



**Private Club
Performance Management**

Organizational Values on the Go



Ed Rehkopf

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Ed Rehkopf

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Introduction

Private 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 of 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.

There is probably no more important training than ensuring that all employees, but especially managers and supervisors have a firm grounding in the values of the organization. This can only be done by exposure to and constant reminder of the underlying principles by which the business conducts itself in relation to the board, members, employees, vendors, and the community at large.

Beyond the importance of the organizational culture in every department there are hundreds of operational details that employees must learn and refresh themselves with some frequency. This is just as true in golf operations, golf course maintenance, and facilities management as it is in food and beverage. 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 number 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.

Take Away: Training will always be a challenge in the club industry. One solution is to format training material in short, easy-to-absorb and easy-to-use modules that can be used whenever blocks of time open up during otherwise busy operations.



**Private Club
Performance
Management**

Organizational Values on the Go

Tips for Use

Organizational Values on the Go is designed to present club values in a brief format for refresher training sessions. This material is intended for the management staff, including all employees who supervise the work of others. The material may be used in any appropriate group setting, but most particularly in the general manager's weekly staff meeting. By spending a few minutes at each staff meeting going over these important topics, a general manager can be assured that subordinate managers understand and continually reinforce values and culture.

Each organizational values sheet covers a specific value and offers questions designed to foster discussion and a better understanding of the material presented.

Organizational Values on the Go topics can be assigned to a different department head each week who can then take a few minutes during the staff meeting to go over the material, ask questions of other managers, and lead a discussion that will lead to a better understanding for all. Presenters should avoid simply reading the material; rather they should be creative in their presentation to foster as full a discussion as possible.

As with any other tool, Organizational Values on the Go is only as effective as the effort put into it. Each topic provides a framework to assist in providing refresher training, but presenters are welcomed to augment the information with personal anecdotes, cautionary tales, or other material.

Teachable Moments



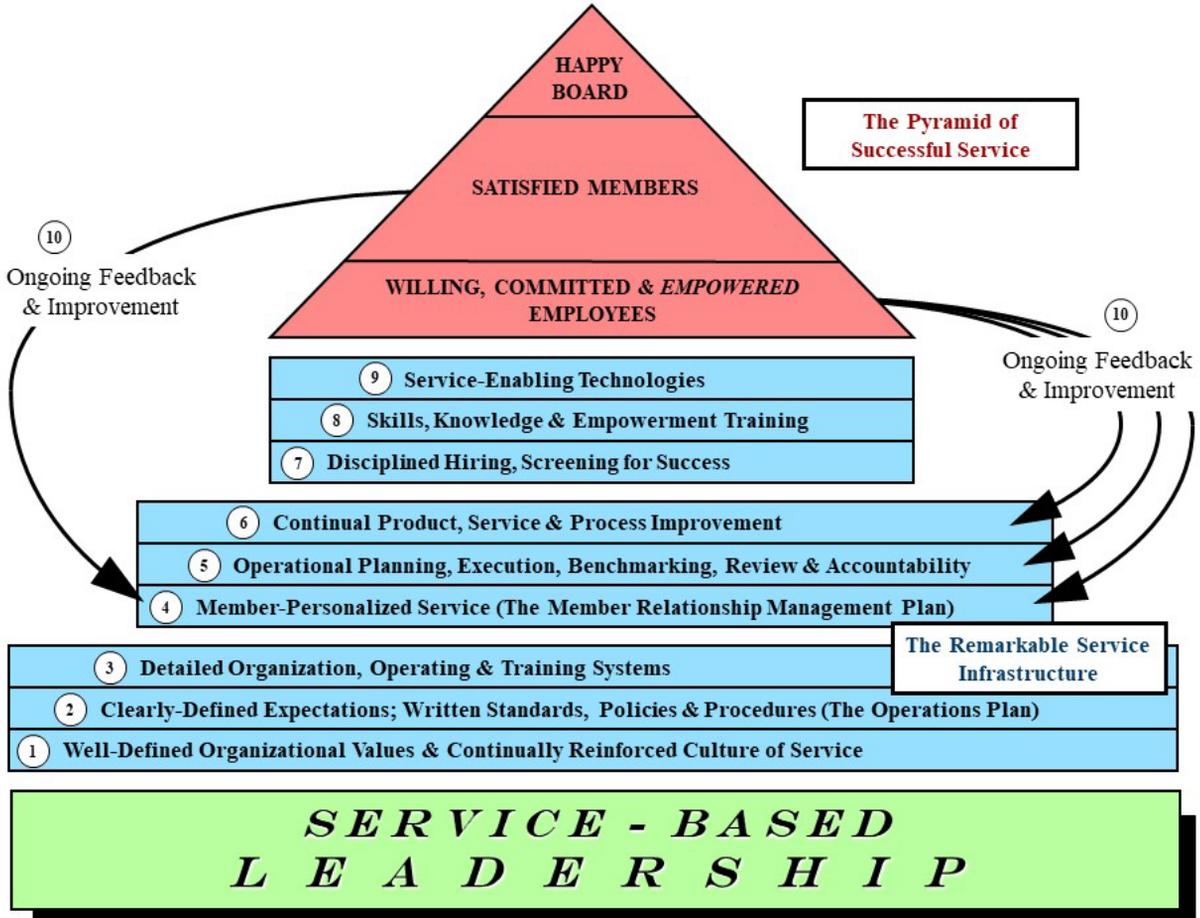
#01

Remarkable Service Infrastructure – 1

Teachable Moments

Just as a private club operation must have the appropriate amenities of a requisite quality – facilities that are conceived, designed, constructed, and paid for – so must there be proper preparation for the club’s staff to deliver quality service. In many ways the “soft” infrastructure is more challenging to build than its bricks and mortar counterpart. This is so because of one reason – the difficulties in getting a diverse group of people to work toward a common purpose of fulfilling the needs and desires of others. The proof of the difficulty involved is the near-universal recognition of just how rare it is.

Yet high levels of quality service can be achieved. Every year we read about those few companies that have cracked the code and figured out how, not only to satisfy their customers, but to “wow” them with Remarkable Service. And just as in building a dramatic club and golf course, the construction of the Remarkable Service Infrastructure requires a design based on a thorough understanding of the organizational systems and management disciplines necessary to deliver high levels of quality and service. The diagram below depicts these.



The Quest for Remarkable Service

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Take Away: The Remarkable Service Infrastructure presents an overarching plan to achieve remarkable service levels in private club operations.



#02

Remarkable Service Infrastructure – 2

While many think that it costs more to provide Remarkable Service levels, this is not necessarily so. At the end of the day, it's more about organization and discipline than it is about higher costs. The highest service levels, however, do require buy-in and commitment from board and membership, as well as the understanding of the long-term, focused effort required.

Realistically, the process may take three to five years . . . or longer. But the benefits to the enterprise are as remarkable as the level of service achieved, including:

- accountable, service-based leaders,
- willing, committed, and empowered staff,
- lower staff turnover; improved morale and motivation,
- integrated and efficient operations,
- improved operating performance,
- less liability exposure,
- better planning and execution,
- improved sales and customer satisfaction.

The important thing for management, staff, and owners to recognize is that they are working on a plan to organize, improve, and revitalize their operation. And as legendary Dallas Cowboy coach Tom Landry said,

“Setting a goal is not the main thing. It is deciding how you will go about achieving it and staying with that plan.”

The Quest for Remarkable Service is a journey requiring the continual disciplined attention of management and staff. No matter the effort, no matter the perceived success, the enterprise will never reach a point where managers and employees can say, “We have arrived; now we can rest.” The quest is never a destination; it's a transformative journey that enriches both the recipients of that service and the providers.

In the ever-changing world of member expectations, each level of quality achieved, each plateau reached, is merely the starting point for further development and improvement. Yet as the cycle of review and continual improvement begins anew, all can be assured that with each iteration, each turn of the Flywheel, success becomes easier and more assured because of the organizational discipline gained and the momentum achieved.

Take Away: The Remarkable Service Infrastructure presents an overarching plan to achieve remarkable service levels in private club operations.



#03

Leadership Development

No matter your role in the organization, no matter your area of professional expertise, if you direct employees, your primary role is that of a leader, not a manager or supervisor.

So what is the difference between a manager and a leader? While a manager may possess a broad range of skills and abilities to manage the resources, functions, and financial viability of an organization, a leader recognizes the ultimate value of people in all activities and uses a wide array of personal characteristics and interpersonal skills to get the best from a diverse workforce. In so many ways this human element of leadership is far more challenging than the many empirical decisions of management. Roger Enrico, the former Chair of Pepsico, put it another way when he said,

“The soft stuff is always harder than the hard stuff.”

But what was he talking about when he said “the soft stuff”? In short, it’s the people skills – those aptitudes and abilities used to get the best out of one’s human assets. It encompasses all those things we talk about when discussing leadership – the relations with multiple constituencies and the highly nuanced interactions with a diverse workforce that result in motivation, morale, enthusiasm, focus, commitment, productivity, teamwork, organizational cohesiveness, and group success.

Regardless of your position in your organization, it is your leadership talents that will ultimately make the difference in the success of your endeavors and career. As one senior hospitality executive said,

“The longer I’m in this business, the more I realize it’s all about leadership.”

So why leave it to chance. Recognizing what Warren G. Bennis, the scholar, organizational consultant, and author said,

“The most dangerous leadership myth is that leaders are born – that there is a genetic factor to leadership. That’s nonsense; in fact, the opposite is true. Leaders are made rather than born.”

