



**Private Club
Performance Management**

Leadership on the Go



Ed Rehkopf

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Introduction

Club operations face a challenging training burden if they are to deliver the high levels of service expected by their members. Yet with tight budgets how can managers meet their training obligations while controlling costs since every hour of training is a payroll hour for each employee being trained? Add to this the difficulty of getting all your employees together at one time for formal, consistently-presented training sessions.

The answer to these challenges is to build your training programs around the “on the go” concept where ongoing training material is formatted in brief – no more than five to ten minute – modules. In every shift, in every department, there are spare moments, time when employees have finished their shift preparations, time when employees are socializing among themselves or awaiting instructions from supervisors. Since you’re already paying for this time, plan on putting it to good use.

In every department there are hundreds of operational details that employees must learn and refresh themselves with some frequency. This is true in all areas of the club operation. All that is necessary is for the department head to outline training requirements in brief doses and format them so they can be pulled out at a moment’s notice for either group-led or individual instruction.

With today’s ability to find anything on the Internet with just a few keywords and keystrokes, all the information you need to teach your employees values, etiquette, product knowledge, safety, security, sanitation, HR requirements, responsible beverage service, or how to operate or maintain any piece of equipment is readily available. You just have to format it for easy use.

Private Club Performance Management has developed a variety of On the Go Training programs for leadership, values, service, food and beverage, human resources, accounting, and safety. These offer a proven model of how easy it is to format material and train your employees to increase their knowledge, skills, abilities, and service techniques. For examples, check out the Training on the Go material on the [PCPM Marketplace](#) store.

Teachable Moments



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Tips for Use

One of the major motivations in creating the Leadership on the Go (LOG) material is the desire to provide managers and supervisors tools to improve their understanding and application of leadership principles and skills.

The Leadership on the Go material is prepared in MS Power Point files and presented in pdf format. Each topic is numbered, beginning at #01 and has a specific topic.

For best results, after printing each topic on paper or card stock, the sheets should be laminated. It is cheaper and more convenient to invest in a laminating machine and doing this yourself, rather than paying someone else to do this. Another option would be to place each sheet into a clear document protector.

After printing and protecting each sheet, it should be filed in a filing cabinet, file box, or three-ringed binder in numerical sequence. By using the provided index, you can easily locate a particular lesson.

As with any other tool, Leadership on the Go is only as effective as the effort put into it by a class leader and/or managers. Each sheet provides discussion points and the “take away” from the lesson. Comprehension can be improved by asking managers to explain terms or points in their own words, offer examples from their own experience, or illustrate points with real or imagined scenarios. The key is to get them to think deeply about each topic and connect it with their own experience and the context of their leadership role.

Teachable Moments



#01

Leadership

“Given that [Leadership] ultimately involves guiding, influencing, and directing people, the following working definition is proposed:

Leadership is the sum of those individual traits, skills, and abilities that allow one person to commit and direct the efforts of others toward the accomplishment of a particular objective.

Central to this definition is the understanding that exercising leadership involves **building and sustaining relationships** between leader and followers. Without this bond or connection, there are no willing followers and, therefore, no true leader. Given that no leader operates in a vacuum, it also requires the leader to establish relationships with other relevant constituencies.”

Ed Rehkopf, Leadership on the Line

Discussion Points: In order to lead effectively you must be able to connect with each of your followers. You cannot build relationships without knowing your people. This does not mean you become their friend or buddy; rather it means you understand each person as an individual with unique needs and motivators.

What things can you do to better understand your employees' needs?

What part does daily communication play in getting to know your employees, understanding their needs and gaining their trust?

What can a leader do to motivate employees to work hard and excel?

How can you influence your employees to do the right things?

What behaviors do you expect in a good leader?

Take Away: You must be able to build and sustain meaningful relationships with your followers in order to lead them effectively.



#02

Leadership Principles

A principle is a rule or code of conduct.

LEADERSHIP PRINCIPLES—

- Be professionally and technically proficient.
- Respect and show concern for those you lead.
- Set the example.
- Know your capabilities and seek self-improvement.
- Understand your mission.
- Communicate your expectations.
- Instill motivation and morale in those you lead.
- Build teamwork.
- Make sound and timely decisions.
- Develop your subordinates.
- Ensure tasks are understood, properly supervised, and accomplished.
- Be responsible for your actions.”

Ed Rehkopf, Leadership on the Line

Discussion Points: Discuss any of the above bulleted points, ensuring that your managers understand why they are important. Explore the alternatives – what would be the consequences of failing to honor any particular principle? Illustrate with any pertinent anecdotes from your own experience.

Take Away: Sound leadership is based on time-tested rules and codes of conduct. Make an effort to incorporate the above principles into your relationships with followers.



#03

Leadership Traits

A trait is a distinguishing quality or personal characteristic.

LEADERSHIP TRAITS—

- “The will to make things happen.
- Willingness to take and stand by an unpopular view.
- The ability to pace oneself and go the distance.
- Loyalty to the club, superiors, and employees.
- Willingness to make decisions based upon the best available information and analysis.
- Dependability and consistency.
- Integrity and truthfulness.
- Fairness.
- Good judgment.
- Willingness to share praise and shoulder blame.
- Professional decorum, understanding the correct time and place for everything.
- Enthusiasm.”

Ed Rehkopf, Leadership on the Line

Discussion Points: Discuss any of the above traits, ensuring that your managers understand why they are important. Explore the alternatives – what would be the consequences of failing to exhibit any particular trait? Illustrate with any pertinent anecdotes from your own experience.

Take Away: The success of your leadership will depend to a great deal upon the attributes you demonstrate in dealing with your followers and constituencies.



#04

Good Leadership – It's Just Common Sense

I recently read an Internet-posted news article entitled, *Disney Offers Customer Service Training*. While I found the article somewhat interesting, it was the reader comments posted below the article that caught my attention. Here they are:

1st Posted Comment: *"I work for a medical practice in Georgia that sends a few of their employees to Disney for training each year. Our patients (guests) really responded well to our new customer service guidelines. However, management really needed to attend the training as well as the regular employees. They became complacent in their 'ivory tower' and expected all of us to treat the patients well (and of course we did); however, **management needed to extend the same courtesy and good manners to their employees.** In the past 3 months the company has had record turnover and still harbors a large disgruntled employee pool. No idle words **'Treat others the way you would want to be treated.'**"*

2nd Posted Comment: *"When we returned, all 1st level management (the ones dealing with the customers) were asked to implement the Disney experience in our daily activities. **The most unfortunate part of the Disney experience was that although our senior management went along on the trip, I am yet to witness the impact it had on them when dealing with us 1st level managers.**"*

3rd Posted Comment: *"I agree with the posters who feel that **senior management should lead by example and treat their subordinates with dignity and respect. It just seems like common sense, that when employees are happy and feel-well treated, this will filter down to the way they treat the customers. Everyone in an organization deserves to be treated well and this makes for optimum performance.**"*

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss the posters comments above and discuss them with your management team. Ask them what lessons are to be learned from these examples?

Take Away: Without the active involvement and example of leadership (and Service-Based Leadership at that), improvements in employee morale, dedication, empowerment, and ultimately in member service will not happen.



#05

Bad Bosses May Damage Your Heart

I came across a news item entitled *Bad Bosses May Damage Your Heart* on the Internet and found it interesting that science has apparently found a link between health and the type of boss you work for. To quote from the article:

Feeling undervalued can cause stress. Inconsiderate bosses not only make work stressful, but they may also increase the risk of heart disease for their employees, experts believe.

A Swedish team found a strong link between poor leadership and the risk of serious heart disease and heart attacks among more than 3,000 employed men. And the effect may be cumulative—the risk went up the longer an employee worked for the same company.

The staff who deemed their senior managers to be the least competent had a 25% higher risk of a serious heart problem. And those working for what was classed as a long time—four years or more—had a 64% higher risk. The findings held true, regardless of educational attainment, social class, income, workload, lifestyle factors, such as smoking and exercise, and other risk factors for heart disease, such as high blood pressure and diabetes.

My personal experience and that of many of my friends, colleagues, and acquaintances is that there are far more 'bad' bosses out there than there are good ones. With all the attention given to healthier lifestyles these days, we should all question the true cost of poor leadership, both in terms of healthcare expenses and quality of life. A 64% higher risk for heart attack is a significant matter!

The good news is that something fairly simple can be done. Good leadership is a matter of good relationships. It's following the Golden Rule. Anybody can learn to be a better leader. It's a matter of examining one's attitudes about others and applying oneself to modifying behaviors.

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss with your managers the many ways poor leadership impacts the smooth functioning of the club. Discuss possible impacts beyond the club.

Take Away: Not only does poor leadership have a direct impact on the efficiency and profitability of an organization, but it has indirect impacts beyond the workplace. It's up to senior leaders, therefore, to ensure appropriate and consistent leadership training for all managers.



#06

Good Leadership Examples

“We have all worked for bosses in our lives, and their examples, both good and bad, can teach us much about becoming true leaders.

Hopefully, you have worked for some good leaders or had the opportunity to observe good leaders in action.

Consider some of the things you have seen or experienced that constituted good leadership and how they motivated or energized you to work harder or do better.

Use any example you can think of and search for what you found impressive about the behavior. How can these examples influence your own current work environment?”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: This is a great exercise to let your managers talk about their own experiences with good leadership. Relating positive examples of how a good leader or mentor impacted their lives is a great way to illustrate the immense difference good leaders can make.

Hopefully, you have worked for some good leaders or had the opportunity to observe good leaders in action.

List some of the things you have seen or experienced that constituted good leadership and how they motivated or energized you to work harder or do better.

Use any example you can think of and search for what you found impressive about the behavior. How can these examples influence your own current work environment?

Take Away: As one senior club executive put it, “The longer I’m in this business, the more I realize it’s all about leadership.”



#07

Poor Leadership Examples

“Stop and think about the poor leaders you have worked for and what they did or didn’t do that created problems for you or made you less willing to give the job your total effort. After listing the offending behaviors, think deeply about how these behaviors made you feel, how they de-motivated you, or created problems for, or possibly between, you and your fellow workers.

If you can’t think of any, maybe you have heard tales from others—your friends or relatives. Possibly you’ve witnessed an interchange between an employee and boss at a restaurant you’ve frequented or while shopping at the mall. Use any example you can think of and search for what you found offensive about the behavior.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: We have all worked for bosses in our lives, and their examples, both good and bad, can teach us much about becoming true leaders. Stop and think about the poor leaders you have worked for and what they did or didn’t do that created problems for you or made you less willing to give the job your total effort. After listing the offending behaviors at the top of the page, think deeply about how these behaviors made you feel, how they de-motivated you, or created problems for, or possibly between, you and your fellow workers.

If you can’t think of any, maybe you have heard tales from others—your friends or relatives. Possibly you’ve witnessed an interchange between an employee and boss at a restaurant you’ve frequented or while shopping at the mall. Use any example you can think of and search for what you found offensive about the behavior. Then consider how a Service-Based approach could have created a more positive outcome.

Take Away: Poor leadership is harmful to the financial health of any club and interferes with smooth functioning of the operation in countless ways.



#08

Fear-Based Management

“Fear-based management is rooted in the insecurities of the supervisor. While most people have insecurities, in this instance, the immature, inexperienced, and untrusting attitude of the supervisor dominates the workplace. Some symptoms of fear-based management are:

- Unwillingness to take a risk.
- Lack of initiative and acceptance of the status quo.
- Employees afraid to express opinions or answer questions.
- Lack of trust.
- Defensiveness and blame placing.
- Lack of communication or only top-down communication.
- Poor motivation and morale.

Fear-based management can be overcome by a leader with an open, trusting attitude and a willingness to grow, both as a person and a leader. Because of its detrimental impact on employees, members, and the bottom line, fear-based management should not be tolerated in any club.”

Ed Rehkopf, Leadership on the Line

Discussion Points: Discuss how fearful managers create problems in their organizations. Take each bulleted item above and give examples of how the behaviors are damaging to the organization.

Take Away: Fear-based management is detrimental to the health and welfare of any organization.



