

## Questions & Answers

### Q: What topic areas does the program cover?

A: The NRAEF Leadership & Management Program covers a range of leadership and management skills through more than 41 topics including how to direct, motivate, train, supervise, retain, evaluate and communicate with people. These topics are covered in *Harvard ManageMentor®PLUS*.

### Q: What is *Harvard ManageMentor®PLUS*?

A: It is a market-proven online program for managers at all levels. It delivers practical information and tactical tools that help them do their jobs more efficiently and effectively through interpersonal relations skills.

### Q: How do participants receive a certificate?

A: When participants complete course clusters, Leadership & Management I or Leadership & Management II, with an NRAEF-Approved Facilitator, they are eligible to receive a certificate awarded by the NRAEF. For more information on the certificate program, visit [www.nraef.org/resources/harvard](http://www.nraef.org/resources/harvard).

### Q: What does it mean to be an NRAEF-Approved Facilitator?

A: An NRAEF-Approved Facilitator has met the criteria, established by the NRAEF, to successfully facilitate discussion sessions and document completion of applied activities.

### Q: How do I become an NRAEF-Approved Facilitator and what resources are available?

A: To become an NRAEF-Approved Facilitator, you must follow a simple four-step application process. Step three in this process is viewing the NRAEF-Approved Facilitator Tutorial Webinar. This comprehensive online resource gives an overview of the program, the responsibilities of the facilitator, links to necessary forms and documents, tips for leading discussion sessions and more. NRAEF-Approved Facilitators can also use the Webinar as a reference anytime. For more details on the application process, visit [www.nraef.org/resources/harvard](http://www.nraef.org/resources/harvard).

### Q: How do I apply the business scenarios to the restaurant industry? Our managers don't work in an office environment.

A: The topics in the program are designed to relate to any management environment, even if the context is different. An Implementation Guide developed by the NRAEF helps apply the concepts and skills to our industry and is provided at no additional cost. This guide provides tools such as suggested topic clustering, tips for discussion sessions and facilitators, applied activities and best practices.

### Q: Can I access this program from home?

A: Yes, the hosted version of the program can be accessed from home.

### Q: How long does the program take to complete?

A: Each module requires about one hour of reading to complete. With the NRAEF Implementation Guide, you can set up your program to suit your needs. If you follow the NRAEF's recommended model, with discussions twice a month, it is a four-month program.

NATIONAL RESTAURANT ASSOCIATION  
EDUCATIONAL FOUNDATION

# Leadership & Management Program

*featuring*  
*Harvard ManageMentor®PLUS*

Building the vital people skills that create  
exceptional managers and leaders.



National Restaurant Association  
EDUCATIONAL FOUNDATION

HARVARD  
**ManageMentor®PLUS**  
An online resource for  
managers in a hurry

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HARVARD BUSINESS  
SCHOOL PUBLISHING

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Every operation's training needs are different.  
That's why, in this program, flexibility is standard.



## Life Lessons

"As a team leader, I am excited about the opportunity to steer other team members to the *Harvard ManageMentor*<sup>®</sup>PLUS online resource when there is an area of development they need to improve.

Quite simply, the NRAEF Leadership & Management Program is a powerful tool.

I quickly zeroed in on a module that was helpful to my situation.

The content was well-organized and the scenarios were realistic, so I could easily relate to the material.

This has been an excellent resource toward my personal and professional growth."

-Jimmie Simonte  
Domino's Pizza

### Flexible implementation options allow training to be completed based on specific business or personal needs.

In our fast-paced industry, every business needs a training solution that's versatile and works with its operations. Time, money, and integration with existing programs all present challenges. That's why the NRAEF Leadership & Management Program is designed to be flexible and can be easily adapted to support individual development or structured sessions. Topics can be interchanged as needed, and it suits all locations, whether a single operation, multi-unit chain, manufacturing plant, distribution operation, small organization or large corporation. Some implementation possibilities are:

#### The NRAEF Leadership & Management Training Solution.

Our recommended delivery model imparts leadership and management techniques through a unique "blended approach." Participants benefit from a combination of learning on the *Harvard ManageMentor*<sup>®</sup>PLUS online resource, offline facilitated discussions and hands-on activities detailed in the NRAEF Implementation Guide.

