

2003 Chart Scholarship Winner Is From the Midwest

BY DICK KINNEY



Far Exceeds the Minimum Hours

With more than 2,000 hours of work experience during the past two years, Tony has gained experience in dishwashing, cashiering, line cook, catering, as well as other kitchen experience.

In his letter of recommendation, Craig McVeigh, the owner of The Beacon Hills Restaurant in Lincoln, stated, "I was impressed that this person (Tony) of seventeen already decided and was passionate about his career choice. I hired Tony that day and have not had one day of regret." The Beacon Hill Restaurant is an upscale eatery.

Other Interests Also

In addition to a heavy work schedule, Tony participated in the marching band, the National Honor Society; Amnesty International Club; participated in the 2003 Art Institutes Culinary Cook-Off, where he won a silver plate; his church; and, was a volunteer worker for a mayoral candidate.

Fifth Year for Scholarship

Tony is the fifth person to receive the CHART Scholarship. Members of the 2003 selection committee included Brenda Helps, Kate Shehan, Susan Wasyluk, and Karen Virnoche-Brown. All previous scholarship winners have either finished their college work or are still in school working toward college degrees in the food and beverage industry.

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JUNE/JULY 2003

FLIPCHART EDITOR
Patti Evanosky

Visit our website at
www.chart.org

Anthony P. Tushar of Lincoln, Nebraska has been selected to receive the 2003 CHART College Scholarship. The scholarship is a joint project between CHART and the Hospitality Business Alliance.

Tony graduated from Lincoln High School with a cumulative GPA of 4.073. In high school he participated in the ProStart Program. ProStart is a program designed for high school students that have the desire to pursue a career in the restaurant and hospitality field. The program includes classroom studies directly related to food and beverage operations in addition to the basic courses such as English and math. ProStart also requires a minimum of 250 hours of work experience in the food and beverage field. After graduation, Tony will continue his education at the Art Institute of Colorado where he will work toward a bachelor degree in culinary arts.



FROM THE PRESIDENT

BY T J SCHIER

THE PULSE IN THE TRAINING INDUSTRY

As we wind down another CHART year, it's a great time to look back on what we've accomplished as an organization and peer into the crystal ball to see what's coming down the road. As we get ready for the August Conference in Boca Raton, here's a few great things that have come to fruition in the last year or so thanks to tons of hard work from the CHART Executive Committee, Tara Davey, and plenty of volunteers and members:

- **EVOLUTION OF THE WEBSITE** – not only did we enhance the look of the site, Ask My Peers has become a mainstay of our Inboxes, we are now posting jobs, have pictures in the directory, conference and other resources for you to access and the ability to register online and pay by credit card.
- **REGIONAL MEETINGS** – Thanks to Claudia Carr and Joleen Lundgren, the regional meetings continue to grow and flourish. By mid-year, there will have been over 10 meetings throughout the country with more scheduled.
- **Industry events** – CHART was again well represented at the Show, had a panel at COEX and had a training panel at the Texas Restaurant Show in June. We are the forum to access information on training in the hospitality industry.

- **CONFERENCE ENHANCEMENTS** – Mike Hampton and the conference teams have prepared 2 unbelievable conferences for you and the breakout sessions presented have been outstanding – even more to come in Boca!

- **COMMUNICATION HAS GREATLY IMPROVED** – Regular e-mails and mailings and a steady stream of FlipCHARTs keep us updated and you've had a chance to provide input through our member surveys. Keep letting us know what you want the organization to look like and we'll keep responding and making it better. It's your organization – what do you want it to be?

Whether we decide to hold one annual conference or two, CHART is about people, networking and exchanging information – at the conferences and beyond. We have proven even in these tough economic times that we can provide ever-increasing value to our members. We continue to flourish and grow due to the efforts of everyone in the organization and other groups continue to call on CHART for a pulse in the training industry. Give yourself a big hand and thanks for providing so much value and friendship to me over the last year!



DON'T FORGET TO BRING TO BOCA:

BUSINESS CARDS
SUN SCREEN
LOGO ITEMS TO SHARE
SNEAKERS (FOR THE POWER WALK)
BATHING SUIT (FOR THE POOLS)

AV Equipment: Can you bring some AV equipment – like an LCD Projector – to Boca to help us defray AV costs? Let the CHART office know – we would welcome the loaner!



