

HOW TO ATTRACT AND RETAIN GREAT PEOPLE

**7 SECRETS TO BUILDING AND KEEPING A
TALENTED TEAM**

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President, The Spire Group



- 27 years in Hospitality Management
- 12 years consulting with hospitality and other service companies
- We have a team of 6 and 29 affiliate partners
- Certified Business Coach & EOS Implementer
- Served as GM/COO, Regional Manager, and Managing Partner for a variety of industry companies
- Privately owned, private equity, corporate, managed and etc.
- McDonalds, Disney, ClubCorp, Arnold Palmer, Century Golf, and over 137 Independently Owned Restaurants, Hotels, Resorts, Clubs, and other Hospitality Ventures
- Current Member and Sponsor with WRA, CMAA, GCOW and NGCOA





Our team of trusted Club & Hospitality professionals are committed to serving the needs of our clients.

| | | | | | |
|---|---|--|---|---|---|
| Ryan Doerr | Joe Flynn | Brendhan McClusky | Laura Leszczynski | Mary Buenz | Sara Cherny |
|  |  |  |  |  |  |
| President / Consultant & Strategist | Consultant & Strategist | Consultant & Strategist | Marketing Specialist | Client/Member Relations | Accounting Specialist |

GROUND RULES



Cell Phones on Silent or Off



Isn't That Interesting

PARTICIPATE

OPEN & HONEST



FUN

IT SEEMS HARDER THAN EVER TO FIND GOOD STAFF

Why Is That?

Generational
Changes

Societal
Influences

Current Job
Culture

Site Specific
Impact

Some of these
factors we
can control...

7 SECRETS TO BUILDING AND KEEPING A TALENTED TEAM

Secret #1:

DEFINE YOUR CULTURE

WHAT IS YOUR CULTURE?

How can you attract and hire the right people if they don't know what they are signing up for? Or if you don't know what they are signing up for...



WHAT IS YOUR COMPANY CULTURE?

How can you attract and hire the right people if they don't know what they are signing up for? Or if you don't know what they are signing up for...

Defined
Mission, Vision & Values?

If You Don't Define Your
Culture, They
Will Define It For You

A Customer &
Employee
Survey Can Help
You Define/Refine

Chaos vs. Utopia

Like Attracts Like

Foundation for Your
Strategic Plan &
Board/Management
Decision Making

7 SECRETS TO BUILDING AND KEEPING A TALENTED TEAM

Secret #2:

ESTABLISH CLEAR
EXPECTATIONS AND
STANDARDS



DEFINE YOUR CULTURE

TEACH THE MECHANICS OF THE JOB

Does Your Team Have a Crystal Clear Understanding of How You Deliver an Exceptional Guest Experience?

Clear
Steps of Service

Standards for
Table Settings

Front Entrance
Appearance
“First Impressions”

Uniform, Dress
Code &
Appearance

Established
Expectations on
Service Times

Mechanics Must
Align with
Culture

Let People
Know How to
Win

TEACH THE MECHANICS OF THE JOB

Why Is It Important
For The Company?

Why Is It Important
To The Employee?

7 SECRETS TO BUILDING AND KEEPING A TALENTED TEAM

Secret #3:

LIVE YOUR CULTURE
EVERYDAY

ESTABLISH CLEAR EXPECTATIONS
DEFINE YOUR CULTURE

START WITH CULTURE, CONTINUE WITH CULTURE

Continue teaching it throughout the length of employment

Interview:
Start off on
the same
page to
make sure it
is a culture
fit.

You can
teach skill

How do you
live it every
day?

Live it with
purpose!

Make it
FUN!

Contests &
Employee
Recognition

Engage
Customers

Do your
Customers
know the
culture, or is
it just for
staff?

Customer
Recognition

Can your
Customers
acknowledge
staff for
living the
culture?

TABLE EXERCISE

EMPLOYEE
ENGAGEMENT
TO LIVE COMPANY
CULTURE

7 SECRETS TO BUILDING AND KEEPING A TALENTED TEAM

Secret #4:

MEASURE
PERFORMANCE
& LET THEM KNOW
WHERE THEY STAND

LIVE YOUR CULTURE EVERYDAY
ESTABLISH CLEAR EXPECTATIONS
DEFINE YOUR CULTURE

COACHING & FEEDBACK OPPORTUNITIES

How do you and your team stay focused and on-point with standards?

