

Refire

A SIX WEEK SERIES



Workbook

Refire, a six-week speaker series in the spring of 2021, gathered six experts in their chosen fields to talk about making meaningful changes to the systemic issues that plague hospitality. Each speaker brought their unique experiences from outside of our industry and applied them to problems we encounter at our workplaces everyday. We asked them all to supply actionable steps we might take as individuals and as a community to make a kinder, more equitable future. This workbook is a collection of resources in one centralized location for you to make notes, add your thoughts, and refer back to whenever you might need a refresher. We also will be sifting out important concepts and defining and delving into the words that are the foundation to transformation. We encourage you to flesh out your own reflections, and challenge you to use these conversations as the jumping off point for creating change within your own sphere.

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Refire

A SIX WEEK SERIES

X Paper
X Pencil
X Open Mind

THE BLEND
by Beam Suntory

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WORKBOOK CHECKLIST

Now it's up to all of us! Our Refire speakers asked us a lot of questions and called out some important actions we can take to build a better future in our workplaces and communities. So let's strategize! This workbook was created as a space for reflection. The last page is great to print out and write on, or you can grab your favorite pen and notebook to journal your thoughts. Our hope was that bringing all of the information together might help build a guide to plan out the meaningful changes we all want to make. We can't wait to see what this community can do.

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The Heartwork of Hospitality

WITH CHELSEA GREGOIRE

It's no surprise that when Chelsea Gregoire and Jared Sadoian sat down to talk, big important subjects came up. Chelsea sifted out some of the most important themes from all of the previous Refire conversations, and melded them with their own ideas to forge ahead with an actionable plan. As someone who is innovating what hospitality looks like as they prepare to open their own space, Chelsea explained the importance of concepts like "radical transparency," while acknowledging the ups and downs of attempting a value driven operation.



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This is where you have a higher calling, where you get to serve others. It's an immense privilege to be able to encounter people and serve people.

CHELSEA GREGOIRE

THE THROUGH LINE OF REFIRE

At its core, hospitality is about serving and taking care of others. Gregoire reflects on this core principle of our industry, noting it is present for customers, but forgotten when it comes to the staff who keep the proverbial wheels turning. They pose the questions, "if people aren't at the heart of your business model over profits, then why are you in this industry? Why are you here? What is your reason for being? What can we actually do on the ground level to support our staff?" These questions can also be asked about the community a business hopes to include.

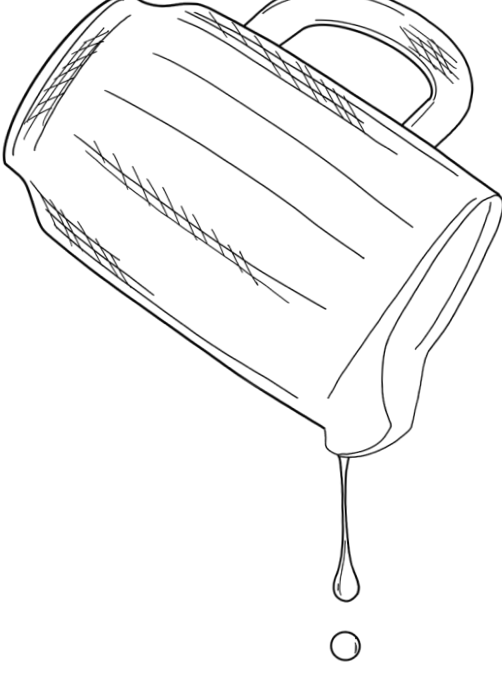
PUTTING PEOPLE FIRST

Consider where your dollar is going.

Hire within your own community. There is tremendous value in having staff that can serve as ambassadors for the neighborhood that they live and work in.

Support local producers by buying goods from them - this circulates the dollar and strengthens community relations.

Source ingredients from urban farmers and growers who share similar values and are located in close proximity to your business.



