

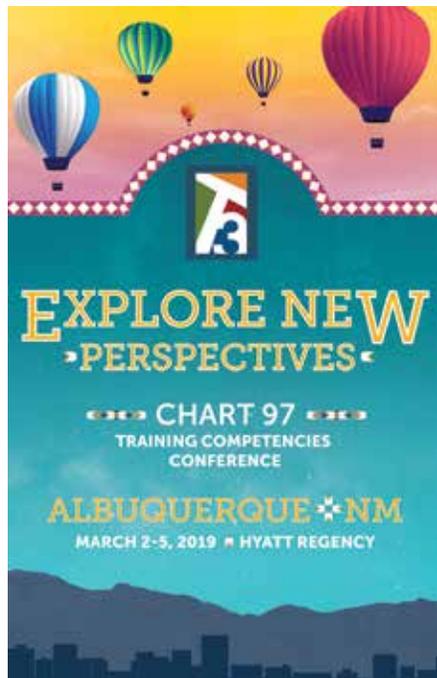


# flip CHART

CONNECTING THE CHART MEMBER COMMUNITY



## VISIONARY TRAINERS TRANSFORMING HOSPITALITY

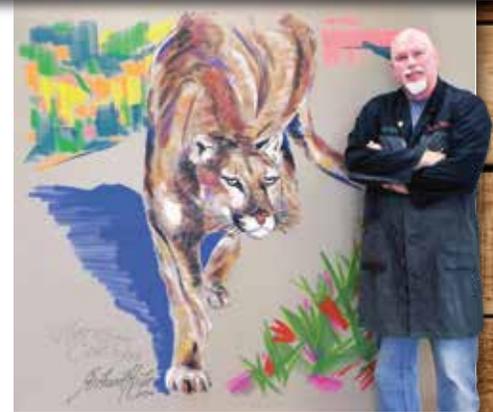


## SNUGGLE UP WITH A CUP OF CHART DECEMBER 2018

### T3 Albuquerque Keynote #3

#### The Masterpiece In You: Discovering, Developing, and Delivering Your Talents

We have wanted to bring this amazing and unique experience to CHART for a long time. And we have finally secured celebrated keynote artist Richard Hight as our closing speaker for Albuquerque!



Richard Hight, Artist, VisualImpact.com

This canvas-worthy keynote performance brings art, music, and the spoken word together to inspire individuals to achieve fulfillment and implement creativity and innovation to accomplish their vision in their organizations. At the conclusion of this activity, participants will be better able to identify, develop, distinguish, and apply their innate strengths to complete tasks more efficiently. Attendees will also learn how to construct creative problem solving and compare and contrast the varied abilities of their team members and utilize diversity in serving clients.

**Join us in Albuquerque where we will collaborate to create a masterpiece!**

## Heartfelt Notes of Thanks from Our Scholarship Recipients

You make a difference. It is the caring part of CHART. The silent auction donations and monies raised for our scholarship fund deeply impact the lives of these rising stars. We are grateful for our continued partnership with the National Restaurant Association Educational Foundation and the American Hotel and Lodging Educational Institute in support of this effort.

Enjoy these excerpts from the thank you notes of our most recent recipients, who joined us this past summer in Boca Raton, FL to receive their scholarship awards.



Carley Radov

Dear Council of Hotel and Restaurant Trainers,  
I would like to express my deep gratitude for CHART's generosity and for the NRAEF for connecting me with such an amazing organization. I am enormously honored in receiving this scholarship. Words cannot express how thankful my family and I feel to be awarded such a grand financial opportunity.

*continued on page 4*



Yves Chambaz



Dear Council of Hotel and Restaurant Trainers,  
I want to thank you immensely for considering me as a recipient for this scholarship award. I was incredibly happy and excited to receive the notification email from the National Restaurant Association Educational Foundation.



>>> Boston | 11.7.18

A large group of 25 enjoyed a presentation on “Integrating Performance Management Into Your Learning Strategies” by Matthew Brown of Schoox. A Live Ask My Peers followed.



Gabe Hosler

## PresidenTalks, *Timing Isn't Everything (But it is Something!)*

When I started my restaurant career as a cook, I quickly learned that timing the meals correctly was just as important to creating great dining experiences as the actual ingredients. It wouldn't matter that we used the freshest and most flavorful ingredients – if I mistimed the production and let the fish taco grow cold while other items were still cooking, the guests were not going to be happy with the end results.

