



CREATING A CULTURE OF ACCOUNTABILITY

3 TOOLS TO UNLEASH THE POTENTIAL OF YOUR BREWERY

Jon Chen- Business Growth Catalyst

SYSTEMS

The Advantage by Patrick Lencioni
The E-Myth by Michael Gerber
Good to Great by Jim Collins
Principles by Ray Dalio
Rockefeller Habits by Verne Harnish
Traction by Gino Wickman
The 4-Hour Work Week by Tim Ferriss
Measure What Matters by John E. Doerr
and so many more.



SOUL

How to Win Friends and Influence People by Dale Carnegie
The 7 Habits of Highly Effective People by Stephen Covey
5 Dysfunctions of a Team by Patrick Lencioni
Dare to Lead by Brene Brown
Start with Why by Simon Sinek
The Culture Code by Daniel Coyle
and so many more.



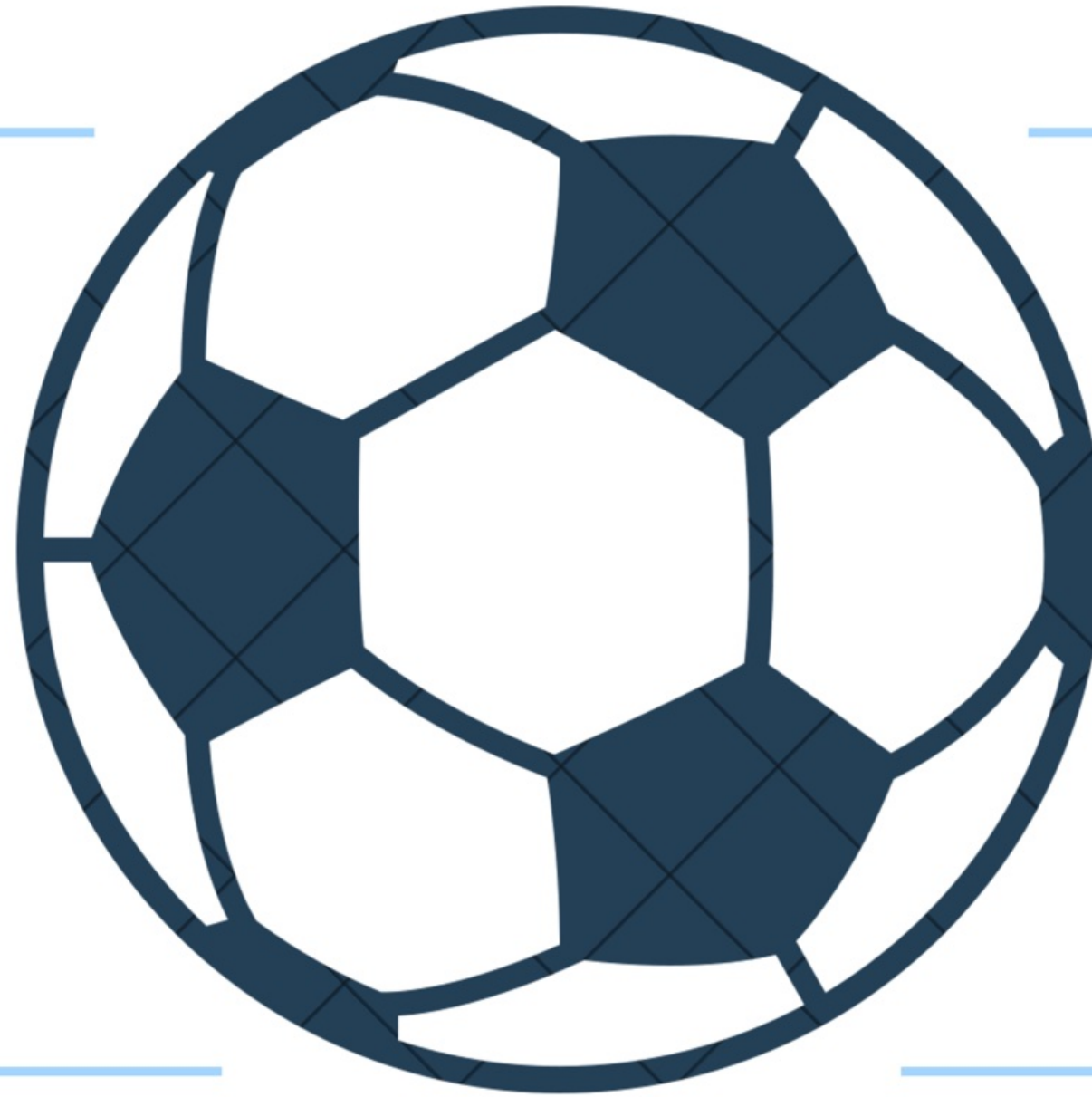


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**“CULTURE EATS
STRATEGY FOR
BREAKFAST”**