#09

Service-Based Leadership

“With Service-Based Leadership, the attitude and primary motivation of the leader is service to others—to members, to employees, to shareholders. This approach to leadership naturally creates relationships—the deep and abiding bonds that sustain the efforts of the club. This outward focus of the leader sets up a dynamic where:

- Employees are continually recognized.
- There is an open flow of ideas, opinions, and information.
- Initiative and risk are highly regarded.
- Problem discovery and solution is a focus while placing blame is unimportant.
- Every employee feels energized and part of the team and is valued for his or her contribution.
- Prestige is derived from performance and contribution, not title or position.
- Members are treated well because employees are treated well.
- The energy and initiative of all employees is focused on the common effort.

With Service-Based Leadership, you will find that service to both internal and external customers is effortless. Less energy is expended in processing complaints, grievances, and conflicts. Work is more fun, and everyone's job is easier.

Ed Rehkopf, Leadership on the Line

Discussion Points: Service-Based Leadership is a particularly effective style of leadership for the service industry, and this can be summed up by the following statement:

“Employees can only provide quality service if they are properly served by the leadership and example of their leaders.”

What things must leaders do to serve their employees?

Why are these things so critical to a leader's success and that of the club?

Why is a leader's example so important?

What are the consequences of not properly serving the needs of employees?

Take Away: To be an effective leader you must serve your employees by providing them the proper tools, training, resources, and daily support to do their jobs effectively.



#10

Becoming a Service-Based Leader

“Successful leadership depends on the quality of relationships between a leader and followers. As such it entails relationship skills – the personal characteristics and abilities to connect with and inspire the enthusiastic efforts of a diverse group of people toward a common goal.

True leadership requires an understanding of what makes people tick – individually and in group settings. It requires sensitivity to the needs and desires of others. It requires openness and accessibility, so followers are comfortable bringing their concerns and issues to the leader. It requires a person who is self-analytical, who examines every less-than-optimum outcome for improvement, often discovering a better way to interact with followers. It requires a person who puts the needs of the enterprise ahead of personal ambition, who recognizes that tending to the group welfare in a disciplined way will ultimately bring about better performance.

Finally, learning leadership skills is not a one-time event. Just as different endeavors and levels of organizations require different skill sets for managerial success, leadership skills must expand and develop as the individual moves up to higher levels of responsibility. But the skills learned in the early years of one’s career will be the foundation for the broader skills necessary when one takes on greater responsibilities, particularly if you understand that true leadership is a lifelong journey, not a destination.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss the following points and why they are important to becoming a Service-Based Leader.

Sensitivity to the needs and desires of others.

Openness and accessibility on the part of the leader.

Self-analytical, examining every less -than-optimum outcome.

Putting the needs of the club ahead of personal ambition.

Disciplined tending to the needs of the enterprise will bring about better performance.

Take Away: Having an outward focus on others, putting the needs of the club first, being open and accessible to constituents, and being willing to examine less-than-optimum outcomes will help you become an effective Service-Based Leader, bringing success to you and your club.



#11

Your Constituencies

“Before you can effectively exercise your leadership skills, you must clearly recognize your various constituencies—those groups who depend on you and for whom you must provide leadership and service. For many positions this is clear cut; there are members, employees, and a boss. However, for some positions there may be other groups who rely upon your exercise of leadership.

So, for every leadership position, one must identify the constituencies served. Once you have identified these, make a list of each constituency’s needs and how you and/or your team can best serve them. In most cases you need to visit with constituents to hear directly from them what they need or expect from you.

With a clear understanding of their needs, you are in a far better position to determine priorities and execute your responsibilities.”

Ed Rehkopf, Leadership on the Line

Discussion Points: Every leader serves multiple constituencies—“those groups who depend on you and for whom you must provide leadership and service.” These constituencies typically fall into three groups—“members, employees, and a boss.”

What things do these three constituencies depend on you for?

Make a list, then assess how well you do in meeting their needs.

What else could you do to better serve their needs?

Do you have any other constituencies in addition to these groups?

Who are they and what do they need from you?

Take Away: Knowing your constituencies and their needs will underpin all your efforts to provide leadership and will be major determinants in your success.



#12

Serving Your Constituencies

“The key to serving the needs of those you serve lies in ensuring that you build strong relationships with individuals. How do you do this? Begin by:

- Treating everyone you meet with courtesy, respect, and good cheer.
- Focusing on each person you deal with as if he or she were the most important person in the world.
- Taking the time to get to know people; sharing your time and attention with them.
- Learning about other people’s jobs and the challenges and the difficulties they face.
- Keeping promises and following through on commitments.
- Being principled, showing fairness, and demonstrating integrity.
- Recognizing the ultimate value of people in all you do.

Relationships depend upon how you view yourself in relation to others. If you see yourself as separate and apart from your constituencies, if you view others as the means to your ends, if your vision and goals lack a broader purpose than your own needs and ambitions, establishing meaningful relationships will be impossible. On the other hand, when you see yourself as part of a team with a shared mission, then a sense of service will be an intrinsic part of your service team relationships.”

Leadership on the Line

Discussion Points: You must build strong relationships with your constituencies to be an effective leader.

Take each bulleted point above and explain why it is important to establishing relationships.

Good cheer and a positive attitude are bedrock requirements of service. Why?

How important is integrity to establishing trust in a relationship? Explain why.

Why is it important in the service business to recognize the ultimate value of people?

Take Away: Creating and sustaining strong relationships with constituencies is critical to your success. How you interact with others determines the quality of those relationships.



#13

The Soft Stuff

“Roger Enrico, former chairman at Pepsico, famously said, ‘**The soft stuff is always harder than the hard stuff.**’ As one who has worked in hospitality leadership roles for over thirty-five years, I would say that truer words were never spoken. In the detail and people rich environment of the hospitality business, it is the absence of well-developed ‘soft’ skills at all levels of organizations that create our greatest challenges.

So, what are we really talking about when we speak of the soft stuff? In short, it’s the people skills – those aptitudes and abilities used to get the most out of our human assets. It encompasses all those things we talk about when discussing leadership – the highly nuanced interactions with a diverse workforce that result in motivation, morale, enthusiasm, focus, commitment, initiative, productivity, teamwork, organizational cohesiveness, and group success.

What are some very real things that you can do to improve the soft stuff at your club? Here are three basics:

- **Leadership training for all managers** to ensure they understand the absolute importance of leadership in all they do. The ongoing example and performance of your leadership team is **THE** most important driver of your club’s success.
- **Well-defined organizational values and constantly reinforced service culture** are an absolute must. Without clearly articulated values and club culture, your efforts to provide high levels of service to your membership will certainly fail.
- **Training, training, and more training** is a bedrock requirement in the hospitality industry. There’s just too much that needs to be done right every day by everyone on your staff to leave the details to chance.

The ‘hard stuff’ – the buildings, golf course, and other amenities are certainly important to a successful club experience. But without the soft stuff they are just expensive shells and monuments, lacking in the reassuring warmth and human touch that is at the heart of hospitality and service.”

Ed Rehkopf, What I Expect from My Club Management Team

Discussion Points: Have your managers talk about some of the challenges of developing the “soft stuff” at your club. What are some specific things that could be done to improve the soft stuff so it’s not so hard?

Take Away: Develop the skills of a Service-Based Leader, create and reinforce a culture of service, and train constantly and consistently to master the “Soft Stuff.”



#14

Creating a Lasting Organizational Culture

“The major benefit of establishing an organizational culture is that once adopted by the majority of people in an organization the culture takes on a life of its own and permeates the workplace. As normal turnover takes place, new hires quickly learn that to be accepted in their new surroundings, they must embrace the culture and make it their own.

In the absence of a culture developed and disseminated by the club’s leadership, a culture will arise on its own, usually fostered by a vocal few and often cynical and at odds with the purpose of the organization.

So how do you create a culture in your organization? First, you have to define clearly and succinctly the aims of your organization and what it aspires to be. These are most often found in mission and vision statements. Beyond these basic statements of intent, one must clearly spell out standards of behavior and performance. These can be in the form of guiding principles, operating standards, leadership principles, service ethic, principles of employee relations, organizational values, service pocket cards, a code of professional ethics, or any other formal statements describing the ‘What, How, and Why’s’ of organizational business.

Yet publishing such principles and statements, no matter how inspirational and well-written, will only foster employee cynicism if the values are not enthusiastically embraced by the club’s leadership. On the other hand, when leadership demonstrates their commitment to the organization’s values by their daily example, employees will do likewise.

With well-defined values and the enthusiastic example of leaders, the ground has been prepared for the fruits of organizational culture, but just as in growing a garden, preparing the soil is only the first step. The real work for a successful harvest is the daily tending – watering, fertilizing, weeding, and pest control. In the case of an organizational culture, it is daily reinforcement at every opportunity with all employees that continues to focus individual attention on the values that underlie everyone’s efforts. The key is to continually remind employees of the organization’s values and elevate them from words on a page to an animating spirit that permeates every aspect of the organization and its work.”

Ed Rehkopf, What I Expect from My Club Management Team

Discussion Points: Review club materials that spell out the club’s values. Emphasize the importance of each manager and supervisor reinforcing the culture to all employees. The more employees hear it and see it by the example of their leaders, the quicker they will accept it as their own. Discuss why consistency is so important?

Take Away: Having a well-defined and constantly reinforced culture of service is essential to high service levels and success in a club operation.



#15

Empowering Employees

“What are empowered employees and how can they help your club in meeting its mission and vision? In the simplest terms **empowered employees are viewed as full-fledged partners in your quest for high standards of quality and service.** Instead of the traditional view that employees are easily replaceable elements in an organization, people who must be trained to do narrow, well-defined tasks and who must be closely watched and supervised at all times, the concept of empowerment says that today’s more educated and sometimes more sophisticated employees **need and want to contribute more to their employer and workplace.** Yet many businesses marginalize their employees by refusing to listen to them and by failing to let them contribute to the enterprise in any meaningful way.

A few companies have truly embraced the concept of empowerment and have discovered the immense power and synergy that can be unleashed when employees participate more fully in their operations. Any employee at a Ritz-Carlton hotel can spend up to \$2,000 a day per guest to solve problems and not just to satisfy their guests, but to wow them with outside-the-box service.

Yet it takes more than waving a magic wand over employees’ heads and telling them they can spend money to solve problems to reap the benefits of employee empowerment. Like any complex and detail-intensive issue, establishing a culture of empowerment for employees requires Service-Based Leadership, careful planning, well-defined policies, and training to implement effectively.

In reviewing club operations, there are three principal areas where empowered employees can contribute significantly to improved performance:

1. Resolving member service issues.
2. Helping improve work processes as part of Continual Process Improvement.
3. Taking on certain delegated management functions.”

Ed Rehkopf, What I Expect from My Club Management Team

Discussion Points: Brainstorm with your managers how your club might institute a formal process of employee empowerment to resolve member service issues. What steps should be taken? What obstacles would prevent you from doing it? How can these obstacles be overcome? Why is Service-Based Leadership with its focus of serving employees necessary for empowerment?

Take Away: John Tschohl, founder of the Quality Service Institute, said, “Without empowerment, an organization will never be a service leader.”



#16

Necessities for Employee Empowerment

“Leaders must understand that empowerment is not something bestowed on employees like some magical gift from management. The leader’s role is to establish both the environment and atmosphere where employees feel their empowerment and are emboldened to make decisions, knowing they have the support and backing of their leaders.

The major role that leaders make in empowering their employees is to create a culture where employees are valued and recognized as vital resources of the enterprise. They must also understand that to be successful with employee empowerment, employees must fully sense the company’s commitment to such empowerment; simply saying that employees are empowered, does not make it so. Leaders at all levels must do more than talk the talk.

While employee empowerment may be seen as a desirable practice by management, it ultimately comes about only with the recognition by employees that they are empowered. This means that the focus of leaders must not be on what employees are doing to achieve empowerment, but on what they themselves are doing to promote and enable it.

Therefore, leaders must embrace the principles of Service-Based Leadership and:

- Be open with their employees.
- Be trusting and trusted.
- Be secure in themselves, their position, and their knowledge; not threatened by knowledgeable employees or those who show initiative.
- Be willing to share praise and shoulder blame.
- Be good communicators.
- Understand and value the important role of line employees in the organization.
- Place a positive emphasis on problem discovery and solution.
- Allow their employees to demonstrate initiative and innovation, while giving them the ‘freedom to fail’ without repercussions.”

Leadership on the Line – The Workbook

Discussion Points: Discuss how the above bulleted points create an environment where employees are willing to take initiative to solve problems.

