

Meet Me in St. Louis!



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NOVEMBER/DECEMBER 2002

FLIPCHART EDITOR
Patti Evanosky

***Visit our website at
www.chart.org***

Make plans now to attend CHART's 65th Training Conference in St. Louis, March 9 through 12, 2003.

This event promises to offer one of the most spectacular and informative programs ever, with a lineup of speakers, breakout sessions, best practices presentations and MINDS Center exhibits that will undoubtedly wow and intrigue attendees.

Keynote presenters include such high-profile individuals as Shep Hyken, CSP (a native of St. Louis) who will kick off the conference on Sunday, March 9 with a powerful and interactive opening entitled: "Moments of Magic: Be A Star With Your Guests And Keep Them Forever."

This opening day spectacular will be followed by a uniquely engaging and thought provoking segment delivered by Donna Long, CSP using music as a foundation for creating "The Spirit Of Training Leadership." And, everyone who sits in on this presentation will take away a complimentary music CD to use in training activities back on the job!

Find out more about the other prominent speakers who'll be joining us, like Chere' Nabor of McDonalds Corporation, Bruce Tulgan of Rainmaker Thinking, and Laura Berman Fortgang of LBF InterCoach by visiting the CHART web site: www.chart.org.

A new feature of the spring conference is the structure of the breakout sessions, where topic areas have been clustered into fundamental and advanced levels. Depending on degree of experience and exposure, participants can select subject matter that better fits with their interests and focus. Look for great new content from Donna Rynda of Sonic Industries, Terry Pappas of Monicals Pizza, Andrew Feinstein of UNLV, Curt Archambault of Jack In The Box, and Joe Talarico of Buca di Beppo, plus Harry Bond of Monicals Pizza. And, all sessions will be repeated to give everyone a chance to visit at least two different presentations.

There are also a few surprises in store for attendees, so we can't tell you about everything now or it would spoil the suspense. But, recognizing that St. Louis is the home of Anheuser Busch, the St. Louis Cardinals, the Gateway Arch, and yes, even the home of the International Bowling Museum and Hall of Fame, there's no doubt that the activities and entertainment will be just as enticing as the learning, sharing, growing and caring experiences of the conference.

Put it on the schedule, and we'll see you in St. Louis!



FROM THE PRESIDENT

BY T J SCHIER

CHART STILL IN THE LEAD

After spending a few days recently with a group of trainers (mostly CHART members), I was reminded again why we all participate in this organization. The constant desire to move the needle ever higher is a hallmark of CHART. Sharing information through electronic media has become ever easier, but the spirit of CHART is still the people.

Jim Knight (Hard Rock Café), Denise Franck (flypaper), John Alexander (NRA Ed Foundation) and Rodney Morris (Pasta Pomodoro), set up a great member-sharing opportunity and were joined by folks from the Cheesecake Factory, Disney, Hooters, Restaurant Partners and Consolidated Restaurants in beautiful Napa Valley to share information and learn about wine. Information sharing and networking with a group of 21 folks couldn't have been too much different from the original conferences over 30 years ago.

As we rely on e-mail more and more, let's not forget about forging the personal relationships that built the foundation of the organization. I encourage us all to get together with our local counterparts, or those in areas of the country to which we may travel. Sharing information over dinner moves CHART forward and provides value to you and your company.

To ensure we continue to add value, don't forget to use the "Ask my Peers" feature to ask questions of your fellow CHART members. Additionally,

the website is now updated with the 2003 conference information – they are outstanding properties! In the interim, seek out a local company or two that aren't represented in CHART. Contact them and see if you can meet them for lunch to discuss the group and its benefit. Work on getting together for regional meetings and invite these other folks to join the group.

The impact on all our companies and the industry as a whole continues to grow. CHART and its members are continually requested to speak at industry shows, present on panels or be interviewed for articles. The CHART brand has become very recognizable. Looking back, we had another great year. Looking forward is a history waiting to be created by all of us –

what do you want it to look like? Send your suggestions, comments or questions to me at tj@thepeoplepyramid.com so we can create that history. See you in St. Louis!