SYSTEM

DESIGN



SYSTEM

DESIGN

CADENCE



SYSTEM

DESIGN

CADENCE

SCORECARD



SYSTEM

SOUL

DESIGN

DESTINATION

CADENCE

SCORECARD



SYSTEM

SOUL

DESIGN

DESTINATION

CADENCE

IDENTITY/ETHOS

SCORE



SYSTEM

SOUL

DESIGN

DESTINATION

CADENCE

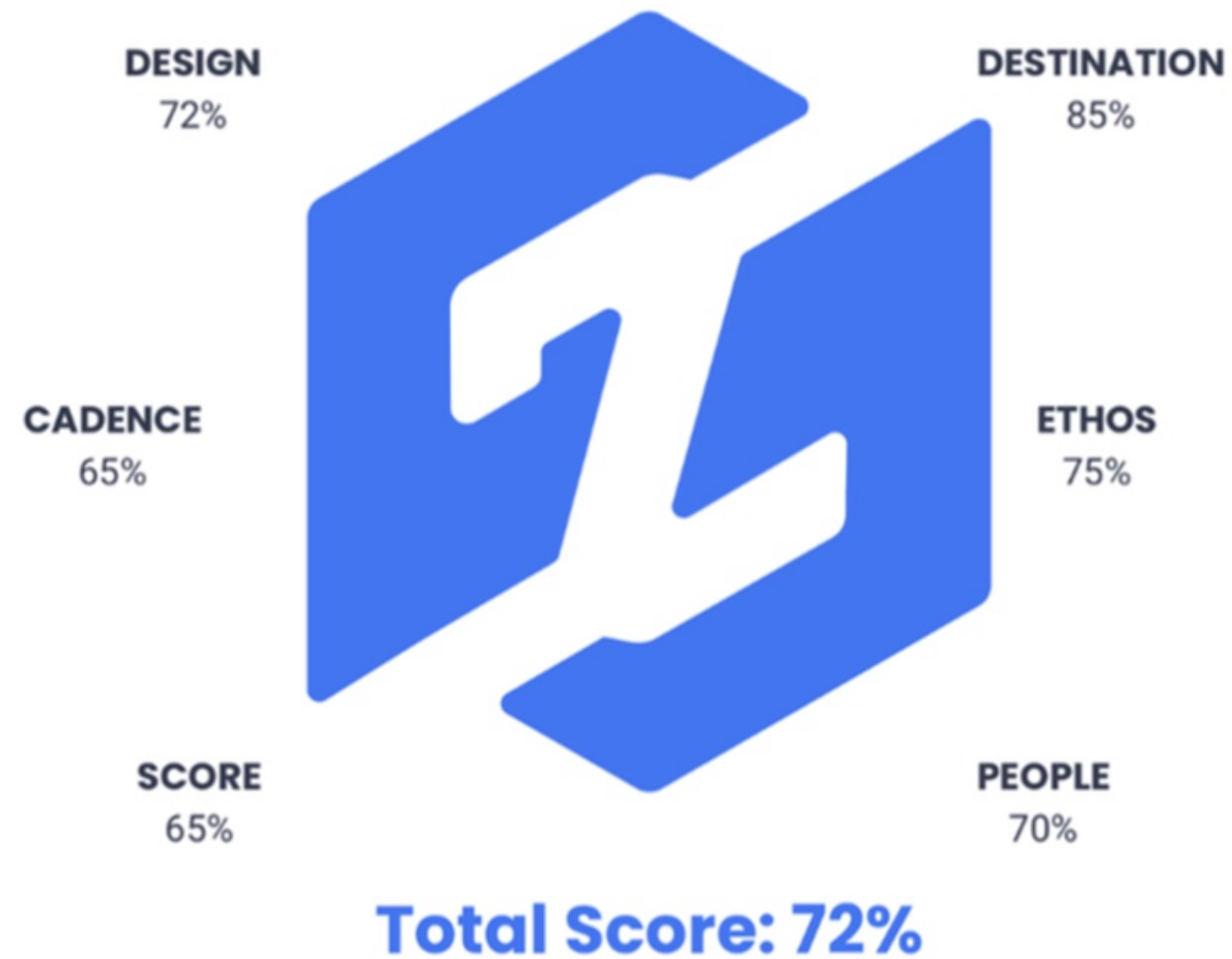
IDENTITY/ETHOS

SCORE

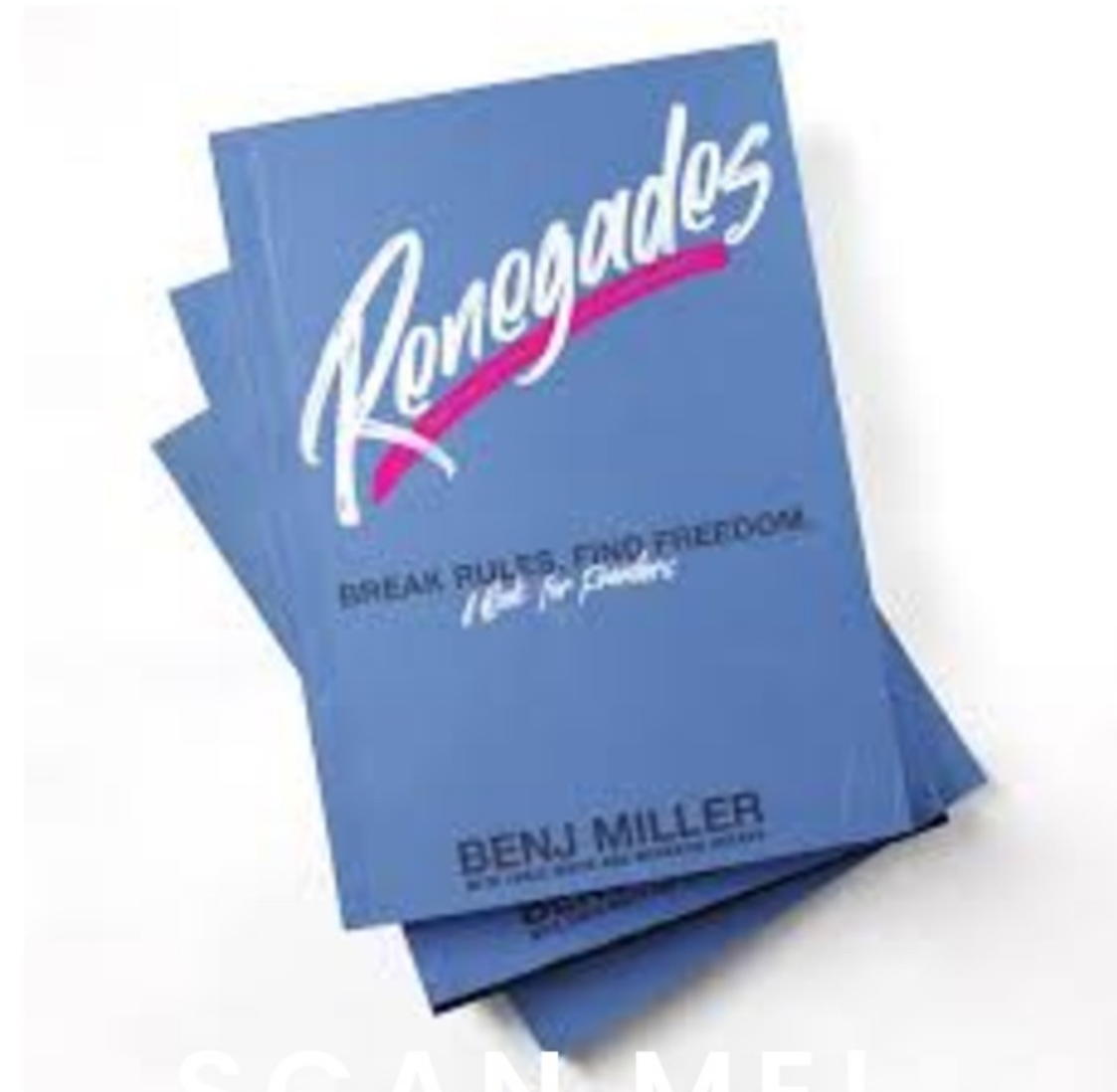
PEOPLE



HOW HEALTHY IS YOUR **TEAM**?



A BOOK ON BUILDING YOUR **TEAM**





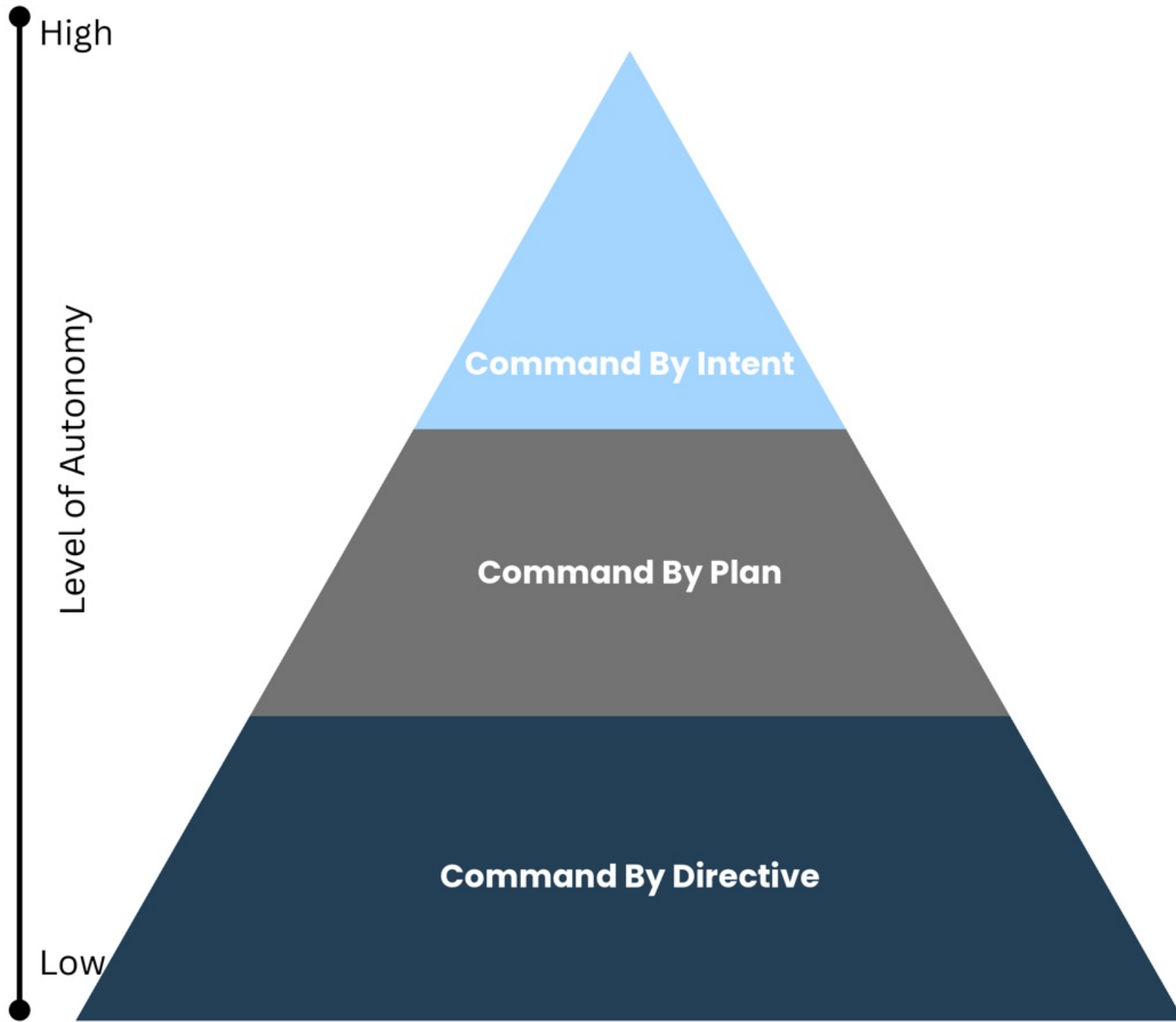
**3* TOOLS TO UNLOCKING THE
POTENTIAL OF YOUR BREWERY**



