

Club Resources
INTERNATIONAL

Organizational Values

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Creating a Lasting Organizational Culture

We frequently talk about the importance of developing a club culture in our organizations. What exactly do we mean by an organizational culture?

The dictionary defines “culture” as *the sum total of ways of living built up by a group of human beings and transmitted from one generation to another*. With a slight modification of this definition we come up with the following working definition of organizational culture.

The sum total ways of working and interacting built up by a group of people within an organization and transmitted from one generation of employees to another.

The major benefit of establishing an organizational culture is that once adopted by the majority of people in an organization the culture takes on a life of its own and permeates the workplace. As normal turnover takes place, new hires quickly learn that to be accepted in their new surroundings, they must embrace the culture and make it their own.

In the absence of a culture developed and disseminated by the organization’s leadership, a culture will arise on its own, usually fostered by a vocal few and often cynical and at odds with the purpose of the organization.

So how do you create a culture in your organization?

First, you have to define clearly and succinctly the aims of your organization and what it aspires to be. These are most often found in Mission and Vision Statements. Beyond these basic statements of intent, one must clearly spell out standards of behavior and performance. These can be in the form of Guiding Principles, Operating Standards, Leadership Principles, Service Ethic, Customer Bill of Rights, Principles of Employee Relations, Organizational Values, Service Pocket Cards, a Code of Professional Ethics, or any other formal statements describing the “What, How’s, and Why’s” of how business should be conducted.

Eight Steps to a Lasting Culture

1. Define and embrace values.
2. Set the example.
3. Constantly and enthusiastically remind and reinforce – especially to subordinate leaders.
4. Indoctrinate new hires into culture.
5. Praise and reward those who uphold and foster the culture.
6. Correct and counsel those who don’t. Terminate as necessary.
7. Do not let anyone disparage or ignore the culture – especially subordinate leaders.
8. Preach the message at every opportunity.

Yet publishing such principles and statements, no matter how inspirational and well-written, will only foster employee cynicism if the values are not enthusiastically embraced by the organization’s leadership. On the other hand, when leaders demonstrates their commitment to the organization’s values by their daily example, employees will do likewise.

With well-defined values and the enthusiastic example of leaders, the ground has been prepared for the fruits of organizational culture, but just as in growing a garden, preparing the soil is only the first step. The real work for a successful harvest is the daily tending – watering, fertilizing, pruning, weeding, and pest control. In the case of an organizational culture, it is daily reinforcement at every opportunity with all employees that continues to focus individual attention on the values that underlie everyone’s efforts.

In some cases, it's publicly recognizing an employee for embracing and utilizing the values in their work relationships or service rendered to customers. In other cases, it's privately correcting an employee who has ignored or transgressed the culture. In extreme cases, it's terminating the employee who refuses to accept the group norm. The key is to continually remind employees of the organization's values and elevate them from words on a page to an animating spirit that permeates every aspect of the organization and its work.

From the process of continually accentuating and reminding one achieves a breakthrough similar to that described in Jim Collins' book, *Good to Great*.

“Sustainable transformations follow a predictable pattern of buildup and breakthrough. Like pushing on a giant, heavy flywheel, it takes a lot of effort to get the thing moving at all, but with persistent pushing in a consistent direction over a long period of time, the flywheel builds momentum, eventually hitting a point of breakthrough.”

This breakthrough is reached when the organization achieves a critical mass of employee buy-in. Though the process of establishing an organizational culture requires patience and persistence as well as leadership and example, when breakthrough is achieved, the culture takes over and is self-sustaining – with the employees holding the bar high and policing their own ranks.

In such an organization, employees understand what must be done and how. Motivation and morale are sky-high as employees are empowered by their participation and contribution. The leader, relieved of the burden of constantly following behind employees to ensure they are doing the right things, can focus on strategic issues and the future of the organization.

The importance of a well-defined and promoted organizational culture cannot be overemphasized or underestimated in its impact on quality, performance, and customer service. The only thing that can screw it up is for the leader to fail to show an ongoing interest or set an uncompromising example of the organizational culture and its values.

Club Values

The following values are at the heart of all we do as individuals working for our members, guests, and co-workers. These values must become second nature to all – from the General Manager who leads the club, to the managers and supervisors who direct the day-to-day functions of our operations, to the most recently hired new employee.

To avoid these values merely becoming empty words on paper, words that are read periodically and promptly forgotten in the press of business, the club requires that its values be fully supported by managers at all levels, reviewed daily during our club-wide *Daily Huddle*, and fostered at every opportunity by our leaders to constantly connect the larger vision with the detail of our daily tasks.

