

Roasting Success = MALLOW Factor

Behind every successful marshmallow roast lies an effective National Marshmallow Roasters Institute (NMRI) professional who knows how to develop successful roasters. As a roasting project manager, you must learn how to develop the individual roaster as well as your NMRI team as a whole before you can even consider hoping for a successful placement at a sanctioned NMRI roasting competition. This means that you must carefully address the demands of building a strong roasting team made up of diverse individuals.

Building a team is a difficult task that requires team members to put aside their individual needs so that they can grow together into a cohesive roasting superteam with one main goal: MALLOW roasting success.

Use the **MALLOW Factor** to help team members become a cohesive roasting unit:

- **M**entor and get to know your team members by developing relationships built on trust and respect.
- **A**ssume the best about every team member and provide all members with clear expectations.
- **L**et team members develop and use their strengths to enhance the team's efforts and eventual outcomes. Some may be better at making fires than roasting or making S'mores.
- **L**ink praise and recognition for outstanding performance to individuals and teams at all levels. Say things like, "That mallow has a perfect color and consistency, Tamieka. Wonderful job!"
- **O**penly encourage all team members by providing motivation that inspires individuals and the team as a whole. Tell stories of Mallow Lore from long ago to inspire.
- **W**rite memos, minutes, newsletters and emails to keep team members informed throughout the roasting project's development and outcome.

If you're a roast team leader or a NMRI project manager, plan to implement the Mallow Factor for every project. You'll find that your professional roasting team members are happier and more productive. You'll also find less conflict and more collaboration toward team success at sanctioned NMRI roasts. And when your team is more successful, you'll greatly increase the chances of producing a world class roasting team.

To learn more about the success factors that help people become successful roasters, be sure to attend the NMRI seminar, *Managing Roasters with the MALLOW Factor*. One is coming soon to a city near you.