

Service Based Leadership

The Foundation of Successful Club Operations



Ed Rehkopf



Service-Based Leadership - The Foundation of Successful Club Operations

It all starts with leadership. Strong and stable leadership is the single most important requirement to successful club operations. While there are many styles of leadership suited to any industry or endeavor, experience over many years in the service business makes it clear that a service-based approach to leadership works best in the club industry.

Service-Based Leadership differs from other leadership styles in its focus on serving the needs of employees to provide them with the proper tools, training, resources, engagement, motivation, and empowerment to serve the club's members. The importance of this support can be inferred by the question: *"How can employees provide quality service if they are not properly served by the leadership, example, and ongoing support of their managers?"*

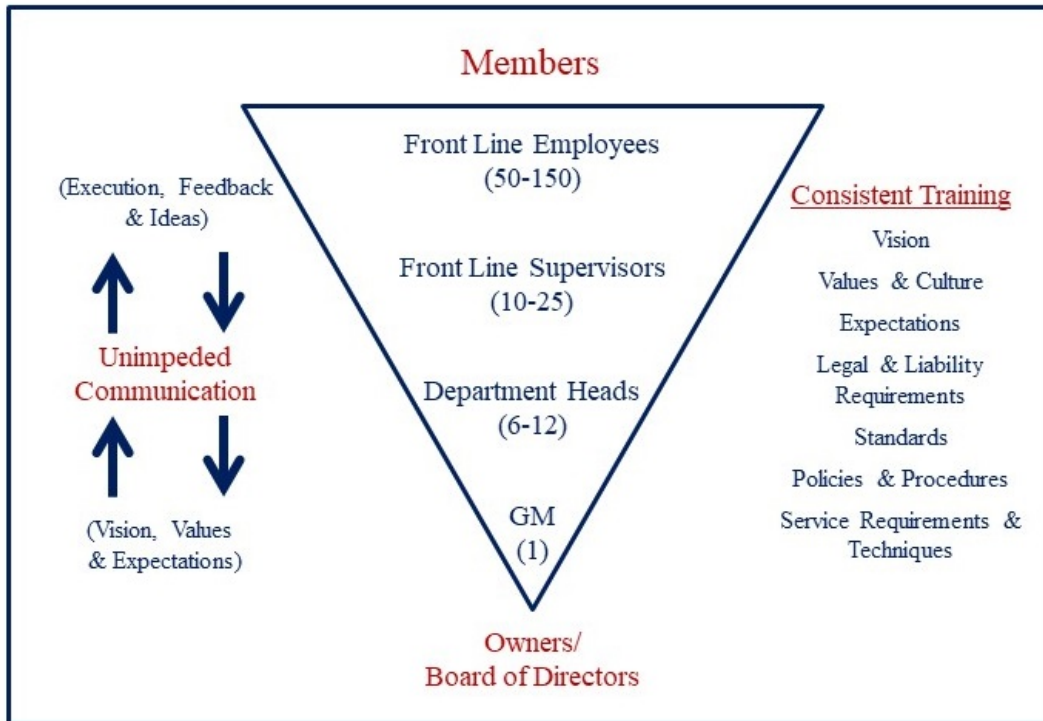
Being a serviced-based leader requires many different skills, but two are so critical to providing quality service that they bear special mention. First is the **will to make it happen**. Building a Remarkable Service Infrastructure (see *PCPM Insights and Ideas - Remarkable Service Infrastructure*) is not a one-time event or a single set of instructions to employees. It is a challenging and ongoing endeavor that may take years to fully implement.

Building a Remarkable Service Infrastructure entails changing people's attitudes and behaviors. Even in a start-up operation where there is no tradition or ingrained institutional habits to overcome, newly hired managers and employees bring their own service experiences with them. Given the often weak and inconsistent state of service throughout the industry, most often they simply bring the inadequate habits they practiced in previous jobs. This multitude of experiences and habits must be transformed into a unified system that supports the discipline of quality.

The second necessary skill is **unimpeded communication**. There is a tremendous amount of detail involved in club operations. An open flow of information all around makes it easier to communicate expectations, give daily direction, uncover issues and problems, and ensure that all employees are on the same page, as can be seen in the diagram below.



