Welcome, Shift Leaders!

3 Days. One Team. One Purpose.

Over the next three days, we're going to focus on what it means to be more than someone who can run a shift. We're here to develop leaders.

Our goal:

Leave this training ready to lead your restaurant with confidence, consistency and care.

Smith Dairy Queens, LTD.

WHY SHIFT LEADERS MATTER

Every Shift is an opportunity to:

- Take care of our guests
- Develop our people
- Protect our standards
- Solve problems
- Make good decisions
- Create a great restaurant experience

The Shift Leader sets the tone.
Your team watches what you do.
Your guests feel how you lead.
Your restaurant reflects your leadership.

Smith Dairy Queens, LTD.

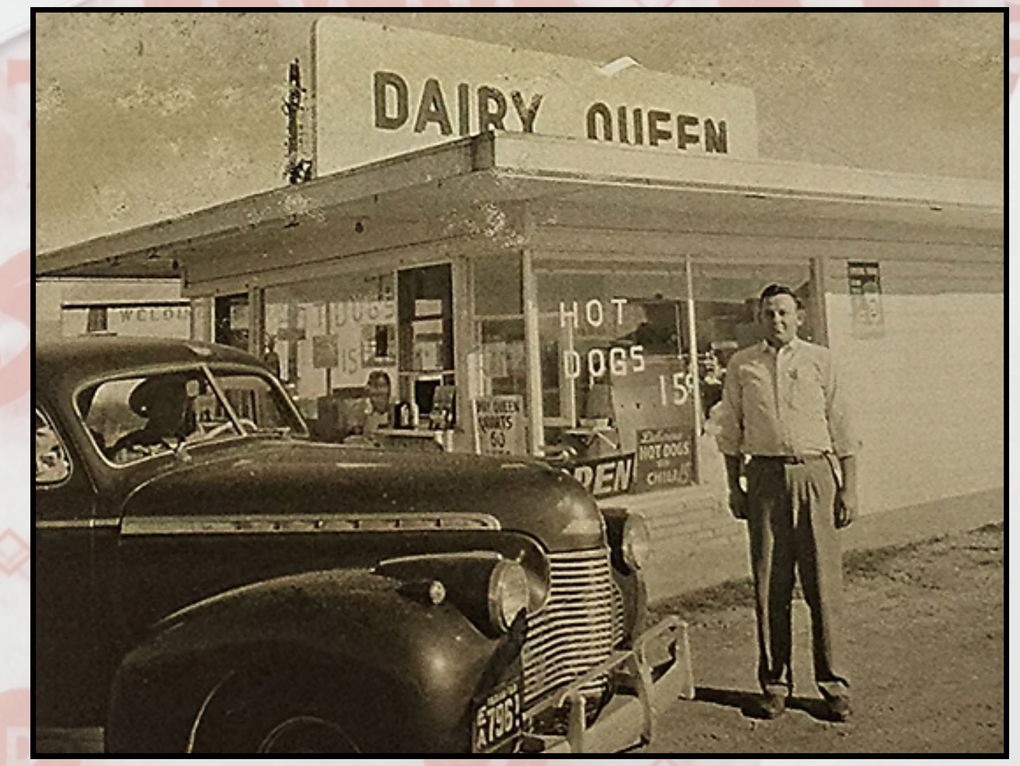
Our Story

In the beginning...

"Anything that tastes so good has got to sell!"

"A former classmate and high school teaching friend of mine sent me a postcard saying that there was a new investment opportunity in town called Dairy Queen. I thought I might be interested so I went to check out the product. After tasting the ice milk Dairy Queen product, I told my family that anything that tastes so good has got to sell!"

— Omar Smith



Smith Dairy Queens, LTD.

It Started with 1 Machine

Mr. Omar Smith owned and operated a small counter-service café called **Smitty's Grill** near Texas A&M University in College Station. He invested in a Dairy Queen machine and built a small compartment in front of the café to house it.

One machine.
One opportunity.
One decision to try something new.

And just like that, Mr. Smith entered the fast-food business

Smith Dairy Queens, LTD.

From 1 Machine to 5 Stores

1949–1950
After three years of success with the Dairy Queen product, Mr. Smith was approached about becoming a full-service Dairy Queen franchisee. In **1950, he built five Dairy Queen stores.** What began as a small investment became a family business.

The lesson:
Big things often start small.



Smith Dairy Queens, LTD.

A Family Business

The Smith Family Legacy

Omar and Elouise Smith built more than restaurants.
They built a culture of:

- Hard work
- Family
- Service
- Leadership
- Community
- Doing things the right way

In 1951, the Smiths even hosted what became the first Texas Dairy Queen Convention at their home in Bryan.



