



**Targeted Training Tools that Drive Revenue**

## **Sullivan's Laws: Everything I Know I Learned in the Restaurant Business**

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The foodservice industry is the greatest university anyone could attend. Every day, restaurant owners, franchisees and managers earn informal degrees in Psychology, Economics, History, and Business Administration just by showing up and paying attention. Our "professors" include our customers, employees, and vendors. Not only do you get paid for "going to school", but the learning is continuous. Over the last 20 years, I've been taught a lot in this great industry, not only about business, but about life too. Here's 23 lessons I've learned. Hopefully they sound familiar to you, too!

1. All work is teamwork.
2. If you want to be bigger than everyone else, you'd better be better than everyone else, too.
3. Our business is run first for the enjoyment and pleasure of our customers, then for the convenience of the staff or owners.
4. The customer is NOT always right, but IS always the customer and it's all right for the customer to be wrong.
5. A pat on the back is just a few vertebrae up from a kick in the butt.
6. Challenge the process daily: Are we doing the right things and are we doing the right things right?
7. Never practice on the customer. Training is your secret weapon.
8. Be tough on standards, easy on people. What you permit, you promote.
9. Leaders are never "energy-neutral"; you're either giving people energy or draining it from them.
10. The early bird gets the worm, but the second mouse gets the cheese.
11. Overteach. Managers and employees both underlearn and over forget.
12. Unoccupied time passes slower than occupied time. If you have time to lean, you have time to clean.
13. Employees are our first market. Never treat a customer better than you treat an employee.
14. You can have the best product in the world, but if you can't sell it, you've still got it.
15. Good service means never having to ask for anything.



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16. Never order Chicken on a Spit from a waiter who seems to get everything backwards.
17. Use the "*Sullivan Nod*": If servers smile and slowly nod their heads when suggesting chips the customer almost always nods back and says "yes".
18. Of all the people who will never leave you, you're the only one.
19. Recruiting doesn't end when you hire someone. You re-recruit your employees daily.
20. In this business, you can always tell when it's a full moon without ever looking outside.
21. Tools left in the toolbox never built anything.
22. Life is short: Don't sweat the petty things...or pet the sweaty things.
23. The restaurant business is a free circus. All you have to do is pay attention.

**You can get an 11" x 17" poster of these insights and many more called "Sullivan's Laws" as well as manager training DVDs and books exclusively by calling 920.830.3915. Mention iCare and receive a 10% discount.**