The Necessity of Unimpeded Communication and Consistency of Training in Club Operations



Quality and Service are both detail- and people-intensive requiring that all employees understand what they must do in all situations. Such complexity can only be mastered through unimpeded communication and consistent training. Unimpeded communication flows naturally from Service-Based Leaders, while written values, expectations, standards, policies, and procedures promote consistent training.

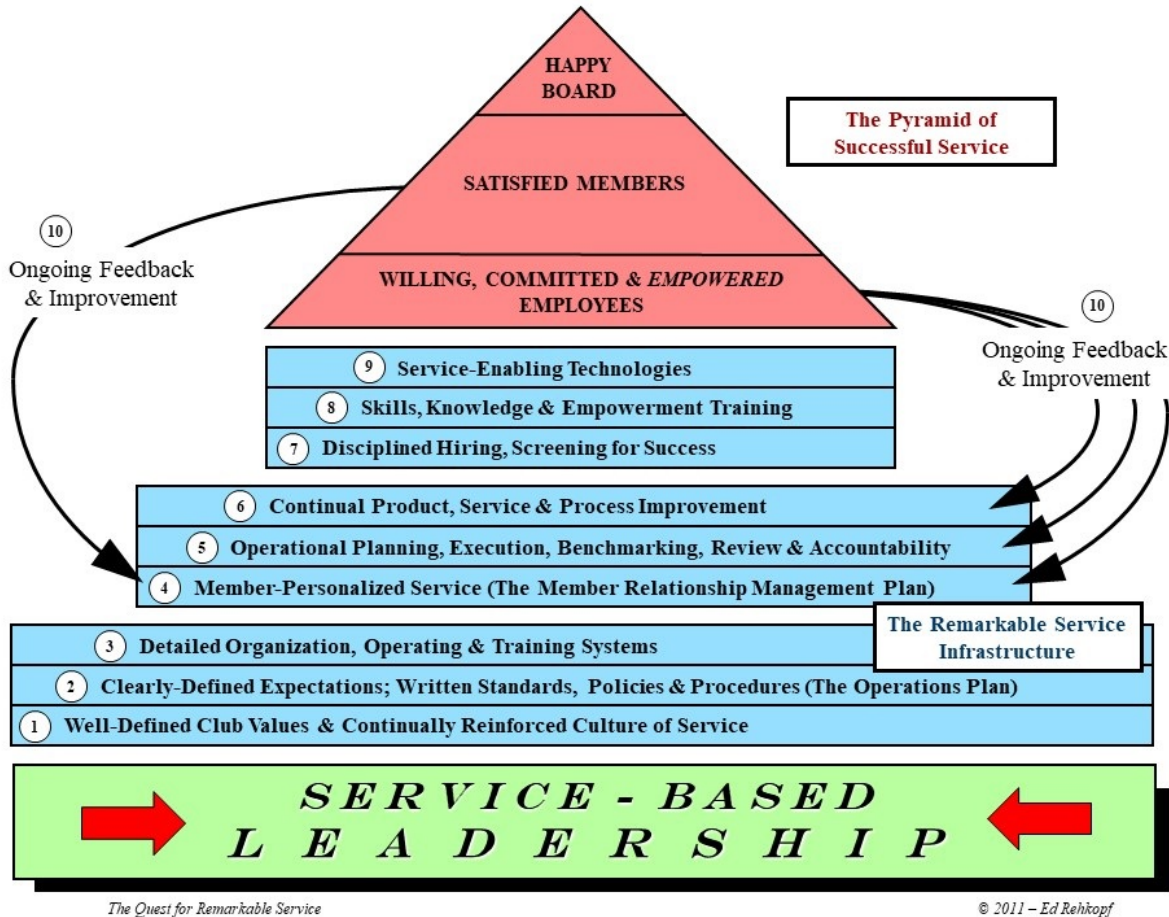
Communication bottlenecks, usually caused by uncommunicative and aloof managers, impede efficient operations, and make it harder for everyone to do their jobs.

To build the infrastructure, the leader must communicate service values at every opportunity and continually reinforce the culture of service. The leader must be both patient and persistent. Instructions and reinforcement will have to be given repeatedly. Training and implementation must be repeated at intervals until every employee gets the message and provides consistent quality service in every situation.

