Service is your invisible product. Yet, unlike most products, it can't be given away — not without enthusiasm and relentless attention to detail, even if you're working behind the scenes. The service orientation of kitchen crew is expressed in the way you melt the cheese, toast the bun, brown the fries, prepare the ingredients.

How do you personally go about providing exceptional guest service?

WRITE YOUR RESPONSE BELOW

MUST BE SECRET SERVICE

A customer at a food court pauses in the “undecided zone,” just beyond two different counters. Will it be a hot dog or Chinese?

The young girl at the hot dog stand stares in his direction, smirking. He glances behind him. No one. He looks down at his fly. Safely zipped. He tries to think quicker.

The Chinese food vendor glares his way, then goes back to his newspaper.

The customer settles on a hot dog, strides to the counter and says: “Can I have a jumbo dog with chili, fries and a medium soft drink, please?”

Her response? “\$4.19. You’re number 62.” She glares over his shoulder at the unsuspecting patron behind him. “Next?” she barks.

“Wait a minute,” he says. “Don’t I even get a thank you?”

“It says it right there on your receipt,” she snaps. “Who’s next?”

QUESTION

Why is it important to thank guests for their business?

write your response here



HOW SERVICE-ORIENTED ARE YOU?

On a scale of 1 to 3 — poor, good, great — rate your service in each of the categories under your primary job description, either Counter Crew or Kitchen Crew.

Next, add up your ratings (9 maximum) and write the total in the space provided. At the end of the *Work Smarter, Not Harder!* workbook, you'll be asked to complete a grand total assessing your overall quick-service performance.

CHOOSE

COUNTER CREW

- Smiling at guests.
- Making conversation with guests.
- Inviting guests back for a return visit.

Poor	Good	Great
1	2	3
1	2	3
1	2	3

OR

KITCHEN CREW


- Preparing special requests happily.
- Cooking food to perfection.
- Smiling as you work.

Poor	Good	Great
1	2	3
1	2	3
1	2	3

TOTAL (add up each number you circled):

TOTAL

TAKE THIS NUMBER
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HEY... NO SHOES,
NO SHIRT, NO SERVICE.

ATMOSPHERE



ATMOSPHERE

Atmosphere sets the tone for the entire dining experience. To manage it properly, however, you have to understand the customer contact points where you, your co-workers and your restaurant make or break impressions.

Entrance. Imagine yourself approaching the front door. Is there trash in the gutter? Debris around the shrubs? Smudges on the glass? Not very appetizing.

Counter crew. You're the first person guests usually see. Are you hiding behind the register or making eye contact and greeting everyone with a warm smile?

Drive-thru. The appearance and operation of the drive-thru is just as important as the counter. Smile when you speak into the headset. Your voice will sound friendlier.

Kitchen crew. In most quick-service restaurants, guests can see into the kitchen, so keep your cool at all times and maintain professionalism.

Dining area. Be sure tables, booths and countertops are spic 'n' span within minutes of guests' departure.

Food. Have the necessary condiments and utensils been provided? More important, how does the food look? Would you eat it? Is its quality the same as the last time you prepared it or served it?

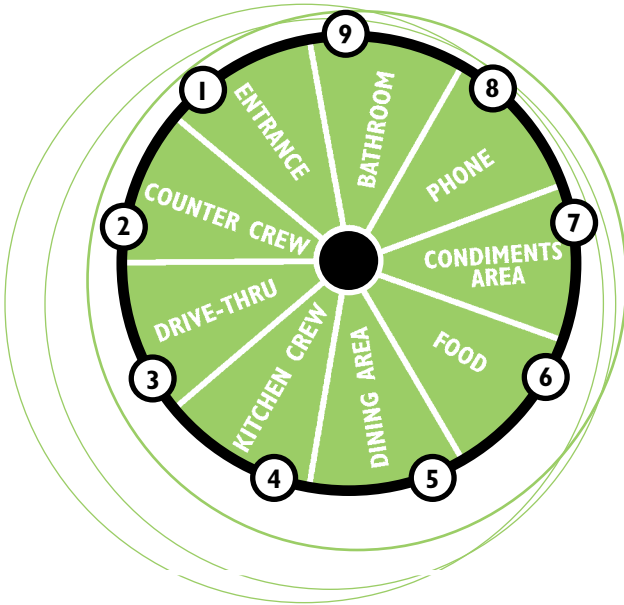
Condiments area. Never let guests see the bottom of a container. That includes straws, lids, lemons, napkins and condiment packets.

Phone. Do you know your hours of operation? Accepted forms of payment? Directions from several major thoroughfares? The very first impression of your restaurant is often formed over the phone.

Bathroom. A clean restroom is a sign of a clean restaurant. If guests come across water puddles, dirty fixtures and paper everywhere, they may wonder about the cleanliness of the kitchen.

Describe one thing you can do at each customer contact point to promote satisfaction.

WRITE YOUR ANSWER IN THE NUMBERED SPACES



- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.

MADE FRESH DAILY

During the afternoon hours, the deli manager sends the counter employees home. The prep cook is humming happily as she chops ingredients for tomorrow's chicken salad. She doesn't notice the customer watching her.

The cook scoops the chopped chicken with her hands, tossing it into a bowl. Then she sets the celery on her board next to the chicken bones and starts chopping. She pauses to stab a piece with a fork, dips it into the dressing and slides the fork clean with her mouth.

