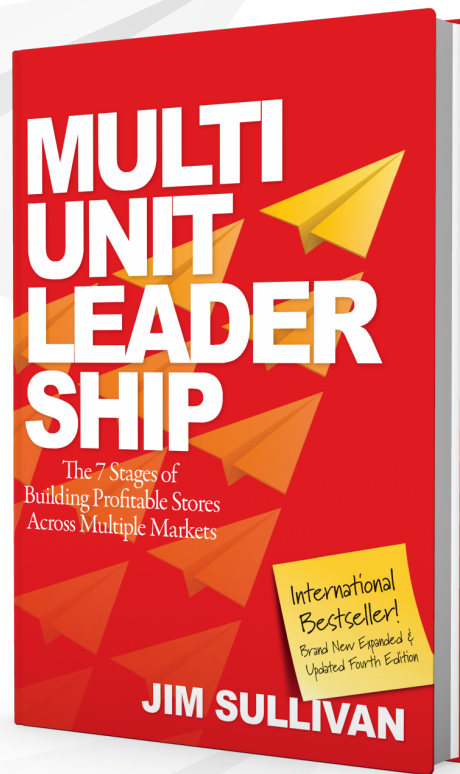


MULTIUNIT LEADERSHIP

The 7 Stages of Building Profitable
Stores Across Multiple Markets



Personal Journal & Book Discussion Guide

*Note: This Guide is aligned to the revised 4th Edition
of Multiunit Leadership only (red cover, above).*

How to Get the Most Out of The Book & Discussion Guide

Transforming the content of a business book into actionable results for its readers is the goal of any author. The first three editions of this book have been read by over 200,000 leaders from hundreds of different companies and organizations around the globe. But *Multiunit Leadership* is more than a book. Its content has expanded across a variety of media and platforms. *Multiunit Leadership* is also a workshop, eBook, conference keynote, app, video, eLearning course, audiobook, webinar, assessment tool and podcast. This book's content is active, not static. It expands and progresses annually as we gain new insight on the Multiunit Leadership role via best demonstrated practices and ongoing research. That fresh insight is then regularly shared with fellow readers and leaders in an online feedback loop via social media (LinkedIn, Twitter, and YouTube) and especially at MultiUnitLeadership.com.

A few suggestions on the best ways to get the most out of the book as you read or listen to it:

BEFORE YOU READ MULTIUNIT LEADERSHIP:

Visit our website MultiUnitLeadership.com, click the *Multiunit Leadership* tab at the top of the Home Page and:

- Take the free online *Multiunit Leader Assessment* to see how you stack up against the seven leadership stages and competencies detailed in this book. This will give you better perspective and insight into where your strengths and opportunities lie. And it will point you toward the chapters to pay keener attention to.
- You've already downloaded this free *Multiunit Leadership Book Discussion Guide* so you can customize the insight chapter-by-chapter to your own company or organization. You can now track, note and personalize the ideas and strategies most relevant to your leadership journey, and discuss each chapter's content with your colleagues who are also reading the book.

WHILE YOU READ MULTIUNIT LEADERSHIP:

- Mark it up: use a pen, highlighter or fold the pages to note the sections or ideas you want to remember and put into play in your market and stores. Take a picture of the page containing the insight you liked and text it to yourself or a colleague who would benefit from it, too.

- With your smartphone, access the links to the free short Multiunit Leadership videos interspersed and embedded throughout the book via the scannable QR codes to illuminate and expand the key learnings of each core Multiunit Leadership competency.
- After you finish each chapter, use this *Multiunit Leadership Book Discussion Guide* to write down Key Learnings (the things you most want to apply at work and don't want to forget). This will help you align the content more directly to improving your company's culture, targets and challenges. Make note of the relevant passages from the book that you feel most inspired to share or remember. If several other people from your company are also reading the book, form a book club, compare your notes and discuss how to best apply the lessons learned to move your organization forward.

