



Multi Unit Leadership Self-Assessment 2022



Instructions: To assess your personal strengths and development opportunities relative to each of the 7 stages, use the rating guide below to rate yourself on the degree to which you exhibit the following behaviors.

Significant Development Needed	Development Needed	Meets Expectations	Strength	Significant Strength	Not Applicable
I do not CONSISTENTLY or ADEQUATELY perform this behavior.	I SOMETIMES perform this behavior at an INADEQUATE level.	I perform this behavior at a CONSISTENTLY ACCEPTABLE level.	I SOMETIMES perform this behavior at a SUPERIOR level.	I CONSISTENTLY perform this behavior at a SUPERIOR level.	This behavior is not required of me.

BRAND AMBASSADOR	Significant Development Needed	Development Needed	Meets Expectations	Strength	Significant Strength	N/A
Acts as a role model in thought, speech, and behavior, all aligned with the company goals and vision						
Lives the company culture and image with authenticity and discipline						
Treats guests, peers and team with respect and integrity; remains flexible and fair						
Displays an "owner-mindset" perspective by making decisions with business needs and financial goals first						
Filters problems down to the team to provide learning opportunities; teaches by helping rather than doing						

TALENT SCOUT	Significant Development Needed	Development Needed	Meets Expectations	Strength	Significant Strength	N/A
Actively practices the philosophy of recruiting 24/7/365; maintains a strong bench of "A" players						
Understands the importance of building a "dream team" comprised of both internal and external managers						
Identifies, and selects those with the behaviors and attributes of a "hero," not a "zero"						
Maintains the growth of high performing human capital by pruning the "deadwood," hiring slow and firing fast						
Remains disciplined by practicing patience and finding the right people for the right roles that fit the company culture						
Identifies talent and knowledge gaps to continually develop, retain, and transition top talent for optimal results						



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SERVANT LEADER	Significant Development Needed	Development Needed	Meets Expectations	Strength	Significant Strength	N/A
Actively demonstrates a value for human capital and regards everyone as a customer						
Creates energy across the team by making connections, fostering collaboration, and cheering possibilities rather than probabilities						
Catches others doing good on their best days; routinely thanks and recognizes team members						
Listens attentively to the thoughts, suggestions, and feelings of all managers						
Engenders servanthood in others by teaching that "everything speaks" through the lens of a customer						
Remains a thermostat, not a thermometer, by exhibiting control, patience, and perspective when under pressure						

HEAD COACH	Significant Development Needed	Development Needed	Meets Expectations	Strength	Significant Strength	N/A
Supports company strategic goals through collaboration with supervisors, managers, and teams						
Prepares effective game plans for each unit by assessing team strengths, detailing vulnerabilities, and identifying dependencies and marketplace nuances						
Encourages the development of "subject matter experts" among managers and continually rotates team through many knowledge areas to effectively train all managers						
Demonstrates personal investment in the training material and leads others to realize the "why" before teaching the how						
Adapts coaching style to each learner instead of expecting the learner to adapt to own style.						
Ties quarterly goals to period goals and breaks down period goals in to specific goals for each shift. Sets shift goals at manager meetings tied to pre-shift meeting						
Makes pre-shift meetings mandatory, not optional, in each unit.						
Efficiently uses meeting time by fostering collaboration and delivering concise, solution-focused messages						



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MARKETING GURU	Significant Development Needed	Development Needed	Meets Expectations	Strength	Significant Strength	N/A
Carefully assesses and implements strategies unique to the store's market to increase volume, increase frequency, improve processes, and increase sales						
Proactively engages the community to build lasting relationships and create brand loyalty among customers						
Maintains constant awareness of new technology, industry trends, government decisions, and competitors						
Builds traffic with an ABM (Always Be Marketing) mindset, utilizes a variety of local store marketing methods, and builds partnerships with local businesses						
Effectively uses internal marketing strategies such as managing service touchpoints from the customer's point-of-view, suggestive selling, and repeat business.						

SYNERGIST	Significant Development Needed	Development Needed	Meets Expectations	Strength	Significant Strength	N/A
Creates robust quarterly business plans that leverage strengths, capitalize on opportunities, minimize weaknesses, and prevent threats to the business						
Conducts accurate evaluations and diagnoses on a quarterly basis before prescribing solutions						
Uses key result areas and performance indicators as message metrics and effectively takes action based on results and trends						
Effectively takes control of what takes your time						
Knows how to plan and execute high-impact store visits based on an "observe-inquire-develop" approach instead of a checklist and an "inspect-correct-direct" approach.						
Problem solves through deep explorations of multiple layers of an issue rather than quick, surface level evaluations						
Aligns plans and communications to corporate goals and effective shift execution						



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GOAL-GETTER	Significant Development Needed	Development Needed	Meets Expectations	Strength	Significant Strength	N/A
Successfully adapts leadership style and techniques to fit the situation, team, store and manager by learning and unlearning as needed						
Places business needs and financial goals as priority and proactively monitors the daily measurements that gauge success						
Sets clear, realistic, measurable and achievable “stretch” goals for self and managers						
Clearly understands the unique holistic environment of people and processes at each store and how simple modifications affect larger systems						
Assumes responsibility for delivering results and remains accountable to both team and stakeholders						
Plays the game to win instead of playing not to lose; fosters an “in it to win it” mentality among all the staff						
Proactively looks for opportunities to learn from other industries and competitors and adjusts the strategic game plan accordingly						
Periodically “backcasts” each store’s future by detailing an ideal store environment 36 months from now and defines specific talent, training, processes and marketing milestones necessary to achieve those results.						