Moments of Truth: What Is the Truth?

BY KARTHIK NAMASIVAYAM, ASSISTANT PROFESSOR PENN STATE UNIVERSITY

On my flight back to State College from St. Louis, I reflected on Shep Hyken's presentation at the CHART conference. Wearing my consumer hat, I often wonder just how many service industry colleagues realize the importance of the moments of truth that Carlzon made popular. My research has focused single-mindedly on the service exchange. I agree with Shep that these moments can be transforming and can mean the difference between mediocre and 'magical' service. However, it is important to understand why the exchange is so important to consumers if we are to provide our organizations a competitive advantage.

Think of the last time you visited a restaurant for dinner. What prompted you to choose the particular restaurant and not another? Perhaps the price point, the amount of time you wanted to spend, or the occasion shaped your choice. More likely, it was a combination of these factors. A related point is that we often choose the same restaurant to celebrate different occasions – the birthday of a favorite child, to meet a business associate for lunch, or to court a future spouse. The point I am making here is that the consumer plans and commences 'production' of her desired service product even before she enters the restaurant. The dimensions of the service – what she wants, when, and how – are fairly clear in the mind of the consumer. And therefore, to ensure they eventually get the product they want, consumers desire control of the exchange. The notion of control is well-researched and extensive evidence exists demonstrating the importance of feelings of control in diverse settings including health-care, drug detoxification treatment, and job settings. In fact, some researchers suggest that feelings of control are very important for feelings of generalized well-being among humans.

In most services, however, the consumer has to depend on a service provider to help her complete the production process. Consumers are aware that they cannot always have control of the service exchange. But, this can be risky! The service provider is now in control and the consumer is not sure that the service provider will actually help in the production of a suitable product. It is important to note that unlike manufactured goods, services cannot be evaluated before purchase. How do consumers reconcile the loss of control? They look for clues in the service exchange that reassure them that they retain what some researchers term proxy or second-order control. Service provider behaviors are important to reassure consumers that they still retain not necessarily direct, but indirect or proxy control of the exchange. Consumers are particularly attentive to service provider behaviors that are considerate of consumers' service needs and that assure the consumer that the service provider is not exploiting their lack of control. Service provider behaviors such as looking people in the eye, smiling, and bending forwards

while conversing reassure consumers that the service provider has no malicious intentions and will not exploit them. Consumers also look for knowledgeable employees because this assures them that they will obtain their desired service product. Finally, they seek consistent and attentive behaviors. They want to know that the service provider is paying complete attention to their desires and is not distracted by other matters. Consumers assume that distracted employees may not actually understand the product they desire. How often do we come across service providers who are engaging in private conversations with their colleagues at work and in fact continue their conversations even while assisting consumers?

They want to know that the service provider is paying complete attention to their desires and is not distracted by other matters.

In sum, consumers seek control of the service exchange to ensure they obtain the service product they desire. In the absence of direct control, they seek proxy or indirect control. Such control is indicated by considerate, knowledgeable, impartial, and consistent service provider behaviors.

An important realization is that consumers seek control in the exchange for instrumental reasons and not for some societally mandated reasons of status. Consumers do not feel superior – they merely want what they want. Imparting this realization through appropriate training initiatives can help change attitudes and greatly improve interpersonal exchanges in service. Since perceptions of control are important, service providers can be trained to recognize this and adjust their behaviors to ensure that consumers perceive control. It is not important to consumers that they actually have control as long as they perceive they have control.

In parting, service organizations should realize that all the millions of dollars being spent on organizational initiatives such as Total Quality Management or Six-Sigma are wasted if the final contact with the consumer is not appropriately managed. Organizations should no doubt aim at achieving a high level of efficiency, but, more importantly, they should also be effective. Organizational effectiveness resides in the moments of truth.

Note: I am very interested to learn about your reactions to the perspective presented here. I am interested to know how this may or may not change your training initiatives. Please contact me at kun1@psu.edu.



Ask Us Anything!

BY DEBBIE JUENGST, FLAT TOP GRILL

*Flowers are in bloom,
Spring is in the air,
Go to the CHART List Serv...
You'll find SHARING everywhere!*

Find the answers you are looking for by taking advantage of this wonderful resource! The CHART list serv is for CHART members to share their knowledge, training tips, and helpful hints with other members. Here is a summary of some of the topics that were covered this month.

