



✦ **MUKTI** ✦  
RESTAURANT & BAR

**CULTURE**  
**MANUAL**

2025

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**WELCOME TO**

✦ **MUKTI** ✦  
RESTAURANT & BAR

*Hello!*

AT MUKTI HUA HIN, WE HAVE CHOSEN TO CREATE THESE GUIDING PRINCIPLES TO ANCHOR EVERYTHING WE DO – OUR VISION, OUR MISSION, AND THE BEHAVIOURS THAT DEFINE WHO WE ARE.

THESE PRINCIPLES ARE NOT JUST A TRAINING DOCUMENT OR AN INTERNAL MANUAL. THEY ARE A LIVING REFERENCE, SOMETHING WE RETURN TO AGAIN AND AGAIN TO HELP US MAKE BETTER DECISIONS BASED ON WHAT WE KNOW TRULY WORKS.

OVER THE YEARS, WE'VE GROWN THROUGH CHALLENGES, SUCCESSES, AND MISTAKES. EVERY SERVICE, EVERY GUEST, AND EVERY EXPERIENCE HAS TAUGHT US SOMETHING – ABOUT HOSPITALITY, TEAMWORK, AND THE KIND OF RESTAURANT WE WANT MUKTI TO BE.

THESE PRINCIPLES REPRESENT THAT LEARNING.  
THEY WILL CONTINUE TO EVOLVE AS WE DO.

AS OUR TEAM GROWS, AS OUR STANDARDS RISE, AND AS WE REFINES WHAT MUKTI HOSPITALITY MEANS, THIS GUIDE WILL GROW WITH US.

IT EXISTS SO THAT EVERYONE ON OUR TEAM – PRESENT AND FUTURE – CAN STAY ALIGNED, GROUNDED, AND CLEAR ABOUT

OUR PURPOSE IS TO CREATE A RESTAURANT WHERE PEOPLE FEEL CARED FOR, WELCOMED, AND PROUD TO RETURN – EVERY SINGLE TIME.

THIS IS OUR SHARED REFERENCE, OUR COMPASS, AND OUR COMMITMENT TO DOING THINGS THE RIGHT WAY, ONE DAY AND ONE GUEST AT A TIME.

# HOW ALL OF THIS STARTED

MUKTI HUA HIN BEGAN THE WAY MOST DREAMS DO — WITH A SIMPLE QUESTION:

“WHAT IF WE BUILT A RESTAURANT OF OUR OWN?”

THE IDEA WASN'T DRAMATIC OR GLAMOROUS. WE JUST WANTED A PLACE WHERE WE COULD COOK HONESTLY, TAKE CARE OF OUR GUESTS, AND ENJOY THE WORK WE WERE DOING.

A PLACE BUILT FROM OUR FRUSTRATIONS OF WORKING FOR OTHERS, AND FROM OUR DESIRE TO CHANGE HOW THINGS WERE DONE IN THE FOOD AND BEVERAGE WORLD AROUND US.

WE BELIEVED IT WAS POSSIBLE.

WE STILL DO.

FROM THE BEGINNING, WE NEVER IMAGINED ANYTHING BIGGER THAN ONE RESTAURANT, AND NO FURTHER THAN ONE SERVICE AT A TIME. OUR FOCUS WAS NEVER ON SCALE — IT WAS ON DOING THE WORK IN FRONT OF US.

DOING IT WELL & IMPROVING DAY AFTER DAY. THOSE EARLY STAGES WEREN'T EASY. WE HAD NO LARGE TEAM, NO INVESTORS, NO DEPARTMENT HEADS DEALING WITH PAYROLL, CONTRACTS, OR FINANCES.

OUR HOME WAS OUR OFFICE.

EVERY DECISION, EVERY PROBLEM, EVERY RISK — IT WAS ALL ON US. FINANCING WAS DIFFICULT. IF THE MONEY RAN OUT, IT RAN OUT.

DOING IT WELL & IMPROVING DAY AFTER DAY. THOSE EARLY STAGES WEREN'T EASY. WE HAD NO LARGE TEAM, NO INVESTORS, NO DEPARTMENT HEADS DEALING WITH PAYROLL, CONTRACTS, OR FINANCES.

OUR HOME WAS OUR OFFICE.

EVERY DECISION, EVERY PROBLEM, EVERY RISK — IT WAS ALL ON US.

FINANCING WAS DIFFICULT. IF THE MONEY RAN OUT, IT RAN OUT.

THERE WERE DAYS WHERE ONLY A FEW TABLES WALKED IN.

NIGHTS WHEN WE QUESTIONED EVERYTHING — OUR CHOICES, OUR ABILITIES, OUR DIRECTION. BUT WE REMINDED OURSELVES OF ONE PROMISE:

“JUST LOOK AFTER THE GUEST IN FRONT OF YOU.”

