

Table 8.3: Sample Problem Using the Problem-Solving Model	
1. Define the problem.	"Guests are complaining that they are waiting too long to receive their entrées."
2. Determine the root cause.	The cooks preparing the entrée components are not cooking the food quickly enough.
3. Determine alternative solutions and consequences.	Do nothing; change the preparation of certain menu items so they can be cooked more quickly or so more preparation can be done in advance; remove certain items from the menu if they are too complicated to prepare or require too many pans; instruct the servers to put orders in for the entrées sooner; instruct the cooks to work more quickly.
4. Select the best solution.	Instruct the servers to put the orders in for the entrées sooner.
5. Develop an action plan.	Make a list of the steps that need to be taken to change the current policy.
6. Implement the action plan.	Talk with servers about putting in orders for entrées when diners have finished about one-third of their appetizers instead of waiting until each diner is nearly finished eating; codify this change by posting a memo about it near the time clock and by adding it to the employee manual.
7. Document the problem and solution for future reference.	Add a copy of the memo to the policy file and make sure that new servers are informed of the policy when being trained; observe the effects of the new policy to determine whether it has the desired effect of reducing guest complaints.

Professional Development

As daily tasks become more complex and a new manager gains more responsibility, he or she must also gain new knowledge to keep pace with these changes. Continuous learning is key to professional development. It is an integral part of a leader's growth.

Professional development is the sum of activities a person performs to meet goals and/or to further his or her career. Continuous learning is key to professional development and goal setting. Professional development and mentoring plans with specific career goals are critical to career development. But any development plan should include personal, educational, and professional goals. Figure 8.7 shows an example of a manager encouraging professional development.

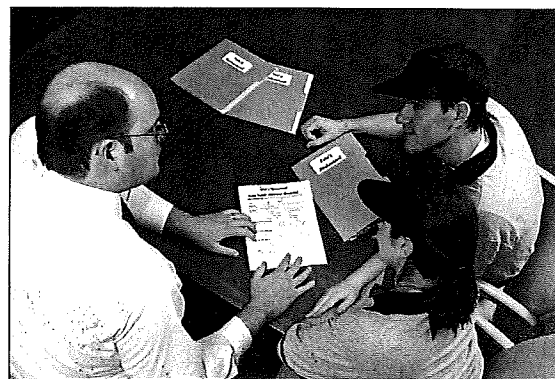


Figure 8.7: Setting goals is part of professional development.

Essential Skills

Professional Development

Whenever you apply for a new job, whether it's your first or your fifth, you should think about how it fits into your long-term goals. That means you should determine some goals, as well as a time line for achieving them and a path for accomplishing them. None of this has to be set in stone. Like most people, you'll probably change your mind about your career several times throughout your life. But taking the time to plan for your professional development will give you more options and help you decide what you really want to do:

- Take some classes. Learn a language, work on your communication skills, or study a management technique: any of these can help you in a variety of career paths by making you more versatile and more valuable to current and prospective employers.
- Join a professional organization. Not only can networking help you add to your contact list, but it can help you find new career opportunities as well. If there is no chapter or group available in your area, consider participating online, or even starting your own!
- Get certified. Earning professional certification not only forces you to keep abreast of new developments in your field but makes you more attractive to employers.

Many classes are available free, including some online courses, and most professional associations provide free or low-cost membership to students. Devoting time and money to your professional growth is perhaps the soundest investment you can make: making wise choices can have enormous payoffs.

Design a workable plan and take action; without these, achieving goals is impossible. A good development plan includes the following:

- Written plan identifying two-year, five-year, and ten-year goals, and beyond
- Written assessment of professional goals
- Assessment of what is needed to meet these goals
- Time line establishing key milestones for achieving these goals

Ultimately, everyone is responsible for his or her own development and success.

Ethics

Ethics are a set of moral values that a society holds. They are typically based on the principles of honesty, integrity, and respect for others. They can be influenced by cultural backgrounds, religious beliefs, personal codes of conduct, and individual experiences. They help guide the decisions people make, sometimes whether they realize it or not.

In the business world, **workplace ethics** serve as guiding principles that effective leaders use in setting the professional tone and behavior in their operations. Many establishments have created written codes of ethics, which are designed to remove guesswork about what is acceptable or unacceptable behavior. Figure 8.8 is a sample code of ethics. These codes act as a safety check for evaluating decisions before applying them. An organization's code of ethics may include employee treatment, wages, benefits, working conditions, behavior of employees with reference to the use of company resources, acceptance of gifts from guests/vendors/suppliers, and other issues that impact organizational operations.