Upcoming Regional Meetings

January 15, 2003, Noon to 4pm - Columbus, OH

January 15, 2003, Noon to 4pm - Minneapolis, MN

We are also trying to schedule regional meetings in Southern California, Atlanta, Florida, Dallas and Chicago.

If you are interested in assisting with a regional meeting, or in being Chair or hosting a meeting, please contact Joleen Lundgren at jlundgren@buffalowildwings.com.

NOTE: If you do not live in the area where a regional meeting is planned, you can still attend if you can be in the area that day. Have a store in Columbus or Minneapolis that you need to visit? Schedule your trip around January 15 so you can go to the CHART regional meeting as well!



Factors Affecting the Learning Process

AN EXCERPT FROM *BOTTOMLINE* BY BILL MCSHANE

People are individuals and, as such, they learn at different speeds, in different ways and have different levels and types of abilities as well as different needs. Their backgrounds differ in terms of capabilities and life experiences. An effective security-training program must have the flexibility to deal with the individual differences of all the employees who need training. An important step toward dealing with individual differences is to be aware of the basic factors that affect the learning process. Each is important and should be considered when making decisions about how the security training should be conducted.

ATTENTION SPAN – People learn best, and remember longer, when the presentation or training activity does not exceed their attention span. Therefore, as the length of training time increases, the instructor must use a variety of techniques to keep renewing interest.

SPACING – People learn best when the training is spaced over time. For example, four 15-minute sessions are usually better than one 1-hour session. An exception to this principal can be made when a specific learning objective requires intensive “hand on” experience. In this case frequent rest periods can be used to refresh the students as training time increases.

LEARNING SPEED – People learn at different speeds, some students will grasp the lessons much more quickly than others will. When a student is slow to understand the concept, the instructor must be patient and attempt to determine the cause. If the student senses impatience or irritation on the part of the instructor his/her confidence will be weakened and progress will be slowed even more.

REPETITION – People learn faster, and remember longer, if something is repeated several times. For example, words, phrases and symbols are repeated several times in advertising. Such repetition may be annoying, but the slogans are not quickly forgotten. Saying the same thing in different ways can serve to reinforce and review the most important aspects of the training session.

MOTIVATION – People learn best what they want to learn. The instructor, no matter how knowledgeable or interesting cannot motivate the person being trained. The actual amount of learning depends on the student's interest in and perceived immediate need for the subject being taught. The adult student wants to know “How is this going to help me right now?” They want the instructor to tell them “this is what you do, this how you do it and this is why it is important.” If the student doesn't think the training is immediately relevant to them they will mentally drop out of the course.

REALISTIC FOCUS – Security training must focus on realistic problems. Your students will learn best if the training begins with specific problems drawn from real life experiences. The importance of realism in training cannot be overemphasized. Most adults will not bother to figure out a problem that is clearly contrived for training purposes. When any situation significantly differs from their experience, they assume that it is a “pretend” situation that could not occur in the real world. Interest levels increase when training situations and examples are built around real, rather than imaginary problems.

CONCLUSION – The events of the recent past have increased the need for effective security, which is dependent on effective training. Security Directors should beware of the myths of, and must remove any barriers to training. Management must have a stake in the training program, which should be well organized and developed to allow effective learning. Refresher training must be included in the program to keep staff skills up-to-date. We all live in a different world today, but, with effective security training, we will make our hotels safer havens of hospitality.

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Ask Us Anything!

BY DEBBIE JUENGST, FLAT TOP GRILL

The recently re-formatted “Ask My Peers” List Serv truly embraces one of CHART’s core philosophies: SHARING. Subjects ranging from mileage reimbursement to adult training techniques were asked and addressed by numerous CHART members. Here is a brief summary of the information provided so generously by other members.

TOPIC: Reimbursement Policies

Most CHART members pay 32, 34.5 or 36.5 cents per mile. Some companies also pay for travel time. Some companies required a completed expense report detailing travel. One company also did not pay for travel from home to home store.

