



Host Training Guide

Welcome to Our Team!!

We welcome you to Mash'D and look forward to the opportunity to work with you. We recognize our employees as genuine, sincere, and our greatest resource. Our continued success in providing the highest quality made from scratch food, handcrafted and infused beverages, and tailored service to every Mash'D guest depends greatly on quality people like you. We want you to enjoy your time at Mash'D knowing we are committed to your success.

We hope you find your time with us to be an enjoyable and rewarding experience.

Once again, welcome to Mash'D!

Sincerely,

David Kazarian

Jay Clark

OUR PLACE

OUR VISION

TO BE THE BEST RESTAURANT GROUP IN AMERICA

OUR MISSION

TO FIND AND FOSTER THE LOST ART OF HOSPITALITY WITH DEVOTED TEAMS, KILLER FOOD & BEVERAGE, AND KICK ASS AMBIANCE

OUR CULTURE

MUTUAL ACCOUNTABILITY
TRANSPARENT COMMUNICATION
COMMITMENT VS COMPLIANCE
TRAINING & DEVELOPMENT
10 FOOT CIRCLE - GREET EM ALWAYS
BE 1ST
RANDOM ACTS OF KINDNESS
ASK FOR AND GIVE HELP

THE GUIDING PRINCIPLES:

1. ROADMAPS – OPEN, MID, CLOSE
2. LINE CHECKS – LIKE OUR SUCCESS DEPENDS ON IT
3. ACES IN PLACES – WHEN THEY ARE NOT, ISOLATE AND MOTIVATE
4. TOOLS – 100% PROVISION TO DELIVER OUR VISION AND MISSION
5. YELLOW PAD – SEE SOMETHING, SAY SOMETHING
6. LEADERSHIP – INVOLVED IN ALL TRAINING
7. RESTROOMS – WORLD CLASS CONDITION AT ALL TIMES – 30 MINUTE CHECKS
8. SCHEDULES – POSTED EVERY MONDAY
9. RED FLAG – 100% COMMIT'D TO HELP EACH OTHER AND GUESTS
10. PARTIES OF 9 OR MORE: REQUIRE ADDITIONAL SERVERS
11. MENU – ACCURATE & CLEAN EVERY TIME
12. 3D EXPO AND BAR – HEAD ON SWIVEL

SERVICE STANDARDS (Until the guest leaves the building)

1. Greet Cards / Write down every order every time.
2. Bev Nap, Bev Nap Replacement
3. App Plates, Deliver & Disperse Immediately after ringing in appetizer
4. Replacement Linen when linen is dirty
5. Marking Tray to be used to replace silverware
6. Open Service- Body open toward guest
7. Pause, Smile, Say something. Do not drop and run.
8. Remove- "OK" From Vocabulary- "Is everything perfect?" (Fantastic, Great, Amazing!)
9. Don't defend our food. Don't ask, "is it okay if it comes with"
10. Know our iced t's. If some ask for Iced tea - offer pineapple lavender *Green tea low caffeine* or Black tea *(from India with Depth of flavor) high caffeine*
11. Know and offer sauce options on Chicken Sandwich (buffalo, bbq, sriracha, wicked hot)

Mash'D Service Expectations:

Priorities of a Server

1. Greet & first round of drinks
2. Guest request
3. Hot food & cold food
4. Run Drinks
5. Pre-bus, bus & roll

Three Tier Section:

1. My tables
2. My neighbor's tables
3. The entire restaurant

Mutual Accountability— *Making conscious decisions to do what needs to be done to better serve each guest.* Such as filling it before it is empty and cleaning it when dirty. We must all do what is best for the guest and treat each guest as our own. It's a philosophy that encompasses everything we do, polishing silverware, refilling ice, stocking

ramekins, greeting guests at the door, answering the phones, running one another's food and drinks, supporting teammates with a greet.

Red Flag—*Immediate action needed to better serve our guest.* Red Flag is a system we use to identify and avoid a problem before it happens. If you see a guest with empty drinks, plates pushed to the edge of table, barely touching their food, having a full plate, and not asking for a togo box, getting up to find server, etc. It is a Red flag. Follow up with table to make sure they leave 100% excited about us.

Just Fill It—*do not ask the guest, just fill it...*extra chips, pita, water, sodas... meet and exceed guests needs by doing things without being asked.

Preemptive Service — Anticipate guests needs

Preemptive Service- doing anything you can without being asked. Exceeding expectation (often unexpected by our guest), noticing and following through. Anticipating the needs of each guest. For example, hot towels when eating wings or ribs, extra plate for rib/wing bones, automatically splitting an item when two people are sharing, extra chips and bread for large groups eating guacamole or hummus. Chips running low. Bring them more! Our guests should never have to ask, and we should never have to ask...just fill it. Another form of silent service is utilizing pivot points and **never** auctioning off food.

