

The Renegade Coach

The 5 Behavioral Leadership Techniques for Building, Developing and Retaining Better Teams

“Leaders don’t create followers. They create more leaders.” - Tom Peters

The most dangerous myth in business is that great leaders are born; that there is some innate, intangible quality to leadership. You either have it, or you don’t. In reality, quite the opposite is true. All members of a team possess the potential for leadership, in that leadership is an activity practiced by all, not simply a role granted to one. Leaders are *made*, not born, and truly great organizations prioritize the obligation to make them.

The quality and ability of managers in a restaurant are the most critical influencers of not just the dollars-and-cents performance of the unit, but of the *Guest Experience* itself...and therefore the long-term success of the business. The Team is where the company meets the customer, they handle every product and connect with each guest. There’s no such thing as a bad team in a great restaurant (or vice versa). And there’s no such thing as a terrific team with an average Coach. The Renegade Coach focuses not just on the operational proficiencies that make good managers, but on the unique, engaging skills that build great *Coaches*. It focuses not just on the systems that deliver predictable service outcomes, but on creative leadership approaches that allow teams to craft unique, intricately customized Guest Experiences.

All leadership is either technical or behavioral by nature. That is, there are tasks, challenges and goals that can be accomplished by applying straightforward, technical solutions (writing schedules, conducting audits, etc.) and there are some that require adaptive change (building a team, training, inspiring, motivating, etc.). Both are necessary to business success, but sometimes the adaptive work gets overlooked.

technical ○ ————— ○ **behavioral**

In this entertaining and informative session, best-selling author Tim Kirkland will discuss how to turn good ‘technical’ Managers into highly effective Leaders and Coaches. He builds on the fundamental philosophies taught in his best-selling book, “The Renegade Server” and delivers immediately useable ‘next steps’ for attendees. Tim will identify the 3 different types of Leader and detail the specific skills and behaviors that elevate the highest performers using the acronym **COACH**...



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Competency - Tim will evaluate the core competencies of a Coach, why they're important and how to deploy them daily at the unit level within the framework of an active shift.

- Team Builder - being adept at scouting, recruiting and retaining talent (*and making cuts*).
- Coaching in Real Time - making the team better *every shift*, not just at training intervals.
- Leading Practice - Using time between shifts to improve on fundamentals and execution.
- Coaching Specific Behaviors - Doesn't ask the team to "get better" *in general*, but rather identifies individual behaviors for improvement *in specific*.
- Coaching Individuals - It is impossible to coach a "team." You must improve individuals based on their needs. Tim will detail how to coach to knowledge, talent and engagement gaps.



Observe & Prioritize - Great leaders are able to see team challenges from a number of different angles and perspectives. However, our view can often be clouded by the complexity of the shift.

- A good Coach must be both a strategist and a tactician. Sometimes, when faced with a recurring challenge our tendency is to "Zoom In" on it to solve it...when we should really "Zoom Out" to determine a need for broader, systemic change.
- Leadership is about observing, interpreting and intervening... do your leaders know when to do which? Are they looking for the right things? Seeing the right things?



Accountability & Discipline - Great coaches know how important it is to keep a compelling scoreboard and exert constant, daily pressure on the team to improve. They bring accountability to the team by:

- Displaying performance for all to see (not just focusing on the top or bottom performers)
- Measuring behaviors, not just results. They understand the difference between "lead" and "lag" indicators and behaviors.
- Sharing the secrets of the business, so that everyone on the team has complete understanding of the specific "hows and why's" of success.



Connect & Influence - Great leaders are great "connectors" not only in how they connect themselves with the team, but in how they connect the teams and customers to the brand and goals to execution. Tim will teach front-of-house managers to look for and take advantage of connection opportunities that turn crew members into true believers and customers into lifelong evangelists.



Hand-Off - Effective leaders know that success doesn't just come from everyone being good at their jobs. Leadership requires seeing the team from a "macro" point of view and helping the guest experience move fluidly from one well-executed point to another.

- Frequently, when guests become frustrated, it's not so much because anyone performed a task wrong, but something happened during the "hand-off" between tasks and team members.
- Tim will discuss how leaders can ensure smooth, successful relays on the team and help fill in the "Experience Gaps" in their restaurant and exceed each Guest's unique expectations.



Tim Kirkland

Tim Kirkland helps people make more money. He is a customer service crusader.

His best-selling book, *"The Renegade Server"* is used in over 10,000 restaurants, hotels, retail locations and universities worldwide to train and inspire front-line crews to sell more and serve better. Leading brands that use Tim's materials and programs include Applebee's, Subway, Buffalo Wild Wings, Marriott, Kimpton, Grease Monkey, MillerCoors, Beam Global and Sodexo.

Tim is an editorial contributor to Cheers Magazine, Nightclub & Bar Magazine and CokeSolutions.com. Many industry organizations utilize Tim's consulting and expertise including The National Restaurant Association, the Council of Hotel and Restaurant Trainers, the Convenience Retail Association, and the Society for Foodservice Management.

During his 25+ years in the hospitality industry, Tim has led training and operations departments for numerous respected restaurant brands, been an award-winning operator and successful entrepreneur. His books and training materials focus on specific, actionable tactics that increase sales and intensify team engagement and guest loyalty by aligning the interests of the company, the crew, and the customer. He delivers highly customized presentations on leadership, customer service, marketing and team engagement. Over 20,000 people attend his live seminars and workshops every year.

Tim is also an exclusively certified live presenter for Sullivision.com, whose clients include McDonald's, Starbucks, American Express, Cheesecake Factory, Anheuser-Busch, Brinker International, and hundreds of other industry leaders.

Tim is an alumnus of the Harvard Kennedy School, where his focus was the Art and Practice of Leadership Development. He is CEO of Renegade Hospitality Group, which serves as a professional advisory resource to the restaurant, hotel, retail and customer service industries.



*"Tim Kirkland allowed us the opportunity to wrap up our 2 1/2 day franchisee convention in a powerful way. Tim understood our unique audience of corporate employees, franchisees and managers and was able to connect with them on a real level. We solicit feedback from our attendees through an online survey after the event, and **Tim Kirkland's ratings were the highest we've ever seen from a guest speaker.** I highly recommend Tim to your organization if you're looking for a high-energy, motivated speaker who can really connect with the audience and share a powerful message."*



Heather Neary
Chief Marketing Officer
Auntie Anne's, Inc.

"I would definitely recommend Tim Kirkland to speak for other companies in the service industry! I heard a tremendous amount of positive comments from our attendees on the insights Tim shared. Tim had a great way to keep the audience focused on his message, which was chock-full of very valuable and relatable content. His message made sense, simple as that. He had great timing with his message, knowing when to add in the right sparks of humor throughout the presentation, which had our audience roaring with laughter and kept them entertained. We look forward to more opportunities to work with Tim again in the future."



Jackie Vienneau
Franchise World Headquarters
SUBWAY

The Renegade Coach is available in Keynote Presentation, Half-Day & Full-Day Workshop formats. ALL of our presentations are intricately customized to suit our clients' specific needs, goals, products and culture.