While it is recognized that the general manager must be a strong leader, it is also critical that the club's subordinate managers and supervisors are also trained to be strong service-based leaders. While some of a leader's skill set seems to be inborn, such as confidence and an analytical mind, and others are developed early in life, like judgment and basic communication abilities, the great majority of a leader's skills are learned. But unless junior managers are systematically trained to develop the skills which have to do with building and sustaining



meaningful work relationships, their leadership development will be haphazard, and the vision and message of service will not be communicated consistently or faithfully to line employees.



(See PCPM Insights and Ideas - Remarkable Service Infrastructure - An Overarching Plan for Club Excellence for more information)

Service-Based Leadership

In some organizations fear-based management is the standard leadership style. But fear-based management impedes organizational teamwork and effectiveness. Because of its corrosive effect on employees, members, and the bottom line, such a leadership style should not be tolerated in any club. Some symptoms of fear-based management are:

- Employees covering their backsides.
- Unwillingness to take a risk.
- Lack of initiative and acceptance of the status quo.
- Employees afraid to express opinions or answer questions.



- Lack of trust.
- Defensiveness and blame-placing.
- Lack of communications or only top-down communication.
- Poor motivation and morale.
- Lack of cheerfulness, friendliness, and smiles.

At the other end of the spectrum is the ideal of Service-Based Leadership. With this powerful style of leadership, the attitude and primary motivation of the leader is service to others – to members, to employees, to the board. This approach to leadership naturally creates relationships – the deep and abiding bonds that sustain the efforts of the club. This outward focus of the leader sets up a dynamic where:

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

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

Leadership and Relationships

John C. Maxwell, author of the bestselling *21 Irrefutable Laws of Leadership*, says that the definition of leadership is influence. While it is, first and foremost, the ability to influence followers, it also requires that the leader influences those people who make up all constituencies (see *PCPM Insights and Ideas - Service-Based Leadership - Knowing and Serving Your Constituencies* for more information).

In a free society, all but the most socially and economically disadvantaged have choices – they can choose to work for you and your club, or they can take their talents and abilities elsewhere. It is, therefore, the way you as a leader engage them that determines your level of influence.

Influence is derived from the relationships you create with your followers and other constituents. How you act and interact with others is the basis for your success as a leader. The quality of your relationships will determine your outcomes. But you must understand that each of your followers and constituents is a unique individual with different needs and motivations. What may work with one may fail miserably with another. And, unfortunately, creating meaningful



relationships with other people can be a great challenge for all of us – witness all the dysfunctional families, rocky romances, and failed marriages – and no less challenging for leaders who must interact with a wide variety of followers.

But the art of relationships can be learned. While it requires experience, judgment, a measure of sensitivity to the needs of others, and a fair degree of emotional maturity, the ability to form and sustain meaningful relationships improves with age.

Developing leadership, or relationship skills, is a cumulative process. It's why Jim Collins, author of *Good to Great, Why Some Companies Make the Leap ... and Others Don't*, proposes the Level 5 Hierarchy leading to the consummate Level 5 Leader. It is why potential leaders must be identified early, why young managers must be trained in the skills of leadership, and why such skills should be nurtured and shaped with each increase in responsibility and each step of the career ladder. Clearly, the rudimentary skills of direct face-to-face leadership that serve the front-line supervisor so well are inadequate for the more complex and subtle exercise of authority required of a mid-level manager or senior executive.

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

Building Strong Relationships

Maggie was a retired schoolteacher starting a second career. She applied for a sales associate position with a well-known hotel and conference center. While she had no sales experience, her maturity, calm demeanor, and articulate style impressed the director of sales.

The position of sales associate is challenging. In addition to selling the facility and its services to the local community and industry, it is important to have a good working relationship with the hotel's operating departments. Ultimately, they are the ones who must execute the promises of the sales staff.

In short order, Maggie proved adept at winning new business for the hotel. She had a knack for meeting new people and establishing a sense of trust. Much of it came from her genuine, down-to-earth nature. She was short on hype and easy promises, but long on establishing meaningful relationships built upon commitment, confidence, and trust. Her clients knew that she was true to her word.

