

Participant Workbook

THE UNSEEN INVOICE

The Hidden Cost of Turnover in Restaurants

"The story protects us from the truth."

This workbook is designed to help you identify the patterns showing up in your operation, decide where intervention matters most, and leave with one clear action.

LAST CALL

1. WHAT ARE YOU NORMALIZING?

Think about your operation as it exists today.

Not the version you want it to be.

The real one.

What are you seeing repeatedly?

- | | |
|--|---|
| ☐ Callouts | ☐ Performance changes |
| ☐ Silence or withdrawal | ☐ Repeated scheduling issues |
| ☐ Managers constantly covering | ☐ Managers unable to disconnect |
| ☐ New hires leaving early | ☐ Substance use or coping behaviours being worked around |
| ☐ Same people carrying the load | ☐ Employees leaving under the same manager |
| ☐ Heavy reliance on a few key employees | ☐ The same problems resurfacing again and again |

Is this an incident... or a pattern?

What pattern in your operation deserves more attention?

2. BURNOUT — WHERE ARE YOU NOTICING PEOPLE?

THE FADE

Early withdrawal.

- Less participation
- Less conversation
- Stops offering ideas
- Reduced presence
- Pulling away from the team

THE EDGE

Capacity is shrinking.

- Irritability
- Cynicism
- Reduced patience
- Attendance wobbles
- Bigger reactions to smaller problems

THE WALL

The strain is visible.

- Performance decline
- Mistakes
- Isolation
- Visible exhaustion
- Out-of-character behaviour
- Talking about leaving

THE BREAK

The outcome.

- Walkout
- Breakdown
- Disappearance
- Resignation

Reflection

Where do you usually notice someone is struggling? **Fade / Edge / Wall / Break**

Where could you start noticing sooner?

“Silence is not neutral. Silence from someone who used to have a voice is a red flag.”

3. PATTERNS AREN'T ACCUSATIONS

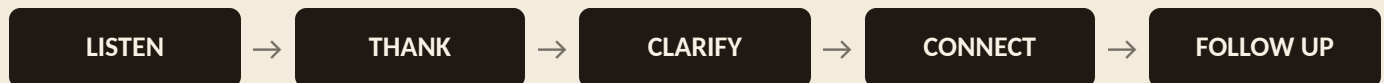
They're invitations to get curious.

A change in behaviour does not tell you why something is happening. It tells you something may be worth noticing.

Look for patterns such as:

- ☐ Repeated callouts
- ☐ Changes in reliability
- ☐ Sudden withdrawal
- ☐ The same coworkers continually covering
- ☐ Changes in performance
- ☐ Noticeable behavioural shifts

If someone tells you they're struggling:



Listen — Give them space before jumping into solutions.

Clarify — What are they asking for? What do they need right now?

Follow Up — Don't let one conversation be the end of the conversation.

Thank — Acknowledge the trust involved in telling you.

Connect — Know what support and resources are available.

You don't need to become their therapist. You need to know what happens next.

4. LEADERSHIP CAPACITY

Being great at the job and being prepared to lead are not the same thing.

Were your managers intentionally taught how to:

- | | |
|---|---|
| ☐ Give feedback | ☐ Train others |
| ☐ Manage conflict | ☐ Delegate |
| ☐ Coach performance | ☐ Recognize when someone is struggling |
| ☐ Have difficult conversations | ☐ Build trust |

Where is there a leadership skill gap you may currently be treating as a staffing or performance problem?

THE 24-HOUR TEST

Could your restaurant function without you — or another key leader — for 24 hours?

Think about:

- | | |
|--|--|
| ☐ Scheduling | ☐ Callouts |
| ☐ Ordering | ☐ Staff conflict |
| ☐ Opening / closing | ☐ Training |
| ☐ Guest complaints | ☐ Operational decisions |

Where is there a single point of failure?

What knowledge, authority or skill currently lives with only one person?

Who could become the second person?

"If every problem flows to the same person, you don't have a leadership structure. You have a bottleneck."

5. YOUR FIRST 90 DAYS

THE 2 — 2 — 2

2 DAYS

Ask:

- How's it going?
- What's confusing?
- What do you need?

2 WEEKS

Ask:

- What's different than you expected?
- What's harder?
- What's better?
- Is there anything we should know?

2 MONTHS

Ask:

- Are you glad you took this job?
- What would make you stay for a year?
- What would make you leave tomorrow?

Reflection

Where could you introduce the 2-2-2 in your operation?

Who needs to own these conversations?

ASK BEFORE YOU HAVE TO GUESS.

6. YOUR \$1,000 INVESTMENT

IF THE ONLY GOAL WAS TO REDUCE YOUR BIGGEST RETENTION RISK...

Where would you invest \$1,000?

TRAINING

- ☐ Proper onboarding sequence
- ☐ Paid trainer time
- ☐ Competency checklists
- ☐ Documenting unwritten rules
- ☐ Cross-training

LEADERSHIP

- ☐ Manager development
- ☐ Coaching or mentorship
- ☐ Protected development time
- ☐ Training in feedback, delegation or difficult conversations
- ☐ Creating real time off

RETENTION

- ☐ Implementing 2-2-2
- ☐ Stay conversations
- ☐ Fixing a recurring scheduling problem
- ☐ Strengthening the first 90 days
- ☐ Meaningful tenure recognition

SUPPORT & RECOVERY

- ☐ Manager training on how to respond to disclosures
- ☐ Clear resource and referral pathways
- ☐ Peer-support or recovery education
- ☐ Private access to support information

CAPACITY

- ☐ Cross-training your single point of failure
- ☐ Documenting systems living in one person's head
- ☐ Adding coverage to a recurring pressure point
- ☐ Giving relief to the people always covering
- ☐ Fixing one broken process consuming manager time

The \$1,000

My \$1,000 would go toward:

Because:

WHAT DOES IT COST YOU
NOT TO?

7. ONE MOVE

You do not need to fix everything.

Choose one thing.

In the next 7 days, I will:

The person I need involved is:

I will know we've made progress when:

FINAL REMINDER

"You can't fix what you can't see."

WE CHOSE THIS.
WHICH MEANS WE CAN CHOOSE
DIFFERENTLY.

LAST CALL

A NOTE FROM KIMBERLY



“

In the heart of hospitality lies a silent struggle. Through my journey, I've witnessed the industry's vibrant chaos and its shadowed corners, where mental health is often a silent casualty. Let's break the silence, embrace vulnerability, and create a culinary world that nourishes not just appetites, but also the minds and souls of those who make it extraordinary.

Kimberly Flear

LET'S TALK.

Want to bring this conversation to your team, or talk through what you're seeing in your own operation? Reach out.

info@lastcallcoaching.com

LAST CALL