In addition each manager and employee of the club will be issued and expected to carry one of our Values Pocket Cards. These cards will be used during *The Daily Huddle* and at any other appropriate occasion to reinforce our “reason for being.”

All club managers and supervisors must understand these basic operating philosophies and strive to reinforce them with our employees at every opportunity. A common understanding of our goals and methods is essential to our mutual success.

As you read through our values consider the many ways that you might use to reinforce them to your subordinate managers and line employees. Also, recognize how your actions and example as you go about your daily duties can either contribute to or hinder a better understanding of these values.

MISSION

What we do!

Understand and exceed the expectations of club members and guests we serve.

Given that each club member and guest may have different expectations for the service we provide, it is up to each manager to understand those expectations and then motivate his/her employees and organize his/her operation to exceed the expectations.

VISION

How we expect to do it!

Through innovative programming, member-focused service, and principled leadership, we are dedicated to establishing a premier private club experience for our members and guests.

Our members have joined the club and pay a premium to enjoy the highest quality club experience possible. We will focus on understanding their needs and desires, organizing the club operations for efficiency and quality, and directing and training our employees to provide Remarkable Service levels.

GUIDING

PRINCIPLES *Principles that guide the conduct of our business!*

- **Proactive leadership with service-based philosophy.**

Our leadership is active and engaged, while strictly adhering to service-based leadership principles (per Leadership on the Line).

- **Forward-thinking, professional expertise.**

Our professional knowledge should not only be up-to-date, but should be constantly looking ahead for cutting edge concepts and practices.

- **Proven management and operating systems.**

We utilize proven management practices and operating systems to efficiently organize and operate our club.

- **Sound planning and effective implementation.**

All of our projects and tasks must be planned thoroughly and implemented completely.

- **Innovative programs, continually reviewed.**

We offer innovative programs and we continually review them to make improvements.

- **Detailed benchmarks, constantly analyzed.**

We benchmark all areas of our operations and analyze them for better performance and best practices.

- **A commitment to staff development and empowerment through formal, ongoing training.**

We operate in a detail intensive business and can only achieve excellence by thorough training and retraining. Employees must be empowered to succeed and to solve member/guest issues whenever encountered.

OPERATING STANDARDS

Standards that form the basis for our operations!

- **Our vision and goals are articulated.**

Our Club Strategic Plan lays out the long term goals for the operation. Club Annual Goals are prepared as guides and targets for accomplishment. We put them in writing to formally commit ourselves to their accomplishment.

- **We are uncompromising in our commitment to excellence, quality, and service.**

To serve the highest echelons of our community, we have to set and commit to the highest standards.

- **Authority and responsibility are assigned and accountability assured.**

Managers are assigned both the authority and the responsibility to direct their areas of the operation according to our highest standards. These individuals are held accountable for their results.

- **We embrace innovation, initiative, and change while rejecting the status quo.**

We seek continual improvement in all aspects of our operations.

- **Standards are defined, operations are detailed in written policy and procedure, and we seek continual improvement of products, services, programs, and operating systems.**

Written standards (or the expected outcome of our “moments of truth”) for our products and services are detailed in written policies and procedures. We seek continual improvement in these.

- **Member/guest issues are resolved politely and promptly by our empowered employees.**

No explanation needed.

- **Constant communications and feedback enhances operations and service, while problems and complaints are viewed as opportunities to improve.**

We can never communicate too much or too well. Informed employees are better employees. Problems brought to our attention allow us to focus on solutions.

- **We benchmark revenues and sales mixes to evaluate members’ response to products, services, and programs, and we benchmark expenses, inventories, and processes to ensure efficiency and cost effectiveness.**

We must pay close attention to what our members are telling us by their spending habits. Benchmarking and analyzing expenses, inventories, and processes help us be more efficient.

- **We ensure clean, safe, well-maintained facilities and equipment while safeguarding club assets.**

A good bottom line is only one measure of our effectiveness; we must also take care of all club facilities and safeguard their assets.

- **We acknowledge each operation as a team of dedicated individuals working toward common goals and we recognize the ultimate value of people in everything we do.**

While each employee has his or her own duties and responsibilities, every member of our club works toward the common goal of understanding and exceeding the expectations of our members and guests. Ultimately our business is about people and they must be valued and respected wherever and whenever encountered.