Take Away: Employees must trust their leaders to feel empowered.



#17

Service-Based Leadership and Employee Empowerment

“It has been said that leadership is situational and that there is an optimum style of leadership for every profession – from politician, to general, to doctor, to professor, to hospitality manager. The skills and abilities that make a person successful in one setting do not necessarily translate well to another. The hard-charging, tough-as-nails, cigar-chomping leadership persona of a charismatic military leader will not work well in the mixed gender, multi-ethnic, and transient workforce of the service industry. Unlike a soldier, if a hotel or restaurant worker isn’t comfortable with her boss’s leadership, she’ll just go somewhere else.

The very term ‘service industry’ gives hint to the necessary service-based leadership style for hospitality managers where the people- and detail-intensive work environment requires open and thorough communication and training, as well as high levels of motivation and morale. Certainly, one cannot expect employees to consistently provide service to a club’s members and guests if they are not properly served by the leadership and example of their bosses.

The aim of Service-Based Leadership is to empower employees at all levels to think and act in alignment with your club’s values as they serve the needs of members. Ultimately, Service-Based Leadership is the foundation upon which empowerment is built. It provides the necessary trust, training, and confidence for employees to take the initiative.”

Ed Rehkopf, What I Expect from My Club Management Team

Discussion Points: Discuss how the following elements of Service-Based Leadership foster a sense of employee empowerment:

- Open, accessible leaders.
- Constant communication.
- Recognizing the ultimate value of people in all you do.
- Continually recognizing employees.
- Open flow of ideas, opinions, and information.
- Problem discovery and solution is a focus while placing blame is unimportant.

Take Away: The first step to realizing employee empowerment at your club is to implement a consistent understanding and application of Service-Based Leadership throughout the management staff.



#18

The Many Ways to Kill Empowerment – 1

“There are a number of ways to destroy employee empowerment, and none of them are caused by employees. If your employees do not feel empowered, look no further than your leadership and the way you interact with your people. In searching for reasons empowerment isn’t working, focus on the following:

1. **You haven’t provided the ‘big picture’ context of what your organization is trying to achieve.** Your employees need to understand how their contribution furthers the basic aims of the organization. Defining and sharing your values and goals is a first step.
2. **You’ve failed to give your employees the information and training they need to understand the context and scope of their empowerment.** When you ask them to take on additional responsibilities as empowered employees, they need to understand why and what the benefits are for them as well as for you and the club. They will also need examples of what empowered behavior is. Lastly, they will need to know that they will not be blamed or punished for making mistakes.
3. **You’ve given them guidelines, but then micromanage them.** Maybe you’ve done a good job of defining limits, but then micromanage them. When you do this, they will quickly understand that they are not ‘empowered’ and that you will continue to make all the decisions, no matter how trivial.
4. **You second guess their decisions.** After giving your employees the guidelines to make empowered decisions, you criticize every decision they make. Put yourself in their shoes; how long would you put up with this before throwing in the towel on ‘employee empowerment’?”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss each of the above numbered items with your managers to help them understand how their leadership can foster or retard employees’ sense of empowerment. Ask them how empowered they would feel if their boss acted as described in each item.

Take Away: The leadership, of lack thereof, of each of the management team will either foster or destroy a sense of employee empowerment at your club.



#19

The Many Ways to Kill Empowerment – 2

“There are a number of ways to destroy employee empowerment, and none of them are caused by employees. If your employees do not feel empowered, look no further than your leadership and the way you interact with your people. In searching for reasons empowerment isn’t working, focus on the following:

5. **You have failed to give feedback on how your empowered employees are doing.** Feedback, particularly early on, is critical so that employees understand by constant discussion and explanation what they are doing right and what can be improved on. Once they achieve a critical mass of understanding, they will feel more and more confident of their actions, will need less guidance, and will be looking for more and more ways to contribute.
6. **You don’t really understand what empowerment is.** If you fail to realize that empowerment begins and ends with your leadership, if you think that empowerment is something your employees have to create, expecting your employees to act in empowered ways is a waste of time and energy.
7. **You are only paying lip service to empowerment.** Without your sincere commitment to your employees and their success, they will recognize your ‘empowerment’ as a sham and will become more cynical and disaffected the more you try to encourage their ‘empowerment’
8. **You have failed to value your employees.** Without the most basic sense that they are valued and recognized as partners in your efforts to provide quality and service, they will recognize that your program of ‘empowerment’ is just a way to manipulate them. People who think they are being manipulated are resentful and will be unresponsive to your continued exhortations to be ‘empowered.’”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss each of the above numbered items with your managers to help them understand how their leadership can foster or retard employees’ sense of empowerment. Ask them how empowered they would feel if their boss acted as described in each item.

Take Away: The leadership, of lack thereof, of each of the management team will either foster or destroy a sense of employee empowerment at your club.



#20

Authority, Responsibility, Accountability

“Authority, Responsibility, and Accountability are three terms that are used frequently in connection with positions of leadership. What exactly do these terms mean and how are they related?”

Authority is defined as ‘a power or right, delegated or given.’ In this sense, the person or company that hires a leader vests him with the authority to manage or direct a particular operation. It is expected that this individual will exercise the full scope of his authority to properly, professionally, and profitably manage the operation.

Responsibility is defined as ‘a particular burden of obligation upon a person who is responsible.’ Responsible is defined as ‘answerable or accountable, as for something within one’s power or control.’ Therefore, a leader is responsible and has responsibility for the operation for which she has been given authority.

Accountability is defined as ‘subject to the obligation to report, explain, or justify something; answerable.’ A leader is answerable for the performance of the operation for which he has authority and is responsible.

Authority may be delegated to subordinates. For example, a general manager may delegate the authority to collect delinquent accounts to the controller. The controller then has the right to perform tasks associated with collection, such as sending past due notices, charging finance charges on delinquent accounts, and recommending bad debt write-off for seriously overdue accounts. However, even though the general manager delegated the authority, he or she still has the responsibility to ensure that collections are done properly. As the saying goes, ‘You can delegate authority, but not responsibility.’ Even when you delegate, you are ultimately responsible for your organization’s performance.

As a leader, you are accountable for those functions and tasks that have been delegated to you. Likewise, should you delegate any functions or tasks to subordinates; you must ensure that they are held accountable for properly performing them. This requires that you properly explain your expectations to subordinates.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss the meanings of the authority, responsibility, and accountability. Ask your managers what authority they have and what they are responsible for. Have them explain what duties they have delegated to subordinates and how they hold them accountable.

Take Away: Becoming a leader is about exercising authority over others, taking responsibility for the outcome, and being held accountable for results.



#21

Two Important Leadership Lessons

“When I first joined the military, I was drilled repeatedly that the proper answer for any questioned failure was ‘No excuse, Sir!’ While this response seemed to be a martinet-like reply when being chewed out for poorly-shined shoes, an unpolished belt buckle, or for failing to accomplish some impossible task, the underlying message was an important one – that **there is no excuse for failure**.

Properly understood it means that there is always more that I, as a leader, could have done to succeed – I could have paid closer attention, devoted more resources, better juggled the demands upon my time and attention, done a better job of planning or preparing, selected better teammates or subordinates, delegated more or better, supervised closer, or any other more appropriate action or initiative that would have ensured success.

The concept of no excuse for failure is an important one in fighting wars, running companies, or any other important or worthwhile endeavor. Further, the concept of no excuses implies that you cannot blame others for your failures – **there is always something more you could have done**.

The second lesson the military taught is that **a leader is responsible for everything his unit does or fails to do**. While this lesson is closely tied to ‘no excuse for failure,’ it brings some important distinctions with it – that no matter what role others are supposed to play in the endeavor – **it is the leader who is ultimately responsible for the outcome.**”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Some examples to illustrate the point: Too often, managers wash their hands of personnel issues because they have a human resource department. The same is true when the company has a training department or is provided training materials. Suddenly, the manager is no longer responsible for the training outcome because “someone else is responsible for training.” Such attitudes set the manager up for failure.

Remembering that “**you can delegate authority, but not responsibility,**” the manager must take personal responsibility to ensure that not only he or she is knowledgeable about HR issues and labor laws, but that all subordinate managers are as well. Likewise, the manager must be intimately familiar with training materials and whether subordinate managers are properly training front line employees. To do otherwise is to avoid the very responsibilities for which a manager is hired.

Take Away: While these leadership lessons from the military may seem overly stringent, even harsh, they are, in fact, the essence of leadership – taking personal responsibility. If anyone doubts this, just ask any NFL coach what leadership standard he is held to.



#22

Relationships and Leadership

“John C. Maxwell, author of the bestselling *The 21 Irrefutable Laws of Leadership*, says that the definition of leadership is influence. While it is, first and foremost, the ability to influence followers, it also requires that the leader influence those people who make up any and all constituencies.

Influence is derived from the relationships you create with your followers and other constituents. How you act and interact with others is the basis for your success as a leader. The quality of your relationships will determine your outcomes. But you must understand that each of your followers and constituents is a unique individual with different needs and motivations. What may work with one may fail miserably with another. But the art of relationships can be learned. Generally speaking, while it requires experience, judgment, a measure of sensitivity to the needs of others, and a fair degree of emotional maturity, the ability to form and sustain meaningful relationships improves with age.

Developing leadership, or relationship skills, is a cumulative process. It’s why Jim Collins, author of *Good to Great, Why Some Companies Make the Leap . . . and Others Don’t*, proposes the Level 5 Hierarchy leading to the consummate Level 5 Leader. It is why potential leaders must be identified early, why young managers must be trained in the skills of leadership, and why such skills should be nurtured and shaped with each increase in responsibility and each step of the career ladder.

Creating and sustaining meaningful relationships is at the heart of Service-Based Leadership. The extent to which you are able to develop those relationships early in your career will have a great bearing on your future success—but not only in your career. The bonus is that in developing Service-Based Leadership skills, you develop the skills to form meaningful relationships in other areas of your life.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss what it means to influence someone. What are some of the ways that your managers must influence their employees? Their boss? Other constituencies? Explain the difference in a leader’s relationship with her boss, her employees, and the members of the club.

Take Away: The ability to influence others is the essence of leadership.



#23

Charisma and Trust

“People often speak of an especially effective leader’s charisma—that somewhat mysterious ability to connect with people in a profound and moving way. While charisma can add to a leader’s skill set, it must be based upon a foundation of trust. Without earned and merited trust, a charismatic personality is little more than a con artist. Two important ways to gain and hold the trust of followers and other constituents is to demonstrate both integrity and competence in all you do.

Integrity is not simply honesty, though truth and truthfulness are significant parts of it. Ultimately integrity is being true to yourself and your beliefs. The dictionary defines integrity as ‘the adherence to moral or ethical principles.’ This implies that one’s actions match her words—that she does what she says she will do regardless of consequences, that she has a moral compass that guides her in all instances, that she can be counted on to do the right thing. At the end of the day, a person who has integrity can be trusted by others in all situations.

In addition to possessing integrity a leader must demonstrate competence. No one wants to follow someone who is inept, no matter what authority he may possess. In fighting wars, a follower’s life may depend upon it. During the Civil War, a fellow officer said of Gen. Nathaniel Banks that it was murder to send soldiers out under him. While this political appointee of President Lincoln had the authority to command, he clearly did not possess the competence to lead.

By cultivating and demonstrating both integrity and competence in all you do, you will gain the trust of your followers. While only a gifted few possess natural charisma, it may be argued that it is not required for the smaller arenas in which most of us labor. Yet as you continue to grow and nurture your leadership skills through practice and experience, you may discover that your followers consider your leadership to be charismatic. As with beauty, charisma is in the eye of the beholder.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Have your managers identify leaders who have charisma. What qualities do these leaders have they contribute to their charismatic leadership? How important is it for leaders to have integrity and why? What is the value of charisma without integrity? What is the value of integrity without competence?

Take Away: While charisma is an important asset for a leader, it must be based on integrity and competency.



#24

Consistency and Common Decency

“In addition to possessing integrity and demonstrating competence, leaders must also be consistent in their values and vision. Such consistency requires a foundation of principles for one’s actions and a well-developed guide for how to proceed. Followers will quickly lose confidence in an erratic leader or one without a clear and compelling vision.