Employee Food Programs

Kathy Stewart of Great American Restaurants said their FOH employees get a 45% discount on most menu selections; however, daily specials and high-ticket items are excluded. This discount is applicable either after the lunch shift or before the dinner shift. Full-time employees after one year receive a \$50 house check each month, after their second year the check increases to \$75 a month, and after three years employees receive a \$100 house check a month. Rodney Morris of Pasta Pomodoro shared their FOH employees receive a 50% discount that can be used before, during, or after their shift. BOH employees receive one free meal before, during, or after their shift. All employees receive a 50% discount for up to four guests when dining off duty. Chicken Out Rotisserie offers hourly employees \$5 off a meal any day they work. Managers receive \$10 off a meal on any day they work. Many other companies offered a 50% discount for employees on menu items that could be used before, during, or after their shifts.

Managing Employee Performance

What resources can be used to coach a manager who has problems dealing with employee performance because he/she is too close to them? Sara Jane Hope of Valley Services, Inc. recommended the book *Twenty-Something* by Claire Raines and Lawrence Bradford. She also thought the video "The Front of the Class" would be a good tool for a supervisor who has recently been promoted from their former peers. A preview of this video can be ordered from Advanced Training Source at 1-800-525-3368. Larry Clark recommended the web site generationwhy.com for information on the 16-24 age group.

Clip Art

For anyone looking to jazz up their training materials – clip art can be just the thing you need! The web sites, www.clipart.com or <http://dgl.microsoft.com>, are a great way to find fun clip art. TJ Schier also bought "Clip Art Explosion" from Best Buy and said it offers an enormous amount of clip art for only \$80. "Art Explosion" can also be bought online at www.novadevcorp.com. "The Big Box" or "Art by Hemera" are two programs from Comp USA that cost \$20 each and have 350,000 clear images on 19 CD's. Increased Benefit Costs

How are other companies handling increased benefit costs? Brenda K. Helps of First Hospitality Group, Inc. shared that their company switched from Blue Cross to Unicare, which has a smaller network of providers. They also eliminated the PPO option for workers outside of Illinois and then raised the employees' coverage responsibility from 90/10 to 80/20 for the PPO option. These changes enabled the costs to the employees to remain the same for HMO and only increase \$10 per check for PPO. Another CHART member explained that their company had covered all insurance costs, but changed their policy one year ago, now the employees pay 10% of the premiums.

Business Casual

How can companies avoid the horrors of business casual? Check out "Casual Power" by Sherry Maysonave or go to the website www.casualpower.com to find out more information!

Interpersonal Skills Seminar

Do you have someone in your company who is in desperate need of enhancing their people skills? Tom Pyburn of Acme Oyster House recommended Dale Carnegie leadership and management courses. The courses run 8-12 weeks and cost \$1200 to \$1600. Ridge Associates offers two great classes, "PeopleStyles" and "PeopleSkills" which Cathleen Calleri of Delaware North Co. considers the "best of the best" workshops on developing interpersonal skills. Pete Hess is the representative for Ridge Associates and can be contacted at 315-655-3393 ext. 227 or at phess@ridge.com.

Thanks to all CHART members who contributed to the list serv and remember, the next time you have a questions - be sure to ask your peers!



Magic, Clappers, Balloons and Baristas CHART Speakers at NRA Show Attract Huge Audiences

CHART Member speakers at the NRA Show reached over 1000 attendees this year, with a record number of people participating in each of the CHART Educational Sessions.

Harry Bond started the CHART sessions with a very timely presentation on Creating Leaders. Co-presenting with two members of Harvard Business School Publishing, Harry's session attracted over 200 attendees on an early Saturday morning. The session used the Harvard Business School model as a base to explore training and education beyond the hard skills – tell/show/do – including identifying different leadership styles, redefining leadership.

TJ Schier followed with a session on customizing the dining experience, making each visit memorable and exceptional, making his own presentation exceptional by shamelessly stealing one of Mike Hampton's jokes.