IF WE COULD DO THAT, WE COULDN'T FAIL.

SO WE FOCUSED ON TODAY. ON DOING THE BEST WORK THAT COULD BE DONE.

ON LEARNING HOW TO DO THAT SAME JOB BETTER TOMORROW.

IMPROVING 1% AT A TIME. IN THE BEGINNING, WE WERE MORE LIKE A FAMILY THAN A FORMAL TEAM — A SMALL GROUP OF PEOPLE WITH SHARED BELIEFS, WANTING TO BUILD SOMETHING MEANINGFUL TOGETHER. DESPITE THE CHALLENGES, THE DOUBTS, AND THE SLOW DAYS, WE KEPT GOING.

WE BELIEVED THAT IF WE MADE THE BEST RESTAURANT WE COULD MAKE, THE REST WOULD FOLLOW. AND THAT BELIEF BECAME MUKTI HUA HIN — A PLACE PEOPLE DESCRIBE AS WELCOMING, WARM, AND COMFORTING. A PLACE WHERE NOTHING MATTERS MORE THAN THE EXPERIENCE OF EACH GUEST.

A PLACE BUILT ON SINCERITY, CRAFT, AND THE JOY OF SERVING OTHERS. WE AIM FOR EXCELLENCE, FOR DELIGHT, AND FOR MOMENTS THAT STAY WITH OUR GUESTS LONG AFTER THEY LEAVE.

THE REST IS A STORY WE ARE STILL WRITING —

ONE GUEST AT A TIME, ONE SERVICE AT A TIME.



## THE HISTORY

# WHY **MUKTI** HUA HIN?

THE NAME MUKTI CARRIES MORE WEIGHT THAN IT SEEMS AT FIRST GLANCE.  
BEFORE WE OPENED OUR DOORS IN HUA HIN, WE SPENT YEARS WORKING IN  
KITCHENS AND RESTAURANTS THAT DIDN'T GIVE US THE FREEDOM TO CREATE,  
QUESTION, OR IMPROVE. WE OFTEN HAD IDEAS WE BELIEVED IN – BETTER WAYS TO  
COOK, BETTER WAYS TO TREAT GUESTS, BETTER WAYS TO RUN A TEAM – BUT THOSE  
IDEAS WERE RARELY WELCOMED.

MORE OFTEN THAN NOT, PUSHING FOR QUALITY, HONESTY, AND IMPROVEMENT  
MADE US THE “DIFFICULT ONES.”

THE ONES WHO ASKED TOO MANY QUESTIONS.  
THE ONES WHO WANTED TO DO THINGS DIFFERENTLY.

WE WEREN'T REBELLIOUS – WE JUST CARED.

BUT IN ENVIRONMENTS DRIVEN BY HIERARCHY, SHORTCUTS, AND ROUTINE, THAT  
CARE WAS SOMETIMES MISUNDERSTOOD.

THAT FRUSTRATION BECAME OUR FUEL.

WE WANTED A PLACE WHERE WE COULD WORK WITH PURPOSE.  
WHERE IDEAS MATTERED MORE THAN TITLES.  
WHERE THE ONLY RULE WAS TO DO THINGS PROPERLY – WITHOUT COMPROMISE.  
WHERE PASSION, SKILL, AND SINCERITY COULD ACTUALLY SHAPE THE EXPERIENCE.  
THAT IS HOW MUKTI WAS BORN.

MUKTI, MEANING FREEDOM OR RELEASE, REPRESENTS EXACTLY WHAT WE WERE  
SEARCHING FOR:

THE FREEDOM TO COOK THE WAY WE BELIEVE FOOD SHOULD BE COOKED,  
THE FREEDOM TO TREAT GUESTS THE WAY HOSPITALITY SHOULD FEEL,  
THE FREEDOM TO BUILD A CULTURE THAT VALUES PEOPLE OVER POSITIONS.

AT MUKTI HUA HIN, WE DON'T RELY ON COMPLICATED HIERARCHIES OR RIGID  
SYSTEMS.

WE RELY ON EACH OTHER.

OUR STRENGTH IS OUR TEAM.  
OUR CREATIVITY IS OUR COMPASS.  
OUR VALUES ARE THE RULES WE CHOOSE FOR OURSELVES.

WE OPERATE DIFFERENTLY BECAUSE WE BELIEVE DIFFERENTLY –  
AND MUKTI EXISTS BECAUSE WE FINALLY CHOSE TO BUILD A RESTAURANT THAT  
GIVES US THE FREEDOM TO DO THINGS THE RIGHT WAY.

THIS IS WHO WE ARE.

THIS IS OUR MUKTI.