Smith Dairy Queens, LTD.

The Next Generation

Terry Smith

Terry Smith was born the same year his father became a Dairy Queen franchisee.
He managed his first store as a high school junior.
After graduating from Texas A&M with a degree in business, Terry dedicated his career to the family business.
Following his father's death in 1980, Terry led the company for 31 years.
The legacy continued.



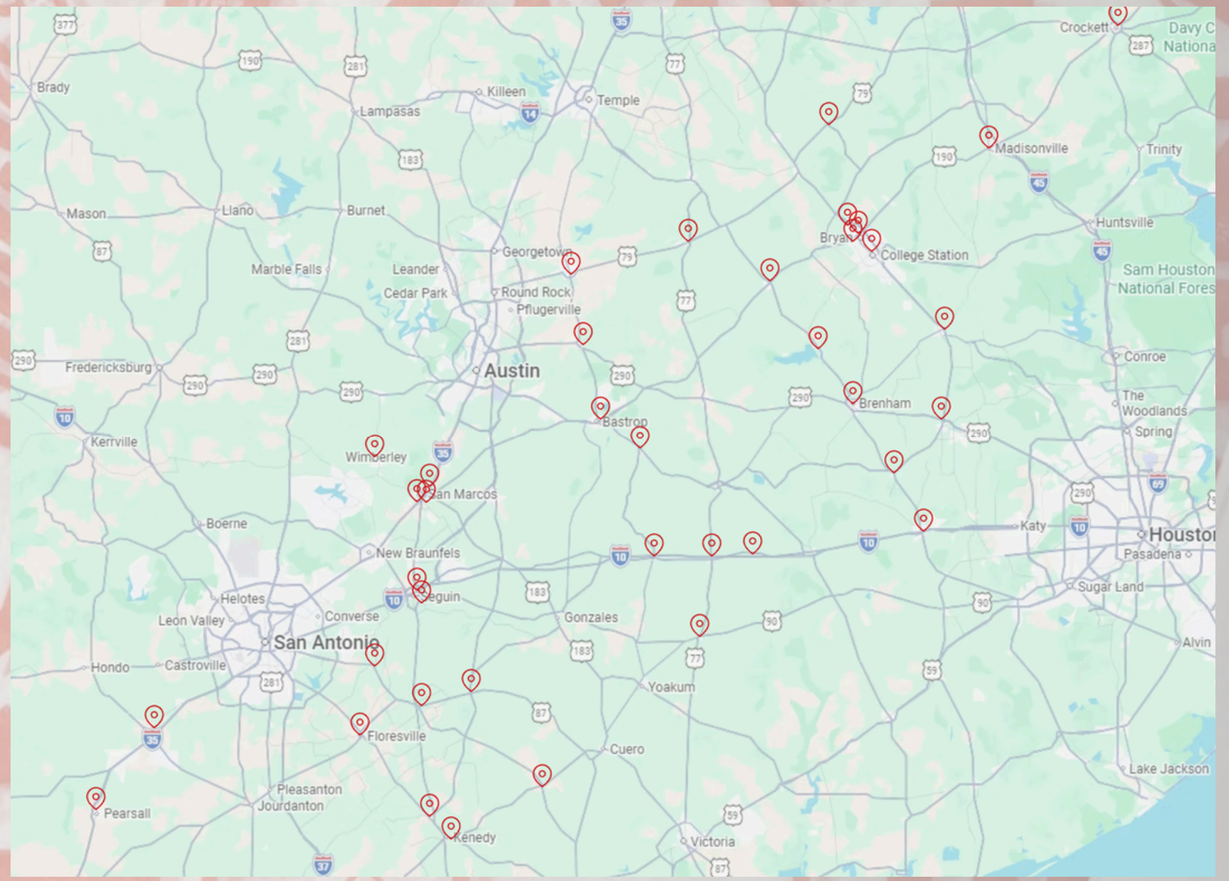
Smith Dairy Queens, LTD.

Today

FROM ONE MACHINE TO A FAMILY OF RESTAURANTS

What began in 1947 as a small counter-service café has grown into a third-generation family business serving communities throughout Central Texas.

That's our history. But here's the important question: **What will OUR next chapter look like?**



Smith Dairy Queens, LTD.

Your Part in the Story

YOU ARE PART OF THE LEGACY

You don't have to own the restaurant to have ownership in the outcome.
Every Shift Leader has an opportunity to protect and build the legacy.