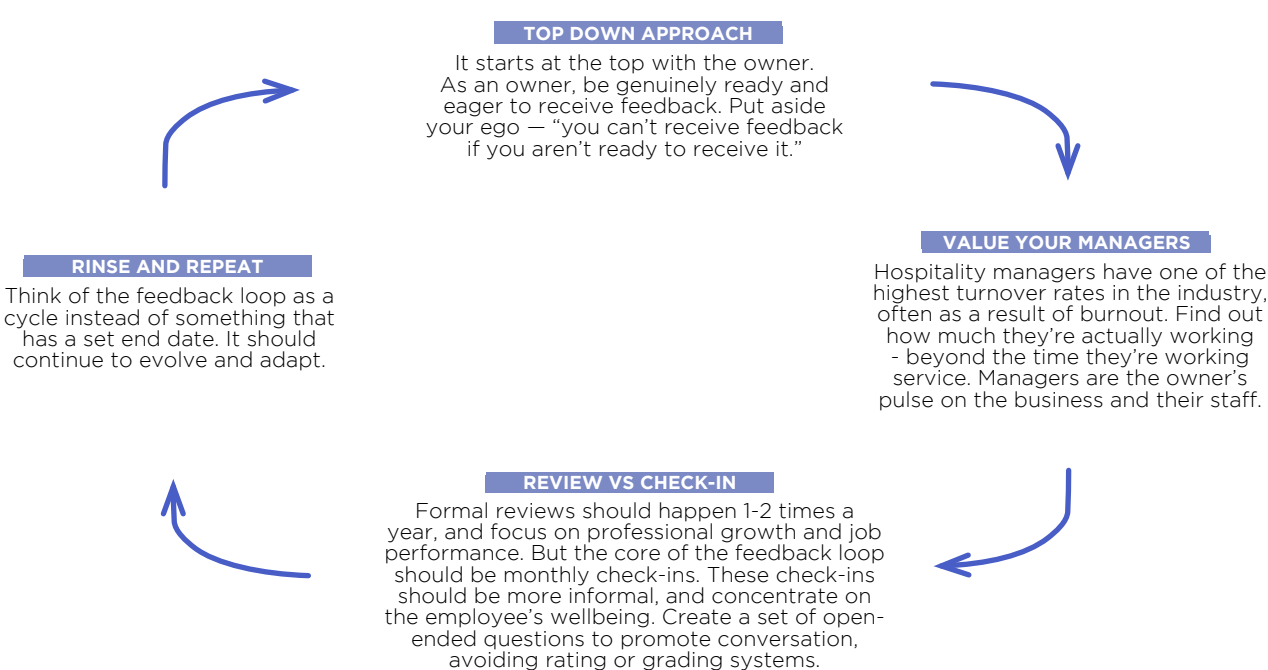
IT STARTS AT THE TOP: THE TRICKLE DOWN EFFECT

We've all seen it before: chronically overworked service staff, often underpaid managers, and owners at their wit's end. As Gregoire recounts the recurring issues they face in their consulting work, employee burnout is one of the most common. They state that "this is the only time when the trickle-down idea actually works."

When owners and managers are taken care of - professionally, mentally, fiscally - they are then able to extend that care to their staff. When leaders neglect to take care of themselves, they lose the ability to take care of others.

BUILD A FEEDBACK LOOP

How do we know if the practices we've put into place are working for staff? One of the hallmarks of Gregoire's system is their implementation of the feedback loop, a two-way communication process centered around transparency, and both professional and personal development.



Here is some boilerplate language when initiating the feedback loop with your employees:

Dear [Employee],

At [company name] we strive to make our [space/bar/restaurant] inclusive to and welcoming for everyone - including you.

We'd love to continue having a series of monthly "check-ins" starting [date]. These check-ins are not performance reviews, but rather a time for [ownership/management/etc] to take a pulse on your wellbeing here at [company name]. It's also an opportunity for you to provide any observations, feedback, and/or suggestions regarding our work environment. The ultimate goal of these check-ins is to open and maintain a two way street of transparent, candid, and judgement-free communication.

If you have any questions please reach out to [manager/supervisor name].

Looking forward to it!

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Transparency ... is one way to not only give people the information to make informed decisions, but also to say there's nothing to hide. It builds trust.

CHELSEA GREGOIRE

A NEW METRIC FOR SUCCESS

The future of our industry is bright, and there is a chance for us to redefine "success." Serve up change for your people and community with these guiding principles:

COMMUNITY INVESTMENT

Encourage hiring people within your community, support local producers, artisans, and organizations. While often thought of as a buzzword, "farm to table" encapsulates this idea.

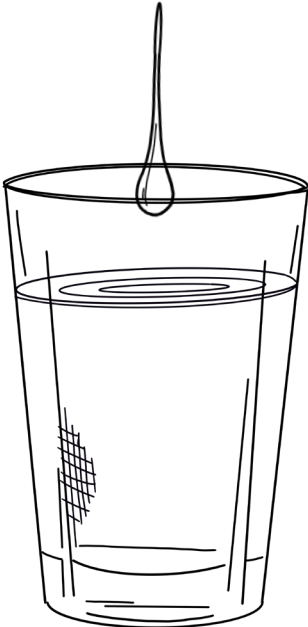
These practices are the epitome of the dollar re-circulating in your community.

PLACE VALUE IN EVERY INTERACTION

There is so much to learn and absorb from even the "smallest" of interactions. By making these interactions as transparent as possible, you can learn more about your staff, business, guests, and community.

ALLOW YOURSELF TO RADICALIZE

Analyze, audit, and revise your current systems and practices. Don't hold on to something that is holding you back.



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You can only pour out what is being poured into you.

CHELSEA GREGOIRE

The Heartwork of Hospitality

WORKSHEET

Now's your chance to put these ideas into practice. Change doesn't happen overnight - this reflection will help you audit your current practices and set both short and long term goals.

What is your goal?

Be specific, and don't get too big. Sometimes it requires many action plans to achieve a larger goal, so break it down to something smaller and actionable. Make it make sense.

What is the current state?

This is where you are, right now. It is critical that you critique the status quo here, and identify points of weakness.

What is the ideal state?

This is often a restatement of your goal, but now through a lens of self-critique, as addressed above. Start working backwards from the end game of five years: this is where you identify the step prior to the end goal.

The Action Plan

This is often a restatement of your goal, but now through a lens of self-critique, as addressed above. Start working backwards from the end game of five years: this is where you identify the step prior to the end goal.

5 Years

4 Years

3 Years

2 Years

1 Year

6 Months