Developing strong leadership skills and habits is an ongoing process in which you must change and adapt to your increasing levels of responsibility and the makeup of your constituencies – those who depend on you and for whom you provide leadership and service.

John Agno, corporate executive and author, noted that leadership development is self-development. So don’t expect others or circumstances to automatically transform you into an effective leader. You must take personal responsibility for your career by familiarizing yourself with basic leadership principles and practices. Then draw up a plan to develop and grow those skills as you progress to greater and greater levels of responsibility.

Leadership development is a lifelong pursuit. You cannot change yourself overnight. But the more you work at learning and demonstrating leadership, the more your constituencies will respond and the more success you will achieve.

Take Away: A leader is responsible for the development of his or her leadership skills and those skills will change with increasing levels of responsibility.



#04

Service-Based Leadership

“With Service-Based Leadership, the attitude and primary motivation of the leader is service to others—to customers, to employees, to shareholders. This approach to leadership naturally creates relationships—the deep and abiding bonds that sustain the efforts of the operation. 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.
- Customers 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.”

Leadership on the Line

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.



#05

Employee Empowerment

What are empowered employees and how can they help your operation 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.

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



#06

Creating an Organizational Culture

What exactly do we mean by a organizational culture? The dictionary defines “culture” as the sum total of ways of living built up by a group of human beings and transmitted from one generation to another. With a slight modification of this definition we come up with the following working definition of organizational culture.

The sum total ways of working and interacting built up by a group of people within an organization and transmitted from one generation of employees to another.

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 organization’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 club? 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 or any other formal statements describing the “What, How’s, and Why’s” of conducting the club’s 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.

The breakthrough is reached when the organization achieves a critical mass of employee buy-in. Though the process of establishing an organizational culture requires patience and persistence as well as leadership and example, when breakthrough is achieved, the culture takes over and is self-sustaining – with the employees holding the bar high and policing their own ranks.

In such an organization, employees understand what must be done and how. Motivation and morale are sky-high as employees are empowered by their participation and contribution. The leader, relieved of the burden of constantly following behind employees to ensure they are doing the right things, can focus on strategic issues and the future of the organization.

The importance of a well-defined and promoted organizational culture cannot be overemphasized or underestimated in its impact on quality, performance, and member service. The only thing that can screw it up is for the leader to fail to show an ongoing interest or set an uncompromising example of the organizational culture and its values.

Take Away: The values by which a club conducts its business and interacts with members and employees alike must be spelled out in detail and constantly and consistently reinforced.



Organizational Values and Culture of Service

Well-defined organizational values and a continually reinforced culture of service are key building blocks of the Remarkable Service Infrastructure and an essential element of efforts to provide Remarkable Service.

Private Club Performance Management has created a number of documents to define club values and culture:

- Mission and Vision
- Guiding Principles
- Operating Standards
- Managers' Code of Ethics
- Principles of Employee Relations
- Management Professionalism
- Service Ethic
- Principles of Service.

Suggested Discussion Topics or Questions

What is an Organizational Culture? *The sum total ways of working and interacting built up by a group of people within an organization and transmitted from one generation of employees to another.*

Why is it so important? *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.*

What can happen if the organization's leaders don't establish an organizational culture? *In the absence of a culture developed and disseminated by the organization'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.*

Name some of the steps in creating a lasting organizational culture.

- *Define and embrace values.*
- *Set the example.*
- *Constantly and enthusiastically remind and reinforce – especially, to subordinate leaders.*
- *Indoctrinate new hires into culture.*
- *Praise and reward those who uphold and foster the culture.*
- *Correct and counsel those who don't. Discharge, as necessary.*
- *Do not let anyone disparage or ignore the culture – especially subordinate leaders.*
- *Preach the message at every opportunity.*

Take Away: Well-defined values are an essential part of establishing a club culture.



#08

Continual Reinforcement

An club's values must be continually reinforced to all employees; and all employees, including senior leaders, must participate in this reinforcement in an active way. What is important to them will be important to everyone else. The more values are reinforced and the greater variety of ways they are reinforced will ensure that the values thoroughly permeate the organization. Various ways of reinforcing values include:

- Organizational values orientations for all new employees.
- Pocket cards carried by all employees.
- Values refresher training (e.g., Organizational Values on the Go!) for managers.
- Daily meetings (e.g., the *Daily Huddle*) for employees to review values.
- Values screen savers for managers' computers.
- Desk presentation of values for managers and clerical staff (e.g., the Values Pyramid).
- Daily interaction of managers and employees (e.g., Organizational Values Q&A's).
- Values posters on bulletin boards, changed weekly.

Values should not simply be presented by management to employees. Different employees should be assigned the responsibility of leading discussions of values at daily meetings. Topics should be assigned in advance giving the employee an opportunity to prepare. Personal stories, examples, quotes, skits, role playing, even poems can all be used as creative ways for an employee to communicate, discuss, and share the importance of values in the workplace.

Suggested Discussion Topics or Questions

Why is it important to continually reinforce organizational values? *The more often someone is exposed to an idea, the more likely they are to remember it. The frequency of reinforcement and the variety of ways of reinforcing will ensure that everyone gets the message.*

Why is it important for leaders to participate in the means of reinforcing values and culture? *Nothing instructs employees so much as the example of their leaders. What is seen as important to the club's leaders will be important to all employees.*

What should all employees participate in explaining or discussing values and culture? *Someone who presents information is far more likely to remember it than someone who merely hears it.*

Discuss some of the ways to reinforce organizational culture mentioned above.

Take Away: To be effective values must be reinforced by all managers at every level of the club at every opportunity so that they become second nature to all.



#09

Mission

A club's mission statement is a short and clear explanation of the organization's purpose.

The purpose of the mission statement is to provide all employees with an easily remembered statement of what they are at work to achieve.

Here is a sample club mission statement:

MISSION *What we do!*

Understand and exceed the expectations of the club members we serve.

Given that each club member may have different expectations for the service we provide, it is up to each manager to understand those expectations and then motivate employees and organize the operation to exceed expectations.

Suggested Discussion Topics or Questions

What is a Mission Statement? *A Mission Statement is a short and clear declaration of the club's purpose.*

Why should employees know this? *Employees should understand the Big Picture of what their club is trying to achieve. Knowing this helps employees make good decisions when confronted with unexpected situations.*

What does it mean to exceed the expectations of member? *A member whose expectations for products, service, and value have been exceeded will always leave happy. That member will gladly and often spend time at and support the club.*

Why is it important to understand our members' expectations? *Every member has different expectations. Without knowing what each member's expectations are it's impossible to deliver personalized service.*

What are some ways that we can learn what our members expect from us?

- *Surveys*
- *Comment cards*
- *Membership applications*
- *Preferences noted by employees*
- *Interaction and conversations with members*
- *Analyzing members spending habits and club use patterns*
- *Others?*

Take Away: A Mission Statement provides a succinct, easy-to-remember declaration of the club's purpose.



#10

Vision

A vision statement briefly explains how a club will achieve its mission.

Here's a sample club vision statement :

VISION

How we expect to do it!

Through innovative programming, member-focused service, and principled service-based leadership, our club is dedicated to enhancing the value of club membership through the creation of high-quality facilities, services, and programming.

Our members have invested their time and money in our club and our service to them is to operate the club so as to add value to their lives and provide a refuge of camaraderie and conviviality from the busy world. In so doing, we aim to distinguish ourselves as the best club in our operating area.

Suggested Discussion Topics or Questions

What is a Vision Statement? *A Vision Statement is a short and clear explanation of how the club will achieve its stated Mission.*

Why should employees know this? *Employees should understand the Big Picture of what their club is trying to achieve and how they will do it.*

What are some of the ways our club distinguishes itself from other clubs in the area?

- *Well-defined values*
- *Continually reinforced culture of service*
- *Service-based leadership*
- *Written Standards, Policies, and Procedures (the Club Operations Plan)*
- *Proven Operating Systems*
- *Robust Activities Programming*
- *Others?*

Take Away: A Vision Statement provides a succinct, easy-to-remember explanation of the how the club will achieve its mission.



#11

Proactive Leadership

Guiding Principle: *Proactive leadership with service-based philosophy.*

Our leadership is active and engaged, while strictly adhering to service-based leadership principles (per *Leadership on the Line*). 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.
- 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.
- Customers are treated well because employees are treated well.
- The energy and initiative of all employees is focused on the common effort.

Service-based leaders provide employees with all the necessary training, tools, resources, and support to do their jobs properly and efficiently.

Suggested Discussion Topics or Questions

Give examples of proactive leadership?

- *Planning ahead*
- *Organizing workspaces for efficiency*
- *An emphasis on problem discovery*
- *Others? Continual Process Improvement*
- *Preparing written Standards, Policies, and Procedures*

What does a service-based leader provide for employees? *She provides them with all the training, tools, resources, and support to do their jobs properly and efficiently.*

Give examples of problems created by poor leadership?

- *Lack of communication*
- *Lack of direction*
- *Lack of example*
- *Lack of accountability*
- *Lack of organization*
- *Lack of motivation and morale*

Take Away: Proactive, Service-Based Leadership is a highly-effective style of leadership for the club industry in that it provides the appropriate example for employees whose daily function is to provide service.



#12

Professional Expertise

Guiding Principle: *Forward-thinking, professional expertise.*

A leader's professional knowledge should not only be up-to-date, but he or she should be constantly looking ahead for cutting edge concepts and best practices.

It is every leader's responsibility to continue his education to ensure that he develops the most extensive skill-set to do his job. Such continued growth will only serve to further his opportunities and his contribution to the organization.

It is also up to the club to offer meaningful training for managers, as well as to continually expose them to cutting edge ideas and business concepts.

