



MEET US IN ST. LOUIS

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JANUARY/FEBRUARY 2003

FLIPCHART EDITOR
Patti Evanovsky

*Visit our website at
www.chart.org*

"**MY KIND OF TOWN!**" ..no, wait, that's *Chicago*.
"**THE CITY SO NICE, THEY NAMED IT TWICE**". Hmmm.
No, that's New York. "I LEFT MY HEART IN ...", NO.
"**I MET A GIN-SOAKED BAR ROOM QUEEN IN ..**"
No, no, no. That was in Memphis.

***Meet Us in St. Louis, Louie, Meet Us at the Fair.
Don't Tell Me that the Lights are Shining Anyplace
but There.***

St. Louis – the Gateway to the West. Home of the Cardinals and the Rams, the Budweiser Clydesdales, the Arch, Fried Ravioli, Grant's Farm, the Bowling Hall of Fame, and now the 65th CHART Semi-Annual Training Conference. St. Louis has now become Your Gateway to Knowledge and Know-How. They're going to have to reprint their tourist brochures.

Missouri, The "Show Me" State, is a very appropriate host for our upcoming CHART conference. Come to St. Louis and you will see awesome speakers, share and network with some of the best trainers in the industry, learn from other members best practices and case studies, and even take a tour of the Budweiser Training Facility and have your picture taken with the Clydesdales. Or you can stay home and have yet another ordinary day at the office.

Meet Us in St. Louis and You Will:

DISCOVER how to generate repeat business by effectively and efficiently training a dedicated and committed team of employees to produce Moments of Magic™ for your guests, providing excellent service and building guest loyalty. Shep Hyken, presenting *Moments of Magic: Be A Star With Your Guests And Keep Them Forever*, will teach you how to build stronger relationships among team members and with customers, better communication, establish expectations and more.

H E A R how DJ Donna Long strikes a chord with employees by connecting training to classic rock music in her session The Spirit of Training Leadership. Take home the complimentary CD and activities to use with your own employees.

U N D E R S T A N D the relationship between diversity and profitability. In Diversity 101: What Would Your Grade Be? Chere' Nabor, Senior Director, Diversity Initiatives Department at McDonald's Corporation, shares some of the diversity practices that McDonald's has used to gain a competitive edge and defines the dimensions of diversity and provides guidance that will help you make your management team understand, recognize, value and execute effective diversity initiatives.

T R A N S F O R M your day-to-day employee demands into levers that drive their performance, by recognizing how to give employees what they want and, in exchange, require them to work smarter, faster, and better. Bruce Tulgan of Rainmaker Thinking will show you how to get the most out of employees, no matter what generation, by teaching you the principles of H.O.T. MANAGEMENT™: How to Train Managers to Manage Their Young Employees.

E X C A V A T E Your Blueprint to Success. Laura Berman Fortgang will guide you through the steps to determine the easiest, least stressful road to achieving the goals that you set.

T R Y T O S E E the Operations perspective when several of the COOs and Directors of Operations from our own member companies share their thoughts on training. David Goronkin, COO, Buffets, Inc., Greg Encinas, Corp. Director F&B, Ameristar Casinos, David Kong, VP Operations & Strategic Services, Best Western Int'l, and James Kendall, VP Operations, Claremont Restaurant Group are all on this panel. With our very own Jim Sullivan moderating, this is bound to be a very funny and enlightening session.

L E A R N - How To Implement Loss Prevention & Guest Safety Programs (Terry Pappas, Monicals Pizza)
- How To Survive & Thrive During Change((Donna Rynda, Sonic Drive In)

- How to Use Simulations in Training & Why They Work (Andrew Feinstein, UNLV)
- How to Lead A Strategic Training Department (Curt Archambault, Jack In The Box)
- How To Create Balance Of Life (Joe Talarico, Buca di Beppo)
- What Executive Coaching Is All About (Susan Steinbrecher, Steinbrecher & Associates)

C O N S I D E R the Case Studies presented by members on 1) How To Put School-To-Work Programs to Work, 2) Best Practices Benchmark Survey, 3) How to Create Leaders - Training and Educating Beyond The Hard Skills, and 4) How to Create an E-Learning Program

S T E A L the best practices that members bring to share at the CHART MINDS Center. Member Presentations this year include: Creating a Game Book, CBT Interactive Orientation, Exciting Training Materials, School to Career Applications, Best Practices, E-Learning Developments, Multi-Media Presentations, and many more.