#### Supplement your in-house training program.

If your organization already has an existing leadership and management curriculum, this program offers an easy, low-cost supplement. Simply integrate specific modules or topics into your current program as needed.

#### Individual development plan for a manager.

All managers don't need training in every area of study. In this plan, managers can create a customized training program, focusing on particular subjects and their related modules to gain in-depth expertise in these areas. An employee can study independently or one-on-one with a manager.

#### Online self study.

The program can also accommodate those who prefer a self-study course. Employees can conveniently work through the online material at their own pace, relying on the online readings, self-tests, follow-up readings and other self-study features to drive home key concepts.

#### You can implement the program easily and affordably by having a staff member become a facilitator.

An advantage of the NRAEF Leadership & Management Program is that no outside facilitator is required. In fact, it's recommended that a staff member become a NRAEF-Approved Facilitator. For more information about facilitators, please visit [www.nraef.org/resources/harvard](http://www.nraef.org/resources/harvard).

Who benefits most from this program?  
Your entire organization.

### Your managers can make a world of difference.

When your managers participate in the NRAEF Leadership & Management Program, they'll see a positive difference in themselves. But you'll also see the daily impact this training has on your entire organization.

The program is just-in-time education and hands-on training that works every single day. It's shown to increase job satisfaction, produce a better bottom line and motivate your entire team.

#### Key individuals who belong in the program:

- **Regional managers and unit-level managers in restaurant operations** can improve the skills they'll need to manage different people and situations.
- **Foodservice manufacturing and distribution** managers.
- **Candidates for promotion** can develop critical supervisory and people management skills before advancing to their future positions.
- **New management hires** across the industry.

### Your organization can realize a world of benefits.

Here are some of the strongest reasons that the NRAEF Leadership & Management Program pays tangible dividends for your organization today and in the future.

- **Affordable training** that is an extremely smart investment in your organization, your employees, your customers and your future.
- **Complete flexibility** allows this program to be easily integrated into your ongoing operations. You can use it as a stand-alone training program or as part of your current development program.
- **Blended learning approach** helps apply knowledge on the job by combining online content with in-house group discussions and practical applied activities outlined in the NRAEF Implementation Guide.
- **Competency-based curriculum** designed upon sound educational principles that are shown to deliver results.
- **Interactive program** creates a culture of participation that develops management and leadership behavior throughout the organization.



+ proof positive +

The NRAEF Leadership & Management Program touches every level of the organization.

This program clearly demonstrates the support of senior leadership. It's a strong commitment that everyone is sharing.

It sends a positive message to managers participating in the program that the organization feels they have great potential.

Front-line employees will see the difference in their managers. They'll also see a goal they can strive to reach.

# Industry-focused educational materials and acclaimed online support work together to bring lessons to life.

## Our unique blended approach combines online readings, facilitated discussions and hands-on activities for a highly effective training solution.

The difference with this program begins with its blended approach. It's a proven learning method that pairs online learning with the "human element," or contact with a facilitator who enables discussion and practical application of the concepts. Following this model of success, every program purchase pairs access to our online resource, *Harvard ManageMentor®PLUS*, and our NRAEF Implementation Guide. This guide is an industry-focused supplement that incorporates lessons and learnings into daily operations. The program is also available in English and Spanish to accommodate all employees. The Implementation Guide is currently available in English only.

## A closer look at the three elements of the program.

In contrast to traditional forms of training, this program works because lessons are not just presented, they are reinforced by three practical levels of learning:

- 1. Online readings and articles** from Harvard Business School Publishing offer in-depth information on 41 industry topics.
- 2. Group discussion sessions** are facilitated and help solidify key concepts.
- 3. Applied activities** and hands-on exercises relate techniques back to the industry and your operation for a meaningful, memorable experience.

## The *Harvard ManageMentor®PLUS* Online Resource.

Every participant is given full access to the 41 topics housed on the site. Topics can be read online or printed for the user's reference. Each contains the following features:

- **Core Concepts** – Essential information in an easy-to-read, quick-scan style.
- **Tips & Tools** – Checklists, forms and worksheets to enhance productivity.
- **Action Steps** – Suggestions for the best systematic ways to accomplish tasks.
- **Self Tests** – Short, interactive tests that reinforce key points.
- **Interactive Practice** – A scenario-based activity that applies learning in real time.
- **"What Would You Do?" Section** – Contains scenarios with audio that enable users to listen and learn as potential problems are encountered and solved.
- **"Where Should You Focus?" Section** – Identifies the areas where users need guidance.
- **Audio Examples** – Help reinforce learning.
- **Resources** – In-depth learning from publications such as *Harvard Business Review*.



