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The Hourly Workforce Playbook:
**Expert Insights to
Boost Recruitment,
Retention, & Productivity**

VOL II



FEATURING



VOL II

The Hourly Workforce Playbook:

Welcome to Volume 2 of The Hourly Workforce Playbook, a comprehensive guide designed specifically for franchise owners and operators striving to improve their hiring practices, retention rates, and overall profitability. This edition builds on the foundation of Volume 1 and brings new, actionable insights from “The Hourly Podcast,” hosted by AJ Richichi. Our podcast features in-depth discussions with industry leaders who share their strategies for navigating today’s complex labor market. Throughout this playbook, you will find links to these podcast episodes, offering a deeper dive into each topic.

For instance, Lissa Bowen (CPO of Full Course) emphasizes the importance of finding solutions by studying what thriving businesses are doing right, rather than focusing on what struggling businesses are doing wrong. By learning from successful strategies and implementing them effectively, companies can significantly enhance their people practices and overall business success. Whether you aim to build a stronger company culture, streamline your hiring practices, boost employee engagement, leverage cutting-edge technology, or improve training and development, this playbook has you covered.



AJ Richichi | Founder & CEO | Sprockets

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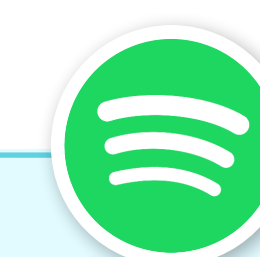
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Industry Leader Profiles



Mike Axiotis | **President & CEO | Lehigh Valley Restaurant Group**

Mike shares his journey from working in his uncle's diner to becoming a successful business owner, emphasizing learning from failures and thinking like an owner.



Mary Mount | **COO | Delight Restaurant Group**

Mary, COO at Delight Restaurant Group, focuses on managing large teams and running a meritocracy where success is recognized and rewarded.



Charlie Eblen | **Founder | Single Tree BBQ**

Charlie highlights the importance of hiring for attitude and training for skills, drawing from his journey from military service to successful being a successful entrepreneur and restaurant owner.



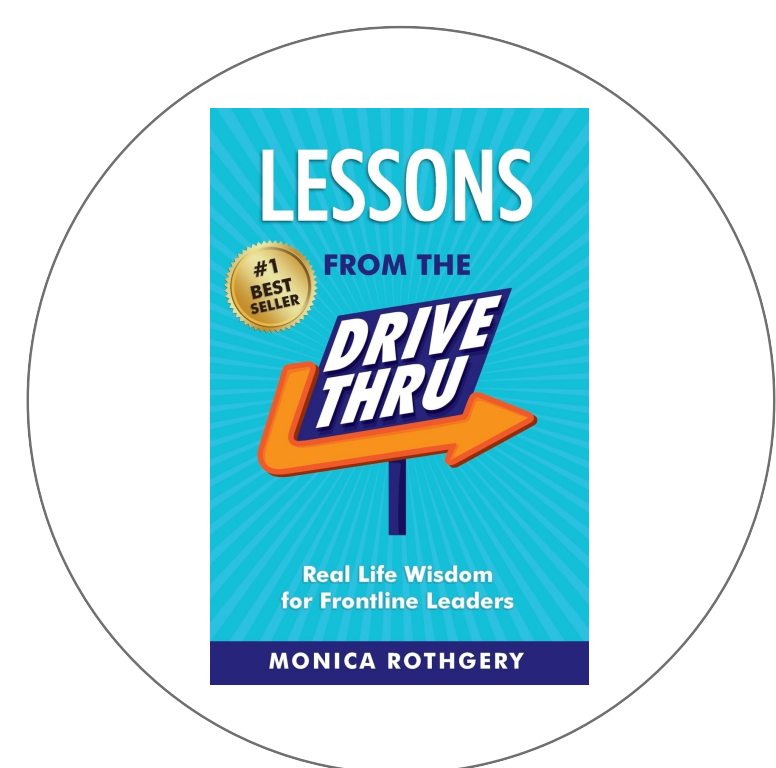
Angela Gintz | **Director of Talent Development | Salt & Straw**

Angela discusses the value of storytelling and human connection for the customer experience as well as, maintaining company culture during rapid expansion.



Samuel Stanovich | **SVP of Franchise Leadership and Alliances | Big Chicken**

Sam leverages his hospitality industry experience to grow Big Chicken, focusing on customer service and franchise partner support.



Monica Rothgery | **Speaker and Author | Lessons from the Drive-Thru**

Monica's journey from being an hourly worker at Chuck E. Cheese to COO of KFC emphasizes the importance of empowering frontline leaders to drive operational success.



