

# Set Your Training Course

*Develop People.  
Improve Performance.*



**CHART**  
Council of Hotel  
and Restaurant Trainers

**73rd  
Semi-Annual**

## **Hospitality Training Conference**

***Annapolis, MD***

***February 24-27, 2007***



# Set Your Training Course

## Hospitality Training Conference

“We all know that ongoing training and development of our employees is critical to our success. But who develops our trainers? CHART is a great opportunity for our training professionals to network, share best demonstrated practices and improve their skills. They look forward to it every year!”

*Julia Stewart, President and Chief Executive Officer, IHOP Corp.*



**Council of  
Hotel and  
Restaurant  
Trainers**

**About:** CHART is one of the oldest and largest nonprofit organizations dedicated to training in the hospitality industry. Members number over 600 and represent multi-unit restaurant and hotel companies. By helping trainers do their jobs better, CHART positively impacts millions of employees, customers and companies and the industry as a whole.

**Mission:** CHART's mission is to develop hospitality training professionals to advance industry training practices and improve operational results by providing access to education, tools and resources.

**Guiding Principles:** Learning. Sharing. Growing. Caring.

## Register NOW...

to access a networked community of training and human resource professionals sharing the latest training practices, innovations and solutions. [www.chart.org](http://www.chart.org)

### Who Should Attend

Training and human resources professionals in the restaurant, hospitality and foodservice industries who want to positively impact their organizations and further their own career development:

- Vice Presidents
- Directors
- Managers
- Team Members
- Presidents, CEOs and COOs who are committed to developing people

### Timely, Relevant Industry Topics

The content of the conference is developed to focus on training in the hospitality field. Topics are always relevant and are concentrated around key issues pertaining to hospitality training professionals.

### Key Industry Issues:

- Recruitment
- Retention strategies
- Rewards and recognition
- Return on Investment (ROI) analysis
- Technology-based training
- Diversity
- Language and cultural issues
- Customer service
- Succession planning
- Executive coaching

### Mark Your Calendars Now For the Summer 2007

74th Semi-Annual CHART Hospitality Training Conference

Loews Ventana Canyon Resort

Tucson, Arizona  
August 4-7, 2007

**Blueprint for Trainer Development** To make a development plan for learning, attendees can use the *Blueprint for Trainer Development: a Customized Competency Model for the Hospitality Industry*. This landmark study by CHART and Batrus Hollweg International (BHI) defines the competencies necessary for success across a variety of roles in hospitality training.

### 4 Roles

#### Trainer

3 Competencies

Presentation Effectiveness  
Participant Management  
Evaluation/Assessment

#### Instructional Designer

3 Competencies

Technical Knowledge  
Program Design  
Process Improvement

#### Manager

3 Competencies

Operational Knowledge  
Project Management  
Coaching and Development

#### Executive/Leader

3 Competencies

Communication/Influence  
Business Acumen  
Strategic Planning

# All Aboard! Your CHART Voyage Begins Here.

*Saturday, February 24th*

## *Pre-Conference Workshops and Activities*

### **NRAEF ServSafe™ Alcohol Course and Examination**

*Sam Stanovich,  
Director of Marketing,  
NRAEF*

**10:00 a.m. – 3:00 p.m.**

There is no fee for this session.



The ServSafe Alcohol program is the new standard in responsible alcohol training for all front-of-the-house staff. Information will also be provided on the process for becoming a ServSafe Alcohol Approved Instructor. All participants must purchase the Fundamentals of Responsible Alcohol Service book in advance from the NRAEF prior to the class; which contains the content and exam answer sheet. To register, call John Alexander at 407-330-2122 or e-mail at [jalexand@nraef.org](mailto:jalexand@nraef.org).

### **Tour the U.S. Naval Academy**

**10:30 a.m. – 12:30 p.m.**

Come and learn about life (past and present) at the U.S. Naval Academy. A USNA tour guide will escort you through the scenic grounds or “yard,” including an inside look at Lejeune Hall, Dahlgren Hall, Bancroft Hall (the home to the entire brigade of over 4,000 midshipmen), Tecumseh Court, Herndon Monument, USNA Chapel, and the Crypt of John Paul Jones, the famous Revolutionary War hero. The Academy has a remarkable reputation for producing many great leaders in our nation’s history. You won’t want to miss this living monument to leadership, moral education, and academic excellence.