P A R T I C I P A T E in CHART's second annual Service Project at Operation Food Search. Operation Food Search, a non-profit organization, distributes food free of charge to community agencies to help feed hungry individuals, families and children. In helping to alleviate hunger, OFS also increases awareness on issues of hunger and works to eliminate waste in the bi-state region. CHART members will go to Operation Food Search to help repackage food to be delivered in smaller batches to hunger organizations.

C R A W L through tunnels and climb nets, shoot cans down with a giant rubber slingshot, watch a glass blowing artist, slide down slides, see a room made out of pots and pans, all while exploring the St. Louis City Museum, a very unique building made almost entirely out of recycled materials.

D R I N K an ice cold Budweiser while touring the Anheuser Busch Brewery & Training Center and having your picture taken with a Clydesdale.

N E T W O R K ,

P O W E R W A L K ,

M I N G L E ,

S H A R E ,

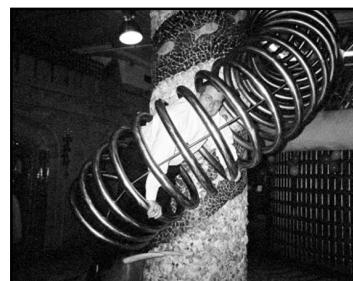
E X P L O R E ,

T H I N K ,

A C Q U I R E ,

And **P L A Y** Jenga in the Hospitality Suite.

So, Get out of Denver, Shuffle Off From Buffalo, and Meet Us in St. Louis. Hey, ... it's not Detroit.



St. Louis Pre-conference Workshops



Coming to St. Louis? Come a day early to take advantage of our pre-conference workshops and certifications. Offered Saturday, March 8, you can register for these sessions separately from the conference and make your trip all the more worthwhile.

NRA Educational Foundation Foodservice Management Professional® (FMP®) Certification Review Session and Examination

The FMP credential recognizes managerial achievement, and once certified, FMP managers experience the increased opportunities, contacts and respect that accompany it. To learn more about the FMP program, order a Review Notebook or request an application, contact the NRAEF at 800.765.2122 (312.715.1010 in Chicagoland) ext. 703 or e-mail courseadmin@foodtrain.org.

AHLA Educational Institute CHT Review Session & Exam

The Certified Hospitality Trainer (CHT) is the first professional designation for hotel trainers at the executive level, and covers a broad-based

body of knowledge that encompasses all levels of training within the hospitality organization. It focuses on identifying key elements in the learning process and recognizing the steps in developing a comprehensive training program. Important Note: In order to attend this seminar, you must apply directly to the Educational Institute no later than January 31, 2003. For additional information, or to obtain a CHT application, please contact the Educational Institute at 888-575-8726 or visit www.ei-ahla.org, click on Certification, then choose CHT.

Train-The-Trainer: The Essentials For Delivering Excellent Training

Tracy White, FMP, Claremont Restaurant Group/Sagebrush Steakhouse

Learn the critical elements that will maximize creativity in existing training programs or act as the foundation for new initiatives and explore best practices for training excellence and compile a "survival kit" that help inject some new life into existing training programs.

Exploring Experiential Education: Facilitating Trust, Cooperation, Understanding, and Acceptance

**Gina McAndrew, CHA,
McAndrew & Associates**

Learn how to develop the skills that will help you to better understand yourself and others within your work environment. Through a series of experiential activities you will strengthen your ability to create a connection between your trainees' behavioral styles through the integration of a variety of exercises and games that will enhance the knowledge transfer.

In the end, this program pushes you beyond your traditional comfort zone and gives you the intellectual ammunition necessary to overcome challenges as you facilitate workshops that:

- **Create a group culture where open and effective communication is the norm**
- **Encourage teamwork that stimulates dynamic problem-solving**
- **Experiment with problem solving in an environment that builds trust and leverages each individual's strengths**
- **Encourage team members to "bring the experience" back to everyday interactions**
- **Motivate employees to give quality service at all times, no matter the circumstances**
- **Improve and enhance communication and interpersonal skills**
- **Are fun and foster participation**



FROM THE PRESIDENT

BY T J SCHIER

I CAN DO THAT!