Employees can deal with some agenda changes from senior management, but continually changing initiatives sap them of their enthusiasm and willingness to adapt. This is particularly so when they are not involved in decision making and they are not treated as if they matter.

This brings us to common decency and how followers are treated. While every person may have his or her own conception of what is decent, common decency encompasses those behaviors considered to be the ideal in human intercourse. Among them are:

- Respect—regard or consideration for others and their needs.
- Sensitivity—heightened awareness to needs and concerns of others.
- Courtesy—polite behavior, respect, consideration, helpfulness.
- Kindness—goodwill, generosity, charity, and sympathy toward others.
- Generosity of Spirit—absence of meanness or smallness of mind or character.

When a leader demonstrates these behaviors in his dealings with all constituents, it naturally creates strong, trusting relationships. Once again, though, consistency is essential. A leader cannot be kind one day and callous the next and expect his constituents to trust him.

Making the effort to treat others well will go a long way toward building meaningful relationships with all constituents.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss the importance of consistency in a leader. What happens when a leader is inconsistent in his values, vision, goals, guidance, and direction? What is the impact on his followers? Why is exhibiting the common decencies so important in gaining people’s trust?

Take Away: A leader must also be consistent and treat others with common decency to gain the trust of followers and constituents.



#25

Adding Value to Your Club – 1

“If you are interested in advancing your career, the easiest and quickest way to do so is to add value to your employer. When you consistently demonstrate your ability to take initiative, solve problems, and make your boss’ job easier, you will be recognized as one who adds value to the organization.

Reject the Status Quo. Every organization has its way of doing things. Often the methods are a result of stopgap measures implemented over time to deal with various problems as they arose. Seldom are standards, policies, and procedures formalized in writing; even less often are they well-thought out from a big picture standpoint. Despite the haphazard nature of most methods, they are considered sacred and untouchable by employees because ‘we’ve always done it that way.’

A leader, however, does not accept this status quo. He shines the fresh light of reason on the organization, continually asking questions: Is there a better way to do this? Does this make sense? Does this really serve our members’ interests? This willingness to look for new ways to do things allows the leader to realize another principle.

Seek Continual Improvement. Every aspect of an operation – from product and services to standards, policies, procedures, work methods, and training material – should be analyzed for ways to do them better, faster, more efficiently, and with higher levels of service.

When a leader is dedicated to continual improvement and seeks the input of her employees, the entire department becomes energized with ideas, innovation, and enthusiasm. And while the organization as a whole and its customers benefit from the improvements, the employees gain the greatest benefit – knowing that their efforts contribute in a meaningful way to an organization that is vital and successful.

Be Proactive. A leader should also be looking ahead to ensure her department is ready for any contingency. While most businesses have a seasonal routine, the Active and Engaged Leader reviews past activity for ways to improve and continually seeks new ideas, events, and activities to keep the enterprise interesting and fresh for its customers and employees.

Managers should always be looking at least three months out for routine operations, and further for major activities, events, or projects. This continually advancing planning horizon allows all planning requirements to be completed in a timely manner and allows sufficient time to order supplies and materials, put advance notice in newsletters or marketing pieces, and prepare appropriate staffing schedules.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss the importance of the above concepts with your management team, impressing upon them the value to the club and to their careers.

Take Away: You can tread water and wonder why your career isn’t going anywhere; or you can add value to your organization and ensure your future success.



#26

Adding Value to Your Club – 2

“Be Proactive. A leader should also be looking ahead to ensure her department is ready for any contingency. While most businesses have a seasonal routine, the Active and Engaged Leader reviews past activity for ways to improve and continually seeks new ideas, events, and activities to keep the enterprise interesting and fresh for its customers and employees.

Managers should always be looking at least three months out for routine operations, and further for major activities, events, or projects. This continually advancing planning horizon allows all planning requirements to be completed in a timely manner and allows sufficient time to order supplies and materials, put advance notice in newsletters or marketing pieces, and prepare appropriate staffing schedules.

Have a Plan. Every event, activity, project, or initiative demands a plan. Without a proper plan you approach everything helter-skelter, waste valuable resources and time, and subject your employees to your own disorganization and lack of discipline.

By putting your plan in writing—even as simple as a one-page outline of timing and responsibilities—you are better able to communicate your plan to your employees and to other affected departments. Such a written plan also broadcasts your competence and abilities to everyone who sees it.

The Army had a phrase to express the need for planning. The sanitized version of the six P’s is:

“Prior Planning Prevents P . . .-Poor Performance”

Follow-Through and Follow-Up. Whatever she undertakes, the Active and Engaged Leader will follow through to ensure that all details are covered, and all actions completed. Often follow-through requires adjustments to the original plan when unexpected situations arise.

Lastly, the Active and Engaged Leader will follow up on all completed actions or projects to learn from mistakes and to ensure that the initiative met the expectations of customers, other managers, and employees.

Summary. Being an Active and Engaged Leader is more of a mindset than possessing specific skills. It involves the willingness to tackle any problem, the understanding that every problem has a solution, and the realization that problems are opportunities that come knocking.

The choice to be an Active and Engaged Leader or one who only reacts to events is up to you. On the one hand, you’ll add value to your organization and ensure your future success; on the other, you’ll tread water and wonder why your career isn’t going anywhere.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss the importance of the above concepts with your management team, impressing upon them the value to the club and to their careers.

Take Away: You can tread water and wonder why your career isn’t going anywhere; or you can add value to your organization and ensure your future success.



#27

Organizational Leadership – 1

“What does it mean to be an organizational leader? Much has been written to define what constitutes leadership, the role of the leader, and the habits of successful leaders. Though the exercise of all leadership is situational, the following traits can invariably be found in those who lead successful organizations.

Leading with a vision. Moving large and complex organizations in a particular direction requires the ability to formulate and articulate a vision of what the organization should be. ‘Selling’ the vision requires constant hammering home of easy-to-grasp themes. Without the ‘big picture’ sense of direction, employees become lost in the day-to-day detail and monotony of their jobs. Leaders must engage with employees on all levels and view such interaction as an opportunity to ‘spread the gospel.’

Transforming vision into day-to-day action. Long range vision must be broken down into a concrete plan of action for managers and supervisors at all levels. Goal setting sessions, work plans, and performance reviews play an important part in establishing and communicating near and long-term objectives. Many organizational failures result from faulty or inadequate communication of the vision. Informed employees are better employees. Leaders should strive to create an environment that facilitates communication flow, where superiors and subordinates keep each other informed, quality and performance standards are communicated, feedback is constantly given, and every employee knows where the organization is going and how it will get there.

Having a bias toward action. Leaders accomplish something every day. There is an insistent time factor in management. New problems crop up continuously. When problems are not solved, the accumulating volume can paralyze an organization. A leader’s ideas, words, actions, and examples are major determinants in the success of any operation. No one should need to tell a leader what must be improved in her organization. She should recognize what needs to be done, formulate a vision, and prepare an action plan to accomplish it.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss the importance of the above concepts with your management team, impressing upon them the value to the club and to their careers.

Take Away: Your leadership is up to you. Have a plan to develop your skills to make you an effective organizational leader.



#28

Organizational Leadership – 2

“What does it mean to be an organizational leader? The following traits can invariably be found in those who lead successful organizations.

Being proactive in finding problems. Leaders do not have a negative attitude toward problems because they clearly signal where you should devote your time and energies. Invariably they point the way to some improvement in the operation. Further, when employees work for a leader who solves problems, they feel energized and empowered to do the same.

Knowing that every problem has a solution. Every problem can be solved. It's merely a matter of priorities. Even the most complex problem can be broken down into its smaller solvable components. Sometimes a solution is the result of compromise or many little steps that contribute to an improvement in the overall situation. As much as possible, one should look for system solutions to problems, making their elimination part of the routine.

Paying attention to details. A leader must have an eye for details. Much can be learned by observing an operation and a leader must spend a good deal of his time "out and about" to know what is going on in the organization.

Possessing high standards of quality. Leaders must establish and communicate their standards of quality. When employees are left to decide quality standards for themselves, the best that can be expected is inconsistent, and at worst a complete absence of, quality and service.

Being a strong team builder. Motivation and morale is built on making every employee part of the team. Organizational loyalty seemed to be the strong suit of Japanese corporations, but it is little more than a business version of the military's *esprit de corps*. Much of it goes back to pride and recognition, but it also depends on building a strong organizational identity and constant communication. At the end of the day, without the willing and committed involvement of employees, the organization will never achieve its standards of excellence or high levels of success.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss the importance of the above concepts with your management team, impressing upon them the value to the club and to their careers.

Take Away: Your leadership is up to you. Have a plan to develop your skills to make you an effective organizational leader.



#29

Organizational Leadership – 3

“What does it mean to be an organizational leader? The following traits can invariably be found in those who lead successful organizations.

Having a positive attitude. Attitude is all-important in any endeavor. Employees look to leaders for guidance, reassurance, and example. A leader must learn to roll with the small ups and downs while keeping an eye on the larger vision. The proper attitude should also be mixed with an upbeat good cheer that is invariably infectious.

Instilling dedication to needs and desires of customers. The bottom line for any business is customer satisfaction. Shortsighted policies that have a negative impact on this satisfaction will eventually show up on the bottom line. The surest way to keep club members satisfied is to know what they want. Employees at all levels should be required to constantly seek their feedback and input. Lastly, they should be instilled with a complete dedication to member satisfaction.

Recognizing the importance of personal selling. Perhaps the greatest marketing tool available is the committed involvement of leadership in selling. By becoming actively involved with members and selling the club at every opportunity, the leader promotes not only the operation, but himself. Since many decisions are influenced by personal loyalties and first-hand recognition of competency, this type of salesmanship is often the most far-reaching and effective.

Summary. Effective and efficient operations in all areas of an organization are the direct result of good leadership. While sound management and technical skills are also important, without leadership the organization will never achieve its full potential.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss the importance of the above concepts with your management team, impressing upon them the value to the club and to their careers.

Take Away: Your leadership is up to you. Have a plan to develop your skills to make you an effective organizational leader.



#30

Our Need to Serve

“In his book, *Good to Great: Why Some Companies Make the Leap . . . and Others Don’t*, Jim Collins says that people ‘want to be involved in something that just flat-out works,’ but I believe it is something more. I believe that people have a great need to connect with or serve something larger than themselves. Whether it’s building a skyscraper, embarking on a campaign to eradicate hunger, working on the design of an award-winning advertising campaign, or even dressing in favorite NFL team colors and attending all the home games—people need to connect to a larger purpose or endeavor.

Great leaders understand this basic human need and can create that connection for their followers; but the connection I am talking about need not be a life-altering cause or event. Most of us live rather uneventful lives. While our need is to earn a living and support our families, an astute leader recognizes the opportunity to create something out-of-the-ordinary—a special enterprise that performs better than others and is a source of purpose and pride for all.

In connecting people to the challenge of creating something special, the leader feeds the employees’ need to do something beyond self while advancing the purpose of the enterprise. All that is necessary is for the leader to frame the challenge in terms of shared goals. In the service industry this is a simple task. Our purpose is to serve. The quality of our service encourages customers and repeat business, which in turn ensures the success of the enterprise for the owners, and, ultimately, the job security and advancement opportunities of everyone involved.

Throughout my career, I have met many eager, enthusiastic young people, some just starting out their adult lives and relishing the opportunity of their first jobs. Unfortunately for most, their youthful idealism is crushed quickly by the realities of the workplace, particularly when they are not well-led, when they are not properly trained or supported, and when they are treated as if they didn’t matter.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss ways that your managers can fulfill peoples’ needs to serve. What steps could you take at your club to do this?

Take Away: Leaders should take advantage of peoples’ need to serve something larger themselves by framing their mission and vision in terms of service to others – which is a natural thing to do in the club business.



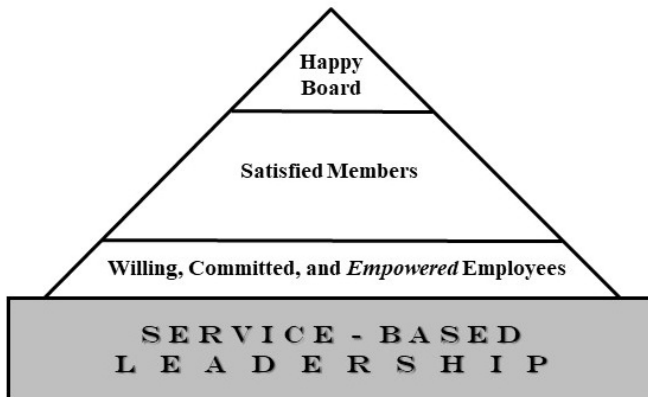
#31

The Hierarchy of Service

“While Service-Based Leadership stresses that the leader must serve the needs of his or her constituencies, not all constituent needs have equal weight or importance.

