




Personality and Productivity: How the Two Work Together

Our personality type affects how we want to be appreciated, how we learn, how we work in teams, how we work as individuals and how we communicate... all priceless, critical information for a manager. Analyze your team members with these "Big Five" personality traits:

- **Extraversion** – These energetic, positive, social people tend to seek stimulation and the company of others.
- **Introversion** – Team members who need stability and "alone time" and easily experience negative emotions such as anger, anxiety, depression or vulnerability.
- **Conscientiousness** – Goal-oriented and self-disciplined, this type is hard-working with a will to achieve.
- **Originality** – With a strong appreciation for art, emotion and adventure, these people are full of imagination and curiosity.
- **Agreeableness** – Compassionate, cooperative people fall into this category with their willingness to be accommodating and adaptable.

Personality tests can pinpoint employees traits (and many are free online), but most can be determined by observation. Then find out how to...

- **Make the most out of the Extrovert** – Extroverts need to have discussions with others to make a decision and are strong brainstormers. When they succeed, they prefer public recognition.
- **Discover the inner Introvert** – Introverts lead small groups well and excel in solitary work (prep work, kitchen help, etc.). Communicate positively to motivate team members to take risks and overcome fears.
- **Count on the Conscientious** – These observant team members focus on facts and have a high standard of excellence. They need team-building activities to remind them of the importance of others and space to create their own sense of order.
- **Enjoy the Original** – These brainstormers make some of the best trainers and mentors because they consider future possibilities and look at new people as opportunities to learn. They're best motivated with new challenges, but pay little attention to details.
- **Empower the Agreeable** – These well-liked, cross-functional employees tend to withhold problems in order to avoid a conflict. Provide discreet platforms to raise concerns, ask privately for solutions, and acknowledge their efforts. 


Train Your Guests

By TJ Schier

When servers become requested, guests will return again and again... and ask for their section. To train *guests* to return, servers should...

- Request that guests let servers know how they want to be served. In a hurry? Want to be left alone? Deliver the service they want by helping them help you help them!
- Let the guests know how to find out the daily soup, specials, nutritional information or limited time offers. Whether it's directing guests to the restaurant's website, signing up for an e-club or dropping their business card in a bowl at the host stand, help train them to maximize the experience!
- Inform the guests of your loyalty program, if you have one. Bring the form with the check presenter and


discuss the benefits of joining. They'll thank you for it!

- Teach guests about 'off-the-menu' specials, drinks, deals or combinations so they can get things others cannot. They'll feel like VIPs and return more often.
- Let them know when you are working! Train them to be your most frequent guests. Remind servers to run sections like a business and do what they can to maximize sales. The more sales you generate, the more profits (tips) they make. There are tens of thousands of servers and bartenders working in the industry today. Ask servers, "What are you doing to help build your business? Be one of many or be THE one by training your guests!" 

Ask STS!

I'm having trouble with new supervisors and their lack of participation when it comes to dealing with upset guests. They think that just "buying the farm" will fix everything and that they don't need to go to the table, bar or host stand to actually address the problem. What should I do?

While empowering a server to handle the situation—even by authorizing compensations in meals, drinks, etc.—is critical to delivering great customer service, the manager should always make an appearance. To create the best result, conduct some role-playing sessions with your supervisors. Write down the most common complaints and work through solutions. Find out why supervisors don't want to have a one-on-one interaction. What are they afraid of? Address their fears and practice so that they can work through them. When supervisors can anticipate comments and call on prepared, practiced responses, they'll be more confident when dealing with unhappy customers.

On the next few incidences, go to the guest and bring the supervisors along. Then, teach by example. Dealing with an upset guest is never easy. Remind employees not to take it personally and when the interaction is over, don't let it ruin the night. 

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