Line-up

Employee
Recognition

Pre/Post Shift
Feedback with
Trainer/Trainee

Table Tests

Opening &
Closing
Reports

FEEDBACK TOOLS – MEASURE PERFORMANCE

How do you know if you and your team are performing to standards?

ANNUAL
ASSESSMENTS

Customer
Surveys

Employee
Surveys

3rd Party
Observation
& Insights

Annual
Performance
Reviews

360° Reviews

GREAT DECISIONS START WITH QUALITY DATA

Customer
Survey

Employee
Surveys

360°
Feedback
Tool

7 SECRETS TO BUILDING AND KEEPING A TALENTED TEAM

Secret #5:

SUPPORT RISK TAKING
AND INNOVATION

MEASURE PERFORMANCE, GIVE FEEDBACK

BRING YOUR CULTURE TO LIFE

ESTABLISH CLEAR EXPECTATIONS

DEFINE YOUR CULTURE

STRATEGIES TO SUPPORT RISK TAKING AND INNOVATION

Avoid the land of
“The Way It Has
Always Been
Done”

If You’re Not
Growing, You’re
Dying

Don’t Change
for the Sake of
Change

Now is the
Slowest Pace of
Change

We must constantly be innovating to find new ways to grow and stay viable.

Without risk taking and supporting change, you will not grow.

TABLE CHALLENGE

INNOVATION



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Secret #6:

COLLABORATION
& TEAMWORK

SUPPORT RISK TAKING & INNOVATION

MEASURE PERFORMANCE, GIVE FEEDBACK

BRING YOUR CULTURE TO LIFE

ESTABLISH CLEAR EXPECTATIONS

DEFINE YOUR CULTURE

CAN'T WE ALL JUST GET ALONG?

Generational Differences

- 1st Time in History – 5 Generations in the Workplace




















Personality Differences

- Dominant
- Influencer
- Steady
- Cautious

Experience Difference

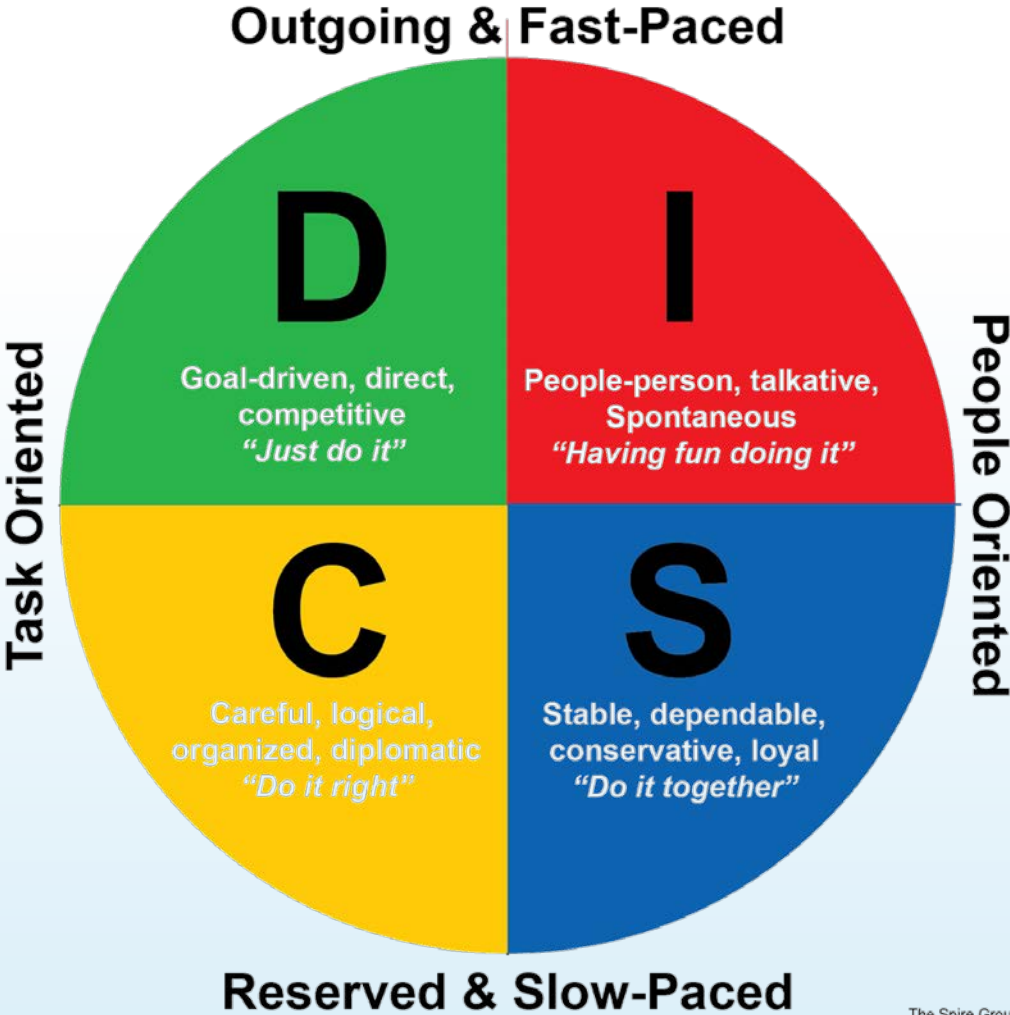
- Education
- Work Experience
- Socio-Economic
- Cultural