The mantra of CHART, coined many years ago by last year's Commitment to CHART recipient, Lanny Okonek, is calling YOU! CHART has continued to thrive and grow over the last 30+ years because of the efforts of everyone in the organization. Many of us that have been in the group for a long time may take it for granted that all the members know what's available, I'm a believer in ongoing training, so here it goes:

I CAN DO THAT OPPORTUNITIES:

Become a mentor at a conference.

Use "Ask My Peers" and provide input and solutions for other members.

Be a conference volunteer: photography, note taking, hospitality suite, binder assembly, registration, or many others.

Do a breakout session.

Speak at the NRA (or other shows).

Sponsor a break at the conference.

Host a regional meeting.

Refer a new member.

Become a director – either for a conference or one of the other positions.

If you are interested, let us know and we can steer you in the right direction!

Run for office (once you've been a director).

You've heard it a million times: you get more out of CHART than you put in. Putting in a little more will ensure you even get more out! I can do that! See you in St. Louis.

National Restaurant Association
EDUCATIONAL FOUNDATION



PEOPLE REPORT™





What Drives Employee Spirit?

BY DONNA LONG

There are many things that can drive employee spirit. In this article, we're going to focus on issues that don't require a big budget. As a matter of fact, they can actually reduce your budget while increasing effectiveness and employee spirit.

ISSUE #1 - OWNERSHIP

Have you ever noticed that high school and college alumni are among the most loyal, spirited people you'll ever meet? Why is that? Is it because they are paid to be spirited? No. Are they only loyal when their school teams are winning? No. (But it does help the level of spirit displayed!) Even students who never play sports or attend a football game display loyalty to their schools. And it's important to note that they may have disliked their principal or homeroom teacher, but had interaction with other administrators or teachers, providing opportunities for positive interaction and pleasant school memories. In the corporate world, employees may dislike one or more members of their direct leadership team, but still have mentors within the organization that provide a positive professional experience.

I believe that loyalty, whether student or employee, has to do with a sense of belonging or ownership. Students have dozens of ways to become involved – football, cheerleading, basketball, volleyball and the sports list goes on – band, drama club, choir, photography club, art club, dance team, and the artistic list goes on. There are class officers and the student council – opportunities for students to have their voices heard. School newspapers and radio stations offer a chance to freely express opinions and ideas. School dances and other social events provide a great opportunity for students to be involved in organizing and creating fun experiences. In the corporate setting there should also be numerous ways for employees to get involved.

What similar ownership or sense of belonging opportunities does your company offer? Does your company have a good mentoring initiative? Perhaps HR and the administration offices have too much responsibility for things like the company newsletter and the organization of clubs, teams and employee functions. Perhaps every company should have the equivalent of officers and councils to represent the voice of employees without having to rely on union representation. We might consider other ways in which we can transfer power, responsibility, AND ownership to the actual employees or team members.

ISSUE #2 - PERSONAL RESPONSIBILITY

Once companies transfer more ownership to team members it then makes sense that those same team members will take more personal responsibility for company and personal success. It's important for us to help employees realize the huge portion of their lives that is dedicated to work.

They also need to be reminded that they can choose to make work (even during turbulent times) a positive experience. Way too often the actions of others (especially in the work environment) affect the tone or direction of someone's career. I like to remind my workshop participants that when it comes to dealing with change or other stressful situations we only have two choices. We can try to improve the situation or we can choose to do nothing. It's important to note that only one of our two choices offers a very good likelihood for positive outcomes.

ISSUE #3 - PERSONAL DEVELOPMENT

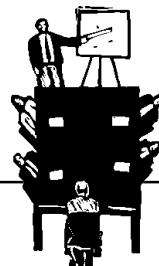
Training is another opportunity for employee ownership and involvement, thus increasing employee spirit.

Companies need to eliminate the POTY (Program Of The Year) training mentality and instead, embrace learning as an ongoing journey. By doing this employees recognize the value in their continual growth and even have a better opportunity to choose their developmental path. This requires more than ongoing workshops. It requires solid reinforcement of concepts and recognition of employees when they demonstrate skills they have learned.

Many of you reading this article are familiar with the "Tell, Show, Do, Review" model of training. I suggest that the real key to this model is the "Review" component. That component needs to continue long after the employee has left the classroom. We need to partner heavily with supervisors and managers to ensure that they are reinforcing what's being taught in the classrooms. For example, when using an acronym to remember learning points, the supervisors should reinforce the acronym back on the job. They could offer small rewards to employees who can state the acronym components.

