RESTAURANT OPERATIONS SELF-CHECK · MMM TRAINING

The Shift That Costs You Twice

90 SECONDS

For restaurant owners. Tick what's already true on a normal Friday.

Restaurants rarely lose money on food cost. They lose it on hours.

TICK ONLY WHAT IS TRUE TODAY — NOT WHAT YOU INTEND TO FIX

- [ ] **I set the schedule from covers and sales, not last week's schedule.**
  If not: you're paying for a pattern someone set months ago under different conditions.
- [ ] **Overtime is approved before a shift, not discovered on the register.**
  If not: a busy weekend becomes a payroll surprise you find out about on Tuesday.
- [ ] **Clock-in and clock-out actually match the shift worked.**
  If not: early clock-ins and late clock-outs are a quiet, permanent premium on every shift.
- [ ] **New servers get the same training regardless of who opens.**
  If not: your guest experience changes depending on who trained whoever is on tonight.
- [ ] **Every manager handles a comp or a complaint the same way.**
  If not: guests learn which manager to ask, and your margin learns it too.
- [ ] **Closing and opening duties are written, not assumed.**
  If not: whatever gets skipped tonight becomes tomorrow morning's problem, at a worse hourly rate.

Now count the boxes you left empty.

In a restaurant, small process gaps repeat every single service. That's what makes them expensive so fast.

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0–1 blank
You have visibility
You can see your labor. Most owners at your size cannot.

2–3 blanks
You're paying for guesses
Some of this is recoverable within a quarter, without cutting a single person.

4–6 blanks
Your largest cost is unmanaged
Labor is usually the biggest controllable number in the business. This one is running itself.

WHAT THIS USUALLY COSTS

Fifteen unmanaged minutes a shift is real money.

Across a full staff over a year it is a five-figure number, and it never appears as a line item. The People Operations Review finds and quantifies it.

People Operations Review
From $1,500
Book at mmmtraining.org

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