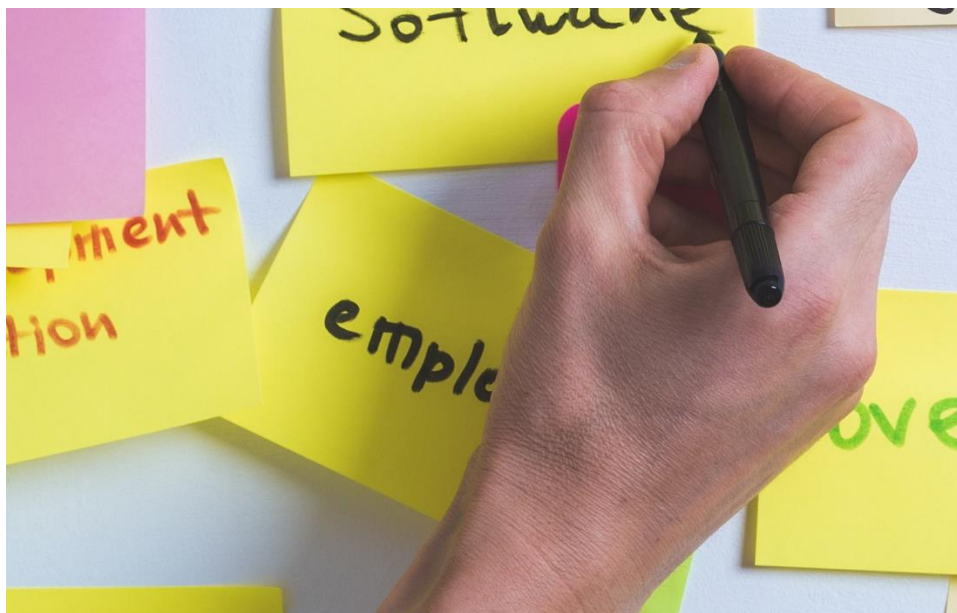


A blurred background image of three Subway employees smiling. On the left is a Black man with a beard, in the center is a woman with dark curly hair, and on the right is a white man in a white shirt and blue tie. They are all looking towards the camera with pleasant expressions.

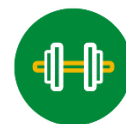
CULTURE OF SUCCESS

SUBWAY↗

Word Activity



ACTIVITY



Do not discuss in groups. This is an individual activity.

Creating a Culture of Success

**Building a Strong
Foundation**

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



Every leader casts a shadow, so know that people will do what you do.

Why is your team not performing the way you want them to?

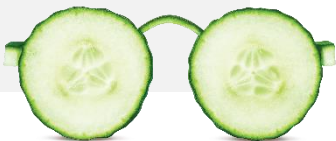
1. Are *you* hiring the right people?
2. Are *you* training those people correctly?
3. Are *you* effectively communicating with them?
4. Are *you* caring for them the way they need to be cared for?

Employee engagement is the extent to which employees commit to something or someone in their organization and how effectively they work and how long they stay as a result of that commitment.

It all comes down to the culture of the organization, and the leader of the restaurant is what drives the employee engagement.



Notes



LEVELS OF ENGAGEMENT

There are typically three employee characteristics.



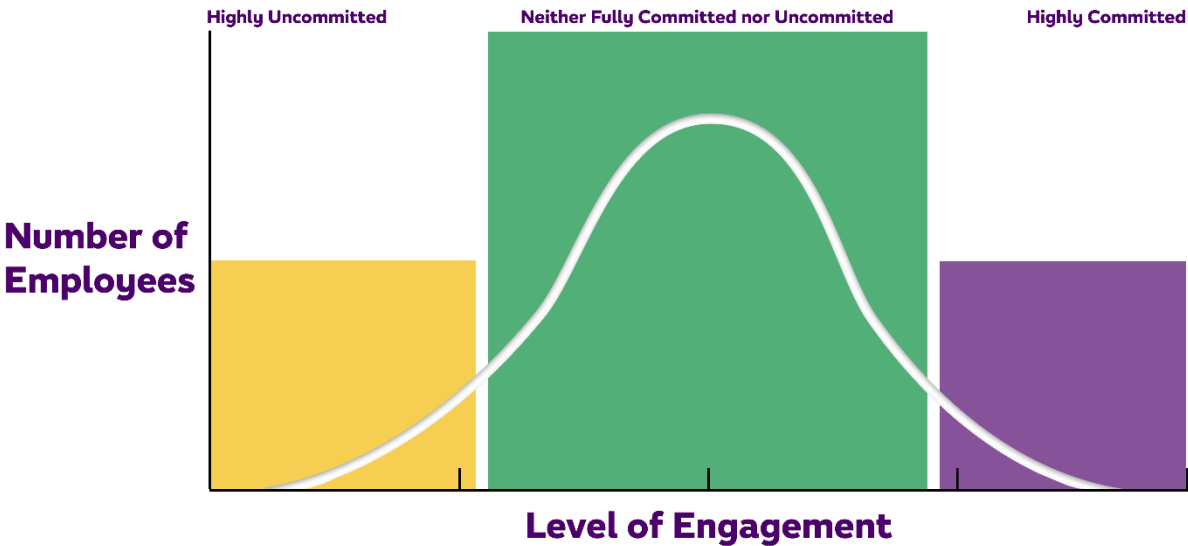
- **Highly Uncommitted-** A relatively small number of employees, these people are typically performing their jobs beneath the standard that is expected and are not showing desired behaviors. They may be actively opposed to something or someone within the organization or the organization itself (poison)
- **Neither Fully Committed nor Uncommitted-** These people are typically meeting the expectations required of their role but sometimes fall short of exhibiting the desired behaviors. This is the largest category of people within an organization, and they are "up for grabs."
- **Highly Committed-** Typically the smallest group, these people consistently exhibit desired behaviors and work hard to exceed expectations every day.