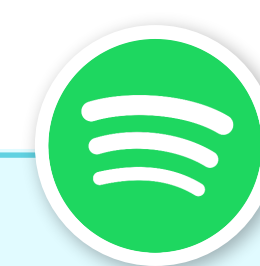
Lissa Bowen | **CPO | Full Course**

Lissa improves employee engagement and retention through comprehensive training strategies in team building and operations management.



Rasheeda Clark | **President | Flynn Group**

Rasheeda leads Flynn Group's Wendy's division, emphasizing continuous engagement and clear pathways for employee advancement.



Leadership and Management

Leadership in the hourly workforce sector requires resilience, empathy, and strategic thinking. Insights from industry leaders illustrate the importance of these traits in building a positive work environment.

Charlie Eblen's journey from various roles to owning a successful business emphasizes the need for supportive leadership and resilience. "You have to have people. You can't do it all yourself," Charlie notes, highlighting the importance of teamwork and delegation.

Mary Mount from Delight Restaurant Group stresses that the success of a company largely depends on the strength of its hourly workforce. "Great people are at the core of our business. We pride ourselves in running a meritocracy where success is recognized and rewarded," she states. Recognizing and rewarding achievements is crucial for fostering an engaged and motivated workforce.

Mike Axiotis discusses the importance of learning from failures and thinking like an owner. His journey from working in his uncle's diner to becoming a successful business owner highlights the significance of resilience and continuous learning. "Failure is a stepping stone to success. If you've never failed, you've never succeeded," Mike emphasizes, encouraging leaders to embrace challenges as growth opportunities.

Katie Turner adds the importance of patience and creating a positive culture. Her approach ensures team members feel valued and heard, leading to better customer experiences and overall team performance.

Actionable Takeaways

- 🎧 **Cultivate Growth:** Create clear career pathways and provide training to develop hourly workers.
- 🎧 **Empathy in Leadership:** Encourage a culture of empathy where everyone feels valued.
- 🎧 **Embrace Resilience:** Learn from failures to build a robust leadership.

Big Chicken's Leadership Development

Big Chicken's leadership development program empowers frontline managers with the necessary skills and support. The program includes comprehensive training sessions, mentorship opportunities, and regular performance reviews. This investment has led to improved employee performance and retention, demonstrating the effectiveness of a well-structured leadership program.

“Our people are the heart of our business. Recognizing and rewarding their achievements creates a motivated and engaged workforce.”



Mary Mount
COO and Partner
Delight Restaurant Group



DELIGHT
RESTAURANT
group



Training and Development

Training and development in the hourly workforce sector should include technical skills, personal growth, and leadership development. Leaders share strategies for creating programs that engage and empower employees.

Angela Gintz at Salt & Straw champions storytelling to make training more engaging. Her approach integrates the company's values into every session, creating a narrative employees can relate to. "We really try to lead with a story, the storytelling, the human connection," she explains.

Lissa Bowen emphasizes comprehensive training that goes beyond job-specific skills. "A huge focus of ours right now is how we train, coach, and empower our managers. Because if we can do that well, then they are equipped with the skill sets to go help all of their folks," she states.

Monica Rothgery highlights the significance of engaging frontline leaders. "Start with that frontline leader because no matter what great programs you offer, if their manager treats them poorly, it doesn't matter," she notes.

Angela Gintz also stresses creating a supportive environment from day one. "Creating a welcoming and supportive environment from day one is crucial for retention," she states.

Actionable Takeaways

- ❖ **Comprehensive Programs:** Develop training programs that include both job-specific and personal development skills.
- ❖ **Engage Leaders:** Involve frontline leaders in training to ensure they can effectively lead their teams.
- ❖ **Supportive Environment:** Create a welcoming and supportive environment for new hires from day one.

