Predictive Index Helps Restaurant Operator Terrell Daniel Build and Develop Diverse Team

In 2019 Operator Terrell Daniel felt disconnected from his team, so he found a leadership development coach who helped him better connect with his leaders.

Terrell's coach introduced him to The Predictive Index, a talent optimization platform that utilizes a behavioral assessment. The assessment results show an individual's strengths and "blind spots", and provides several tools individuals can use to enhance or leverage different areas of their personality. After learning about his own results and those of his leadership team, Terrell recognized how much of an impact the assessment could have on the talent strategy at his Chick-fil-A restaurant, in Silver Spring, Maryland.

Opportunity to Rebuild

The assessment results showed Terrell that almost everyone on his leadership team was in the same category, meaning they all had similar strengths and weaknesses. This motivated Terrell to incorporate the assessment into his selection process as a tool for building diverse teams. He knew it would ultimately make his business stronger.

Before Terrell had time to plan his next steps, the COVID-19 pandemic hit, causing Terrell to ask Team Members to opt-out of work. While challenging, this allowed Terrell the opportunity to restructure his teams.

Building and Developing a Diverse Team

How did Terrell use the Predictive Index methodology to build diverse teams? For starters, he went through PI Midlantic's certification course and became an official practitioner of the Predictive Index. With a thorough understanding of the tools and their capabilities at his disposal, he had his remaining Team Members take the assessment. Terrell purchased an annual license, giving him full access to PI experts and unlimited access to the PI software and assessments. Terrell enlisted the help of his Talent Director, who helped motivate and ensure all Team Members completed the assessment and understood its benefit to them and the business.

Terrell then dug into the results of each Team Member, paying close attention to their "blind spots." He says these results helped him avoid putting Team Members in positions where their weaknesses would be heightened, and instead placed them in positions best suited to their strengths. To help build his leadership team, Terrell used the Predictive Index software to view them in quadrants, which showed him how each personality type is represented with respect to communication, decision making, and taking action (see image). More importantly, he used the assessment results to develop his leaders allowing them to better understand their Team Members, and more effectively manage their teams.
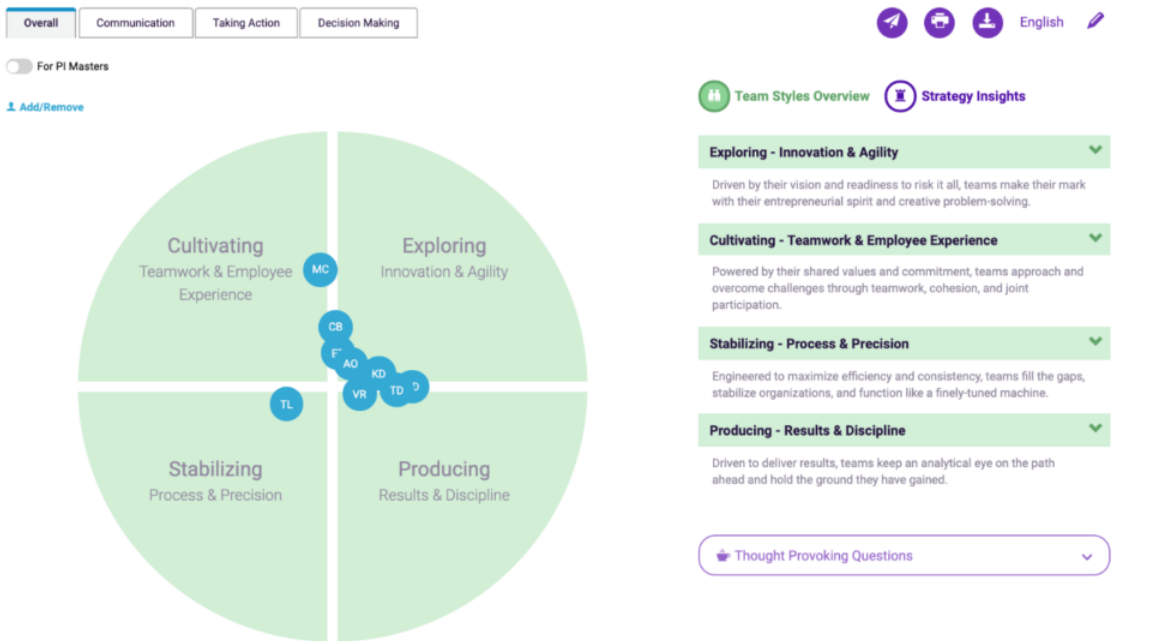
"You can't lead everyone the same manner," said Terrell. "I was trying to lead in a very cookie-cutter approach, wanting everyone to fit into the business the same way. Now I realize I can focus on leveraging their individual strengths and finding a position that allows use of those strengths, which creates happier and more motivated teams."

Using the Assessment to Grow Leadership Pipeline

Additionally, Terrell now uses the Predictive Index Behavioral Assessment to enhance his new Career Acceleration Program (see breakdown), which he started in mid-2020. In this program, Terrell and his Talent Director work one-on-one with participants to understand their strengths. In the year long program, participants complete quarterly rotations between key areas of the business, including front of house, back of house, marketing, human resources and finance. The goal of the program is to help participants learn to leverage their strengths, identify their weaknesses and ultimately gain professional-level experience to launch them into the career of their choosing. Terrell uses the assessments to help determine the role in which a leader will thrive and to help them grow personally and professionally throughout their time in the program.

Chick-fil-A Tech Rd. Silver Spring, Md.
Career Acceleration Program
1 year program

Chick-fil-A Tech Road Silver Spring

Front of House Operations

- Hospitality
- Cash and Coupon Management
- Front Counter Food Safety

Operational Planning & Execution

Back of House Operations

- Inventory management
- Food Handling & Preparation
- Kitchen Food Safety

Talent

- Human Resources Legal Compliance
- Performance Management
  - Job Proficiency Evaluations
  - Recognition
  - Disciplinary System
- Talent Management
  - Differentiated investment in high-performing team members
- Associate Engagement
- Payroll

Marketing

- Creative design
- Internal/External Marketing Campaign Execution
- Social Media Marketing
- Donation/Fundraising Management

General Leadership & Management

- Lead Self, Lead Team, & Lead Others
- Small Business Ownership/Entrepreneurship
- P&L Management
- Process Management & Improvement

Program Outcome: After completion of program, participants should be positioned to pursue careers within Chick-fil-A or desired industry.

Feedback and Impact

Terrell's Team Members and leaders have said they appreciate the proactive and personal way the PI behavioral assessment has shaped the talent system. On top of that, he has seen a 45% increase in revenue by identifying th right people for the right roles.

However, he says its biggest impact has been on himself. Terrell has used the Predictive Index to grow personally and professionally. He has gained greater appreciation and admiration for the differences in others. As a result, he has introduced the assessment to his Operator Team.

"This assessment has really allowed me to slow down and connect with people.," explained Terrell. "I can help people be successful and grow as individuals. It's not only good and impactful for them as people, it's good and impactful for my business, too."