Timing is also an essential ingredient when it comes to training success, but one that I believe doesn't get talked about enough by us in the industry. It's not everything, of course, but it definitely is something that affects all four roles of the training function:

**Training/Facilitator:** Most hospitality trainers get their first taste of the discipline at this level, either through leading an on-the-job session to teach new skills to co-workers or by facilitating a topic in a classroom setting. And just like with my fish taco example, the ingredients are important (in this case, the knowledge we impart), but so is the timing. If we don't keep an eye on the clock and have to rush through the end because we spent too much time lagging in the beginning, the audience is not going to come away with everything they need and we won't have achieved our learning objectives.

**Instructional Designer:** As our esteemed CHART Education Strategist Monique Donahue pointed out in her CHART Talk a while back, people today have an average attention span of only 8 seconds, which is 1 second less than a goldfish! Those of you who work in instructional design have your work cut out for you with these shrinking attention spans, as well as operator demands for training that is always faster than we want to deliver (I'm sure we've all heard something like this: “I love the content of this 3-hour class, but can you get it down to 30 minutes?”). Getting the timing right when developing a training session and designing materials is crucial to ensuring it will be accepted and used by the target audience.

**Training Manager:** For those managers who oversee operational training, timing decisions are constantly made. You have to find the optimum moment for delivering the learning that your trainees need – you don't want it to be too early (when it's not relevant) or too late (so that you end up fire-hosing them with facts). The same goes for feedback – you need to find the sweet spot when performance critiques will be most helpful. And you have to decide when to keep trainees from “graduating” into their destination roles because they need more training time – but how much time is right, how much will the budget allow, and how long before you decide that it may not work out at all? The importance of proper timing in this role cannot be understated.

**Training Executive:** This level is where I currently find myself, and timing is a topic that I have thought a lot about as we get to the end of the year and start making plans for 2019. In addition to setting yearly budgets and objectives, I have to make sure my training department plans are timed correctly to align with the tactics that our owners are developing for Rubio's people, sales, and profits. Sometimes that means a complete restructuring, and in other cases it just means reprioritizing plans so that certain programs are front-loaded to meet more immediate objectives. An example would be if we have a first-quarter goal to increase overall guest satisfaction scores, I should probably move our new hospitality e-learning course slated for middle of the year to the beginning, and then move programs that were going to launch in January and February to later months so that we don't overwhelm my department and our restaurant workers. In the end, deciding how much money we can spend and what we're going to spend it on isn't enough; the timing of when we launch training programs is also just as critical to our success.

If trainers are struggling to perfect their timing in whatever role they currently happen to find themselves, how can they get better? It's hard to give definitive answers since every situation will be a little bit different, but here are three suggestions that have helped me during my career:

**1. Connect with your co-workers:** Don't just sit there in silence and “hope” for the best. Reach out to the other trainers, designers, or managers for assistance. Reach out to those in the field to get the information you need. Getting others involved will help you to make better timing decisions and will increase buy-in to the training that is ultimately delivered. This step is especially important for other executives like me who are planning projects for next year – invite your CEO and Directors of Marketing or Operations or Maintenance (or whatever is on your docket for 2019 training) to lunch and open the lines of communication to ensure you will have the right information to align your projects.

**2. Write things down:** In our hustle and hurry world, it's easy to forget lessons we've learned each day because by 6:00 p.m. we've moved on to other concerns like “Where am I getting dinner tonight?” and “Was it my turn to pick up the kids from soccer practice?” To help overcome this end-of-workday amnesia, get into the practice of spending 10 minutes before you leave to write down (or type out) your daily activities – what you did, who you met with, what you talked about, and what you plan to accomplish the next day. I find that recording these thoughts has helped me to not only better remember the lessons I've learned (about training timing and many other subjects), but also made me a more organized and more time-efficient training leader for Rubio's.

**3. Attend CHART:** If nobody in your company has the right answers, I guarantee you that someone in CHART has faced the exact same obstacle and will be able to provide you with guidance on how to improve your timing skills. Registration is open right now for our Training Competencies Conference in Albuquerque in March, where we will take a deep dive into each of the four roles above (with opportunities to take up to three 4-hour sessions for one of them) and provide multiple opportunities to network and learn from experienced hospitality training professionals from across the country. If you need help with better training timing, you will no doubt find answers there.

My time on this column is almost up, but I'll leave you with one final thought for 2018: I hope you all have a very happy holiday season, and I wish you the very best for a productive and perfectly timed 2019!