You might also consider developing a series of short reinforcement segments of your own or having employees develop and deliver them. By doing this you'll increase ownership in the learning process and retention of lessons learned! For example, the Hard Rock Café in Orlando has a pre-shift meeting every day, which includes a 10-minute review segment presented by one of their front-line team members. They have created cadence chants, rap songs, games, and other short creative training components.

Here are a few resources to consider. At www.LearningJourneyInc.com or www.EmployeeSpirit.com you can send free e-greeting reinforcement and recognition cards. In early 2003 you will also be able to explore the on-line training offerings, which will include several "Journey" options that feature a very short weekly learning component on topics like leadership and customer service.



Ask Us Anything!

BY DEBBIE JUENGST, FLAT TOP GRILL

Sharing abounded during November and December on the Ask My Peers List Serv. CHART members were in full force providing useful tips, techniques and training tools to other members. Here is a brief summary of some topics covered on the list serv.

Topic: Junior Management Development

This hot topic was very popular among CHART members and drew a large amount of responses. Some companies had a 50/50 split of external to internal managers, while others indicated that they found a 75/25 split (external to internal) effective. The concern about internal promotions, while very knowledgeable of company culture, was their lack of leadership abilities and management soft skills. Many CHART members were eager to share their junior management development programs. Ruthie Sonego-LeBon of Legal Sea Foods generously offered her management development program for anyone who wanted a copy. The program is 3-6 months in length and must be completed before the employee begins the MIT program. Other companies built in required reading and additional training for their internal promotes. Mary Margaret Dent of Pappas Restaurants uses the book *Stepping Up to Supervisor* during the training program. Vickie Irish from Shari's restaurant also offered detailed outlines of her junior management development plan through the list serv. Her program takes from nine months to one year to complete and consists of different levels of skills the internal promotion must master before moving on to the next level.

Topic: Corporate Office Continued Education

Some ideas for continued education at the corporate level included: attending the Franklin Covey "What Matters Most" seminar, reading *Who Moved My Cheese?* Situational Leadership II by Ken Blanchard. Renee Roozen of VICORP Restaurants explained that corporate classes are held every two months, which cover topics such as coaching, goal setting, and developing leadership skills. The classes are 3-4 hours and are offered to anyone in the company. VICORP also developed a "Brown Bag Lunch" program which is a series of voluntary personal development classes focused on improving one's personal life (i.e. investment planning, first time home buying, or how to stop smoking). These classes are offered once per quarter. Corporate Universities also were sighted as a source of the continuing education for corporate office employees.

Topic: Employee Newsletters

Mike Theriot explained that at Dave & Buster's their newsletter includes press releases, new initiative rollouts, a recipe from their Executive Chef (not on the menu), guest letters on outstanding service, a Guest Service article written by a department or a GM, and a Focus of the Month from a Regional Operations Director. VICORP sends out a glossy, six-page newsletter every quarter according to Renee Roozen. The articles in the newsletter must have a broad appeal and be of interest to more than one store in the company, however they will publish individual winners of in-store promotions in order to motivate other units in the company. Corporate announcements such as

new store openings or job postings are also included.

Topic: Customer Service Screening Tool

Batrus-Hollweg SQL and the DeCotiis program were both recommended as validated screening tools. Irene Cook of Bartucci's felt that the DeCotiis program was more complete than the SQL in all aspects of selection. Sandi Spivey from Taco Bell advised CHART members to only use screening tools that are adequately validated in order to avoid being viewed as discriminatory. She also suggested creating a set of interview questions to guide managers on how to best identify customer service behaviors.

Thank you to all the CHART members who contributed their information and remember, the next time you need help remember you can always ask your peers!

2003 CHART COMMITMENT TO PEOPLE AWARD

Official Call for Nominees!

CHART is now accepting nominations for the 2003 Commitment to People Award. This award is presented annually to a member's CEO/President in recognition of their outstanding commitment to the development of people in their organizations. The award will be presented during the CHART summer conference in Boca Raton, FL, August 3- 6, 2003.

Any CEO/President that actively and consistently establishes a culture that demonstrates a belief in the value of people is eligible. Nominees must be in a top-level position in a hospitality company to be considered for this award. Any employee in the nominee's company may submit the nomination.