But as strong as she was in finding new business, she was even stronger at building those key relationships with hotel department heads and line employees enabling her to ensure that promises were kept, and expectations met. Inevitably things would fall through the cracks and some meeting room was not set up properly for one of her clients. Maggie, because she always double-checked arrangements, would find the problem, and seek help to correct it. Because she had taken the time to develop good working relations with the housekeeping, maintenance, and banquet staffs, she never had problems finding someone willing to help. As one porter said of her, "She always asks so nicely, there is no way to say no."



Maggie was an outstanding success as a sales associate. In two years, she increased her hotel bookings by 18.3%, and more importantly, trend lines promised even more future business from her many satisfied clients. Not surprisingly, when the sales director was transferred to another property out of state, Maggie was asked by her general manager to take over the position.

Your success in balancing the needs of those you serve lies in ensuring that you build strong relationships with individuals. How do you do this? Begin by:

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

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

The difference is your attitude, your motives, and your approach to dealing with others. Since all these things are within your power to change, establishing a service-based approach to leadership by building strong relationships is totally up to you.

Becoming a Service-Based Leader

Developing leadership skills is not memorizing a list of things to do or not to do, though such lists are useful in helping students learn. Leadership is not the accumulation of managerial abilities, such as budgeting, computer skills, or the work skills of a particular industry, though such aptitudes will certainly enhance your overall skill set and add to your competence. Leadership is not a position or a title.

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

True leadership requires an understanding of what makes people tick – individually and in group settings. It requires sensitivity to the needs and desires of others, even when they may not be able to adequately define or communicate these themselves. It requires openness and accessibility, so followers are comfortable bringing their concerns and issues to the leader. It requires a person who is self-analytical, who examines every less-than-optimum outcome for improvement, often discovering a better way to interact with followers. It requires a person who



puts the needs of the organization ahead of personal ambition, who recognizes that tending to the group welfare in a disciplined way will ultimately bring about better performance.

Finally, learning leadership skills is not a one-time event. Just as different endeavors and levels of organizations require different skill sets for managerial success, leadership skills must expand and develop as the individual moves up to higher levels of responsibility. Satisfactory leadership skills in a front-line supervisory position are clearly inadequate for the challenges of a general manager, division manager, or president of a company. But the skills learned in the early years of one's career will be the foundation for the broader skills necessary when one takes on greater responsibilities, particularly if you understand that true leadership is a lifelong journey, not a destination.

The Single Most Important Requirement to Becoming a Service-Based Leader

Becoming a Service-Based Leader is a transformative process; it's about personal growth. The aspiring leader must be prepared to challenge ingrained attitudes and beliefs about self and others. It requires a willingness to closely examine motivations and habits. The emerging leader must also be willing to accept personal responsibility for his or her life and decisions. But most of all it requires a great deal of personal honesty. Self-delusion and denial are the committed enemies of personal growth.

As you grow your leadership skills, make a promise to yourself. Promise that you will search the depths of your being to get to and understand your deepest motivations, not those that you glibly repeat because you have so often heard others say them and think they're the norm. True leadership is not the norm and becoming an effective leader will require you to step outside your comfort zone and confront the beliefs and attitudes you hold, not from conviction but from unexamined habit.

The Rewards of Service-Based Leadership

Developing the skills of a Service-Based Leader will reward you in a variety of ways. First and foremost, I believe the foundation of Service-Based Leadership and a recognition of the value of people in all you do, can, over the course of a career, lead you to the Level 5 Leadership that author Jim Collins found at the top of all Good to Great companies.

Second, because Service-Based Leadership is all about developing successful relationships, it can bring success to other parts of your life – your family relationships, your friendships, and the way you interact with people wherever you meet them.

Lastly, Service-Based Leadership will help you develop the self-analytical skills to examine life's challenges and better understand how you react to them. Ultimately, it will help you to grow as a person and learn to face difficulties with greater poise and purpose.

Leadership Growth and Adaptation

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

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



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

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



How Consistent is Your Organization's Leadership?

To expect that your management team with varying backgrounds, education, and experiences will have a common understanding of what constitutes effective leadership is naïve in the extreme.

