

# Week 2 - Meeting: Waterfront Location

Below is the transcript of a phone conversation with the following people:

- Peta (Project Manager)
- Nia (General Manager, Waterfront)

To open an accessible document with the conversation, you can reference [this doc](#).

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**Peta**  
Project Manager

Hi! This is Peta, the new project manager. I don't think we've met yet.

Oh yes, Peta. I've heard your name. How's the tablet project going?

  
**Nia**  
GM, Waterfront location

  
**Peta**  
Project Manager

It's going pretty well! I do have a few questions, do you have a few minutes to chat? I'm curious about an initiative your location tried last year.

Sure, I have a few minutes to chat.

  
**Nia**  
GM, Waterfront location

  
**Peta**  
Project Manager

Thanks! I heard you tried something new with your waitstaff that didn't quite work, and I wanted to get your feedback. You tried piloting no tips at your location, right? Can you tell me how that worked out?

I think the idea floating around the restaurant industry is that no tipping is the future. The idea is to include the tip in the price of the food, and restructure pay and incentives for the entire staff based on that.

  
**Nia**  
GM, Waterfront location

  
**Peta**  
Project Manager

Yeah, I've seen that at some places.

Well, we certainly gave it a shot! Except we didn't anticipate how staff would react.

  
**Nia**  
GM, Waterfront location

  
**Peta**  
Project Manager

What happened?


Half our waitstaff quit. Part of the issue was that they felt they could make more elsewhere because of the restructured pay. But part of it was our fault too.

  
**Nia**  
GM, Waterfront location

  
**Peta**  
Project Manager

How so?


We didn't get waitstaff buy-in before we rolled it out. They felt we brought in this new initiative—something that directly affected their pay—without telling them, and they didn't like it.

  
**Nia**  
GM, Waterfront location

  
**Peta**  
Project Manager

That's not good.


We ultimately abandoned it because the customers didn't like it either, and thankfully we were able to rehire some of our staff.

  
**Nia**  
GM, Waterfront location

  
**Peta**  
Project Manager

So, the bottom line is, if you're implementing something that could affect waitstaff tips, get their buy-in first, correct?


Absolutely. And have it come from a GM. Have a staff meeting, or smaller team meetings, and keep communicating.

  
**Nia**  
GM, Waterfront location

  
**Peta**  
Project Manager

This has been incredibly helpful. Thank you so much!

You're very welcome. Good luck!

  
**Nia**  
GM, Waterfront location