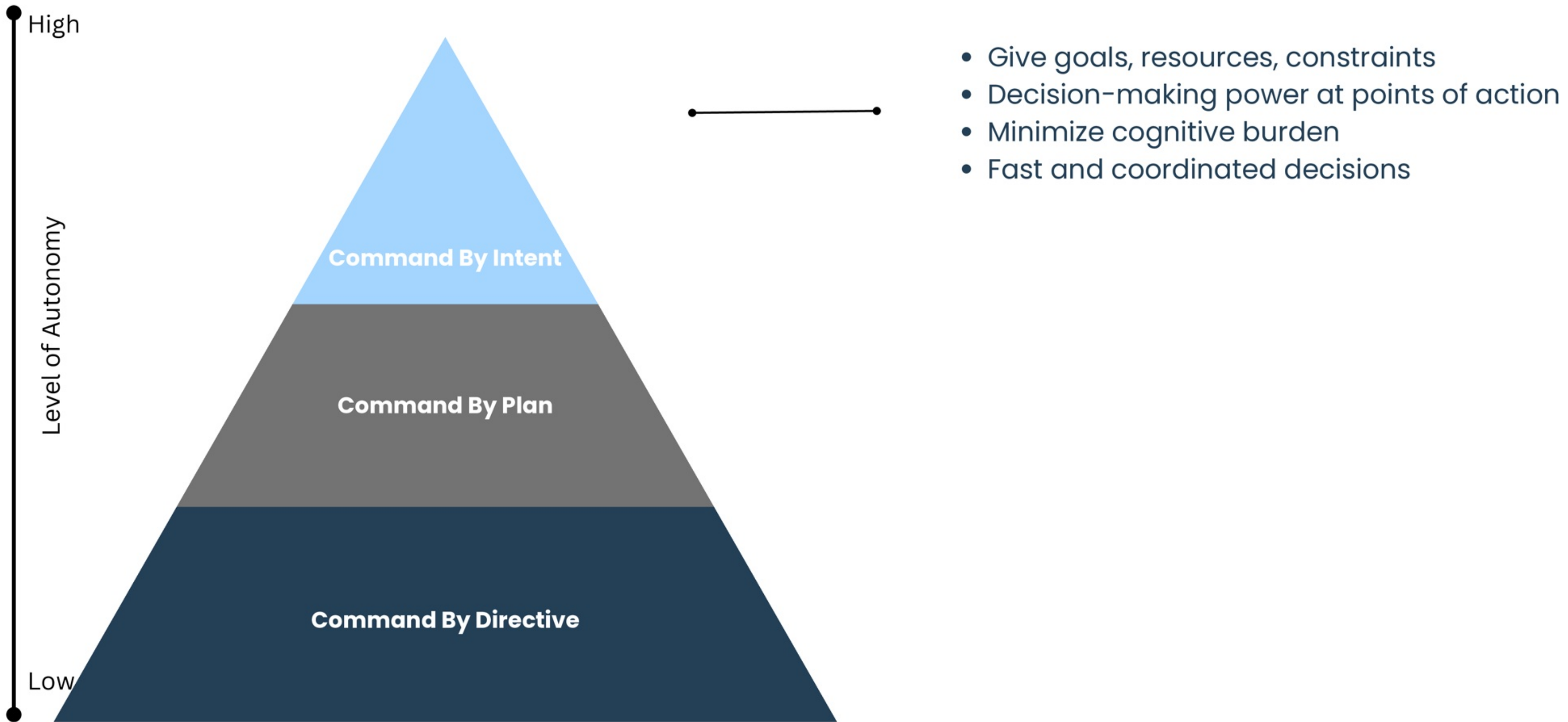
TOOL: COMMANDER'S INTENT



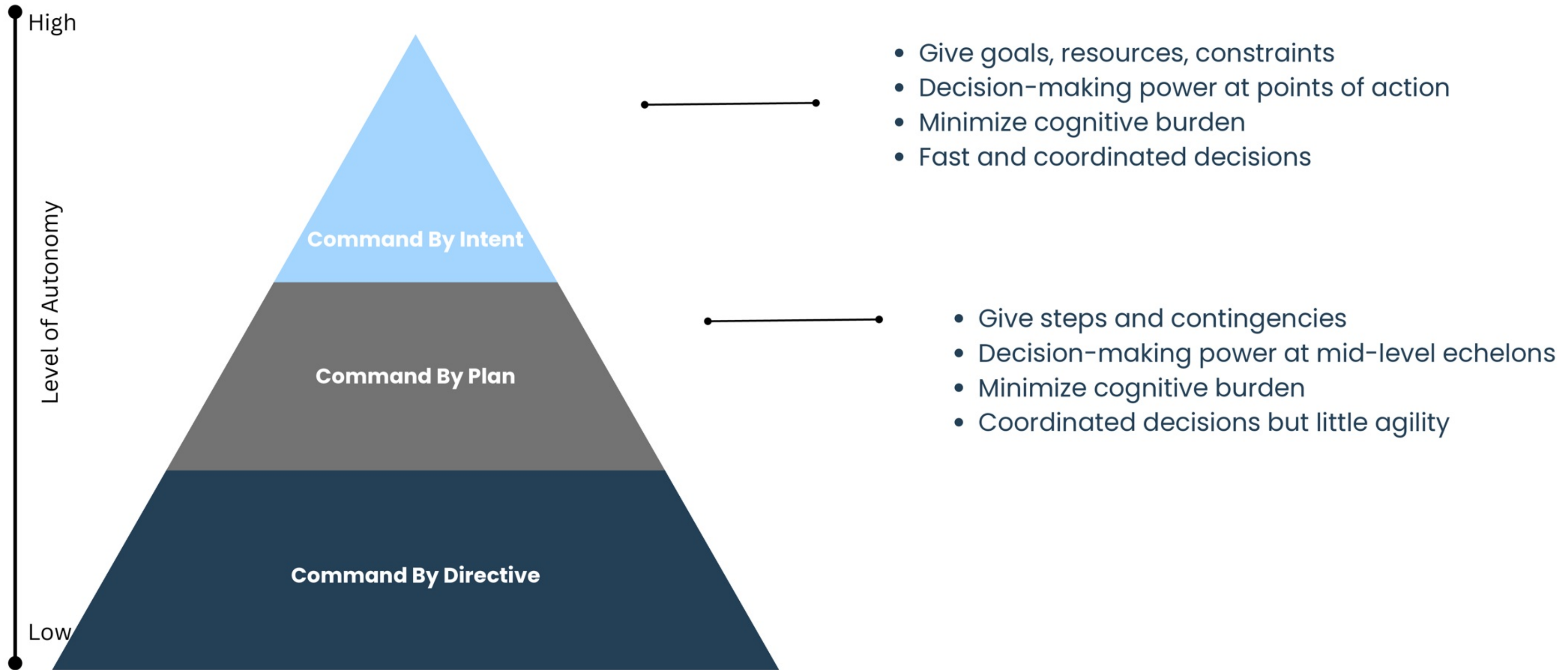
TOOL: COMMANDER'S INTENT



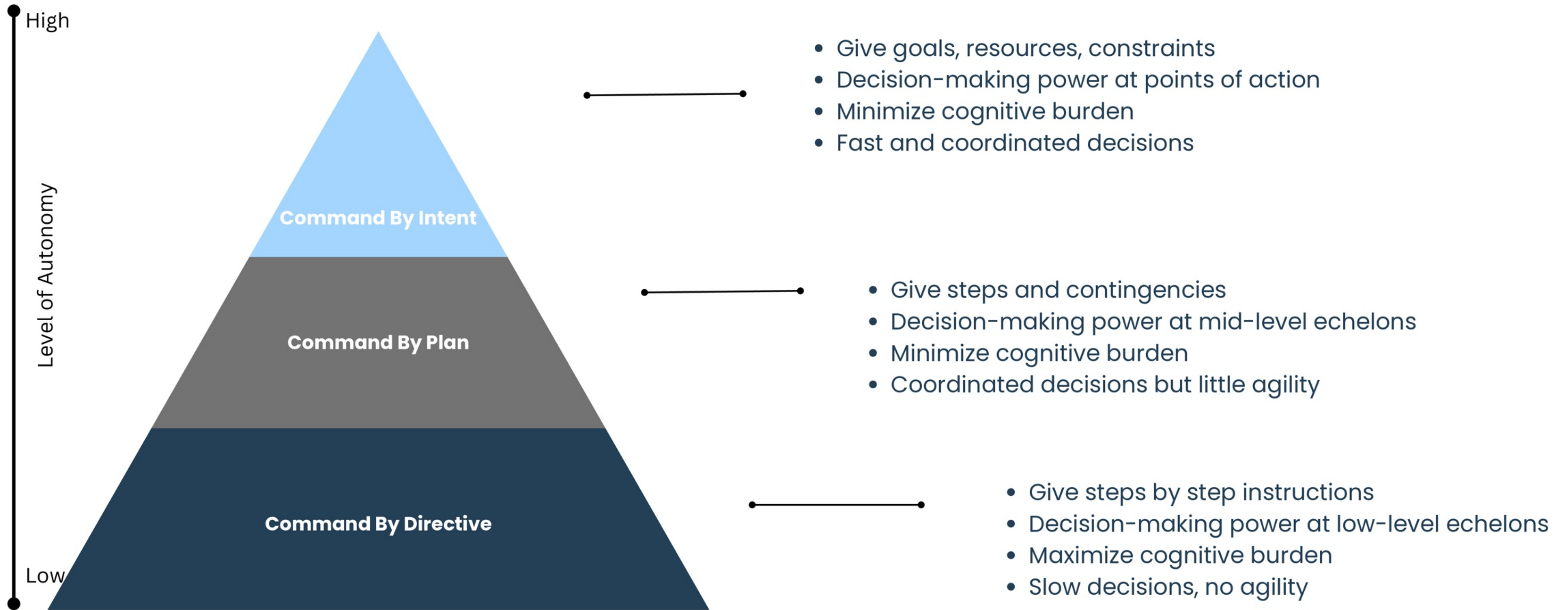
TOOL: COMMANDER'S INTENT



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TOOL: COMMANDER'S INTENT





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**YOUR STRATEGY IS ONLY AS
GOOD AS YOUR ABILITY TO
ARTICULATE IT**

– BOB IGER



A ROAD MAP FOR YOUR BUSINESS

ONLINESS
STATEMENT

We are the only _____
that _____

DESTINATION

We are going _____
by _____
because _____

CULTURAL
ENGINEERING

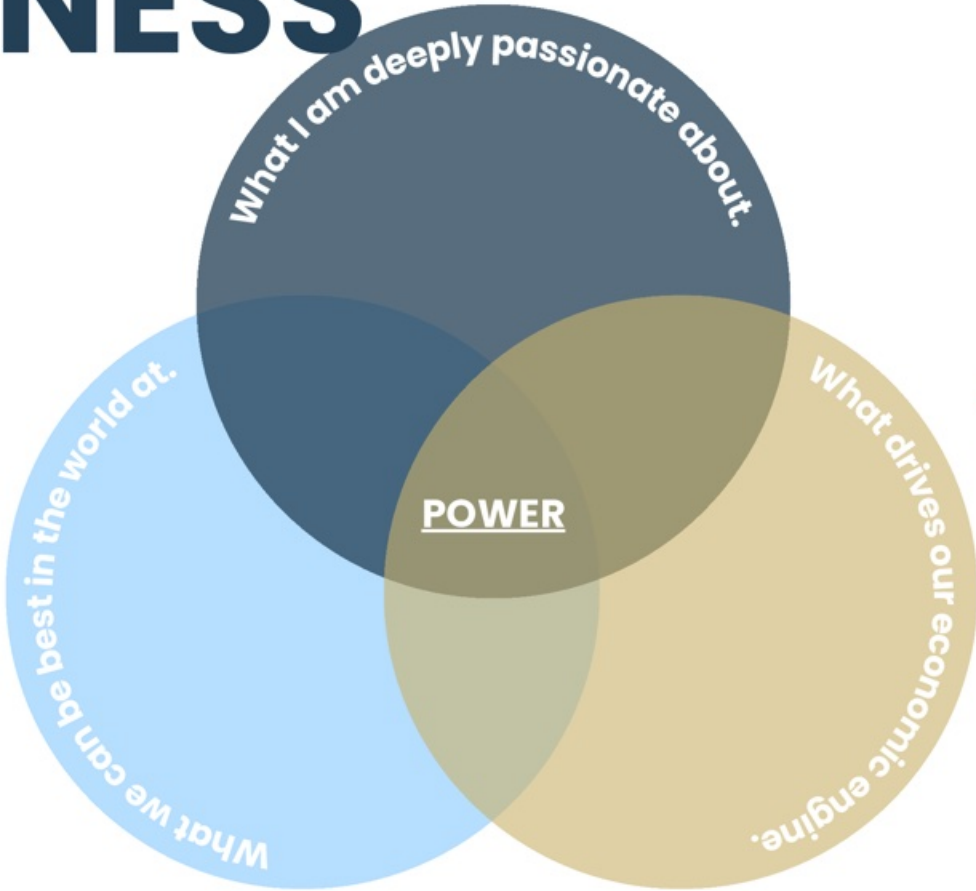
VALUES



ORG HABITS



CULTURE



HEDGEHOG

BETS

Date: _____