Over 157 people (5 more than went to TJ's session, Todd noted) came to hear Todd Horchner explain how to do all of those nifty high tech tricks that they do in PowerPoint presentations. Mike Hampton drew the highest number of attendees of any session at the Technology Pavilion for his session on Major Trends in the Hospitality Industry. In Mike's session we learned the more important evolving industry trends that we

need to know to position our companies effectively. As a bonus, Mike also explained what a "Barista" is, how to properly order a decaf grande skim latte, and how the Ritz guy knows how many pillows we like.

Rodney Morris passed on ten irreplaceable recruiting strategies, which ranged from some very novel and underutilized approaches to the top rated strategy, networking at CHART!

Josh Davies concluded the CHART Member Sessions drawing over 230 attendees to his session on internal branding. Introducing some fun games and magic tricks, clappers and balloons, Josh kept the audience engaged, if not feeling a little bit old because we could easily identify product slogans from 1972!

Monday Night CHART hosted its 4th annual NRA Show Cocktail reception for members and guests. This year the reception was held at Jake Melnicks Corner Tap, a Levy Restaurant, which provided an excellent setting for the 30 or so attendees who attended our Regional Social Meeting.

All-in-all CHART had an excellent showing at the NRA Show again this year and we thank the NRA and Eliza DeMichele for their efforts to include us and in making the Show and the Educational Sessions such a huge success.

CHART PANEL AT TRA

Over 100 attendees at the Texas Restaurant Show were treated to a training panel of CHART Members featuring Lisa Schweickert (Golden Corral), Carrie Goff (Texas Wings/Hooters), Nick Anthony (Demo's), Todd Horchner (Chuck E Cheese's) and Mike Theriot (Dave & Busters). The panel was moderated by TJ Schier, CHART President and covered a wide array of training topics including the 'Real ROI of Training'.

Over half of the time was spent asking questions from the audience as they were anxious to hear our experts talk about how their company:

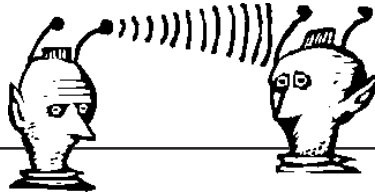
- *Pre-screens applicants*
- *Trains their training teams*
- *Works with operations to ensure buy-in*
- *Handles franchisor/franchisee relationships*
- *Is approaching e-learning*
- *Motivates their staff through incentives and contests*
- *Opens new restaurants*
- *Tracks turnover*
- *Trains managers (and who pays for it)- where and how*

The panel was a great success and scored very well on the evaluations. The best part? Many of the audience members were looking for more

information about CHART and couldn't believe great companies such as these would share this much information. The group did an outstanding job and represented CHART well!



CHART had a panel at the Texas Restaurant Show this month on Understanding the Real Return on Investment of Training. Panelists included Lisa Schweickert of Golden Corral, Todd Horchner of CEC Entertainment, Mike Theriot of Dave & Busters, Carrie Goff of Hooters, and Nick Anthony of Demo's.



Do Your Managers Need A 'Boot Camp' to Improve Supervisory Skills?

BY BRUCE TULGAN

Everywhere I go, managers tell me they are under pressure. Headquarters is leaning on them to get more work and better work out of every employee. But actually getting more work and better work out of every employee is not so easy. It requires a huge commitment of time, energy, and skill.

The problem is that people move into supervisory roles because they are very good at something, but not always because they are good at managing people. Here's the truth: Most organizations have a lot of managers who are just not that good at managing people.

Here's the myth: If a manager is not naturally good at managing people, then he/she cannot learn. Let me tell you what I've learned from our supervisory skills boot camp for managers. Maybe not all people can learn to be brilliant people managers, but almost everyone can learn to be much, much better at managing people. After going through our high-impact skill-building program, participants are not magically transformed. But they begin to tackle their fears about difficult conversations with employees. They learn real techniques to master the day-to-day challenges of supervising people. And they improve.

When our clients choose to put their managers through our boot camp, we tell them not to expect miracles. We aim to meet three simple goals for participants: #1. Take more responsibility for managing people, #2. Work harder at managing people, #3. Get better at managing people. That's it. There are no miracles. But it does have a huge impact.

So, if you decide to hold a boot camp for your

managers, what skills should you teach? Well, let me share with you the program we follow:

First, we make the business case. Why is it so important that managers improve their supervisory skills? Because the supervisory relationship between managers and direct reports is the number one factor in morale, productivity, and retention of high performers.