5 GENERATIONS IN THE WORKPLACE

| Characteristics | Maturists (pre-1945) | Baby Boomers (1945-1960) | Generation X (1961-1980) | Generation Y (1981-1995) | Generation Z (Born after 1995) |
|--|---|--|---|---|---|
| Formative experiences | Second World War Rationing Fixed-gender roles Rock 'n' Roll Nuclear families Defined gender roles — particularly for women | Cold War Post-War boom "Swinging Sixties" Apollo Moon landings Youth culture Woodstock Family-orientated Rise of the teenager | End of Cold War Fall of Berlin Wall Reagan / Corbachev Thatcherism Live Aid Introduction of first PC Early mobile technology Latch-key kids; rising levels of divorce | 9/11 terrorist attacks PlayStation Social media Invasion of Iraq Reality TV Google Earth Clastonbury | Economic downturn Global warming Global focus Mobile devices Energy crisis Arab Spring Produce own media Cloud computing Wiki-leaks |
| Percentage in U.K. workforce* | 3% | 33% | 35% | 29% | Currently employed in either part-time jobs or new apprenticeships |
| Aspiration | Home ownership | Job security | Work-life balance | Freedom and flexibility | Security and stability |
| Attitude toward technology | Largely disengaged | Early information technology (IT) adaptors | Digital Immigrants | Digital Natives | "Technoholics" — entirely dependent on IT; limited grasp of alternatives |
| Attitude toward career | Jobs are for life | Organisational — careers are defined by employers | Early "portfolio" careers — loyal to profession, not necessarily to employer | Digital entrepreneurs — work "with" organisations, not "for" | Career multitaskers — will move seamlessly between organisations and "pop-up" businesses |
| Signature product |  Automobile |  Television |  Personal Computer |  Tablet/Smart Phone | Google glass, graphene, nano-computing, 3-D printing, driverless cars |
| Communication media |  Formal letter |  Telephone |  E-mail and text message |  Text or social media |  Hand-held (or integrated into clothing) communication devices |
| Communication preference |  Face-to-face |  Face-to-face ideally, but telephone or e-mail if required |  Text messaging or e-mail |  Online and mobile (text messaging) |  Facetime |
| Preference when making financial decisions |  Face-to-face meetings |  Face-to-face ideally, but increasingly will go online |  Online — would prefer face-to-face if time permitting |  Face-to-face |  Solutions will be digitally crowd-sourced |

*Percentages are approximate at the time of publication.