# WHAT KIND OF ORGANIZATION ARE WE

WHEN WE ASKED OURSELVES WHAT KIND OF ORGANISATION MUKTI IS,  
MANY QUESTIONS NATURALLY CAME UP.

AND WE REALISED THERE WASN'T A SINGLE RIGHT OR WRONG ANSWER...

SO PERHAPS IT'S EASIER TO BEGIN WITH WHAT KIND OF ORGANISATION  
*WE ARE NOT.*

# WHAT KIND OF ORGANIZATION ARE WE?

## WHAT WE ARE NOT...

### 01 STILL

WE ARE NOT AN ORGANISATION THAT  
FEARS CHANGE OR EVOLUTION.

AS MUKTI GROWS, WE KNOW THERE WILL  
BE MOMENTS WHERE WE BREAK,  
REBUILD, AND RESHAPE OURSELVES  
AGAIN.

WE UNDERSTAND THAT THE HABITS,  
SYSTEMS, AND DECISIONS THAT  
BROUGHT US THIS FAR

MAY NOT BE THE SAME ONES THAT  
CARRY US INTO OUR NEXT CHAPTER.

AND WE ACCEPT THAT – EVEN WELCOME  
IT – BECAUSE GROWTH REQUIRES  
REINVENTION.

### 02 BLAMEFUL

AT MUKTI, WE DO NOT BELIEVE IN A  
CULTURE OF BLAME OR FINGER-  
POINTING.

DO WE ALWAYS GET THIS RIGHT?  
NO – WE ARE HUMAN.  
BUT WE ARE ACTIVELY WORKING TO  
BUILD A TEAM WHERE PEOPLE FEEL SAFE  
TO ADMIT MISTAKES, TALK ABOUT THEM  
OPENLY, AND LEARN FROM THEM  
TOGETHER.

WE WANT A CULTURE WHERE  
REFLECTION MATTERS MORE THAN  
CRITICISM AND WHERE MISTAKES ARE  
TREATED AS MOMENTS FOR GROWTH –  
NOT WEAPONS.

SO THE NEXT TIME ANY OF US IS  
BLAMED FOR SOMETHING WE DID  
WRONG, LET IT BE A REMINDER OF WHO  
WE CHOOSE TO BE:

A TEAM THAT DOES NOT SINGLE OUT  
INDIVIDUALS, BUT STANDS TOGETHER,  
LEARNS TOGETHER, AND MOVES  
FORWARD TOGETHER.

### 03 CLOSED

OPENING UP ALLOWS US TO BE ON THE  
SAME PAGE. IT GOES BOTH WAYS, WE  
WANT TO LET YOU KNOW - ALTHOUGH  
WE DO NOT ALWAYS MAKE THE RIGHT  
DECISIONS WE TRULY TRY TO MAKE THE  
BEST DECISIONS WE CAN MAKE  
CONTINUOUSLY.

DO WE ALWAYS SUCCEED?

WE DON'T. BUT WE CAN PROMISE WE  
MAKE. DECISIONS TO THE BEST OF OUR  
KNOWLEDGE. FEEDBACK TO US IS VERY  
IMPORTANT AND WHEN SOMEONE  
BELIEVES A DECISION COULD BE MADE  
BETTER, IT WILL DO NOTHING BUT GOOD  
FOR THE TEAM TO EXPRESS THEIR  
BELIEFS.

### 04 PERFECT

AT MUKTI, OUR GOAL ISN'T TO BE  
PERFECT.

IT'S TO STAY CURIOUS, HONEST, AND  
PERFECTLY IMPERFECT.

GROWTH BRINGS CHALLENGES, AND WE  
DON'T SHY AWAY FROM THEM. IF  
ANYTHING, WE WELCOME THEM.

EVERY NEW OBSTACLE IS AN  
OPPORTUNITY TO LEARN, REFINE, AND  
EVOLVE.  
AND WE ARE GENUINELY EXCITED BY  
THAT PROCESS.

~~—STILL—~~

~~—PERFECT—~~

~~—BLAMEFUL—~~

~~—CLOSED—~~

# WHAT KIND OF ORGANIZATION ARE WE?

## WHAT WE WANT TO BE?

### 01 HONEST & TRANSPARENT

HONESTY ISN'T ALWAYS COMFORTABLE, BUT IT IS ESSENTIAL IF WE WANT TO GROW AND IMPROVE. WHEN WE SPEAK UP, WE MUST FIRST ASK OURSELVES:

**IS IT TRUE? IS IT NECESSARY? IS IT KIND?**

THESE QUESTIONS GUIDE HOW WE COMMUNICATE WITH EACH OTHER.

AT MUKTI, WE STRIVE TO BE AN OPEN ORGANISATION. INFORMATION SHOULD FLOW FREELY SO EVERYONE UNDERSTANDS WHERE WE ARE, WHERE WE'RE GOING, AND HOW WE PLAN TO GET THERE.