R: _____
P: _____
EE: _____

3-YEAR DIRECTION

Date: _____
R: _____
P: _____
EE: _____

1-YEAR FOCUS

Date: _____
R: _____
P: _____
EE: _____

QUARTERLY OBJECTIVES

QUARTERLY
OBJECTIVES

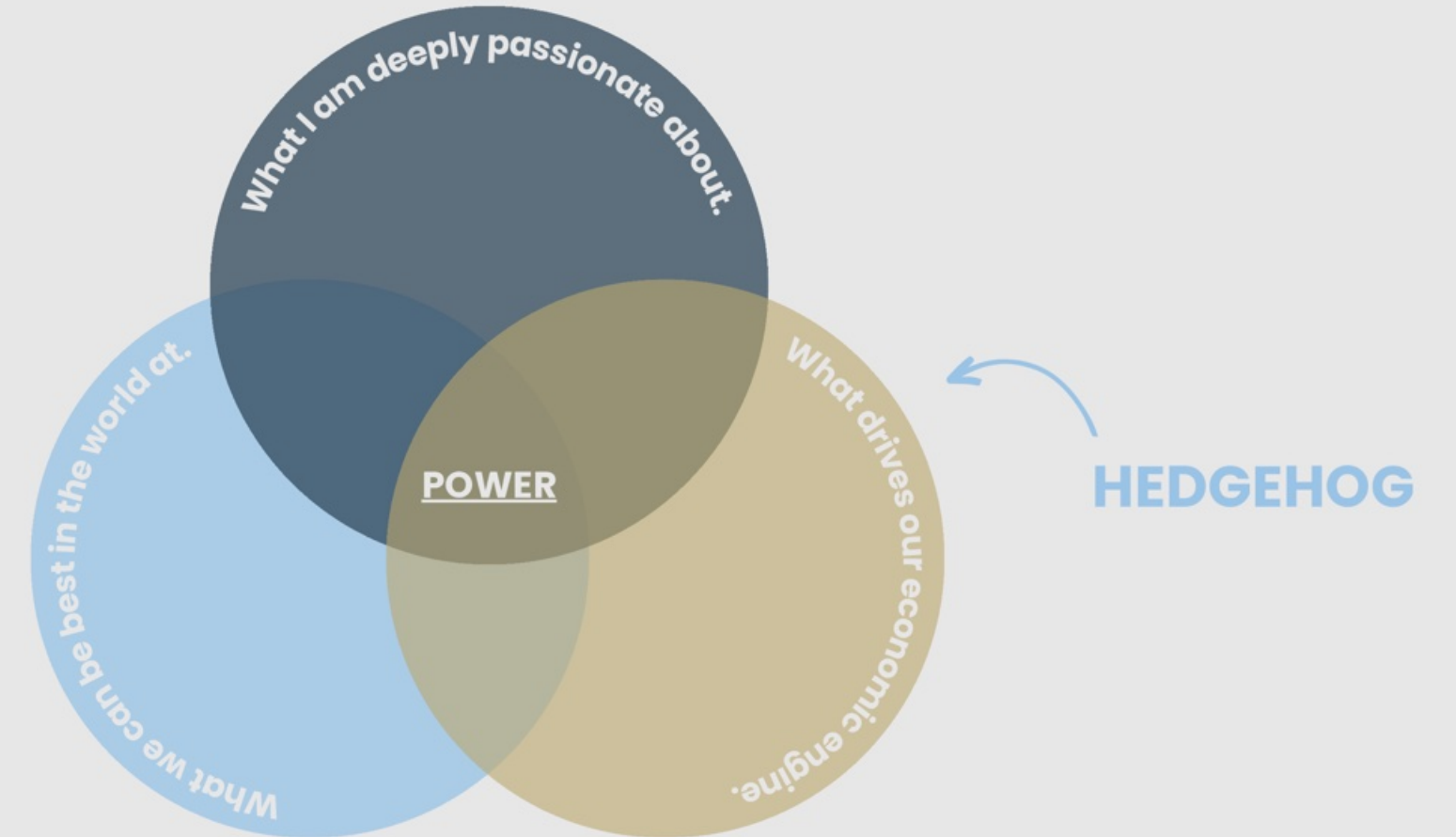
S2 ROAD MAP

ONLINESS
STATEMENT

We are the only _____
that _____

DESTINATION

We are going _____
by _____
because _____



CULTURAL
ENGINEERING

VALUES



ORG HABITS



CULTURE

OUR BETS

3-YEAR DIRECTION

1-YEAR FOCUS

QUARTERLY OBJECTIVES

BETS

Date: _____
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EE: _____

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EE: _____

QUARTERLY
OBJECTIVES

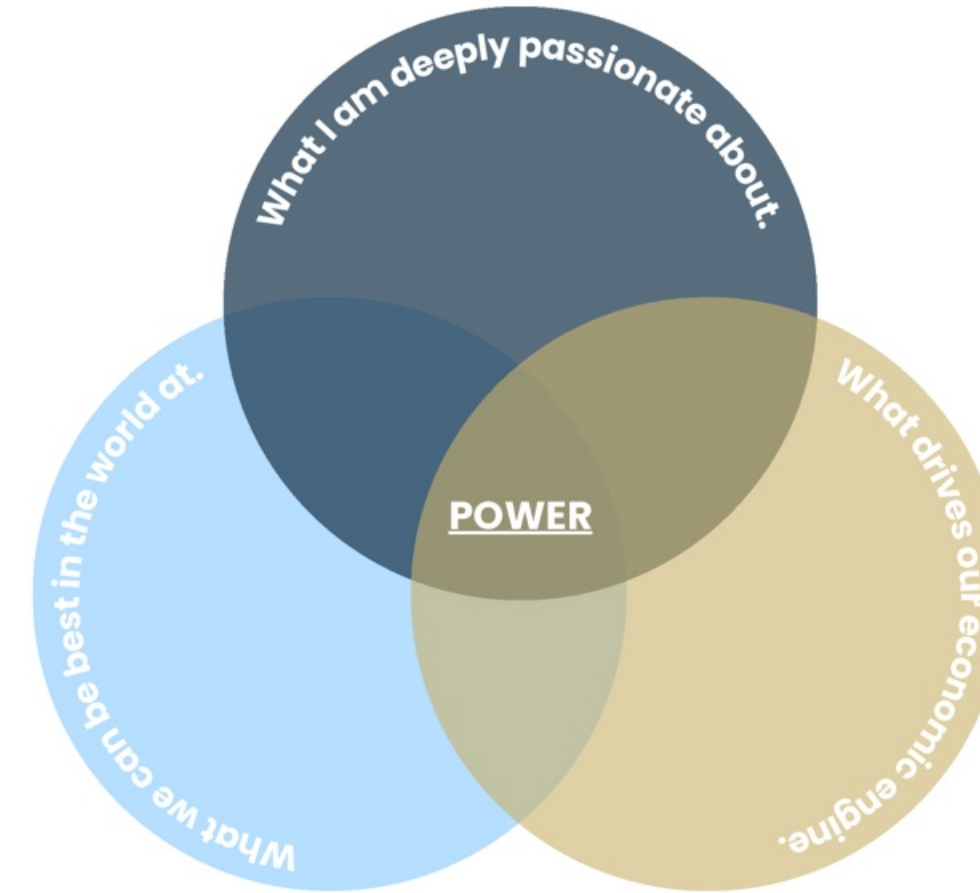