AFTER YOU READ MULTIUNIT LEADERSHIP:

Inspiration is perishable. When you finish the book, keep the momentum going and continue to develop, apply and improve your *Multiunit Leadership* skillsets every single day. Go to MultiUnitLeadership.com, click on the *Multiunit Leadership* tab at the top of the home page and:

- Access our library of free articles, videos, templates, podcasts, lists and ideas for expanding your Multiunit Leadership skillsets.
- Download the *Quarterly Business Plan* and *High Impact Unit Visit Checklist* ebooks at MultiUnitLeadership.com.
- Access our award-winning e-learning course *MultiU* at MultiUnitLeadership.com for a deeper dive and interactive immersion into the art of Multiunit Leadership.
- Re-watch the Multiunit Leadership video links via the QR codes in the book or subscribe to our free Jim Sullivan YouTube channel.
- Click on the FAQ section of the Multiunit Leadership page at MultiUnitLeadership.com where you'll find new answers to fresh questions your fellow leaders most commonly ask relative to the book's content and how to best apply its concepts and competencies.
- If you'd like to transform the content of the book into a customizable classroom training and development course for your organization, visit our online store at MultiUnitLeadership.com and check out the *Multiunit Leadership-in-a-Box* Development Course.
- Leadership capacity is a prime directive for any organization. Get a copy of this book for all of your high-potential unit managers, and help them start progressing on the road to Multiunit Leadership development.

Thanks for your time and investment.

Introduction (Pages 1-16)

How to best apply the content and concepts into your organization:

The Introduction chapter of *Multiunit Leadership* details the goals of the book and highlights the results of our most recent research into the Multiunit Leadership role (pages 11, 12, 13). We share descriptions of how being the “manager of managers” differs in scope, scale and responsibility from managing just one unit.

The Introduction chapter challenges readers to assess and consider where you are as a Multiunit Leader by answering three questions:

“What kind of leader do I want to be?”

“If I’m not yet where I want to be, what do I need to do to get there?”

“Is what I know right “book clunow enough to get me to where I need to be? If not, what’s missing?”

ANSWER THOSE QUESTIONS RIGHT NOW:

1. _____
2. _____
3. _____

The answers are the first steps on the journey to mastering Multiunit Leadership.

The Introduction also introduces us to the Japanese word *shoshin*, which means having an attitude of openness and eagerness, combined with a lack of preconceptions when studying a subject, even when studying at an advanced level, just as a beginner in that subject would.

IF YOU ARE READING MULTIUNIT LEADERSHIP WITH COLLEAGUES:

- Assign the Introduction chapter to all your key team members to read.
- Ask them to identify and write down the three key learnings they got from this chapter.
- Have them bring that list to your next “book club” meeting.
- Review the lists together. Prioritize and determine what you need to start doing, stop doing and what you need to continue doing as a team. Design an action plan and timetable for implementation. Repeat this process for every chapter.



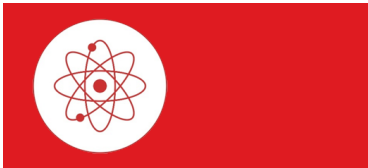
Stage 4:

Head Coach (pages 105-140)

How to best apply the content and concepts into your organization:

- Review the detailed list of Head Coach competencies on page 105. How many of these do you exhibit? Which ones would benefit you the most? Now read the entire chapter.
- On pages 112-114, we introduce the concept of the 5th Day Strategy. Review this concept and consider how your current behavior aligns to it or detracts from it.
- There are 16 specific Coaching techniques detailed on pages 114 to 117. Which of these do you already exhibit? Which would you identify as priorities to work on?
- Consider the notion that “time management” is dead, as detailed on pages 125-130. Where are your strengths and weaknesses in this area? How about your team?
- Fill out the Head Coach self-assessment on page 138.
- Identify and write down five key learnings you got from this chapter below. Create an action plan and timetable for implementation (well-done is better than well-said).

KEY LEARNINGS FROM THIS CHAPTER (this is what I want to remember and use):



Stage 6:

Synergist (pages 163-212)

How to best apply the content and concepts into your organization:

- Review the detailed list of Synergist competencies on page 163. How many of these do you exhibit? Which ones would benefit you the most? Now read the rest of the chapter.
- Fill out the Synergist self-assessment on page 211.
- The concept of a Quarterly Business Plan (QBP) is detailed on pages 167 through 176. Assess which of these strategies you already use, and which you should begin using each quarter to align and define goals for your team & market. See our comprehensive QBP eBook at MultiUnitLeadership.com.
- Review the detailed checklists and strategies for planning and executing High Impact Unit Visits (pages 177-210). Assess what you could do better Before, During & After your Store Visits to be more effective. See our comprehensive High Impact Store Visit Checklist Ebook at MultiUnitLeadership.com.
- Identify your high performers. Think of ways to enhance their strengths and keep them engaged.
- Identify and write down five key learnings you got from this chapter below.
- Create an action plan and timetable for implementation of those key learnings.

