



Key ingredients that don't come in the Box

What opening a restaurant can teach us
about culture and teamwork



Oh no, these ingredients are missing!

Tablespoon of oil

Knob of butter

A splash of milk

Pinch of Salt and Pepper

Tablespoon of flour



'The Bear' re-opening a restaurant



The characters



Carmy - the Chef



Sydney - new Chef to make change



Richie - The Beef's old guard



Tina - original member of Mikey's kitchen staff



Ebraheim - calm survivor



Marcus - hardworking and passionate



Natalie - caring sister

The story



WE'RE GONNA HAVE TO **FIND**
PEOPLE THAT WANT TO **LEARN**,
WHICH IS GONNA BE **IMPOSSIBLE**.
BUT IT'S EVEN MORE **DIFFICULT** TO
TEACH PEOPLE HOW TO **GIVE** A S***.

WWW.MAGICALQUOTE.COM
CARMEN 'CARMY' BERZATTO



I WANNA **COOK** FOR **PEOPLE**
AND MAKE THEM **HAPPY**
AND **GIVE** THEM THE BEST
BACON ON EARTH.

WWW.MAGICALQUOTE.COM
SYDNEY ADAMU



From Toxic environment to Performing restaurant

- Shouting/arguments/no consistency
- New person/resistance to change/holding old ways of working
- Big renovation/deadlines/tests
- Training/learning/reflecting

Into...

- Change of mindset/collaboration/support
- Autonomy/continuous improvement/reflection
- Empowerment/consistency/flow
- Delivery/culture/people

A Common Goal

‘Success is not about individual achievements but rather the collective progress we make together.’

Adam Grant

Feeling of Belonging/Purpose

‘To fit in is to become who you think you need to be in order to be accepted. To belong is being your authentic self and knowing that no matter what happens, you belong to you.’

Brene Brown

Relationships

‘If your emotional abilities aren't in hand, if you don't have self-awareness, if you are not able to manage your distressing emotions, if you can't have empathy and have effective relationships, then no matter how smart you are, you are not going to get very far.’ Daniel Goleman

Courage and Vulnerability

‘Vulnerability sounds like truth and feels like courage. Truth and courage aren’t always comfortable, but they are not weakness.’

‘Integrity is choosing courage over comfort; choosing what is right over what is fun, fast, or easy; and choosing to practice our values rather than simply professing them’. Brene Brown

Ways of Working

‘Every time we interact with another person at work, we have a choice to make: do we try to claim as much value as we can, or contribute value without worrying about what we receive in return.’

Adam Grant

You may have Rachel in your organisation



Progress

‘Making progress isn’t always about moving forward. Sometimes it's about bouncing back. Progress is not only reflected in the peaks you reach - it’s also visible in valleys you cross. Resilience is a form of growth.’ Adam Grant

Where to get key ingredients?

Individual -> Team -> Teams -> Organisation



‘The best parts do not necessarily make the best system; the ability of the system to achieve its purpose depends on how well the parts work together, not just how well they perform individually’

Mary Poppendieck and Tom Poppendieck

The list must go on..

- 1:1s (sideways, up and down, all directions matter)
- Team Health Check
- Team Charter
- Retros
- 3D time
- Place to vent
- Feedback
- Regular reviews on ways of working
- Dropping ego before entering the room

What opening a restaurant teaches us?

We will serve the best bacon on earth!

We are all in this together!

Yes chef!

No chef!

We need to get consistent!

People

‘Being a team player is not about singing “Kumbaya”. It’s not about getting along all the time and ensuring everyone’s cooperation. It’s about figuring out what the group needs and enlisting everyone’s contribution.’

Adam Grant

Thank you chefs!



Resources

Rising Strong; Dare to Lead - Brene Brown

Hidden potential - Adam Grant

Lean software Development: An Agile Toolkit - Mary and Tom Poppendieck

ReThinking podcast - Adam Grant

Unlocking us and Dear to Lead podcasts - Brene Brown