Selection criteria is based on the following four categories:
Effective communication of the culture: Newsletters, articles, letters, etc. that address the organization's attitude toward its employees at all levels.
Programs that demonstrate the commitment to people: Specific programs developed and implemented that proactively enhance the value of the organization's employees.

Efforts to be involved in the development of people: A demonstrated active involvement in the personal growth and development of the organization's employees.

Ability to break down barriers to create opportunities: Establishes means (both traditional and non-traditional) of allowing others to succeed...and the programs to recognize their successes.

Please tell us how your CEO is proactive in establishing a culture that promotes the training and development of human resources in your organization. Nominations should be based on the span of the nominee's career and the quality of their accomplishments. Be certain to include information that supports how your CEO meets each of the above criteria. You may have more than one person submit a nomination. Nominations may be submitted by mail, fax or e-mail.

Forward your nomination form by March 30, 2003 to:

**Lisa Schweickert, President-Elect
Golden Corral Training Center
1620 Saint Giles Street
Raleigh, NC 27612
Phone: 919-782-4544
Fax: 919-782-9397
lschweickert@goldencorral.net**



Great new recruitment prizes for 2003!

If you recruit one member (that's right just one member) we will send you an awesome CHART Logo Polo Shirt. They are on order and will be ready to ship soon. Just think, if all of us recruited just one member we would double in size during 2003.

Our prizes for two and three referrals have not changed this year. If you recruit two you will receive a CHART Logo Briefcase. The prize for three referrals includes many gift certificates to restaurants and hotels throughout the country.

Be part of our membership drive in 2003 and recruit new members for more learning, sharing, growing and caring.

**JOLEEN FLORY
LUNDGREN, SPHR, FMP
SENIOR DIRECTOR OF
TRAINING AND
DEVELOPMENT
BUFFALO WILD WINGS
1600 UTICA AVENUE
SOUTH, SUITE 700
MINNEAPOLIS, MN
55416**

2003 Commitment to People Award

Nomination Form

Nominee Name _____

Title _____ **Company Name** _____

Address _____ **City, State, Zip** _____

Phone _____ **Fax** _____ **E-mail** _____

Number of Outlets _____ **Number of Employees** _____

Submitted By _____ **Title** _____

Phone _____ **Fax** _____

Describe how your nominee meets the following criteria:

EFFECTIVE COMMUNICATION OF THE ORGANIZATION'S CULTURE

PROGRAMS THAT DEMONSTRATE A COMMITMENT TO PEOPLE

EFFORTS TO BE INVOLVED IN THE DEVELOPMENT OF PEOPLE

ABILITY TO BREAK DOWN BARRIERS IN ORDER TO CREATE OPPORTUNITIES



The Dangerous Customer

Shep Hyken, CSP is a professional speaker and author specializing in the areas of customer service, customer loyalty and internal service. For more information on Shep's speaking programs, books and tapes contact (314)692-2200 or Shep@hyken.com. (<http://www.hyken.com>)

What is a dangerous customer? It is not necessarily a customer or guest that is threatening you with a knife or a gun. (That is not just a dangerous customer, but also a dangerous person.) What we are discussing in this article is the guest or customer that puts you into the "danger zone" of lost business. We aren't talking about people who have a complaint about you and choose to tell everyone they know. We are talking about that potentially very dangerous type of customer, a "satisfied" customer.

But wait! How can we be in danger of losing a satisfied guest or customer?

Recently, two professors, Anthony J. Zahorak and Roland T. Rust, from Vanderbilt University in Nashville, Tennessee conducted a study on customer satisfaction. What they found was that approximately 25% to 40% of satisfied customers/guests do not come back to the places of business where they have been satisfied.

Wait a minute! Why would a satisfied customer not come back? The answer is very simple. Because, they were simply satisfied. Everything was satisfactory, nothing great, just okay. For example, you may have gone out to dinner at a restaurant. The next day a friend asks you about your meal and you tell them it was okay. Nothing special, simply average. Or, another way of putting it... satisfactory. Will you go back? With all of the choices of places to dine and spend your hard earned dollars, probably not. No, unless you are a glutton for punishment, you will most likely look for the restaurant that gives you a great meal, great service, and exceeds your expectations.

The types of businesses that the Vanderbilt professors looked at were typical, front line consumer oriented businesses such as restaurants, hotels, movie theaters, retail stores, etc. Anybody or any company that has any type of competition needs to understand that having satisfied customers and guests creates vulnerability. Not only do you have to exceed a guest's expectations, but you also need to constantly be improving on what already may be great.