TOPIC: Photos, Videos, and Clip Art

All CHART members that responded to this question obtained signed releases for any photos or videos used for internal training material. John Kelly of White Castle Management Company provided additional information regarding clip art. He only uses clip art from programs the company has purchased or from the web site www.arttoday.com for which the company pays a subscription fee allowing them to use its images royalty free.

TOPIC: Time Management Systems for Managers

Many CHART members suggested Franklin Covey’s “What Matters Most” or “First Things First” seminars – go to www.franklincovey.com or call 1-800-607-2513 for more information on scheduled seminars. Other suggestions included using Franklin planners or day timers. Reading “One Minute Manager” by Ken Blanchard was also recommended in order to clearly define goals and

measure expectations. Another suggestion was the “Priority Management” system – go to www.priority365.com for more information.

TOPIC: Back of House (BOH) Inspections

Some CHART members answered their BOH was inspected by either an internal auditing system or an internal quality assurance department that does evaluations twice a year or more. Another suggestion is to see if your chemical company offers a free service. Ecolab has a new service called ECOSURE that inspects procedures, swabs and checks your surfaces, and conducts Serv Safe training. Cheryl Tyler at Pop-I-Co, Inc. uses an external auditor that conducts quarterly audits and develops HACCP plans. The score on the BOH audit is used toward the manager’s quarterly bonus. Food Safety Services from Southern California is also suggested as a way to inspect BOH as they make unannounced visits and prepare a report similar to the Clark County Health District after inspection.

TOPIC: Mentoring Programs

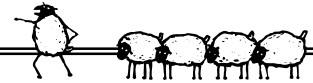
Steve Moreau of Bubba Gump Shrimp Company Restaurants shared that all new employees receive mentors. All mentors are certified trainers however they are rarely the people actively training their mentees. The mentors’ role is that of a cheerleader and sounding board. The goal is to provide the mentee with someone they can turn to and ask questions of, especially if they are overwhelmed or uncomfortable asking their trainer for help.

TOPIC: Training Adult Learners

One suggestion to use as a resource is the book The Art of Teaching Adults by Peter Renner, which is available from Training Associates in Canada. Quantum Teaching by DePorter was also

recommended. Rodney Morris from Pasta Pomodoro also generously offered to share a Powerpoint presentation entitled “Positive Presentations.” Please send him your e-mail address if you are interested. Christine Miller of Hostmark Hospitality Group is also happy to share her Train-the-Trainer program.

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



MEMBER REFERRAL PROGRAM

Refer **1** new member to CHART & receive a CHART logo Polo Shirt

Refer **2** new members to CHART & receive a CHART briefcase

Refer **3** new members to CHART & receive a basket of gift certificates to CHART member hotels and restaurants!



Regional Meeting in Napa Valley/Sonoma, CA

“WHERE WINE & LEARNING MEET” OCTOBER 18-20

You would think the theme says it all, but not true in this case. Thanks to sponsors like CHART, Hard Rock Cafe, NRA, Beringer Blass Wine Estates, Trinchere Family Estates, Korbel California Champagne, Markham Vineyards, Clos du Bois, Allied Domecq Wines, USA, Kendall Jackson Winery; facilitators such as TJ Shier, Bob Allen and Kelly Pounds and Denise Franck; along with the wonderful people that helped put this all together like Jim Knight, John Alexander, Denise Franck, Kris Brown and George Milotis – it was a weekend to remember. We were treated to two and a half days of learning, sharing and wine tasting. I know, I know, that last is supposed to be growing and caring. Well, we had that, too!

The weather cooperated beautifully, and our wine hosts couldn't have been more accommodating and generous. You'll see more in St. Louis. Kim DeLapotaire, VP of HR, Training and Recruiting, Hooters, gets the prize for getting the most shopping done in a very limited amount of time. If you want to find out what chain saws and flying squirrels have in common you'll have to check with Paul LeBlanc, GM of Mgt. Training, Cheesecake Factory.

Many participants arrived Thursday evening and started networking right away. I arrived on Friday morning, so my journal of events begins then.

