



Instructions: Check the box next to each statement that consistently (70% or more of the time) applies to the Shift Leader.

Below Target	On Target	Above Target
Coaching and Feedback		
<input type="checkbox"/> Rarely provides feedback and when he/she does, it's mostly negative. <input type="checkbox"/> Tells Team Members what to do without telling them how or why. <input type="checkbox"/> Allows poor performance and does nothing to correct it. <input type="checkbox"/> Gets defensive when receiving feedback.	<input type="checkbox"/> Tells Team Members when they're doing their job correctly. <input type="checkbox"/> Coaches and supports Team Members when they do their job incorrectly. <input type="checkbox"/> Provides Team Members with ideas and suggestions on how to do their job better. <input type="checkbox"/> Takes initial action to address consistently poor performance. <input type="checkbox"/> Provides RGM feedback on Team Member performance. <input type="checkbox"/> Takes feedback without getting defensive.	<input type="checkbox"/> Encourages Team Members to monitor their own behavior in order to correct incorrect behaviors. <input type="checkbox"/> Challenges Team Members to come up with ways to do their job better. <input type="checkbox"/> Identifies and develops high potential Team Members. <input type="checkbox"/> Asks "How can I be more effective?"
Leadership and Culture		
<input type="checkbox"/> Not seen as a leader by the team. <input type="checkbox"/> Has no control over the shift. <input type="checkbox"/> Team Members do not enjoy their work during the shift. <input type="checkbox"/> Allows for teasing, bullying or inappropriate joking during their shift.	<input type="checkbox"/> Keeps team calm and focused during the shift. <input type="checkbox"/> Motivates the team to work hard and enjoy their work. <input type="checkbox"/> Displays consistent positive energy. <input type="checkbox"/> Takes pride in their shift. <input type="checkbox"/> Follows safety and security measures to keep the team and Customers safe.	<input type="checkbox"/> Extends his/her influence beyond the shift. <input type="checkbox"/> Focuses on the restaurant's success, not just their shift. <input type="checkbox"/> Acts as a mentor to Shift Leads.
Decision Making and Problem Solving		
<input type="checkbox"/> Ignores problems. <input type="checkbox"/> Gives up too easily when trying to solve a problem. <input type="checkbox"/> Is unable to come up with solutions to problems. <input type="checkbox"/> Places blame on others for problems. <input type="checkbox"/> Does not learn from their mistakes.	<input type="checkbox"/> Handles problems quickly when they come up (product shortages, team call offs, etc.). <input type="checkbox"/> Knows when to ask for help.	<input type="checkbox"/> Identifies problems before they occur. <input type="checkbox"/> Considers all factors when finding a solution. <input type="checkbox"/> Finds the root cause of the problem to prevent it from happening again.
Communication		
<input type="checkbox"/> Doesn't listen to the team. <input type="checkbox"/> Doesn't talk to the team or yells at them. <input type="checkbox"/> Does not provide clear direction to the team. <input type="checkbox"/> Avoids Team Members and Customers.	<input type="checkbox"/> Talks easily to everyone including Customers, Team Members, RGM, and ARL. <input type="checkbox"/> Encourages communication on the line. <input type="checkbox"/> Can explain processes and procedures clearly. <input type="checkbox"/> Can effectively take care of Team Member and Customer issues. <input type="checkbox"/> Communicates Team Member interests to the RGM. <input type="checkbox"/> Can communicate effectively in writing.	<input type="checkbox"/> Can calm emotional Team Members and irate Customers. <input type="checkbox"/> Helps Team Members interact with Customers and other Team Members.
Recognition		
<input type="checkbox"/> Rarely shows appreciation. <input type="checkbox"/> Rarely shows recognition. <input type="checkbox"/> Recognition includes criticism. <input type="checkbox"/> Doesn't say "thank you".	<input type="checkbox"/> Uses recognition tools to show appreciation. <input type="checkbox"/> Encourages Team Members to recognize and appreciate each other.	<input type="checkbox"/> Finds new and different ways to show appreciation. <input type="checkbox"/> Creates incentives and contests to challenge the team to reach shift goals. <input type="checkbox"/> Celebrates Team Member special events (birthdays, etc.).
Time Management		
<input type="checkbox"/> Does not put the Customer first. <input type="checkbox"/> Gets stuck in a position. <input type="checkbox"/> Is not rush ready. <input type="checkbox"/> Does not complete his/her assigned work. <input type="checkbox"/> Leaves work for the next shift.	<input type="checkbox"/> Focuses on the most important things first (Customers before tasks). <input type="checkbox"/> Executes the MIC Success Routine when running shifts. <input type="checkbox"/> Deploys second line when needed. <input type="checkbox"/> Keeps Team Members productive. <input type="checkbox"/> Does not allow the unexpected to derail the shift. <input type="checkbox"/> Plans and organizes so that all processes and routines are completed during the shift (food safety, inventory, training, etc.).	<input type="checkbox"/> Helps Team Members manage their time more efficiently to be self-sufficient. <input type="checkbox"/> Completes additional work as assigned by RGM.

SHIFT LEADER EVALUATION

Shift Leader Name:

Date:



Initiative		
<input type="checkbox"/> Only completes the minimum amount of work needed. <input type="checkbox"/> Waits to be told what to do when not busy.	<input type="checkbox"/> Finds ways to make the restaurant better. <input type="checkbox"/> Reviews store level communication and results.	<input type="checkbox"/> Works with others (management, Team Members, other restaurants) to find ways to improve the restaurant. <input type="checkbox"/> Looks for opportunities to learn and grow. <input type="checkbox"/> Asks Customers "What can we do better?"
Task Execution		
<input type="checkbox"/> Cuts corners and does not complete tasks accurately and properly.	<input type="checkbox"/> Completes tasks accurately and properly (shift accountability, schedule execution, etc.).	<input type="checkbox"/> Utilizes information gathered from completing tasks to determine ways to improve shift performance.
Overall		

Instructions: Check the box that best describes how frequently the Shift Leader delivers results.

Results During Your Shift	Rarely/ Sometimes: less than 60% of the time	Usually: 60-90% of the time	Almost Always: more than 90% of the time
Developing People			
Shows up for work on time.			
Deployment chart (and actual deployment) is accurately completed and executed during each shift.			
Team Members appearance: neat, clean, properly groomed, and in uniform.			
Scheduled training is completed.			
Restaurant is a positive and professional place to work.			
Ensuring Customer Satisfaction			
Food Safety Review Checklist completed timely, and team behaviors match food safety requirements.			
Food used during your shift falls within time and temperature guidelines.			
TRED (target, rush ready, working equipment, proper deployment) is in place to meet accuracy with speed standards.			
MIC success routines are evident and manager walks are occurring throughout the shift.			
Number of Customer complaints is within tolerance.			
Team Members following and demonstrating Shift Excellence Board behaviors.			
CBCC scores meet restaurant goals.			
Recommend a friend is green.			
Food is prepared and portioned properly. Scales used throughout shift to verify weights.			
Acting Like an Owner			
Cash controls are within restaurant guidelines.			
Meets restaurant guidelines for food and paper costs.			
Meets restaurant guidelines for labor.			
Ensures team executes new product launches per standard.			
Overall:			



Comments:

Next Steps: Select 3 things to focus on that will deliver the most impact on overall performance.

Behavior or Result	Action	Complete by:

Shift Leader Signature:

Date:

Supervisor Signature:

Date:
