



St. Louis Attendees Say “BRING IT ON!”

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APRIL/MAY 2003
FLIPCHART EDITOR
Patti Evanosky

*Visit our website at
www.chart.org*

This year's community service project found over 50% of the Spring Conference attendees at Operation Food Search, a non-profit organization that distributes food free of charge to community agencies to help feed hungry individuals, families and children. 64 enthusiastic CHART members sorted dry goods, cleaned out storage rooms and organized office space at the Share Our Strength recipient group's facilities. With transportation provided by People Report™ and a wonderful meal courtesy of Hooters, all who participated came away, refreshed, renewed and hopeful that as an individual you can make a difference.

If you would like to plan a service event for your organization, listed below are some helpful steps to take in your planning. Also, we have listed the Share Our Strength Field Manager in your area so you may contact them to inquire about where your group could do a service event. Should you have any further questions about planning a service event, please feel free to contact our Community Service Director, Teresa Siriani Teresa@peoplereport.com

“Never doubt that a small group of thoughtful committed citizens can change the world; indeed it's the only thing that ever has.” – Margaret Mead





FROM THE PRESIDENT

BY T J SCHIER

CHART UPDATE



CHART

Wow! What a phenomenal conference! The St. Louis Conference Team and Mike Hampton did an outstanding job. The great news is Boca will be even better! A few updates in between the conferences this year:

BY-LAW CHANGE – We will be voting on a by-law change this August (to hold one annual conference or two). If you attended the St. Louis conference, you DO NOT need to be present to vote. We will be sending out the formal by-law change we will be voting on, as well as a list of pros and cons. If you attended St. Louis, you will receive a ballot in the mail and you'll need to vote and return it prior to the deadline. Those attending Boca will vote at the conference and the decision will be announced there. As a reminder, by-law votes need to pass by a 2/3 majority.

REGIONAL MEETINGS – Let's keep the momentum moving! Keep an eye on the FlipCHART and your e-mail for future meetings. If you will be at the NRA Show, we are having a meeting on the Tuesday of the show,

so visit your fellow members at the Show. Even if you are in a smaller market, get together and network – it doesn't have to be a big production. Contact Claudia Carr if you need any templates, suggestions, or ideas.

CHART – Whatever the outcome of the vote, CHART's spirit, value, and vitality is driven by the membership. WE determine what we want the group to feel like. Having attended WFF this year, they were touting how 'friendly and open everyone was.' Compared to nearly all other industry events, they are exactly right. But compared to the sharing and caring attitude of CHART, it's not even close. We are a very large training family concerned with moving the industry forward and helping our fellow trainers. That will never change whether we have 1 or 2 conferences or have 100 or 400 attendees.

CHART IS YOU – be involved, share, and ensure you think long and hard about the vote you cast this summer. It's YOUR organization – help make it into everything you want and need to be successful.

National Restaurant Association
EDUCATIONAL FOUNDATION



BHI



PEOPLE REPORT™





California

Regional Meeting

FEBRUARY 20TH, 2003

Off The CHART

CHART REGIONAL MEETINGS

SCHEDULE AS OF APRIL 14, 2003

May 2, 9:00 a.m. to 4:00 p.m.

The Training Summit

Orlando, FL - Darden Training Center

Subject: Training R.O.I.

Contact: Jim James - jjames@redlobster.com (407) 245-5420

and Jim Knight at jim_knight@hardrock.com (800) 235-7625 x2478

May 20

Chicago, IL - NRA Show, McCormack Place

Contact: Annette Bond, annette@monicals.com, (815) 937-1890

May 28, 10:00 a.m. - 12:00 p.m.

Columbus, OH - Damon's Grill Learning Center

Contact: Heather Thitoff, hthitoff@damons.com, (614) 538-3333

June 3, 8:00 a.m. - 12:00 p.m.

Minneapolis, MN - Buffets Corporate Office

Contact: Angie Hoskins, Angieh@buffetsinc.com, (651) 365-2740

June 9, 2:00 - 5:00 pm.

Dallas, TX - Hooters Corporate Office

Contact: Carrie Goff, cgoff@texaswings.net, (214) 343-9464

June 17, 1:00 p.m. - 4:00 p.m.

Irvine, CA - BJ's Brewhouse

Contact: Nannette McWherter, Nanette@Bjsbrewhouse.com, (714) 376-0116

June 23

Dallas, TX - SW Foodservice Expo

Contact: TJ Schier, tj@thepeoplepyramid.com, (972) 691-7378

October

Chicago, IL

Contact: Annette Bond, annette@monicals.com, (815) 937-1890

THE 2nd CHART Regional Meeting was held in Southern California and attended by 26 people, including many potential CHART members. Hosted by Clive Solomon and Wolfgang Puck's, the group was treated to a great presentation by Teresa Siriani of People Report (one of our sponsors) and saw a demonstration of Chuck E Cheese's soon-to-be-launched e-learning and testing platform presented by Todd Horchner's fill-in, TJ Schier.

Networking time rounded out the day, as potential members received great information about the organization and its benefits. Members shared other ideas including hiring profile tests, effective sexual harassment and diversity videos, and other hot training topics.

BJ's Brewhouse will be hosting the next meeting in June. For information and details, contact TJ Schier at tj@incentivizesolutions.com.