The site is easy to navigate and install on your Intranet, or we can host it for you. We also offer customization, including a tracking function and co-branding, as well as implementation support to promote adaptation and ensure program success.

## Program Topics

### Suggested Leadership & Management I Course Topics

- Coaching
- Delegating
- Giving and Receiving Feedback
- Keeping Teams on Target
- Leading a Team
- Managing Difficult Interactions
- Managing Upward
- Managing Workplace Stress
- Managing Your Time
- Retaining Valued Employees
- Setting Goals

### Suggested Leadership & Management II Course Topics

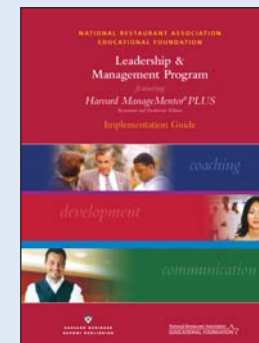
- Finance Essentials
- Focusing on Your Customer
- Implementing Strategy
- Making Business Decisions
- Managing Crises
- Managing for Creativity and Innovation
- Negotiating
- Persuading Others
- Solving Business Problems

### Electives

- Assessing Performance
- Becoming a Manager
- Budgeting
- Capitalizing on Change
- Creating a Business Case
- Developing Employees
- Dismissing an Employee
- Hiring
- Implementing Innovation
- Laying Off Employees
- Leading and Motivating
- Making a Presentation
- Managing Your Career
- Marketing Essentials
- Measuring Business Performance
- Preparing a Business Plan
- Project Management
- Running a Meeting
- Thinking Strategically
- Working with a Virtual Team
- Writing for Business

## The NRAEF Leadership & Management Program Implementation Guide. An invaluable training tool tailored to help apply learnings back to the industry.

In order for the program to have maximum results, it's critical that facilitators and participants alike have the direction, resources and support to make the most of each lesson. And that's the purpose of the NRAEF Leadership & Management Program's Implementation Guide, a proven model for successful implementation specifically tailored for the restaurant and foodservice industry. It's designed to be used in conjunction with the *Harvard ManageMentor®PLUS*



online resource, and provides helpful tools to connect key concepts back to your operation. Facilitators will benefit from tips for module clustering, discussion session suggestions and homework assignments, as well as best practices from multiple industries.

## Applied activities help students relate online readings to actual on-the-job situations.

This program's success begins with the in-person discussion sessions and hands-on applied activities that supplement the online readings. And that's where the NRAEF-Approved Facilitator Tutorial Webinar at [www.nraef.org/resources/harvard](http://www.nraef.org/resources/harvard) can help. It gives NRAEF-Approved Facilitators discussion tips, suggested activities and more designed to help make sessions as effective and relevant as possible.

## A Certificate acknowledges that a participant's training is complete, and his/her future as a better manager is about to begin.

Taking the initiative to develop one's personal and professional skills is a significant endeavor. That's why every participant who completes the training program with an NRAEF-Approved Facilitator is eligible to receive a certificate.

It is awarded by the NRAEF to recognize a participant's outstanding achievement.

new image  
to come

Managers need technical skills to run an operation.  
But people skills are what truly drive success.



## Team Environment

The NRAEF Leadership & Management Program puts a sharp focus on teamwork.

Participation in the program gives managers a chance to explore and achieve their personal goals.

But it also highlights the importance and reward that comes with working toward team goals.

Throughout the lessons, managers will focus on team goals, and how they can make them a reality.

Creating a successful team dynamic will result in increased personal satisfaction, and an improved environment.

### The NRAEF Leadership & Management Program builds the people skills that benefit everyone in your operation.

To become a manager, employees must demonstrate technical and operations skills. But to be truly effective leaders and managers, they must also possess vital people skills. These skills make all the difference in motivating your workforce, reducing turnover, addressing difficult daily challenges and maximizing everyone's potential.