KEY LEARNINGS FROM THIS CHAPTER (this is what I want to remember and use):

Stage 7:

The End (of the beginning)

(pages 213-226)

How to best apply the content and concepts into your organization:

- On page 231 there is a great question under the red heading Performance and Execution that begins “If every other part of our operation...” Answer that question for your market.
- There are 23 Questions on page 232 that will shed a lot of insight on your market, team, challenges and opportunities...but only if you take the time to answer those questions. So please take the time to answer them. They’re not easy, but answering each one will give you a clear and defined roadmap for your market/territory over the next six months. Do it.
- Check out Sullivan’s 33 Leadership Laws on pages 236-240. Which three are your favorites?
- Incremental daily gains is what moves a business--and a leader--forward. You don’t have to be flawless, just improving.
- Identify and write down five key learnings you got from this chapter below.
- Create an action plan and timetable for implementation.

KEY LEARNINGS FROM THIS CHAPTER (this is what I want to remember and use):



About Jim Sullivan

Maybe you've seen him on CNN, NBC, ABC, CBS, the BBC, CBC, the Food Network, or heard him on National Public Radio. Millions of foodservice and retail leaders worldwide have read his newsletters, books, blogs or columns and used his videos, apps, podcasts, webinars, e-learning programs and live seminars to improve their businesses. His products and programs have been featured in the Wall Street Journal, The New York Times, Fast Company, The London Times, Der Spiegel, Inc., and USA Today.



Jim Sullivan is a veteran of over 20 years in the hospitality and retail industries as an award-winning owner, operator, multiunit leader, and best-selling author. He has built his reputation designing successful sales, marketing, training, leadership and customer service programs for the Top 200 restaurant, hotel, and retail chains worldwide. Jim is the author of two books that have sold over 400,000 copies worldwide, including Fundamentals and Multiunit Leadership.

Companies using his products and programs include Walt Disney Company, Coca-Cola, Starbucks, Marriott, McDonald's, Wal-Mart, Target, Amazon, Panera Bread, Domino's and Supercuts. Jim is a visiting professor at Purdue, the University of Delaware, Penn State University, Cal Poly Pomona and the Culinary Institute of America. You can reach Jim at www.MultiUnitLeadership.com.

Scan the QR code below with your smartphone to learn more about Jim and MultiUnitLeadership.com



Get Smart. Stay Smart. Learn How.

Visit MultiUnitLeadership.com to see all of our training tools and resources to drive revenue in your business, including:

- ✓ Live Seminars & Workshops
- ✓ Free E-Newsletter
- ✓ Books
- ✓ Posters
- ✓ Videos
- ✓ E-Books
- ✓ Blogs
- ✓ Podcasts
- ✓ Article Archives
- ✓ Apps
- ✓ Multiunit Leadership FAQ
- ✓ Consulting
- ✓ E-learning for MULs and GMs
- ✓ Free Downloads

Join the discussion! Share your best ideas or biggest challenges on multi-unit management at our MUL section at *MultiUnitLeadership.com*.



Check out our Training Catalog and Store at
MultiUnitLeadership.com

Order safely and securely online



FUNDAMENTALS

Book - Box - eNewsletter - Podcast

The team that best executes the Fundamentals is the team that wins. Now that you've learned the art of Multiunit Leadership, check out the international bestselling book for improving people, performance and profits at the store level: Fundamentals. Over 170,000 copies sold around the globe.

Available at Amazon. Perfect for your Unit Managers and Shift Leaders. The book is chockablock-full of over 220 best demonstrated practices for motivating GenNext teams, reducing employee turnover, energizing service, out-teaching the competition and executing the basics each and every shift. Includes free Book Discussion Guide. Read it and reap!



Bring the Book Alive with the Classroom in a Box

Get Fundamentals in a Box too, featuring slide decks, Learner Workbooks, Leader's Guide, interactivities, integrated videos and templates that will allow you to customize the content of the book to your people, brand and culture in a dynamic training class. Ready to go right out of the box.



E-LEARNING & FREE ONLINE LEADERSHIP ASSESSMENT

How well do you measure up in each of the 7 Stages of High-Performing Multiunit Leaders? Visit us at our website and take our free online Multiunit Leadership Assessment. This online interactive FREE assessment will reveal where your strengths and opportunities for improvement lie. The assessment is backed by resources and references that will help you identify and improve in each of your challenge areas, too. The assessment is effective not only for current Multiunit Managers but also high-performing GMs who are preparing for the next level in their career.