Service Ethic

Service is our only product. We aim to provide the highest possible level of service to our members and guests. To do this, we must:

- Anticipate their desires and needs.
- Set standards of excellence that challenge us every day.
- Understand that when a member or guest perceives a problem, the problem is ours. The burden is ours to solve the problem and change the perception.
- Make everything about our operations as easy, simple, and clear as possible for our members and guests. Communicate clearly and in a timely manner any changes in operations, policies, or programming.
- Be formal and professional in all our dealings with members and guests. Always use names and titles, such as Mr., Mrs., Dr., when speaking to members or guests. Never use a first name. If you don't know a person's name, use "Ma'am and Sir." These common courtesies demonstrate our respect for those who pay our wages.
- Demonstrate a sense of enthusiasm about our jobs. A sense of teamwork and a true willingness to help and serve will naturally contribute to this enthusiasm.
- Seek comments, criticism, and feedback about our efforts. Graciously accept criticism and complaints without becoming defensive. Apologize without hesitation. Take corrective action as necessary.

Commitment to Employees

We pledge to conduct employee relations in an honest and straightforward way. Therefore, we will work hard to ensure that:

- All employees are treated with dignity and respect.
- All employees are important to our team effort. We do not tolerate discrimination or harassment in any form.
- Rules, regulations and policies are applied uniformly and fairly.
- Every employee is properly trained.
- We communicate goals, plans, projects, work conditions, and performance expectations.
- We provide positive feedback and recognition, as well as accepting our responsibility to correct and enhance performance as necessary.

Teamwork

Because we are a team committed to a common effort, we:

- Treat co-workers with courtesy and respect.
- Are considerate of co-workers. Cooperation and understanding make everyone's job easier and more enjoyable.
- Recognize accomplishment and thank co-workers for their efforts.
- Understand that every employee contributes regardless of position.
- Offer assistance and ask for help whenever necessary – this is, after all, the hallmark of a team.

Standards of Service

Our club has been envisioned and designed to set a standard of excellence. To meet that standard, we must have an absolute commitment to quality. Our members expect nothing less and we can derive great satisfaction from our individual and collective pursuit of that standard.

The philosophy by which we conduct our business is the foundation upon which we build our success. It is important that each of us understands and works within that philosophy.

Service

The nature of our business is SERVICE. As members of a club's staff, our efforts are directed toward providing the highest possible level of service to our members and their guests. Therefore, we must anticipate their needs and desires, set standards of excellence that challenge us daily, train constantly, and continually examine and improve the details of our operation to enhance our members' experience.

The success of our efforts and excellence of our operation is ultimately measured **only** by their satisfaction.

The answer is YES!

Member satisfaction comes from meeting the desires and needs of those we serve. The emphasis of our orientation and training is on learning how to say YES to our members. This motto, if kept foremost in mind, should serve us well when dealing with any unusual request or difficult situation.

Equally important, this motto should characterize our work relationship with our fellow employees. Everyone who works here is a member of a team trying to accomplish the same mission. Our cheerful and complete cooperation with one another will make our jobs easier and our work more meaningful and fun.

What does "the answer is YES!" mean in reality? It means that if we get a special request – something out of the ordinary – our first thought should be, "how can I make this happen?" not, "am I allowed to do this?" or, "is this something I'm supposed to do?"

Whatever the request, go the extra mile, even if it requires extraordinary effort. If we do this every day in all the little ways, we will send an unequivocal signal to our members that we understand why we are here.

Principles of Service

The following principles govern the quality of the service we wish to offer:

1. SERVICE is our only product. We aim to provide the highest possible level of service to our members and their guests.
2. Attitude and a sense of enthusiasm are important ingredients in providing high quality SERVICE.
3. The first step in providing SERVICE is to anticipate the needs and desires of our members and their guests. To do this we must examine every area of our operation in detail to determine how we can give more and better service and value.
4. To provide high quality SERVICE, we must know what our members want and expect. Therefore, we should constantly seek their comments, criticisms, and opinions about our operation.
5. If a member perceives a problem, there is a problem. It makes absolutely no difference whether we think there is a problem or not. Furthermore, the problem is ours, not the member's. The burden rests entirely with us to change the member's perception.
6. We should never be defensive when a member comes to us with a problem. He or she is doing us an immense favor by bringing the problem to our attention. We must listen carefully to make sure we understand the nature of the problem and take action to correct it.
7. Every problem has a solution. Placing blame for problems is not our concern. Solving problems and analyzing them to ensure they don't happen again is our only concern.
8. The SERVICE profession is a demanding one, but one that offers many rewards. There is nothing more demanding or more satisfying than accepting the challenge of turning someone's anger and unhappiness into a smile.
9. A true SERVICE attitude involves sincerely caring for our fellow man. The good feeling we get from helping others is proof positive that when we give to others, we give to ourselves.
10. A sincere smile is the smallest yet most important element of SERVICE. Though smiles are formed with the mouth, when sincerely given, they come from within. Smiles are more than just lip service.