S2 ROAD MAP

ONLINESS
STATEMENT

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that _____

DESTINATION

We are going _____
by _____
because _____



HEDGEHOG

CULTURAL
ENGINEERING

VALUES



ORG HABITS



CULTURE

OUR BETS

3-YEAR DIRECTION

1-YEAR FOCUS

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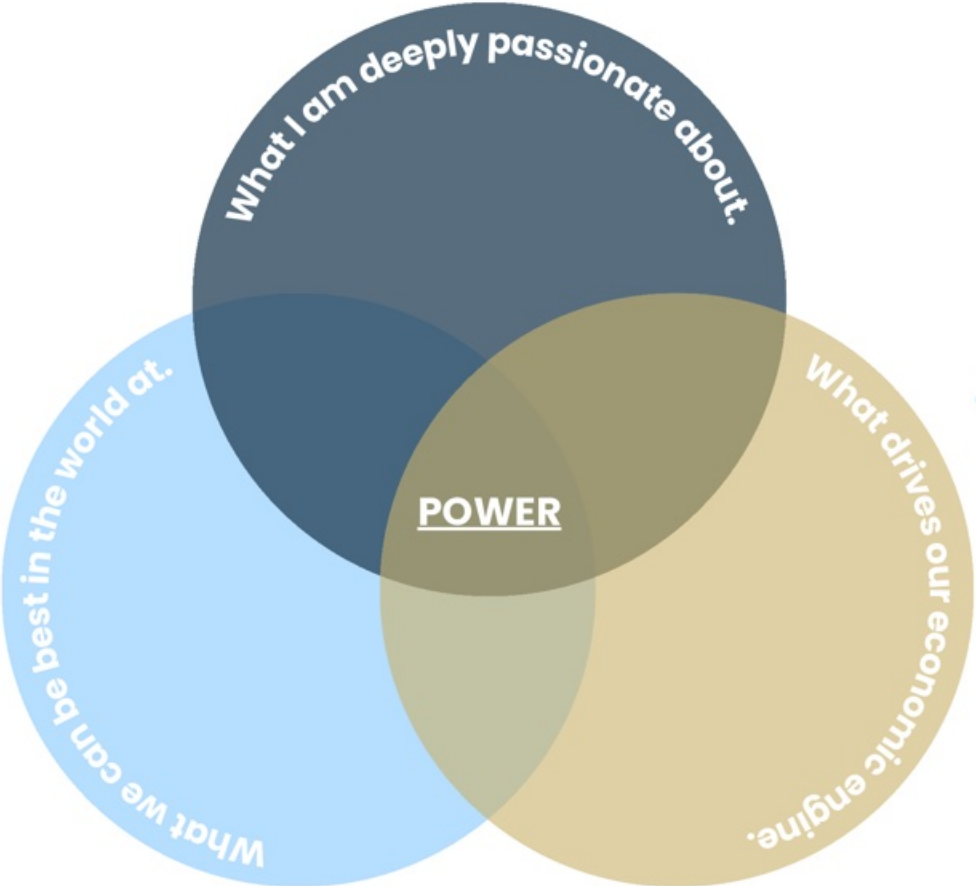
VALUES



ORG HABITS



CULTURE



HEDGEHOG

BETS

Date: _____
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3-YEAR DIRECTION

Date: _____
R: _____
P: _____
EE: _____

1-YEAR FOCUS

Date: _____
R: _____
P: _____
EE: _____

QUARTERLY OBJECTIVES

QUARTERLY
OBJECTIVES

COMPANY VISION
DESTINATION



HOW'S THIS FOR A VISION?