Suggested Discussion Topics or Questions

Give examples of new technologies or businesses that have revolutionized business?

- *The Internet*
- *BlackBerries & smart phones*
- *Digital cameras*
- *Copiers and faxes*
- *Google searches*
- *Microsoft Office software*
- *Social media marketing*

What books, magazines, periodicals, newspapers, or other sources of information do you use to stay up-to-date on trends and evolutionary products?

How many of you use the following to organize your work efforts efficiently?

- *Word processing*
- *Computer spreadsheets*
- *Databases*
- *Cell phones*
- *Emails*
- *Computer generated graphics*

What was the last book you read on management or business practices?

Do you have a self-improvement plan? If not, why not?

Do you regularly read various trade publications? If not, why not?

Take Away: Leaders have a responsibility to their various constituencies to ensure that their management expertise is current and that they are continually looking ahead for cutting edge best practices.



#13

Proven Operating Systems

Guiding Principle: *Proven management and operating systems.*

Leaders must utilize proven management practices and operating systems to efficiently organize and operate the club and its departments.

Every operating department should have written standards, policies, and procedures that, taken together, form the well-defined systems and practices by which they operate.

Such documentation is the basis for departmental training material, helps multiple departments to integrate their operations, and allows the general manager to ensure work practices meet his or her standards.

Suggested Discussion Topics or Questions

Give examples of how written standards, policies, and procedures can make it easier to develop training material? *Standards define the preferred outcomes of the club's "touch points" or "moments of truth." Policies for both members and employees are necessary rules to ensure consistency and fairness. Procedures are the details of how things are accomplished. All of these are major components of training material and an integral part of the Club Operations Plan.*

What are some of the reasons workplaces can be disorganized and chaotic?

- *No standards*
- *No consistent policies*
- *No accountability*
- *No training or inconsistent training*
- *No leadership engagement*
- *Poor communication*
- *Others?*

What are the two most frequently given reasons for employees leaving a job?

1. *Not being treated well (remedied by Service-Based Leadership)*
2. *Chaotic work condition (think about it – employees who care about their work can't tolerate disorganization, those who don't care, don't care – which employees get driven away and which ones stay?)*

Take Away: Leaders must organize their areas of responsibility and develop and institutionalize the proven operating systems and best practices by which they operate.



#14

Sound Planning and Effective Execution

Guiding Principle: *Sound planning and effective execution.*

All club projects and tasks must be planned thoroughly and executed effectively.

Haphazard planning results in haphazard operations and haphazard performance. No complex business operation can operate efficiently without a discipline of formal planning, effective execution of plans, and review of planning and execution.

Planning for activities, events, projects, and major initiatives is the easy part; effective and complete execution requires that someone is responsible and held accountable for results. Thorough coordination and communication is also important for large, complex plans involving large numbers of people and multiple departments.

Plans can be as simple as a list of what to do and who is responsible for each item or more complicated requiring timelines, due dates, and critical path (the minimal time necessary to complete all tasks, including those with prerequisite tasks). All plans should be in writing. By putting them in writing managers formally commit to their accomplishment. Written plans also allow other departments and the general manager to understand the timing and projected completion of any projects.

Without written plans (i.e., operating by the seat of one's pants), employees are put through the hell of disorganized operations. There's no better way to drive off conscientious employees.

When employees are involved in planning (as appropriate), they buy-in to the changes or improvements in the operation.

Suggested Discussion Topics or Questions

Does your department have annual goals and projects?

Do any of these require a plan? Do they involve other departments?

Which of the following requires a plan? Explain why they do or don't.

- *A trip to the grocery store*
- *A cross country trip*
- *Purchasing and installing a new software system*
- *Gearing up for your busy summer season*
- *The member-guest tournament*
- *Mother's Day Brunch*
- *An orientation and training program for your employee*
- *An emergency evacuation of your building*

Take Away: Planning improves the quality of implementation and keeps everyone involved informed, making for more efficient operations and greater employee commitment.



#15

Innovative Programs

Guiding Principle: *Innovative programs, continually reviewed.*

The club offers innovative programs and continually reviews them to make improvements.

Innovative events and activity programming are an important ingredient in continually providing value to members and a reason to come to the club.

Robust programming schedules require constant innovation and creativity to keep programs from becoming stale. Even successful programs that are held annually require tweaking to keep them interesting and exciting for members and guests.

To do this leaders need to continually review programs before and after the fact to jazz them up; to determine what worked and didn't work; to review staffing, pricing, and marketing; to benchmark attendance; and to analyze the success of the event compared to previous years and other similar age-group activities.

Continual Process Improvement is an ongoing effort to keep members from thinking or asking, "What has the club done for me lately?"

Suggested Discussion Topics or Questions

Why is family programming so important in for many clubs? *Today's families are looking for fun, safe activities for all members of the family, no matter what age group. Time and again, the value of family programming has proven itself in clubs where such programming is offered. Mom or Dad may write the check, but the whole family gets excited when they see the schedule of activities and events.*

Why should every event, activity, and initiative be reviewed after the fact? *To find out what worked, what didn't, and what could be done better next time. A brief written summary of these things will make it far easier to plan and execute the same or similar event next time.*

Is programming important only in the Activities Department? *No, a number of operating departments will have their own schedule of events and activities – golf, tennis, food and beverage. While a robust schedule of events and activities will be found in a variety of areas, these should be closely coordinated so as not to compete for interest and attendance.*

Take Away: Club leaders must ensure a robust schedule of activities and events for the entire family to keep the club fresh and interesting for members of all ages.



#16

Detailed Benchmarks

Guiding Principle: *Detailed benchmarks, constantly analyzed.*

The club benchmarks all areas of the operation and analyzes them for better performance and best practices.

Benchmarks measure operational performance. Over time, these become the operating standards for the club. Private Club Performance Management has identified key operating statistics for all operating departments and established spreadsheets to track benchmarks on a monthly, year-to-date, and year-to-year basis.

Department heads are responsible for benchmarking their operations and for providing completed benchmarking spreadsheets to the controller on a monthly basis. The controller is responsible for completing the monthly Executive Metrics Report. The general manager has overall responsibility to ensure all departments benchmark in detail.

Benchmarked operations allow managers to better understand the rhythms and flow of their business and enable them to intervene in a timely manner when performance is not meeting expectations.

Benchmarking is an important tool for operating more efficiently and improving performance.

Suggested Discussion Topics or Questions

What is a benchmark? *It is a standard measurement of operating performance determined over time by tracking key operating statistics.*

What should be benchmarked? *A wide variety of things can be benchmarks – operating statements, revenues, cost of goods, payroll, expenses, and work processes. The knowledge gained by benchmarking provides an invaluable understanding of a department's performance.*

Who is responsible for benchmarking? *Every department head and the club controller, but ultimately, the general manager.*

Why should benchmarks be analyzed constantly? *Every business has ebbs and flows. Business levels can vary by hour, day, day of week, month, and seasonally. Business levels dictate staffing schedules and inventories. Out of line benchmarks may indicate a serious problem or help identify a best practice to be implemented elsewhere. Paying attention to benchmarks will enhance your bottom line, particularly when monitored constantly.*

Tracking and monitoring retail sales, especially food and beverage will help department heads understand member preferences.

Take Away: Benchmarks will tell a manager far more about his operation than the summary information found in the monthly financial statements.



#17

Formal, Ongoing Training

Guiding Principle: *A commitment to employee development and empowerment through formal, ongoing training.*

Clubs operate in a detail intensive business and can only achieve excellence by thorough and ongoing training, retraining, and reinforcement. Employees must be empowered to succeed and to solve member issues whenever encountered.

We operate in a people and detail-intensive business. We can only be assured that employees will do the right thing in all situations if we properly train them through ongoing, formal programs.

There are a great variety of training tools including handbooks, orientations, training manuals, and On the Go refresher tools to help managers properly train their employees. Managers must familiarize themselves with this material and use it on an ongoing basis to ensure proper training.

Empowered employees are a club's full-fledged partners in the quest for excellence and remarkable service. Empowerment training provides employees guidance, protocols, encouragement, and support and backing to use their initiative and creativity to resolve service issues promptly and politely to the complete satisfaction of members.

Suggested Discussion Topics or Questions

What do we mean by detail-intensive business? *There are literally thousands of details in clubs that must be properly attended to by employees on a daily basis to ensure quality and remarkable service. Employees have no idea what is expected of them and what their responsibilities are unless they are properly trained.*

Name some of the training tools or opportunities?

- *Employee Handbook*
- *Managers' Handbook*
- *Club and Departmental Orientations*
- *Training Manuals*
- *On the Go training*
- *The daily engagement of managers with employees*
- *Performance reviews*

Whose responsibility is it to ensure employees are trained? *It is a shared responsibility between the club and department heads, but ultimately department heads are responsible to ensure their employees are trained.*

Why are empowered employees so crucial to remarkable service? *Busy managers cannot do it all and need the help of their willing, committed, and empowered employees. While it takes time and effort to establish a culture of empowerment at a club, the resulting improvement in operations, efficiency, and service levels make it well worth the effort.*

Take Away: In the detail-intensive club business, employees can only function properly and efficiently if well-trained. Department heads are ultimately responsible for the training of their employees.



#18

Vision and Goals Articulated

Operating Standard: *Vision and goals are articulated.*

The Strategic Plan lays out the long-term positioning of the club. Club Annual Goals are prepared as guides and targets for accomplishment for each year. They are put in writing to formally commit ourselves to their accomplishment.

We cannot get to a destination without knowing what it is and how we will get there. Every manager and employee must understand these basic objectives.