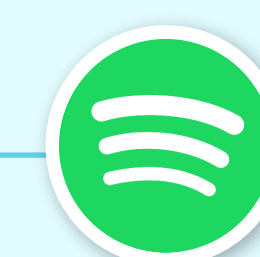
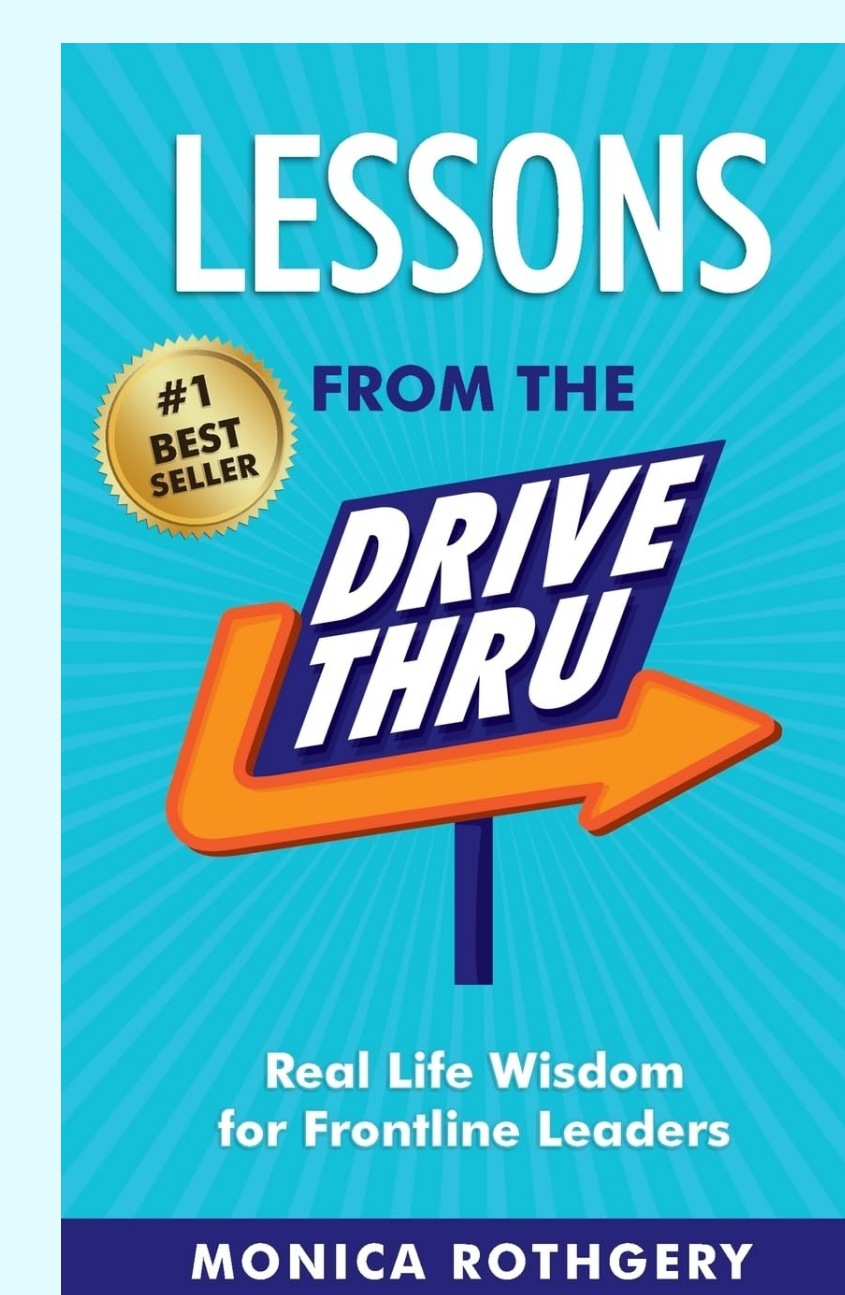
Big Chicken

Sam Stanovich talks in depth about training at Big Chicken. He explains how they use multiple training platforms that are specifically designed to cater to the learning preferences of the younger generations. They prefer real-time, device-based learning instead of traditional methods like sitting with a binder or working on a computer with headphones. Short, engaging videos keep the content concise and engaging.

“Start with that frontline leader because no matter what great programs you offer, if their manager treats them poorly, it doesn't matter.”



Monica Rothgery
Speaker and Author
Lessons from the Drive-Thru



Employee Engagement and Retention

Effective employee engagement and retention strategies are vital for creating a thriving workplace. Industry leaders share their insights on building a supportive culture, recognizing employee achievements, and providing growth opportunities.

Mary Mount at Delight Restaurant Group emphasizes creating a family-oriented atmosphere where employees feel valued and supported. "Great people are at the core of our business," she states. This philosophy drives their employee engagement strategies, significantly improving employee satisfaction and retention.

Charlie Eblen discusses the critical role of aligning a team with the company's values and mission. "You have to have people. You can't do it all yourself," he notes, highlighting the importance of investing in employee well-being.

Katie Turner from Perkins American Food Co. shares her approach to creating a positive culture. She believes in leading by example and ensuring her team feels valued and heard. This strategy translates to better experiences for both staff and guests. Katie's methods for handling difficult customers and managing staffing challenges contribute to higher employee retention rates.

Actionable Takeaways

- 🎧 **Recognize Achievements:** Develop a recognition program that highlights employee contributions and fosters a sense of belonging.
- 🎧 **Supportive Culture:** Foster a family-like atmosphere where employees feel valued and supported.
- 🎧 **Tailored Benefits:** Customize benefits packages to meet the specific needs of your workforce.