Second, we help managers tackle their fears about taking a hands-on approach to managing people. It's not easy. It's very, very hard. But it's absolutely necessary if the supervisor is going to drive performance.

Third, we teach managers the FAST Feedback® coaching skills model. The core competency is giving feedback. Feedback is a special form of communication because it is always responsive. The manager takes in information and responds; watches an employee perform and responds; listens to an employee and responds; reviews a work product completed by the employee and responds. What makes feedback FAST? FAST is an acronym. It stands for frequent, accurate, specific, and timely. Frequent means that each employee has his/her own unique frequency. Learning to coach each employee at his/her unique frequency is the key skill. Accurate means that managers must choose their words very carefully. The key skills are stopping to reflect, questioning assumptions, checking facts, writing scripts, and rehearsing. Specific means that managers have to go beyond praise and criticism, they must tell employees exactly what to do next. The key skill is setting concrete goals and deadlines with clear guidelines. Timely means giving feedback on an ongoing basis, every day, while employees are performing. Rather than a skill, we call this a

habit, and urge managers to make a habit of holding a daily coaching conversation with every employee.

Fourth, we work with participants to practice, practice, and practice giving FAST Feedback. Talking about it is easy. Actually practicing the skills is not so easy. The most important part of a management boot camp is that you require participants to brainstorm about real employees, write scripts, rehearse them, and role play feedback dialogues with other participants. That's how managers start to learn the techniques, build the skills, and tackle their fears about difficult conversations.

Fifth, then we introduce them to HOT Management™. HOT Management is the advanced coaching model that builds on the skills learned in FAST Feedback®. HOT stands for "Hands-On Transactional." HOT Managers are "hands-on," which means they spend time regularly with the people they are managing to help them think through assignments up front, anticipate resource needs, avoid potential problems, and create realistic timetables for results. "Transactional" means that HOT Managers drive performance through negotiation, rather than just relying on "being the boss." They find and leverage the "needles in a haystack" that are each employee's unique needs and wants – whether it is a choice assignment, Thursdays off, the corner cubicle, or bringing the dog to work. They know they can't give everything to everybody. But they try to do as much as they can for every employee, making a custom deal for every person to give him or her more of what he or she needs or wants. In exchange, HOT Managers hold each employee accountable for meeting ambitious goals and



deadlines. In other words, HOT Managers engage in an ongoing dialogue with each person they manage. That dialogue basically sounds like this: "What do you want from me? Good. Here's what I need from you." And conversely, "Here's what I need from you. What do you want from me in return?"

Sixth, we work with participants to practice, practice, and practice. Again, it's easy to talk about HOT Management, but not so easy to do it. So we focus our boot camp on practicing seven HOT skills: #1. Negotiating "custom deals" with employees in exchange for their commitments to do more work and better work. #2. Creating HOT Teams by getting every person on board with the high performance culture of more work for more rewards for everyone. #3. Coaching and supporting every person every day to help each person meet ambitious goals and deadlines. And holding every

person accountable every step of the way. #4. Dealing with low performers immediately by working through the HOT performance improvement model – ability, skill and will. #5. Conducting deal-breaker conversations ("improve or be removed") with recalcitrant low performers. #6. Cutting through the red tape by going to the right people in HR, legal, EEO, unions, etc., and getting their help in dotting all the 'i's and crossing all the 'T's. #7. Maintaining the intensity of HOT Teams by conducting regular team-building meetings, refreshing the team with new talent, and getting newcomers up to speed right away.

CONCLUSION

I strongly recommend putting managers through some kind of boot camp – a high impact program designed to hammer away at great supervisory skills. Feel free to imitate the seven-

step program outlined above, or create your own boot camp. Remember, don't look for miracles. Just get managers to take more responsibility, work harder, and get better at managing people. That will have a huge impact.

Bruce Tulgan is the founder of RainmakerThinking. Tulgan is the author of the forthcoming book, HOT MANAGEMENT, as well as the brand new HOT Management training program available on CD-R, co-authored with RainmakerThinking's Dr. Carolyn Martin. Tulgan is also the author of WINNING THE TALENT WARS (WW Norton, 2001) and the classic MANAGING GENERATION X (WW Norton 2000; 1995), and co-author with Martin of MANAGING GENERATION Y. Tulgan is also the founder of RainmakerThinking, Inc., the management training firm based in New Haven, Connecticut (www.rainmakertalking.com).

