

# Restoring

*Your Clarity of Vision*

*Develop People. Improve Performance.*



74th Semi-Annual

# Hospitality Training Conference

**Tucson, AZ**

*August 4 – 7, 2007*



# Restoring Your Clarity of Vision

## Hospitality Training Conference

“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



Council of Hotel and  
Restaurant Trainers

**About:** CHART, a non-profit organization founded in 1970, is the leading resource for the development and advancement of hospitality training professionals. With more than 700 members representing more than 400 multi-unit restaurant and hotel companies, CHART represents a workforce of almost five million. CHART includes all facets of hospitality training, learning and performance professionals; from entry level to senior executive. By helping trainers do their jobs better, CHART positively impacts millions of employees, customers, 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)

Nestled in the desert foothills of Tucson's Santa Catalina Mountains, Loews Ventana Canyon Resort is a true oasis where serenity and relaxation surround you. It's the perfect place to STOP, breath, and restore your clarity of focus and purpose. In this harmonious setting, you'll unwind what you know and rebuild your vision from the ground up. You'll leave rejuvenated, with your passion for learning reenergized.

### 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:

- Trainers
- Instructional Designers
- 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

**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	Instructional Designer	Manager	Executive/Leader
3 Competencies	3 Competencies	3 Competencies	3 Competencies
Presentation Effectiveness	Technical Knowledge	Operational Knowledge	Communication/Influence
Participant Management	Program Design	Project Management	Business Acumen
Evaluation/Assessment	Process Improvement	Coaching and Development	Strategic Planning

*Saturday, August 4th*

## *Pre-Conference Workshops and Activities*

### **AHLEI Certified Hospitality Trainer (CHT) Review and Exam**

*Michael Nalley, CHT,  
Hospitality Management Trainer,  
Best Western International*



**10:00 a.m. – 5:00 p.m.**

The first professional designation for hospitality trainers at the management level. The deadline to apply to attend this seminar is June 30, 2007. Please send your application directly to AHLAEI. For additional information or to obtain a CHT application, please contact the Educational Institute at 888-575-8726 or visit [www.ei-ahla.org](http://www.ei-ahla.org), click on Certification, then choose CHT. Fee: \$350 (discounted price for the conference only.)

### **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. Additionally each participant will be given a training book and complimentary instructor registration (\$72 value). To register, call John Alexander at 407-330-2122 or e-mail at [jalexand@nraef.org](mailto:jalexand@nraef.org).

### **IHOP Cost and Profit Simulation Board Game**

*Harry Eggleton, Founder and President,  
Emergent Consulting and Kathleen Wright,  
Field Training Manager, IHOP Corp.*

**10:00 a.m. – 2:00 p.m.**

Are you looking for a non-traditional format for training traditionally boring subjects like P&I's, Flowthrough, Labor and Food Management, etc? Then you will want to attend this highly interactive pre-conference workshop! You will actually take part in a simulation board game that is a highly interactive, fun and a little bit of a competitive way to learn the money side of the business. IHOP has had so much success with this program that it has been ranked their number

one training program since its inception and has been highlighted in multiple trade magazines as a best-demonstrated practice. This workshop, because of the group nature of the game and space available, needs a minimum of 12 people to play and a maximum of 36 so you will want to pre-register as quickly as possible since it will be first come, first served!

### **Strategist: 10 Dimensions of Executive Leadership**

*Richard Godfrey, Co-founder of the Galileo Initiative in partnership with the Elliot Leadership Institute*



**10:00 a.m. – 2:00 p.m.**

Regular \$325 participant fee waived, open to first 50 CHART members who register.

The Elliot Leadership Institute, an organization that is dedicated to developing the next level of leaders in the foodservice industry, has based its educational products around the 10 Dimensions of Leadership™ which is the first complete blueprint for executive leadership development within the industry. ELI, in conjunction with the Galileo Initiative, developed this Strategist Dimension with customized content for CHART members. This session will delve into what it takes to model the Strategist Dimension, including:

- Aligning company vision and business strategies, developing strategies by engaging key stakeholders in the process, fostering creative and innovative thinking from a diverse team, and considering short and long term strategic direction.
- Implementing strategic decisions by assessing research trends and soliciting feedback from others.
- Identifying alternative solutions to obstacles and setbacks.
- Utilizing all available information in order to understand and solve strategic and tactical issues and problems.
- Final decisions are made and delivered with clear and direct communication.