BEING TRANSPARENT MEANS MAKING SURE OUR TEAM HAS THE RIGHT INFORMATION AT THE RIGHT TIME – NOT HIDDEN, NOT RESTRICTED, NOT UNCLEAR.

OUR AIM IS TO SHARE AS MUCH AS WE RESPONSIBLY CAN, SO THAT EVERY MEMBER OF OUR TEAM CAN MAKE BETTER DECISIONS, STAY ALIGNED WITH OUR DIRECTION, AND MOVE FORWARD TOGETHER WITH CLARITY.

### 02 SAFE

**TO ENCOURAGE OPEN COMMUNICATION AT MUKTI, EVERY INDIVIDUAL MUST FEEL SAFE WITHIN THE TEAM.**

EVERYONE SHOULD FEEL EMPOWERED TO EXPRESS THEMSELVES IN AN ENVIRONMENT BUILT ON TRUST.

ONLY WHEN WE CREATE THIS KIND OF SPACE CAN WE BRING OUT THE VERY BEST IN OUR PEOPLE.

AND FIRST, ALWAYS – LISTEN.

### 03 ATTENTIVE

**PAY ATTENTION TO THE SMALL DETAILS.**

SIMPLE GESTURES OF APPRECIATION CAN MAKE A BIG DIFFERENCE.

NEVER FORGET TO THANK YOUR TEAM FOR THEIR EFFORT AND ALWAYS CHOOSE KINDNESS IN THE WORDS YOU SHARE.

### 04 INNOVATIVE

**AT MUKTI, WE WANT TO CONTINUOUSLY BRING IN NEW IDEAS –**

CELEBRATING ORIGINALITY, CREATIVITY, AND THE COURAGE TO THINK DIFFERENTLY.

INNOVATION KEEPS US EVOLVING, WHETHER IT'S A NEW DISH, A NEW SYSTEM, OR A NEW WAY OF IMPROVING THE GUEST EXPERIENCE.

WE BELIEVE FRESH THINKING IS WHAT KEEPS US GROWING.

HONEST & TRANSPARENT

SAFE

ATTENTIVE

INNOVATIVE

## OUR MISSION



TO DELIVER EXTRAORDINARY  
MEMORABLE EXPERIENCES.



## OUR VISION



"TO SPREAD SMILES AROUND THE  
WORLD BY DELIVERING AN EXTREMELY  
GUEST-FOCUSED EXPERIENCE,

COMPLEMENTED BY INNOVATION,  
FRESH NEW CONCEPTS AND LED BY  
THE BEST EXECUTION WE CAN  
DELIVER."

# OUR MISSION AND VISION

## 01 HOW WE DO IT?

BY PUTTING OUR TEAM FIRST, WE AIM TO BUILD A LEARNING ENVIRONMENT WHERE EVERYONE CAN GROW, THRIVE, AND FEEL SUPPORTED.

SHAPING A BRIGHT FUTURE FOR OUR PEOPLE.

## 02 WHAT DO WE DO?

WE COMMIT TO DELIVERING GOOD FOOD, WARM SERVICE, AND GENUINE VALUE.

THESE THREE ELEMENTS MUST BE PRESENT IN EVERY EXPERIENCE WE OFFER AT MUKTI.

## 03 WHAT DOES SUCCESS LOOK LIKE?

SUCCESS IS CONTINUOUS LEARNING AND IMPROVEMENT, 1% AT A TIME.

ARE WE A BETTER VERSION OF OURSELVES THAN YESTERDAY?

IF THE ANSWER IS YES, WE ARE PROBABLY ON A GOOD TRACK.

WE WANT TO BE YOUR EVERYDAY RESTAURANT, AFFORDABLE, UNCOMPLICATED, FUN AND EASY TO UNDERSTAND.



# BEHAVIOURAL VALUES



OUR BEHAVIOURAL VALUES ARE THE SHARED BELIEFS THAT GUIDE MUKTI HUA HIN. HELPING US CREATE BALANCE, CLARITY, AND HARMONY IN HOW WE WORK TOGETHER.

## 01 TEAMWORK

AT MUKTI HUA HIN, WE ARE A TEAM – A GROUP OF INDIVIDUALS WORKING TOGETHER TO ACHIEVE THE HIGHEST LEVEL OF EXCELLENCE IN EVERYTHING WE DO, INCLUDING THE MOMENTS WHEN WE FAIL.

WE BELIEVE IN A **CAN-DO** MINDSET.

WE BELIEVE IN A GIVING CULTURE – ONE WHERE WE SUPPORT EACH OTHER WITHOUT EXPECTING ANYTHING IN RETURN.

