



Wendy's®

# COMPETENCY PLAYBOOK

# USING THIS GUIDE

Competencies are knowledge, skills, or attributes that describe behavior. Wendy's has created a "common competency language" to describe behaviors that are most critical for our success.



## SUCCESS FACTORS

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# COMPLETING COMPETENCY TRAINING



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**1. Learn**

**2. Watch**

**3. Test**

**4. Do**

**WeLearn tracking**

Step 1 and 2 can be completed in one sitting

2-4 weeks to complete and then schedule meeting with DM

DM will enter completion



# WORKS ON THE RIGHT THINGS

- CHANGE MASTERY
- CUSTOMER ORIENTATION
- INNOVATIVE THINKING
- PROBLEM SOLVING / DECISION MAKING
- STRATEGIC ALIGNMENT

## NOTES

### IDEAS:

### QUESTIONS:

### ACTIONS:

# 1 LEARN WORKS ON THE RIGHT THINGS



## ? WHAT IS IT?

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**TIPS**

- Change means letting go.
- Remain open-minded.
- View change as exciting.
- Accept that change takes time.
- Resistance is a natural emotion.

## 🎯 BUSINESS NEEDS

- CHANGE MASTERY → Business Need for change mastery
- CUSTOMER ORIENTATION → Business Need for customer orientation
- INNOVATIVE THINKING → Business Need innovative thinking
- PROBLEM SOLVING / DECISION MAKING → Business Need for problem solving
- STRATEGIC ALIGNMENT → Business Need for strategic alignment

## 📝 WRITE IT DOWN

Which competency under **Works on the Right Things** does your restaurant perform very well?

Which competency under **Works on the Right Things** does your restaurant need to work on most?

## ② WATCH WORKS ON THE RIGHT THINGS



### PEOPLE WHO MODEL THIS COMPETENCY

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### PEOPLE WHO DON'T MODEL THIS COMPETENCY

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### NOTICE

Does your understanding of the competencies that you identified on page 4 align with how they are modeled correctly?



### WRITE IT DOWN

Think of a situation where you or someone in your restaurant modeled one of these competencies well. What did that look like?

Think of a situation where modeling one of these competencies would have helped. How would it have helped?

## ③ TEST WORKS ON THE RIGHT THINGS

### ASSESS YOURSELF

Consider the traits below. Circle where you fall on the scale below for each competency. 10 is mastering the competency. 1 is not having the opportunity to model the competency just yet.

Change Mastery	1	2	3	4	5	6	7	8	9	10
Customer Orientation	1	2	3	4	5	6	7	8	9	10
Innovative Thinking	1	2	3	4	5	6	7	8	9	10
ProblemSolving/Decision Making	1	2	3	4	5	6	7	8	9	10
Strategic Alignment	1	2	3	4	5	6	7	8	9	10

### OBSERVER ASSESSMENT

Ask a co-worker or manager to assess you above in a different colored pen.

#### NOTICE

Is your self-assessment similar to or different than your observer's assessment? Explore why that might be by answering the questions below.

### WRITE IT DOWN

Why did you assess yourself the way you did?

Why did your co-worker/manager assess you the way he/she did?

What can I do to improve in the competencies I rated lower in?

## 4 DO WORKS ON THE RIGHT THINGS

Over a 2-4 week period, prepare for the meeting with your DM.

### 1. IMPROVE

Work on a competency that you identified in the assessment. What will you do? Use the questions on the right to help you identify your action plan.

NOTE: It is ok to work on more than 1 competency at a time.

### 2. COMPLETE WORKSHEET

Complete a *Competency Journal Worksheet* for each competency area you work on. Document what you learned and how you improved. You will go over the worksheet/s with your DM.

### 3. SCHEDULE MEETING

Do you feel that you improved upon the specific competency? Schedule a 15 minute meeting with your DM.

**? Which competencies will you work on?**

**? How will you work on them?**

**To prepare for my DM meeting:**

<input type="checkbox"/>	_____
<input type="checkbox"/>	_____
<input type="checkbox"/>	_____
<input type="checkbox"/>	_____
<input type="checkbox"/>	_____

**After my DM meeting:**

<input type="checkbox"/>	_____
<input type="checkbox"/>	_____
<input type="checkbox"/>	_____
<input type="checkbox"/>	_____
<input type="checkbox"/>	_____



# COMPETENCY JOURNAL WORKSHEET

**YOUR NAME:**

## WHAT DID YOU LEARN?

Answer the questions below. Talk through the answers with your DM.

**Can you explain the Success Factor?**

**What competencies support the Success Factor?**

**How do the competencies, when properly modeled, lead to success in the restaurant?**

**DM**

Ask probing questions to make sure that the Manager understands the Success Factor and Competencies.

## WHAT DID YOU WATCH?

Talk with your DM about your assessment and journal activities.

**What did you learn from your assessment?**

**Why was your assessment different/similar as to what your observer circled?**

# COMPETENCY JOURNAL WORKSHEET

## COMPETENCY YOU WORKED ON:

**DM**

Ask questions about this specific competency and how it is modeled correctly.

## WHAT DID YOU DO?

Answer the questions below. Talk through the answers with your DM.

**What actions did you take to improve this competency?**

**What situations have you been able to demonstrate improvement in this competency?**

**DM**

Ask probing questions to assess depth of improvement in the competency.

DM rate the Manager based on this conversation. Explain why you gave this rating.



Exemplary



Accomplished



Developing



Beginning


 No Demonstrated  
Achievement

**What are next steps?**

Your Signature: .....

DM Signature: .....