Unless junior managers are systematically trained to develop Service-Based Leadership skills, the general manager's vision and message of service not being communicated consistently or faithfully to line employees. Instead of having a cohesive team dedicated to a common purpose and acting in a concerted way to further the aims of the club, the organization is a collection of tribes who don't necessarily approach the mission or their jobs in the same way or with the same attitude.

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

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

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

But the good news is that successful leadership skills can be learned. Warren G. Bennis, widely regarded as a pioneer in the field of contemporary leadership studies, has said, *"The most dangerous myth is that leaders are born – that there is a genetic factor to leadership. This myth asserts that people simply either have certain charismatic qualities or not. That's nonsense; in fact, the opposite is true. Leaders are made rather than born."*

So, the solution to fragmented leadership is to promote a consistent style and application of leadership club wide. This can only be done by providing consistent leadership training to the entire management team. But how does the general manager teach leadership when you have so much else to do and possibly haven't given a lot of thought to the issue?

Over the years while serving as general manager in hotels, resorts, and clubs, I read several leadership books – most extolling the successful leadership techniques of Fortune 500 or celebrity CEOs or written for mid-level corporate managers aspiring to senior positions in large corporate enterprises. Most had little practical advice for first time or frontline managers toiling in hospitality management. My frustration in trying to find something useful finally led me to write my own leadership guidance for my team, and this ultimately became *Leadership on the Line: A Guide for Front Line Supervisors, Business Owners, and Emerging Leaders*, first published in 2002 and now in its 2nd edition.

Several years later, in response to frequent requests to prepare a more "hands on" learning tool, I wrote and published *Leadership on the Line – The Workbook*, a companion piece to the original book that builds on the themes of Service-Based Leadership from the book by offering self-study sections on leadership basics, values, lessons, applications, and assessments.



Taken together the book and the workbook provide an effective way to provide guidance and expose subordinate managers to a consistent, service-based approach to leadership.

Given the primary importance of leadership in any successful venture, it should never be left to chance. Even if confident of your own leadership abilities, do yourself and your management team a favor by promoting a consistent, club-wide conception and application of leadership. When consistently reinforced by your leadership and example, it will have a dramatic impact on their performance, as well as the club's.

Managerial Malpractice

In my freshman year at college, I was enrolled in my first course in calculus. Every day in class we were drilled in solving problems and were required to present our solutions to assigned problems in front of the rest of the class. By drill and repetition our final step in every recitation was to write Q.E.D followed by the double underlined solution.

This may seem like an arcane ritual, but as we were told Q.E.D. stood for the Latin phrase *Quod erat Demonstratum*, which as Wikipedia states, means “which is what had to be proven” – an abbreviated phrase traditionally placed at the end of a mathematical proof or philosophical argument indicating the completion of the proof.

Though my college and calculus days are long behind me, I cannot help but use this traditional formulation to illuminate the most basic problem we face in club management and how to overcome it. If you agree with the following postulated statements, they should logically lead to the demonstrated resolution. So, in the words of several very successful individuals who've given much thought to the matter, here's the argument:

“The quality of leadership, more than any other single factor, determines the success or failure of an organization.”

Fred Fiedler & Martin Schemers, authors of *Improving Leadership Effectiveness*

“The most dangerous leadership myth is that leaders are born – that there is a genetic factor to leadership. This myth asserts that people simply either have certain charismatic qualities or not. That's nonsense; in fact, the opposite is true. Leaders are made rather than born.”

Warren Bennis, scholar, organizational consultant, and author, widely regarded as a pioneer of the contemporary field of Leadership studies

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.”

Jack Welch, former chairman and CEO of General Electric

“Coaching isn't an addition to a leader's job; it's an integral part of it.”

George S. Odiorne, business school professor and dean, consultant, corporate manager, and author of 300 articles and 26 books



“The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them.”

John Maxwell, author, speaker, and pastor who has written many books, primarily focusing on leadership

Q.E.D. “Not investing in leadership development is the equivalent of organizational malpractice.”

Quint Studer, businessman, philanthropist, author of Hardwiring Excellence

When put so bluntly, no self-respecting club manager wants to be accused of managerial malpractice, so here are some cost-effective solutions to this lack of investment – the cost is more an investment in time, but the rewards are extraordinary for both individuals and the club.