The club develops Annual Club Goals to focus attention on its objectives. Operating departments should also develop departmental goals consistent with the Annual Club Goals.

When goals are put in writing, everyone understands the direction the club is taking and how it will get there. When managers put their goals in writing, they formally commit to their accomplishment.

Written goals should be reviewed monthly during the Monthly Review of Financial Statements and managers should be held accountable for meeting their goals.

Suggested Discussion Topics or Questions

Why is it important to have goals? *Goals are the desired objectives of the organization. Without goals, how do you know where you or your club is going?*

Who should create goals? *The general manager, in conjunction with the board, creates club goals, while department heads create goals for their departments.*

Why are goals put in writing? *To formally commit to their accomplishment.*

How often should goals be reviewed? *At least monthly. The Monthly Review of Financial Statements is an excellent time to do this on a regular basis.*

Take Away: Leaders have goals for their organization, but these must be put in writing and shared with the management team and employees to ensure everybody knows the direction of the club.



#19

Uncompromising Commitment

Operating Standard: *Leaders are uncompromising in their commitment to excellence, quality, and service.*

To serve the highest echelons of the community, club leaders must set and commit to the highest standards.

All our values, our culture of service, our goals to accomplish, our desire to provide remarkable service are just words on paper unless leaders are committed to their accomplishment. Without the “will to make it happen” and discipline and persistence of leaders at all levels of the organization, the club will never achieve excellence. Jim Collins summed it up perfectly in his book, *Good to Great*:

“Sustainable transformation follows a predictable pattern of buildup and breakthrough. Like pushing on a giant, heavy flywheel, it takes a lot of effort to get the thing moving at all, but with persistent pushing in a consistent direction over a long period of time, the flywheel builds momentum, eventually hitting a point of breakthrough.

*When [employees] see the **monolithic unity of the executive team** behind the simple plan and the selfless, dedicated qualities of Level 5 leadership, they’ll drop their cynicism. When people begin to feel the magic of momentum – when they begin to see tangible results, when they can feel the flywheel beginning to build speed – that’s when the bulk of people line up to throw their shoulders against the wheel and push.”*

When it comes to commitment to excellence, quality, and service, lip service doesn’t cut it. Leaders must “walk the walk” every day.

Suggested Discussion Topics or Questions

Why is our commitment to excellence, quality, and service so important? *Ultimately, it’s the only thing the club provides and as individuals who have chosen a career in club management, we take pride in our ability to provide such service to our members. Since we serve the high end of the community, our standards and performance must match the expectations of the members we serve.*

Why is remarkable service so challenging? *Because it requires managers to establish both the organization and disciplines of the Quality Service Infrastructure and we have to live the commitment by reinforcing it continually in all our dealings with employees. To do this, we must ensure that we have a complete understanding of our values and culture of service.*

Why do we talk about Jim Collins’ Flywheel? *Because success in our industry is only achieved by a continual and consistent “pushing” in the direction of quality to eventually achieve our “breakthrough.”*

How can I ensure that I “persistently push in a consistent direction over a long period of time?” *By wholeheartedly supporting our values and culture and using every opportunity to reinforce the message of excellence with employees. I can also foster this attitude of quality and service by setting an unimpeachable example for my employees in all my words and actions.*

Take Away: Why do what we do as club managers unless we’re committed to being the best?



#20

Authority Assigned, Accountability Assured

Operating Standard: *Authority and responsibility are assigned, and accountability assured.*

Leaders are assigned both the authority and the responsibility to manage their areas of the operation according to our highest standards. These individuals are held accountable for their results.

“Authority,” “Responsibility,” and “Accountability” are three terms that are used frequently to describe 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 board that hires a manager vests him with the authority to manage or direct the club.** It is expected that this individual will exercise the full scope of his authority to properly, profitably, and professional manage the operation.

Responsibility is defined as “a particular burden of obligation upon a person who is responsible.” Also, as “answerable or accountable, as for something within one’s power or control.” Therefore, **a manager is responsible and has responsibility for the club or department for which he has been given authority.**

Accountability is defined as “subject to the obligation to report, explain, or justify something; responsible; answerable.” **A manager 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 club controller. The club controller then has the right to perform tasks associated with collection, such as sending past due notices, charging finance charges on delinquent accounts, and suspending membership privileges 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.” As the delegating manager, you are ultimately responsible for your organization’s performance.

Suggested Discussion Topics or Questions

Who vests a manager with the authority to lead your department? *The hiring authority.*

What are department heads responsible for? *The efficient operation of their departments and the performance and conduct of their employees.*

What do we mean when we say that authority can be delegated, but not responsibility? *A leader is ultimately responsible for the performance of an organization she has authority to operate. While she can delegate her authority to accomplish specific things, she is still responsible that they be done properly.*

How are managers held accountable? *By performance reviews with measurable accountabilities.*

Take Away: Leaders are given the authority to manage their operations and are responsible and must be held accountable for results.



#21

Rejecting the Status Quo

Operating Standard: *Leaders embrace innovation, initiative, and change while rejecting the status quo.*

Leaders seek continual improvement in all aspects of their operations.

We frequently hear members say, “What have you done for me lately?” The message behind this statement is “keep my club fresh, interesting, and sometimes surprise me with the unexpected service touches.”

Everything in life changes and the pace of change in today’s technologically driven world is breathtaking. Technologies that amazed us last year are now outdated. The expectations created by this pace of change cause successful businesses and operations to reject the status quo and constantly be on the look out for new and interesting ways to satisfy customers. Given that club members are a “captive audience,” it is even more imperative that we seek new ways to serve and entertain them.

One of the major criticisms we hear about clubs is that they are “old and stodgy,” meaning that they are tradition bound and do things the same old way. While traditions are an important part of club life, one of the traditions should be innovation and creativity – particularly when providing programming and service.

Suggested Discussion Topics or Questions

What are some of the reasons our members expect new and interesting things from their club?

- *Members are used to the fast pace of business and technology innovation.*
- *They see innovation in other restaurants, health clubs, and businesses they patronize.*
- *They want the latest and greatest gadgets and electronics; this desire for new things spills over to their club.*
- *They see some new thing their friends have, and they want them too.*
- *They rightly have high expectations from their private club.*
- *They want to be proud of the club they have joined and pay monthly dues to belong.*
- *Others?*

There is always a better way to do things? *With sufficient time and focus, you can always improve your operations or activities. Someone once said that “if you can make something faster, lighter, or cheaper” than anybody else, you’ll become a rich man. We would paraphrase that to, “if you can make something more interesting, creative, and entertaining,” you’ll always delight your members.*

When someone says, “We’ve always done it that way,” what do they mean? *Usually, they mean that they are too lazy, disorganized, or just going through the motions of their job to be bothered with trying to continually improve their operation.*

Take Away: Leaders can never rest on their laurels. They must continually work to improve all aspects of their operations and not accept things as they are – the status quo.



#22

Standards Defined, Continual Improvement

Operating Standard: *Standards are defined, operations are detailed in written policy and procedure, and leaders seek continual improvement of products, services, programs, and operating systems.*

Written standards, or the expected outcome of the club's "touch points" or "moments of truth," for products and services are detailed in written policies and procedures and we seek continual improvement in these.

We cannot begin in any meaningful way to train our employees until we have defined for them the standards which we wish to achieve. These must be in writing to allow the general manager and board to evaluate and concur with the standards we contemplate. When written they allow us to consistently pass on the standards to succeeding generations of employees.

Policies and procedures are the "what, why, and how" of the way we do things and must be written for consistency's sake. Taken together they form the basis for most training material. Employees should not be allowed to freelance.

Standards, policies, and procedures must be continually reviewed and updated as necessary. Continual process improvement is the discipline that will not permit us to rest on our laurels, but instead be constantly working to make all aspects of the operation better.

Suggested Discussion Topics or Questions

Standards are the outcomes of our "touch points" or "moments of truth." Why should they be written? *To allow the general manager and board to ensure that we are operating according to the standards they desire. Also, to ensure consistency in training employees to those standards*

Why are policies and procedures important? *They provide employees with guidance on how to do things and ensure that employees do not "freelance."*

What are some of the reasons that managers do not prepare written standards, policies, and procedures?

- *It takes too much time (so they don't mind wasting immense amounts of time dealing with a disorganized operation)*
- *No one told them to do it (in other words, they don't have initiative; they're not a disciplined person taking disciplined action)*
- *Their writing skills are not up to it (so they've given up instead of looking for creative ways to make it happen)*
- *They don't know what standards, policies, or procedures to prepare (then why are they a manager – somewhere in their heads must be an idea of how they want to organize and run their operations)*
- *They don't know what format to use (could copying someone else's already designed format be any easier)*
- *They have no excuse. Which is exactly right!*

Take Away: Written standards promote consistency and are the basis for creating specific training materials for the club.



#23

Member Issues Resolved

Operating Standard: *Service issues are resolved politely and promptly by the club's empowered employees.*

No explanation needed.

There are no member problems – only club problems. It's our responsibility to take ownership of such problems and solve them. Managers cannot foresee every possible problem and design contingencies for them so we must rely on our trained and empowered employees to resolve these issues.

Empowered employees are authorized to spend up to \$xxx (you fill in the blank) per member per day to resolve issues and make a situation right. We don't mind spending the money as long as we learn a lesson from it. Employees must fill out a Service Issue Resolution form (see PCPM Form 180 on the PCPM Marketplace store) whenever they spend money for this purpose so we can learn lessons from our mistakes.

Managers must review all Service Issue Resolution forms and take steps to modify operations to ensure we don't have the same or similar problem again.