BOCA RATON Conference Update

*Refresh.
Renew.
Rejuvenate.*



You need to be at this conference! If not for the indescribable beauty of the property, or the high caliber of the speakers, you won't want to miss the Sunday night event! We're not going to leave the resort for a local museum hors d'oeuvres and experiential learning tour. We've already done the riverboat thing. Instead we're going to have the finest poolside Tropical Breeze party ever! This will be at the Beach Club. Some of you will be staying there already.

Picture this: A Mojito in one hand, a skewer of Jerk Chicken in the other and steel drums playing along with the crash of the Atlantic surf and Denise Franck doing the Limbo! Can you dig it?!?! I knew that you could.

Pack up your sunscreen (Rodney: #30 at least) there's going to be outdoor training functions. Come a day early for the golf or if any bubble-makers want to plan a night dive on Friday/Saturday, I'm all for it. This conference will have everything from high take home value to fun, friendship, and networking.

See you in Boca!
ROB GAGE
YOUR CONFERENCE DIRECTOR



ROBIN GETMAN



GINA McANDREW



BRUCE TULGAN



TOM CHAMPOUX



JEFF HIGLEY



BOB PIKE



JEFFREY CUF AUDE

Boca Raton Speaker Line-Up *A Can't Miss*

Reviews from CHART's St. Louis Conference were spectacular, with speaker and session rankings uniformly really high, so topping that in Boca Raton was going to be a challenge. The gauntlet thrown, our VP of Education Mike Hampton again rose to the challenge and has recruited another sensational line-up of speakers.

The Conference kicks off on Sunday with a very funny, invigorating session by Robin Getman on *The Power of You: How to Capture an Audience Without Taking Prisoners*. Her premise? Gimmicks are great, but the power behind your presentation is YOU. Learn how to effectively communicate in presentations AND how to pass this skill on to trainees who need to successfully interact with your guests.

Sunday afternoon continues with two team building sessions conducted by Diann Newman and Gina McAndrews. These interactive, vitalizing sessions are designed to teach participants how to facilitate trust, cooperation, understanding and acceptance, all while giving attendees an opportunity to establish their own open, trusting, participatory environment. These sessions will provide you with effective exercises to take back to your own offices as well as set the welcoming, sharing tone for the rest of our time in Boca Raton.

Bruce Tulgan presented at our St. Louis conference and was so well received that he will return to present in Boca Raton on Monday. *H.O.T. MANAGEMENT™: How to Train Managers to Manage Their Young Employees* addresses the new relationship between employer and their young employees.

This session teaches you about the new transactional relationship and how to capitalize on it to get the most out of each employee by transforming the day-to-day employee demands into levers that drive their performance.

Jeffrey Cufaude will introduce you to some of the current trends and best thinking about effective employee training in his session on *Ten Tips for Enhancing Training Effectiveness*. Old training methods may no longer be achieving the intended results. These practical tips are the kind members ask for repeatedly – the kind that can be taken back to their companies and put to use right away.

Tuesday opens with *Leading in Turbulent Times* by Tom Champoux. What team members expect from leadership is a key driver and those expectations are changing as differently skilled professionals enter the marketplace. In this session Tom will address how leadership models are changing as those who are being led need different things from their leaders. This will include the behaviors and responsibilities of traditional leaders that hinder team productivity in a changing environment, understanding resistance to change and where it comes from so you can help your team move forward, and the importance of the leader in clarifying what role they need from each member.

In our closing session Wednesday morning, *The Perfect Economic Storm: 7 Strategies for Surviving and Thriving in these Turbulent Times*, Bob Pike will discuss the fact that "business as usual" has not been usual for a long time. That there have been economic ups and downs in the past, but the down we have

been on seems longer than ever before. What caused it, and is there anything we can do to change things. In this fast-paced, highly interactive presentation Bob will share three key factors over the last three years that have created the Perfect Economic Storm. He will also share seven specific strategies each person can implement personally and corporately to insure that we not only survive, but thrive in these turbulent times.