AT EVERY MOMENT, WE PRIORITISE THE WELL-BEING OF THE TEAM OVER THE INDIVIDUAL.

A RESTAURANT BECOMES THE PEOPLE IT CHOOSES, NOT THE PLANS IT WRITES.

## 02 BE NICE

IF WE ARE TO BUILD THE BEST HOSPITALITY ORGANIZATION WE CAN IMAGINE; THEN THE HOSPITALITY MUST START AT HOME WITH THE PEOPLE YOU ARE SURROUNDED BY.

NEVER COMPROMISE YOUR MORALS UNDER CHALLENGING SITUATIONS, AND DON'T LISTEN TO THAT DEVIL ON YOUR SHOULDER.

**"WE MUST BE GOOD EVEN WHEN NO ONE IS LOOKING"**

ENSURE YOU WILL BE KIND AND CONSIDERATE.

PUT THE GOOD OF YOUR TEAM ABOVE YOUR INTERESTS. THEIR SUCCESS IS YOURS.

TREAT OTHERS THE SAME WAY YOU WOULD LIKE TO BE TREATED.

## 03 COMMITMENT

***IF SOMETHING CAN BE DONE BETTER, THEN IT MUST BE DONE BETTER.***

AT MUKTI, WE ARE COMMITTED TO DELIVERING THE HIGHEST QUALITY WORK WE ARE CAPABLE OF.

IT'S NOT ABOUT THE NUMBER OF HOURS WE SPEND – IT'S THE QUALITY OF THE OUTCOME THAT TRULY MATTERS.

IF WE KNOW WE CAN RAISE THE STANDARD, THEN LET'S DO IT TOGETHER AND OFFER HOSPITALITY WITHOUT COMPROMISE.

## 04 POSITIVITY

***AT THE CORE, THIS IS WHY WE CHOOSE THE PEOPLE AROUND US CAREFULLY.***

WE WANT TO SURROUND OURSELVES WITH INDIVIDUALS WHO LIFT THE ROOM WHEN THEY WALK IN – PEOPLE WHO ADD TO OUR DAYS, NOT TAKE AWAY FROM THEM.

THE WORK IS ALREADY DEMANDING; NO ONE SHOULD HAVE TO CARRY THE BURDEN OF SOMEONE ELSE'S NEGATIVITY.

BRINGING POSITIVE ENERGY IS ESSENTIAL TO BRINGING OUT THE BEST IN YOURSELF AND IN YOUR TEAM.

***WE BELIEVE LUCK IS RELATIVE.***

TIME AND AGAIN, WE'VE SEEN THAT THE BAD LUCK OF TODAY OFTEN BECOMES THE GOOD FORTUNE OF TOMORROW.

AT MUKTI, WE CHOOSE TO PRACTICE RADICAL OPTIMISM.

# BUSINESS

# VALUES

## 01 BE LIGHT

SURROUND YOURSELF WITH PEOPLE WHO ARE BETTER THAN YOU.

*INVEST IN THEM, TRAIN THEM, AND TRUST THEM.*

## 01 BE FAST

DON'T HOLD BACK JUST BECAUSE THE RESULT MIGHT NOT BE PERFECT.

AT MUKTI, WE BELIEVE IN THE 80/20 RULE – MOST DECISIONS AND MISTAKES ARE REVERSIBLE.

BE COMFORTABLE WITH FAILURE; IT IS ONE OF THE FOUNDATIONS OF GROWTH. BUT DON'T LET FAILURE SLOW YOU DOWN.

LEARN THE LESSON, ADJUST, AND TRY AGAIN – QUICKLY.

## 01 BE FOCUSED

WE ARE HERE TO DELIVER EXTRAORDINARY, MEMORABLE EXPERIENCES.

THE GUEST EXPERIENCE IS **NON-NEGOTIABLE** – IT IS THE REASON MUKTI EXISTS.

*WE REMAIN FIRM IN OUR VISION,*

BUT FLEXIBLE IN THE TACTICS WE USE TO ACHIEVE IT.

**“ I FEAR NOT THE MAN WHO HAS PRACTICED 10,000 KICKS ONCE, BUT I FEAR THE MAN WHO HAS PRACTICED ONE KICK 10,000 TIMES. ”**

**BRUCE LEE**

# HOW DO WE MAKE DECISIONS?

WHEN MAKING DECISIONS AT MUKTI, CONSISTENCY AND CLARITY ARE ESSENTIAL.

EVERYONE SHOULD UNDERSTAND THE MOST LIKELY OUTCOME AND WHAT WE ARE WORKING TOWARD.

WE DON'T ASK WHETHER SOMETHING IS POSSIBLE — WE ASK WHAT IT WOULD TAKE TO MAKE IT POSSIBLE.