HOST STANDARDS

1. 10 foot circle

2. Guests in front of you take precedence over guests on the phone
3. Proper, active greets and goodbyes for every guest (opening the door, greeting from in front of the host stand, positive welcoming body language, etc.)
4. Appropriate verbiage always, even when familiar with incoming guest
5. Phones answered in 2 rings OR LESS. Guests never put on hold for more than 30 seconds without an update.
6. Never have your back to the guests
7. Clean menus in great condition at all times
8. Quote accurate wait times/ take-out food times. (How do we determine this? Ask us!)
9. Bathroom checks religiously every 30 minutes or anytime a large amount of guests
10. Friendly and interactive when seating guests. Keep pace with them and make small talk. Menus go down after guests are seated; extra rollups removed.
11. Take pride in both personal appearance and that of the host stand/ front door area.
12. Recognize repeat guests/ regulars, greet by name when possible or welcome them back.
13. Parties of 9 or more require an additional server.

OPENTABLE

- Guest codes we use and when to use them
- How to input new reservations
- How to add names to waitlist
- How to look up guest information
- How to quote a wait-time
- Importance of updating floorplan to reflect table status
- How/ when to assign guest-codes

PHONE ETIQUETTE

- Thank you for calling Mash'D, This is _____, how may I help you
- May I place you on a brief hold?

HOST AREAS OF RESPONSIBILITY

10 foot circle

Coordinator/ Anchor- This host is at the host stand for the entirety of the shift- “anchored” to the front door. They organize the seating arrangements in opentable, update guest profiles, check in reservations, take names for waitlist, and instruct seaters as to which table they are to seat. This person is the glue that holds the front door together. They do not seat or make any rounds through the restaurant.

Greeter- The first face our guests see when they arrive. This host is there to open the door for guests and provide the initial warm greeting- this is the first and most important impression of our restaurant! They also support the Coordinator by assisting with seating guests.

Seater/ Seeker- This host’s responsibility through the shift is to seat guests and update opentable or the Coordinator as to the progress of tables in the dining room. These accurate updates (aka- seeking out tables) are crucial to the seating success of the restaurant, especially when we’re fully committed or on a waitlist.

All hosts are responsible for answering phones!

HOST LANGUAGE

Instead of:

Use:

“No problem”-->

“My pleasure/ absolutely/ of course”

“I don’t know/ I’m not sure”

“I’ll check that for you/ If you’ll allow me a moment I can find out”

“Hold on”--->

“May I place you on a brief hold? ... Thank you”

“Hello? Are you still there?”----->

“Thank you for holding.”

“Are you ok with/ We only have...”----->

“X will show you over to a great table/ you’re in luck, we do have something!” Etc.

“How many?”--->

After a proper greet: “Is there a reservation this evening?/ We’re happy to have you! How many in your party?”

“Mash’d Restaurant, can I help you?”--->

“Thank you for calling Mash’d, X speaking, how may I assist you?”

“I’m full/ I’m on a waitlist/ My waitlist is...”--->

“We’re fully committed/ We’re on a waitlist/ Our waitlist is...” (using we/ our conveys a less combative tone and implies the restaurant as a whole instead of a decision one person is making that another person can override.)

“Just one?”--->

“Will it be one for lunch?”

Mash'D Culture

Mash'D is Noble eats and Drinks. Where food is made from scratch, bar drinks are handcrafted, liquor is infused with fresh fruits, music is relevant, and our TV's create a relaxing ambiance enabling you to escape to your new "My Place". At Mash'D our people (our guests and our team) are the most important part of our day. Our Testimony which includes our guiding principles and culture enables us to meet and exceed the expectation of every guest that walks through our doors by restoring the lost art of hospitality

Mutual Accountability— *Making conscious decisions to do what needs to be done to better serve each guest.* Such as filling it before it is empty and cleaning it when dirty. We must all do what is best for the guest and treat each guest as our own. It's a philosophy that encompasses everything we do, polishing silverware, refilling ice, stocking ramekins, greeting guests at the door, answering the phones, running one another's food and drinks, supporting teammates with by greeting her/his table.

Red Flag—*Immediate action needed to better serve our guests.* Red Flag is a system we use to identify and avoid a problem before it happens. It is also a sign that a fellow server needs help. If you see a guest with empty drinks, plates pushed to the edge to the of table, getting up to find their server - any behavior requiring immediate attention

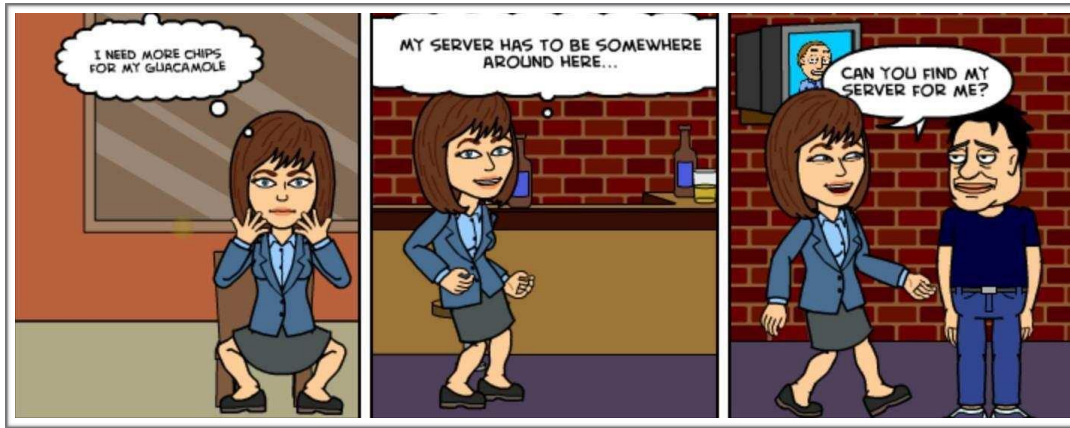


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Preemptive Service:

Preemptive Service- doing anything you can without being asked. Anticipating the needs of each guest. For example, hot towels when eating wings or ribs, extra plate for rib/wing bones, automatically splitting an item when two people are sharing, extra chips and bread for large groups eating guacamole or hummus. Chips running low. Bring them more! Our guests should never have to ask, and we should never have to ask...just fill it. Another form of preemptive service is utilizing pivot points and never auctioning off food.

Immediate—*as fast as you can.* Ask for help. Have you ever made less tips because you asked for help or got a manager involved? Very unlikely!



Timely—*Reading your guests.* Understanding what type of experience and what speed of service your guest is anticipating and pacing your service accordingly.

Initially understanding the timeline dictated by your guests will allow you to anticipate their desired speed of service.

Own It—taking personal responsibility for the specific needs of all our guests.

Red Flag System

Our Red Flag program is designed to alarm our staff and managers to specific indications that a guest is having or could have a bad experience. It also is an indication that a server may need help. These specific items are some of the most crucial things to watch for in order to protect each guest's experience in our restaurant. **If you see any of these indicators, you must ask for help and you must involve a manager every single time.**

RED FLAGS:

Guest has to get up from the table to get something.

- Whenever a guest has to leave their table to get silverware, a drink, condiments, or anything else, this is a sign that they have been getting slow service.
- Be sure to apologize, get whatever they need quickly, and inform a manager.
- If another server is taking care of their need you can go to inform the manager of the situation while they are being taken care of.

Guest does not finish their food, does not ask for a to-go box, and does not rave about it.

- This is an indication that the guest did not like their food.
- You should always check back with the guest within 2-3 minutes of dropping off the food to see if they enjoy it. However, some guests don't like to complain and won't tell you that something is wrong. This green flag should be seen as non-verbal communication, telling you they didn't care for the dish.

Floor chart is not written or updated.

- This is a manager's responsibility and needs to be up to date at all times.
- If you see that the floor chart is not done, or that it hasn't been rewritten after cuts have been made, be sure to let the manager know.
- Every table should be in a server's section (including patio) at all times.

Guest waits at the front door to be greeted.

- A guest in our restaurant should never have to wait to be greeted at the front door. It makes a terrible first impression.
- Any time you see this happen be sure to apologize for the wait and have a manager visit the table.

There is a messy table, empty drinks, or lack of pre-bussing

Superior Examples	Inferior Examples
Server ensuring station is 100% before shift begins.	Server failing to ensure that his/her station is 100% before the shift only to find out later that it was not.
Being on time and in uniform, ready for pre-shift "line-up" each day at 1045am & 415pm.	Rolling in whenever they feel like it and getting ready in the restroom.
Addressing guests as ladies, gentleman, sir, miss, ma'am, or by last name.	Addressing guests as "You guys", "Y'all", "Dude", "Foolios" etc.,.
"Welcome to Mash'd!! Is it going to be one for lunch?"	"Welcome to Mash'd! Just one?"
Greeting each table with confidence and sincerity while displaying a genuine a smile.	Bringing personal baggage, preconceived notions, or a sour attitude to the table.
Doing everything possible to support your neighbor with table maintenance, greet times, and watch for visible distress. Mutual accountability!	"Not my table, not my problem."
Every time you drop by a table, take something away to properly maintain full hands. Mutual accountability!	"It'll buss itself" or "The busser will get it"
Introduce each item as it is presented to each guest and follow through with service.	Drop and run.
Meet and exceed guests needs by doing things without being asked. "Just Fill It".	Waiting for the guest to ask.
"It's my pleasure."	"No problem" " Sure"
Asking "Is everything excellent?" or "Is everyone 100% satisfied with their entrées?" or "Is the Gyro Platter fantastic?"	"How is everything?"
Positive communication and professionalism on the expo line and on the floor. Remember, you're always on stage.	Speaking negatively on the expo line (voices carry) or discussing internal issues on the floor.
When a guest asks about the restroom, escorting the guest to the restrooms.	Pointing.
Removing the plate when a guest is finished.	Neglecting to notice when a table is finished eating and waiting for the guest to push the plates to the side.
Anticipating the guest's need for more pita, soda, water, salad dressing and bringing it to the table before being asked. Just Fill it!	Waiting for a guest to ask for more.