PERSONALITY DIFFERENCES



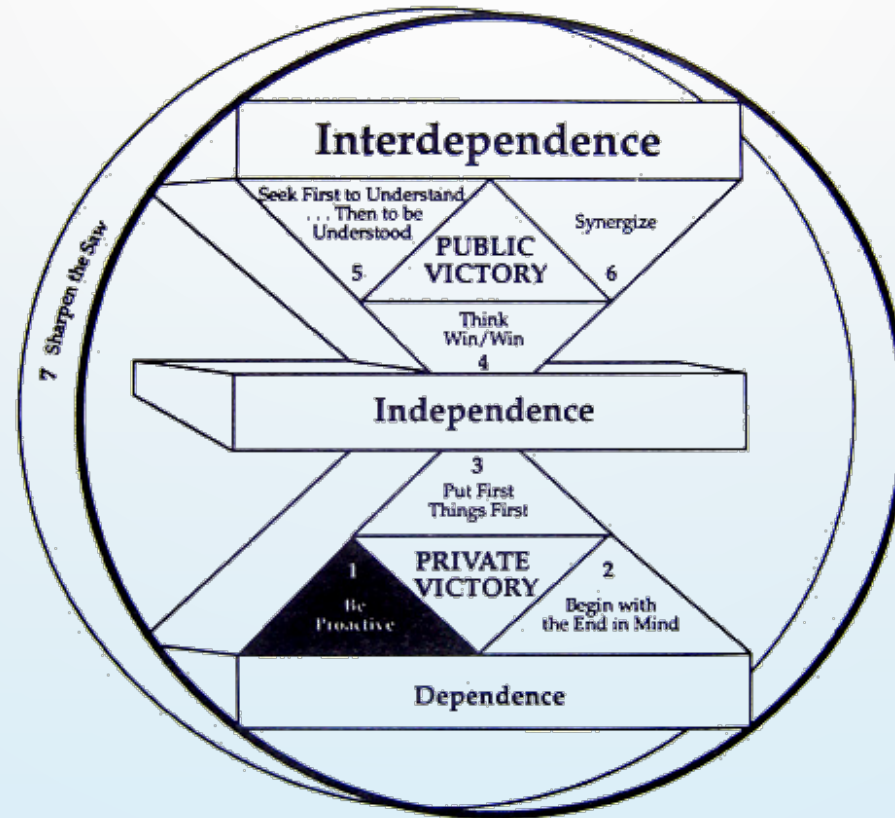
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VIDEO

DiSC Behavioral Portrayals

WHEN YOUR LEADERSHIP TEAM & MANAGERS UNDERSTAND EACH OTHER...



Stephen Covey –
7 Habits of Highly Effective People

7 SECRETS TO BUILDING AND KEEPING A TALENTED TEAM

Secret #7:



INVEST IN YOUR PEOPLE

COLLABORATION & TEAMWORK

SUPPORT RISK TAKING & INNOVATION

MEASURE PERFORMANCE, GIVE FEEDBACK

BRING YOUR CULTURE TO LIFE

ESTABLISH CLEAR EXPECTATIONS

DEFINE YOUR CULTURE

IT'S MORE THAN A PAYCHECK

It's Different
for Different
People

Consider:
Personality and
Generation

WHAT MOTIVATES PEOPLE?



MOTIVATION

It's not that I'm lazy, it's that I just don't care.

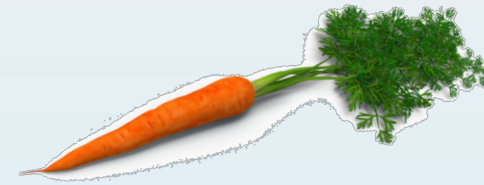
WHAT MOTIVATES PEOPLE?



Want To ...



Get To ...



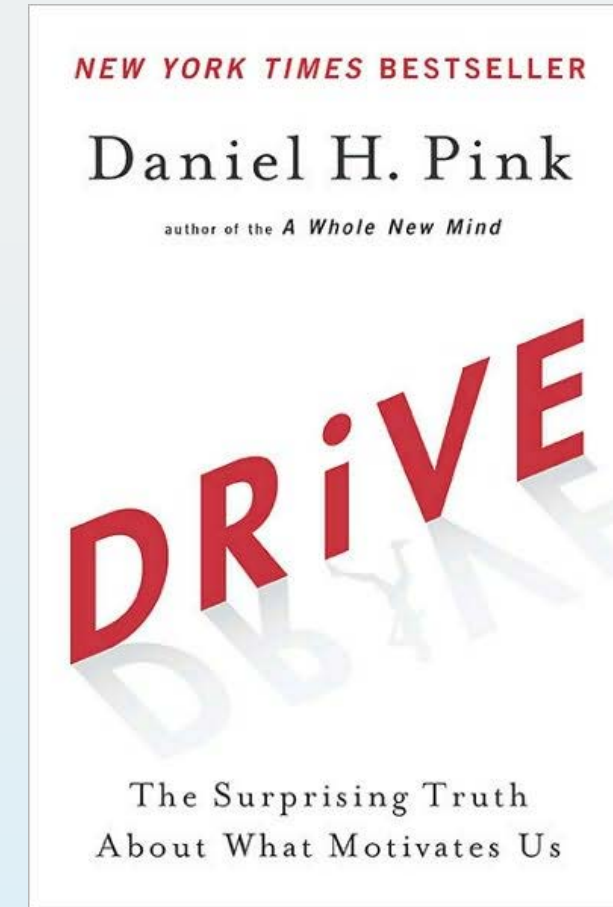
Have To ...