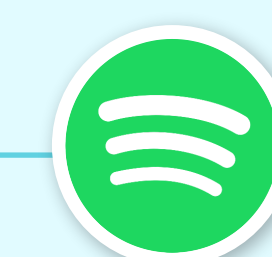
Delight Restaurant Group's Employee Engagement

Delight Restaurant Group's strategy involves recognizing and rewarding employee achievements to boost morale and retention. Creating a family-like atmosphere and providing opportunities for growth has fostered a supportive and engaging work environment. They also make a point to discuss growth opportunities from day one, helping hourly workers realize they can turn their positions into long-term careers.

“The largest growing segment in the restaurant industry from the hourly standpoint is age 16 to 19. The onus is on us to meet them where they are.”



Lissa Bowen
Lissa Bowen
CPO
Full Course



Recruitment Strategies

Recruitment in the hourly workforce sector requires balancing cultural fit with technical skills. Leaders from various industries share their successful strategies.

Charlie Eblen emphasizes hiring for attitude and training for skills. "If I'm interviewing you, I don't care if you can cook bbq or not. I can coach you, but you can't coach personality and politeness," he asserts, highlighting the importance of building a team that aligns with the company's values and mission.

Building on the need for effective hiring practices, Sam Stanovich at Big Chicken showcases the power of technology in the hiring process. By leveraging advanced recruitment tools, Big Chicken has made its hiring process more efficient and effective. "Technology can be a game-changer in hiring the right talent efficiently," Sam notes.

Angela Gintz from Salt & Straw adds to this by discussing the importance of creating a welcoming and supportive environment for new hires. "Creating a welcoming and supportive environment from day one is crucial for retention," Angela explains. This approach ensures new employees feel valued and integrated into the company culture from the start.

Lissa Bowen shifts the focus towards learning from successful recruitment strategies. "Instead of focusing solely on the 67% struggling with staffing, we should learn from the 33% that are fully staffed and thriving," she states, advocating for a strategic shift in recruitment focus.

Rasheeda Clark from Flynn Group emphasizes the importance of continuous engagement with new hires. By creating clear pathways for advancement and consistently recognizing employee contributions, Flynn Restaurant Group fosters a supportive and motivating work environment, ensuring new hires see a clear future with the company.

Actionable Takeaways

- 🎧 **Hire for Attitude:** Develop a recruitment strategy that emphasizes cultural fit and long-term potential.
- 🎧 **Leverage Technology:** Utilize technology to streamline the hiring process and enhance the candidate experience.
- 🎧 **Continuous Engagement:** Engage with new hires consistently to ensure they feel valued and see clear pathways for advancement.

Salt & Straw

Focusing on hiring individuals who align with the company's values and mission. By using a combination of technology and personal interaction, Salt & Straw ensures a seamless and supportive onboarding process that integrates new hires into the company culture from day one.

“Instead of focusing solely on the 67% struggling with staffing, we should learn from the 33% that are fully staffed and thriving.”



Lissa Bowen
Lissa Bowen
CPO
Full Course



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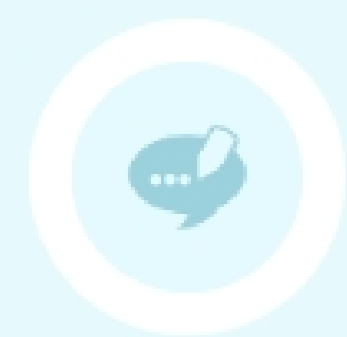
Advice for Implementing These Strategies

Implementing effective strategies for managing an hourly workforce requires dedication, insight, and continuous effort. By building a strong company culture, adopting effective hiring practices, engaging employees, leveraging technology, and investing in training and development, you can create a thriving work environment that benefits both your employees and your business.

Key Takeaways:

- ‡ **Start small and scale gradually:** Implement one or two new strategies at a time to see what works best for your organization.
- ‡ **Get feedback from your team:** Regularly ask for input from your employees to ensure the strategies meet their needs and improve their work experience.
- ‡ **Stay flexible:** Be willing to adapt and refine your approaches based on feedback and changing circumstances.

More Resources and Insights



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About Hourly

While the vast majority of business books focus on the white-collar, salaried workforce, this book shines a light on the often-overlooked majority of the US workforce: the “invisible” hourly workers. In *Hourly*, we show that success in recruiting and retaining hourly workers requires working against outdated processes and introducing innovations that benefit workers’ lives, employers’ bottom lines, and society as a whole.

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