



EVA ATTIA

Portland Roasting Coffee

Management & Leadership Master Class

- Started In coffee back in college at the campus coffee house
- Eventually got a job at Pete's as an assistant manager, store, district , region, director of retail operations. At one point managing 70 stores
- Managing managers is one of here favorite things she has done thus far. Makes you have to hone your skills and make your words and presence impactful.

How do you effectively manage people as individuals in that environment ?

- Spend lot of time with them in hiring, get to know them
- For that size the visits she made were concentrated so you could get to know them really well in a short period of time during the store visits
- To build up the team she set up a weekly conference call to share best practices, etc. Each manager brought something unique to the table.
- In building rapport and relationship it's like making deposits into a bank that allows you to make withdrawals later and creates a more responsive environment.
- You can expect more of people when they trust you

How has the transition between Peets and Portland roasting been?

- It has been challenging to transition from the travel and the scope of the work at Peet's but rewarding to be at PRC as it is local and was the perfect fit to bring her skills learned at Petes and apply them to PRC.



- Things are going well and after opening 3 stores in the Portland airport the teams are now starting to gel, and everything is starting to hum and gain momentum
- Eva recommends loves books written by John Maxwell on leadership and referenced the Law of Momentum where once you get going things start to happen a lot easier.

What drives you now in your coffee career?

- Coffee is a really effective and satisfying backdrop to doing what she has come to love more ...developing people.
- Loves the connection that coffee facilitates amongst a diverse group of people.
- Coffee is the perfect marriage of those things.
- As a testament to her passion for people growing and making things of high quality, Eva spearheaded the Pete's Barista compassion and it was one of the most enjoyable things she did.
- Goals of the comp. were to improve coffee quality at the bar and employee retention.
- She believes the barista has the biggest impact on the business and you want them to be highly engaged and have purpose
- Modeled the competition closely resemble the USBC to help their staff be more successful if they wanted to go compete there.
- The scoring and standards they gained through the process gave them an objective framework for how they assessed quality on the bar
- The competition changed the bar culture so staff were more engaged with QC and in helping one another.

5 things Eva believes you need to do to be a great Manager or leader:

1. Select Carefully

- the worst thing you can do is not spend enough time in the selection process and find yourself with buyers remorse.
- Ask open-ended questions and be very thorough
- We tend to feed people the answers we want to hear so we have an excuse to hire them. Don't do this no matter how bad you need staff.
- Think like this: "Tell me why I should hire you, you need to convince me to hire you"



- Once she hires she is committed to investing into them.
- Hire people who can do your job better than you
- Tell the people you hire how you believe they are going to contribute

Other portion of this is selecting careful for your team.

- Hire diversely. People with different strengths and weaknesses
- people who will push each other
- Involve your team in the interview process to get their buy in and so the new person has an advocate on the team.
- Managing your team dynamics means setting them up with right people and rewarding those who encourage others and actively work toward a cohesive team.
- Developing a strong team pride and identity gets you ahead

2. Treat people differently

- This does not mean being unfair but to take a unique approach with each person. Get to know them and meet them where they are.
- Situational leadership model is recommended as a tools to influence and lead in any situation
- Looking at each person and each situation differently is the best way to ensure they get the results they want and you get the results you want.
- Don't assume
- Assumption is a precursor of neglect

3. Have high expectations

- You need to be clear with your expectation
- Be a hard grader. They should know that when they meet expectation that it's is a high bar.
- Define what the expectations are and what success looks like
- We need to support people in their work to meet those expectations.
- If you show them that you believe they can't do it... they likely won't be able to. If you show them you believe they can... they are more likely to succeed.
- Your job is to help people get there
- Build accountability into everything so you reward top performers. You get what you reward.
- Celebrate the wins. If you meet a goal take a moment to celebrate that.

How do you keep track of the wins? How to remember to reward?

- Plan you visit to a store
- Make sure you are checking into quality etc and give positive feedback
- Take notes to help you remember.
- Be very purposeful and talk about the things that matter.
- Sometimes you can ask the person to remind you



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4. Show Courage

- Eyes are on you if you are a leader and people notice your good and bad days.
- What you say and do has impact.
- Courage helps people succeed and helps them buy into what you want them to do.
- Courage is the act of making something right and not glossing over. Do the right thing even when it's challenging.
- Being fearful is limiting
- Encourage people to tell you what you need to hear not what you want to hear.
- Doing things that scare you helps you grow and getting outside your comfort zone helps you grow.

5. Put others before Yourself

- *If you love your position less than you love your people everything will fall into place.*
- Be aware of your people's needs. See them as important then prioritize them over your agenda...listen and be kind
- The extent of your influence depends on how much care and concern you have for other people.
- Define success as the success of the people reporting to you.

If we find we are not prioritizing our people over our agenda how can we change?

- Ask yourself why do you love your position? It's likely because you love people and just need to reframe things.
- Remember the only way to get things to stick is if you are caring for people and if not you may make some gain but over time misery will prevail
- If you cannot get satisfaction from caring for people you may be in the wrong work.
- Some of the most satisfying moments are when someone is successful and they credit part of it to the work that they did with you.

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Links:

- [Eva on LinkedIn](#)
- [John Maxwell: 21 Laws of Leadership](#)
- [Dr. Paul Hersey: Situational Leadership](#)



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