**UPTOWN
GRILLE**

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Code of Ethics

Purpose of Code of Ethics

The purpose is to ensure that all managers and employees work free of conflicts of interest, and in an ethical and proper manner. We strive for the highest standards in the delivery of safe food in a quality manner while also providing outstanding customer service.

In order to carry out the highest standards, Uptown Grille personnel will:

- Conduct themselves in a professional manner with integrity and respect.
- Promote a positive work environment for all employees to feel respected and treated with dignity.
- Be in compliance with laws, rules and regulations.
- Protect and properly use company assets.
- Provide equal opportunities.
- Not tolerate discrimination and harassment.
- Serve food in a safe and sanitary environment.
- Report illegal or unethical behavior.
- Allow no conflicts of interest with the company.
- Provide a healthy and safe environment while protecting the environment and natural resources.
- Provide knowledge, education, experience, and motivation for all the staff.
- Maintain the confidentiality of confidential information entrusted to them by the company or its customers.
- Resolve complaints and grievances in good faith through direct communication and negotiation and within reasonable timeframes.

Figure 8.8: A code of ethics is comprised of broad statements that help guide ethical decision making.

To determine whether a decision or action is based on sound workplace ethics, managers and employees should ask the following questions:

- Is the decision/action legal?
- Will the decision/action hurt anyone?
- Does the decision/action represent the company?
- Does the decision/action make anyone uncomfortable?
- Does the decision/action convey respect for others?
- Have I involved others by asking for their perspective on the situation?
- Is this decision/action essentially fair given all the circumstances?
- Does this decision/action uphold the values of the organization?
- Could I tell my decision to my boss, family, or society as a whole?
- How would others regard the details of this decision/action if it were disclosed to the public?
- Am I confident that my decision/action will be as valid over a long period of time as it seems now?

Guests expect operations to act in ethical ways. The most obvious example is food safety and cleanliness. Guests expect operations to make decisions that protect people from harm. Ethical behavior also encourages repeat business and a loyal customer base.

It can be difficult to see an operation's ethics until something goes wrong. For example, replacing a poorly prepared food item at a guest's request, even if it affects food costs, is the right thing to do. It's possible that the dish might simply taste bad, or it could be that the dish has been contaminated. To keep everyone safe and maintain guests' trust, replace the dish.

Successful employees want to do their jobs well, which means they will follow the policies and procedures for their jobs. When operations build these policies and procedures with ethical values in mind, the employees see how important ethical behavior is to the operation. Knowing that their organization practices ethical decision-making helps them to make choices with integrity and honesty as well.

People also bring their personal values to their jobs. Employees may choose their employers based on how ethically the company does business and how well those values fit with their own.

Corporate Ethics Code

A corporate ethics code is a policy that outlines a company's ethical standards, such as values, motivations, and guidelines. It describes a company's way of approaching the world. Such codes can be vague statements or explicit policies, depending upon the company and its level of commitment to the project. Companies often make their codes of ethics public so that guests and vendors alike can see how the company chooses to conduct business. This way, they can be excellent tools for marketing and recruitment, as well as principles for guiding internal decision-making.

Corporate ethics codes became prominent in the U.S. in the 1980s, although some firms had developed them much earlier. Today, almost all Fortune 1000 companies have established codes of ethics.

We can't see inside a company; we can only see some of its behaviors. For instance, if we see that a company makes a donation to a charitable organization that we think is deserving, then we'll be more likely to have a positive impression of the company's ethics. Like all of us, a company's credibility rests on the way in which it visibly matches its behavior to its words.

To help workers understand corporate policies, employers may offer seminars and other training opportunities, but management's good example is ultimately the most important factor in determining whether employees will behave ethically. In other words, if the top executives follow the corporate ethics code, then the middle managers will; if the middle managers follow the code, the frontline workers will.

Researching a company's ethics is more important than ever to prospective employees. Helpful resources include the company's own Web site and employees; news reports about the company, both print and online; government sources, such as the Federal Trade Commission or the local health authority; and consumer and industry groups, like the Better Business Bureau or the Chamber of Commerce.

Organizational Goals

Being a leader means setting goals for employees. For example, a chef may set a goal of lowering the food cost to 31 percent, or a lead baker may establish a goal of producing 600 baguettes each day. As a manager moves higher and higher through a company, he or she will set goals for more and more people. The highest level of goals is known as organizational goals.

Goals are statements of desired results. Management uses them to measure actual performance within an organization. In other words, goals are what people commit to do for an organization. Employees achieve them through a combination of knowledge, skills, resources, attitudes, and tools. See Figure 8.9. On a larger scale, **organizational goals** provide structure and a destination for an operation, and function like a yardstick to help evaluate the operation's progress.