WE GET EXCITED ABOUT STRETCH GOALS AND AMBITIOUS TIMELINES, FULLY AWARE THAT THEY WON'T BE EASY.

AT THE CORE, THIS IS WHY WE CHOOSE THE PEOPLE AROUND US CAREFULLY.

WHEN MAKING DECISIONS AT MUKTI, CONSISTENCY AND CLARITY ARE ESSENTIAL.

EVERYONE SHOULD UNDERSTAND THE MOST LIKELY OUTCOME AND WHAT WE ARE WORKING TOWARD.

WE DON'T ASK WHETHER SOMETHING IS POSSIBLE — WE ASK WHAT IT WOULD TAKE TO MAKE IT POSSIBLE.

WE EMBRACE STRETCH GOALS AND AMBITIOUS TIMELINES, KNOWING THEY WILL CHALLENGE US AND PUSH US TO GROW.

***THIS IS WHY WE CHOOSE THE PEOPLE AROUND US CAREFULLY.***

WE WANT INDIVIDUALS WHO THINK BOLDLY, ADAPT QUICKLY, AND TAKE OWNERSHIP. PEOPLE WHO BRING SOLUTIONS, STAY CALM IN PRESSURE, AND TURN CHALLENGES INTO OPPORTUNITIES.

THE RIGHT TEAM MAKES AMBITIOUS GOALS ACHIEVABLE. AT MUKTI, WE'RE NOT JUST BUILDING A RESTAURANT —

WE'RE BUILDING A TEAM CAPABLE OF DOING THINGS THAT ONCE FELT OUT OF REACH.

# WHAT DO WE VALUE

AT MUKTI, WE VALUE DECISIONS THAT ALLOW US TO LOOK OURSELVES IN THE MIRROR AND FEEL PROUD.

KNOWING WE MADE THE BEST CHOICE WITH THE INFORMATION WE HAD AT THE TIME.

***INTEGRITY IS NON-NEGOTIABLE.***

WE WILL NOT COMPROMISE OUR VALUES OR STANDARDS JUST TO CHASE A BETTER MONTHLY RESULT.



# IN ORDER OF IMPORTANCE

1

DECISIONS  
WITH INTEGRITY

4

OPPORTUNITIES  
THAT MAKE US  
EXCITED

2

VALUE CREATING,  
LONG TERM DECISIONS

5

DECISIONS THAT MAKE  
FINANCIAL SENSE  
(SHORT OR LONG  
TERM)

3

GOOD FOR OUR PEOPLE  
WITHIN OR OUT OF THE  
ORGANIZATION

6

GOOD FOR OUR  
SHAREHOLDERS

WE BELIEVE WHAT IS GOOD FOR THE  
ORGANIZATION EVENTUALLY WILL  
BE GOOD FOR OUR SHAREHOLDERS,  
THE SCORE TAKES CARE OF ITSELF.



1

TEAM

2

GUESTS

3

BUSINESS

# WHAT DOES IT MEAN

## OUR TEAM COMES FIRST

THIS IS A CONCEPT THAT CAN EASILY BE MISUNDERSTOOD, SO WE WANT TO BE CLEAR ABOUT HOW WE PRACTICE IT AT MUKTI

*BY DEFINING WHAT YOU CAN EXPECT FROM US, AND WHAT WE EXPECT FROM YOU.*

### THE RIGHT WAY

- 01 GETTING THE RIGHT PEOPLE IN THE CORRECT POSITIONS
- 02 ACTING IN THE INTEREST OF THE TEAM AS A WHOLE. BE AWARE THAT, THERE WILL BE MANY OCCASIONS IN WHICH WHAT IS SUITABLE FOR AN INDIVIDUAL IS NOT THE RIGHT THING FOR THE TEAM.
- 03 CREATING AN ENVIRONMENT WHERE PEOPLE CAN EXPRESS THEMSELVES.  
  
LISTENING CAREFULLY TO OUR PEOPLE AND IMPROVING AS MUCH AS WE CAN, ALWAYS ONE IMPROVEMENT AT A TIME.
- 04 PRIORITIZING BEING UNCOMFORTABLE. EVERY TIME WE ARE NOT COMFORTABLE IT IS BECAUSE WE ARE GROWING. WE ARE LEARNING THINGS WE DIDN'T KNOW.
- 05 PROVIDING THE NECESSARY TOOLS FOR OUR TEAM TO DELIVER A GOOD JOB.
- 06 RESOLVING PROBLEMS TOGETHER, ALWAYS LISTENING FIRST TO THE SOLUTIONS PROPOSED BY OUR PEOPLE.
- 07 PROVIDING GROWTH AND OPPORTUNITY, WHEREVER POSSIBLE
- 08 INSPIRING AND TRUSTING OUR PEOPLE  
WHILST LEADING BY EXAMPLE.