Owners or the board are usually the smallest constituent group in numbers, but their needs are paramount. Why? Because it is their investment in the club and their need for return on their investment that permits the continuation of the business. If it is not making a profit, if it cannot gain credit based on a potential for future profit, if it cannot meet its cash needs for payroll or to pay vendors, it will quickly go out of business and the needs of all other constituencies will become irrelevant.

Next in order of importance are the needs of **members**. Without members patronizing the club, it may not be viable. If not viable, it will not last long – and all constituencies lose. Members, like all customers, are attracted by price and the quality of products and services. Taken together, quality and price create a sense of value – the value perceived by members and the club’s reputation in larger community. If enough members perceive value, they will frequent the club to spend their money and the club will have a waiting list for membership. If not, the club may ultimately fail.



The service-based organizational model depicts the importance of satisfying customers, as well as the important role of employees. The organization’s leaders are placed at the bottom, clearly emphasizing their role in serving the needs of all constituencies.

This statement brings us to our third constituency – **the employees**. They are the ones who execute the board’s vision for quality of product and service. They are the ones whose daily interaction with members creates the value they seek. Properly led, valued, and supported, employees will enthusiastically commit to serving the members thereby fostering levels of business that enable it to thrive.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss the relationship of the club’s three primary constituencies and the priority of their needs. Discuss the relative levels of authority and influence leaders have over these constituencies.

Take Away: Service-Based Leaders serve all constituencies, but there is a hierarchy for that service.



#32

Ego-Driven Failure

“Jim Collins says his research showed that gargantuan personal egos do not lead to corporate success. In wondering why, here are a few observations:

- Ego-centric individuals are all about themselves. As such they have difficulty creating the relationships with followers that sustain the efforts of an organization. While they may drive results by their force of will in the short-term, they often create resentments and divisions that harm the organization over the long haul.
- Ego-centric leaders think they have all the answers which makes it hard for them to listen to other opinions or to become educated beyond their own pre-conceived notions. A lack of understanding of the true situation drastically hampers their chance for success.
- Ego-centric people tend to attract and retain ‘Yes Men’ while driving away ‘A’ Players. Strong subordinates expect to participate and be heard and will not long stay in a job where they are not given an opportunity to participate in decisions or make a difference. As pointed out in *Good to Great*, when the ego-centric leader departs, there is not a strong successor waiting in the wings or any depth of talent in the senior management ranks.
- Ego-centric leaders want all the credit for success and are more likely to blame others for failures. Followers are quick to grasp this selfish behavior and have little respect for or desire to support such a leader. Without the willing involvement of followers, no endeavor will succeed for long.
- Ego-centric people want to be star players and do not build teams. In this modern age, worthwhile enterprises and endeavors are far too complex for any one person to completely grasp. Success can only come by assembling a team of talented individuals who understand all the relevant disciplines and can implement them effectively.
- Ego-centric leaders are incapable of empowering others. It’s just not part of their makeup to care enough about others to make the effort on their behalf. Without empowered employees at all levels of the organization, problems will abound.

While an ego-driven leader can achieve spectacular success by force of will and personality, he will never become a ‘great’ leader as suggested by Andrew Carnegie and will never ‘build the enduring greatness’ of a Level 5 leader as posited by Jim Collins.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss the various reasons that large egos do not translate well into team success. Use personal experiences and anecdotes, if appropriate.

Take Away: Jim Collins’ finding in *Good to Great* - “Level 5 leaders display a compelling modesty, are self-effacing and understated. In contrast, two thirds of the comparison companies had leaders with gargantuan personal egos that contributed to the demise or continued mediocrity of the company.”



#33

Leadership Growth and Adaptation

“As any individual grows in leadership, his ideas about what leadership entails will mature and, in that maturation, one constant will stand out – change. Adaptation to insistently changing circumstances is a hallmark of success. One must approach life as a continual learning experience.

What attitudes and approaches lend themselves to this continual learning experience?

1. Always keep an open mind. Try not to pre-judge situations or people.
2. Never assume you know it all. The more you learn, the more you realize how little you know.
3. Be open and accessible to constituents – particularly followers.
4. Take time to stop and listen to your constituents. In your rush to accomplish, do not forget that you need their input, feedback, and support. Knowing their needs is essential.
5. Take constituent concerns seriously and adjust your agenda, as necessary. Their buy-in to your program is essential to your success. Judicious compromise is a sign of intelligence and flexibility, not defeat. It should never be ‘my way or the highway.’
6. Stay informed. Know what’s going on in your organization, community, and the world at large. To be effective, you must be relevant to your time and place. To speak with authority and win people over, you must be knowledgeable about more than just your job.
7. Be aware and alert to what goes on around you. Learn by observing others, by witnessing their successes and failures. Most knowledge comes not from education, but from your life experiences. When you go through life in a fog of your own making – too consumed with real and imaginary dramas – you are inert, like a rock, to the wealth of learning opportunities around you. As one leading hospitality company puts it, ‘keep your antennas up and your radar on’ at all times – you’ll learn a lot by doing so!
8. When you’re stressed or something has you ill-at-ease or on edge, it is a sure sign that something is wrong somewhere. Analyze your situation. Discovering the source is the first step in finding out what’s wrong and where you need to act.
9. Once you’ve discovered the problem, contemplate how your leadership can overcome the issue. Like any other learned ability, this continual ‘puzzling’ over leadership challenges will enhance your skills and usually bring you to a better resolution. If things turn out badly, figure out what went wrong and learn from the mistake.

Darwin was right on many levels when he said that creatures must adapt to survive. Leaders must adapt, not just to survive, but to thrive.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss the various points above with an emphasis of how they will help a leader grow and adapt to changing situations.

Take Away: Leadership growth will prepare you for the challenges of larger positions.



#34

Projecting Confidence

“We all have varying degrees of self-confidence. Most of us are self-confident about those things we know well or have experience with and less sure when we are on new ground.

Given that young managers are often short on experience, it is understandable that they may lack confidence in much that they are called on to do. While each leader must recognize and cope with his or her own levels of self-confidence, it’s necessary that a leader project confidence in all she attempts to do. Followers want to believe in their leaders and any faltering or perceived lack of confidence will undermine their commitment to the task at hand.

So how does one project confidence, even when beset by doubt? The following can help even the most unsure leader appear more confident. And keep in mind that as you progress through your career your accumulating experience will build your self-confidence.

- Recognize the importance of projecting self-confidence. Consider the impact on followers when their leader acts and performs like ‘a deer in headlights.’
- Think ahead and prepare. Many world-class athletes visualize their performance in advance to achieve better results. Leaders should do the same. The more you think ahead and prepare for those occasions when your leadership is on display, the more comfortable you’ll be in any situation. The more comfortable you are, the more confident you’ll be. When you are organized and efficient, you naturally exude an air of competence and confidence. When you are chaotic and confused, you scare the heck out of your followers and undermine their confidence in you.
- Take stock of your weaknesses. Knowing where you are weak will help you develop a plan to work on strengthening those areas.
- Play to your strengths. Organize situations to play to your strengths. The more positive leadership experiences you have, the more ‘strengths’ and confidence you’ll possess.
- Be aware of and learn from the leadership examples of others. For good or bad, you can learn a lot by observing others—your superiors and peers. Analyze successful leadership techniques and ask yourself what could be done to improve upon or avoid instances of poor leadership.
- Keep your cool. The essence of leadership is not losing your head when things are going badly. At these times, your followers need a steady hand and guidance more than ever.

It is possible, even when filled with doubt, to project an air of confidence. Doing so will inspire your followers. Not doing so will fill them with doubt about the endeavor and their leader.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss the various points above with an emphasis of how they will help a leader be confident in all situations.

Take Away: Projecting confidence in yourself and your endeavor is an important part of leadership.



#35

Leadership and a Failure of Engagement

“Most leaders readily understand the negative impact of a hostile work environment on employees. Employees who aren’t properly trained, who aren’t given the tools and resources to do their jobs, and who are demeaned by the abusive actions of supervisors or other employees, cannot contribute effectively to the team effort and the success of their organization.

A more subtle factor in creating a hostile work environment is the supervisor who does not engage with his team or who doesn’t pay attention to what is going on in his section or department. Consider that:

- Individuals in any group setting rarely have neutral feelings toward or about the others in the group. They like some and dislike others, usually for their own, sometimes hard to discern, reasons.
- People are naturally attracted to and spend time with those they like and avoid those they don’t. This results in cliques of the included and, outside the cliques, the excluded.
- The excluded often feel jealous, resentful, and fearful because of their exclusion.
- In the absence of ongoing timely and accurate information, fearful people assume the worst. Fearful people can be paranoid and perceive discrimination, favoritism, and abuse where none may exist.
- A fragmented work team cannot perform effectively.

When a supervisor does not engage daily with team members, give specific directions regarding work assignments, and communicate thoroughly about all matters affecting the team, the fragmented team will gossip, backbite, and bicker among themselves.

Seldom will they work together effectively and often their antagonisms affect customers and co-workers. Sometimes their behavior is passive-aggressive—trying to sabotage the efforts of others, all the while acting helpful and friendly.

If a manager doesn’t understand this important point and fails to engage daily with all employees, he may be responsible for passively creating a hostile work environment. Such inattention to the daily functioning of the organization can be just as destructive as a supervisor who actively engages in demeaning, disparaging, and abusive behaviors.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss the points above with an emphasis of how a failure to engage with work teams can create a difficult and sometimes hostile work environment.

Take Away: Leaders, particularly those on the front lines, must engage with their work teams daily to ensure everyone knows their tasks and priorities.



#36

Morale Matters

“Morale has always been, and will always be, an important concern to military leaders. The effectiveness of their fighting force demands it. But it is not just in armies that morale is important. Athletic coaches know that dissension, bad attitudes, and pessimism will destroy all chances for victory and work hard to build the confidence and morale of their teams. The same is true in business or any group endeavor. Morale matters!

One dictionary defines morale as ‘the moral or mental condition of a person or group with respect to cheerfulness, confidence, etc.’

Attitude and morale are also important ingredients in hospitality operations where friendliness, good cheer, and enthusiasm are bedrock requirements for success. While hiring the right people with the right personal qualities has always been a safe bet when building service teams, the very act of creating teams brings its own challenges. As we have said in *Leadership and a Failure of Engagement*, the group dynamic often creates problems that can interfere with the smooth functioning of the work team.

So how does a leader go about ensuring good morale within his or her team? First and foremost, are the requirements of Service-Based Leadership – of the need to communicate well with the team; of interacting daily with team members and providing direction; listening to and addressing their concerns; providing the tools, resources, training, and support for employees to do their jobs well. Beyond that is the need to recognize the ultimate value of people and act on that principle; to provide value as described in *Adding Value to Your Club*; to treat all employees with dignity and respect; to lead by example; to ensure closure on issues; and to be open and approachable to employees.

When all these things are done conscientiously and consistently by the leader, good morale is a natural by-product. By focusing on being the best Service-Based Leader you can be, morale and its attendant group enthusiasm and good cheer will come naturally.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss the impact of good and bad morale on followers. Why is this particularly crucial in the service industry?

Take Away: Leaders must always be concerned with the welfare of their followers and provide the leadership that ensures high levels of morale.



#37

Do the Right Thing

“For any leader there will always be aspects of your job that you don’t like—things that you personally find difficult or distasteful. And while there is always the temptation to postpone or ignore those things, hoping they will just go away or somehow solve themselves, this is seldom the case.

Another mechanism to cope with these undesirable duties is to assign them to a subordinate or pass them off to some other person in the organization. While doing this may relieve your immediate distress, it is never a good thing to slough off your duties because they make you uncomfortable. While undesirable duties will be different for each individual leader, these are some of the ‘usual suspects.’

