

6-MONTH EMPLOYEE REVIEW

Built on *The Little Black Book on Leadership — How We Lead. How We Build. How We Grow.*

Name: _____ Position: _____ Full Time ☐ Part Time ☐
 This Review Date: _____ Next Review: _____ Manager: _____

HOW TO CONDUCT THIS REVIEW: One-on-one, in private — never in front of the team (Ch. 18). Lead with affirmation — roughly 80% affirmation / 20% correction (Ch. 20). Lead with facts, then listen. Score each category 1–4; total the points. If it matters enough to correct, it matters enough to write down (Ch. 19).

SECTION A — THE WORK

Category	Unacceptable (1)	Meets (2)	Exceeds (3)	Outstanding (4)	Score
1. Customer Service & Hospitality <i>"Set the example in service & attitude."</i>	- Not attentive to customer needs - Does not follow service standards - Mishandles customer situations	- Meets speed-of-service guidelines - Follows service procedures - Notifies manager of concerns	- Exceeds speed-of-service guidelines - Handles customer concerns - Upbeat and hospitable	- Customer service is the #1 priority - Handles concerns quickly & well - Sets the example in service & attitude	_____
2. Product Quality <i>Quality is protected, not just produced.</i>	- Work must be continually checked - Continually misses standards - Skips scoops/measuring cups	- Meets quality standards - Follows QA basics - Uses scoops & measuring cups	- Exceeds quality standards - Prevents poor-quality product - Monitors holding times	- Consistently exceeds standards - Pride in every product served - Protects quality during the rush	_____
3. Food Safety & The Stage <i>Ch. 16: The environment shows what you tolerate.</i>	- Walks over/past messes - Doesn't clean up after self	- Cleans up after self when asked - Does maintenance when directed	- Cleans after self & others, unasked - Follows clean-as-you-go consistently	- Pride & initiative in cleanliness - Daily maintenance, no direction - Trains others in clean-as-you-go	_____
4. Productivity & Initiative <i>What is repeated becomes habit.</i>	- Produces little; "just gets by" - Wastes time - Waits for direction	- Does work in reasonable time - Does fair share — keeps busy - Routine tasks without prompting	- Makes good use of idle time - Requires little direction - Exceeds daily commitments	- Highly productive — fast & accurate - Finds other jobs to do - Seeks added responsibility	_____
5. Safety & Safe Practices	- A hazard to self & others - Must be warned about safe practices	- Observes safety rules - Works in a safe manner - Maintains a clean area	- Uses correct tools - Safe work habits - No reminders on safety equipment	- Safety first; takes no chances - Thinks of others - Suggests safety improvements	_____

SECTION B — THE PERSON

Who this person is becoming. You are not building stores — you are building people.

Category	Unacceptable (1)	Meets (2)	Exceeds (3)	Outstanding (4)	Score
6. Coachability <i>Ch. 10: Humility, effort, coachability.</i>	- Defensive when corrected - Effort fades unwatched - Hears feedback, doesn't apply it	- Accepts feedback w/o pushback - Steady, honest effort - Applies correction with follow-up	- Asks for feedback - Effort holds under pressure - Applies coaching the first time	- Seeks hard truths, acts on them - Effort sets the pace - Turns coaching into visible growth	_____
7. Dependability & Consistency <i>Ch. 6: Consistency over intensity.</i>	- Unreliable — late to station - Skips schedule request process - Frequent schedule changes	- Steady worker; usually reliable - On time for shifts - Uses schedule request process	- Depend on being at work on time - Ready to work; seldom asked twice - Minimal absences/requests	- Completely dependable & reliable - Same person Mon & Fri, calm or busy - Willing to cover shifts	_____
8. Communication & Language <i>Ch. 14: Language sets the culture.</i>	- Negative/unprofessional language - Tone worsens under pressure - Not cooperative	- Usually cooperative - Communicates effectively - Professional language	- Very cooperative - Clean, controlled tone in a rush - Willingly accepts assignments	- Lifts the energy of the room - Intentional under heavy pressure - Makes others better	_____
9. Ownership <i>Ch. 3: Ownership changes outcomes; blame gives that power away.</i>	- Blames others, system, or customer - Hides or repeats mistakes	- Owens own mistakes - Fixes errors when pointed out	- Owens outcomes without being asked - Asks: "What will I do differently?"	- Extreme ownership — owns the shift - Fixes problems at the source - Improves the system	_____
10. Impact on Team Culture <i>Ch. 23: Culture spreads through people.</i>	- Drains energy; spreads negativity - Works against the standard	- Fits the culture - Supports teammates when asked	- Helps others; shares knowledge - Team player; reinforces the standard	- A Culture Carrier — lives what we are building - Who new hires should learn from	_____

SCORING SUMMARY

Section A — The Work (1–5)	_____ / 20
Section B — The Person (6–10)	_____ / 20
OVERALL PERFORMANCE RATING	_____ / 40

What the score means: **36–40 Culture Carrier** — lives what we are building; develop toward leadership (Ch. 23). **28–35 Strong & Growing** — name the strengths; set one stretch goal. **20–27 Meets the Standard** — affirm what works; pick one growth focus. **Below 20 Action Needed** — written expectations with 30/60/90-day follow-up; document the truth (Ch. 19).

DEVELOPMENT PLAN

Can They Change? (Ch. 10): ☐ Humility — hears hard things ☐ Effort — present & consistent ☐ Coachability — applies feedback

What do they want to become? (Ch. 11) _____

What motivates them — money, growth, belonging, stability? (Ch. 12) _____

Most important thing the manager will do to help them grow: _____

Employee goals for the next 6 months: _____

Employee comments: _____

Current Pay Rate: \$ _____ New Pay Rate: \$ _____ Date Effective: _____

Leadership / District Manager Signature & Date: _____

General Manager Signature & Date: _____

Employee Signature & Date: _____

NOTES:

[illegible]