Suggested Discussion Topics or Questions

Have different managers tell of a service issue that they faced recently and how it was resolved. *What lessons were learned from the various issues?*

Why must we be creative in finding ways to say "yes" to our members? *Their patronage employs us. They are our reason for being. Our mission requires us to understand and exceed their expectations. We don't do this by saying "no."*

Why is a sincere apology so important whenever there is a service issue? *The simple act of making a sincere apology is an admission of the failure and of our intent to make it right. The failure to make an apology, even while correcting the issue, shows an insensitivity to the member and is just plain rude. We must always remember the ultimate value of people and do the right thing.*

Take Away: Service is what we do. We must resolve all member service issues promptly, thoroughly, and to the members' complete satisfaction.

Teachable Moments



#24

Constant Communication and Feedback

Operating Standard: *Constant communications and feedback enhances operations and service, while problems and complaints are viewed as opportunities to improve.*

We can never communicate too much or too well. Informed employees are better employees. Problems brought to our attention allow us to focus on solutions.

There is a tremendous amount of detail involved in club operations. An open flow of information all around makes it easier to communicate expectations, to give daily direction, to uncover issues and problems, and ensure that all employees are on the same page. Communication bottlenecks, usually caused by uncommunicative, aloof, or difficult managers, impede efficient operations and make it harder for everyone to do their jobs.

As leaders, we have the authority to correct employees; therefore, we also have the responsibility to provide positive feedback. Reinforcement of beneficial behaviors is a far more effective way to ensure proper conduct among employees. Everyone likes praise and recognition and a little goes a long way.

We must place a positive emphasis on problem discovery and solution. We shouldn't blame employees for mistakes; rather we should find out what went wrong and take steps to ensure they don't happen again. Constant picking at employees, embarrassing them for their errors, or yelling at them will only make them more inclined to try and hide their mistakes. When this happens, we have fewer chances to improve the operation.

Suggested Discussion Topics or Questions

Why should leaders be open to employee concerns and issues? *It's the fastest and easiest way to find out what is going on or what concerns employees have. It's far better for employees to come and tell us than for us to have to snoop around trying to discover what's going on. Being open and constructively working with all employees will build trust and support in the organization.*

Why is positive feedback so important? *There are two ways to let an employee know how he or she is contributing. One is to continually correct employees when they do the wrong thing. The other is to continually thank and praise employees for doing the right things. Constant criticism tears employees down and attacks their self-esteem. Praise and recognition build them up and makes them want to do better.*

Why is putting a positive emphasis on problem discovery so important? *When leaders are constantly on the lookout for problems and have a positive attitude about confronting problems, employees will be the first to notice and come forward to let us know what issues and obstacles we face. Since it's in everybody's best interest to find and eliminate bottlenecks in the operation, why wouldn't we want employees to come to us with problems. When properly encouraged, employees will also bring us proposed solutions to problems.*

Take Away: Leaders must communicate thoroughly with their employees and, more importantly, must make themselves accessible so that employees feel comfortable coming to them with issues and problems.



#25

Benchmarking

Operating Standard: *Club leaders benchmark revenues and sales mixes to evaluate members' response to products, services, and programs, and benchmark expenses, inventories, and processes to ensure efficiency and cost effectiveness.*

We must pay close attention to what our members are telling us by their spending habits. Benchmarking and analyzing expenses, inventories, and processes help us be more efficient.

Members tell us a lot about our operation by what they choose to do. Their spending habits are either a vote of confidence or a telling sign of troubles. If our food service is good, they come more frequently to dine. If they avoid Sunday brunch, there may be a problem with our menu or service. Tracking patronage over time alerts us to changes in member habits. This may be an indication of underlying problems in our operations.

The level of expenses, the size of inventories, and the way we conduct our work processes will, to a great extent, determine our operating efficiency and ultimately our bottom-line performance. Benchmarking these will allow us to spot developing problems and to intervene in a timely way to preserve profitability.

Suggested Discussion Topics or Questions

Ask managers to tell how tracking their benchmarks alerts them to member use patterns.

Ask them to identify their volume indicators. *Golf rounds, meals served, attendance at events,*

Why are these so important? *The volume of business is the most important aspect of revenues, particularly in clubs where the market is limited to members and guests only. If the volume is down, managers must take positive steps to increase volume, such as with additional, innovative programming, specialty events, special member/guest activities, etc.*

Why is benchmarking payroll so important? *Payroll is the single largest expense in club operations. Managers should track and benchmark their payroll expenses religiously. Just as with revenues, there are two components to payroll cost – the volume or number of hours worked and the average expenditure or average hourly wage. Addressing high payroll costs will vary depending upon which is out of line – either too many hours or too high wages.*

Take Away: Benchmarking tells a manager far more than the summary information in the financial statements. Benchmarking in detail will help a manager make better business decisions as a result of a greater depth of knowledge about his or her operation.



#26

Clean, Safe, Well-Maintained Facilities

Operating Standard: *We ensure clean, safe, well-maintained facilities and equipment while safeguarding club assets.*

A good bottom line is only one measure of effectiveness; we must also take care of the club and safeguard its assets.

Clubs are inherently capital-intensive. Their facilities are designed to be attractive and functional and are filled with expensive furniture, fixtures, and equipment. As operators of the club, we have a special responsibility to maintain and safeguard the assets of the club.

Caring for and safeguarding for a club's assets requires that we inventory them with some frequency, establish preventive maintenance programs, and keep facilities clean and orderly. These can best be done by establishing efficient maintenance and housekeeping organizational systems. Yet, even if other operating departments are responsible for cleanliness and maintenance, it does not relieve department heads from caring for the assets in their departments and inspecting their work areas to ensure they are properly cleaned at all times.

Clubs typically have security systems to safeguard different areas of the club. But no matter how sophisticated or complex, such systems are of little use if the club does not have an appropriate key control system and managers are not diligent in fulfilling the closing procedures to properly set all alarms.

Suggested Discussion Topics or Questions

Ask department heads to list some of the expensive furnishings and equipment in their care.

Who is responsible for establishing a preventive maintenance program and a prioritized work order system? The Facilities Manager or Chief Engineer.

Why should department heads conduct daily informal inspections of their work areas? To ensure that all departmental assets are present and that any necessary cleaning or maintenance work is reported to the appropriate department head.

Ask different department heads what security systems they have in their work areas and who is responsible for setting alarms. Ask department heads when they last reviewed their security policy and closing procedures.

Take Away: Caring for the assets of the club is an important responsibility of leaders. This caring includes proper cleanliness, maintenance, and security.



Private Club
Performance
Management

Organizational Values on the Go

#27

Ultimate Value of People

Operating Standard: *We acknowledge each operation as a team of dedicated individuals working toward common goals and we recognize the ultimate value of people in everything we do.*

While each employee has his or her own duties and responsibilities, every employee of our club works toward the common goal of understanding and exceeding the expectations of our members and guests. Ultimately our business is about people, and they must be valued and respected wherever and whenever encountered.

Every employee contributes to the success of the club. The only differences among employees are their level or authority and responsibility. Every department and the club as a whole is a team of people working toward a common goal. The complete support, cooperation, and dedication of all employees is necessary for our success.

We are in the people business. Members, guests, employees, and managers are all individuals who should be acknowledged and valued wherever and whenever we encounter them. Friendliness, courtesy, and good cheer should pervade every area of our operation. Discord, rancor, and unpleasantness should be rooted out wherever found.

Suggested Discussion Topics or Questions

Ask managers to write on a piece of paper what "The ultimate value of people" means to them. Have them pass it to you. Read and discuss their interpretations of this important standard.

Take Away: The most basic and important understanding a leader in the service and hospitality business must have, is the ultimate value of people. Wherever and whenever you meet them, regardless of position, title, or dependence on the leader, they must be honored, valued, and respected.

Teachable Moments



#28

My Actions and Behavior Reflect

Managers' Code of Ethics: *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.*

The reputation of our club is dependent upon many things, but nothing is as important as the manner in which employees, particularly managers, conduct themselves at and away from work. In the end, it is our professional behavior that demonstrates pride in the place we work and ourselves. Whoever in the community we come in contact with, our professional demeanor reflects on our place of employment.

Particularly important is how we treat applicants for employment and vendors in the community. If we don't show common courtesy to people applying for work with us, regardless of whether we hire them or not, we will soon develop a reputation for being an uncaring place to work. Likewise, if we don't pay our vendors on time and show them common courtesy, we will quickly damage our professional reputation in the community.

Suggested Discussion Topics or Questions

Ask if anyone can give an example of witnessing unprofessional behavior or dress or hearing an employee complain about their place of employment, and how they reacted to it.

What are some ways that a club can demonstrate its professionalism?

- *Being a good citizen of the community in which we operate; not just the club but each of its employees as well*
- *Treating all applicants with courtesy and respect; acknowledging all applications; notifying applicants of non-selection as well as selection.*
- *Keeping appointments*
- *Returning phone calls and voice mail messages promptly*
- *Being respectful of other people's time, including vendors*
- *Being kind and courteous with whomever we come in contact; in effect we are always salespeople representing our employer.*

Take Away: Leaders represent their place of business and employer in all they do, and their actions and behavior must represent both in a professional manner.



#29

Organize Work Areas and Train Thoroughly

Managers' Code of Ethics: *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.*

The major responsibility we have to our employer is to operate our facilities efficiently and with appropriate service levels. The efficiency of our operations and the service we provide is directly dependent upon our organization, and a disciplined approach to managing the operation.