- **Confronting Poorly Performing Employees.** Our basic nature is to assume that others know the right thing to do and will do it without being told. Clearly this mindset is not based in reality. People need to understand the right way of doing things and the standards of the organization. When they do not meet these expectations, you must engage them. A leader must never be hesitant to confront the problem employee. The sooner he does it, the better for everyone.
- **Discharging Employees.** No normal person enjoys letting people go. Even when an employee deserves it for his inappropriate behavior or poor performance, it is never a pleasant thing to do. If, after exhausting all efforts to correct behavior or improve performance, the employee’s problems persist, it is the right thing to do for the good of the organization and the other employees who have to put up with or cover for the offending employee.
- **Responding to Unhappy Members.** Does anybody enjoy this? However, it’s probably one of the most important things you can do to ensure the success of your business.
- **Reference-Checking when Hiring.** Few of us enjoy the tedious time commitment and challenges of checking applicant references, yet there is nothing you can do that’s more important for ‘getting the right people on your bus.’ This is a responsibility that you, as a leader and hiring manager, should never take lightly or pass off to someone else.

While it’s perfectly appropriate to delegate certain tasks as your career progresses and subsequent positions grow in authority, you must make sure delegation is appropriate and that your motivation is for the good of the organization, not based on what you like and dislike doing.

As a leader, you should never shy away from the responsibilities of the position you have accepted. Make it a **point of honor to do the right things**. Your employees are always watching and taking your measure as a leader. When you consistently do the right thing, you’ll be seen as a ‘stand up’ person—one who will always have their trust, respect, and loyalty.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss the importance of leaders doing the right things. What are some ramifications of leaders failing to meet their responsibilities?

Take Away: Leaders must always be prepared to do the right things.



#38

Value Your People – 1

“Business consultant Susan M. Heathfield stresses the need to value your people at all times. What things can you as a leader do to demonstrate your regard for people ‘in all your actions and words’?”

- **Know and use employee names.** Everyone likes to be recognized as an individual and called by name. Certainly, your members do, and your employees do as well. Introduce them to customers and visitors when appropriate. Failing to do so implies they’re just part of the scenery instead of key contributors to the success of your operation.
- **Learn about employees as individuals.** Get to know them, their life situations, their dreams and plans, their goals in life. This does not mean you are to become their friend or confidante, but it does mean you have enough interest in them as individuals to try to understand their situation, their needs, and motivations.
- **Greet employees daily.** You should never fail to greet employees when you see them each day. You don’t like to be ignored as if you were unimportant, and neither do they.
- **Share your time with employees.** As busy as you are, make time for your employees. They have questions, concerns, and needs that should never be ignored. Be open and approachable. When you are not, when they are afraid to come to you for fear of your reaction, you are kept in the dark about what is really going on in your team. If any employee is monopolizing your time or is a ‘high maintenance’ employee, do not be shy about letting him know the inappropriateness of this behavior.
- **Recognize each person’s strengths and weaknesses.** None of us is the perfect manager, server, retail attendant, etc. Don’t expect your employees to be. Learn each person’s strengths and weakness. Capitalize on the strengths and help each person overcome their weaknesses. The time you invest in helping an employee develop his or her skills and abilities is well worth the effort and will be appreciated far more than you’ll ever realize.
- **Be involved in the workplace and work processes.** Do not create a hostile work environment by failing to adequately engage with your employees. Without your ongoing guidance and direction, petty dissensions and friction will grow among the workers of your team as they struggle to figure out who must do what.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss the importance of leaders valuing their followers and other constituencies. What are some ramifications of leaders failing to value their people?

Take Away: Leaders must value their followers and demonstrate that regard in all they say and do.



#39

Value Your People – 2

“Business consultant Susan M. Heathfield stresses the need to value your people at all times. What things can you as a leader do to demonstrate your regard for people ‘in all your actions and words’?”

- **Look out for your peoples’ welfare.** Make sure your employees get adequate work breaks, that their workspaces are set up for comfort and efficiency, that they are properly trained and equipped for their jobs, that you adjust work schedules when possible to meet individual needs, that you resolve pay discrepancies quickly, that you get back to them to resolve issues they’ve raised. Make sure they understand their benefits, taking the time to explain the details to them.
- **Treat employees as adults.** When you treat employees like children, they will act like children. Don’t talk down to them or treat them as if they’re immature. When you give people responsibility, most will reward your trust. Those who demonstrate they can’t be trusted should be encouraged to move on.
- **Show respect.** This is critically important in the way you speak, the tone of your voice, your choice of words, and your body language. Your respect for others cannot be faked. You must sincerely value people to treat them with respect at all times.
- **Do not take advantage of people.** Employees are not your servants and should not be expected to perform personal services for you. If you delegate tasks, make sure there is value in it for them, either in enhanced compensation or a genuine learning opportunity.
- **Demonstrate the common decencies of human interaction in all your dealings.** Be kind and courteous. Give your people the benefit of the doubt. Don’t be quick to take offense or become upset. Maintain control of your temper and reaction to events.
- **Thank employees often.** How easy is it to say, ‘Thank you’? It costs nothing and it reaps great rewards. The only requirement is that it must be sincerely given.
- **Say goodbye at the end of the day or shift.** A farewell is a common courtesy that you would extend to family and friends, if for no other reason than as an acknowledgement of departure. The members of your work team, who you depend on for your success, should receive no less a courtesy. Again, the need for sincerity is absolute.”

Ed Rehkopf, Leadership on the Line – The Workbook

Discussion Points: Discuss the importance of leaders valuing their followers and other constituencies. What are some ramifications of leaders failing to value their people?

Take Away: Leaders must value their followers and demonstrate that regard in all they say and do.



#40

How Consistent is Your Club Leadership?

“Strong, stable, and consistent leadership is the single most important requirement for successful club operations. While there are many styles of leadership suited to any industry or endeavor, experience over many years in the hospitality business makes it clear that a service-based approach to leadership works best in the service industry with its often young, mixed gender, and multi-ethnic workforce. This style of leadership has as its primary motivation service to others – to members, to the owners of the club, and the employees.

While it is recognized that the general manager must be a service-based leader, it is also critical that the club’s subordinate managers and supervisors are also trained to be strong service-based leaders. While some degree of a leader’s skill-set seems to be inborn, such as personality and an analytic mind, and others, such as confidence, judgment, and basic communication abilities, are developed early in life, the great majority of a leader’s skills are attitudinal and can be learned.

But to expect that your managers with varying backgrounds, education, and experiences will have a common understanding of what constitutes effective leadership is naïve in the extreme. Unless junior managers are systematically trained to develop the skills, which have to do with building and sustaining meaningful work relationships with their constituencies, particularly employees, their leadership development will be hindered and haphazard. This results in the general manager’s vision and message of service not being communicated consistently or faithfully to line employees. Instead of having a cohesive team dedicated to a common purpose and acting in a concerted way to further the aims of the enterprise, the club is a collection of tribes who don’t necessarily approach the mission or their jobs in the same way or with the same attitude.

Without leadership consistency, employees get a mixed service message, and their morale, engagement, and commitment will vary from manager to manager and department to department. It’s quite simple – if your management team does not provide consistent:

- Vision, values, and example,
- Communication and engagement,
- Training, resources, and support,
- Regard for and treatment of employees,

You’ll never gain consistency of employee commitment, contribution, and performance.”

Ed Rehkopf, What I Expect from My Club Management Team

Discussion Points: Why is it important for there to be consistency of leadership styles in an organization? Discuss the ramifications of a variety of leadership styles on a group of followers.

Take Away: A consistent leadership style across the entire management team is necessary for success in group endeavors.



#41

Consistent Club-Wide Leadership

“Management teams can be dysfunctional for a host of reasons, but there is none so basic as a variety of leadership styles. To expect that any group of managers, each with his own background, training, and experience, will have a similar effective leadership style is unrealistic.

Yet as with so many other aspects of management, consistency is essential to faithfully communicate and reinforce the club’s culture, service ethic, and environment for employee empowerment. Without leadership consistency, employees get a mixed service message, and their morale and commitment varies from manager to manager and department to department.

Imagine a management team made up of department heads with the following leadership styles:

- Military – with its requirement of absolute, immediate, and unquestioned obedience,
- Democratic – where decisions are only made after lengthy discussion and debate,
- Gunslinger – with its emphasis on shoot first, aim later,
- Absent – where the leader is never around or is hiding in his office,
- From another planet – where the leader expects that everyone will know what to do and will do it without being told,
- Uncommunicative – where the leader gives everyone the silent treatment,
- Teed off – where the manager is angry all the time at everyone,
- Political – where the manager believes his only function is to suck up to members or owners, and
- Service-based – where the attitude and primary motivation of the leader is service to others – to members, to employees, to owners or board.

Clearly, such a jumble of leadership styles will lead to a confusing and contradictory example and message to employees, as well as create barriers to cooperation and teamwork between departments. The solution to such a fragmented workplace is for the general manager to promote a consistent style and application of leadership club-wide. This can only be done by providing consistent leadership training to the entire management team. Given the uneven comprehension of leadership issues among any group of managers, the benefits of a uniform understanding and application of leadership will bring club operations to a uniformly high state of performance.”

Ed Rehkopf, What I Expect from My Club Management Team

Discussion Points: Discuss how the above listed leadership style may impact followers and why a variety of styles within a club management team contributes to uneven and inconsistent employee performance.

Take Away: A consistent leadership style across the entire management team is necessary for success in group endeavors.



#42

Enemies of Effective Leadership – 1

“The following list includes some things that can destroy anyone’s effectiveness as a leader:

- **Lack of Values.** In order to lead others, you must have a center of moral and ethical values that you hold to regardless of situation. This center is who you truly are and will see you through any difficulty. With a strong center, your integrity is intact, and you can be trusted by your constituencies to do the right thing. A person without a foundation of values is frequently seen as an opportunist – doing this or that or whatever serves the interests of the moment.
- **Lack of Integrity.** Your integrity is dependent upon the values you hold and your steadfastness in maintaining those values in the face of challenge and adversity. Integrity also means that you are whole, sound, and true. Lacking this, you cannot be counted on by others.
- **Personal Insecurity.** Insecure people are fearful, defensive, and sometimes paranoid. They assume the worst and look for every piece of evidence to support their fears. Consciously or unconsciously their fearful actions damage their relationships with others. Being fearful, they do not trust. In not trusting they are quick to blame and act defensively, which causes offense to others. Their words and actions destroy the very trust that underlies any meaningful relationship.
- **Lack of Vision.** Without an understanding of where you’re taking your followers, they will not be inclined to join you on your journey.
- **Poor Communicator.** Even with a profound vision, you must be able to communicate it to your followers. They want to know where they are going and how they will get there. But you don’t necessarily have to be a great orator to communicate effectively – you just have to communicate often and thoroughly.
- **Large Ego.** History is littered with failed hero cults – Adolph Hitler, Joseph Stalin, James Jones, and Nicolae Ceaușescu, to name a few. As Jim Collins points out in *Good to Great* there is a negative correlation of ‘celebrity’ CEOs and great companies. Every great company he identified in his book had Level 5 leadership – the combination of personal humility and overwhelming drive for the company’s success, not one’s own.
- **Lack of Competence.** Your followers will never trust you if you can’t demonstrate competence in your field of endeavor. Without trust in your abilities, they won’t follow you. Some ‘leaders’ have been able to mask their incompetence with bluff, arrogance, and braggadocio and gain a following, but in the words of Abraham Lincoln, ‘You cannot fool all the people all the time.’”

Ed Rehkopf, What I Expect from My Club Management Team

Discussion Points: Discuss any of the points above and how they negatively impact the ability to lead, as well as the impact they have on followers’ trust in their leaders.

Take Away: Trust is the basis for successful leadership. Anything that damages that trust, damages your leadership.