To All Potential Regional Meeting Hosts

Please send your date, place, and time of meeting to Claudia Carr, Regional Meeting Director, as soon as you schedule it so it can be posted for everyone! My new contact information is:

E-mail: carrgill@earthlink.net

Fax: 425-454-7916

Also, if you are in need of meeting templates, they can be downloaded from our CHART website, or contact Claudia Carr or Joleen Lundgren.

St. Louis Conference Notes

Best Practices in E-Learning

PRESENTED BY HELEN CHEN/JEFF TENUT, NOTES BY LISA LARGE

Helen presented Maritz's belief on effective training and how to obtain it through a "Competency Based Learning Program". Discussed was how to utilize a performance management system, conducting skills assessments and gap analysis reports. The program focuses on relevant skills, abilities and then prioritizes training effort.

One of Helen's last slides summed up how this relates to our industry:

Increased employee competence is both possible and profitable:

Learning programs can result in increased competence level.

Increased competence level can increase productivity.

Jeff stepped in and shared some models that he has created w/ training. It was exciting to see "the future of training" and to hear about a case study, Anheuser-Busch and their business results.



St. Louis Conference Notes

Diversity 101: What Would Your Grade Be?

PRESENTED BY CHERE' NABOR, SENIOR DIRECTOR,
DIVERSITY INITIATIVES, MCDONALD'S CORPORATION

NOTES BY JENNIFER CLARKE

Chere' defined diversity as "a collective mixture characterized by differences and similarities that are applied in pursuit of organizational objectives" and that management of diversity is the "process of planning for, organizing, directing, and supporting those collective mixtures in a way that adds a measurable difference to organizational performance."

Chere' identified the dimensions of diversity as primary and secondary. Primary dimensions include age, gender, race, and sexual orientation. These are the characteristics, along with a person's appearance, eye contact, movement, touch, and facial expressions, on which we generally make assessments and base our decisions. It is in the secondary dimensions where the richness of who a person really is can be found: parental status, military status, socio-economic background, marital status, education, religious beliefs, work experience, geographic location, and hobbies, just to name a few. In order to get to the "riches," we must first accept all the primary, or superficial differences and work our way below the surface!

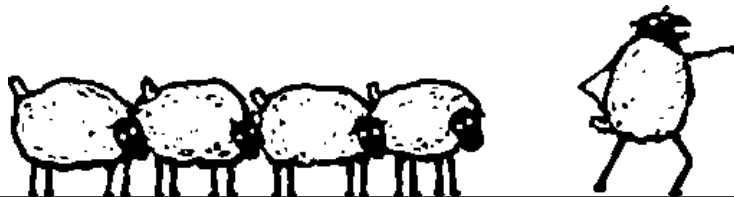
Chere' led the group in several exercises that helped illustrate the group dynamics of "insiders" and "outsiders," all of which are applicable to customized training within our own organizations.

Diverse organizations (those that reflect their marketplace) will show bottom line results. Why? Those individuals speak the language, literally and figuratively! Learning about diversity helps a company recognize talent, even when it's packaged differently.

In closing, Chere' gave us three tips to remember:

- 1. Leverage all available talent.***
- 2. Get ahead of the demographic curve.***
- 3. Inclusion is a continuous journey!***





St. Louis Conference Notes

Fundamentals

Nine Ways to Be Brilliant at the Basics

PRESENTED BY JIM SULLIVAN NOTES BY: SHANNON SMITH



Jim Sullivan sorting dry goods at Operation Food Search.

Jim Sullivan's presentation was remarkable, energized, and informative. In this presentation he covered how to get both your customers and employees to come back; the importance of not only customer service, but also employee service; how to motivate employees to sell; the role of service in sales;

the importance of recognition and reward; and how to bring these practices into training.

Points to Remember:

To shift the focus of profitability you must 1) build customer loyalty, 2) build employee loyalty, and 3) increase sales. Keeping in mind that customer satisfaction is worthless, customer loyalty is priceless.

Our employees are our 1st market. How you treat your team members is how they will treat each other and the guests! Treat them as people first, employees second. Manage them with an attitude, you have to re-recruit them every shift. Watch out for and relieve a stressed employee. Never treat a customer better than an employee. Keep them as pumped up as they were in the beginning. Apply and upkeep standards – holding in mind that what you permit you promote!

THREE FACTS ABOUT SERVICE

Most customer complaints are linked to disrespect, for example the disrespect of someone's time. Most are a result of systems challenges, not people challenges, for example the fryer being down. You can't deliver better service than you've personally experienced, for example our younger employee who hasn't had the experience needs us to show them.

SERVICE FILLS A NEED – HOSPITALITY FULFILLS PEOPLE.

Just a few service tips: Full hands in, full hands out. Pre-Bus – clean as you go is the sign of a pro! Don't point – open palm and guide. Pay attention to wobbly tables and broken lights.

Just a few hospitality tips: Never say anything that you wouldn't say to your grandmother. Serve the team 1st. How your people feel ends up on the plate. Use the 3 Cs – Compliments, Clothes, and Children. Update Employee of the *Moment*. If you are not going to sing Happy Birthday with flair, stop doing it at all. Look, Smile, Talk, and Thank. Remember names. Servers should be well versed in local attractions. Minimal "scripts" when answering the phone. Make the first 10 minutes count!

YOU ARE NEVER ENERGY NEUTRAL... YOU ARE EITHER GIVING PEOPLE ENERGY OR DRAWING IT FROM THEM.