FRIDAY, OCT. 18:

Over a continental breakfast in the meeting room of Clos du Bois Winery in Sonoma, TJ Shier, President, Incentivize Solutions (and also our own CHART President), facilitated Situational Hospitality. Some highlights included:

- *Easy-to-implement ideas for you to customize your Guests' experience.*
- *Specific examples for Hosts, Servers, and Managers in full-serve and Cashiers in Quick Serve.*
- *“Situational Training” examples of how to implement this approach.*
- *Incentives to create employee loyalty and buy-in to drive the program.*
- *Besides being very informative, TJ also ‘bribed’ us with scratch cards and books, and that always works with trainers!*

Afterward, we were treated to a tour and tasting (shopping opportunity) and a delicious lunch hosted by Clos du Bois. We thought it couldn't get any better than this – but wait, there was more. . . . We drove over to Korbel for a wine tour and tasting (shopping opportunity). Korbel is a gorgeous property with lots of history. They provided us with lovely ‘boxed dinners’ since it was getting late, and we had to drive back to Napa.

SATURDAY, OCT. 19:

In the early morning, we joined up at Trinchero (Sutter Home) in Napa for breakfast and to be educated in “Servant Leadership”, facilitated by Bob Allen, CEO, i.d.e.a.s. @ Disney MGM and Kelly Pounds, Director of Instructional Design, i.d.e.a.s. @ Disney MGM:

Robert K. Greenleaf's concept of servant leadership.

- *How and why a person picks the path of the Servant Leader.*
- *What Servant Leadership might look like in your company.*
- *How Servant Leadership might relate to your company's leadership metrics and performance.*

It was a fascinating presentation of storytelling and dialogue.

Naturally, there was the tour and tasting (shopping opportunity). Then we met up at Brix Restaurant and were joined by the President of Markham Winery, Bryan del Bondio. He brought the wine and, along with Restaurant Partners, treated us to lunch. Afterwards, he took us along to check out property that he hopes we'll use for our meeting next year!

Again we thought it couldn't get any better than this – but wait, there's more. . . . Beringer invited us to a wine and food pairing, took us on a special tour, then wine tasting out on the lawn under sprawling trees and paper lanterns, and back inside for an elegant four course dinner. I think there were seven wines lined up at each place setting. Could it possibly get any better than this? Well. . .

SUNDAY, OCT. 20:

After a complimentary breakfast in the hotel, we met in one of the meeting rooms, appropriately named Pinot Noir; where Denise Franck, Strategy Planner, “Flypaper”, did a super job facilitating us through Wow! Succession Planning:

- *What best practices can work for your team?*
- *What action steps taken today ensure “WOW Succession Planning” tomorrow?*

Denise had given all of us a pre-work sheet to fill out on the first day so she could tailor the presentation to fit the needs of the majority of participants. It couldn't have been a better way for us to wrap up our time together.

Each of the facilitators entertained, enriched and enlightened us. We didn't have to steal shamelessly. These and more best practices (along with the wines) were shared freely.

There was a very brief business meeting afterward in which we collectively and unanimously decided to come back again next year. There were many other wineries we had contacted, but it was too late to visit them all. We do not want any of them to feel left out (one can only visit so many and taste so much). So in true CHART caring fashion, we'll return to give them an opportunity to share with us!

A full report on this meeting, along with others that will be held before March, will be given at the St. Louis Conference. In the meantime, if any of you are interested in learning more about hosting or co-hosting a regional meeting, please contact me.



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CHART 2002...



2002 was another great year for CHART. With very strong attendance at both the 63rd and 64th semi-annual training conferences in Seattle, WA and Montreal, Canada, CHART members held together through this tumultuous year. Membership has remained high, CHART member presence at industry events has increased significantly and the importance of training to a company's success continues to grow. Even with Conference attendance high, though, CHART moved in 2002 to provide more benefits to members from a distance to make sure we can continue the value of CHART throughout the year. To accomplish this CHART designed a brand new website, an on-line membership directory, and the new Askmypeers listserv, which provides members an opportunity to answer each others training questions quickly and completely using email. Introducing two new sponsors this year, and welcoming the Educational Foundation's increased support to Gold Level Partner status, has also helped tremendously in providing the resources to achieve CHART's mission: To help hospitality training professionals improve operational performance by developing people.