#43

Enemies of Effective Leadership – 2

“The following list includes some things that can destroy anyone’s effectiveness as a leader:

- **Lack of Initiative.** Leading isn’t just about talking, it’s about doing. Ultimately, you will be judged as a leader by what you successfully accomplish. Initiative is taking your thoughts and words into the realm of action.
- **Lack of Organization.** Leadership is a group activity. You are required to motivate your followers to accomplish some goal or mission. To do this effectively you have to be able to organize their efforts. Your followers will lose heart if your efforts and theirs are chaotic.
- **Lack of Standards.** Just as you have values, a leader must have standards – for herself as well as her followers. An ill-disciplined army can win a battle but lose the war for failing to maintain basic standards of human behavior. As a leader, you will be judged by the actions of your followers. Therefore, they must understand the high standards that you have and hold dear.
- **Lack of Personal Accountability.** Harry Truman said, ‘The buck stops here.’ Every true leader must be prepared to accept the responsibility he assumes. Dodging responsibility will quickly cost the trust of your followers. Be a ‘stand up’ person and recognize that not everything you do will be right. Your followers will readily understand that if you simply hold yourself to the same high standards you expect of them.
- **Lack of Confidence.** You must be confident in your vision and your cause for people to willingly follow you. Most people are looking for guidance and direction and will embrace your well-thought-out course of action when you demonstrate your confidence in it.
- **Failure to Value Followers.** You cannot ‘use’ people. They will gladly follow a trusted leader with a compelling vision but will become cynical and alienated when they know they are being manipulated for your purposes alone.
- **Lack of Ongoing Involvement.** Accomplishing a challenging task requires persistence and effort over the long haul. An effective leader sees the task through to successful conclusion, whereas the dreamer or visionary can envision the result but has no conception of how to accomplish it.
- **Lack of Emotional Maturity.** To win the hearts and minds of your followers you must have the emotional maturity to build solid, enduring relationships with all manner of people. As a result, you can’t be impulsive, rash, or overly-emotional in your dealings with others. Likewise, you must maintain a leadership presence by avoiding childish actions and immature reactions to others around you.”

Ed Rehkopf, What I Expect from My Club Management Team

Discussion Points: Discuss any of the points above and how they negatively impact the ability to lead, as well as the impact they have on followers’ trust in their leaders.

Take Away: Trust is the basis for successful leadership. Anything that damages that trust, damages your leadership.



#44

Managing Your Boss

“Just as a leader must manage available human, capital, and material resources to accomplish the mission, to be truly successful you must also manage the perceptions of superiors, in particular your immediate boss.

Ultimately, if the boss has a bad impression of you and your performance, you have no one to blame but yourself. So why leave it to chance. You must be as proactive about managing your boss as you are with other important areas of your life – family, church or community, and hobbies and sports.

So how should you manage your boss’ perceptions of your performance? The short answer is ‘information,’ but for practicality’s sake, here are five sure-fire ways to make a favorable impression.

1. Give your boss an honest, critical ‘State of the Union’ report outlining the current realities of your operation. As Jim Collins says in his book, *Good to Great*, never be afraid ‘to confront the brutal facts.’ Support your analysis and the report with current operating benchmarks.
2. At the same time, present your ‘plan for improvement.’ I prefer to do this as an Annual Plan that will be updated each year as the state of the operation changes.
3. Provide brief monthly reports that update your boss on progress toward Annual Plan objectives and milestones.
4. Develop, track, and present your boss with meaningful benchmarks and analysis that demonstrate trends. Obviously, positive trends should be discussed, but negative ones also warrant discussion of planned corrective action.
5. When presenting or discussing problems in reports or in person, always present proposed solutions and plans of action at the same time. A boss who continually receives a subordinate’s problems without proposed solutions may eventually realize he doesn’t need the subordinate.

A few cautions:

- Honestly identify and discuss problems. Overly optimistic or continual rosy assessments invite skepticism and may undermine your efforts.
- Don’t over-promise and under-deliver. You must have a clear grasp of what improvements your operation can realistically make.
- When reporting successes, share the credit liberally with your staff. When reporting or discussing failures, reserve the blame for yourself. There is always more you could have done.”

Ed Rehkopf, What I Expect from My Club Management Team

Discussion Points: Discuss any of the points above and how they help make your boss’ job easier.

Take Away: Managing the boss is a skill like any other. Each boss may be a little different in how he wants information presented and you should take your cues from him.



#45

What You Owe Your Boss

“Hopefully your boss is a Service-Based Leader who has a plan of improvement and works diligently toward its implementation. In the process of implementing her agenda she will develop plans and programs and issue directives for their accomplishment. It is your duty, then, to wholeheartedly support her agenda in its thorough implementation within your area of the operation.

But what if you have doubts about the wisdom or efficacy of her program? In this case you as a leader have a duty to fully and frankly express your reservations to her. However, this should always be done in private in a calm and deliberate way. Your purpose here is to convince, not attack or criticize. Clearly, rationally, and with suggestions for alternative courses of action, you must express your reservations and persuade your boss of other means to her desired ends.

If, after exhausting your powers of persuasion, your boss is unmoved and insists upon her original instructions, you have but two choices – to completely support and devote yourself 100% to accomplishing her directives or, if sufficiently opposed, to resign your position since you are unable to support her initiatives.

Why is the choice so stark? Is there no alternative between these two extremes? No! Either you fully support and implement her program without grumbling, complaining, or hesitation, as if the initiative was your own, or you step aside because you can't. The most damaging thing you can do is to undermine your boss' efforts by publicly criticizing her plan or by failing to actively and aggressively implement it. Both send a clear message to your employees that you neither agree with nor support the plan. This will quickly set up divided loyalties in the workforce.

Even worse is to pretend to support your boss' agenda while secretly resisting or acting to sabotage it. This passive-aggressive behavior is unfair to the person who hired you and is damaging to the organization. Your employees will readily understand your lack of commitment and ultimately your boss will recognize it too. In this instance, your boss' only recourse is to discharge you – and you will certainly deserve it.

The bottom line is that you have a responsibility to fully support and show loyalty to your boss. If, for whatever reason, you have come to lack respect for your boss, it's time for you to move on. Still unconvinced? For one moment put yourself in the position of the boss – how long could you tolerate a subordinate manager who, either actively or passively, worked at cross purposes to your plans?”

Ed Rehkopf, What I Expect from My Club Management Team

Discussion Points: Discuss why leaders should fully support their boss' agenda and what the implications are of not doing so.

Take Away: Leaders have a moral/ethical duty to fully support their boss' plans and programs; otherwise, they should move on.



#46

The 100/0 Principle

“Al Ritter has written a great little book, *The 100/0 Principle*, subtitled *The Secret of Great Relationships*. While this may sound like any one of the score of self-help books published annually, one merely has to look at Mr. Ritter’s resume – MBA from Dartmouth, marketing and operations positions with Pepsico, CFO at Swift and Company, Senior VP for Citigroup, consulting for Accenture, and founding his own consulting company – to recognize that this short, simple, and easy-to-read book holds much promise for business leaders in any setting and level of organizational hierarchies.

I believe the simple concept at the heart of this book is arguably the single most important guarantor of success in any relationship, certainly in the personal arena, but beyond that in any organization or business enterprise. Such well-known leadership authors as John C. Maxwell, Brian Tracy, and Warren Blank have all recognized the central role of relationships in any attempt to lead. As Maxwell said, ‘People who are unable to build solid, lasting relationships will soon discover that they are unable to sustain long, effective leadership.’

What Mr. Ritter so strikingly advocates in his book is that if you want any relationship to be successful, you must take 100% responsibility for the outcome while expecting nothing in return. While this statement may seem shocking to some, I believe it is counter-intuitive wisdom of the highest order. To examine why, consider the following statements relating to leadership:

- A leader is responsible for his own success.
- A leader is responsible for everything her organization does or fails to do.
- In a free society, all but the most socially or economically disadvantaged followers have choice and can go elsewhere.
- Meaningful relationships are based on trust.
- Followers don’t automatically extend their trust to a leader; it must be earned.
- As the one with the power and authority, the leader must take responsibility for establishing trust.
- If, for whatever reason, a relationship with followers is not going well, a leader cannot expect or wait for others to fix it.
- Therefore, he or she must take full responsibility for the relationship.”

Ed Rehkopf, What I Expect from My Club Management Team

Discussion Points: Discuss the points above and how they lead inescapably to the conclusion that a leader is 100% responsible for the relationship with followers and how they respond to his leadership.

Take Away: The only person responsible for successful relationships with followers is the leader.



#47

Your Example

“Albert Einstein said, ‘Setting an example is not the main means of influencing another, it is the only means.’

Always keep in mind the consequences of your behavior as a leader:

- If you are not loyal to your employees, they will not be loyal to you.
- If you do not respect your employees, they will respond in kind.
- If you don’t care about your employees, they won’t care about you or your endeavors.
- If you don’t look out for their interests, they won’t look out for yours.
- If you don’t treat your employees with respect, they will not treat you or your members with respect.
- If you are abusive to employees, the good ones will leave; only the poor ones will stay.
- Service is all about attitude; treating employees badly fosters bad attitudes.

Your example sets the standard for all your employees. Don’t blame them if they don’t have high standards.”

Ed Rehkopf, What I Expect from My Club Management Team

Discussion Points: Discuss how a leader’s example influences the actions of followers for good or bad. Encourage your managers to give anecdotes from personal experience.

Take Away: “A leader leads by example, whether he intends to or not.” *Anonymous*



#48

Principles of Employee Relations – 1

“It is the intention of the club to create and sustain a work environment that promotes happy and satisfied employees, thereby ensuring positive member and guest experiences. Therefore:

- All employees will be treated with dignity and respect. We will not tolerate discrimination or harassment in any form, or any conduct that is unseemly, unprofessional, or reflects poorly on the club.
- Rules, regulations, and policies will be applied uniformly and fairly to all employees. We will not play favorites. We pledge to conduct our employee relations in an honest and straightforward way. Any necessary criticism or counseling will be conducted in private in a constructive manner with the intention of instructing and correcting rather than blaming.
- Every employee contributes to the overall success of our operation. The only difference among employees is their level of responsibility and authority. Every employee is important.
- The great majority of people want to do their jobs well and take pride in their work. When an employee fails, it is often a failure of management to properly train or communicate performance expectations. In other words, we can't expect employees to do something properly unless we have properly shown them how to do it.
- Employees have no idea what goals management has for them unless those goals are communicated. They have a need and the right to know how their performance is contributing to the achievement of those goals. Continuous feedback is essential.”

Ed Rehkopf, What I Expect from My Club Management Team

Discussion Points: Discuss each of the principles above to ensure managers understand the why and how's of these important principles.

Take Away: How an organization conducts its employee relations is critical to its success. A leader must ensure that all management staff treat employees in a consistent manner.



#49

Principles of Employee Relations – 2

“It is the intention of the club to create and sustain a work environment that promotes happy and satisfied employees, thereby ensuring positive member and guest experiences. Therefore:

- Management must make every practical effort to keep employees informed on matters concerning policy, procedures, long range plans, projects, work conditions, and compensation and benefits. An informed employee is a better employee. Supervisors should be available at reasonable times to answer questions and hear employee concerns.
- Recognition is important to all of us. If we have the authority to correct, we also have the responsibility to praise. We cannot have one without the other.
- Every one of us has a responsibility to help our fellow employees. We do not work alone. Rather we work together for a common purpose. We owe it to ourselves and everyone we work with to be personally pleasant and mutually supportive. One unpleasant personality or negative, non-cooperative attitude can ruin the workplace for all of us.
- We must strive to make our workplace interesting, challenging, and rewarding. We can do this only by involving employees in the decision-making process. The ideas and energy of our employees are truly the driving force behind any success we may achieve as an organization.
- Our workplace must also be pleasant, enjoyable, and even fun. Too much of our lives are given to work for it to be viewed as a necessary drudgery. Each employee is challenged to do everything possible within good taste and reason to make the club a more enjoyable place for us all.”

Ed Rehkopf, What I Expect from My Club Management Team

Discussion Points: Discuss each of the principles above to ensure managers understand the why and how’s of these important principles.

Take Away: How an organization conducts its employee relations is critical to its success. A leader must ensure that all management staff treat employees in a consistent manner.



#50

Management Professionalism – 1

“Certain actions on the part of managers and supervisors will cause problems for the club. The following basic guidelines will help you avoid problems and set the proper example for those you lead.