Multi-U: E-learning for Multiunit Leaders



MultiU

E-learning for Multi Unit Leaders

Check out our popular MUL e-Learning course called MultiU at MultiUnitLeadership.com. This blended- learning online development program combines audio, video, interactivities, simulation and

guided practice for a self-paced, immersive and interactive deep dive of each of the 7 Stages. MultiU brings Brand Ambassador, Talent Scout, Servant Leader, Head Coach, Marketing Guru, Synergist and Goal Getter to life in a way that will maximize application of the leadership development concepts in your stores. You can progress at your own pace, track your results at the end of each section, start and stop at the times most convenient to your schedule, and access richer content, insight and expertise than a book alone can provide. Learn more at MultiUnitLeadership.com

MULTIUNIT LEADERSHIP IN A BOX

Multiunit Leadership in a Box kit is a complete, comprehensive, and customizable off-the-shelf development kit that you can use to develop your own Area Managers, Franchisees or high-potential GMs to the next level.

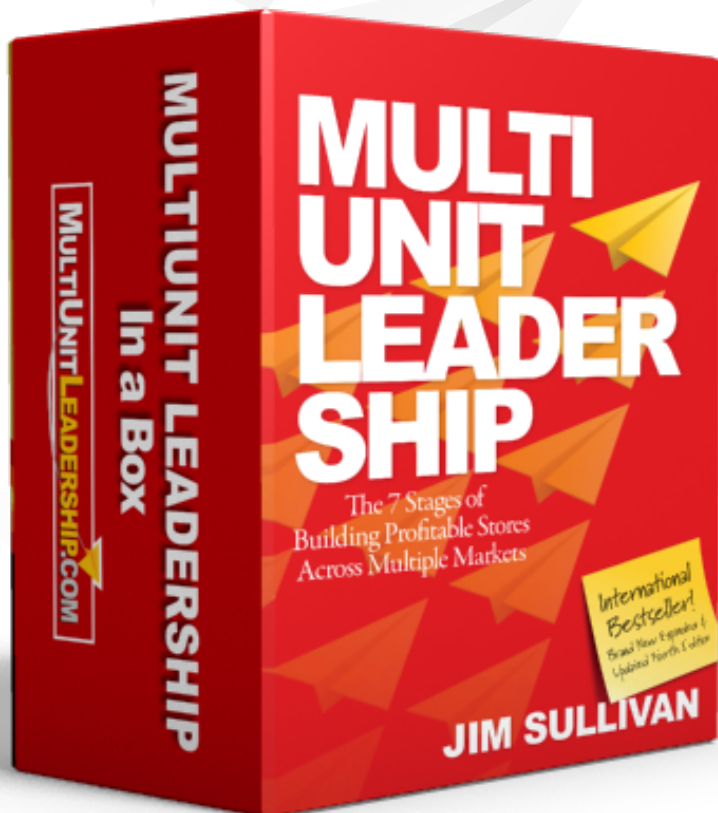
Using a blended learning approach, the Box kit has over 300 Power Point slides, four hours of leadership videos integrated in to the course, templates, forms, interactivities, case studies and quizzes. Plus it contains a comprehensive illustrated Leader's Guide that ANY trainer can use to implement the program immediately. Multiunit Leadership in a Box also includes two licenses for our popular online MultiU e-learning course (described above) to train-the-trainer.

You can use the Multiunit Leadership in a Box kit to develop your team in as little as three days or spread it out over a seven-week period (with 6 days of application in their stores in between). The Leader's Guide clearly shows you how to adapt the course to the time you have available. Once you have this box kit, it's yours to keep and use forever to train all of your future Multiunit Leaders or use with your high potential GMs to get them groomed for the next stage of leadership growth. No additional fees or licenses.

You or your trainers can take it right out of the box and begin teaching and using it immediately.

Scan this QR code with your smartphone to see a short YouTube video that details all the features and benefits of

Multiunit Leadership in a Box.





SEMINARS & WORKSHOPS

Multiunit Leadership: 7 Stages of Building High-Performing Partnerships and Teams

Now that you've read the book, bring it to life in your company, customized for your Multiunit Leaders, Multiunit Franchisees, Area Developers and Franchise Business Consultants in a live workshop for your team. Available in Keynote, Half-Day and Full-Day formats, our presentations are world-famous for their customized content and measurable results. Our team will work closely with yours to design a dynamic and effective presentation guaranteed to focus your teams, engage your audience and get measurable results, or your money back. No "cookie cutter" programs, ever.



