

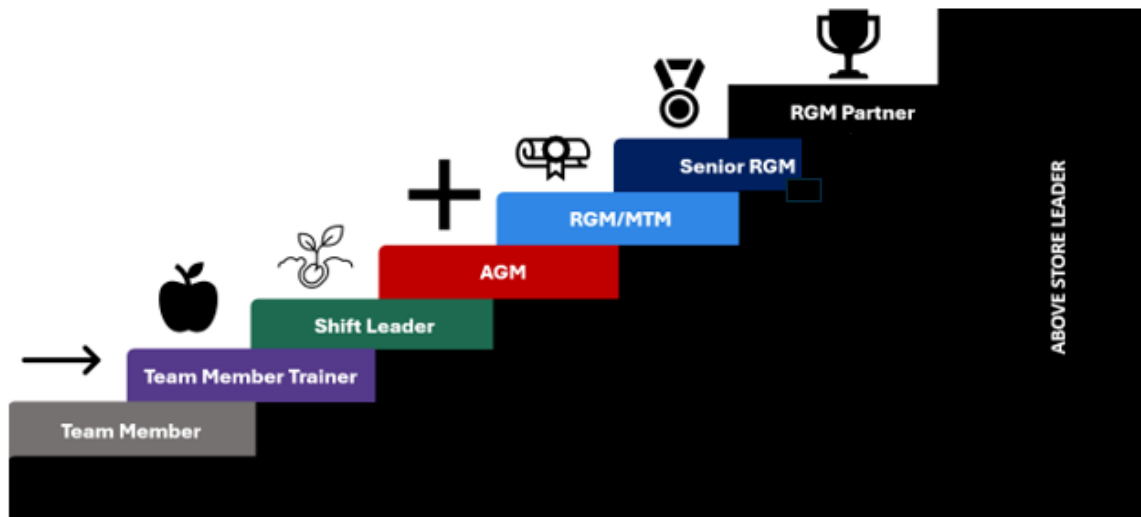
CAREER GROWTH ROADMAP

At MSI, we believe our greatest investment is our people. That's why we're committed to creating opportunities for our team members to learn, grow, and build meaningful careers.

Whether you're joining us as a Team Member or preparing for a multi-unit leadership role, every position is an opportunity to develop new skills, expand your leadership capabilities, and make a greater impact. Career advancement isn't based on tenure. It's earned through strong performance, continuous learning, demonstrating leadership, and living our purpose & values every day.

Use this guide to explore potential career paths available within Field Operations, understand what it takes to prepare for the next level, and partner with your leader to create a plan for your continued growth.

Your journey starts here.



GROW BY: What you can do every day to prepare for your next opportunity.

This section highlights some of the everyday actions & behaviors that help prepare you for your next opportunity. Focus on continuously learning, delivering results, seeking feedback, and demonstrating leadership in your current role.



Completing Required Training



Consistently Delivering Results



Demonstrating Leadership at Every Level



Living Our Values



Participating in Development Opportunities



Seeking Coaching & Feedback

YOUR NEXT STEP STARTS HERE: Every role is an opportunity to prepare for what's next.

At MSI, we believe in promoting from within whenever possible. Whether you're just beginning your career or preparing for a leadership role, every position offers an opportunity to learn, grow, and make an impact. The expectations below provide a roadmap for building the knowledge, skills, & leadership behaviors needed at each level to start preparing for your next opportunity.

Team Member → Team Member Trainer

- ☐ Master your role & learn other BOH/FOH areas, stations, etc.
- ☐ Demonstrate reliable attendance and punctuality.
- ☐ Deliver exceptional guest service.
- ☐ Support & encourage your teammates.
- ☐ Live our company values every day.
- ☐ Show a willingness to train and coach others

Development Opportunity Recommendations: Cross-training, eLearning, etc.

Team Member Trainer → Shift Leader

- ☐ Consistently coach and develop new team members.
- ☐ Lead by example during every shift.
- ☐ Communicate effectively with the team.
- ☐ Demonstrate strong food safety and operational knowledge.
- ☐ Help solve problems and support smooth shift execution.
- ☐ Earn the trust and respect of your peers and leaders.

Development Opportunity Examples: Shift Leader training, coaching practice, food safety certification, etc.

Shift Leader → Assistant General Manager

- ☐ Successfully lead shifts that meet operational goals.
- ☐ Coach and hold team members accountable.
- ☐ Assist with scheduling, inventory, and cash management.
- ☐ Build confidence in handling guest concerns.
- ☐ Demonstrate sound decision-making under pressure.
- ☐ Help develop future shift leaders and trainers.

Development Opportunity Examples: Build financial acumen, scheduling, labor management, interviewing, & other skills.

Assistant General Manager → Restaurant General Manager

- ☐ Lead restaurant operations with minimal supervision.
- ☐ Develop, coach, and retain high-performing teams
- ☐ Drive sales, profitability, and operational excellence.
- ☐ Build effective schedules and manage labor responsibly.
- ☐ Develop & demonstrate business & financial acumen.
- ☐ Foster a positive, engaging restaurant culture - be a culture builder.

Development Opportunity Examples: Take leadership courses, find a mentor, understand business planning, etc.

Restaurant General Manager → Sr. Restaurant General Manager

- ☐ Consistently exceed operational and financial expectations.
- ☐ Develop a strong leadership bench for your restaurant.
- ☐ Demonstrate sustained excellence in people, operations, and culture.
- ☐ Share best practices and support your RGM peers.
- ☐ Lead change with a positive, solutions-focused mindset.
- ☐ Serve as a role model for other restaurant leaders.

Development Opportunity Examples: Seek multi-unit exposure, mentor other RGMs, request stretch assignments, etc.

