

GP HOSPITALITY PARTNERS

# CULTURE PULSE ASSESSMENT

The Ride or Die Leadership Circle · Quarterly Review

<b>Manager Name</b> _____ _____	<b>Location</b> _____ _____	<b>Quarter / Date</b> _____ _____
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## HOW TO USE THIS ASSESSMENT

This is a side-by-side conversation tool — not a performance review. The manager completes their self-assessment first, independently, before seeing the owner's scores. Then you sit down together and compare.

The goal is not agreement. The goal is the conversation that happens when you disagree. A gap of 2 or more points on any item is where your most important coaching work lives.

### GREG'S NOTE

*Don't rush this. Block 60-90 minutes for the debrief conversation. The assessment itself takes 15-20 minutes. The conversation is where the growth happens. Ask the manager to talk through their highest and lowest scores before you share yours — you will learn more from their reasoning than from their number.*

## SCORING SCALE

<b>1</b> Never	<b>2</b> Rarely	<b>3</b> Sometimes	<b>4</b> Usually	<b>5</b> Always	Score each item 1-5. A gap of 2 or more between Manager and Owner scores is a conversation starter — not a verdict.
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**SECTION 1 — LIVE THE MISSION**

Does this manager actively carry and reinforce the culture — or are they a bystander to it?

**1. Our team can articulate the mission — not just recite it. They use it to make decisions.**  
*Live the Mission*

<b>Manager Score:</b> ____ / 5	<b>Owner Score:</b> ____ / 5
<i>Evidence / Reflection:</i>	

**2. I hold pre-shift huddles that connect the team to our values before every shift.**  
*Live the Mission*

<b>Manager Score:</b> ____ / 5	<b>Owner Score:</b> ____ / 5
<i>Evidence / Reflection:</i>	

**3. When standards slip, I address it immediately and specifically — not generally.**  
*Live the Mission*

<b>Manager Score:</b> ____ / 5	<b>Owner Score:</b> ____ / 5
<i>Evidence / Reflection:</i>	

**4. I can point to a specific example from this quarter where a team member acted on our values without being told to.**  
*Live the Mission*

<b>Manager Score:</b> ____ / 5	<b>Owner Score:</b> ____ / 5
<i>Evidence / Reflection:</i>	

**5. The culture in my location is consistent whether I am present or not.**  
*Live the Mission*

<b>Manager Score:</b> ____ / 5	<b>Owner Score:</b> ____ / 5
<i>Evidence / Reflection:</i>	

<b>SECTION 1 SUBTOTAL (max 25)</b>	<b>Manager:</b> ____ / 25	<b>Owner:</b> ____ / 25
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**SECTION 2 — ATTRACT & TRAIN FOR LOYALTY**

Is this manager building a team worth keeping — or constantly starting over?

**6. My hiring process filters for values alignment — not just availability.**  
*Attract & Train for Loyalty*

<b>Manager Score:</b> ____ / 5	<b>Owner Score:</b> ____ / 5
Evidence / Reflection:	

**7. New team members are onboarded to our culture, not just our procedures.**  
*Attract & Train for Loyalty*

<b>Manager Score:</b> ____ / 5	<b>Owner Score:</b> ____ / 5
Evidence / Reflection:	

**8. I know the unique strengths and motivations of each person on my team.**  
*Attract & Train for Loyalty*

<b>Manager Score:</b> ____ / 5	<b>Owner Score:</b> ____ / 5
Evidence / Reflection:	

**9. Team members who are struggling get coaching conversations — not just write-ups.**  
*Attract & Train for Loyalty*

<b>Manager Score:</b> ____ / 5	<b>Owner Score:</b> ____ / 5
Evidence / Reflection:	

**10. My team has a low regrettable turnover rate — the people I want to keep are staying.**  
*Attract & Train for Loyalty*

<b>Manager Score:</b> ____ / 5	<b>Owner Score:</b> ____ / 5
Evidence / Reflection:	

<b>SECTION 2 SUBTOTAL (max 25)</b>	<b>Manager:</b> ____ / 25	<b>Owner:</b> ____ / 25
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**SECTION 3 — LEADERS NOT BABYSITTERS**

Is this manager developing leaders beneath them — or creating dependency?

**11. My managers make decisions when I am not present — and make good ones.**  
*Leaders Not Babysitters*

<b>Manager Score:</b> ____ / 5	<b>Owner Score:</b> ____ / 5
Evidence / Reflection:	

**12. I delegate real responsibility — not just tasks — and I hold people accountable for outcomes.**  
*Leaders Not Babysitters*

<b>Manager Score:</b> ____ / 5	<b>Owner Score:</b> ____ / 5
Evidence / Reflection:	

**13. I have identified at least one person on my team who is ready for more responsibility.**  
*Leaders Not Babysitters*

<b>Manager Score:</b> ____ / 5	<b>Owner Score:</b> ____ / 5
Evidence / Reflection:	

**14. I coach with curiosity — I ask questions before giving answers.**  
*Leaders Not Babysitters*

<b>Manager Score:</b> ____ / 5	<b>Owner Score:</b> ____ / 5
Evidence / Reflection:	

**15. My team is getting better without me being the reason.**  
*Leaders Not Babysitters*

<b>Manager Score:</b> ____ / 5	<b>Owner Score:</b> ____ / 5
Evidence / Reflection:	

<b>SECTION 3 SUBTOTAL (max 25)</b>	<b>Manager:</b> ____ / 25	<b>Owner:</b> ____ / 25
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# OVERALL SCOREBOARD

Transfer section subtotals and calculate the overall score.

SECTION	MANAGER SCORE	OWNER SCORE
Section 1 — Live the Mission	___ / 25	___ / 25
Section 2 — Attract & Train for Loyalty	___ / 25	___ / 25
Section 3 — Leaders Not Babysitters	___ / 25	___ / 25
<b>OVERALL TOTAL</b>	___ / 75	___ / 75

## SCORE INTERPRETATION

<b>60 - 75</b>	Strong — This manager is operating with ownership thinking. Identify what's working and protect it. Look for one stretch opportunity.
<b>45 - 59</b>	Developing — Real strengths exist alongside clear gaps. Use the low-scoring items to build a focused development plan for next quarter.
<b>30 - 44</b>	Needs Work — Foundational habits are inconsistent. Get specific about 2-3 priority behaviors and set a 30-day check-in.
<b>Below 30</b>	Critical — Have a direct conversation. Assess whether this is a skill gap (trainable) or a will gap (not trainable). Act accordingly.

## DEBRIEF CONVERSATION GUIDE

Use these questions to open the conversation — not close it. Let the manager talk first.

1. Where did you score yourself highest? What's driving that?

2. Where did you score yourself lowest? What do you think is getting in the way?

3. Were there any questions that were hard to answer? Why?

4. What is one thing you want to work on before the next assessment?

5. What do you need from me to make that happen?

DEVELOPMENT COMMITMENTS — NEXT QUARTER

<b>Agreed focus areas and actions before the next quarterly assessment.</b>	
Focus area 1:	
Specific action or behavior change:	
How we will measure progress:	
Focus area 2:	
Specific action or behavior change:	
How we will measure progress:	
Manager signature: _____	Date: _____
Owner signature: _____	Date: _____

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