WE WILL STRIVE TO BE RECOGNIZED AS THE INDUSTRY LEADER IN KENTUCKY AND TEXAS. WE WILL BE A TRUSTED PARTNER TO BOTH OUR CUSTOMERS AND OUR VENDORS.

OUR COMPANY WILL BE RECOGNIZED FOR ITS CONSISTENT UNWAVERING EXECUTION OF GREAT CUSTOMER SERVICE, AND HARD-WORKING HONEST APPROACH TO TAKING GREAT CARE OF OUR CUSTOMERS BY DOING THE RIGHT THING. WE WILL WORK HARD FOR THEIR BUSINESS AND THEIR LOYALTY BY OUT HUSTLING THE COMPETITION EVERY DAY.

WE WILL BUILD A TEAM OF EMPLOYEES WHOSE DESIRE IT IS TO WORK TOGETHER FOR THE SUCCESS OF OUR COMPANY AND OUR CUSTOMERS. WE WILL RECOGNIZE HARD WORK AND HOLD EACH OTHER ACCOUNTABLE TO THESE GOALS. WE WILL BE A FINANCIALLY STABLE COMPANY THAT WILL SHARE SUCCESS WITH EMPLOYEES AND GIVE BACK TO THE COMMUNITIES WHERE WE LIVE. WE WANT OUR WORK ENVIRONMENT TO BE REWARDING AND FUN, AND ONE THAT ENCOURAGES A LEARNING ENVIRONMENT FOR EACH OF OUR EMPLOYEES TO GROW AS THEY WORK FOR OUR COMPANY. WE WILL MAKE "SMITH" COMPANIES AND THE "SMITH" FAMILY PROUD TO BE ASSOCIATED WITH US.

HOW'S THIS FOR A VISION?

OUR VISION IS TO CREATE, EXECUTE, BUILD AND EXPAND FUN, UNIQUE FOOD CONCEPTS IN THE BOSTON AREA AND BEYOND VIA OUR DYNAMIC, ORGANIZED AND HIGHLY TACTILE CRAFT CASUAL RESTAURANT GROUP. WE WANT TO BE RECOGNIZED BY OUR GUESTS AND CRITICS AS THE IDEAL BRAND AND DESTINATION TO GET THE BEST STYLE OF FOOD WE'RE SERVING; PHENOMENAL GUEST SERVICE & AN EXPERIENCE WORTH SHARING.

ATTRIBUTES OF A GREAT ~~VISION~~ DESTINATION

01

SIMPLE, CONCISE, MEASURABLE

02

DOMINATES OR TRANSFORMS THE
WORLD

03

INSPIRES SOUL OF EVERY EMPLOYEE AND
CUSTOMER





We are going

by

because





**MOST PEOPLE
OVERESTIMATE WHAT THEY
CAN DO IN ONE YEAR AND
UNDERESTIMATE WHAT
THEY CAN DO IN TEN**

-BILL GATES



”
**MEANINGFUL WORK IS
MORE IMPORTANT
THAN SALARY.**

–70% OF GEN Z





GREAT “BECAUSE” STATEMENTS

“The health of a society depends upon producing quality individuals”

- K-8 school

“Great Leaders build Great buildings,connections, people, and each other.”

- Low Voltage Company



“We believe everyone deserves a clean safe affordable place to live”

- Private equity developer and operator of workforce housing



We are going 10 Million Smiles on People's Faces

by 2030

because breakfast can make or break your day



HOW'S THIS FOR A VISION?

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”

**5-10 YEARS FROM
NOW:
WHAT'S THE WIN FOR
YOU PERSONALLY?
YOUR BUSINESS?**



MAP YOUR DESTINATION

We are going Where?

by When?

because Why?



S2 ROAD MAP

ONLINESS
STATEMENT

We are the only _____
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CULTURAL
ENGINEERING