We may have asked ourselves:

"Why are my people not performing the way I want them to?"



NOTES



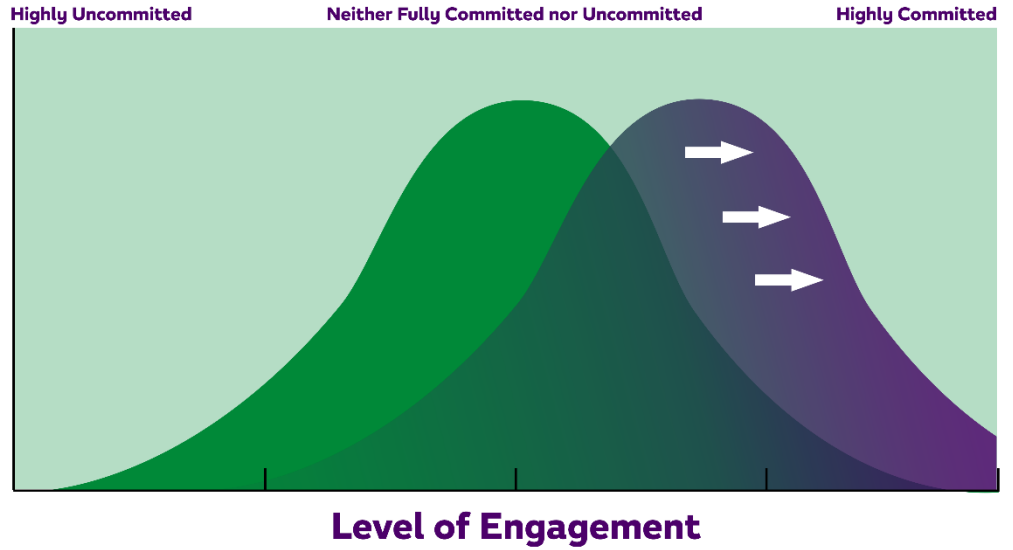
This curve shows employee engagement in most organizations

NOTES

Lined area for taking notes.



**Number of
Employees**



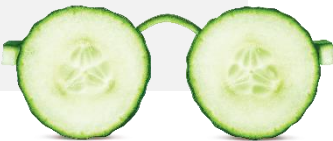
To shift the curve to the right, and have a higher percentage of engaged employees, you need to ask yourself the following:

1. Have I put the right people in the right roles?
2. Have I provided high-quality training?
3. Do I carefully listen to employees' viewpoints?
4. Do I show I care for my employees?



By increasing the number of engaged people in your restaurant, more people will be performing desired behaviors.

Notes





RECRUITMENT PROCESS



SUBWAY



When recruiting, you need to look for candidates who most closely align with your desired behaviors.

When people come to you for a position, they come with pre-existing characteristics and these may not always match the desired behaviors of your organization.

NOTES



Sometimes, even with the right tools and the right training, certain people are just not going to fit into your organization's culture. These individuals could eventually poison your organization.

A selection process that includes cultural immersion can increase the probability of best-fit employees.



All companies hire people. Some people fail, some people become solid performers, and a few people excel. The reason so few people excel is because companies are often not intentional enough in their selection (recruitment) process.



Card Activity



ACTIVITY



We are going to use Referee Cards for this activity.

You will be shown some samples of Subway® Job Posters. Each team will have 5 seconds to vote on whether this is a good job posting or if there is opportunity for improvement.

Good or Needs Improvement



This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

JOB POSTINGS



The images and language you advertise open positions in your organization is your FIRST chance to announce what you stand for, and who you are.