*Gabe*

## A Warm Welcome to our Newest Silver Partner – Salesboost

CHART is pleased to announce a new sponsor relationship with Salesboost, a provider of online sales training for the hospitality industry that boosts confidence, performance, and sales.



"Salesboost looks forward to supporting CHART as a partner with whom we can share our passion for hospitality training," said Gretta Brooks, Founder & CEO of Salesboost. "Salesboost's mission is to be the best sales training tool ever created. To that end, we look forward to contributing our knowledge as well as to learning from other members who have made CHART the premiere organization for our industry's trainers."

## Meet Your CHART 97 Albuquerque Conference Team

To get to know our team a little better, we asked them, "Riding in a hot air balloon is pretty exciting. What is the most adventurous thing you have ever done?"



### Service Event Director

**Leslie Huffman,**  
*ServSafe/National Restaurant Association*

"I sung the National Anthem solo at the Sacramento Kings game in front of 16,000 fans when I was a sophomore in High School."



### Facilities Co-Director

**Sarah Roha,**  
*Twin Peaks Restaurants*

"I've jumped out of a plane and swam with the sharks, but to me the most adventurous thing I've done is spontaneous moving! Sometimes planning is overrated. When I was tired of being land-locked, it was time to hit the beach. When my town felt too quiet, it was time to move to the city that never sleeps. The solo cross country road trips to get there just added to the adventure."



### Activities Co-Director

**Tanya Engelhardt,**  
*Yoshihoya America*

"Last year, I went scuba diving at Silfra in Thingvellir Nation Park, Iceland (Silfra is the boundary between the North American and Eurasian tectonic plates). The water was 33 degrees Fahrenheit but absolutely beautiful!"



### Hospitality Co-Director

**Jody Huls,**  
*Arby's Restaurant Group*

"I rode my bicycle 300 miles in three days for No Kids Hungry in Santa Rosa California."



More team members  
will be featured next month.

## UPCOMING OPPORTUNITIES

Details and registration at [chart.org](http://chart.org) –  
Trainer Development & Events

**FREE Wednesday Webinars**  
Held every other month @ 1:00 PM EST

**Wednesday, December 12**  
*Experiential Interviewing*  
Serah Morrissey, WB Hotel Group

## FREE Regional Training Forums (RTFs)

**December 6:** Austin, TX  
**December 11:** Denver, CO  
**January 17:** Minneapolis, MN

## Upcoming Conferences

**March 2-5, 2019**  
**CHART 97**  
*T3: Training Competencies Conference*  
Hyatt Regency Albuquerque  
Albuquerque, NM

**July 27-30, 2019**  
**CHART 98**  
*Hospitality Training Conference*  
Nashville Marriott at Vanderbilt University  
Nashville, TN



Council of Hotel and Restaurant Trainers  
P.O. Box 2835  
Westfield, NJ 07091

chart.org  
(800) 463-5918



Please send content to flipCHART Managing Editor | Lisa Marovec, [lisa@chart.org](mailto:lisa@chart.org)  
Deadline is 1st of the month for the next month's issue | Back issues: [chart.org](http://chart.org)

## Member News

Michele Lange is now Director of Field Training at Chipotle Mexican Grill



Yves Chambaz



continued from page 1

### Heartfelt Notes of Thanks from Our Scholarship Recipients



Carley Radov

Without the stress of financial burden, I look forward to focusing on my pursuit of higher education as I strive to better myself and my community through leadership. Thank you once again for the momentous opportunity; I could not have taken on these feats without industry support. I owe a great deal of my success to the support of national associations like the National Restaurant Association Educational Foundation and CHART for granting me financial security while attaining my college ambitions. The financial independence has allowed me the time to grow as a student and professional within the industry, and I am hopeful for my continued success after college.

Sincerely,  
Carley Radov

Working and attending school full time can be very challenging; physically, mentally, and financially. This scholarship will be of great help to offset this burden.

My desire to raise the status of my credentials and my commitment to that goal have been the major influences driving towards success in my academic pursuits. This scholarship will help offset the economic load of going back to school. I have maintained my position as a full-time culinary instructor for high school students while going to school. This has allowed me not only to gain more knowledge about the industry, but also to learn different educational approaches and techniques from my instructors, that I can adapt and apply in the programs I teach. This alleviates my worries and helps me focus on my studies.

Sincerely,  
Yves Chambaz