Our Members and Their Guests

All of us who work at the club from General Manager to Supervisors to Cart Attendants to Servers are here to provide service to our members. They are our ultimate bosses. Treat them accordingly. Our willing deference to them is a sign of respect.

Our members are the reason we are here. Without them there would be no club. Their use of club facilities and services makes our paychecks possible. Members should:

- Be greeted cordially by us wherever encountered.
- Be listened to politely when they have a comment, complaint, request, or suggestion. Please pass their remarks on to your Supervisor.
- Be given our undivided attention. We must immediately interrupt our personal conversations at their approach. By giving them our absolute attention, we demonstrate our respect for them and our dedication to their comfort and welfare.

- Be helped in any way possible. We will not be naysayers to our members. There is always an alternative way to meet their requests. Be creative, be bold, but most of all, be helpful.
- Have doors opened and carts moved aside for them. When passing a member in hallways or on stairs, yield to them while greeting them cheerfully. Even if there is sufficient room to pass, make a point of moving aside to show deference.
- Never see us eating, drinking, or smoking. These personal habits interfere with our immediate and absolute focus on our members. Even if these habits don't actually interfere, they may give a negative impression – and impressions are what service is all about. We do not chew gum, candies, mints, toothpicks – it's unprofessional.
- Never see us “breaking a sweat.” Service is a form of theater. We are putting on a show for our members and guests. The tempo of service should be measured, paced, and customer-focused – never hurried or harried.
- Be able to enjoy their round of golf with as little interference and disruption as possible. Equipment operators, beverage cart staff, and rangers should stop equipment when golfers are hitting or putting and we should keep our conversations low so as not to disturb play.
- Not have to listen to our personal conversations anywhere around the property. Talk quietly when members are present. The club is not our place to play and horse around. We should strive to maintain a dignified, quiet atmosphere.
- Hardly be aware of our presence. Be out of sight and out of mind. Good service is unobtrusive. Public areas of the club are for our members. Therefore, we should not be in the public areas unless working or quietly transiting from one work area to another.
- They should never hear us complaining about the club or its policies and procedures. Such complaints should be brought directly to your Supervisor.

As service staff, we must assume a deferential role in all our dealings with our members. The following thoughts will help guide us in that role:

- When greeting a member, let them know our names and that we are here to help them in any way.
- Be formal when interacting with members. To assume familiarity with them is to presume equality. In the service profession, we willingly assume a subordinate position and should not presume anything in our dealings with our members. This does not mean that we should not respond to their friendliness and familiarity. It does mean that we should take our cue from them and not assume familiarity.
- Speak slowly and deliberately, using standard English usage when talking to our members. Avoid slang expressions or trade jargon. Never refer to members as “You guys.”
- Do not lean against walls, sit on furniture in public areas of the club, stand with hands on hips or in our pockets, or fold our arms across our chests. All of these convey an attitude that this place is ours. These may seem like nitpicking details, but they send powerful messages about our attitudes.
- Be knowledgeable about our jobs and what is expected of us. We must take it upon ourselves to learn everything we can about all aspects of our business. While we strive to do a thorough job of training, our continuing commitment to learning has a great bearing upon our success.

- Make every effort to appreciate the member's perspective. Every problem a member perceives is a real and immediate problem for him. To solve it, we must focus and listen carefully to what he is telling us. We cannot assume that we know what he is going to say.
- Make everything about our operation as plain, simple, and clear as possible for our members and their guests. Though they may come here every day, it is our job to make things as easy as possible for them. Therefore, changes in our policies and operation must be communicated well and thoroughly.

Satisfying our members is not an easy matter. They expect high quality food, recreation, and service in a clean, friendly, well-maintained and operated environment. They also expect value for price. To meet their expectations we must have a keen commitment to our standards of service and the right attitude to make it happen.

The Right Attitude

The right attitude is the most important requirement for success in any endeavor. How we approach our work has a direct bearing upon the quality of our work and, more importantly from each individual's standpoint, the enjoyment and the sense of satisfaction we derive from working here. If we dwell on the negative, our work and every aspect of our lives will be negative. We must choose instead to see our work in a positive way and take pride in our contributions to the larger effort.

We feel strongly about maintaining a positive attitude. One sour, negative attitude can ruin the workplace for the rest of us. Our members don't need it and we don't need it. So we say with deep conviction,

"BE OF GOOD CHEER OR DON'T BE HERE".

Because of the importance of a right attitude and good cheer to our business and collective effort, we state categorically that an employee may be discharged for a chronic bad attitude.

