



THE INs-N-OUTs OF IN-N-OUT BURGER

THE INSIDE STORY OF CALIFORNIA'S FIRST DRIVE-THRU
AND HOW IT BECAME A BELOVED CULTURAL ICON

Discussion Guide



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INTRODUCTION

When You're Hungry

What prompted you to read this book?

What are you hoping to learn by reading this book?

Have you ever eaten at In-N-Out? What was your experience?

In what ways is In-N-Out different from other quick-service restaurants?

CHAPTER ONE

A Legacy of Excellence

What legacy did your parents and grandparents leave you?

If you've worked in the quick-service industry, in what ways does In-N-Out's entry experience as described in this chapter differ from your experience?

What are some of your earliest memories with your family? How have those memories shaped who you are today?

What jobs did your parents have when you were growing up? Did you participate in those jobs in any way? If so, how?

What do you think it means to leave a legacy of excellence and belief for your children?

CHAPTER TWO

One Small Hamburger Stand

Do you have any information about your grandparents' upbringing? If so, how did their upbringing affect who they became as adults?

Why do you think people sometimes plan to "build a better life than the ones they'd been born into"?

What do you think it looks like to have a strong work ethic today?

Why do you think quality ingredients are important when preparing food?

What strikes you most about how Harry and Esther ran the first In-N-Out?



CHAPTER THREE

A Driving Pace

Who has been a mentor in your life, and how have they helped you?

How would you describe the difference between a customer and a guest?

When have you developed a method for doing something a particular way? Have you shared that method with others? Why or why not?

Why do you think it's important for restaurants to be consistent about the quality offered at all locations?

Have you ever had a boss that ran his business like a bootcamp? If so, how did that affect your job?

CHAPTER FOUR

Redemption

Who in your life has embodied the description of a Proverbs 31 woman?

Did you experience childhood pain? If so, how does that come out in your life? What has helped you move past it?

Why do you think God allows painful situations to happen?

How does it make you feel to know that God can heal our pain and suffering?

What do you think it means that we were created in God's image?

CHAPTER FIVE

The Era of Uncle Rich

Why do you think it's important for companies to maintain a good relationship with their vendors?

Do you think it's difficult for companies to keep their values and quality consistent after being passed to next-generation leaders or new owners? Why or why not?

In what ways did Guy and Rich preserve In-N-Out Burger's legacy?

What qualities do you think make a strong leader?

Do you think it's important for a child to feel valued by both parents? Why or why not?



CHAPTER SIX

Open Doors and Lots of Growth

Have you ever known someone who has struggled with addiction? If so, how did their addiction affect their behavior?

In what ways might a mission/purpose statement help a business succeed?

Why do you think it's important for businesses to invest in their employees' futures?

CHAPTER SEVEN

The Worst Night of Our Lives

Why do you think it's important to offer forgiveness and make peace with others?

Is there anyone in your life with whom you need to reconcile? What could you do today to begin that process?

What do you think it means to be a Christian?

In what ways do you share your faith with others?

In what ways are you inspired by how Guy and Esther carried on after Rich's death?

CHAPTER EIGHT

Guy at the Wheel

In what ways might it be difficult to combine speed and quality in the food service industry? If you had to compromise one, which would you choose?

When have you been placed in a role unexpectedly? How did you make the adjustment?

Do you believe in paying cash for everything? Why or why not?

What was your first job? How did you feel when you were first hired?

What do you think is important about recognizing front-line workers?



CHAPTER NINE

Esther's Team

In what ways can faith help us through difficult times?

Who in your life has inspired you to remain strong during trials?

What is a codependent relationship, and in what ways is it dysfunctional?

Why do you think it's important to learn from other people's mistakes?

Have you ever had someone work against you? How did it make you feel?

What are some things you do to help the next generation succeed?

CHAPTER TEN

The Third Generation

What do you think it looks like to let God guide and defend you?

Resiliency is great but not at the cost of denying your own pain. Is there any pain you have not dealt with?

Why do you think some successful businessmen or businesswomen give all of themselves to their companies? In what ways might that be harmful?

What would success look like in your own life?

What is your knowledge of human trafficking?

How might your pain be used for good to help others?

CHAPTER ELEVEN

What Would My Family Want?

In what areas of your life do you consider what your family might want before you make a decision?

How might you be able to implement "a culture of yes" in your own life?

Does any aspect of In-N-Out's growth surprise you? If so, why?

What part of In-N-Out's history resonates most with you?

In what ways are you inspired by the history of In-N-Out?