### **Clarification Orientation for First Time Attendees**

**4:00 p.m. – 5:30 p.m.**

The boring, dreary routine stops here! This session is a must for first timers as you'll be welcomed and connected like no other professional conference you've attended. We'll clarify how to get the most out of your CHART experience and make some new friends immediately.



### **“Taste of Tucson” Welcome Reception**

**6:00 p.m. – 9:00 p.m.**

Being fully present is the true key to making lasting connections at the conference. Don't miss this conference kick off event that is sure to involve all the senses!

### **Hospitality Retreat**

**(a.k.a Hospitality Suite)**

You'll find an open, welcoming atmosphere away from it all at the famous CHART hospitality suite. This refuge will help you unwind so you can be open to the learning and development to come. It is also one of the best ways to build lasting relationships in an informal, relaxed setting.

## Sunday, August 5th

### Conference Opening

8:30 a.m.

### General Session “Breakthrough Leadership”

**Brian Biro, America’s  
Breakthrough Coach and Best-  
Selling Author**



8:45 a.m. – 10:15 a.m.

*Brian Biro is described as having the **energy** of a 10-year old, the **enthusiasm** of a 20-year old, and the **wisdom** of a 75-year old.*

Ultimately, no matter what industry you’re involved in, you are in the Breakthrough business! Every day you seek to breakthrough with customers to generate loyalty, satisfaction, and relationships. The key to lasting success in business is breaking through with your own team members so they eagerly embrace personal responsibility, committed purpose, and leadership. This one-of-a-kind presentation ignites the energy and true leadership potential in every participant.

In this vibrant, energizing presentation, you’ll gain new appreciation for your impact on others and how you can make a genuine difference! The session focuses on outstanding coaching, teamwork, dealing positively with accelerating change, and organizational and personal momentum including:

- Igniting “E” Power in your team—energy, enthusiasm, and eagerness
- Being fully present, the key to true connection and balance
- The most surprising and powerful essentials to recognition, acknowledgement, and appreciation
- The critical importance of becoming a master of questions

### Breakout Session – Round I

11:00 a.m. – 12:15 p.m.

**Note: Each session will be presented twice (8 of the 13 breakouts will be presented at each of the 3 rounds).**

### Business Meeting Luncheon & Elections

12:15 p.m. – 1:30 p.m.

### Breakout Sessions – Round II

2:00 p.m. – 3:15 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 Include:

- 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

### 9th Semi-Annual Community Service Event (Optional) or Dinner on Your Own

6:30 p.m. – 10:00 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 bring clothes that “can work,” such as jeans and a sweatshirt.

## Monday, August 6th

### General Session

### “FISH! A Remarkable Way to Boost Morale and Improve Results”

**Harry Paul, best-selling author  
and acclaimed speaker**



8:45 a.m. – 10:00 a.m.

As a co-author of FISH! A Remarkable Way to Boost Morale and Improve Results, Harry Paul brings the FISH! principals to life in a fun, dynamic way. FISH! is based on the success of Seattle’s world famous Pike Place Fish Market. Despite working 14-hour days in cold, wet, and smelly conditions, the Pike Place fishmongers bring incredible joy, enthusiasm, and accountability to work every day and have a “thank God it’s Monday” attitude. With Harry’s FISH! program you’ll discover:

- A more rewarding workplace is just a few choices away
- Why a light, playful environment is more creative and productive than a rigid and serious one

You will learn how to:

- Help people bring all their talents and personal passion to work
- Love the work you are doing, even if you aren’t always doing work you love
- Personally “be” your company’s mission and vision from moment to moment

### Breakout Sessions – Round III

10:15 a.m. – 11:30 a.m.

### Networking Lunch

11:30 a.m. – 1:00 p.m.

### President’s Panel

1:00 p.m. – 2:30 p.m.

**Moderated by Jeff Higley,  
Editor In Chief, Hotel & Motel  
Management Magazine**



The lively discussion and candid opinions voice by industry chief executives is always a conference highlight. Come and hear what the C-suite is saying about training and human resources issues. President’s Panel participants include:

- Paul Astbury, Ocean Reef Club**
- Robert Dann, CSM Lodging**
- Greg Lippert, Mazzio’s Corporation**
- Frank Sbordone, Peter Piper Pizza**
- Nick Vojnovic, Beef ‘O’Brady’s**
- John T.A. Vanderslice, Miraval Resort**

## Commitment to People Awards Gala

6:30 p.m. – 11:00 p.m.