Sr. Restaurant General Manager → Area Coach

- ☐ Consistently deliver exceptional business, operational, & people results across your restaurant.
- ☐ Develop high-performing Restaurant General Managers, Assistant General Managers, and future leaders.
- ☐ Demonstrate the ability to coach, influence, and support leaders beyond your own restaurant.
- ☐ Think strategically and make decisions that support market and company objectives.
- ☐ Partner effectively with Area Coaches and support teams to drive operational excellence.
- ☐ Lead change, solve complex challenges, and inspire others through servant leadership.

Development Opportunity Examples: Become an RGM Partner, mentor new RGMs, request opportunities to support multiple restaurants, strengthen financial & strategic acumen.

Area Coach → Sr. Area Coach

- ☐ Consistently achieve multi-unit operational and financial goals.
- ☐ Develop other RGMs to achieve consistent operational excellence.
- ☐ Lead complex business initiatives and organizational change.
- ☐ Strengthen cross-functional partnerships across the business.
- ☐ Share expertise and mentor other operational leaders.
- ☐ Demonstrate strategic leadership and organizational influence.

Sr. Area Coach → Director, Operations

- ☐ Develop and execute operational strategies that drive long-term success.
- ☐ Lead, coach, and develop Area Coaches into exceptional leaders.
- ☐ Influence business decisions through data and operational insights.
- ☐ Partner effectively with senior Operations leadership and support teams.
- ☐ Champion innovation, continuous improvement, and organizational growth.
- ☐ Build a culture of accountability, engagement, and leadership excellence.

EXPAND YOUR LEADERSHIP IMPACT:

Growing your career isn't always about earning a new title. As a Restaurant General Manager, you have opportunities to expand your leadership, influence, and impact while preparing for future operational leadership roles.

Become a Market Training Manager: Help Develop Tomorrow's Leaders

Market Training Managers (MTM) are experienced Restaurant General Managers who serve as operational experts and coaches. They partner with Operations leadership to support the training, onboarding, and development of new Restaurant General Managers and restaurant leadership teams, helping ensure operational consistency and leadership excellence across the market.

Through this opportunity, you'll:

- Coach and develop future restaurant leaders.
- Strengthen your coaching and communication skills.
- Share operational best practices across multiple restaurants.
- Expand your leadership influence beyond your own restaurant.
- Partner with Area Coaches to support leadership development initiatives.
- Gain valuable experience preparing for future multi-unit leadership opportunities.

How to Prepare:

- Consistently achieve strong business results.
- Build and develop exceptional restaurant leaders.
- Demonstrate operational excellence.
- Become recognized as a trusted coach and role model.
- Express your interest to your Area Coach.

Please note: Becoming an MTM requires certification by the Training department.

Become an RGM Partner: Prepare for Future Multi-Unit Leadership or another Expanded Role

The RGM Partner Program is a selective leadership development experience designed for high-performing Restaurant General Managers who aspire to expand their leadership capabilities and prepare for future operational leadership opportunities.

As an RGM Partner, you'll:

- Participate in executive-led leadership development.

- Receive mentorship from senior & executive operational leaders.
- Strengthen strategic thinking & business acumen.
- Complete leadership projects with an opportunity to have organizational impact.
- Collaborate with high-performing peers from across the organization.
- Build the skills and confidence needed for future opportunities.

How to Prepare:

- Consistently deliver outstanding operational and people results.
- Demonstrate leadership beyond your own restaurant.
- Invest in continuous learning and development.
- Build strong leadership benches within your restaurant.
- Apply during the annual RGM Partner selection process.

Career growth isn't measured only by promotions. Some of the most valuable opportunities come from expanding your influence, developing others, and gaining experiences that prepare you for future leadership.

DEVELOP THROUGH: Examples of learning experiences & resources that support your growth.

We invest in your success by providing tools, programs, and experiences designed to support your growth. Take advantage of these resources to build your skills, expand your knowledge, and prepare for future opportunities.

Your Development Tools:

eLearning System
 Cross-Training
 Leadership Courses
 Market Training Manager Certification

 RGM Partner Program
 Seek a Mentor
 Initiate a Career Conversation

Their Purpose:

Complete required & recommended training
 Build additional skills
 Develop leadership capabilities
 Develop coaching skills while supporting the training of future restaurant leaders
 Accelerate leadership development & prepare for future leadership opportunities.
 Learn from experienced leaders
 Discuss goals and next steps for your career

DEMONSTRATE READINESS: The qualities & results leaders look for when considering promotions

Promotions aren't based on tenure, they're earned through performance, leadership, and overall readiness. Leaders look for team members who *consistently* demonstrate the skills, behaviors, & commitment needed to succeed at the next level. They look for individuals that:

- Deliver strong business results
- Live our values daily
- Develop others
- Take ownership & accountability
- Demonstrate readiness for the next level

START WITH A “CAREER CONVERSATION”: Partner with your leader to create a development plan to achieve your career goals.

Career growth begins with a conversation. Your leader is your partner in your development. Regularly connect with them for a “career conversation”. Use this time to discuss your career goals, identify development opportunities, create a plan to help you achieve your next milestone, and celebrate your progress.

Start by talking with your:

- Restaurant General Manager (RGM)
- Area Coach (AC)
- Director, Operations (DO)
- VP, Operations (VP)

Ask about:

- An Individual Development Plan
- Required & Recommended Trainings/Certifications
- Leadership Opportunities
- Current Open Positions

YOUR FUTURE STARTS TODAY:

Every successful career begins with a single step. No matter where you are in your career journey, there are opportunities to learn, grow, and make a meaningful impact.

Take ownership of your development, seek feedback, embrace new challenges, and partner with your leader to build a plan for your future. We're committed to providing the support, resources, and opportunities you need to succeed.

Your next step starts here. Your future starts today.