Teamwork

Like any other business, the club relies on all of its employees to work together. If one person isn't doing his or her job, it affects the whole operation. It is vitally important, then, for everyone on the team to know their responsibilities and give one hundred percent to the collective effort. This may often include performing duties not listed in specific job descriptions.

Attitude toward Members

We must prepare ourselves mentally each time we come to work. Be ready to serve our members. Our attitudes, appearance, and work performance are the bases upon which our members judge us. Treat each and every member, their families, and guests with the respect they deserve as the people who employ us.

It is in our best interest to present ourselves in a manner that reflects pride in our work and loyalty to the club. Dissatisfaction with our place of employment or a supervisor must be taken up with him, not with members.

Attitude toward Co-Workers

Consideration and helpfulness toward our fellow workers is essential to efficient team effort and to the morale of each department and the club as a whole. Be understanding and cooperative with other employees – it will make everyone's job easier and more enjoyable.

Praise and compliments make people feel good about themselves and the job they do. Each of us does many things right each day, so don't hesitate to compliment a fellow worker. His or her appreciation will be its own reward!

Courtesy

The basis of all courtesy is nothing more than the golden rule – treating others with the same respect and consideration with which we wish to be treated.

A helpful technique to providing this respect is to focus on each person – whether member or co-worker while interacting with them. Consciously or unconsciously they will appreciate the attention and have a better feeling about themselves, their fellow workers, and the club.

Courtesy is infectious. One person's courtesy and good cheer will positively affect others who may be struggling with their day.

Our Workplace

It is up to each of us to make our club an enjoyable and satisfying place to work. Life is too short to give a significant portion of it to something we don't enjoy or don't feel is worthwhile.

While every organization has its problems, life and our work are what we make them. Every employee is encouraged to make the most of his or her time here. If we do this, our common purpose and collective experience will add much to our lives.

Member Relations

The term "Member Relations" encompasses the most difficult and challenging area in the club business. It is difficult for the same reasons that managing employees is difficult – it involves people with all their needs, desires, agendas, and egos. But a significant difference between member relations and employee relations is that managers have the means to control their employees' behavior and attitude, while managers have only the ability to influence members' perceptions. It is also understood that all service employees, including managers, are in a subordinate position to members in that your jobs involve serving these people who are your ultimate bosses.

Given this recognition, it is imperative that all club managers, from General Manager to department heads to supervisors, devote time and attention to the many challenges and pitfalls of member service.

The following material is an effort to put member service in the context of a manager's overall responsibilities. While there is no single managerial skill, ability, or attitude that will deal satisfactorily with all situations involving members, there are certain guidelines that should help in most situations. Beyond that, managers will have to use their best judgment and discretion in dealing with the variety of situations that may arise. Member relations is an art, not a science. Judgment and discretion are paramount. But as with any art form, practice and experience develops a skill set that can hopefully meet any challenge.

The Customer is Always Right!

"The customer is always right," is an old adage often given as a guide to follow when dealing with angry or troublesome patrons. But you must understand in the service business, all concepts of right and wrong are irrelevant. There is only the member's perception of a problem. This is your only reality, and you have but one course of action – to positively influence that perception. By disputing the perceived problem, you are only amplifying and reinforcing a member's annoyance.

First and foremost when dealing with a complaint, do not become defensive. It's not easy, but if you allow yourself to put up your defenses, you'll send the wrong signals to the member and you will never hear what he or she is saying. Try to mentally step back from the situation and realize that the member is not attacking you personally, though it may sometimes seem that way.

Whatever has happened up to the point of the complaint is unimportant compared with what you are about to do. Take a deep breath if necessary. Focus all your attention on the member to find out what he or she is really saying. Do not assume you know what the complaint is. Listen patiently and sincerely. Ask questions to ensure you understand. Be sympathetic. The problem is yours, not the member's, and you must do everything in your power to resolve the situation.

Offer to replace the item or correct the problem within the limitations of your responsibility. In all cases, do not offer a negative answer to the member before you have consulted your supervisor or Manager on Duty. No matter what has occurred your goal is to make certain that the member is satisfied.

Communicating with Members

Many problems with members can be avoided by good, ongoing communications. When members understand the club rules and regulations, when uncertainties are clarified, when changes in policy and procedure are announced in advance, members are not confused or embarrassed by a lack of information.

Some communications are routine, as in the monthly club newsletter; some are formal, as in periodic letters from the General Manager; but the greatest and most comfortable type of communication is from managers who are highly visible in the operation and interact with members on a daily basis. This informal communication and contact will build the greatest level of trust and rapport with members and will assist management when unpleasant news, such as dues increases, must be communicated.