Create the perfect shift: Supplies and stations stocked, locked, and loaded. The equipment works. Energy is flowing. Full staff for full house. Manager is in control and *leading*. Guest never has to ask for anything. Everyone knows where the manager is. Conduct effective pre-shift meeting. Everyone learns something new.

How servers can sell more: 1st Teach servers how little you make before you teach them to sell more – show what the costs are. (Don't put posters on employee bulletin board that you want to be read!)

Product knowledge. Equipment that works. Suggest favorites. Apps before beverage, dessert before coffee. Suggest coffee and a side at lunch. Endorse the choice! A server should be able to say how they personally or someone else enjoys the choice – should not say they have never had it and leave it at that! Never test on the guest – use pre-shift training.

AS IT RELATES TO TRAINING:

- Train learners 1st on what causes the most pain & frustration.
- It takes 21-28 days to make a habit.
- What is fun to learn is rarely forgotten.
- Have the attitude of a learner when training.
- Teach everyone something new every day.

ADULT LEARNING:

- Low-fat training...small chunks of info.
- Develop subjects around past experiences.
- Challenge the fact that they don't know everything. They handle change everyday all day long. Tell them to draw everything on the front and back of a penny.
- Have them self-address a letter of 5 things to do



65th Training Conference St.

Highlights and Take Aways

SPEAKER: SHEP HYKEN

GENERAL SESSION: MOMENTS OF MAGIC™: BE A STAR WITH YOUR GUESTS AND KEEP THEM FOREVER

Repeat business is the key to longevity for any hospitality-based organization. But generating repeat business is not as simple as pulling a rabbit out of a hat. Rather, it's the result of a dedicated and committed team of employees who are trained to produce Moments of Magic% for your guests. Successfully applying these skills in your business will allow your company to not just meet guest expectations, but exceed them.

TAKE AWAYS:

- Satisfactory is no longer good enough, better than satisfactory is necessary
- Moments of misery can be turned to moments of magic
- You don't have to give something away free (meals, nights, etc.) to solve a problem.
- If you want great feedback – sit in the restroom. You'll hear more from your staff than you ever thought possible. • Refresher on the 10ft, 5ft rule.
- Communication is the key. One word can be interpreted many ways by different people. (Run exercise)
- People do business with people. The food/hotel might be good, but the key is people.
- There is a difference between a satisfied customer and a loyal customer (cab driver story)
- 5 Ways to Build A Stronger Relationship: 1. Manage the 1st Impression – sets the tone for whatever interaction is to follow. 2. Knowledge & Expertise in your business – you don't have to have all the answers, but should know where to get the info, how to use and interpret info. 3. Rapport building – people love to talk about themselves or their children. 4. Enthusiasm – need to be excited about what you do – has to be contagious. Positive attitude, enjoy working with people. 5. Communication – Ordinary Sensory Perception – ability to read people. Understand what is being said. How early is early? Sparkle
- What guests really want: 1. No mistakes (especially none due to a breakdown in communication). 2. Quality at every turn (quality in product and service- not just one or the other). 3. Under promise & over deliver (think lines @ Disney). 4. Consistency (service, effort, and company standards). 5. Show appreciation.

SPEAKER: DONNA LONG GENERAL SESSION: THE SPIRIT OF TRAINING LEADERSHIP

Strike a chord with your employees to ensure they continue to retain the key points from your training efforts. You will learn how to hit the three notes that will help you turn your training efforts into music to your employees' ear and enable your program to meet the workforce challenges of the future.

TAKE AWAYS:

- Traveling trophy • Music CD – nice takeaway
- Every once in a while you have to take a "brain break"
- Associating a lesson with music – helps remember lessons better.
- Difference between manager & leader. To Manage is to control the movement or behavior of; handle; manipulate. To have charge of; direct; conduct; administer. To Lead is to show the way; direct the course by influence. People are lead; processes are managed.
- Mission/Vision statements should be short and easy to recite.
- We have choices on how we deal with circumstances: Great minds focus on ideas, mediocre minds focus on events, small minds focus on people.
- HR & Training is the "flight attendant" of the organization – when things get bumpy – everyone looks to you. You are the face of your organization.
- SMILE & VIBE acronyms • Fun helps with retention (how did you learn your ABC's?)
- Spend time with your staff. 15 minute one on one at the beginning of employment and 5 minutes monthly can improve retention by 70%. • Let your line staff run pre-shift meetings



Louis, MO March 8 – 12, 2003

SPEAKER: CHERE' NABOR
GENERAL SESSION: DIVERSITY 101:
WHAT WOULD YOUR GRADE BE?

Understanding the relationship between diversity and profitability is not easy. As a Trainer and/or HR profession, it's your role to make certain that management and your employees alike have a grasp of this all important concept and the catalyst for doing so is an effective diversity education program. Chere' defined the dimensions of diversity and provided guidance that will help make your management team understand, recognize, value and execute effective diversity initiatives.

TAKE AWAYS:

- Diversity – a collective mixture characterized by differences and similarities that are applied in pursuit of organizational objectives.
- We belong to multiple groups – not just race & gender.
- There is only one appreciating asset in your company – people. Need to develop and invest in people.
- Insiders & Outsiders – think of exercise & how damaging "cliques" can be.
- Diversity is not about counting heads
- Iceberg – if you don't accept people above the water line, how do you get below the water line?
- Recognize when you need to update your "hard drive" (remember dog story)
We constantly send messages even growing up. Think of the difference on how we would react if a girl got hit with a ball vs. a boy. All that programming comes with us to the work place.
- Value people's previous experience and knowledge.
- PPT slides will be emailed out and on website soon.

