

Manager Launch Checklist

Before announcement

- ☐ Select the plan and edition using evidence.
- ☐ Define each measure, start point, stop point, exclusions, and data owner.
- ☐ Choose representative baseline dates and dayparts.
- ☐ Name the accountable manager and supporting roles.
- ☐ Confirm the project protects safety, quality, hospitality, fairness, and workload.
- ☐ Prepare forms, tools, training materials, and approved targets.

Before Day 1

- ☐ Explain the purpose to employees without blame.
- ☐ State what will and will not be measured.
- ☐ Explain how unusual circumstances and exceptions will be recorded.
- ☐ Confirm managers will coach privately and consistently.
- ☐ Schedule required observations and review meetings.
- ☐ Record the official start and end dates.

During and after

- ☐ Complete daily actions in order.
- ☐ Record coaching, exceptions, and evidence.
- ☐ Hold every scheduled review.
- ☐ Complete final verification.
- ☐ Document the sustained standard and ongoing owner.

Employee Project Explanation

A plain-language manager script that can be adapted without changing its protections.

SAY THIS We are working on [improvement area] because we want the operation to be more consistent for guests and easier for the team to execute. This is not an attempt to blame employees for every delay or mistake. We will measure the full process, including staffing, tools, communication, workload, leadership decisions, and unusual circumstances. You will be shown the standard, given an opportunity to practice, and coached fairly. Please tell us when the process or tools make the standard difficult to achieve.

Manager commitments

- ☐ We will explain the measure and standard before holding anyone accountable to it.
- ☐ We will separate system causes from individual performance.
- ☐ We will record unusual circumstances and legitimate exceptions.
- ☐ We will coach privately and recognize improvement publicly when appropriate.
- ☐ We will not trade safety, quality, hospitality, or dignity for a better number.

Employee questions and concerns

Question or Concern	Response / Follow-Up Owner	Due