BEST PRACTICES & CASE STUDY SESSIONS

A new addition to the CHART Conferences, the best practices workshops were first held in St. Louis and were very well received. Come see these CHART members present their in depth best practices and case studies.

Best Practices to Retain Unit Level Employees,
by Teresa Siriani, President, People Report™

10 Things You Should Ask Your E-Vendor and 10 Things Your E-Vendor Should Ask You by Jim James, Red Lobster and Chad Hostetler.

Visual Literacy Express by Julie Ramdial, Arby's, Millie Sonneman and Thomas Secheyaye, Hands On Graphics

What the Industry Benchmark Study Means to You,
by John Isbell, IHOP, Kathleen Wright, IHOP, and Rich Waring, Batrus Hollweg International

MEMBER BREAKOUTS

Always one of CHART's top ranked sessions, the member breakouts this year again include some fabulous CHART member presenters speaking on some very useful, practical issues.

From Snooze to Enthuse: 8 Steps to Improve Any Training, by Josh Davies, Magnolia Hotels

How to Create a Leadership Training Program,
by Tami Smith, Hoss's Steak House

Sustaining Excellence by Tom Champoux

Putting Together A Store-Opening, a panel
moderated by Rob Gage

People Pointers for Positive Presentations,
by Rodney Morris, Pasta Pomodoro.

Many Thanks to Boca Conference Sponsors: HSA International for sponsoring the Steel Drum Band at the Sunday night Pool Party, and Triarc Restaurant Group (TJ Cinnamons) for sponsoring a conference break.

Don't Miss CHART's Pre-Conference Workshops on Saturday, August 2.

"Real Life" Mentoring: The Steps to Implement an Effective Mentoring Program at All Levels of Your Operation, by Ron Yudd, Saturday, August 2, 2:00 p.m. – 5:00 p.m.

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

AHLA Educational Institute CHT Review Session & Exam



BOB PIKE ADDED TO AGENDA
as Closing Speaker on The Perfect Economic Storm: 7 Strategies for Surviving and Thriving in these Turbulent Times

REAL LIFE" MENTORING:
The Steps to Implement an Effective Mentoring Program at All Levels of Your Operation by Ron Yudd added as a Pre-Conference workshop.

RESOURCE GALLERY
Come meet the most impressive set of Resources CHART has ever had. This year's Resource Gallery is going to be the best one ever. The Resource Gallery includes 16 vendors, all of which have been used and recommended by other CHART members. Come see the awesome, simple, affordable and useful products, materials and services they have to offer, all while having a cocktail, networking and maybe winning one of several great prizes donated by our vendors!



Florida Regional Meeting

BY JIM JAMES

The Orlando Training Summit met at the Darden Training Center on Friday, May 2. About 25 training professionals from 10 organizations attended to hear Donna Schober of Red Lobster present and take questions on Training ROI. After lunch from the Olive Garden, the afternoon continued with Charly Robinson with Charmida, who showcased his server sales-driven technology, Hocus Pocus, which taps into current POS

systems to track data. Finishing off the day, Jim James, also from Red Lobster, had tips on improving PowerPoint presentations.

The next Training Summit will held on Friday, September 12, 9 a.m. – 4 p.m. Perkins Restaurants has graciously offered to host the meeting at their facility near OIA. The planned topic will be Succession Planning.

Chicago Regional Meeting

BY ANNETTE BOND

The Chicago region held a regional meeting May 20 at McCormick Place as part of the National Restaurant Association show. TJ Schier made a presentation on employee motivation. TJ also talked about how training needs to be ongoing and adapted to the employee's needs. After TJ's presentation each attendee spent time sharing what he or she was working on and sharing best practices. At the end of the meeting Christine Andrews distributed brochures for the August conference

in Boca Raton and TJ gave some information about the speakers scheduled for the August conference.

All in all, it was a great chance to get some information on motivation, share ideas, and network with other CHART members and non-members. Special thanks to Sue Wasyluk for getting a meeting room for us in McCormick Place.

Dallas

BY CARRIE GOFF

DFW hosted a regional meeting on Monday, June 9th at the Texaswings/Hooters corporate office. We started the meeting with some GREAT food provided by Macaroni Grill. Jennifer Hartley, VP of HR for Macaroni Grill, spoke to us about how to provide value to your organization. Some key points included:

Putting people at the top of the priority list.