Something on the stove catches her attention. She walks over to give the pot a stir with the fork still in her hand, wiping her brow with her other hand. On the way back, she bumps into a bowl of raspberries, knocking a few onto the floor. Leaning down, she steadies herself on one hand, scoops them up with the other and tosses them back into the bowl. The man at the counter gasps.

"I'm sorry, sir," the cook says. "I didn't notice you were there. What can I get for you?"

In a panic, he surveys the menu again. One line catches his eye: "Made fresh daily."

QUESTION

What do you think is running through the mind of that guest?

write your response here



HOW ATMOSPHERE-CONSCIOUS ARE YOU?

On a scale of 1 to 3 — poor, good, great — rate your service in each of the categories under your primary job description, either Counter Crew or Kitchen Crew.

Next, add up your ratings (9 maximum) and write the total in the space provided. At the end of the *Work Smarter, Not Harder!* workbook, you'll be asked to complete a grand total assessing your overall quick-service performance.

CHOOSE

COUNTER CREW

	Poor	Good	Great
--	------	------	-------

Keeping the countertop tidy.	1	2	3
Pitching in to help keep the bathroom clean.	1	2	3
Answering the phone.	1	2	3

OR

KITCHEN CREW

	Poor	Good	Great
--	------	------	-------

Keeping the food-preparation area clean.	1	2	3
Maintaining your composure when it's busy.	1	2	3
Checking the entrance for cleanliness.	1	2	3

TOTAL (add up each number you circled):

TOTAL

TAKE THIS NUMBER
to page 39 for your grand total





PERSONALIZATION



PERSONALIZATION

Guests crave personal attention. A smile. Eye contact. Conversation. When the counter crew recommends menu items that would complement the meal, guests appreciate the gesture and your operation appreciates the sales. Both sides win.

All you have to do is listen to the order, determine an appropriate recommendation or two, then deliver your sales dialogue. Examples: “Some guacamole on your burrito?” “An apple turnover today?” “Some breadsticks with your pizza?”

Study your own menu. What add-ons and extras could you recommend to personalize your service and enhance guests' meals?

LIST THREE ITEMS IN THE SPACE BELOW

- 1.
- 2.
- 3.

The restaurant business is show business — and you should never be on stage without your props. Sales props, that is. What are they? Menu boards. Table tents. Dangers positioned near cash registers.

The key to using sales props is to make sure guests see them. Counter crew should point them out when making suggestions. Example: “Don't forget about our chocolate-dipped cones (pointing to the sign). They're great.”

What sales props do you have in your restaurant?

LIST THREE IN THE SPACE BELOW

TAKE THE MONEY AND RUN

A manager studies the young applicant across from his desk. “So you’ve never worked in a restaurant before?”

“Not anyplace before, but I gotta get a job because my allowance isn’t enough.”

“When could you start?”

Looking puzzled, the applicant answers: “Well, right now.”

“I like that enthusiasm,” says the manager. “But the dinner shift runs 4 p.m. till 10 p.m. Could you come back at 4 p.m.?”

“4 p.m. until 10 p.m.? No, that won’t do. The concert starts at 7 p.m.”

“Tonight? Well, we could let you off early just this once.”

“No, that won’t work,” says the applicant, looking confused. He pulls a wad of money from his pocket, counting five dollars. “If I work from 4 p.m. to 7 p.m. tonight, I’ll only make \$16.50. The ticket’s \$25. I’ll still be short \$3.50. Couldn’t I start at 3?”

The manager stares blankly at the applicant. “Maybe I should explain something here, son. You’d work today, but you wouldn’t get paid until payday — a week from Friday. So, no, you wouldn’t have enough for a concert ticket tonight.”

“Oh,” says the applicant, standing up. “Never mind.”

QUESTION

For this young applicant, the quick-service business was all about earning money for a concert ticket. What does your job mean to you?

write your response here

HOW PERSONAL ARE YOU?

On a scale of 1 to 3 — poor, good, great — rate your personalization skills in each of the categories under your primary job description, either Counter Crew or Kitchen Crew.

Next, add up your ratings (9 maximum) and write the total in the space provided. At the end of the *Work Smarter, Not Harder!* workbook, you'll be asked to complete a grand total assessing your overall quick-service performance.

CHOOSE

COUNTER CREW

Letting your personality shine.
Suggesting add-ons and extras.
Using sales props.

Poor	Good	Great
1	2	3
1	2	3
1	2	3

OR

KITCHEN CREW

Making eye contact with guests.
Interacting positively with co-workers.
Enjoying your job.

Poor	Good	Great
1	2	3
1	2	3
1	2	3

TOTAL (add up each number you circled):

TOTAL

TAKE THIS NUMBER

to page 39 for your grand total

THE FINAL ANALYSIS

Transfer your performance ratings from each chapter in *Work Smarter, Not Harder! The Quick Service That Sells! Workbook*.

TRANSFER YOUR SCORES

	Speed
	Accuracy
	Quality
	Value
	Consistency
	Service
	Atmosphere
	Personalization

GRAND TOTAL

HOW DO YOU RATE?

24-34

You might want to consider another job.

35-45

Not bad, but plenty of room to improve.

46-56

Give yourself a hand.

57-67

You're rock-solid, baby.

68-72

The future is very bright, indeed.

WHAT WAS YOUR SCORE?



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