### THE WRONG WAY

- 01 WANTING TO BE ALWAYS RIGHT. IT'S NOT WHO IS RIGHT. IT'S WHAT IS RIGHT.
- 02 MAKING CHANGES WITHOUT GUIDING YOU AND EXPLAINING TO YOU THE REASONING BEHIND IT. WE WANT TO MAKE THEM TOGETHER.
- 03 ONLY ACTING TO SATISFY THE INDIVIDUAL.
- 04 TELLING YOU WHAT TO DO INSTEAD OF SUPPORTING YOU WHILE YOU ARE LEARNING. WE TRUST YOU WILL ASK FOR HELP ALONG THE WAY, AND WE WILL BE THERE FOR YOU.
- 05 NOT SETTING CLEAR GOALS.
- 06 ALLOWING BLAME WITHIN THE ORGANISATION.
- 07 ACCEPTING MEDIOCRITY AND AVERAGE OUTCOMES. REMEMBER IF WE CAN DO BETTER...
- 08 ALLOWING PEOPLE WHO ARE NOT HAPPY ANY LONGER IN THE ORGANISATION TO CONTINUE.  
  
WE WANT YOU TO BE HERE FOR AS LONG AS YOU LOVE BEING HERE.  
  
ONCE YOU ARE READY FOR YOUR NEXT STEP IN LIFE, WE WANT TO SUPPORT YOU AND SET YOU FOR A SUCCESSFUL CHANGE.

# STRENGTH & WEAKNESSES



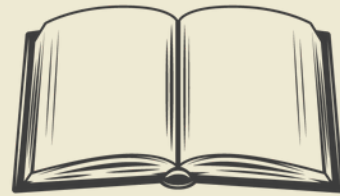
## THINGS WE ARE GOOD AT

- |  |   |
|--|---|
| 01 WE ARE NOT AFRAID TO GET IT WRONG.  | 04 WE ARE CREATIVE WHEN RESOLVING PROBLEMS. WE THRIVE IN DIFFICULTY.                          |
| 02 WE HAVE STARTED TO HAVE CLEAR REPORTS AND INFORMATION TO MAKE BETTER DECISIONS. | 05 WE ARE RESILIENT, AND WE CAN MAKE UNPOPULAR DECISIONS THAT TURN TO BE GREAT IN THE FUTURE. |
| 03 WE HAVE NO PROBLEM RAISING OUR HAND AND ADMITTING WHEN WE HAVE MADE A MISTAKE.  | 06 WE CARE TO MAKE IT BETTER.   |

## THINGS WE ARE NOT GOOD AT

- |  |   |
|--|---|
| 01 PROVIDING A CLEAR STRUCTURE, WE CHANGE OUR MINDS CONTINUOUSLY.  | 04 TELLING YOU WHAT TO DO INSTEAD OF SUPPORTING YOU WHILE YOU ARE LEARNING. WE TRUST YOU WILL ASK FOR HELP ALONG THE WAY, AND WE WILL BE THERE FOR YOU.                                       |
| 02 OFFERING STABILITY WITHIN OUR WORK ENVIRONMENT. WHAT WAS GOOD YESTERDAY ISN'T NECESSARILY GOOD TODAY.   | 05 ALTHOUGH OUR CULTURE IS AT THE HEART OF EVERYTHING WE DO, WE OFTEN FORGET HOW TO APPLY IT TO EVERYTHING WE DO. THIS CAN CREATE A STRONG DISCONNECTION WITH OUR PEOPLE AND DRIVE DISBELIEF. |
| 03 OUR PROCESSES DO NOT ALWAYS FOLLOW ACTIVITY. IT TAKES US A LONG TIME TO CATCH UP WITH THE PROCESS AS WE ALWAYS BUILD THE BUSINESS AND FIGURE OUT HOW TO MANAGE AFTER. |   |

# RULES OF TRANSPARENCY



## DO'S

- 01 WE TALK OPENLY ABOUT EACH OTHERS' PERFORMANCE.
- 02 THE ORGANISATION'S DIRECTION GETS COMMUNICATED QUARTERLY.
- 03 IF WE HAVE A QUESTION – WE ASK.
- 04 OUR LEADERS HAVE ACCESS TO THE RIGHT FIGURES SO THEY CAN MAKE THE RIGHT FINANCIAL DECISIONS.
- 05 WHEN SOMEONE ASKS A QUESTION, WE SHOULD ANSWER OPENLY AND HONESTLY.
- 06 WE TALK OPENLY ABOUT THE ORGANISATION'S ISSUES WITH A POSITIVE APPROACH.