This gala event will honor Cameron Mitchell, President and CEO of Cameron Mitchell Restaurants, the recipient of the Commitment to People Award. The award is presented annually to highlight the head of an industry organization who has clearly and consistently demonstrated a commitment to the development of people. CHART service awards will be presented, as will the NRAEF/CHART ProStart scholarship and the Commitment to CHART award.



*“CHART helps seasoned training professionals keep their training programs fresh and relevant and it helps new training professionals skip learning things the hard way and go straight to the best training practices.”*

*–Kat Cole, Vice President of Training and Development Hooters of America, Inc.*



## Tuesday, August 7th

### Best Practice Development Sessions

8:00 a.m. – 11:00 a.m.

CHART's signature sharing is best done in small groups among peers. Focused discussion around key industry topics will be facilitated and attendees will gather by industry segment.

#### “Leadership and Belief”

*Hyrum W. Smith, Co-founder and Chairman of the Board, FranklinCovey and Founder, Galileo Initiative*



11:00 a.m. – 12:15 p.m.

Leadership is about leading great people to greatness. It is about creating an environment where people want to excel and succeed. For years organizations have focused on what a leader must DO to create that environment and that culture. Leadership that is focused on getting people to do the things that create greatness suffers from at least two challenges. The first, people sometimes don't want to or don't believe they can change in the way their leader is suggesting. The second, getting people to do things differently for awhile is not nearly as challenging as getting people to do things differently over time.

In his presentation Hyrum will focus on a new approach to inspirational leadership. By getting leaders to focus on helping people SEE things differently and, in doing so, challenge and change some of their beliefs about possibilities and opportunities leaders can create change that is more involved, more accepted and more lasting. It has been said that the challenge of leadership is to produce change. In fact, the challenge of leadership is to produce lasting change—change that people engage with, embrace and promote over time.

### Lunch

12:30 a.m. – 2:30 p.m.

*“CHART is my campfire. I get to come here every year, sometimes twice a year to spend time with friends, with people that are like-minded, that share the same issues, vision and commitment.”*

*–Jim Knight, Senior Director of Training Hard Rock Cafe*

## Track A

### Trainer

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

*Bob Brown*



CHART members have found this information so valuable in the past that a command performance was requested in a breakout session. Bob Brown gives specific examples of how to keep your audience present and engaged. Plus, how effective coaching “turns talent into performance,” builds guest and employee loyalty and brings dollars to the bottom line. 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

#### “Training that Rocks”

*Jim Knight, Senior Director of Training, Hard Rock International*



How fast can you write? This is an interactive session, designed to highlight best practices in all areas of training, development and education to create and maintain a strong company learning culture. In just over an hour, this session is chock-a-block full of visually-stimulating content, which will cover a variety of topics including:

- Employee print materials
- MIT program structure
- Job aides
- Facilitation techniques
- Corporate University/conference/seminar standards
- Employee branding
- Performance management tools

During the session, Jim will cover some of the end-result products and concepts produced and utilized at Hard Rock International. Some of the ideas may be too irreverent and unpredictable for your company, but many will lead you to think differently about your practices. If you are a fan of instructionally sound, but incredibly cool ideas shared at an unprecedented fast pace, then grab a note and hang on. Come see what all the noise is about!

# Breakout Sessions

## Track B

### Manager

#### “Creating Operational Consistency–In a Nutshell”

*Chris Beckler, Senior Director of Training; Susan Lynn, Senior Training Manager, Logan’s Roadhouse*



Over the years, the core fundamentals of running a thriving restaurant company have not changed, nor will they change, when it comes down to the basics. Come and see a best practice example of Foundation Based Training, a systematic approach that brings Logan’s purpose/values, brand and operational focus into a basic training program. The success of this program is in its simplicity. Thirteen core operational topics, such as team member selection, creating a great work environment and health and safety, are repeated on a quarterly rotation (with fresh, new modules per quarter) that creates on-going education for management teams. Through a live demonstration of how this approach started and evolved, you’ll learn ways to:

- Create synergy with the leadership team, ops team, training department and other departments throughout the home office
- Assist in raising managers awareness and support of the operation focuses
- Build consistency by incorporating all weekly communication focused on the core topic
- Achieve success with retention for hourly and management team members