VALUES



ORG HABITS



CULTURE

OUR BETS

3-YEAR DIRECTION

1-YEAR FOCUS

QUARTERLY OBJECTIVES

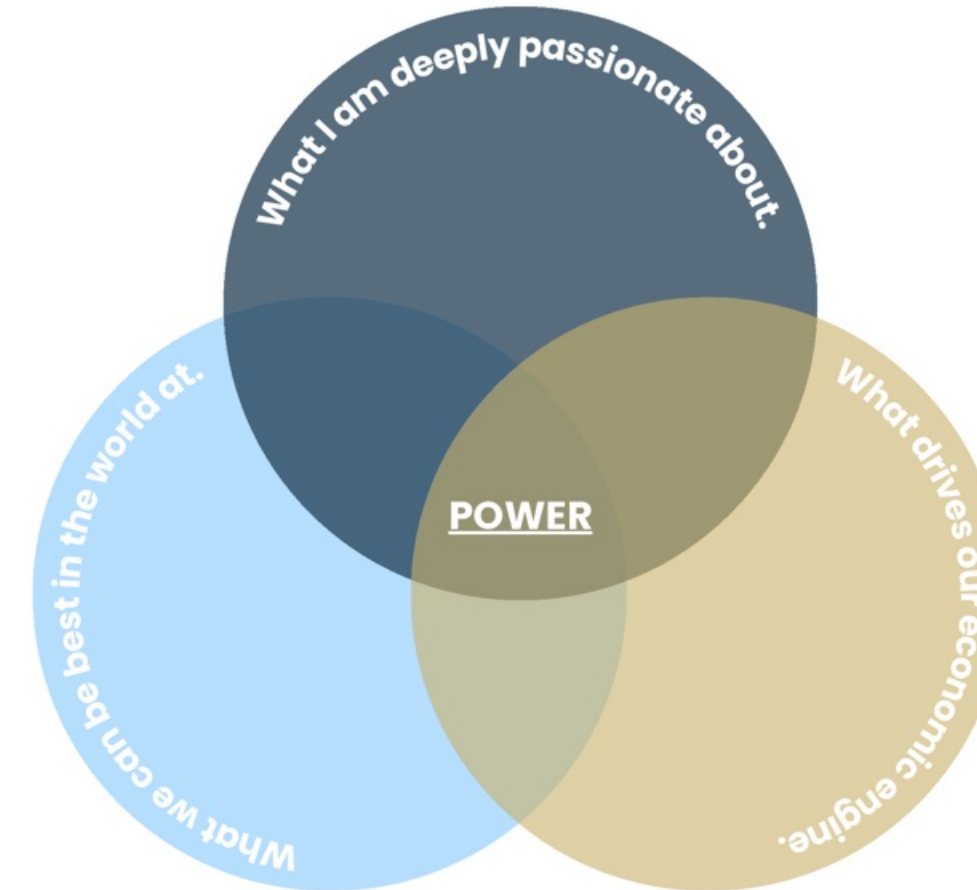
BETS

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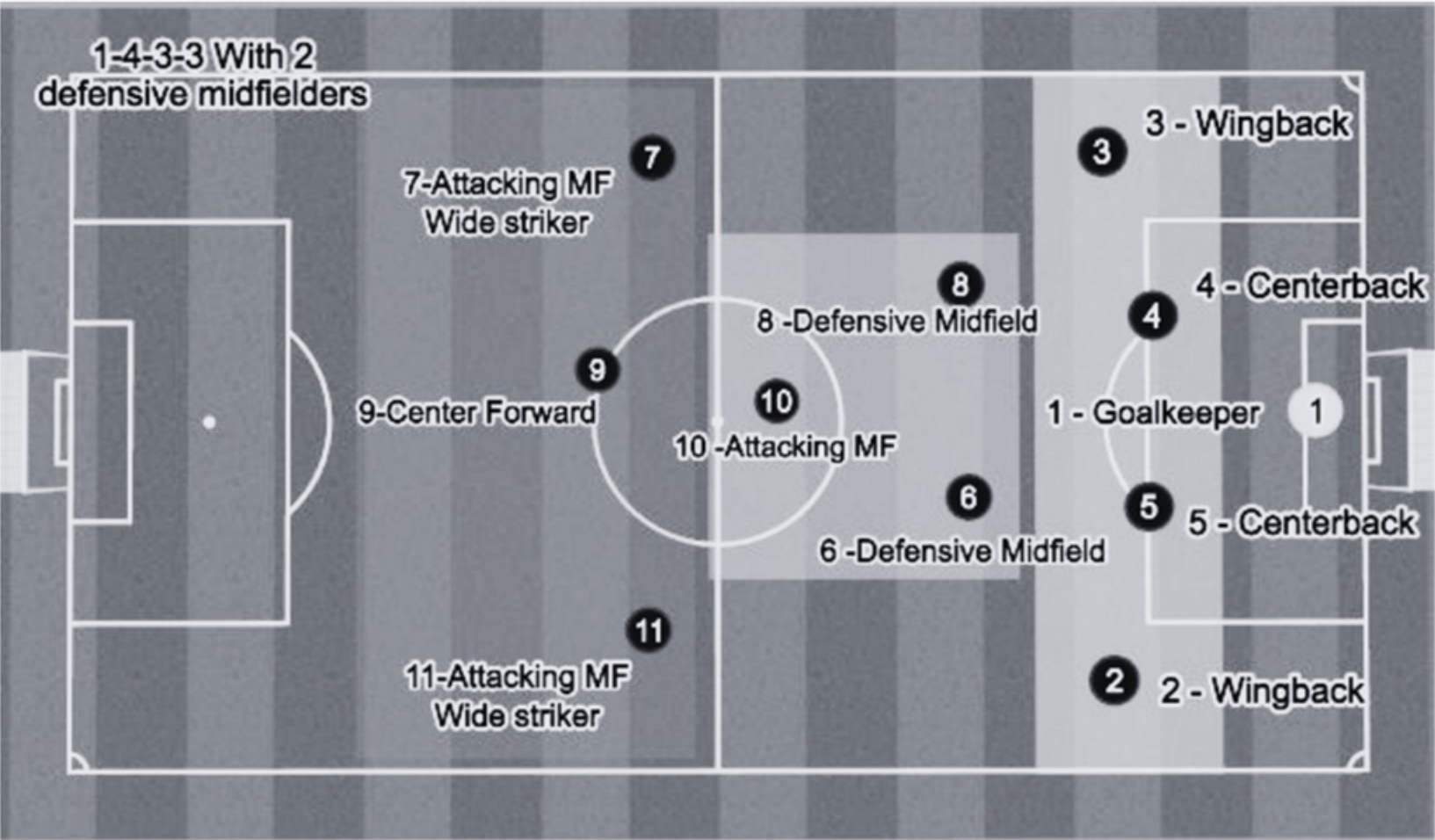
Date: _____
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QUARTERLY
OBJECTIVES



HEDGEHOG

TOOL: ORG CHART



VISIONARY

Mission

KPIs

Core Functions:

- See the Future
- Set Tone (Culture/Soul)
- Big Relationships
- Ideas/Innovation

OPERATOR

Mission

KPIs

Core Functions:

- CAR
- Make the Plan Reality
- Leading P&L
- Day-to-Day Operations
- Removing Obstacles

COMMERCE

Mission

KPIs

Core Functions:

- CAR
- Marketing
- Sales

CAPACITY

Mission

KPIs

Core Functions:

- CAR
- Delivery product/services
- Customer/Client Services

CAPITAL

Mission

KPIs

Core Functions:

- CAR
- Accounting
- Financial Health and Future
- HR
- Legal

JOB DESCRIPTION EXAMPLE (AFTER)

MISSION:

ENSURE AN EXCEPTIONAL EXPERIENCE FOR CUSTOMERS BETWEEN THE OUTSIDE WORLD AND THEIR BEER HALL EXPERIENCE

KPI'S

- **CUSTOMER SATISFACTION SCORES**
- **TAKEOUT ORDER ERROR RATE**
- **SEATING ROTATION AND ADHERENCE TO OCCUPANCY RESTRICTIONS**
- **TABLE TURNOVER**
- **TAKEOUT AND RETAIL TRANSACTION TIMELINESS**

RESPONSIBILITIES:

- **MAIN PHONE LINE AND TAKEOUT ORDERS**
- **GUEST ENTRY AND SEATING JOURNEY**
- **FRONT ENTRY ENVIRONMENT, BEER AND MERCHANDISE DISPLAYS**

***3-5 KPI'S AND RESPONSIBILITIES**

**** KPI SHOULD HAVE "HARD" AND QUALITY METRICS**



BUILDING A VISIONARY COMPANY IS
ONE PERCENT VISION.....

JIM COLLINS



**BUILDING A VISIONARY COMPANY IS ONE
PERCENT VISION AND
99% ALIGNMENT**

JIM COLLINS

S2 ROAD MAP

ONLINESS
STATEMENT

We are the only _____
that _____

DESTINATION

We are going _____
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because _____