Because people skills are so crucial to a manager's effectiveness, the National Restaurant Association Educational Foundation (NRAEF) is offering the Leadership & Management Program featuring *Harvard ManageMentor®PLUS*. Now your emerging and current managers will understand how to direct, motivate, train, supervise, retain and evaluate employees.

This is a proven and practical training solution that's firmly grounded in today's industry. It puts a sharp focus on applying knowledge through practical exercises. As a result, your managers will build competencies and provide clear direction, your employees will be more satisfied, and your organization will realize genuine returns on investment in the short and long term.

### This world-class partnership creates real-world results.

The NRAEF Leadership & Management Program is an exceptional training solution. It combines the highly acclaimed resources, industry insights and unparalleled expertise of the NRAEF and Harvard Business School Publishing.

In this partnership, the NRAEF contributes an insider's perspective into our industry and today's most critical workforce challenges. Harvard Business School Publishing adds proven management expertise, from the most renowned and respected business educator. Together, this world-class partnership has developed a program that will create real-world results for you.



The training program is affordable.  
The investment in your managers is invaluable.

### Your training budget is tight. So we make our training costs affordable.

Pricing of an annual license is based on the number of users participating in the program. Each price includes all 41 topics for *Harvard ManageMentor®PLUS*, and one complimentary copy of the NRAEF Leadership & Management Program Implementation Guide (a \$50 value).

Number of Users	Annual License	3-Year License
1-24	\$286 per user	Not available
25-99	\$225 per user	\$450 per user
100-249	\$18,975 + \$42 per user > 100	\$37,950 + \$84 per user > 100
250-499	\$24,725 + \$39 per user > 250	\$49,450 + \$78 per user > 250
500-999	\$34,155 + \$32 per user > 500	\$68,310 + \$64 per user > 500
1,000-4,999	\$48,700 + \$10 per user > 1,000	\$97,400 + \$20 per user > 1,000
5,000-9,999	\$87,285 + \$6 per user > 5,000	\$174,570 + \$12 per user > 5,000
10,000-100,000	\$120,000	\$240,000

Version 4 of HMM PLUS

### It's time to make a smart investment that will positively impact your managers and operation, today and tomorrow.

The NRAEF Leadership & Management Program delivers the people skills and professional expertise that helps your managers become effective leaders. It's proven to increase job satisfaction, boost retention and create a positive culture that benefits every employee.

To learn more about the program or to order, visit [www.nraef.org](http://www.nraef.org), call 1-800-765-2122 (312-715-1010 in Chicagoland), ext. 769 or email us at [leadership@nraef.org](mailto:leadership@nraef.org).

+ proof positive +

#### The NRAEF Leadership & Management Program brings value to every level of an operation.

When managers acquire people skills, they make a positive step in their personal and professional development.

When managers improve leadership skills, the entire operation has more confidence and direction. This can significantly improve management and employee morale.



A focus on employee retention pays for itself. A reduction in turnover means an increase in profits.

## A SLICE OF REALITY

How the program helped **Monical's Pizza** reduce turnover and improve its bottom line.

### The challenge for Monical's Pizza.

Monical's Pizza is a privately-held chain of 58 restaurants located in Illinois, Indiana and Wisconsin. Monical's challenge was to ensure managers had the skill sets needed to maximize the profitability of each unit while retaining its strongest managers.



### The Leadership & Management Program offered by the NRAEF is a recipe for success.

In an effort to improve retention and business results, Monical's focused on training and recognition of its managers as professionals. To sharpen people skills, Monical's used a "blended approach" of online readings, facilitated discussion sessions and applied exercises.

### Monical's Pizza earned great results.

Today, more than 75 employees have completed training. After program implementation, the hourly turnover rate dropped from 108% to 83% in two years, while general management turnover dropped to 10%. In addition, guest satisfaction approval ratings have risen, while revenue and profitability have increased.



Monical's hourly turnover rate has dropped more than 25% since implementation. What's more, management turnover is down to an unprecedented 10%.

*"Overall, morale is up because everyone understands his or her roles and responsibilities better. I'm dealing more with the guests and spending time on quality and service issues."*

Christine Keyes, Manager  
Monical's Pizza in Rantoul, Ill.