#### “Secrets of Hiring Top Talent When Your Magic Wand is Broken”

*Dan Abramson, CTS, President, Staffdynamics*



This high-impact recruiting clinic is designed for anyone who interviews and hires people. Unfortunately, many companies still hire for skills and then fire on personality perpetuating bad customer service, low productivity, and high turnover! Traditional hiring practices are no longer effective. From this staffing industry executive and best-selling author, you will learn how to:

- Understand the success attributes of star performers and use that knowledge to improve a greater “hire to hit” rate

- Avoid the 10 common hiring blunders and mis-steps that managers make
- Improve your ability to ask the right questions and read non-verbal cues
- Throw your buzzwords out the door and learn the practical, doable, and realistic secrets of hiring winners not whiners
- You’ll leave this session with a step-by-step road map of time-tested best practices

#### “ROI Demystified: A Proven Approach and a NEW Tool”

*John Kidwell, FMP, HR Senior Consultant, Mazzio’s Corporation*



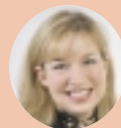
*Curt Archambault, FMP, Regional Training and Development Manager, Jack in the Box*



Calculating the contribution of your training initiative to your company's "bottom line" is paramount. This calls for putting on the "financial and accounting" hat and thinking in terms of the cost-compared-to-return of your projects. Learn to breakout costs in a comprehensive manner. Evaluate success metrics and learn to convert them to dollars. See an ROI model that also supports the “needs analysis” process and see the newly developed CHART "ROI Calculator" that simplifies the number-crunching. All presented in a way that doesn't require a degree in accounting to understand.

#### “Maximizing Throughput: Six Steps to Increase Top Line Sales!”

*Kim Florence, CEO, KimZim Hospitality*



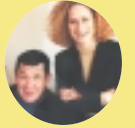
Implement systems and efficiencies to handle more customers, even if you feel your restaurant is running on all cylinders and can't handle additional business. Increase profits and customer satisfaction using The Throughput Formula. Areas covered include: Determining your restaurant's maximum sales capacity; establishing systems to support throughput; measuring hourly throughput; and setting standards for your restaurant when systems fail. Presented by Kim Zimmerman Florence, former Director of Training for LongHorn Steaks and Ted's Montana Grill, who will share the valuable lessons she's learned in 20-plus years of restaurant experience.

## Track C

### Instructional Designer

#### “Impact Storyboarding: Tools to Simplify, Explain and Engage”

*Milly Sonneman, Founder and President; Thomas Sechahaye, Facilitator, Coach and Trainer, Hands On Graphics*



*Chet Enten, Director of Management and Field Training, Ryan's Restaurant Group,*

Learn how to create an exciting, dynamic, and memorable training session—in half the time—with the use of Impact Storyboarding. Storyboarding is a tool to visually simplify and organize your training sessions. This tool helps you quickly engage your audience and create a memorable experience that translates into on-the-job performance results.

Participants learn how to identify their key points, utilize color and organize sequences of information for their target audience. Discover how to engage auditory, visual and kinesthetic learners. Develop a common language for to assess, plan and refine your delivery. Impact Storyboarding is flexible and works in any media including PowerPoint, easel charts and/or posters. In addition to structuring classroom-training sessions, this is a valuable planning tool to design and deliver sessions via teleconferencing, web casts or pod casts. You'll walk away with strategies to:

- Plan and structure high impact training sessions
- Translate highly technical or regulatory information
- Convey key points
- Apply criteria to determine best media & message sequence
- Create memorable overviews and layer information
- Gain skills to simplify complex topics
- Shorten planning time for delivering more effective sessions

# CHART's signature breakouts are sure to provide intimate, working sessions with tons of practical, useable takeaways.

## Track D

### Executive/Leader

#### “Speak Up. Stand Out. Be Heard!”™

**Charmaine McClarie, Founder and President, The McClarie Group**



Communicating is more than words and phrases. It is the ability to project competence and professionalism; voice opinions confidently; speak up in meetings; move plans and projects forward; and to present ideas "up the ladder" in a way that garners attention and respect.