10 year Service Award winners Ron Scott and Rodney Morris escorting Emily Ellis to the stage to receive their pins.



Phil Friedman, center, President of McAlister's Deli after participating in CHART's 2002 President's panel.



TJ Schier presents the 2002 CHART Commitment to people Award to Kerry Kramp, President of Buffets, Inc.



Clive, Kathleen and Rodney



CHART's President Panel 2002



CHART Members network in Montreal

helps hospitality training professionals improve operational

A Year in Review



Herman Cain, presenting at the Montreal Conference in August



CHART President TJ Schier participating in the Service Day at Fare Start



Scrubbing and Scouring at CHART's first service day in Seattle



CHART Panel



Angie Hoskins dresses the part at the Seattle Conference Tuesday Evening "Spring Break" event.



More Networking



John Isbell presenting at NRA Show 2002



Pike Place Fish Market in Seattle



Fun in Montreal



20 year plus plus plus member Dick Gaven explains how he became a Training Groupie, or CHART Head.

performance by developing people.



“Off the Shelf”

BY WALT ANTHONY

Comparing two books:

“What Smart Trainers Know”
Lorraine L. Ukens, Editor
ISBN: 0-7879-5386-5 (\$40)

“Train The Trainer” Guide & Handbook
Karen Lawson, Author
ISBN: 0-7879-3990-0 (\$104)
ISBN: 0-7879-3991-9 (\$44)

This is a new column, which will appear as a series over the year in FlipChart – my goal is to make these book reviews and recommendations relevant, honest, and valuable to our members, and provide at-a-glance thumb nail assessments of off-the-shelf training materials related to both culinary/hospitality topics and general training issues. In each newsletter we will contrast or compare two or more training tools and discuss what environment or venue they'd work best in. If you have any suggestions for topics or challenges you face that you'd like covered, please e-mail me and I'll tailor the column to member needs and concerns!

When a new trainer joins your ranks, or an inexperienced trainer is simply not having the impact you'd like – it's easy to wish you could just pry open their head and dump in all the knowledge, the tips, the techniques, and the wisdom you've accumulated over a whole HR career! I know that was often the case with me.

Here are two items, one of which might fit the bill for you, and be the next best thing. “What Smart Trainers Know: Secrets of Success from the World's Foremost Trainers” is the book I wish I'd had fifteen years ago! It is both a digest/bible of information and a “boot camp” for the trainer who needs to hit the ground running.

Editor Lorraine Ukens has pooled together an impressive assortment of in-the-trenches trainers and cajoled them into sharing their most successful ideas and techniques. Lorraine herself travels the country year in and year out working with very diverse groups and companies and has authored dozens of practical down-to-earth books, training tools, and activities/games over the years.

In some thirty-five “mini-chapters” this volume provides one-stop-shopping and targets the crucial topics both new and seasoned trainers need, in a fast and easy to access format. Included are chapters on instructional design, assessment and evaluation, OD, and strategic training methods.

The contributing authors read like a who's who of the HR world – including top performers from The Tom Peter's Company, the Bob Pike Group, MIT School of Management, and Masterful Coaching, Inc.

If there is a downside to this book, it is that it is a reference tool and for the motivated self-paced learner – and one could stumble into the “you can lead a horse to water” syndrome – but it is THE book I'd want to put on every field trainer's shelf and give my colleagues on their birthdays.

Karen Lawson's “Train-the-Trainer” Package consists of a loose-leaf

Facilitator's Guide and a Trainer's Handbook.” It was therefore created as an “active” workshop training tool! The whole shebang is six days worth of training classes – but they can be broken up over weeks or months and don't need to be consecutive, so there is a LOT of material to mine here. The Trainer Handbook can also be used as a self-study component, and workshops or classes scheduled selectively, as any module may be eliminated from your own training.