- Make development of leadership and management discipline skills part of each department head’s annual plan for improvement, insisting they do the same for their subordinate managers. Review development progress during annual performance reviews.
- Constantly preach an enthusiasm and commitment for self-development among subordinate managers.
- Use *Leadership on the Line* and *The Workbook* to teach and model a consistent, Service-Based Leadership style throughout the club. The basic lessons in these books are the perfect introduction to what should become a lifetime of leadership development.
- Commit to building a leadership and management disciplines library of reading material. Routinely assign books, articles, and white papers to be read by some or all. Encourage subordinates to lead discussions on relevant topics. Use various PCPM books, as well as *Insights and Ideas* and other resources on the PCPM website as the basis for discussions.
- Use staff meetings for brief on-the-go discussions of leadership and management disciplines. A wide variety of On the Go Training books (see *PCPM Insights and Ideas - Training on the Go*) are available for purchase on the PCPM Marketplace store.
- Use the Monthly Review of Operating Statements meetings (see *PCPM Insights and Ideas - Performance Management*) with each department head to review and discuss leadership development.
- Set a strong example of the leadership/mentoring/coaching paradigm for all managers to emulate.
- Continue to maintain a focus on leadership development over the long haul. Such self-development is a lifelong endeavor and helps the individual as well as the club.

Certainly, this all requires effort, organization, and work for small standalone operations, but keep in mind that clubs that establish a formal program of leadership development experience significant benefits, ranging from improved initiative and engagement among managers, to enhanced performance resulting from the club-wide impact of consistent service-based



leadership, as well as to pride in belonging to a high-performing operation known for quality and excellence.

Leadership Development – The Foundation of Personal and Professional Success

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 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. Make developing strong leadership skills and habits 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 levels of responsibility.

Developing A Leadership Plan

Use the assessment tools in *Leadership on the Line - The Workbook* to evaluate your leadership strengths and weaknesses. Having identified those areas of your leadership and relationship skills that need work, develop a specific plan to strengthen weak areas.

Such a plan might include:

- Ask a respected leader to mentor you, specifically in those areas you’ve found you need work.



- Re-read *Leadership on the Line* making note of specific things you can do to improve your relationship and communication skills or improve the trust between you and your constituencies, particularly your employees.
- Find and read other books on leadership to gain wide-ranging perspectives, as well as to reinforce and expand on those ideas in *Leadership on the Line*.
- Prepare flash cards with quotes or lists from these books to keep prominently on your desk as a reminder of things you need to focus on.
- Establish a schedule of meetings with your staff to identify problems, brainstorm solutions, and plan for implementation.
- Make a greater effort to keep your employees informed and continually ask them to do the same regarding problems they encounter in their jobs.
- Meet privately with each of your team members to discuss what they like and dislike about their jobs and what obstacles they face.
- Act decisively to remove those obstacles.
- Engage with your staff daily.
- Make efforts to be more aware of and sensitive to the needs, challenges, and feelings of others.
- Monitor the way you interact with your staff and keep a notebook of your feelings about and reactions to events, issues, and incidents in your areas of responsibility. Often writing these down will help you pinpoint areas of conflict, communication issues, and problems of motivation and morale. As a leader, it's up to you to fix these challenges, but you need to think deeply about the causes of the problems as they may point back to the quality of your leadership.
- Give your employees regular feedback and thank them often.
- Recognize the importance of your employees to the success of the club and to you as their leader. Ensure you sincerely value them as individuals and let them know it by your words and actions.
- Brainstorm with other respected leaders who are familiar with your leadership style and operation. Their outside view may be clearer than yours from the inside.

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

Getting to Work

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



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

Last Thoughts

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

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

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

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

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

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

Your efforts to become a strong, service-based leader will pay dividends throughout your career and life. While career success is typically measured by progression to greater levels of responsibility and compensation, your example and impact on those around you will be the true measure of your success.

Best wishes as you make this journey!

Two books that will well serve your subordinate team during a lifetime of career development are:

1. *Leadership on the Line: A Guide for Front Line Supervisors, Business Owners and Emerging Leaders*, and
2. *Leadership on the Line, The Workbook*,

both found under Resources at the PCPM Marketplace Store.

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 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.