



flipCHART

CONNECTING THE CHART MEMBER COMMUNITY



VISIONARY TRAINERS TRANSFORMING HOSPITALITY

HIP HIP HOORAY FOR MAY
MAY 2019

Amp Up Your Leadership by Learning the *One Secret* of the World's Best Leaders



Harris Ill
Master Illusionist &
Communicator
Istoria Collective

The Transformative Power of Wonder in Leadership

What if everything you've been taught about leadership is true and helpful, but there was one single secret that the world's best leaders knew that could take everything you know to a new level you've yet to imagine is possible? Harris has the unique ability to reawaken wonder in others through his communication and his craft, and will help you discover that the ultimate role of a great leader is to awaken the wonder within and stir the imagination of the organization and people you lead.

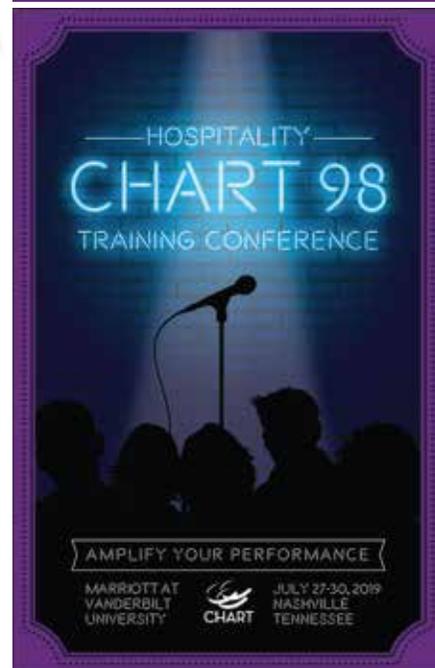
Join us in Nashville for this innovative keynote presentation! Harris will help you reimagine everything you know about leadership.

Next Up on the Main Stage

Developing Today's Managers for Tomorrow's Workplace

Gary Magenta, Customer Experience Guru, Speaker, Author, Leadership Coach,
Senior Vice President at Root, Inc.

Register today at chart.org!



PRE-CONFERENCE OPPORTUNITY IN NASHVILLE!

SPECIAL RATE reduced for CHART

Saturday
July 27, 2019
12:00 pm - 4:00 pm

~~\$299~~
\$99

Become a Certified Rock Star



Rock Star Leadership and Hiring and Retaining Rock Stars

This highly-engaging, 4-hour interactive workshop is focused on helping you become the T&D/HR rock star you are meant to be. Two of the most sought-after speakers in the country, Jim Knight (CHART Lifetime member) and Brant Menswar, will deliver actionable insights through the spirit of Rock 'N' Roll to help move the needle within your organization.

This hands-on session identifies the unique challenges of the training professional and provides specific strategies to becoming more effective and impactful leaders. The workshop is jam-packed with powerful visuals, out-of-the-box thinking, compelling videos, personal stories, validating statistics, enlightening case studies, and creative handouts.



Brant Menswar
Rock Star Impact



Jim Knight
Knight Speaker



Jim and Brant have made a special 90-second video for CHART at www.certifiedrockstar.com



Gabe Hosler

PresidentTalks, *Walk a Mile in Their Non-slip Shoes*

Most of us in the hospitality training or operations support business have performed store evaluations at one time or another. We gathered our clipboard and pens, loaded up our ten-page checklist, and then lurked through one of our hotels or restaurants to rate a million different items on a scale of 1 to 5. After completing the form, we'd pull the manager aside to review our findings, get him or her to promise to do better next time, and then rush off to our next assignment confident that we had "fixed" everything at that location. And, of course, we were shocked to discover on our next visit that real progress wasn't made, and the unit would get the same low ratings over again...and again...and again.

So why don't these evaluations lead to sustained improvement? There could be several reasons. Perhaps managers don't believe your ratings are truly accurate since you only swoop in and get a brief glimpse of the operation. Or maybe they know there's no incentive for getting higher scores (or punishment for negative scores), so why bother working harder? Or it could be that they have more pressing concerns than replacing one burnt-out light bulb or making sure Trevor wears a clean uniform on his next shift. As a result, your reports are shoved into a binder after each visit and quickly forgotten.

But beyond those possibilities, these evaluations typically don't move the needle because they are based on several HUGE assumptions that are rarely true. These assumptions include the following:

All brand standards can be universally applied in every location, without any accommodations for differences in its construction, menu or service mix, or current employee life cycle.	1.	Evaluation ratings are based on completely impartial criteria and can be consistently determined under any circumstances and by any reviewer.
Management teams always have enough room in their budgets to afford all the necessary tools and materials to achieve these standards.	2.	Standards have not needed to evolve since they were originally set, regardless of anything new that has been introduced to or changed about your operations (such as an expanded menu, technology, etc.).
	3.	
	4.	
	5.	Training programs meant to teach standards in your hotels and restaurants were not only flawlessly designed and implemented, but also resonated strongly with all staff members.