- **Consistency in all personnel actions.** In today's litigious society it is essential that all personnel actions from screening interviews, to hiring, to providing opportunities for training and promotion, to counseling, disciplining, and terminating be consistent, fair, and professional.
- **No retaliation.** Employees have a right to come forward with their problems and concerns. While you may expect that they will come to you first, they may feel that you are part of the problem. Should employees go over your head or file complaints against you, do not retaliate against them. The best way to avoid this is to have open communications with employees and be approachable for their problems and concerns.
- **No sexual harassment.** Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. Sexual harassment is against the law and will be thoroughly investigated whenever reported.
- **No discriminatory practices.** Biases, prejudice, disparaging remarks or jokes based on race, creed, religion, gender, national origin, ethnic group, age, or handicap cannot be tolerated. There is no place for bigotry or personal and cultural insensitivity in the workplace. While each person has his or her own biases and prejudices, do not let them interfere with your conduct and decisions as a leader. This behavior demeans people. It demeans those who do it and those who are subjected to it. Since your club is the sum of its parts, words or actions that attack the self-esteem of any employee damage the club's efforts as a whole.
- **No favoritism.** Scrupulously avoid any appearance of favoritism. The fact or perception of favoritism creates serious problems among employees. Many employee complaints stem from perceptions of unfairness on the part of leaders. Time, money, and energy are spent responding to these complaints, which take away from the club's focus on member service, improving operations, and planning. In addition to the problems created for the organization as a whole, the perception of unfairness creates dissension and poor morale and destroys motivation within your work team.
- **No fraternization with employees.** As a leader you must not, under any circumstances, enter into personal, intimate relations with employees under your direction. Should you feel drawn to such a relationship, you must take steps to ensure that one or the other party in the relationship resigns his or her position. Just as nepotism creates problems in an organization, personal relationships can interfere with the performance of your official duties.”

Ed Rehkopf, What I Expect from My Club Management Team

Discussion Points: Discuss each of the points above to ensure managers understand the full implications of these important matters.

Take Away: Leaders act professionally at all times. If they don't, their employees won't.



#51

Management Professionalism – 2

“Certain actions on the part of managers and supervisors will cause problems for the club. The following basic guidelines will help you avoid problems and set the proper example for those you lead.

- **No fraternization with members.** Leaders should avoid fraternization with members beyond the bounds of their jobs. It is always necessary to have some professional distance from any person or group to whom you have work-related obligations. While you should always treat members with courtesy, avoid socializing with them. Such personal relationships may create subtle obligations on your part and will certainly create the appearance of favoritism and/or compromised judgment among other members. These will ultimately lead to resentments and antagonisms, further complicating your already challenging position.
- **No waste, fraud, or abuse.** Abide by the highest ethical standards. If you cut corners and bend the rules when it comes to safeguarding the assets of the club, you can expect your employees will do likewise. This is particularly important regarding your personal productivity. Don't expect your employees to work hard if you don't set the example. Abuse any privilege associated with your position and risk the loss of your employees' respect.
- **No disclosing confidential information.** Never share confidential personnel or disciplinary information. What happens at the workplace should stay there. While it is impossible to control the rumors and gossip circulating among staff, you can maintain confidentiality and not engage in this activity yourself. Information about the club, such as financial statements, operating statistics, and internal problems should not be disclosed to persons or organizations external to the business.
- **No complaining to employees.** Leaders shoulder the burden of many responsibilities. When things are not going well, it is all too easy to seek out someone with whom to share the burden. This someone should never be one of your employees. A major requirement of leaders is to possess the maturity to understand the potential negative consequences of confiding anxieties, doubts, and grievances to subordinates.
- **No favors from vendors.** Frequently, managers will be offered favors and gifts by vendors. These may be in the form of seemingly small personal items, free products for personal use, gifts at holidays or on birthdays, tickets to concerts or sporting events, or invitations to parties to thank you for your patronage. While these may be genuine expressions of appreciation, they create problems for the leader. Even in subtle ways they cloud your judgment, making it difficult to be truly objective in your purchasing decisions. Accepting even small favors starts you down a slippery path. At what point do you say no, when you have repeatedly said yes?”

Ed Rehkopf, What I Expect from My Club Management Team

Discussion Points: Discuss each of the points above to ensure managers understand the full implications of these important matters.

Take Away: Leaders must act professionally at all times. If they don't, their employees won't.



#52

Managers' Code of Ethics – 1

“In an ideal world we could trust everyone to do the right things, but such a world does not exist. The unfortunate fact is that if we don't train our management team to a common standard of professional behavior, some will transgress. And this is of primary importance because if we as managers and leaders don't set an unimpeachable example, we can expect our employees to cut ethical corners as well.

Here is a list of professional expectations for managers and supervisors at all levels of club operations:

- As a representative of the club for whom I work, I understand that my actions and behavior, both at and away from work, reflect on the organization that provides my employment. I will, therefore, do everything in my power to represent them faithfully and professionally in all my dealings with members, guests, employees, vendors, and the community at large.
- I will organize the work areas for which I am responsible and thoroughly train the employees I supervise to ensure the most efficient operation with the highest levels of service possible.
- I will not use or remove club property for personal use and will protect the assets and resources of the club as if they were my own. My vigilance and example will ensure the employees I supervise do likewise.
- I understand that my leadership and example set the standard for my employees. I understand that a manager who shirks responsibilities, cuts corners, fails to give an honest time commitment, pilfers food and supplies, fails to secure inventories, or is not personally productive in time or commitment, can expect his or her employees to do the same.
- I will not exchange club goods or services for personal favors or services from members, non-members, or vendors. Further, I will not accept personal favors, gifts, or rebates from vendors in any form. Such items benefit me at my employer's expense and are appropriately considered kickbacks. My only interest is to get the best price for my club, and I will make every effort to do so by seeking competitive pricing from several vendors.”

Ed Rehkopf, What I Expect from My Club Management Team

Discussion Points: Discuss each of the points above to ensure managers understand the full implications of these important matters.

Take Away: Ethical standards are at the very heart of what you do – your personal and professional integrity. Follow the spirit as well as the letter of ethical requirements and set an unassailable example of conduct for those you lead and serve.



#53

Managers' Code of Ethics – 2

“In an ideal world we could trust everyone to do the right things, but such a world does not exist. The unfortunate fact is that if we don't train our management team to a common standard of professional behavior, some will transgress. And this is of primary importance because if we as managers and leaders don't set an unimpeachable example, we can expect our employees to cut ethical corners as well.

Here is a list of professional expectations for managers and supervisors at all levels of club operations:

- While I may direct employees' work, their productive efforts and well-being serve the interests of the club who employs them. Therefore, I must work hard to ensure their maximum contribution to the mission and goals of the club. I can only do this if I value each employee as an individual whose contribution to the collective effort is directly dependent upon my leadership, as well as the tools, training, resources, and support I provide them.
- I will never use my position or authority to request or require personal services or favors, sexual or otherwise, from employees.
- I will never enter into personal or intimate relations with any employee who works under my direction or is directly or indirectly supervised by me. Such an inappropriate relationship damages the organization by implications of favoritism and clouded judgment. Ultimately, it irretrievably harms both my ability to lead and my personal and professional reputation.
- While maintaining a positive interest in and influence over the efforts of my employees, I recognize the importance of maintaining a professional distance from them. I will not socialize or party with those I supervise, except while attending club-sponsored social events or in the furtherance of club business.
- Finally, I recognize that my integrity is at the core of my personal and professional standing. It is the most important ingredient of my leadership and is the foundation for any success I will achieve in my career and life. I will never be tempted to squander this most precious possession for the sake of expediency or inappropriate gain.”

Ed Rehkopf, What I Expect from My Club Management Team

Discussion Points: Discuss each of the points above to ensure managers understand the full implications of these important matters.

Take Away: Ethical standards are at the very heart of what you do – your personal and professional integrity. Follow the spirit as well as the letter of ethical requirements and set an unassailable example of conduct for those you lead and serve.



#54

Let Service Begin with You

“Getting to Work: Having read *Leadership on the Line* and worked through this Workbook, you should have an excellent understanding of the basics of leadership. The task now is to use what you’ve learned to build strong and abiding relationships with your various constituencies.

If you have a lot to work on, don’t think you need to improve everything at once. Take your time and focus on a limited number of key leadership initiatives. When you’ve made progress on these, set your sights on your next priorities. The key is to make continual improvements. The more progress you make in developing your skills as a Service-Based Leader, the more your followers will respond and the more success you’ll achieve.

Last Thoughts: While we have covered a lot of ground and discussed a lot of leadership principles, attributes, and disciplines, keep the following foremost in mind:

The quality of your leadership is determined by the influence you have with your followers, which, in turn, is established by the quality of your relationships with them—and your relationships are built on a foundation of trust, of which integrity, competency, consistency, and common decency are primary ingredients.

As you progress through your career and assume greater authority and responsibilities, you will find it helpful to periodically remind yourself of leadership basics by reviewing *Leadership on the Line* and *The Workbook*. Even after a forty-year career, I still find it helpful to return to this foundation.

All of Jim Collins’ Good to Great leaders possessed the qualities of Level 5 Leadership, a paradoxical blend of personal humility and a fanatical zeal for the success of their enterprise. I believe that Service-Based Leadership is the first step toward achieving those qualities.

Never stop learning and always be open to the never-ending lessons around you. Even bad examples and failure can be powerful instructors.

Care for and sincerely value people. While there are many avenues to success in life, every one, except that of a successful hermit, requires that you recognize the ultimate value of people in all you do.

You owe it to those who come after you to pass on your life lessons and hard-won wisdom. The world will always need Service-Based Leaders and, unfortunately, they are in short supply. While your example will be the best teacher, a formal structure of leadership basics is a critical starting point.”

Ed Rehkopf, Leadership on the Line – The Workbook

Take Away: In attempting to affect positive change in your club, do not wait for others to do their part. Whether your boss or your peers believe in or apply the principles of Service-Based Leadership, make your contribution by taking the initiative. In time, your example will have an unmistakable impact on all around you.



#55

Additional Resources

To further assist you in your quest for quality and service we offer additional resources available on the Hospitality Resources International website:

[Service on the Go](#) – The 57 topics in the Service on the Go book cover such topics as The Foundation of Service, Principles of Service, Attitude, Basic Service Issues, Teamwork, Club Etiquette, Common Courtesies, Appropriate and Inappropriate Language and Phrases, Body Language and Tone of Voice, The Challenges of Food Service, The Pre-Shift Meeting, Suggestive Selling, Engaging Members, Dining Service Tips, Service Recovery, Wow Factors, and more.

[Organizational Values on the Go](#) – A proven training tool to constantly and consistently remind your management team of the club's underlying values. These 58 values topics in a wire-bound book can be used for discussions at staff meetings, as reading for managers, or to explain the club's values to newly hired managers and supervisors. Includes topics on Mission, Vision, Guiding Principles, and Operating Standards.

[Food Service Management on the Go](#) – Another On the Go Training tool in a spiral-bound book containing 138 best practice topics to remind and reinforce the necessary disciplines in running a high-quality and high-performing food service operation. In addition to well-known practices, this collection contains a number of innovative ideas to improve and transform the most challenging part of your club operation.

[General Food and Beverage Knowledge Training Manual](#) – A 44-page training manual that familiarizes servers with basic and common food and beverage terms. This knowledge will make your servers more confident in dealing with members and guests. Perfect for self-study or group led instruction. Formatted in MS-Word to allow easy customization.

[Food and Beverage Training on the Go](#) – 96 topics covering F&B knowledge, information, and skills. Perfect for brief training sessions during pre-shift meetings.

[Alcoholic Beverages on the Go](#) – 136 training topics covering beer, wine, and spirits to help train your servers to suggest.

[The Power of Employee Empowerment](#) – This 27-page wire-bound guidebook explains the concept of employee empowerment and what it takes to achieve it. A great training tool for managers at all levels and a perfect complement to Service-Based Leadership training.

[Training Manual: Proprietary Liqueurs](#) – This 32-page training manual describes 18 world-famous proprietary liqueurs, their history and flavorings; and provides tips to increase your average check by suggest these liqueurs.

Take Away: Delivering high quality service is a multi-disciplinary endeavor requiring knowledge, information, techniques, and the application of a wide variety of management disciplines. On the Go Training provides this material in short, easy-to-absorb lessons in a cost-effective way .

About the Author

Ed Rehkopf is a graduate of the U.S. Military Academy and received a Master of Professional Studies degree in Hospitality Management from Cornell's School of Hotel Administration. During his long and varied career, he has managed two historic, university-owned hotels, managed at a four-star desert resort, directed operations for a regional hotel chain, opened two golf and country clubs, worked in golf course development, and launched a resource web site for the club industry.