SPEAKER: HARRY BOND
BREAK OUT SESSION: HOW TO CREATE
A LEADER – EDUCATING BEYOND THE
HARD SKILLS

In this era, change is happening at the speed of light. Employees expect to change jobs and careers every 7 years. We are in an industry with annual turnover over 100%. It takes time and effort to learn to become a leader and change habits to improve leadership skills.

TAKE AWAYS:

- Online Courses with Harvard Business. • Leaders are not born.
- As an industry, we need to start looking at successful businesses outside of our industry and what they are doing.
- Different types of leaders – depends on position & responsibility
- Balanced scorecard – helps communicate how everyone fits into the organization.
- Whether or not you have (or think you have) a formal or informal mentoring program for your company – it is happening. You need to find out who the mentors are.
- Your company culture has to be ready for the training programs – if not supported won't be successful
- There are different ways to lead different people.

SPEAKER: JIM MAROVEC/LISA BUENING
BREAK OUT SESSION: IMPLEMENTING A
SCHOOL TO WORK PROGRAM

Learn about the ProStart School to Career program and what the industry is doing to encourage high school students to pursue successful careers in the hospitality industry.

TAKE AWAYS:

- Awesome benefits
- Good information on how to implement a program from start to finish.

SPEAKER: JEFF TENUT/ HELEN CHEN
BREAK OUT SESSION: BEST PRACTICES
IN LEARNING:

A COMPETENCY-BASED APPROACH

TAKE AWAYS:

- Defined knowledge/skills & broke it down.
- Need to define problem before you design the solution
- Need to have a baseline to be able to measure effectiveness of training.

SPEAKER: BRUCE TULGAN
SESSION: H.O.T. MANAGEMENT:
HOW TO TRAIN MANAGERS TO MANAGE
THEIR YOUNG EMPLOYEES

Every organization is trying to "do more with less" especially when it comes to personnel. By the same token, every employee wants a custom deal. So what is a manager to do? The answer is simple: give employees what they want and in exchange, require them to work smarter, faster, and better.

TAKE AWAYS:

- No matter the generation – all are going towards "transactional"
- Low performance is not an option. • What you permit, you promote.
- Leading today is a day-to-day operation.
- Find the needle in the haystack – turn them into reasons to stay. Sometime you have to ask them (think of story of "thinking couch")
- Sometimes it is ok to take charge
- Why do we tolerate poor performance in the service industry? We would not tolerate it if an accountant was embezzling.
- Have to have a systematic process for keeping in touch with good employees who leave (could be reserves)
- Just in time learning • Everyone is a free agent. Everyone is high maintenance.
- High performers hate to work with low performers. Low performers cause all the problems high performers have to fix. Low performers get paid (the same as high performers). Low performers send a message – it's ok to be a low performer. Creates low service culture. Have to change that service culture – it's cool to be a high performer and low performance is not tolerated.
- Managers are afraid to deal with low performers because: they don't like difficult conversations, afraid they are going to get sued, and afraid of all the red tape. Need to teach managers on how to get through the "red tape" and how to work with HR. Disgruntled employees are going to sue you regardless. You can get rid of people for poor performance. Have to teach managers how to have difficult conversations so they are not afraid.

Highlights and Take Aways *(continued)*

SPEAKER: JIM SULLIVAN
SESSION: FUNDAMENTALS – 9 WAYS TO BE BRILLIANT AT THE BASICS

TAKE AWAYS

- Don't be a candle – be a blowtorch (Energy direction). A leader is never energy neutral. You are either giving it to people or draining it from them.
- Pay attention to eye color • Re-recruit your employees after every shift
- The guest is the owner • Serve your employees first
- Hire people bigger than you
- Remember the Grandmother rule – don't say anything that you wouldn't say to your grandmother.
- Don't let your staff practice on your guests
- Employee of the moment – not employee of the month. Have fun with it.
- Birthday celebrations – make them count
- Three C's – clothes, compliment, children
- Different between hospitality & service. Hospitality is the emotional gift.
- Customer satisfaction is worthless, customer loyalty is priceless.

SPEAKER: TERRY PAPPAS/ANNETTE BOND

BREAK OUT SESSION:
HOW TO IMPLEMENT LOSS PREVENTION & GUEST SAFETY PROGRAMS

TAKE AWAYS:

- Managers tend to have the attitude the "accidents happen". Have to teach them to take a proactive approach.
- Have to keep training fresh for long term employees. Analyze accidents – saw tendency for long term employees not paying attention.

SPEAKER: DONNA RYNDA
BREAK OUT SESSION: HOW TO SURVIVE & THRIVE DURING CHANGE

TAKE AWAYS:

- How to recognize what levels of change people are in and how to manage them.
- Have to shift focus from "loss" to "gain" on change. Most people focus on what they lose.
- Great motivational speaker/good techniques
- Whose team are you playing for? The name that is on the back of the jersey or on the front? • Have to flexible and adaptable.
- Have to keep changing. When you stop changing you are through.
- 7 different times, 7 different ways.