Whether speaking to managers, employees, or large groups, executives need to ensure they are heard, supported, and listened to. In this program, participants learn strategies that are the heart of Charmaine McClarie's Executive Success Principles® and learn to:

- Go from invisible to visible
- Communicate both up and down the food chain
- Increase communicative self-awareness and build your competence, confidence, and credibility
- Be seen and heard as a leader

#### “Defining the Role and Purpose of Training in Your Organization: Creating clarity and value as a strategic business partner”

**Terrence Donahue, Vice President of Instructor Quality, NRAEF**



There is a great deal of confusion in many organizations about the role and purpose of training—many times due to the fact that the training department is uncertain about itself! This highly engaging session will focus on bringing clarity and consensus to what specific role the training function has within your organization. Through 20 role-defining questions, you will achieve clarity that serves as the basis for:

- Developing the training mission statement
- Establishing training objectives
- Strategically prioritizing objectives
- Establishing departmental policies
- Implementing the training strategic plan
- Gaining support from strategic decision makers at the C-level and V-Level

With over 17 years of experience in the training arena, Donahue is responsible for supporting the performance of over 12,000 registered ServSafe® instructors and certification exam proctors. He has personally

trained over 11,500 trainers, performance consultants, instructional designers, and training managers on three continents. Known by many as the “Trainers’ Trainer”, his clients included McDonald’s, Scandinavian Airlines, Nike, Citibank Europe, and Chick-fil-A.

## Track E

### Key Industry Topics

#### “The Art of Multi-Unit Leadership: The 7 Growth Stages of High-Performing Partnerships and Teams”

**Jim Sullivan, Chief Executive Officer, Sullivision.com**



Multi-Unit Managers (MUMs) are effectively “Regional CEOs” responsible for as much as \$30 million in sales in their individual territories. So why are they traditionally over-told and under-coached? What differentiates high-performing MUMs from average ones? How do the best MUMs get great and stay great by building high-performing units, GMs, and customer counts in their territories? What should multi-unit managers be doing during store visits to get the most profitable results? What should they stop doing? Which GMs make the best multi-unit leaders? What kind of training do they need now, and a year from now? This multimedia presentation will answer those questions and more. We’ll share over three dozen strategies and tactics to better select, develop and enhance the leadership skills of your MUMs.

You’ll learn to identify the top 10 challenges and 7 best-practices of high-performing Multi Unit Leaders across industry segments. The content is based on over 2 years of recently concluded industry-wide research and best practices conducted with nearly 500 Multi-Unit Managers and high-performing GMs across 26 different foodservice brands and five industry segments.

#### “The Answer is YES!—Now What is the Question?”

**Donna Rynda, Training Specialist, Make it Matter!**



As a consumer, have you ever received one of these answers?

No, we don’t have that.

No, that can’t be done here.

No, it is against our company policy.

There are ways of saying “No” without alienating our customers and jeopardizing our reputation. During this seminar, you’ll not only discuss several options; you’ll also practice the do’s and don’ts of those interactions. You will learn to:

- List the 3 V’s that impact all types of communication
- Cite the two groups of people that impact marketing efforts
- Name the “secret” of effective listening
- Identify the #1 questioning skill for positive interactions
- Explain the customer service control issue of the “Big C”
- Demonstrate strategies for saying YES to every customer every time

#### “People Report Workforce 2007: Getting & Keeping Your Share of the Labor Pool in the New Economy”

**Kacy Oden, Director, Membership Relations, People Report**



A tight labor market and a widening skills gap, complicated by managing mixed generations, language barriers, and rapidly shifting psychographics present our industry with its toughest battle ever in the perpetual struggle to balance people and profits. As executives and analysts alike examine the ability of companies to grow and prosper in the years ahead, they will increasingly seek to identify the human resource metrics underlying a company's ability to succeed. This session is based on national research conducted by People Report in 2006 as well as studies of successful chains and industries throughout the past 11 years. Kacy Oden examines these challenges and their potential solutions. Oden will also summarize the best practices that have emerged and resulted in improved performance.

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

**Early Registration Fee: Postmarked on or before June 27, 2007**

\$625 Member  
\$750 Non-Member

**Late Registration Fee: Postmarked after June 27, 2007**

\$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 Ventana Canyon Resort  
7000 North Resort Drive  
Tucson, AZ 85750  
(520) 299-2020 or (866) 563-9792  
[www.loewsventanacanyon.com](http://www.loewsventanacanyon.com)

Room Block Expires July 4, 2007  
Room Rate: \$109

**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 July 4 and July 27, 2007. Full refund when requested on or before July 4, 2007. No refunds available after July 27, 2007.

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**Tucson, Arizona August 4 – 7, 2007**



**Hospitality  
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**CHART** Council of Hotel and Restaurant Trainers  
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