Further, this daily interaction with members will allow small problems to be defused before they become big issues. A side benefit is that it permits you to "take the pulse" of the membership on an ongoing basis and keeps you from being "blindsided" by festering problems that suddenly blow up.

As with employee relations, the key to member relations is trust. Members trust management that is visible, concerned, proactive, reliable, and easy to approach. This trust is essential in any long term relationship.

Training Staff

While you as a manager may have an excellent understanding of member relations, it is also imperative that your employees are trained with the same understanding and skill set. Just as you rely on them to accomplish the work of directly serving members, you must also rely on them to interact professionally and appropriately with members at all times.

To do this they must be well-trained. This requires good initial training and ongoing reminders of the importance of your service standards. As with all other training, member relationship training is the absolute

responsibility of managers. If any one of your employees renders less than outstanding service, you are the one ultimately responsible for this failure. While the club has provided certain material to help you in this training responsibility, it is you who must make it happen.

Use this material and help your employees understand how it can help them do their jobs. Your employees must do more than just read the material; they have to interact with it. In other words, if someone is told to sit at a desk and read the training material, they may only remember 10% of what they read. Role-play with them and have them treat you as if you were a member. Have them perform the tasks that are taught in the training material. This will help them remember what is expected of them. A Chinese proverb summarizes this theory: *I hear and I forget, I see and I remember, I do and I understand*. Show them the correct way of performing their tasks and then have them reinforce it by performing it for you.

While teaching employees the right way to do things, don't ever miss an opportunity to learn from mistakes. Without embarrassing the offending employee, discuss service failures with your employees and let everyone learn from the mistake. Often such review and analysis will point to better ways of doing things or improvements to training materials.

Quality, full-service training (learning) for all employees who interact with members is paramount to the success of the club. Take advantage of all the training resources at your disposal and encourage employees to search out ways to increase their knowledge of the business. Reinforce their learning with praise and acknowledgement at every opportunity. This praise will reinforce the positive things they do until they become habits. Great habits make great employees! Aristotle said: *Excellence is an act won by training and habituation. We are what we repeatedly do. Excellence then, is not an act, but a habit*.

Setting the Example

While training employees is extremely important and prepares them for the challenges of members relations, nothing is as important as you setting the example for your staff. Managers at all levels must "walk the walk" as well as "talk the talk." If you preach one set of standards to the employees, but practice another, they will not only lose respect for you, but they will follow you in all the bad practices you exhibit.

Recovering from a Bad Member Experience

Despite your best preparation, practices, and efforts, there will inevitably be an occasion when you or your staff fails to render the appropriate level of service. It may or may not be directly or indirectly your fault, but a problem has been created nevertheless. The key here is not what went wrong (though this should always be examined after the fact to avoid repetition), but how you recover. In these cases, recovery is always the key!

Sincere apologies on the spot and attempts to rectify the situation are always the best solution, but are not always possible. In some cases, the member has gone away mad. When this happens, it is essential to follow up the next day or the first appropriate opportunity. A phone call to the member or a letter expressing your sincere regret and giving some indication of how the problem will be fixed to avoid future incidents is appropriate. In some instances, this type of follow up when the member has cooled down can be an opportunity to build a higher level of trust. The key is to take personal responsibility to repair the damage.

Time is the most important element in making a recovery. You must be willing to get involved in the moment and handle the crisis in a timely manner. Making a recovery can provide you with the highest level of personal gratification. If you are successful, you gain the member's respect and you will foster a rewarding sense of self-worth. Hopefully, the need to make a recovery with a member will be a rare occurrence, but you should hone this skill at every opportunity. It will serve you well in any endeavor.

Basic Service Issues in Clubs

There are certain basic service issues common to most clubs. These issues are discussed below to provide guidelines to you and your employees in their dealing with members.

Maintaining Decorum

Clubs typically develop an atmosphere that is a reflection of its membership. Whether formal or casual, the attitudes and behaviors of members will establish an appropriate decorum for the club in general and various areas of the club in particular. Employees need to be aware of and maintain this decorum.

Often the decorum of adjacent areas will be different, for instance the bar and dining room have different atmospheres. The bar tends to be more casual and boisterous with members watching sporting events on TV and generally enjoying a convivial atmosphere. The dining room, depending upon day of week and time of day, will typically be more subdued. There may be members having a business luncheon or a group of ladies entertaining their garden club or a mother and children having a quick bite to eat before heading to the pool.