Fundamentals: 9 Ways to Be Brilliant at the New Basics of Leadership

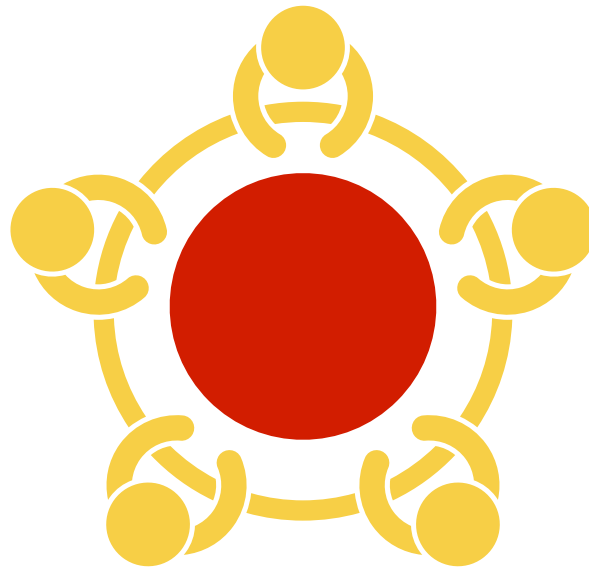
This popular presentation has been attended by over 200,000 foodservice and retail unit managers, owners, and multi-unit managers worldwide. We detail the best practices of North America's most profitable foodservice and retail companies in the areas of Focus, Hiring, Retention, Service, Selling, Marketing, Training, and Execution. Fundamentals is completely customized for every customer and is available in Keynote, Half-Day and Full-Day formats. Walk in a manager and walk out a leader.

To learn more about these programs and all the dynamic topics we offer, visit us at MultiUnitLeadership.com.

CONSULTING

Multi-Unit Leadership

If your company would like to improve the skills of your Regional Managers, Franchise Business Consultants, Area Developers and Multiunit Franchisees, we can offer the customized time and resources you need. Sullivision.com specializes in transforming multi-unit managers and franchise business consultants into dynamic leaders through innovative assessment, customized coaching and guided practice geared to your concept, culture, and objectives.



Vendors

Our “behind-the-scenes” vendor partnership programs for manufacturers, distributors, brewers and technology providers are famous for results. We help vendors design effective point-of-sale, on-premise marketing programs and GenNext product knowledge training to help them introduce new products or re-energize existing product line sales.

To learn more about all the ways our consulting expertise can generate more revenue for you, visit our website or send an email to info@multiunitleadership.com to learn more.

FAQ: Multiunit Leadership

The *Multiunit Leadership* section of MultiUnitLeadership.com is an online repository of resources and research, questions and answers, and shared expertise from our readers and leaders. Here are some of the most commonly asked questions and answers:

Q: What are the most number of units or stores a Multiunit Leader can supervise and still be effective?

A: The short answer is: “That depends.” Some MULs suggest that six units is the maximum, since you should theoretically be spending one day a week in each store, and presumably have a day off to recharge. Yet we’ve seen MULs effectively supervise as many as 18 locations in close proximity to one another, while less-effective MULs seriously screw up the supervision of only three units. It’s imprudent to suggest hard numbers for optimal spans of control, or how many specific people should be managed by any one person. Effective Multiunit Leadership is contingent on four criteria: 1) the expanse of geography, 2) the distribution of leadership, 3) the use of technology, 4) how well you prioritize and 4) the nature of the brand you work for. Geography is also a critical factor. Do you have ten units spread across ten square miles, or do you have ten units dispersed about one hundred square miles? If you’re a Multiunit Leader in an airport, and you oversee 15 different operations all located within a few hundred yards of one another, then perhaps 15 units is not too many.

Q: I seem to be getting overwhelmed with Data Onslaught and Task saturation in the last year due to the increase in volume of reports I have to manage. How do I keep my head above water?

A: The right technology lessens the burden of leadership. For example, by allowing information to come to you instead of you having to go find it. Of course, having information constantly rise like a flood is an obstacle to actually leading, since now you’re primarily managing reports instead of people. The essence of a great unit or store is the result of effective distributed leadership (the leadership abilities in place in each location), and your impact is dependent on how effectively leadership is deployed across the marketplace. You keep your head above water by putting a premium on multiplying yourself through other people.