Is there any time when your workplaces aligned all with these assumptions? Probably never. So instead of wasting time filling out all these forms while watching from the sidelines, my suggestion is to get in there and see what's really going on.

First, head to one of your locations, go through your training as if you were a new hire, and ask yourself if it was engaging and relatable.

Next, schedule yourself to work in several of your hotels or restaurants (and I don't mean job shadowing; I mean take full responsibility for manning different positions or workstations).

Finally, while working your shifts, talk to front-line staff members and managers about their daily challenges.

Additionally, if it's an online course, is the seating that you are given comfortable, are you free from distractions, and does the Wi-Fi provide a smooth connection? And if it's field-based training, are you given adequate time to practice and all the necessary tools? If the answer to any of these questions is "no," then document those reasons that made it harder to learn the material.

As with any staffer, that process starts with getting a uniform – do you get a new one or somebody's stained/wrinkled hand-me-down, and do you get enough to work more than one shift? Once in position, are you able to perform up to par, or are there obstacles that keep you from getting there – maybe the kitchen is a lot larger than normal and it takes you longer to reach the walk-ins, or maybe the computer systems are older and it takes additional time to process guest requests? You should detail anything and everything at each location that prevents you from reaching the standardized goals expected across the company.

Which parts of their jobs are really difficult (or maybe impossible), what new tools or systems do they think would be most beneficial, and has anything changed in the operation recently which might be impacting their performance? Getting their input, and their buy-in on possible solutions, will be essential to finding out how lasting change can be achieved.

Yes, this process will take much longer than filling out an evaluation form with a bunch of numbers, but trust me when I tell you this collaborative approach will allow you to discover the real causes why standards aren't met much better than the more combative "I'm-here-to-rate-everything-check-check-check-ok-bye" approach. **I recently spent two weeks working every position in the restaurant as a part of my orientation at Del Taco (where I recently was hired as Vice President of Operations Support and Training), and I learned more from that experience than I could from conducting 1,000 store evaluations. It gave me such a well-rounded perspective of the operations and the teams, as well as help determine the priorities for what I need to work on, that I plan to continue this undertaking as much as possible in the future.**

So the next time you are asked to perform a store evaluation, just remember that old saying: "Before you judge people, you should walk a mile in their non-slip shoes."

Member News

Georgette Vlangos is now with the Melt Shop.



Our American Express card winner for filling out the Albuquerque conference evaluation is **Latise Hairston** of Delaware North.

CHART Gathering at HR in Hospitality Conference



Joleen Goronkin of People and Performance Strategies hosted fifteen CHART members and guests at swanky Zuma in the Cosmopolitan during the recent HR in Hospitality Conference. The terrible quality of this photo belies the fun and friendship shared by all who attended!

The newly-designed Trends in Hospitality Training and Development Study is Coming Your Way!

We have listened to your feedback and have made the survey substantially shorter, yet still covering important topics that will allow you to benchmark your training with others.

Meet Your CHART 98 Nashville Conference Team

To get to know our team a little better, we asked them, "Which musical performer or group 'Amps' you up and why?"



Activities Co-Director

Braxton Luzier, *Biaggi's Ristorante | Ancho & Agave*

"Shania Twain! Growing up in the 90s, I became a huge Shania fan; playing her CD on repeat daily. This fandom spilled over to my adult life as well. I was lucky enough to FINALLY see her live concert in 2015 at the Bridgestone arena in Nashville, TN! Dreams do come true! Being a country music lover, Nashville being my second home, and listening to any of Shania's greatest hits... I'm AMPed to share my favorite things with ya'll at CHART 98!"



Facilities Co-Director

Lael Garner-Weadock, *Marcus Hotels & Resorts*

"Oh my, too many to pick just one. Here is what is currently on my motivation/running playlist; Summer of '69 by Bryan Adams, Castle on the Hill by Ed Sheeran, Return of the Mack (extended version is a must) by Mark Morrison, I Took a Pill in Ibiza by Mike Posner, Living for Love by Madonna (she just doesn't age. does she?), The Edge of Glory by Lady Gaga, and just because I am getting amped for CHART, I threw in some country – What Ifs by Kane Brown and Mr. Misunderstood by Eric Church."



Hospitality Co-Director

Erin Edling, *Nothing Bundt Cakes*

"Easy! The musical group that amps me up is Needtobreathe! They are my go-to every morning as I begin my day. They creatively weave great messages in all their songs and deliver with such passion. I know I can count on their music to prepare my mind for each new day!"



Communications Director

Michele Lange, *Chipotle Mexican Grill*

"A band that really gets my blood pumping at any given time is an old-school punk band based in Los Angeles called X. Their longevity in the industry is inspiring... 40 years and still rocking. Those of you who really know me, know I love the 80's!"