HR/Training must understand the language of the business they work for to be able to sell their products/programs.

Looking outside your industry to obtain some fresh ideas.

These were just a few of the key phrases that were included in this dynamic topic that our departments are facing more and more in today's market.

The rest of the afternoon was spent sharing information on what our companies were doing in regards to Perks for trainers, Training GM criteria, and Franchise orientations.

GREAT FUN!!





Minnesota Regional Meeting

BY JOLEEN FLORY LUNDGREN

On June 3, 2003, Buffets, Inc. hosted our quarterly regional CHART meeting. In attendance were representatives from Buffalo Wild Wings, Buffets, Caribou Coffee, Famous Dave's, Leann Chin, Marshall Field's, and Perkins.

The guest speakers were Bob McGurk, Senior VP of Operations, Buffalo Wild Wings, and Dave Quick, VP of Training, Buffets Inc. Each shared his insights and solicited best practices from the group in the areas of sales building and Training's partnership with Operations.

The following best practices were determined:

- *Everyone in operations has a responsibility to teach, coach, and provide feedback every day.*
- *The Training Department is the cavalry that sends messages from the front lines back to the Generals about what support is needed.*
- *Programs sent to the field by any department should be kept to a minimum.*
- *Any program created should have a direct correlation to the company's Mission Statement.*
- *Allow those in Operations to tell you what is working, what is not working, and what they would like to see from your department in the future.*
- *In addition to an existing solid base of operational experience, it is important for trainers and other Home Office Team Members to consistently spend time in the field.*
- *Multi-unit supervisors must ultimately be held accountable for implementation deficiencies in training.*



William Murray of the Eagle Learning Center also joined the group. In his speech, "Creating a Customer Focused Culture," he shared that individuals choose their performance. They choose to either soar like eagles, or quack like ducks. In order to create a culture full of eagles, the following 7 values must be instilled in the workplace:

- PURPOSE.**
- UNLIMITED THINKING (CREATIVITY).**
- RESPONSIBILITY.**
- PERSONAL TRUST.**
- OTHERS SERVED.**
- SELF ESTEEM.**
- ERRORLESS.**

Mr. Murray noted that in order to build sales, every member of the organization must extend that company's core values to everyone who enters.

Thank you to the Angie Hoskins and her Team from Buffets, Inc. for yet another fabulous day of learning and sharing.

Ohio Regional Meeting

BY HEATHER THITOFF

Vicki Houston and Heather Thitoff of Damon's Grill hosted the Ohio Regional meeting this month at the Damons Learning Center. Starting out with a meet & greet, attendees met old friends and welcomed newcomers. Following a brief tour of the Damons Learning Center, the meeting proceeded addressing the topic: Using technology to aid training/operations. Natalie Ward of Bob Evans was first to present with a demo of her latest online learning adventure, the Bob Evan's Learning Place. She had an interactive module loaded up for attendees to review and answered

many questions along the way about both her example and some of the background development work that went into creating the online learning at Bob Evans.

Mike McCoy of Damons was the second presenter, demonstrating some of the work Damons is focused on and also reviewing the interactive NTN trivia Damons employees have access to in their restaurants and how they have been able to leverage a strategic partner to provide training through their medium.

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Harry Bond Wins CHART 2003 Commitment to People Award



The CHART Executive Committee is thrilled and honored to announce that the 2003 Commitment to People Award winner is Harry Bond, President of Monicals Pizza. The CHART Commitment to People Award was created in 1993 to recognize leaders in the hospitality industry who demonstrated a continuous dedication to People. The award is presented annually to a CHART member's CEO/President in recognition of their

outstanding commitment to the development of people in their organizations. Harry is the very first winner of this award who is not only the President of a CHART member, but has been a CHART member himself since 1994.

The criteria for winning the Commitment to People Award are: Effective communication of the organization's culture, Programs that demonstrate a commitment to people, Efforts to be involved in the development of people, and Ability to break down barriers in order to create opportunities. The elaborate Album submitted by his staff in support of Harry's nomination not only showed how he met the award criteria ten-fold, but also exuded the love and admiration that his people feel for him in return for his devotion to their personal and professional growth and success.

The Commitment to People Award will be presented at the gala dinner Tuesday night during the Boca Raton conference.