Every business is composed of a series of levels that represent departments or functions within the organization. Each of these levels creates goals for the organization. Figure 8.10 shows the different levels of goals within an organization. At the highest level are organizational goals.

These goals focus on broad statements of what the organization as a whole wants to achieve. They are aligned with the vision and mission of the organization. Organizational goals also lay the foundation for specific employee goals commonly found on performance plans.

Examples of typical organizational goals in restaurant and foodservice operations include sales goals (weekly, monthly, annual dollar goals); budget goals (such as amount of food costs or labor costs for a year); and customer service goals (speed of service, comment card scores).

An **objective** is a specific description or statement of what a manager wants to achieve. The most effective goals are SMART:

- **Specific:** Goals should be clearly stated and list exactly what is expected.
- **Measurable:** Management needs to be able to determine whether goals have succeeded or failed by some result.
- **Achievable:** Goals should be realistic and able to be met.
- **Relevant:** Goals should be connected to the vision and mission of the business.
- **Time bound:** Goals need to have a date for accomplishment.

SMART goals provide clear expectations for everyone in the operation. They're usually no longer than a sentence. An example of a SMART goal might be, "Staff will decrease guest complaints by 5 percent over the next 3 months."

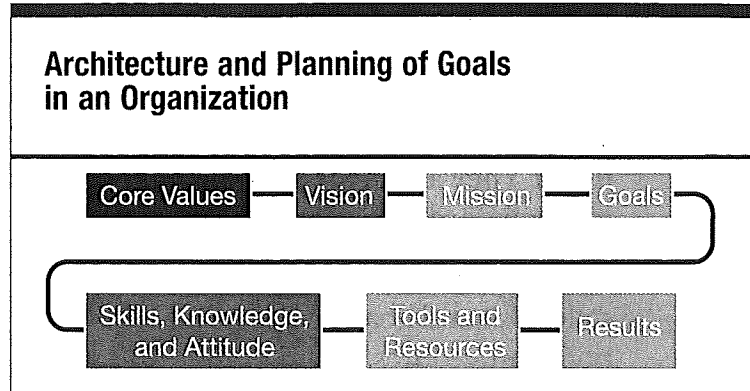


Figure 8.9: Goals should be specific and attainable.

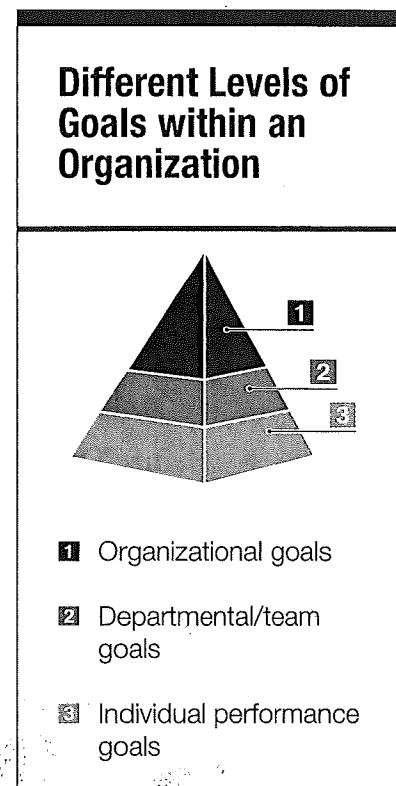


Figure 8.10: Every organization has overall goals, department goals, and individual goals.

Vision Statements

A **vision statement** describes what an organization wants to become and why it exists. Vision statements aim high and are inspiring, stimulating, and exceptional. They articulate what the organization will promote and deliver to customers in order to generate profits.

Once a vision statement has been crafted, it is refined further into a mission statement and goals to assure that the vision is implemented through operational procedures.

Here are some examples of real-life vision statements:

- Coca-Cola: Our vision serves as the framework for our Roadmap and guides every aspect of our business by describing what we need to accomplish in order to continue achieving sustainable, quality growth.
 - People: Be a great place to work where people are inspired to be the best they can be.
 - Portfolio: Bring to the world a portfolio of quality beverage brands that anticipate and satisfy people's desires and needs.
 - Partners: Nurture a winning network of customers and suppliers, together we create mutual, enduring value.
 - Planet: Be a responsible citizen that makes a difference by helping build and support sustainable communities.
 - Profit: Maximize long-term return to shareowners while being mindful of our overall responsibilities.
 - Productivity: Be a highly effective, lean and fast-moving organization.
- Heinz: "Our VISION, quite simply, is to be 'THE WORLD'S PREMIER FOOD COMPANY, OFFERING NUTRITIOUS, SUPERIOR-TASTING FOODS TO PEOPLE EVERYWHERE.' Being the premier food company does not mean being the biggest but it does mean being the best in terms of consumer value, customer service, employee talent, and consistent and predictable growth. We are well on our way to realizing this Vision but there is more we must do to fully achieve it."
- Kraft Foods: "Helping People Around the World Eat and Live Better"