Your trainers will be taught to conduct needs assessments, design instructional plans, evaluate their training, use active training techniques, and define their individual style. There are tips on keeping your training learner-centered, incorporating games and visual aids, accessing learner attitudes, respecting diversity, and ending sessions on a creative and energetic note.

This set would be very useful in a more formal setting, where the facilitator has the luxury of training several employees at one time and as a group. The handbook is well organized and is very useful as a constant reminder of what was learned in the session. The facilitator would, however, have to put time and energy into familiarizing themselves with the curriculum and fine-tuning the modules to reflect their company culture. On the plus side – how often is a proven, ready-made, comprehensive, six-day, training tool just dumped into your lap ready to go?

Both the Ukens and the Lawson titles are high-quality, practical, well-written, and presented in an engaging and interesting style. The Ukens would be my first choice for working with a franchise or in a distant learning environment; the Lawson would be attractive in a more traditional train-the-trainer/manager/employee setting.

Both these titles are designed to save you time – loads of time and the hassle of creating all your own in-house materials – and both go pretty deep into the subject matter in a creative way. If your programs need sprucing up or augmentation, I'd take a look at one of these books.

Trainingly yours,
Walt Anthony
San Francisco
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Ten Cool Ideas

BY JEFFREY CUFUADE

THE AUTHOR OF *TEN COOL IDEAS*, JEFFREY CUFUADE, HAS GIVEN US PERMISSION TO REPRINT THE SUGGESTIONS HE PUT TOGETHER FOR ENHANCING LEARNING. THE LIST APPEARS ON THE WEBSITE FOR THE CENTER FOR ASSOCIATION LEADERSHIP.

Jeffrey Cufaude, Principal with Idea Architects, authored this Ten Cool List of ideas to use to design powerful learning experiences and educational programs. For him, a "cool" solution is one that creatively addresses a challenge in a way that gets results. This collection of "cool" ideas, resources and samples, road-tested in actual associations, is designed to serve as an idea-generation tool for association professionals. Read this list before your next educational program, convention, seminar, or even volunteer and Board orientation!

AGONIZE OVER HANDOUTS

In many programs, the handouts are the afterthought when the facilitators realize they need to give people some "stuff." Instead, handouts should be thought of as an integrated and integral part of the overall learning experience. Both their content and their design should reflect such a philosophy, and ample time should be allowed for their preparation and review. Simple regurgitation of PowerPoint slides as handouts is not an effective contributor to the learning process.

ALLOW AMPLE TIME FOR REFLECTION AND PROCESSING

In some programs, time for individuals to think and reflect on their experiences is crammed in at the end of the event or day. In other programs, participants spend more time being talked "at" than participating in rich activities that lead to the best learning when processed adequately. Participants need time to "make sense" of what they are experiencing, both after an activity and at relevant points during a lengthier educational program.

BECOME AN ENVIRONMENTAL ARCHITECT

All space doesn't have to be created equal. Sure, you have four walls, a floor, some tables, etc. But what can you do to stimulate the senses in the space with which you are working? Music, cassette recordings, posters, quotes, and questions on the floor – these are just a few examples of how you can use the various sensory elements of the environment to potentially enhance learning.

BUILD PEER-TO-PEER NETWORKS AND SUPPORT TEAMS

Learning can be leveraged when participants have others who can help challenge and support their growth and development. Identify ways to construct meaningful peer-to-peer learning relationships for your programs. These relationships can begin before the experience, play a critical role during it, and be a foundation for your post-program follow-up and support.

GO WITH THE FLOW

When you participate in a well-designed educational program it seems to flow naturally from one segment or component to another with no awkward transitions, no significant lulls in energy, no segments of inappropriate length. When designing your own initiatives carefully examine the flow of your program design in terms of timing, technique, and interaction levels from day to day, from segment to segment, and within any individual segment. When partnering with

outside presenters, dialogue with them about their design to ensure it has appropriate flow.

MANAGE THE COMPLETE EXPERIENCE

Too often program designers focus only on the program itself. Learning begins the moment a potential participant first learns of the program and continues long after the actual "event" has concluded. Strong program design requires methodically examining every element of the experience (before, during, and after) for potential learning enhancements.