You do that by:

Leading people.
Taking care of guests.
Protecting the business.
Developing the next generation.
The legacy isn't just what happened before us.
It's what we choose to build next.



Smith Dairy Queens, LTD.

The Next 3 Days

Our Training Journey

DAY 1 — LEADING THE RESTAURANT

People + Guest Experience + Operations

- PAR
- Inventory Management
- Digital Business
- Coaching Crew Members
- DQ Learning Link
- Guest Service Excellence



Smith Dairy Queens, LTD.

Leading with Confidence

Safety + Systems + People + Leadership

- Food Safety & Leadership Management
- Opening & Closing Checklists
- Emergency Procedures
- IT
- Marketing
- HR Topics









Smith Dairy Queens, LTD.

Running the Shift

Equipment + Peal Execution + Financial Awareness

- Equipment Excellence
- Peak Hour Execution
- Beverage Program
- Cash & Financial Management
- Reading the Numbers
- Audit Readiness



Smith Dairy Queens, LTD.

How We Will Learn

THIS IS NOT A SIT-AND-GET TRAINING

Over the next three days, expect to:



WATCH: See how things should be done.



PRACTICE: Get hands-on experience.



ASK: Questions are encouraged.



PARTICIPATE: Be involved—not just present.



SHARE: Your experiences can help someone else.



APPLY: Take what you learn back to your restaurant.

Smith Dairy Queens, LTD.

What does a great shift leader look like?

A GREAT SHIFT LEADER DOESN'T JUST RUN THE SHIFT.
A GREAT SHIFT LEADER LEADS THE SHIFT.
There is a difference.
Running the shift is making sure the checklist gets completed.
Leading the shift is making sure the people, guests, standards and business are taken care of.



Smith Dairy Queens, LTD.

The 6 Responsibilities of a Great Shift Leader



1. LEAD PEOPLE

Set expectations. Coach. Encourage. Develop.



2. SERVE GUESTS

Create an experience that makes guests want to return.



3. PROTECT STANDARDS

Food safety. Cleanliness. Quality. Accuracy.



4. RUN THE BUSINESS

Understand sales, labor, inventory, cash and costs.



5. SOLVE PROBLEMS

Stay calm. Think clearly. Take action.



6. BUILD THE FUTURE

Develop people who can eventually lead others.

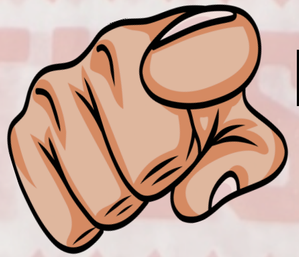
Smith Dairy Queens, LTD.

LEAD BY EXAMPLE

YOUR TEAM IS WATCHING

Your crew may not remember everything you say.
They will remember what you do.
If you expect:

- **Cleanliness** — show it.
- **Urgency** — demonstrate it.
- **Respect** — give it.
- **Accountability** — own it.
- **Great service** — provide it.
- **Teamwork** — practice it.



Leadership starts with you!



Smith Dairy Queens, LTD.

Own the Shift

See it. Own it. Fix it.

👀 **SEE IT:** Pay attention to what's happening around you.



OWN IT: Take responsibility for the outcome.



FIX IT: Take action instead of waiting for someone else.



FOLLOW UP: Make sure the problem stays fixed.

Great leaders don't ignore problems.
They don't walk past problems.
They don't wait for problems to become emergencies.

Smith Dairy Queens, LTD.

GUEST SERVICE EXCELLENCE:
EVERY GUEST IS AN OPPORTUNITY

A great Shift Leader understands that guest service isn't only the job of the front counter.

It is everyone's job.

Ask yourself:

- Are we welcoming guests?
- Is the restaurant clean?
- Are orders accurate?
- Is food presented correctly?
- Are we moving with urgency?
- Are we recovering quickly when something goes wrong?

When something goes wrong:

Listen → Own → Solve → Follow Up

Smith Dairy Queens, LTD.

WHEN IT GETS BUSY, LEADERSHIP MATTERS MOST.

Anybody can lead when everything is going perfectly.
The real test is:
What happens when the restaurant gets slammed?
Great Shift Leaders:

- Stay calm
- Communicate clearly
- Position people effectively
- Watch the bottlenecks
- Protect quality
- Keep the team moving
- Recognize when someone needs help
- Keep the guest experience at the center



Don't let the rush lead you.
YOU LEAD THE RUSH.

Smith Dairy Queens, LTD.