### **On-boarding for First Time Attendees**

**Attendees**

**4:00 p.m. – 5:30 p.m.**

For those in uncharted waters (first time attendees), this welcoming session is a must. Learn how to get the most out of your CHART experience from new friends and old hands.

### **Set Sail Welcome Reception**

**6:00 p.m. – 10:30 p.m.**

Nothing launches your CHART experience better than taking part in the kick-off welcome reception. With lots of nautical themed activities, it is sure to be a high-energy spectacle you won’t want to miss!



*“What impresses me most about CHART is the vision of training as an investment. For organizations to become great, training can’t be seen as a punitive expense—it has to be a proactive solution. CHART member companies know this, and support the vision through their trainers’ participation at CHART conferences.”*

*–Walter Isenberg, President, Sage Hospitality Resources*

## Sunday, February 25th

### Conference Opening 8:30 a.m.

### General Session “Presentation and Coaching for Star Performance”

Bob Brown

9:15 a.m. – 10:30 a.m.

Come and learn from one of CHART’s most highly rated past presenters and one of the hospitality industry’s finest coaches of winning behaviors. We know the impact of effective coaching—how it “turns talent into performance,” builds guest and employee loyalty and brings dollars to the bottom line. Yet this competency is intriguing and difficult to master. In this high-energy session, you will learn:

- The Ten Ingredients of a Dynamite Presentation
- The Seven Steps of Running a Magnificent Pre-Shift
- Casting for Star Performance
- Six Coaching Strategies for Star Performance
- The Art of the Coaching Conversation

### “Ask My Peers: LIVE!”

Industry Specific Hotel or Restaurant Editions  
(choose one)

10:45 a.m. – 12:15 p.m.

“Ask My Peers” listed #3 in *Restaurant Business Magazine’s 50 Great Ideas for 2006!* This very popular “live” version of CHART’s on line discussion group will be one of your most valuable conference sessions. Discuss timely and relevant training and human resource topics by rotating through several tables. Everyone gets a chance to interact with different people and share insights and best practices. A conference highlight!

Topics have included:

- Manager in Training Programs
- Using Consultants
- Soft Skills/Leadership Training
- Culture Training
- Ice Breakers
- Presentation Skills
- Biggest Challenges
- E-Learning
- Off-the-Shelf Resources
- English as a Second Language
- Hourly Training
- Retention Strategies
- Guest Service Training



### Business Meeting Luncheon

12:15 p.m. – 1:30 p.m.

Not your average “state of CHART” business meeting lunch. This conference, members will be voting on some crucial CHART bylaw changes that impact the organization’s management structure and strategic direction.

### Member Breakout Sessions – Round 1

1:45 p.m. – 3:15 p.m.

Note: Each session will be presented twice (5 of the 8 breakouts will be presented at each of the 3 rounds. See Breakout Sessions pages 6 & 7).

### 8th Semi-Annual Community Service Event (Optional) or Dinner on Your Own

3:30 p.m. – 7:30 p.m.

Giving back is the core of CHART and every conference includes a service event where members join together to give back to the host community. Members find these events to be worthwhile on many levels. Number one: building lasting relationships by working side by side with your peers. Number two: inspiring teamwork and community service ideas to bring back to your operation. And number three: feeling good because it’s just the right thing to do. Those who attend need to wear clothes that you can work in, such as jeans and a sweatshirt.



## Monday, February 26th

### Networking Breakfast

8:00 a.m. – 9:00 a.m.

### General Session “Heart Centered Leadership”

Susan Steinbrecher, President,  
Steinbrecher & Associates

9:30 a.m. – 10:30 a.m.