While employees cannot always control members' behaviors, it is important that they maintain decorum as formal and subdued as the most formal group of members present. In most cases, member behavior is self-regulating and management should only have to step in should a member's behavior be out of line.

Avoiding Familiarity

Many members live a more casual, relaxed lifestyle and they naturally carry this casualness into their interactions with club employees. Some members ask employees to call them by their first names and enjoy joking and exchanging banter with employees. This, however, can create a potential minefield for employees.

Employees must always remember that they are in a subordinate position to the member and can never tell when their banter or joke may prove offensive to the member or any other member within earshot. The repercussions of such offensive behavior may include complaints to management and disciplinary action for the employee – regardless of whether or not the member instigated the situation.

Avoiding Sensitive Topics and Language

Club employees should always avoid engaging in or responding to conversations with members on sensitive or controversial subjects such as religion, politics, discussions of other members, and ethnic or off-colored jokes. Employees may hear members using offensive ethnic slurs or speaking derogatorily of other individuals or groups of people.

While employees cannot put a stop to this, they should not engage in such language or discussions themselves and, in fact, should remove themselves from the offending members' presence as much as possible. Other members overhearing such conversation and being offended by it may judge the employee by association even when the employee is not involved.

Enforcing Club Rules

Each club has rules and regulations for its members to follow such as dress code, proper golf course etiquette, ready play, prohibition of carrying coolers on the golf course or in the pool areas, etc. Unfortunately, when members do not follow the rules, it is up to employees to enforce them. Often the infraction is unintentional and the member simply needs a reminder. In some cases it may be best to make an exception in the immediate

case to avoid embarrassment, but the member should always be educated in the process to avoid future problems.

Clubs can help themselves by making an effort to foresee which rules may present a problem, for instance a requirement that men must wear jackets in the dining room on certain nights or after certain hours. In this case, management should have spare jackets in a variety of sizes to offer members and their guests who may arrive without a coat.

When informing members of a rules violation, it is always helpful to offer an alternative to the member to avoid embarrassment, for instance, seating inappropriately dressed members in the bar to eat instead of the dining room.

If a particular member repeatedly ignores club rules despite being informed by employees, the situation should be referred to the General Manager for action.

Offering Special Touches

There are some small, yet special touches that demonstrate your commitment to service. This list is for a beverage cart attendant and is by no means all-inclusive. Similar special touches should be devised and included in all areas of the operation.

- Use a clean towel to wipe off beverage cans before giving them to members.
- If players look hot or tired, offer them a wet towel. Wring excessive water out of towel before handing it to them.
- If you are out of a product that a particular member wants, make a point of getting some of that product the next time you pass the Turn House. When you see the member again, inform him or her that you now have the requested item.
- If appropriate, offer your umbrella to a member who does not have one. You can get it back later.
- If a player hits a shot into the woods and you see where it went, wait there and point it out for him or her. This is important as you will be asked frequently if you saw where someone's ball went.
- If you find a golf club on the course, backtrack to see if anyone in the previous few groups lost a club. If you cannot find the owner, call the Pro Shop to tell them you found a club, on which hole it was found, and what make of club it is. Turn the club into the Pro Shop the next time you pass by.

Meeting Service Requests

As an operation that caters to the needs and desires of its members, clubs will make every effort to meet the special requests of its members. The following guidelines should help food and beverage employees meet the special requests of members. The same principle applies to any other area of club operations. Going the extra mile to provide service will always impress members and their guests.

- Food service menus are established to provide members with a varied selection of food service items while maintaining the efficiency and profitability of the operation. There are times when menu items do not meet the special needs of individual members. In such instances, food service staff should be able to provide alternate suggestions.

- Ultimately, the decision as to whether the club may meet any special food requests rests with the General Manager, Chef, or Sous Chef. Front-of-house staff should consult with these individuals before making any promises to members. The best course of action is for the Chef or Sous Chef to speak directly with the member and to offer suggestions.
- Pricing for any special items should be determined by the Chef or Sous Chef based upon ingredient costs and standard menu markups.
- Special request items should be rung up on the point of sale terminal using the Special Item key.

Satisfying High Maintenance Members

Employees should understand that there will always be "high maintenance" members. Satisfying their higher expectations is part of the cost of doing business and the ultimate challenge of service. So employees should not dwell on the difficult few; rather, they must recognize each request or complaint as legitimate and focus on the solution.

Usually experience with individual high maintenance members will give managers and employees a better understanding of their particular needs and allow prior preparation to better serve them. One dining room manager privately told a high maintenance member to personally call him when the member was coming in to dine so he could give the member "his individual attention." This special attention went a long way in diffusing the member's complaints.