Notes



Interview-

Before you interview your candidate, there are several things you as a leader should do. We must remember that this is their first impression of us and our organization.

- You must be prepared. This includes having read the resume, and any other items you asked the candidate to complete before the interview.
- You must set aside at least 30 minutes and have no interruptions. Remember that this is showing the candidate you value them.
- You must be punctual and professional. Dress the part.
- You must have a list of questions prepared.



NOTES

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



Skills- based recruitment (alone) is fatally flawed. You must significantly overemphasize desired behaviors in addition to testing for skills.

Beware of the likeability factor vs. Cultural Fit-

You are asking yourself:

- Do I like this person?
- Could I get along with this person?



Finding a cultural match means employees values and beliefs are aligned with those in the organization so the employee will be more engaged and motivated to work.

Treating people like guests in the hiring process is an effective way of demonstrating desired behaviors.



"Guests will never love a company until the team members love it first."

-Simon Sinek



VIDEO – INTERVIEW





**What can I start doing differently when hiring?
What qualities should I look for when hiring?**

NOTES



Activity



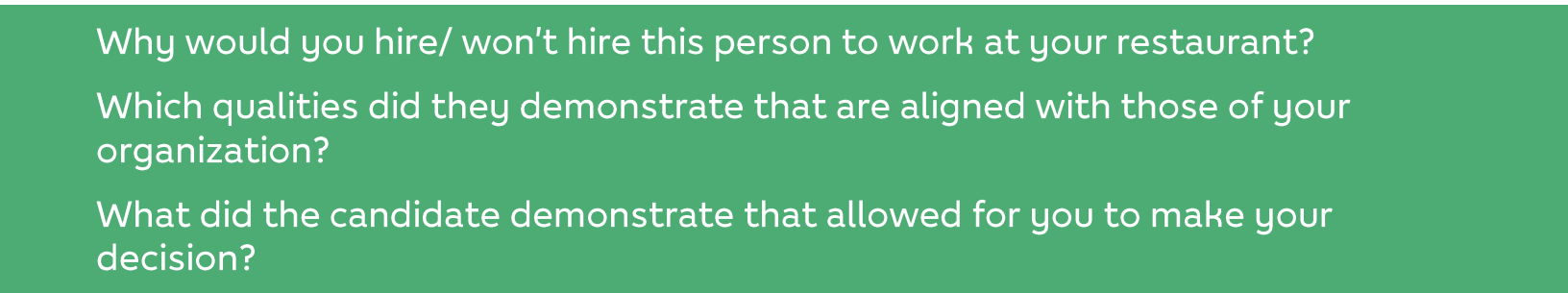
SCENARIO



You are the leader of a Subway® restaurant. One of your best employees resigned a month ago, and the sandwich artist you hired two weeks ago has told you that he found another job, and his last day will be on Friday. You are about to enter the busiest time of the year for your restaurant and know that you need to hire someone quickly. You realize that you made a mistake hiring the last person, and that they were not a cultural fit. You decide to change things up during the interview.

Would you Rather?





This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There is no handwriting or other markings on the paper.

- Do you have knowledge on Subway® as a Brand? Do you know what we do?
- What is your favorite Subway® Sandwich?
- Do you have any prior experience in this position you are applying for?
- Why would you like to work at Subway®?
- Tell me what great customer service means to you?
- Tell me about a time when you received bad customer service.
- Describe a time when someone did not agree with you. How did you handle this?

NOTES

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slight shadow on the right side, suggesting it's resting on a surface.



TEST HABILIDADES BASICAS PARA ARTISTA DEL SANDWICH

NOMBRE COMPLETO _____

EDAD _____

Sección 1

Calcular:

$$\begin{array}{r} 120 \\ +390 \\ \hline \end{array}$$

$$\begin{array}{r} 0,89 \\ +2,79 \\ \hline \end{array}$$

$$\begin{array}{r} 1750 \\ -790 \\ \hline \end{array}$$

Sección 2

Responder las siguientes preguntas:

1. Si cliente compro algo por \$3800 y pago con \$10.000 cuál es su vuelto?
2. Para hacer una porción de atún con mayonesa se necesita una lata de atún y 737 gramos de mayonesa, ¿Cuánto atún y mayonesa se necesita para hacer dos porciones (de atún con mayonesa)?
3. Hay que contar todos los panes, si hay 17 panes blancos, 19 panes gourmet y 22 panes de avena integral, ¿cuántos panes hay?
4. En una caja vienen 4 lechugas, ¿si tengo 3,5 cajas cuantas lechugas tengo?
5. Si tu turno termina a las 16:00 de la tarde y la persona que te reemplaza no ha llegado, ¿qué haces?