RETHINK THE BASICS

Becoming more learner-centered need not be overwhelming. Simply rethink how you do some of your existing efforts. How can you use the registration form to become a learning style assessment? How can the registration confirmation begin the collaborative learning process? How can the evaluation instrument be used to help individuals concretize their learning? Do what you can in small, yet meaningful ways, and slowly your efforts will become more learner-centered.

THE WAY YOU LEARN IS THE WAY YOU LEARN

We often fall into the habit of using teaching techniques and program formats that appeal to our learning style. Good program designers consider what they (1) know about the potential participants and (2) what they know about adult learners in general and design formats that are likely to appeal to the most diverse range of learning styles possible.

USE TECHNOLOGY TO ENHANCE PROGRAM DESIGN

The ready availability of electronic mail and complimentary web sites that provide listservs, on-line discussion boards, and more (visit yahoogroups.com for one example) make it easy to use technology to enhance learning. Survey participants in advance about potential content they would value. Create discussion questions for post-program on-line conversation.

WHEN IT COMES TO CONTENT, LESS CAN REALLY BE MORE

Too often, we try to cram three hours of content into a 90-minute program. Yet when it comes to facilitating learning, less content can actually yield more learning if it is appropriately processed and connected to an individual participant's work setting and experience. Designing a program around a few core questions or kernels of content followed by facilitated exercises and conversation can allow participants to "grow the content" in the directions they find most useful.

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Focus on Talent

Several CHART members gathered last month at the People Report Conference in Dallas, including 7 Past presidents and several members of CHART.

The People Report Conference attracted 141 attendees to network and discuss best practices that make a difference. The conference theme "The Right Stuff...Focus on Talent" echoed throughout the day, as each speaker and session offered insight into new ways of thinking and competing in today's changing workplace.

In addition to some great speakers, a panel and roundtables, the conference recognized six restaurant chains for Leading the Industry in Best Human Resource Practices.

El Pollo Loco, Corner Bakery Cafe, California Pizza Kitchen and Maggiano's Little Italy, were presented a "2002 Best People Practices Award", acknowledging best overall performance among People Report's™ consortium of successful restaurant companies. Specifically, these awards were given in recognition of each recipient's outstanding achievements in the three critical areas of management retention, employee retention, and composite diversity, the measure of how many women and racially diverse persons are hired at the management level.

The People Report™ Catalyst Award for leading the restaurant industry in best human resources practices was Applebee's International, for the significant advances in their people practices. Specifically Applebee's was acknowledged for creating and implementing innovative strategies that resulted in the significant reduction of both hourly and management turnover.

Restaurants Unlimited, Inc. (RUI) was presented with the "Heart of the Workplace Award", a newly created award recognizing a company that models a best people practice in their workplace that is exceptional in it's execution. RUI was applauded for its' leadership initiative in last year's Dine For America campaign, and their correlating achievement in the area of employee retention.

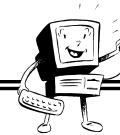


Seven Past Presidents of CHART

Montreal Follow-Up: CHART-Strategic Planning

New business was presented at the Business Meeting at the conference in Montreal in August.

A point was raised to consider further strategic planning for CHART given the current and future economic climate, specifically to examine, among other possibilities, the 'one-conference or two conference' issue for CHART. The Executive Committee recently met in St. Louis, and to deal with this question we will be sending out a survey to all members asking for your input on the strategic planning issues. If there is enough interest in considering a by-law change, we will put it to vote. The survey will be sent out in the next few weeks so we can gather your feedback and thoughts. Please feel free to contact TJ Schier at tj@thepeoplepyramid.com if you have any questions and we look forward to your feedback as we decide the best direction for the organization.



New Password

The new CHART Year has begun, and with it comes a brand new membership directory and password for the member section of the website. The new username and password were emailed to you in early November. Please keep it handy to access the member section of the website, but do not share it with nonmembers as we need to protect the membership list from unwanted sales solicitations.