Poorly organized and ill-disciplined operations do not perform well. Poor performance and service levels undermine our board and members' opportunity to receive a fair return on their investment. Ultimately, such performance is stealing from our members and diminishing the value of their asset.

Suggested Discussion Topics or Questions

Explain why a poorly operated business could ultimately be an ethical issue. When we are hired to do a job, our ongoing failure to perform properly damages the financial interests of the owners. If we cannot affect the outcome in a positive way, are we justified in continuing to be compensated for it?

Take Away: Organization and thorough training are basic yet essential elements of a well-run club operation.



#30

Protecting Assets and Resources

Managers' Code of Ethics: *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 the same.*

Property at my place of employment is for the exclusive use of the club. I must protect such property as if it were my own. I must ensure that inventories are properly secured and not left lying about. Should I take or borrow club property, I can expect my employees to do the same.

This is not an area for ambiguity; your rule should be black and white – do not take or borrow club property, no matter how small or inconsequential. No matter what your intent, you may be accused of stealing, or your employees not knowing the full story may suspect you of stealing – in both cases damaging your reputation.

Suggested Discussion Topics or Questions

Explain how the example of a manager borrowing or taking club property can undermine the integrity of the operation. If leaders do not live up to the values they preach, they will quickly destroy whatever respect their employees have for them. Without respect, a leader is hopelessly compromised.

Take Away: Protecting the assets and resources of the club requires both vigilance and example from leaders.



#31

Leadership and Example Set the Standard

Managers' Code of Ethics: *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.*

Leading by example is the pinnacle of leadership. What employees see their leader do, they will also do.

Suggested Discussion Topics or Questions

Explain how the poor personal productivity of a manager can damage the organization. If we expect employees to work hard and put in an honest day's effort for an honest day's pay, we as leaders must set the example. Nothing instructs employees like the example of their leaders.

Take Away: Albert Einstein said, "Setting an example is not the main means of influencing another, it is the only means."



#32

Accepting Personal Favors

Managers' Code of Ethics: *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 place of business, and I will make every effort to do so by seeking competitive pricing from several vendors.*

You should not do business with vendors who feel they have to buy your business with gifts, favors, and bribes. Ultimately, they will include the cost of these favors in the price your club pays for goods and services. Stay above board with vendors and always get their best price.

You should also avoid accepting gifts and favors from members. Such items will inevitably cause you to have to reciprocate with favors – such as giving them discounts on club goods and services or receiving preferential treatment such as moving them up on a waiting list. Beware of the special price on a new car from the member who owns a car dealership or the reduced commission from the member who is a realtor. There's no such thing as a free lunch – you will be expected to reciprocate; and it will seldom, if ever, come from your own pocket.

Suggested Discussion Topics or Questions

Explain how favors and gifts can compromise a manager's ability to be honest, fair, and above board in all his dealings.

Take Away: Integrity is at the heart of who a leader is and sets an unimpeachable example for his or her employees.



#33

Employees' Productive Effort

Managers' Code of Ethics: *While I may direct employees' work, their productive effort 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 and example, as well as the tools, training, resources, and support I provide them.*

While you direct your employees' work, they are employed and paid by the club. Your responsibility is to properly train, motivate, and direct employees to meet the mission and goals of the club. You can only do this by providing them with all the necessary tools, training, resources, and support to properly do their jobs.

Suggested Discussion Topics or Questions

List and discuss some of the ways that you can ensure the maximum contribution of your employees.

- *Hire well.*
- *Train them well.*
- *Provide motivation.*
- *Ensure good morale.*
- *Communicate well.*
- *Provide daily engagement, support, and guidance.*
- *Others?*

Take Away: The productive effort of all employees is essential to the club's success. It is a leader's responsibility to get the most productive effort out of all employees.



#34

Requesting Personal Services

Managers' Code of Ethics: *I will never use my position or authority to request or require personal services or favors, sexual or otherwise, from employees.*

Again, employees do not work for you, they work for the club. Your requirement is to properly and professionally direct their efforts. This never includes requesting or requiring personal services or favors from them.

A sexual harassment suit against the club because of your actions could cost the club a significant amount and cost you your job and reputation.

Suggested Discussion Topics or Questions

List and discuss some things you should never request of your employees.

- *To get you your meal.*
- *To take laundry to the dry cleaners.*
- *To clean your house.*
- *To repair your dishwasher.*
- *To wash your car.*
- *Others?*

Take Away: Leaders do not expect or request employees to perform personal services for them. Employees are paid by the club and their productive effort is for the benefit of the club and its members.



#35

Personal Relationships with Employees

Managers' Code of Ethics: *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.*

You may not date or have intimate relations with those employees under your direct supervision. This offense is so egregious and lacking in judgment that you should be discharged for it.

Suggested Discussion Topics or Questions

List and discuss some of the bad things that may happen if you have intimate relations with an employee you direct.

- *You will destroy your professional credibility.*
- *You and the club may get sued for sexual harassment.*
- *If (and most likely when) the relationship ends, you will be forced to deal with an employee who knows too much about you.*
- *You may be subject to blackmail and extortion.*
- *Your reputation will be ruined by gossip and innuendo.*
- *You'll be discharged.*
- *Others?*

Take Away: Leaders do not engage in personal or intimate relationships with employees under their direction.



#36

Maintaining Distance from Employees

Managers' Code of Ethics: *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.*

You must maintain a professional distance from your employees to maintain their respect. Socializing or partying with them will undermine your authority, leadership, and professionalism. You are expected to have the maturity of judgment to recognize the many pitfalls of being buddies with your employees.

Suggested Discussion Topics or Questions

List and discuss some of the bad things that may happen if you become buddies with your employees.

- *You may create the perception or reality of favoritism in your work force.*
- *Your employees may no longer respect you.*
- *Employees will gossip and spread stories about you, undermining your authority.*
- *If you drink with your employees, your compromised judgment may cause you to do things you'll later regret.*
- *Your reputation will be ruined by gossip and innuendo.*
- *You may be discharged.*
- *Others?*

Take Away: Leaders must have the emotional maturity to understand the negative consequences of befriendng their employees.



#37

My Integrity

Managers' Code of Ethics: *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.*

Best-selling author John C. Maxwell says leadership is influence and that integrity is the most important ingredient of leadership. Do not be tempted under any circumstance to compromise this most precious possession. Short term or inappropriate gain is never worth the sacrifice of your integrity.

Suggested Discussion Topics or Questions

List and discuss some of the bad things that may happen if you squander your integrity.

- *Your employees will no longer trust and respect you.*
- *Your reputation will be ruined, and you may not be able to advance your career.*
- *Your employer will no longer trust you and you will be discharged.*
- *You may have difficulty finding other employment.*
- *You may kill your career.*
- *Your reputation will be ruined by gossip and innuendo.*
- *Others?*

Take Away: A leader's integrity is the foundation upon which trust is built. Without trust, a leader will find it difficult to influence his or her followers.



#38

Treating Employees with Dignity and Respect

Principles of Employee Relations: *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.*

The people who directly serve our members, in what is a challenging profession, must be valued by their leaders at all times. Employee who have bad attitudes, do not meet our work requirements, or do not advance the mission of the club, must be discharged. All other employees must be given the necessary support and engagement by their leaders to do the best job possible.

Suggested Discussion Topics or Questions

List reasons mistreated employees will not serve you or the interests of the club.

- *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 what you are trying to achieve.*
- *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.*
- *Providing high levels of service is all about attitude; being abusive to employees will foster bad attitudes.*
- *Others?*

Take Away: The manner in which leaders view and treat their followers will have a great deal to do with how they perform and, ultimately, with the leaders' success.



#39

Apply Rules and Regulations Fairly

Principles of Employee Relations: *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.*

Showing favoritism will create resentment among employees and could lead to discrimination or wrongful termination suits. We should always treat our employees like adults and be straight with them. If they don't act like adults, we should discharge them before they degrade the efforts of others. When we need to counsel or discipline an employee, we should always do so in private to avoid humiliating them. Our aim is not to punish but to correct erroneous behavior or performance.

Suggested Discussion Topics or Questions

Put yourself in the position of your employees. Would you appreciate your boss?

- *Giving one or other employees all the choice assignments or shifts.*
- *Disciplining you for being late while letting a favored employee repeatedly come in late.*
- *Always keeping you late while sending others home early.*
- *Inviting some employees into her office while excluding others.*
- *Only communicating with some employees instead of all.*
- *Others?*

How would you react to such treatment?

Take Away: Fairness and consistency are bedrock requirements for a leader to maintain the trust and commitment of his or her employees.



#40

Every Employee is Important

Principles of Employee Relations: *Every employee contributes to the overall success of our operation. The only difference among employees is their level of authority and responsibility. Every employee is important.*

Every member of the team has a job to perform. While some jobs have more authority and responsibility (hence are compensated at a higher level), all the jobs are necessary and important to the club's success. If we want employees committed and dedicated efforts, no one should be made to feel anything less than a valued member of the team.

Suggested Discussion Topics or Questions

If you were fielding a basketball team in a tournament:

- *Would you tie one player's shooting hand behind his back?*
- *Would you denigrate any player's contribution to the team?*
- *Would you allow players to denigrate another team member?*
- *Would you treat some players less well than others?*

Would any rational coach do this?

Would we ever want to damage our team by doing this?

Take Away: If every employee and his or her contribution were not important, why would you create the position and hire someone to fill it.



#41

Employee Failures are Management Failures

Principles of Employee Relations: *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.*

If a member of your work team has failed, you have failed. You have a vested interest in the performance of every one of your employees.