Service Event Co-Director

John Poulos, *DiscoverLink*

"I totally get amped up by a cappella music. I love when harmonies come together to create a real cool sound and vibe. My favorite a cappella group is Pentatonix. But since the conference is in Nashville, I will go with my favorite country a cappella group, Home Free."



Volunteer Co-Director

Tammy Calhoun, *Firebirds Wood Fired Grill*

"Luke Combs! Luke created his fan base by developing his trademark through delivering rowdy, hold-nothing-back shows. He followed his dreams to Nashville, and had an army of fans behind him. His passion for his craft is off-the-chart and shows in everything he creates. He is truly inspiring and amps me up to put that type of fun, no-holds-barred effort into my craft!"

More team members will be featured in upcoming issues of the flipCHART

UPCOMING OPPORTUNITIES

Details and registration at chart.org – *Trainer Development & Events*

FREE Wednesday Webinars

Held every other month @ 1:00 PM EST

Wednesday, June 12

Using Talent Development to Drive Manager Engagement
Discoverlink, Golden Corral, and Pizza Ranch

Wednesday, August 14

Trends in Hospitality Training and Development
CHART/TDn2K

Save the Date

October 16
December 11

FREE Regional Training Forums (RTFs)

May 14: Southern CA

July 18: Minneapolis, MN

More will be added.
Check out the RTF schedule online.

Upcoming Conferences

July 27-30, 2019

CHART 98

Hospitality Training Conference

Nashville Marriott at
Vanderbilt University
Nashville, TN

February 22-25, 2020

CHART 99

T3: Training Competencies Conference

Embassy Suites
Napa Valley, CA



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
Deadline is 1st of the month for the next month's issue | Back issues: chart.org

Welcome New Members

October 1, 2018 – March 31, 2019

John Aiken
Golden Corral

Naomi Arnett
Jason's Deli

Leann Barela
Delaware North

Jessica Barnoski
Chipotle Mexican Grill

Carrie Barrix
Maru Hospitality Group

Corrin Berglund
Granite City

Marie Billiel
Caffe Nero

Aaron Bruns
IHG

Mary Burley
Snoqualmie Casino

Richard Butler
Papa John's International

Michelle Carlson
RMH Franchise

Shannon Ciccotelli
Fuzzy's Taco Shop

Sami Cowdrey
Arby's Restaurant Group

Victoria Crespi
Flatbread Company

Bo Cxyz
Papa John's International

Adam Dicknoether
Boston Pizza International

Julie-Ann Dunwoody
Boston Pizza International

Annie Eastman
Outback Steakhouse

Danny Evans
Papa John's International

Janet Fisher
Yoshinoya America

Patrick Frawley
Jason's Deli

Michele Garcia
Delaware North

Jeff Gorr
Papa John's International

Latise Hairston
Delaware North

Torri Harris
Papa John's International

Kathryn Harris
PCH Hotels & Resorts

Tawny Harrison
Del Taco

Sam Harvey
Jason's Deli

Paula Henkel
Del Taco

Amber Holloway
Snoqualmie Casino

Kimberly Johnson
Golden Corral

Chad Jones
A&W Restaurants

Krista Jones
Back Yard Burgers

Amy Keen
Granite City

Julie Kline
Morrissey Hospitality Company

Kevin Knutson
Sonic

Nicole Kunza
Perkins & Marie Callender's, LLC

Thomas Law
Golden Corral

James Lee
Del Taco

Quentin Lowery
Papa John's International

Kelly Lum
Highgate Holdings

Daniel Martin
Right Way Restaurants

Carole Maurel
Delaware North

Kylynn McDermott
McNellie's Group

Nicki Miles
Del Taco

Cathy Millar
Giordano's

April Miller
Chanticleer Holdings

Paul Miramontes
Galardi Group-Wiener Schnitzel

Heather Morgan
Papa John's International

Harmony Mulcahey
Four Corners

Cristina Orizondo
Mandarin Oriental

Chaz Patrick
Jim N' Nick's BBQ

Marisol Quintero
Mandarin Oriental

Marian Raty
Boston Pizza International

Samantha Ricke
Flix Brewhouse

Daniel Rodriguez
Orange Leaf Frozen Yogurt

Katie Russo
Sheetz

Moira Santos
Wild Wing Café

Michelle Savage
Jason's Deli

William Scheibe
Golden Corral

Sarah Schreiber Thomas
Global Franchise Group

Sara Shearer
Papa John's International

William Shuler
Fuzzy's Taco Shop

Alesha Sisk
Tupelo Honey Hospitality Corp

Kim Skolnick
Jack in the Box

Jill Stortz
PR Management-Franchise Panera Bread

Erica Swiatek
Delaware North

Mandi Taylor
Alexandria Restaurant Partners

Tiffany Tidd
First Watch Restaurants

Christopher Titshaw
Papa John's International

Ashley Winklbauer
Insomnia Cookies

Lucas Wonert
Jason's Deli