What worked yesterday does not work today. If you are doing something better than your competition you can bet that they will be doing the same thing very soon.

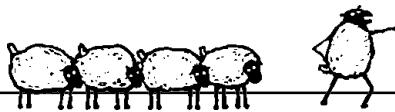
The hotel industry is a good example of this. Many years ago the typical hotel guest didn't have the expectations or make the demands for great service that they do today. All that the guest wanted was a clean room with a television set and a hot shower. Then one day a serious competition for hotel customers

began. Rate wars began. Less expensive rooms may have been one way to compete, but not necessarily the best. There had to be more.

One day a sharp hotel owner decided that amenities could create a competitive edge. It worked! It started out to be simple; thicker towels, fancier soaps, etc. Then the competition, the hotel "across the street," figured out what was going on, and not to be outdone, copied. The next wave of amenities were sparked, such as better candy on the pillows and a newspaper in the morning - and not just one paper - but perhaps a choice of different newspapers. At what point did it stop? Eventually, everybody was offering the same thing. It was at that point that the biggest difference between one hotel and another had to do with the people that worked there. The hotel employees became the ultimate "amenity."

If what you sell is great, but your service is mediocre, then the best you can expect is limited success and eventually total failure as competition comes along and takes care of the customers and guests by giving better service. But put a great product in the hands of people willing to go beyond typical levels of customer and guest service and you get beyond being simply satisfactory.

Today's customers and guests expect more than satisfactory experiences with the people and places they choose to do business. Every type of business has their version of "hotel amenities." (Especially if you are a hotel!) Just about every business claims to give good or great service. Good service has become the norm. An organization has to go beyond "satisfactory" or just "acceptable levels" of service. Terms used to describe this higher level of service have been knock your socks off service, delighting the customer, and many more. Get your customers and guests out of the danger zone. Go beyond simply satisfying them. It is all about creating MOMENTS OF MAGIC!



H.O.T. (hands-on-transactional) MANAGEMENT™

BY: BRUCE TULGAN

Bruce Tulgan is the author of the forthcoming book, HOT MANAGEMENT, as well as the acclaimed WINNING THE TALENT WARS (WW Norton, 2001) and the classic MANAGING GENERATION X (WW Norton 2000; 1995). Tulgan is also the founder of RainmakerThinking, Inc., the management training firm based in New Haven, Connecticut (www.rainmakertesting.com).

During the boom, business leaders began to notice a new attitude emerging among employees. It came to be known as the "free agent" mindset – the idea that no matter where you work or what you do, you are in business for yourself. With the economic downturn, some people have expected the free agent mindset to go away. But it has only grown deeper and stronger in the last two years.

Why?

The free agent mindset was never about disloyal job hoppers in the midst of a never-ending sea of good news. Rather, this new attitude grew out of the death of job security – the myth that if you pay your dues and climb the traditional career ladder, you will be rewarded with long-term job security with one employer. Two years ago, people were chanting from the rooftops, "I'm going to go wherever opportunity takes me." Today, people are murmuring into their sleeves, "I'd better go wherever opportunity takes me."

The result is the same: Few employees expect anymore to have a traditional long-term career in one company. Most have accepted that they must take responsibility for their own success and fend for themselves as best they can.

With the long-term so uncertain, most individuals focus on getting their needs met in the workplace, one day at a time. Many feel perpetually tired and stressed. Some are burned out. Just about everybody wants more flexibility in their working conditions so they can achieve some balance. As a result, many employees are becoming much more assertive in their relationships with managers.

On the other side of the equation, nowadays every employer is trying to

get more work and better work out of fewer people. As a result, there is tons of pressure on employees. They are told constantly to work longer, harder, smarter, faster, and better. And most employees are in fact working longer, harder, smarter, faster, and better.

You see there is a fundamental tension between the goals of the employer and the goals of the employee. And managers are stuck in the middle! It is the manager's job every day to balance the competing needs of the organization and the individual. The question many managers are asking is this, "How can I get more work and better work out of every employee and also give them more of what they need in return?"

What's the answer? Flexibility and accountability must go hand in hand in today's workplace. Give employees what they want and, in exchange, require them to work smarter, faster, and better. Help employees customize their work conditions and, in the process, drive employee performance through the roof.