WHAT MOTIVATES PEOPLE?

Extrinsic Motivation:

Refers to behavior that is driven by external rewards such as money, fame, grades, and praise. This type of motivation arises from outside the individual... (i.e. Carrot or Stick)

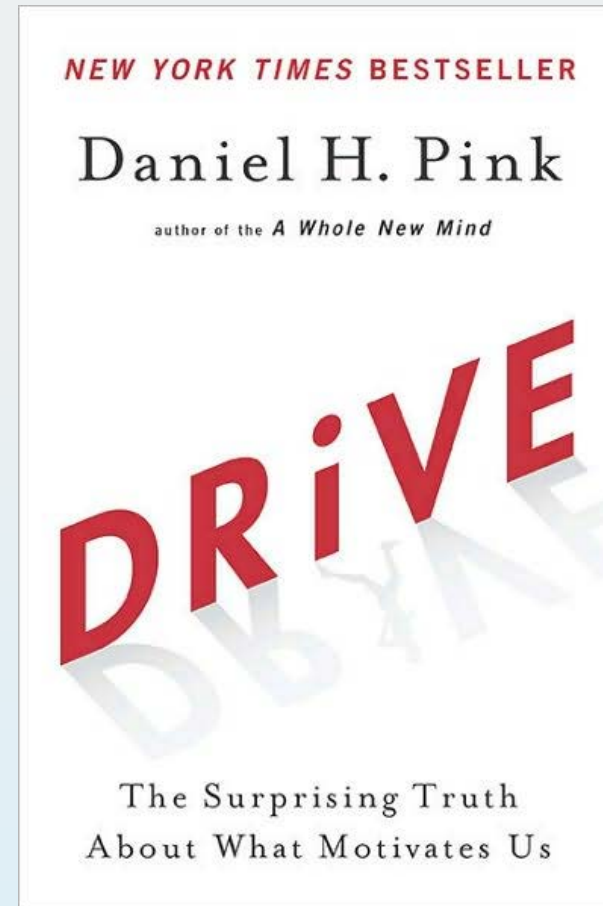


WHAT MOTIVATES PEOPLE?

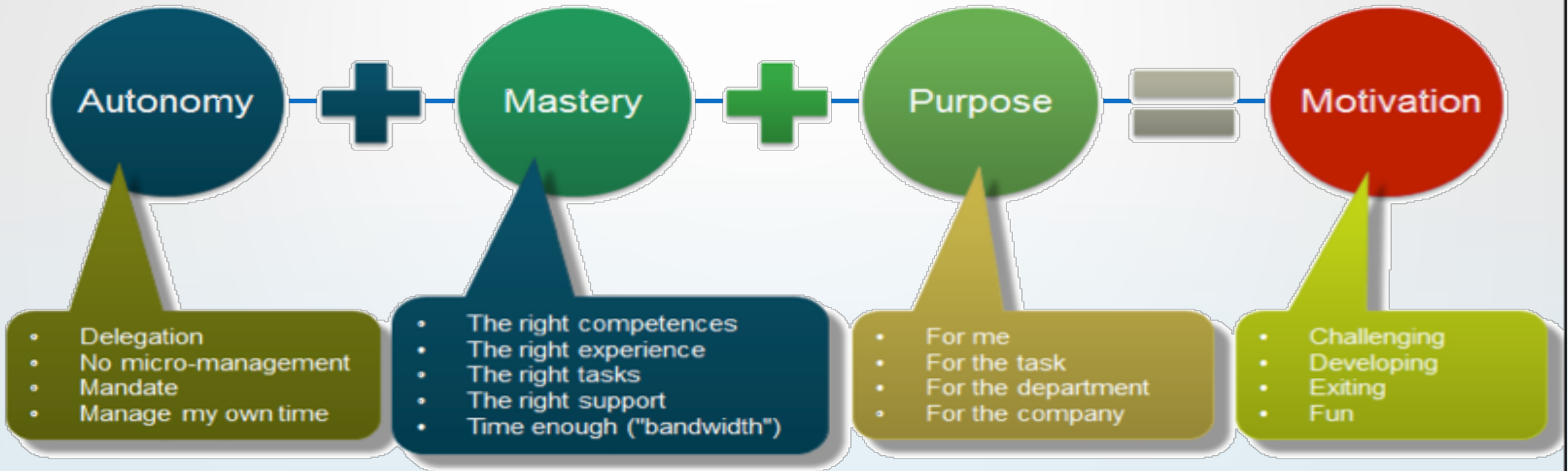


Intrinsic Motivation:

Refers to behavior that is driven by internal rewards. In other words, the motivation to engage in a behavior arises from within the individual because it is intrinsically rewarding. (i.e. Purpose or Why)

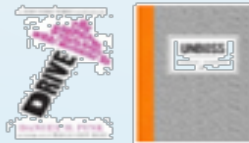


Motivation – how do we do it?