In the past, being a leader was simpler. Your title gave you the right to demand performance. That won’t work today. Today, you face a much more educated and democratically oriented workforce. Your business issues require adaptation, building networks and dealing with rapidly changing, multi-structured, matrixed or flattened lines of reporting, as well as intranets, virtual meetings, 24/7 work weeks, and out-sourced, downsized, and mobile functions. If you want to be a successful leader in today’s (and tomorrow’s) world, you must be able to motivate and influence your employees to consistently want to do their very best, provide the type of service that keeps your customers coming back, be innovative, handle change, and want to stay onboard. To do that, you must be good at addressing the human element in business and not just the operations of business.

In this session you will learn how to tap into the power of the human element by:

- Exploring what motivates an associate to perform at their very best
- Reviewing the research that indicates why being a Heart-Centered Leader is critical in today’s business world if you are going to be successful
- Learning what defines the principles and virtues of a Heart-Centered Leader
- Learning how other leaders have applied or not applied the principles/virtues of a Heart-Centered Leader and the results of doing so
- Recognizing, at a deep level, that you have a choice regarding your legacy as a leader



**Breakout Sessions – Round II**  
10:45 a.m. – 12:15 p.m.

**Member Group Luncheons or Lunch on Your Own**  
12:15 p.m. – 1:30 p.m.

**Breakout Sessions – Round III**  
1:30 p.m. – 3:00 p.m.

**Resource Gallery and Networking Reception**  
*Only member recommended vendors!*  
3:00 p.m. – 6:00 p.m.

It's quality all the way at this vendor fair. Only suppliers who are given the highest referral from CHART members are invited to participate. CHART knows linking you with the top suppliers of training resources helps you do your job better. So come and visit with vendors who want to be true business partners and help you solve your daily challenges.

***Past Exhibitors Have Included:***

360 Training  
AchieveGlobal  
ACT, Inc.  
American Hotel & Lodging Association  
Educational Institute  
Coastal AMI  
Courtesy Training  
Data Source  
Discoverlink  
National Restaurant Association  
Educational Foundation  
Elliot Leadership Institute  
Get Thinking, Inc.  
Imaging Technologies Services, Inc.  
Learning Evolution  
LearningWare, Inc.  
Mimeo.com, Inc.  
Mystery Guest, Inc.  
National Awards  
People Report  
Reed Book Solutions  
Sed de Saber  
Service Management Group  
VisionPoint Training

**Dinner Event**  
6:00 p.m. – 10:00 p.m.

**Tuesday,  
February 27th**

**First Time Attendee Breakfast**  
8:00 a.m. – 9:00 a.m.

Debrief key conference takeaways and give CHART leadership fresh perspectives about the conference.

**“Windjammer”**

*Eagle's Flight*  
*Participants work in teams for maximum results and common goals!*  
9:00 a.m. – 11:15 a.m.

Learning is accelerated through this experiential session of self-discovery and participation. In “Windjammer,” teams represent different manufacturers of nautical supplies, building and selling product in a demanding and fast paced marketplace. In this high-energy and engaging program from renowned experiential learning company Eagle's Flight, participants will learn to:



- **Make the greatest impact in the shortest amount of time**
- **Capitalize on fluctuating marketing conditions**
- **Concentrate efforts on the task that will have the greatest impact on profits**
- **Create the necessary relationships to achieve results**
- **Optimize individual talents for the success of the team**



**Lunch**  
11:30 a.m. – 12:30 p.m.

**General Session  
“The Culture Cure—  
Creating High Performance  
Organizations”**

Jason Young,  
LeadSmart Inc.  
12:30 p.m. – 2:00 p.m.



Based on his experience as an insider at famed Southwest Airlines and consultant to dozens of other Fortune 500 companies, Jason Young offers a dramatically different approach to creating and sustaining a high performance workplace. His solution for companies is to create an organizational culture where employees can do their best work and one that will produce the desired performance outcomes in productivity, profitability, employee retention and customer satisfaction. The key is intentionally identifying and developing the essential factors that impact performance for any organization: leadership principles, management practices, team alignment and employee behavior. These are the elements that truly define organizational culture and that have the greatest impact on results.