Suggested Discussion Topics or Questions

What can you do to ensure that none of your employees fail:

- *Hire well.*
- *Train well.*
- *Communicate well.*
- *Spell out expectations.*
- *Provide the necessary daily engagement, support and direction.*
- *Others?*

Take Away: A leader should never blame employees for his or her failures. There is always something more the leader could have done to ensure the appropriate successful outcome.



#42

Communication and Feedback

Principles of Employee Relations: *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.*

Don't wait until it's time for performance reviews to give employees feedback. A quick word of encouragement or thank you can go a long way toward encouraging appropriate behaviors and cementing work relationships. The simple act of shaking hands with your employees as they leave and thanking them for their efforts is a priceless gift to most employees because it so seldom happens to them. Leaders should be in the habit of thanking their employees for all the things they do right – which is certainly the great majority of their work.

Recognition doesn't have to be with cakes and candles, or a certificate, or a ceremony with a photographer. Often, a simple acknowledgement is all it takes.

Suggested Discussion Topics or Questions

What simple things can you say to employees to give them daily feedback?

- *Good job today, Mary!*
- *Billy, I appreciate you coming in on your day off!*
- *John, I noticed how you gave Jimmy some help today when he was struggling. Thanks!*
- *Thanks for your help today!*
- *Joan, I appreciate your conscientiousness!*
- *Violet, I don't think we would have made it today without you staying as long as you did.*
- *Jose, thanks for the thorough job you did in cleaning up your station today.*
- *Others?*

Take Away: Simple common courtesy plus good leadership requires a leader to engage his or her employees daily. That engagement should always include feedback, particularly when it recognizes the employee's contributions and reinforces positive behaviors.



#43

Informed Employees are Better Employees

Principles of Employee Relations: *Management must make every practical effort to keep employees informed on matters concerning policy, procedures, long range plans, projects, work conditions, compensation, and benefits. An informed employee is a better employee. Supervisors should be available at reasonable times to answer questions and hear employee concerns.*

No one wants to be in the dark about what's going on. The great majority of things that a leader knows can be shared with employees. When you share information, employees are more trusting and less fearful. They also appreciate the fact that you treat them like adults.

Suggested Discussion Topics or Questions

Give examples of the sort of things that employees want and need to know about?

- *Their work schedules far enough in advance so they can make their personal plans for days off*
- *Changes in benefits or ongoing information about benefits such as the club 401k plan*
- *Changes to policy such as where they must park their cars*
- *Others?*

What sorts of information should you not share with employees?

- *Personnel and disciplinary information, except when discussing issues with a particular employee*
- *Personal information about employees*
- *Detailed financial information about the club*
- *Incomplete or partially developed information that may mislead employees*
- *Others?*

Take Away: The more employees know about your enterprise, the better able they are to serve members and guests. Good leaders make ongoing efforts to keep their employees informed.



#44

Employee Recognition

Principles of Employee Relations: *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.*

Since a leader's job is to make things right, we tend to focus almost exclusively on those things that are wrong or need correcting. This is natural. But we must make efforts to balance this focus by recognizing all the things that employees do right everyday, not just the mistakes they make or the things they do wrong. The positive reinforcement you give will pay great dividends in terms of an employee's desire to do it right and please you.

Suggested Discussion Topics or Questions

Give examples of times you were recognized and how it made you feel.

Tell us about a time when you thought you did an outstanding job, but your boss never acknowledged it? How did it make you feel?

Do you praise your employees with the same frequency as you correct them?

Explain how positive reinforcement can be a more effective teaching tool than criticism and correction.

Take Away: Recognition is important to all of us, and true leaders understand this.



#45

Responsibility to Fellow Employees

Principles of Employee Relations: *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.*

Our jobs require that we be pleasant and helpful at all times with members and guests. Therefore, we cannot tolerate unpleasant or moody people in our midst. It is particularly damaging if this unpleasant or moody person is a manager or supervisor. In this case, no one wants to deal with the person and will go out of their way to avoid him. This, obviously, impedes organizational efficiency.

Suggested Discussion Topics or Questions

As the leader of our departments, what can we do to ensure a pleasant work environment for our employees?

- *Confront employees with bad attitudes or who are not cooperative with others*
- *Communicate with employees and direct employee's work daily*
- *Use our bully pulpit to promote cooperation and teamwork*
- *Frequently recognize and praise those employees who make an effort to be pleasant and to help others*
- *Set the example by being pleasant and helpful ourselves*
- *Others?*

Take Away: Each of us, but particularly leaders, have a special responsibility to help our fellow team members.



#46

Empowering Employees

Principles of Employee Relations: *We must empower our employees through meaningful contribution, while striving to make our workplace interesting, challenging, and rewarding. We can do this only by involving employees in decision-making when appropriate and continual process improvement. The ideas, energy, and enthusiasm of our employees are truly the driving force behind any success we may achieve as an organization.*

We managers cannot do it all. Nor can we foresee every possible contingency. We must train and rely on our empowered employees to always do the right thing. Our constantly reinforced values will help them in these situations.

As the people who work most closely with members and guests, they are in the best position to help us with continual process improvement. Brainstorm with them; let them help you figure out the best way to do something. When they feel they have a vested interest in the outcome, you'll find them to be powerful partners in the quest for excellence.

Suggested Discussion Topics or Questions

What can we do to empower our employees?

- *Train them thoroughly to solve member/guest issues.*
- *Encourage them to brainstorm with you to improve work processes.*
- *Delegate some work functions to selected and trained subordinates.*
- *Encourage and recognize innovation and initiative.*
- *Allow your employees the freedom to fail with the backing and support of their leaders.*
- *Others?*

Take Away: John Tschohl, Founder and President of the Service Quality Institute, said, "Without empowerment, an organization will never be a service leader."



#47

Pleasant Workplace

Principles of Employee Relations: *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 their workplace more enjoyable and satisfying for us all.*

Why not?

Suggested Discussion Topics or Questions

What are some fun things you can do in your departments?

- *Establish goals or contests to encourage improvements in your department.*
- *Celebrate victories and accomplishments.*
- *Hold impromptu “thank you” celebrations for staff.*
- *Be open and approachable to staff. Don’t intimidate or put them off when they have questions or concerns.*
- *Develop an engaging leadership style.*
- *Always look for the positive; see the glass as half full.*
- *Lighten up.*
- *Others?*

Take Away: A pleasant, enjoyable workplace fosters greater employee commitment and contribution, while creating an atmosphere conducive to member service.



#48

Consistency in Personnel Actions

Management Professionalism: *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.*

A primary responsibility of all managers is to know and fairly apply all Personnel Standards, Policies, and Procedures. You must also have a detached and professional manner in all personnel actions. You cannot allow personal considerations, such as likes or dislikes, to influence the employment and advancement decisions you make.

Suggested Discussion Topics or Questions

What problems may arise if you discipline one employee for tardiness while allowing others more leeway?

- *The perception of unfairness which causes resentment.*
- *A divided work team of favorites and those who feel excluded.*
- *A perception of ageism, sexism, or racism should the employee held to a higher standard be a member of a protected group.*
- *Difficulty in defending your actions while on the witness stand in a wrongful termination suit.*
- *An EEOC investigation into why some employees received advancement opportunities while someone in a protected class did not.*
- *Others?*

Take Away: Consistency and fairness are basic requirements of personnel actions. Without them the club is opening itself up to legal and liability actions.



#49

No Retaliation

Management Professionalism: *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.*

It is in your interest to allow employees to come to you with their concerns and problems. There are always going to be problems and it gives you the opportunity to deal with them before they grow into larger issues.

Not being open to employee concerns will certainly establish an adversarial relationship between you and your employees. In the worse case when you are not open to their concerns, they may go over your head to complain. If they do, you've got no one to blame but yourself.

Do not, under any circumstance, retaliate. It will only make matters worse, could result in a discrimination or wrongful termination lawsuit, and will mark you as a small-minded, petty tyrant.

Suggested Discussion Topics or Questions

If you were afraid of your supervisor retaliating against you for raising work concerns, how willing would you be to share important operational information with him?

What is the best way to ensure your employees keep you informed?

Explain how an open, trusting relationship with your employees will foster a team-like spirit.

Take Away: Fear of retaliation destroys trust and limits the essential flow of information from employees to leaders.



#50

No Sexual Harassment

Management Professionalism: *Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:*

- *Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment,*
- *Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual, or*
- *Such conduct has the purpose or the effect of interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.*

Sexual harassment is against the law, and it is the policy the club that any incident of alleged sexual harassment be reported to management immediately. Allegations must be quickly and thoroughly investigated.

There is no place for sexual harassment in the workplace. Be aware how your words and actions may be taken or misconstrued. Scrupulously avoid anything that may be offensive to another. While we may work closely with someone we find attractive, do not, under any circumstances, act on that attraction unless you are prepared to resign your position. Leaders are expected to have the maturity to understand the negative consequences of having, or attempting to have, a personal or intimate relationship with a co-worker or employee, or continually flirting with someone who may or may not share the attraction.

If you do sexually harass another employee, you will certainly be embarrassed when your behavior is exposed, and you may well be discharged.

Suggested Discussion Topics or Questions

Which of the following may constitute sexual harassment and why?

- *Having a swimsuit or pinup calendar on the wall of your office.*
- *Forwarding off color email jokes to co-workers.*
- *Allowing employees to tease a co-worker for being a virgin.*
- *Repeatedly standing too close to employees, allowing your body to touch theirs.*
- *Commenting on how "hot" an employee looks.*
- *Others?*

Take Away: Sexual harassment is illegal and can create significant problems for a leader and the organization for which he works. It also is a clear sign of a person in authority who does not have maturity, judgment, or moral/ethical character to hold a position of leadership.