CULTURAL
ENGINEERING

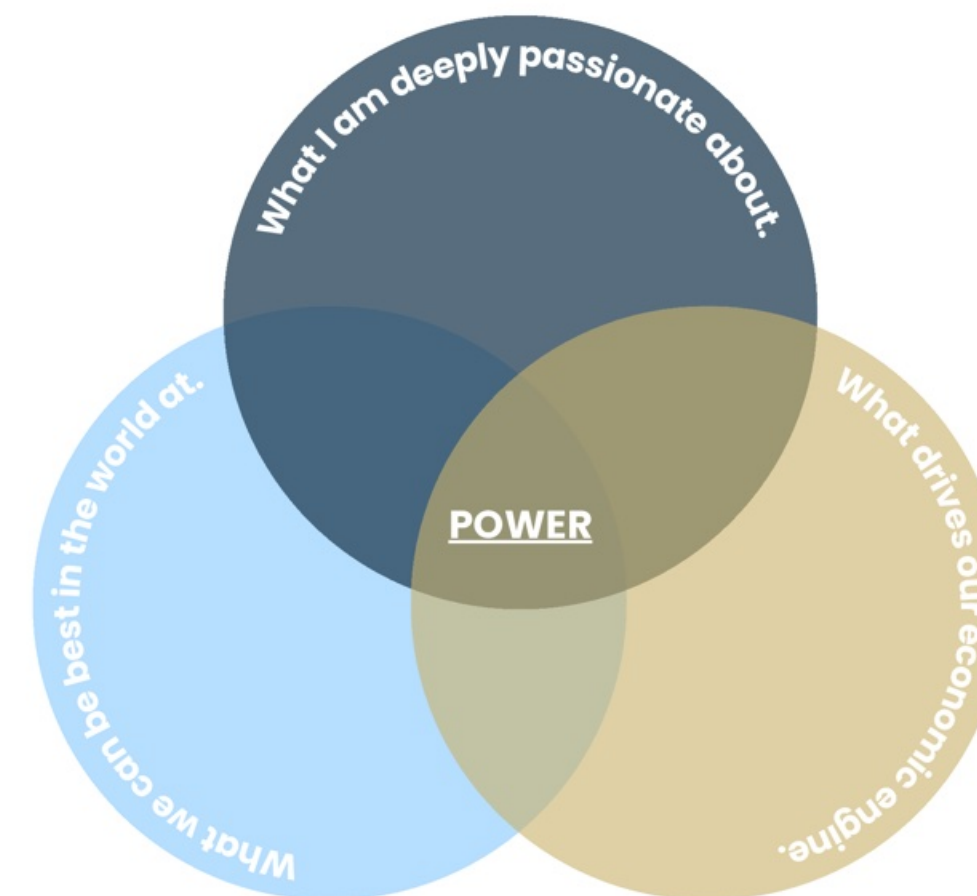
VALUES



ORG HABITS



CULTURE



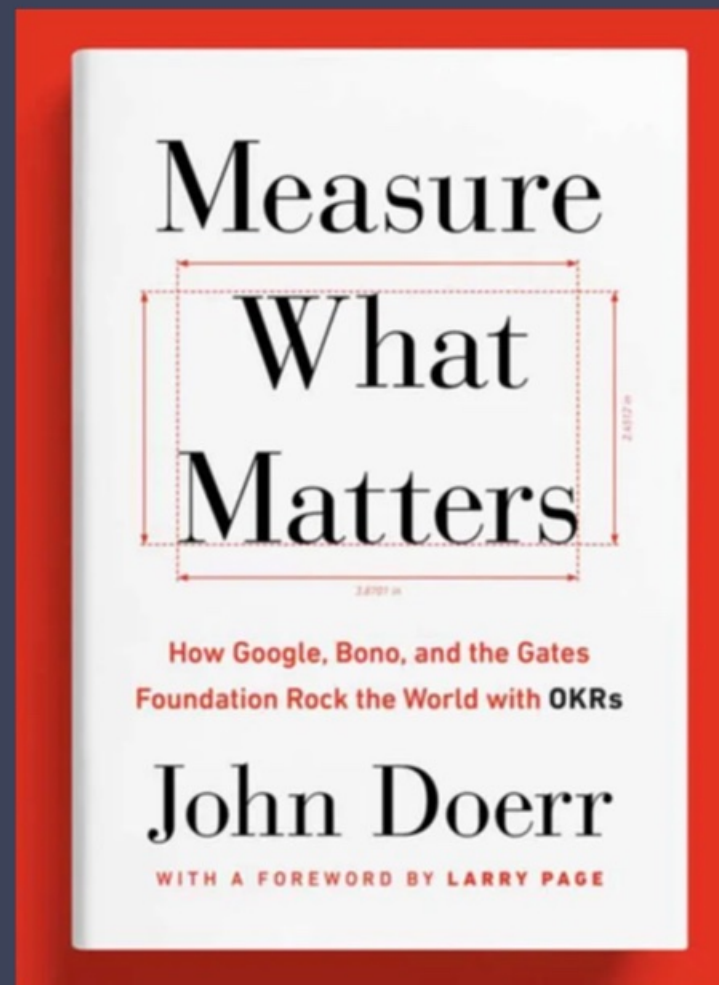
HEDGEHOG

BETS

OUR BETS					
3-YEAR DIRECTION		1-YEAR FOCUS		QUARTERLY OBJECTIVES	
Date:		Date:		Date:	
R:		R:		R:	
P:		P:		P:	
EE:		EE:		EE:	

QUARTERLY
OBJECTIVES

TOOL: OKR



OBJECTIVE

“WHAT” IS TO BE ACHIEVED

EXAMPLE: LAUNCH A NEW STORE TRAINING PROCESS

KEY RESULTS

“HOW” YOU WILL KNOW YOU ACHIEVED THE OBJECTIVE

EXAMPLE:

- TRAINING PROCESS DOCUMENTED
- TRAINER TRAINED
- TRAINING IN ONE STORE
- FEEDBACK INCORPORATED

CREATE AN OKR

What's the first thing you
need to get done to achieve
your destination?

or

What's a top priority for the
quarter?

Top Priority:

BUILD YOUR 90-DAY OBJECTIVE

MISSION: What outcome are we looking for?

OWNER: Who will own this?

KEY RESULTS: What will be accomplished?

- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

30-DAY MILESTONE: What can we show/tell in 30 days?

60-DAY MILESTONE: What can we show/tell in 60 days?

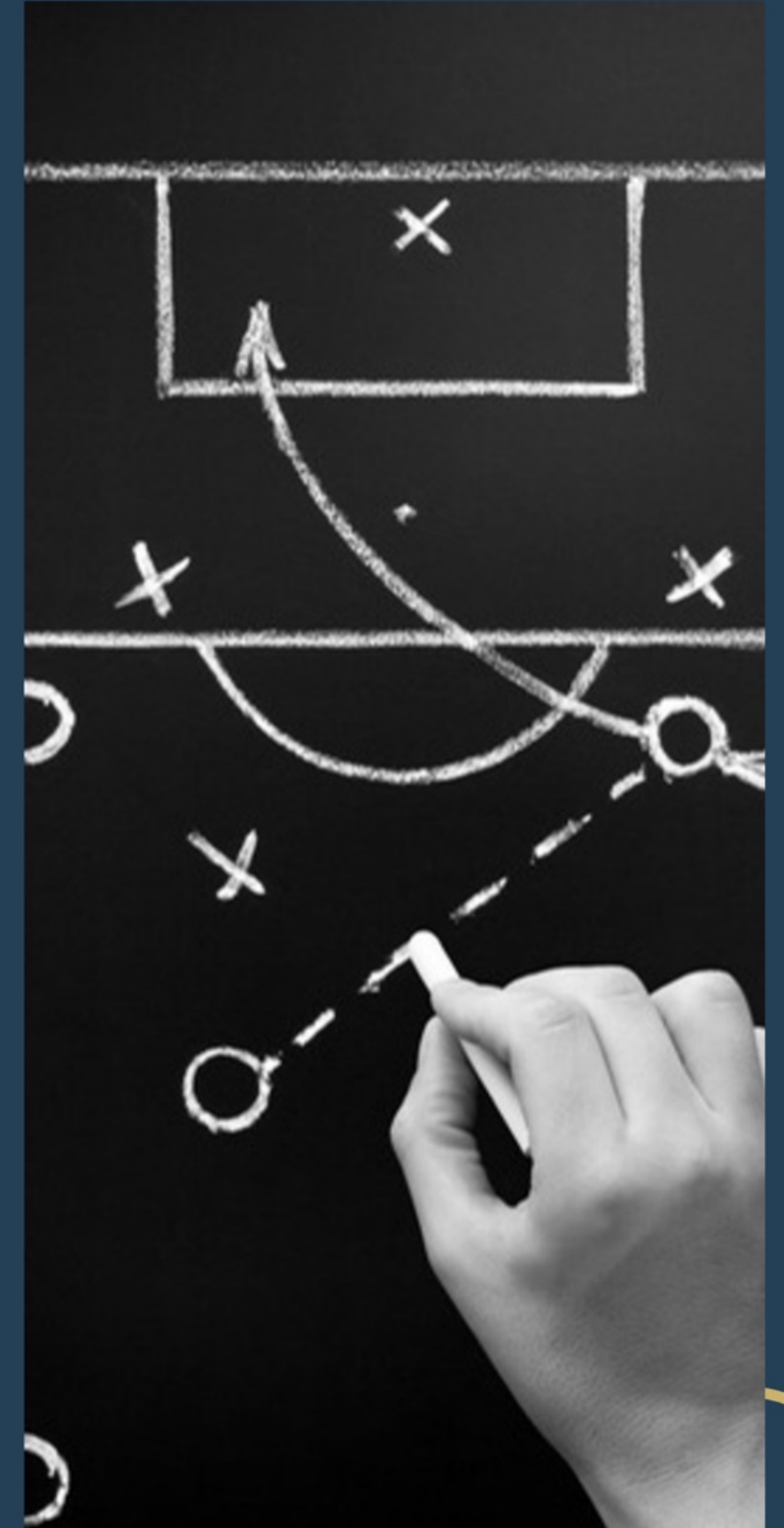
ACTION ITEMS

Take the Organizational Health Survey, send it to your teams

Fill out your roadmap with your leadership team

Define Mission and KPI's

Create OKR's with your team



FIRST 5 – EMAIL FOR A FREE COPY OF RENEGADES



BOOK A DISCOVERY CALL OR 90-MINUTE LEADERSHIP WORKSHOP

Determine your top priorities for the next 90 days, create OKR's together, and align the team

LET'S CONNECT



SCAN

FOR TODAY'S RESOURCES AND
TO CONNECT ON LINKED IN

JON CHEN

UNLOCKING THE POTENTIAL OF YOUR BREWERY

WWW.BLUETIDECATALYSTS.COM

JON@BLUETIDECATALYSTS.COM

781-325-3152