SPEAKER: SUSAN STEINBRECHER
BREAK OUT SESSION: WHAT EXECUTIVE COACHING IS ALL ABOUT

TAKE AWAYS:

- 50% of Coaching can be a derailer – don't give the tools
- Asking what questions vs. why questions. What questions are solution oriented. • Mental Models • Helpful phrasing
- Get permission to give feedback

SPEAKER: CURT ARCHAMBALT
BREAK OUT SESSION: LEADING A STRATEGIC TRAINING DEPARTMENT

TAKE AWAYS:

- Very important to work hand in hand with operations
- Use surveys to get feedback
- Have to understand the strategic plan for the organization.

SPEAKER: ANDY FEINSTEIN
BREAK OUT SESSION:
HOW TO USE SIMULATIONS IN TRAINING & WHY THEY WORK.

*Using technology to look at the flow of service
Good insights into different types of simulations
Different types of flow that restaurants/hotels can use to apply to their service areas.*

SPEAKER: LAURA BERMAN FORTGANG
GENERAL SESSION: EXCAVATING YOUR BLUEPRINT TO SUCCESS

You and your team know how to set goals, but what about accessing a surefire path to success? This presentation guides you through the three stages of excavating the blueprint that will determine your easiest, least stressful road to achieving your goals and objectives. Learn new skills that make you more aware of possibilities that create results and that challenge conventional wisdom about achievement.

TAKE AWAYS:

- The essence of coaching is the questions: Information questions (who, what, when, where, how). WAQ or Wisdom Access Questions (what – these are questions that will transition – solution oriented) Information questions get the scoop, WAQ allow people to grow and discover their own brilliance.
- Have to identify what is not working. Traditional goal setting is on the way out. Setting new objectives is good, but also just as effective is cleaning up what is not working. Have to "make room" for your vision. Take action on what is not working and you will see positive change
- Learn to say no & re adjust your boundaries. You are the "swimming pool", the fence around it becomes the boundary. You control what you let in. If you change your boundaries, you have to educate people you are making a change. I.e. with children, there are consequences for crossing the line
- Can't create and be a leader out of wanting to be liked.
- What are you built to do? What else do you need to do? Perhaps it's something you can do immediately – you just might need to "turn up the volume"





St. Louis Conference Notes

How to Survive and Thrive During Change!

PRESENTED BY DONNA RYNDA

Donna Rynda, Field Training Consultant for Sonic Industries, facilitated a fun, energetic breakout session on CHANGE. *Change* is any significant happening or announcement that calls for you to alter the way you do things. Whether or not it's good or bad depends on your perception. Change may be something we want or it simply happens to us. It can be personal or organizational. The fact remains that without change, we cease to exist. Change brings fear of the unknown. There are 3 ways to reduce that fear:

COMMUNICATION.
COMMUNICATION.
COMMUNICATION.

Most often we think of change as losing something, but that's only one part of the concept. Change can also mean adding things, switches and swaps that impact our level of comfort and control.

There are four phases of change, and for every phase there is a reaction:

DENIAL – "It's not happening." or "It's not going to affect me."

RESISTANCE – "It won't work." We don't like it or we take it personally.

EXPLORATION – "They are going to change with or without me." "Maybe I can make it work."

COMMITMENT – "I made it." "I will support it."

ACCEPTANCE.

For each phase, Donna offered some resolutions: Talk about change; ask questions; use examples from your own experience.

Reassure your team; offer training; list the pros and cons; benefits; focus on the specifics.

Encourage your team; provide coaching and training.

Praise; follow-up; provide as much information as possible.

Donna shared the Top Ten Strategies for managing Organizational Change:

Communicate! Communicate! Communicate!

Take ownership in the changes.

Manage expectations – and then deliver what you promise.

Demonstrate a sense of urgency.

Celebrate change as a manageable opportunity to excel.

Demonstrate the five attributes of resilience: positive, focused, flexible, organized, and proactive.

Recognize and understand the emotional phases of change.

Focus positive rewards on desired behavior and results.

Encourage and reward 'out of the box' thinking and risk-taking.

Pay attention to symbols.

Remember that there are some things we can control during change: attitude; responses and reactions; behavior; perception; our own feedback. Maintain your sense of humor!

EMBRACE THE CHANGES!!!!

St. Louis Conference Notes

How to Put "School to Work Programs" to Work

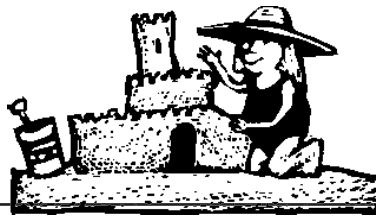
PRESENTED BY JIM MAROVEC, NRA EDUCATIONAL FOUNDATION AND LISA BEUNING, BUCA DI BEPPO NOTES BY STEPHANIE STEENBOCK

We all know there's more to the restaurant/hospitality industry than flipping burgers. But how do we show the youth of today that there's so much more? The answer is simple. We can get involved in school-to-work programs and offer them opportunities and experiences they'll never forget.

James Marovec with the National Restaurant Association Educational Foundation and Lisa Buening from Buca di Beppo Restaurants led the session-How to Put School-To-Work Programs to Work. The purpose of this session

was to inform the participants how to start programs in their company that will enable young people to gain practical skills and develop interest in a hospitality career.

Buca works with teachers who have been certified to teach the National Restaurant Association Educational Foundation's ProStart program. This two-year industry-based program prepares high school students for careers in the restaurant and foodservice industry. Students have the opportunity to gain real life experience through internships in Buca's restaurants and home office.