#51

No Discriminatory Practices

Management Professionalism: *Biases, prejudice, disparaging remarks or jokes on the basis of race, creed, religion, gender, national origin, ethnic group, age, handicap, or sexual orientation 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.*

Such behavior demeans people. It demeans those who do it and those who are subjected to it. Since the club is the sum of its parts, words or actions that attack the self esteem of any employee damage our efforts as a whole.

No employee should be subjected to a hostile work environment or demeaned in any way. Such action damages the self-esteem of the individuals who make up your work team. Why would you or anyone want their contribution to the group effort to be impeded in any way?

Further, as a leader you have a responsibility to ensure that no employee is being demeaned by other employees in your department. Unless you step in to stop this, you are abetting the actions and by your own neglect creating a hostile work environment.

Suggested Discussion Topics or Questions

How does discrimination or the perception of discrimination damage your work team?

- *It demeans some team members*
- *It causes fractures in your team, making it difficult for people to trust one another and work well together*
- *It diverts your team's focus and attention from the task at hand to other issues*
- *It attacks the self-confidence of some team members*
- *It creates dissension*
- *Others?*

Take Away: The capabilities of your work team, section, or club is the sum of its parts. Damaging, denigrating, or limiting the capabilities and contribution of any employee, damages the club as a whole.



#52

No Favoritism

Management Professionalism: *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 is spent responding to these complaints, which takes away from the club's focus on member service.*

In addition to the problems created for the club as a whole, the perception of unfairness creates dissension and poor morale and destroys motivation within your work team.

The perception, real or not, of favoritism will create turmoil and dissension in your department. It affects motivation, morale, and teamwork and is damaging to your efforts. Frequent, open communication with all employees will help avoid having your words and actions being misinterpreted. If your employees feel comfortable coming to you with their concerns, you should be able to discover any misperceptions your employees may have. You may then want to call a departmental meeting to clear the air and set things straight.

Suggested Discussion Topics or Questions

Give examples of areas where employees may perceive issues of favoritism (while there may be legitimate reasons, the reasons should be known to all).

- Assignment of "choice" schedules
- Requiring the same employee to do the closing cleanup work all the time
- Regularly allowing some employees to come in right before lunch, thereby missing the pre-opening set-up work
- Allowing some employees off every weekend
- Others?

Take Away: Showing favoritism to individual employees or members will create major problems for leaders.



#53

No Fraternalization with Employees

Management Professionalism: *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 or be transferred to another department. Just as nepotism creates problems in an organization, personal relationships can interfere with the performance of your official duties.

As a leader, you should keep a professional distance from your employees. You are their boss, not their friend. And you are certainly never to have intimate relations with an employee who is under your direct authority. Such a relationship calls into question your judgment and maturity. This is one of those few times when you should always say “never.”

Suggested Discussion Topics or Questions

Why is it so important for leaders to maintain a professional distance from employees?

Give examples of how becoming too friendly with employees can cloud your judgment.

- *Overly positive performance reviews.*
- *Not holding all employees to the same standard.*
- *The need to respond to favors certain employees may have done for you; or their sense that you did not respond .*
- *Favoring one employee over another.*
- *Others?*

Take Away: A leader will compromise his or her integrity, influence, and professional standing by being too friendly with employees, and particularly so if engaged in a personal or intimate relationship with someone who is under his or her direction.



#54

No Fraternalization with Members

Management Professionalism: *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 friendliness and courtesy, avoid socializing with them outside the bounds of your position. 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.*

With the exception of club-sponsored events, activities, trips, or the normal socializing as part of the job, invitations from members to private dinners, cocktail parties, card games, and other social activities should be courteously declined. Managers must always remember that they are not members of their clubs, nor do they have equal social standing with their members within the context of the club.

It is important then to maintain a professional distance from members. As an employee of the club, you must always realize that you have work-related obligations with club members. You are not a member of the club yourself and do not enjoy the privileges of membership. Having too close of a relationship with some members can open you up to complaints of favoritism from other members.

Suggested Discussion Topics or Questions

Can any of you give an example from personal experience when getting too close to a member caused a problem?

What types of problems may arise from fraternizing with members?

- *Perception of favoritism among members.*
- *The need to reciprocate with a member who has done you a favor.*
- *The potential for offending some other member.*
- *Creating awkward situations by imbibing alcohol with and around members.*
- *Others?*

Take Away: Becoming too close to members will also create problems for a leader.



#55

No Waste, Fraud, or Abuse

Management Professionalism: *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 the same.*

This is particularly important with regards to 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.

Ethical standards are at the very heart of what you do – your personal and professional integrity. Often the appearance of wrongdoing can be as damaging as the reality. Follow the spirit as well as the letter of ethical requirements and set an unassailable example of conduct for those you lead and serve.

This is an area where you must absolutely lead by example. When your employees see that you also follow the rules and do not cut corners, they will admire and respect you while following your example. This also applies to your work productivity and effort. If you continually exhort them to work hard, but do not do so yourself, you will quickly lose their respect.

Employees want to believe in their leaders. Nothing disappoints them as much as someone who talks the talk but doesn't walk the walk.

Suggested Discussion Topics or Questions

Can any of you relate stories of how a leader's positive example influenced you?

How about negative examples? And how did it affect you?

Take Away: Albert Einstein said, "Setting an example is not the main means of influencing another, it is the only means." A leader's integrity sets an unimpeachable example for all his followers.



#56

No Disclosing Confidential Information

Management Professionalism: *Never share confidential personnel or disciplinary information. What happens at the workplace should stay there. While it is impossible to control all 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 must not be disclosed to persons or organizations external to your business. If a request for information seems legitimate, pass it on to your boss who will make the appropriate determination.

What happens at the club must stay at the club. Do not gossip or spread rumors and ensure your employees follow your example. Club financial information, ongoing issues and problems, and stories about what this or that member said or did, must not be shared with others. Likewise, the club's membership roster must not be distributed beyond the membership.

Suggested Discussion Topics or Questions

If rumors and gossip were damaging your work team, what steps would you take to stop it?

How could employees "telling tales" in the community about behaviors they witnessed at the club come back to haunt you?

What steps should you take to ensure that employees don't "tell tales?"

Take Away: Leaders have access to confidential club information that should never be passed beyond those at the club who have a need to know. Leaders must ensure that employees understand the need for discretion and confidentiality in all things relating to the club and its membership.



#57

No Complaining to Employees

Management Professionalism: *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. That 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.

Never, ever discuss your anxieties, doubts, concerns, or grievances about your club or boss with employees. They are not in a position to do anything to help, and your worries and issues will only undermine their motivation and morale. Keeping a healthy professional distance from your employees will help you avoid sharing such concerns with employees, but, ultimately, being a leader requires you understand this important point.

Suggested Discussion Topics or Questions

What are some negative consequences you could expect from confiding in your employees?

- *You could damage their morale.*
- *You could undermine their respect for you.*
- *What you say to an employee will surely be repeated to others (and probably not accurately).*
- *Those employees who are not confided in may understandably perceive favoritism on your part.*
- *Others?*

Take Away: Leaders must have the maturity to understand the negative consequences of confiding their anxieties, doubts, concerns, or grievances about the club to employees.



#58

No Favors from Vendors

Management Professionalism: *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?

To properly serve your club, you must always get the best price for the club whenever you purchase goods and services. Vendors will frequently offer inducements to give them your business. Sometimes these are merely expressions of thanks. Be careful when accepting such gifts as they may cloud your objective judgment when making future purchasing decisions.

Suggested Discussion Topics or Questions

Why would a vendor want to do you favors?

- *To curry favor with you.*
- *To increase the business you give them.*
- *To gain influence with you.*
- *To gain a competitive edge.*
- *Others?*

Ultimately, who do you think bears the cost of any favors bestowed on you?

Take Away: As a leader, you must recognize the consequences of accepting favors from vendors. Even if it doesn't influence your purchasing decisions, it gives the appearance that it does.



#59

Additional Resources

To further assist you in your quest for quality and service we offer additional resources available on the PCPM Marketplace store:

[Leadership on the Go](#) – 54 topics that can be used for discussions at staff meetings, as reading for managers, or to explain the club's leadership style to newly hired managers and supervisors. The perfect tool for teaching a consistent, service-based style of leadership.

[Management Disciplines on the Go](#) – 130 management discipline topics in a spiral-bound book that can be used for training/discussion with your club management team. An excellent tool for reminding managers and supervisors of those critical disciplines to operate the club more efficiently and profitably. Formatted for brief reading assignments and discussions.

[Employee Development and Discipline on the Go](#) – Another of the On the Go Training series, this 65 topic, wire-bound book discusses the necessary disciplines to find, hire, develop, and retain the best talent for your operation. Includes detailed principles and procedures for counseling, disciplining, and discharging problem employees.

[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 variety of innovative ideas to improve and transform the most challenging part of your club operation.

[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.

[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 Service in Private Clubs - A Holistic Overview of Management Best Practices](#) – A 210-page comprehensive guide of management best practices to bring your club's food service to a high state of quality, service and performance. Includes such topics as Service-Based Leadership, Organizational Values, Best in Class Management Disciplines, Member Relationship Management, Benchmarking Operations, and Training Requirements.

[Leadership on the Line, A Guide for Front Line Supervisors, Business Owners, and Emerging Leaders and Leadership on the Line – The Workbook](#) – These two classic books that describe Service-Based Leadership are written specifically for the hospitality industry and are the perfect tool to bring your management group to a common understanding and application of leadership.

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 portal web site for the club industry.