**“ Every conference I go to, I learn something that I bring back to my team. My facilitation skills have gone up a notch—I'm a much better facilitator when I'm back on the job, and my productivity has improved. ”**

**—Curt Archambault, FMP,  
Regional Training &  
Development Manager,  
Jack in the Box**

# Breakout Sessions

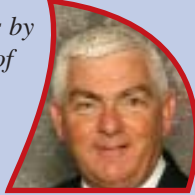
Proven training ideas shared by your peers.  
CHART's signature member breakouts are

## Track A

### Trainer

#### **“How to Optimize the Transfer of Training”**

*A Review of Best Practices by Dr. Mike Hampton, Dean of the College of Hospitality Management, Lynn University*



The information covered in this session identifies specific steps that have been successfully undertaken by training facilitators and HRD professionals in order to better ensure that training programs are effective in achieving performance improvement. A major challenge often faced by trainers is determining the right methodology by which learners will internalize and utilize skill sets introduced through learning experiences. Approaches and activities that have been proven to increase the likelihood that trainees will operationalize desired behaviors will be discussed and, in some instances, demonstrated.

#### **“Incentives and Systems to Reinforce Training”**

*T.J. Schier, President, Incentivize Solutions, podTraining*



Looking for unique ways to reinforce training and help cement behaviors? Need a little more “umph” behind your latest training program or initiative? Have trouble convincing employees and managers why they should change? Learn how to develop simple, effective systems and incentives to ensure your training becomes behavior and be able to provide your operators numerous tactics to ensure the goals of the business match the goals of the employees.

## Track B

### Manager

#### **“Creating a ‘Sans Frontieres’ (Without Boundaries) Service Culture”**

*Kathy Harris, Director of Talent Development, JHM Hotels*



Learn how to successfully create a service program that goes beyond position and beyond brand. It goes beyond service and is all about “serving others.” A company's service message does not stand alone and needs to be woven throughout the “people processes” to become a part of a company's culture. Get ready to assume the position in your company as a “Service Culture-vator”!

#### **“Managing a Training Project for Optimum Buy In”**

*Richard Fletcher, Senior Director, Organizational Development, Zaxby's Franchising, Inc.*



Successful project management allows training managers to stay focused and accomplish more objectives. This session will detail how to effectively manage and implement a large training project, including gaining executive support and creating scope documents, communication plans, project updates and marketing plans.

## Track C

### Instructional Designer

#### **“Training Options in Today's Technology Environment”**

*Rob Grimes, Chairman, Accuvia*



This session will focus on the use of everyday technologies to provide inexpensive training alternatives, whether on-site or off-site. The discussion will cover what is currently available in training applications and how to take advantage of the general technologies available to provide training using other tools, applications and even the employees' own technologies. The concept of training on-demand—anytime, anywhere, all the time—is certainly a concept that is being enabled by technology.

**“CHART really helps cultivate a learning, growing and sharing atmosphere. I think the people who are part of CHART really want to share and give. We are so willing to help someone out, especially if they're new to training, new to the job. There's a mix of VP's and presidents of companies to line-level hourly team members and training coordinators and everything in between.”**

**—Lisa Oyler,  
Assistant Director of  
HR/Training, Loews Ventana  
Canyon Resort**

### **Admiral's Club**

(a.k.a. Hospitality Suite)

**A CHART classic!**

The famous CHART hospitality suite is one of the best ways to get to know others in an informal setting. The Loews Annapolis Hotel, with its maritime charm, provides the perfect backdrop for building member-to-member relationships with others who set the course for training and development.

The wealth of expertise within CHART's very own membership is impressive. sure to provide intimate, working sessions with tons of practical, useable takeaways.

## Track D

### Executive/Leader

#### “Management Transitions: From the Frontline to the Executive Suite”

Julie Carruthers, Accelerated Performance Solutions



When people are promoted to the next level, they usually become aware that the new role requires different activities, responsibilities, and even new ways of thinking. Unfortunately, few people have a very clear or specific concept of just what those new demands are until after they have been in the role for some time. This "on-the-job" development is often at the expense of direct reports, the company, and the promoted person him/herself. In companies that are growing, this can be an especially dangerous road to expansion. In this session, Julie will review the three critical dimensions that a person must develop in order to be successful at any given level of the organizational hierarchy and how you can develop a plan to increase the success of the management transitions at your company.