RUNNING THE BUSINESS:
A GREAT SHIFT LEADER KNOWS THE NUMBERS

You don't have to be an accountant.
But you do need to understand how your decisions affect the business.
We'll spend time learning about:

- Sales
- Labor
- Food costs
- Inventory
- Cash
- Waste
- Productivity
- Financial performance

If you understand the numbers,
you can make better decisions.



Smith Dairy Queens, LTD.

EQUIPMENT EXCELLENCE:

TAKE CARE OF THE TOOLS THAT TAKE CARE OF THE BUSINESS

Day 2 will include hands-on equipment training.

You'll learn about:

- Ice cream machine breakdown and cleaning
- Grill
- Fryers
- Toasters
- Preventative maintenance
- Cleaning procedures
- Common equipment issues
- What to do when things don't go as planned

The goal:

Recognize problems early.

Protect the equipment.

Know when to act.

Know when to call for help.

Smith Dairy Queens, LTD.

Food Safety is Leadership

Food safety isn't just a certification or a checklist.
It is a leadership responsibility.
A great Shift Leader protects:

OUR GUESTS
OUR TEAM
OUR RESTAURANT
OUR REPUTATION

When it comes to food safety, "good enough" isn't good enough.

Smith Dairy Queens, LTD.

Accountability = Care

TAKE CARE OF THE TOOLS THAT TAKE CARE OF THE BUSINESS

Holding someone accountable doesn't mean you don't care about them.

It means you care enough to:

- Set clear expectations
- Address problems
- Give honest feedback
- Help people improve
- Follow through
- Recognize success

We can be both:

Kind AND accountable.

Supportive AND consistent.



Smith Dairy Queens, LTD.

LEADERSHIP SHOWS UP IN THE MOMENTS WE DIDN'T PLAN FOR.

During this training we'll discuss:

- Difficult customers
- Employee issues
- Emergency procedures
- Equipment problems
- IT problems
- Food safety concerns
- Workplace incidents
- Harassment concerns

Remember:

Stay calm.
Protect people.
Follow the process.
Communicate.
Document when required.
Ask for help when needed.

Smith Dairy Queens, LTD.

Day 2 cont. - People and Culture

Leadership Is About People

We'll cover important HR topics including:

- Difficult customer situations
- Paycor
- Employee handbook
- Harassment policy
- Incident reports
- Workplace expectations

Your responsibility isn't to know every answer.
Your responsibility is to know:
What to do. Who to contact. And what process to follow.

Smith Dairy Queens, LTD.

Day 3 - IT & Marketing

The Restaurant is Changing

Technology and marketing are now part of everyday restaurant leadership.

We'll explore:

IT

- Systems
- Troubleshooting
- Common issues
- Getting help

MARKETING

- Digital business
- Promotions
- Brand standards
- Connecting with guests

Shift Leaders need to understand the tools that help drive the business.

Smith Dairy Queens, LTD.

OUR EXPECTATIONS FOR YOU DURING THESE THREE DAYS...

BE PRESENT

Put the phone away when appropriate. Be engaged.

BE CURIOUS

Ask questions.

BE HONEST

Share what really happens in your restaurant.

BE WILLING TO LEARN

You don't have to know everything.

BE WILLING TO SHARE

Your experience matters.

BE WILLING TO PRACTICE

Leadership is a skill. Skills require practice.



Smith Dairy Queens, LTD.


So, Rebecca,
it's time to be friends again.

WHAT WE EXPECT YOU TO TAKE HOME

DON'T LEAVE WITH JUST NOTES.

Leave with:

3 THINGS YOU KNOW

Something new you learned.

3 THINGS YOU CAN DO

Skills you can immediately apply.

3 THINGS YOU WILL CHANGE

Something you will do differently at your restaurant.

Smith Dairy Queens, LTD.

Our Standard:

We are building leaders

We want Shift Leaders who:

CARE ABOUT PEOPLE

CARE ABOUT GUESTS

CARE ABOUT THE BUSINESS

CARE ABOUT THE BRAND

CARE ABOUT THE FUTURE



Smith Dairy Queens, LTD.

The Legacy:

It Started With One Machine

In 1947, Omar Smith took a chance on a new opportunity.
One machine became five stores.
Five stores became a family business.
A family business became a legacy.

And now...
YOU ARE PART OF THE NEXT CHAPTER.

Smith Dairy Queens, LTD.

Serving Central Texas with the Highest Quality Treats and Eats Since 1947

Smith Dairy Queens, LTD.

LEAD THE SHIFT

DEVELOP YOUR PEOPLE.
SERVE YOUR GUESTS.
PROTECT THE BUSINESS.
BUILD THE FUTURE.

Welcome to Shift Leader Training.
Let's get started.

Smith Dairy Queens, LTD.