In my travels, I've met and learned from a lot of supremely effective managers on the front lines of the workplace. What do these managers have in common? They untie their hands, roll up their sleeves, get in there and do the hard work of managing people. They don't hide behind rules and red tape. They spend time and energy every day engaging with their employees. They take what I call a hands-on transactional approach... As a short hand reference, I call this approach "H.O.T MANAGEMENT." Here is a summary of some of the principles and best practices:

H.O.T MANAGEMENT TOP SEVEN POINTERS

- 1. Be hands-on.** Untie your hands, roll up your sleeves, get in there and do the hard work of managing people. Don't hide behind rules and red tape. Spend time and energy every day engaging with every employee. Talk with your employees openly and directly about their work. Meet regularly to coach, cajole, motivate, and inspire. Give regular feedback and hold employees accountable for results.
- 2. Be transactional.** Transform the day-to-day demands of employees into levers to drive employee performance. Negotiate custom work conditions for every employee. In exchange, require employees to commit to demanding goals and deadlines every step of the way.
- 3. Build HOT Teams™ one management relationship at a time.** Every person on every team is capable of high performance. Make a custom deal with each person on the team. Ask each person what he needs or wants and come as close as you can to granting each person's special request. Spell out in detail what you will require from each person in exchange. Make sure every person knows you will be holding him accountable for every goal and deadline every step of the way.
- 4. Diagnose performance problems and move toward solutions immediately.** Nearly all employee performance problems fall into one (or more) of three categories: Ability (natural talent), skill (learned information or technique), or will (motivation). When an employee performance problem occurs,

diagnose the problem in terms of ability, skill, and will. Then solve the problem by adjusting the role, providing more training, creating new incentives, or removing the employee.

- 5. When intervention fails, remove the low performer swiftly.** No manager should tolerate a persistent low performer. When you have exhausted all ordinary efforts to help a low performer get back on track, it's time to hold the deal breaker conversation giving the low performer two choices: "Improve or you are off the team."
- 6. Be rigorous in your hiring and on-boarding process and keep refreshing your team with great new talent.** Keep building your team's brand, both within the company and externally. When selecting new team members, be very, very selective. To get the new team member up to speed quickly, be even more hands-on and transactional during the on-boarding process.
- 7. Foster a culture of constant improvement.** Create a constant buzz on the team about the great work everybody is doing. Develop rising stars on your team by giving them leadership opportunities. Hold a quarterly off-site "team summit" to clear the air and consider various ways for the team to improve.

**E X E C U T I V E
C O M M I T T E E**

2003

P R E S I D E N T
T. J. Schier

P R E S I D E N T - E L E C T
Lisa Schweickert

V P E D U C A T I O N
Mike Hampton

V P M E M B E R S H I P
Joleen Flory-Lundgren

T R E A S U R E R
Todd Horchner

S E C R E T A R Y
Christine Miller Andrews

E X E C U T I V E D I R E C T O R
Tara Davey

C H A R T O F F I C E
E A S T W O O D A S S O C I A T I O N
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*Visit our website
at www.chart.org*

This December CHART lost one of our "I-Can-Do-That" members in a tragic automobile accident. Lisa Hudson, a five year chart member and a Regional Trainer for Monical Pizza Corporation was killed in a single car automobile accident early on a December evening.

Lisa had been very active in CHART having attended six conferences and hosting and attending regional meetings in the Chicago area. She was also a certified ServSafe trainer and FMP. Her most recent accomplishment was attending online leadership training in connection with Harvard Business School Publishing.

Lisa had been a Monical Pizza Corporation team member for almost 20 years having started with Monical's as a general hourly employee in 1983. She represented the best in our industry as she began working in our industry for minimum wage and over her career moved consistently to positions of more responsibility and authority.

In addition to her duties at Monical's she was also active in many community organizations and activities. She was the president of the St. Joe Illinois Women's Club and had participated in the Heartland Aids Bike ride this past summer. In that ride she covered over 500 miles and raised over \$2,500 in support of Aids research.

CHART and Monical's will miss Lisa and mourn her passing. Her only son, Derek, will be living with his father, a Monical's restaurant general manager. All of us who had the opportunity to know and learn from Lisa will appreciate the fact that she will live in memory as each of us continue to remember and use the lessons she taught us. Now it is important for all of us to remember to continue this learning as we pass those lessons on to others who we all hope will enjoy, just as Lisa did, wonderful and productive careers in the hospitality industry.