Moments of Truth, Misery & Magic

BY SHEP HYKEN

In 1986 Jan Carlzon, the former president of Scandinavian Airlines wrote a book, Moments of Truth. In his book, Carlzon defines the moment of truth in business as this:

"Anytime a customer comes into contact with any aspect of a business, however remote, is an opportunity to form an impression."

From this simple concept, Jan Carlzon took an airline that was failing and turned it around to be one of the most respected airlines in his industry.

Some examples of moments of truth in Jan Carlzon's airline business are:

- ***when you call to make a reservation to take a flight,***
- ***when you arrive at the airport and check your bags curbside,***
- ***when you go inside and pick up your ticket at the ticket counter,***
- ***when you are greeted at the gate,***
- ***when you are taken care of by the flight attendants onboard the aircraft,***
- ***and when you are greeted at your destination.***

All of these are main moments of truth, and notice that they are all controlled by people. There are many moments of truth that are not controlled by people, such as advertisements (radio, television, billboards, newspapers, etc.) The emphasis of this article is on the moments of truth that we, as people, have control over. These are the points of contact that our customers and clients

have directly with us and our organization.

Mentioned above are a number of the main moments of truth, not just at Jan Carlzon's airline, but in virtually all commercial airlines. These are the main ones. And, while these may be the most important, there are lots of small ones as well. For example, you might be walking toward your gate at the airport and walk by one of the Scandinavian employees. They look up and smile at you. Now, that may be a small moment of truth, but it is an important one. It adds to the total experience of the customer.

Disney has taken the small moments of truth to an even higher level. They understand the importance that these small moments of truth have on their customers. They train their cast members (Disney's term for employees) to acknowledge the guest (Disney's term for a customer) with a smile or facial expression if within ten feet. If the cast member gets within five feet of the guest, they are to acknowledge them verbally. All of the little moments of truth, combined with the major ones, with the addition of the product or service your organization is selling, add up to the overall level of a customer's satisfaction.

Jan Carlzon said there are good moments of truth and bad moments of truth. I believe there is a third type -- average moments of truth. Average is middle of the road, simply acceptable, but not great. I have a term for the good and bad ones. The bad ones are referred to as Moments of Misery, and the good ones are referred to as Moments of Magic.

Our goal should be to create all great moments of magic, even if they start out to be moments of misery. Sometimes a customer may have a legitimate complaint. We not only need to fix problems and complaints, we also need to give customers a reason to want to come back and continue to do business with us again and again. Even if we fix a problem, it doesn't mean the customer is coming back. For example, if you own a restaurant, and one of your guest's meals is over-

cooked, don't simply fix it or take it off of the bill. Consider giving the guest a business card with a note that gives him or her a round of drinks or a free appetizer the next time they come back.

At times these moments of misery may not even be our fault. The customer may just be having a terrible day. For example, a customer may be checking into a hotel. This person may have had three flights delayed and he or she is in a very bad mood. It is not the hotel's fault the customer is unhappy due to the airline's delayed flights. But, it is the person who is checking in this irate customer's opportunity to start to turn the customer's mood around. It is an opportunity to take someone else's moment of misery and turn it into the hotel's moment of magic.

So, manage your moments of truth. Seize every one of them, even if they are moments of misery, as opportunities to show how good you and your organization are. This will go a long way in building long term customer loyalty and total customer satisfaction.

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What's Happening

CHART Secretary Christine Miller and CHART St. Louis Conference Director Mike Andrews were married (to each other) on October 5, 2002 in Elgin, Illinois. Many of you may remember Mike's lengthy proposal of marriage to Christine on stage at the Commitment to People Award Dinner at the CHART Scottsdale conference. Christine and Mike met at CHART when Christine was VP of Education and Mike had volunteered to serve as Facilities Director for the Charlotte Conference. It was love at first conference team recap. A CHART love connection in every sense, Christine and Mike have pledged to name their first child "Ican Dothat".



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*The Executive Committee
of 2002-2003 Wishes You
and Yours A Happy Holiday*