## DONT'S

- 01 SAY ANYTHING BEHIND SOMEONE'S BACK THAT YOU WOULDN'T SAY TO THEIR FACE.
- 02 WE DON'T SHARE INFORMATION DURING THE PLANNING STAGE.
- 03 WE DON'T SPECULATE



# OUR RELATIONSHIP WITH OUR PEOPLE

## 01 WE ALWAYS USE THE WE

WE TAKE OWNERSHIP AND SHARE CREDIT ON THE GOOD DAYS AND BAD DAYS. NOTHING IS MORE DETRIMENTAL TO A TEAM THAN OUR PEOPLE TALKING THIRD OR FIRST PERSON. WE WIN AND LOSE TOGETHER.

## 02 WE WANT TO BE SURROUNDED BY PEOPLE ALIKE

WE TAKE OWNERSHIP AND SHARE CREDIT ON THE GOOD DAYS AND BAD DAYS. NOTHING IS MORE DETRIMENTAL TO A TEAM THAN OUR PEOPLE TALKING THIRD OR FIRST PERSON. WE WIN AND LOSE TOGETHER.

## 03 EVOLVE, CHANGE, AND ADAPT

WE CREATE AN ENVIRONMENT WHERE PEOPLE MUST GROW, OUR ORGANISATION IS EVOLVING DAILY, AND WE EXPECT RESILIENCE AND EXCITEMENT TOWARDS CHANGE.

## 04 EMPATHY

WE CAN PUT OURSELVES IN SOMEONE ELSE'S SHOES AND SEE THE WORLD THE WAY THEY SEE IT. HIGH-QUALITY LONG-TERM OUTCOMES FOR OUR PEOPLE MUST DRIVE OUR DECISIONS TOGETHER WITH OUR PEOPLE.

## 05 ON FEEDBACK

WE LIKE TO DELIVER CANDID, CONSTRUCTIVE FEEDBACK AND HAVE TWO-WAY CONVERSATIONS TO ENSURE WE CAN MAKE THE BEST DECISIONS TOGETHER.



# WHAT MAKES A LEADER

## SYSTEMS

SYSTEMS ARE THE BASE OF ANY LEVERAGED ACTIVITY. **DO THINGS, DO THEM ONCE, DO THEM RIGHT.** PROVIDING OUR TEAM WITH THE RIGHT FORMULA TO DO THINGS RIGHT AGAIN AND AGAIN IS THE MOST VALUABLE THING WE CAN DO FOR THEM.

**REMEMBER: SYSTEMS SHOULD MANAGE PEOPLE, PEOPLE CAN'T MANAGE THE SYSTEMS.**

IF PEOPLE ARE BROUGHT INTO AN ENVIRONMENT WITH A FAULTY SYSTEM, WE WILL FOSTER FRUSTRATION AND WE WILL NEED TO DO THE JOB TWICE. WE MUST MAKE SURE THE HOUSE IS TIDY BEFORE WE BRING IN THE BEST PLAYERS.

## RECRUITMENT

ONCE OUR SYSTEMS ARE CREATED IT IS TIME TO FIND THE BEST PEOPLE WE CAN GET OUR HANDS ON. RECRUITMENT IS THE SINGLE MOST IMPORTANT THING A MANAGER HAS TO DO. WHAT IS MORE IMPORTANT THAN BRINGING THE BEST PEOPLE INTO YOUR TEAM? HOW CAN WE CREATE EXTRAORDINARY EXPERIENCES WITHOUT THE RIGHT TEAM?

## TRAINING

TRAINING CAN BRING OUT THE VERY BEST IN OUR PEOPLE. PROVIDING THEM WITH THE RIGHT TOOLS TO DO THE JOB TO THE BEST OF THEIR CAPACITY IS IMPERATIVE IF WE ARE SEEKING SUCCESS. WE ARE ONLY AS GOOD AS OUR WEAKEST LINK.

**" LEADERSHIP IS THE WILLINGNESS TO RUN TOWARDS DANGER TO PROTECT THOSE IN YOUR CARE "**

**SIMON SINEK**

# WHAT MAKES US MUKTI?

WILLING TO DO ANYTHING IT TAKES FOR THEIR TEAM



POSITIVE, WHATEVER THE OUTCOME



NICE TO BE YOUR PEERS



COMMITTED TO DOING THE HIGHEST QUALITY OF WORK



GOING AS FAR AS POSSIBLE TO GIVE OUR GUESTS  
AN EXPERIENCE THEY WILL REMEMBER



RESILIENT, AND COMMITTED TO CHANGE



WILLING TO LEARN



CARING AND DETAIL-ORIENTATED



HONEST WITH A HIGH DEGREE OF INTEGRITY

✦ **MUKTI** ✦

RESTAURANT & BAR

# CULTURE

## MANUAL

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