Julie, the first hourly employee with California Pizza Kitchen (CPK), was hired to help train the opening staff for the flagship CPK in Beverly Hills, CA. She went from service trainer to restaurant manager, opening lead restaurant trainer to Corporate Director of Training, VP of Training to SVP Human Resources in just 18 fun and challenging years. In this time, Julie helped build an organization committed to the principle of training for excellence and employee satisfaction that has become a model for many in the restaurant industry.

#### “Everything I Learned About Leadership I Learned From My Dogs”

Commander Mary Kelly, U.S. Naval Academy

Commander Mary Kelly—a highly decorated officer—knows a thing or two about leadership. Her assignments have ranged from Anti-Sub Warfare to Officer-in-Charge of Personnel Support for 17,000 service members. She taught Economics and Finance at the University of Hawaii for 11 years and is currently instructing in the History Department at the U.S. Naval Academy. Kelly will provide attendees with an insiders look at the Naval Academy and its leadership programs. She will use her experience training therapy dogs to illustrate the importance of discipline, respect, and dignity as keys to increasing productivity and happiness. Kelly's therapy dogs are part of Therapy Dogs International and make visits to hospitals and nursing homes.

Commander Kelly has been awarded the Navy League Leadership award, among others, and twice received the prestigious Laulima Award from the Junior League of Honolulu for Outstanding Volunteer Leadership. She also continues to publish articles on leadership and financial management.



Commander Kelly and Dolly, a four-month-old therapy dog

## Track E

### Key Industry Topics

#### “Beverage Alcohol: Training Challenge, Profit Opportunity”

Moderator: Donna Hood Crecca, Editor in Chief, Cheers magazine



Panelists:

John Knorr, Chief Operating Officer, Phillips Seafood

Ainsley Miller, Director, Corporate Training, Phillips Seafood

Tim Johnson, VP Purchasing & Beverage, Champps Entertainment

Kim Hartig, Training Director, Champps Entertainment

Beverage alcohol accounts for anywhere from 10 to 30 percent of total restaurant sales, making it a crucial component of the guest experience and the business model. Yet it presents a unique challenge to operators. Today's young servers come to our industry with decidedly different views of beverage alcohol than previous generations, whether gleaned from educators, personal experiences or media messages. What's more, they are working in an environment of increasing regulation and mixed messages about spirits, wine and beer. The result? Servers saying things like, “You don't want a cocktail, do you?” upon greeting a table of guests. How do we train servers with varied views of beverage alcohol to serve it profitably and responsibly?

Donna has been writing about foodservice for nearly two decades and has developed expertise in restaurant marketing, operations, human resources and growth strategies, as well as beverage sales, promotion, service and training. Donna was editor of F&B Business and served as contributing editor to Chain Leader—specializing in reporting on people practices. She will focus this presentation on the perceptions about alcohol servers bring to the table, and how training and cultural cues can make them knowledgeable and comfortable when serving your guests who choose to drink.

# Registration Information

Register on line at [www.chart.org](http://www.chart.org) by credit card OR payment can be made by check payable to CHART.

## Early Registration Fee: On or before January 14

\$625 Member

\$750 Non-Member

## Late Registration Fee: After January 14

\$750 Member

\$875 Non-Member

## On Site Registration Fee

\$900 Member

\$1025 Non-Member

## One Day Registration

\$300 Member/Non-Member

\$100 Student

## Host Hotel:

Loews Annapolis Hotel

126 West Street

Annapolis, MD 21401

866-563-9792

[www.loewshotels.com/hotels/annapolis](http://www.loewshotels.com/hotels/annapolis)

Room Block Expires February 1, 2007

Room Rate: \$119

## Contact CHART for more information:

P.O. Box 2835

Westfield, NJ 07091

(800) 463-5918

email: [chart@chart.org](mailto:chart@chart.org)

(tax id # 23-7435551)

**Conference Written Cancellation Policy:** \$100 processing fee will be charged on cancellations between January 25 and February 16, 2007. Full refund when requested on or before January 25, 2007. No refunds available after February 16, 2007.

**Annapolis, Maryland February 24-27, 2007**



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