St. Louis Conference Notes

Excavating Your Blueprint to Success

PRESENTED BY LAURA BERMAN FORTGANG, NOTES BY JIM RICH

Everyone has a blueprint in life. Some of us are lucky enough to be living it – others less so. Many of us would like to access a surefire path to success – make changes in our job and in our life. The challenge is how?

In this exciting lecture, Laura Berman Fortgang suggests three central questions designed to get to the heart of the matter.

What's not working in your life?

What do you want in your life?

What are you "built" to do – or who are you "built" to be?

These three questions help you clean up your life and allow the room for new behaviors and new experiences to come in – whether in your personal life



St. Louis Conference Notes

Lanyards, Clydesdales & Sliders

Thanks to the generous donations of member companies, St. Louis attendees received CHART blue shoelace lanyards, individual photos with the Budweiser Clydesdales, fresh hot Krispy Kreme Donuts and fresh hot White Castle Sliders at session breaks, and a bus to the Service Event. These fun conference add-ons really add to the uniqueness of every CHART Conference.

or at work. Making room for change allows it to happen. This is new age transformational thinking!

How does this relate to work? By staying true to our vision and ridding ourselves of clutter and chaos, we allow our vision at work to shine. Our leadership becomes clearer and more inspirational to those we work with. When assessing the needs of others, ask WAQ's (Wisdom Access Questions) – questions that are solution oriented. These are the who, what, where, when, why, and how questions. These allow people to grow and discover their own brilliance.

Ms. Fortgang would have us look at the priorities we set in our "ideal life" versus how we're living our real lives. Do they match? After a short exercise during the lecture, not one attendee could say they were living their ideals.

A couple of closing thoughts from her provocative lecture:

- ***If you can't identify your dream, there's too much in the way.***
- ***When you tell the truth, you have to do something about it – and it can be scary.***
- ***You've got to know yourself better, if you're in the business of humans.***
- ***Focus and take care of yourself.***
- ***Learn how to say no! Set boundaries in your life and in your work.***

Laura Berman Fortgang owns a coaching service that is devoted to supporting individuals, small businesses, and corporations to create extraordinary futures with fewer struggles. She describes her book "Living Your Best Life" as a life book, rather than a business book.



Boarding the PEOPLE REPORT Bus to "Operation Food Search"

NRA Educational Foundation

White Castle

HSA International

Anheuser Busch

Sweet Traditions/Krispy Kreme

People Report



St. Louis Conference Notes

The Spirit of Leadership

PRESENTED BY DONNA LONG

Donna began her presentation by talking about how we perceive customers in any business. She called them "PITAS" – pain in the assets. If we could convince the associates that work for us that we are here to serve the customer, regardless of how friendly or understanding they treat us (the one serving them), then we would have no more customer service problems.

She then introduced her theory on "Brain Breaks." The goal is to decrease stress and increase productivity. She says she listens to music during her brain break. The "JukeBox Journey" proposes that if you can associate a song to your mission statement or organizational standards, the associates will be more likely to remember them and carry them out. She gave us several examples. Daytona International Speedway uses VIBES as their acronym and their song is "Good Vibrations". When the crew hears this song, they remember their mission on customer service. At McDonald's, they use SMILE as their acronym. They believe that McDonald's is an experience for children, not just a meal. The crew says the kids make them crazy. So, they use the song "Shout". You know you make me want to shout. And this triggers the company's philosophy on how to treat children as guests.

She went further by talking about how to create a culture in your company – about how to look at negative circumstances and turn them around. "It's not your circumstances, it's how you react to the circumstances." She

went through the steps of how to create your culture starting with orientation. She continued by talking about the difference between managing and leading. She believes that if you spend 15 minutes initially with every associate and then follow up once a month with them for 5 minutes, you can change for the better your crew's perception of you as a caring leader by 70%. A crew that respects and looks to their leader to show them the right way, will take better care of customers and carry out company goals.

She gave us some statistics on turnover and retention. She talked about one Taco Bell Study. They looked at stores with the highest and lowest turnover rates. The ones with the lowest turnover rates were 55% more profitable. This is why it is so important to increase associate satisfaction in the workplace!

The workforce pool is shrinking. She talked about the senior boom. There will be more and more seniors in the workplace. We have to look at the way we manage our crew and make sure we are using a leadership style that matches their development level to ensure we are getting the most productivity from them while at the same time increasing their workplace satisfaction.

She encourages companies to get rid of the "POTV" mentality – the "Program of the Year." Every program introduced must get integrated into the daily routine in order for it to stick. Operations must own the program.

St. Louis Conference Notes

How to Use Simulations in Training and Why They Work

PRESENTED BY ANDREW FEINSTEIN, NOTES BY SANDY DUCAR

In his presentation, Andrew Feinstein explained simulation as an instructional system. Simulations are based on a model of a scenario when certain circumstances are applied, providing a cause-and-effect analysis of objective material.

For example, the learner can observe a simulation of their operation at different staffing levels:
"If I staff my kitchen with ___ amount of line cooks, and ___ amount of tickets come in at ___ intervals, the average ticket time will be ___?"

The simulation will apply all relevant factors, such as average menu mix and menu item cook times, based on trends in that restaurant. With this information, the learner

is exposed to the factors that contribute to average ticket times, and can learn how many line cooks, under different sets of circumstances, are necessary to maintain the proper ticket times.

As a training tool, this allows learners to study and understand the potential effects of their decisions and sharpen their decision-making skills without any detriment to the business or guest.