Q: What is the best way to apply each of the seven Multiunit Leadership stages you’ve detailed in the book?

A: Read each chapter, and then follow the Multiunit Leadership Book Discussion Guide questions detailed for each stage/competency. Most importantly, apply the strategies you don’t currently embody in your units or market and track the before and after results.

Q: What key questions should I be asking myself as a Multiunit Leader?

A: The best questions of all relative to are detailed on page 232 of the book, and here are a few bonus ones to consider:

- How do I know what truly works when I apply solutions to problem areas? How can I teach this skill to my managers?
- Have I made a log of where I spend my time for one week and then assess if I'm truly prioritizing the most important things into my days, or just "being busy"? What do I most want to achieve at work?
- Is what I'm currently doing the best thing to do given all that I want to achieve? If not, what needs to change?
- Am I being challenged? Am I growing? How do I know for certain?
- What makes people give the very best of themselves? How can I help them do more of what keeps them engaged and purposeful?
- Who was the best boss I ever had? Worst? What was the greatest team I was ever on? Worst? What can I learn from each of them?

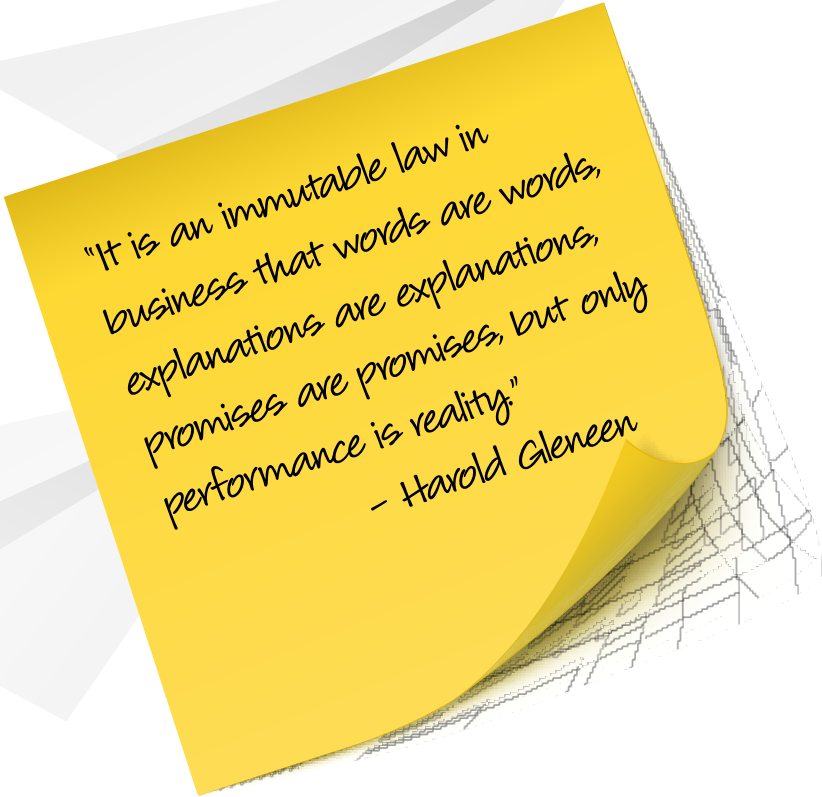
Q: What's a good way to demonstrate the power of collaboration among my store managers?

A: If the team is sitting at a round table you can demonstrate the importance of Collaboration with the following exercise:

- Ask each manager or GM to write down at the top of a piece of paper a big work-related challenge they are currently facing. Ask them to be as specific as possible in describing it. Give them 5 minutes to write it down.
- After 5 min ask them to pass the paper to the left. Then that person spends one-minute writing down a possible solution. Announce "pass" when the minute is up. Each person passes the paper to the left again and the next person adds their solution/idea for one minute.
- The paper goes to each person at the table and ends up back with the person who started and she or he should now have 7-8 solutions thanks to the team.

Q: If I want to invest in the e-learning course MultiU, how much is it?

- The entire course is priced at only \$249 per user! This affordable price makes it accessible to new and veteran above-store leaders at any level. There is discount pricing for multiple licenses for all of your Multiunit Leaders and high-potential store managers too. Latest version of Flash player. You can use <https://get.adobe.com/flashplayer/> to confirm you have the latest player and then download and install if you don't.



"It is an immutable law in business that words are words, explanations are explanations, promises are promises, but only performance is reality."
- Harold Gleneen