Mission Statements

A **mission statement** refines the vision statement by stating the purpose of the organization to employees and customers. It should include what the

organization intends to sell or provide and to whom, and sometimes the geographic region as well. One of the main benefits of a mission statement is that it provides a source of accountability for the organization. It communicates what the organization is striving to do each day. It needs to be written clearly, concisely, and in an interesting manner.

Managers need to ensure that operational goals are directly linked to this statement. It is vital in today's competitive industry that everyone does his or her best to understand this connection.

Here are some examples of real-life mission statements:

- Coca-Cola: Our Roadmap starts with our mission, which is enduring. It declares our purpose as a company and serves as the standard against which we weigh our actions and decisions.
 - To refresh the world...
 - To inspire moments of optimism and happiness...
 - To create value and make a difference.
- Heinz: "As the trusted leader in nutrition and wellness, Heinz—the original Pure Food Company—is dedicated to the sustainable health of people, the planet, and our Company."
- McDonald's: "Our Plan to Win, with its strategic focus on 'being better, not just bigger,' has delivered even better restaurant experiences to customers and superior value to shareholders."
- Denny's: "Our Mission at Denny's is to establish beneficial business relationships with diverse suppliers who share our commitment to customer service, quality, and competitive pricing."

Managers also need to communicate and clarify to employees how their jobs support these statements and impact the success of the organization. Since employee performance drives business performance, employee roles and responsibilities need to be based on the vision, mission, and goals of the organization as well. For example, if the mission statement of a restaurant is to deliver high-quality service, then employees might be empowered to make decisions about how to resolve a guest's complaint themselves.

Job descriptions should specify standards and responsibilities that reflect the company values. When employees meet those responsibilities and live up to the standards, it directly impacts the goals of the organization.

Job descriptions should specify quality standards and responsibilities that reflect the company values. These are called employee operational behavior

statements. When employees meet those responsibilities and live up to the standards, it directly impacts the goals of the organization. Not only should employees know the importance of their behavior, but each employee should also be able to take action to exemplify company values to customers. For example, if it is part of a restaurant's mission to provide excellent customer service, servers should be able to respond to guest complaints immediately, without needing a manager's approval before replacing an entrée, for instance.

This is just one way that employees understand how their jobs support the company mission and goals. Similarly, managers need ways to confirm that employees are practicing the values and missions of the company on a daily basis. The strongest mission and vision statements drive an operation's culture.

Managers need to identify ways to communicate the mission and goals to employees. Then the staff will understand the importance of these goals and the need for everyone to support the company mission. Some things that a manager can do include the following:

- During orientation, ensure that new hires get information about the vision, mission, and goals of the organization. Communicate the expectation that everyone in the organization supports these statements.
- Ensure that all training materials align with and emphasize the importance of these statements.
- Post the statements in a prominent place for staff to see.
- Document these statements in employee handbooks to be presented during orientation.
- Discuss at employee meetings how operations are faring in terms of the mission and goals.

Summary

In this section, you learned the following:

- Ethics are a set of moral values that a society holds. In the restaurant and foodservice industry ethics serve as guiding principles for effective leaders to use in setting professional tone and behavior in their operations.
- Good leaders provide direction, lead consistently, influence others, motivate others, coach and develop others, anticipate changes, and foster teamwork.

- The steps in problem solving: define the problem, determine the root cause, determine alternative solutions and consequences, select the best solution, develop an action plan, implement the action plan, and document the problem and solution for future reference.
- Professional development is important to help meet your goals and advance in your career.
- Employees expect managers to be professional; interact appropriately; practice ethical behavior; provide clear direction, tools, resources, and a safe environment; and encourage professional growth and development.
- Motivation is comprised of the reasons why a person takes action or behaves in a certain way. Leaders are expected to provide constructive feedback, make an employee feel valued, influence others through their own actions with everyday decisions, provide external motivation, and support internal motivation.
- Organizational goals are statements of desired results. The most effective goals are SMART: Specific, Measurable, Achievable, Relevant, and Time bound. SMART goals provide clear expectations to everyone in the operation.
- A vision statement describes what an organization wants to become and why it exists. Vision statements inspire. Mission statements refine the vision statement by stating the purpose of the organization to employees and customers.
- Employee roles and responsibilities are based on the vision, mission, and goals of the organization.