Research has not been done on the effectiveness or the return on investment of using simulations as a training tool. However, the cognitive implications, similar to those of role-play exercises, are that this type of training strengthens case-based reasoning skills.

St. Louis Conference Notes

“How to Implement Loss Prevention and Guest Safety Programs”

PRESENTED BY THE EDUCATION DEPARTMENT MONICAL PIZZA CORPORATION
TERRENCE PAPPAS AND ANNETTE BOND

Due to high incidence rate of workplace safety related accidents in 1999, Monical's Pizza Corporation was faced with the challenge of developing an effective in-house program to identify and reduce the incidents and Workers' Compensation claims.

The responsibility for the Program was assigned to Monical's Employee Satisfaction Team, which is comprised of Human Resources and Education. This team created a strategy aligned with Monical's corporate strategy and set a goal to improve safety and security by taking the following steps:

Identified specific steps that HR/ED could take to directly impact safety and security at Monical's: Identified causes of accidents and were able to surmise that 90% of accident causes were based on a lack of performance, not lack of knowledge.

Events were reported and tracked more efficiently. During this process, the HR/ED team outlined specific procedures for corporate staff, as well as individual store personnel to implement whenever an accident did occur. This step helped to create awareness and accountability throughout the system from the top down. The team began working closely with Monical's insurance carrier.

Store visits were performed to identify potential hazards. Improved Management Checklists and Daily Logs were developed and managers were assigned the responsibility of investigating all incidents that occurred within their unit. Job Aids were created for employees as “reminders” to continue doing the right thing to prevent accidents. The Education Department provided training on how to prevent common accidents.

The HR/ED team began implementing recognition and rewards for stores with good safety records.

The effectiveness of this program has resulted in:

Safer work environment.

Fewer accidents.

Lower average cost per accident.

Less lost time.

Retroactive refunds to stores with good safety records.

Higher job satisfaction.

Safer and happier work environment.

Lower insurance premiums.

Monical's insurance premiums are expected to decrease by \$50,000 versus two years ago, which they consider over 500% return on investment.



Cleaning office space at Operation Food Search



Sports Night - "Favorite Jersey" was the attire at Tuesday night's Sports Night dinner.



St. Louis Conference Notes

How to Create Leader-Training and Educating Beyond the Hard Skills

BY: JOHN J. POULOS

HOLLY FASANO - CORPORATE ACCOUNT MANAGER, HARVARD BUSINESS SCHOOL

The presentation was focused on how to create leaders within your organization and how Monicals partnered with Harvard Business School to execute this training initiative within their organization. Harry Bond outlined the thought process and resources that are needed prior to implementing leadership programs within your organization. He discussed the Possibility, Thought Process, Planning, Styles, Tracking, Tools, and Takeaways.

KEY LEARNING POINTS:

Possibility: Leaders are not born but they can be created. It not easy creating a leader. Time and effort are the keys to success.

Thought Process: It is imperative that you understand the who, what, where, when, why, and how before you create your own program.

Planning: Understand that leadership training is the same as other training. Confirm they are in the right state to learn. Loyalty rules. Communication is key. Learning is a lifetime commitment.

Leadership Styles: Coercive – Military approach and this comes with many risks. Authoritative – Quicker and faster, Police would be an example. Affiliative – Team building. Democratic – By committee. Pacesetter – Leader sets the pace. Coaching – Enhancing performance.

Understand that there are several styles and choose the one that works best for your managers and still ensures that you will meet your organizational objectives.

Tracking Process: Ensure they understand the goal, set the standard, and keep communication flowing. Align all goals right down to the employee level. Benchmark in order to measure your starting point.

Tools: Several materials were distributed at the exit for you and your employees to reference and use.

Review the Kirkpatrick Model, and look at alternative

learning methods.

Takeaways: Provided a list of conferences, articles, resources, and cases studies.

Holly Fasano demonstrated their capabilities including an e-learning course. The course demonstrated was the course Monical's used to train their managers. Harry and Holly talked through the blended approach that Monical's used to maximize this e-learning training initiative.

KEY LEARNING POINTS:

Supplement your on-line learning with study groups to ensure that what is learned is applied at the unit level. Use this as an opportunity to reestablish your corporate goals.

Learning not only comes from the content, but also from their peers.

Customization helps to perpetuate the corporate image and message.

Harvard Business School is a resource for management training content.



Anheuser Busch wowed attendees with their state-of-the-art training center which allows them broadcast live daily interactive training topics to distributors throughout the country.



A “How To” Guide in Developing Signature Service Events ...A 10 Step Community Service Learning Tool

1. DEFINE THE PROJECT VISION.

Give it a name, call it something, make it real.

Research the context—1. Become an expert in related social issues 2. Identify key players to connect to the project and create an asset map.

Develop a shared vision statement: service partners, corps members, community members...

2. SET GOALS AND OUTCOMES.

What are our project goals?

What are our outcomes?

Are they measurable—qualitatively and quantitatively?

Are they in line with organizational goals?

3. CREATE AN OVERALL SCOPE AND PLAN OF ACTION.

Give a snapshot; create a picture of the project.

WHAT will we do? What is the heart of the work—the meat and the details? What activities will support our goals and outcome?

What are the process/the steps to reaching our goals and outcomes?

4. PEOPLE THE PROJECT.

Define task assignments, point people, working groups, committees...

Who are we recruiting—to help lead, support, etc. - the project?