© Erik Korsvik Østergaard

Inspiration from eg:
Daniel Pink - Drive: The Surprising Truth About What Motivates Us
Kofind og Better - Unboss





DISCUSS AT YOUR TABLE

What Current Extrinsic Motivators are You Still Using?

What Intrinsic Tools Could You Replace It With?

TOOLS AND STRATEGIES TO MOTIVATE, ENGAGE & EMPOWER

Personalized
Performance
~~Management~~
Coaching

Internal
Professional
Development
Program

Be a Coach

Let Them Tell You
Their 1, 3, 5 Year
Plan and Help Them
Get It

CFO asks CEO: "What happens if we invest in developing our people and then they leave us?"

CEO: "What happens if we don't, and they stay?"

PERFORMANCE COACHING

3 E's

Engage

Equip

Empower

PERFORMANCE COACHING: **ENGAGE**

What do they want?

Are they committed to the culture?

Do you have the right people on the bus?

Are They Engaged?

PERFORMANCE COACHING: **EQUIP**

What do they
need to be
successful?

Tools: Education,
Training, Practice,
Experience,
Mentor or Coach

Mastermind
Groups

PERFORMANCE COACHING: **EMPOWER**

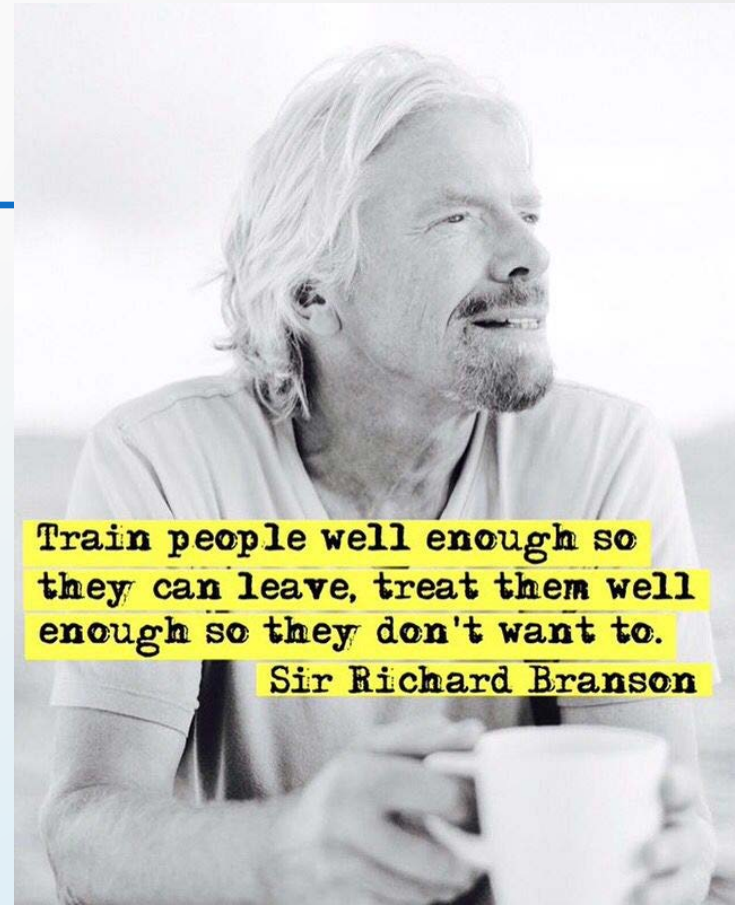
Encourage them to be successful

Let them take on new projects

Give them new responsibilities

Allow them to make mistakes

Help them to learn and grow

A black and white photograph of Sir Richard Branson, a man with long white hair and a goatee, looking off to the side while holding a white mug. The image is partially obscured by a yellow text box.

Train people well enough so they can leave, treat them well enough so they don't want to.

Sir Richard Branson

WHAT DID YOU LEARN THIS AFTERNOON?

*Write down your top 3
takeaways from this afternoon.*

~ and ~

*One thing you are going to take
back and implement at your
company!*

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QUESTIONS?



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