What are our civic engagement techniques: corporate sponsors, neighborhood organizations, parents, AmeriCorps, local businesses?

Develop a training plan. What skill will we need? Who might we learn these from?

5. TIMELINES.

Every task gets a deadline (by when?).

Work backwards from the end result to build a reasonable timeline.

Pull out your calendars and mark down all deadlines.

Put a big calendar in full view.

Integrate relevant organizational calendars and events: Serve-a-Thon, MLK Day, service partner calendars...

Map out a typical weekly schedule.

6. IDENTIFY OBSTACLES AND PLAN FOR THEM.

Create a project cheat sheet, including contact people, phone numbers, rain/snow plans, hospital info, emergency plan...

What is our communications plan? What needs to be communicated? By whom/to whom? How will it be communicated...meetings, letter, reports? When/ how often?

Identify potential trouble spots and intervention, “if this...then this...”

7. BUDGET THE PROJECT.

Identify total cost for the project and who is responsible for this cost.

Identify and follow through on the resources and in-kinds (definite and possible)

8. PLAN THE EVALUATION PROCESS.

How are we reevaluating our process at every step?

Identify what needs to be measured and methods of evaluation.

Build reflection into each step of the project—from initial planning meetings through project completion.

Close the evaluation loop! Take steps to actively follow up on the results of the evaluation/reflections.

9. INTEGRITY AND CELEBRATION.

What are the last steps? Have we tied up all loose ends?

What closure will we provide for participants & ourselves?

Have we formally thanked and acknowledged everyone contributing to the project?

If the project ends with a culmination day, what is the purpose of the event, how are the project goals and messages communicated?

10. LEAVING A LEGACY.

Be a trustee. Develop a plan to ensure sustainability. How will the project be carried out?

Wrap up final documentation collected and built through out the project, synthesize, add final lessons learned and suggestions for next steps (project binder!)

CHART News

BY TARA DAVEY, EXECUTIVE DIRECTOR

An Officer and A Member

Thinking of running for CHART Executive Committee? Contact Lisa Schweickert at lschweickert@goldencorral.net or (919) 782-4544 to ask questions or notify her of your intent to run. Detailed information on positions and requirements are on the website, www.chart.org, but anyone on the current Executive Committee would be happy to talk to you personally about what you can really expect from the position, both the pros and the pluses!

What's Happening

Congratulations to Donna Goldwasser and Jeff Portwood on the birth of their baby girl, Lucy Ann Portwood, born on March 21, 2003.

Congratulations also to Rodney Morris, The Elliot Group's 2003 Motivator of the Year!

COMING SOON TO CHART!

Job Listings. CHART members often call us to inquire whether they can post a job opening on the CHART website. So, responding to this need we will be posting job openings on the CHART website. Members will be able to post a job opening for trainers on the CHART website for 30 days for only \$50. Other companies may also post a job on the website for \$100. Start check the CHART website in June to see any new job listings.

Askmypeers

Think Askmypeers is an awesome tool to answer your training questions? Well, it is about to get awesomer. My rule of thumb is that it is a real word if everyone knows what it means. Starting in June you will be able to search the askmypeers archives for questions that have already been asked and see all of the replies to that question.

American Express

Also starting in June you will be able to register and pay for a CHART conference, or renew your membership or sign up a new member, on the CHART website using not only Visa or Master Card but also American Express.

Conference Photos

To see many more conference photos, visit the CHART website at www.chart.org/conferences.



Thanks to the very generous support of **Maritz Learning**, CHART had its very 1st Cyber Cafe at the St. Louis Conference. Members were thrilled to be able to make the most of their time at CHART, checking email and staying in touch with their offices quickly during session breaks, without having to return to their rooms and miss any sessions or the networking opportunities.



*Commitment to
CHART nominations
are due June 1.
See the flyer
enclosed in this
FlipCHART or visit
the website and see
the Recognitions in
the About Us section.*

**EXECUTIVE
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BOCA RATON!

We've come a long way since the Monkey House. CHART's 66th Conference will be held August 3-6, 2003 at the Boca Raton Resort and Club, Boca Raton, Florida. An absolutely amazing property, it will provide a perfect setting for what is sure to be one of our finest line-ups of speakers.

CHART's upcoming Summer conference focuses on innovative techniques for training effectiveness. Expert speakers will be presenting new ideas using motivation, human interaction and humor to increase retention and develop employee skills.

Robin Getman will kick off the conference with "The Power of You: How to Capture an Audience Without Taking Prisoners", focusing on building positive relationships through effective communication. Other general session presentations include Tom Champoux of the Effectiveness Institute on "Leading in Turbulent Times", Bruce Tulgan with "H.O.T. Management: How to Train Managers to Manage their Young Employees", and Jeffrey Cufaude's "Ten Tips for Enhancing Training Effectiveness."

Interactive workshops include:

- ***Retention Strategies that Work***
- ***The Essentials of Mentoring***
- ***Putting Together a Leadership Training Program***
- ***Key Elements of Training Design***
- ***Fundamental Training Techniques***
- ***New Store Openings***
- ***Maintaining Balance of Life***
- ***Visual Literacy***
- ***Finding and E-Vendor***

Pre-conference sessions will allow trainers the opportunity to get certified in the National Restaurant Association Educational Foundation's Foodservice Management Professional (FMP) program and the American Hotel & Lodging Association (AHGLA) Educational Institute's Certified Hospitality Trainer (CHT) program.