Knowing your Facility

Every dining room has good seats and bad seats. The good seats are near the fireplace in winter, overlooking the verandah in summer, or a booth for quiet, intimate dining. Conversely, there are bad tables under air conditioning vents, near pantry and verandah doors, or near a large party of young children.

You and your employees should be aware of the good, the bad, and the ugly of your club and seat members accordingly. If you know Dr. and Mrs. Turner are coming in to celebrate their anniversary, give them the table of their choice or one that will provide the intimate setting for their celebration. Make sure that you do not seat a large boisterous party near them during their meal.

Knowing Member Names

Members want to be recognized and acknowledged at their club. These are the main reasons people join clubs. Strive to learn their last names and address them as Mr., Mrs. Ms., etc., every opportunity you can. Remember their special preferences and go the extra mile to provide their special requests without being asked to do so.

Knowing Member Habits

You and your employees should make every effort to learn the habits of members, particularly those who use club frequently. Whether it's Dr. Jones liking his martinis dry and straight up or Mrs. Smith's inability to tolerate dairy products or Mr. Martin always having a Courvoisier after his meal, these tidbits of information, when followed up on by employees, provide a higher level of service and a personal touch that is always appreciated by the member.

A simple way to record and share member habits is to keep an alphabetized ledger in the dining room pantry and at the bar. Whenever, a server or bartender learns something new, they should record it in the ledger under the member's last name. Over time a sizeable body of personal preferences will be accumulated.

Prior to each meal period, servers should review the reservation list and use the book to remind themselves of the preferences of any member coming in for that meal period. The preference book is also useful as a training tool for new employees.

Reinforcing Club Value

It is through the daily casual conversation with members that you have the ability to build value. Most members pay dues monthly or quarterly, so we must reinforce to them that their money is well spent. Talk about the upcoming club activities and events, talk about an exciting new offering in the dining room, talk about items of interest that will help them see the benefits of being a member at their club.

Maintaining Club Appeal

One way to ensure that the club is appealing to members is to pretend you are the member every time you enter the facility. Each time you arrive to work, walk into the club facility as if you were a new member and were entertaining guests. Walk around the clubhouse, view the dining rooms and bar area, take a look in the bathrooms; all the time acting as if you have never set foot on the premises. Look from top to bottom and see if you discover something that is out of place, dirty, or in need of repair.

Establishing the WOW Factor

We must all recognize that what excites and astounds today will be seen as old news tomorrow. In order for the club and its employees to continually provide the unexpected service touches that wow our members, we must challenge ourselves to brainstorm and plan for ways to continually impress. We cannot leave it to chance.

Just as the Chef will change menus periodically to provide new and interesting dining offerings, all areas of club operations must be continually on the lookout for new ways to offer service. Such ideas must be shared with other department heads and their planning and implementation coordinated so that members are treated to a continual parade of “knock your socks off” special touches. With proper planning and implementation of these service touches, members will experience the Remarkable Service we aim to provide and recognize their club as the leader in personal service and service delivery.

Pocket Cards and the Daily Huddle

Values Pocket Cards are an excellent way to reinforce the club culture. Yet to ensure that the club Culture and Values are reinforced to all employees, they must be instructed to carry the card with them at all times they are at work. Further, managers at all levels of the organization must continually check to see if employees have the card with them and query them on the values it contains.

To further ensure that our Culture and Values are reinforced, the club should implement *The Daily Huddle* which requires that every manager from the General Manager, to Department Heads, to Supervisors, to the most newly hired line employee attend a *Daily Huddle* with their department or section, each and every shift, each day, in every area of the club.

The purpose of *The Daily Huddle* is to give employees an opportunity to revisit our values and reinforce them with co-workers on a daily basis. The *Huddle* should take no more than ten to fifteen minutes and, as much as possible, should be held at the same time for each shift to make it part of the daily routine.

The format for the *Huddle* should include an assigned presentation or discussion of some element of our culture or values by an employee (anyone in the department or section, but usually line staff who must put the values into their own words and tie it to their daily work. Managers and supervisors may periodically present, but they should not “steal the show”). In addition, the Human Resources/Training Manager should prepare and publish an annual calendar of weekly topics to “steer” discussions toward some element of our Culture or Values. *The Daily Huddle* should also be used to recognize staff birthdays, anniversaries, births; a review of individual member preferences; major personal events or accomplishments; and extraordinary service rendered by employees.

The *Huddle* is a significant bonding experience for any department or section and must not be taken lightly or glossed over. In order to be successful, leaders at every level must enthusiastically embrace the concept, recognizing its essential role in fostering a service attitude. Without a leader’s ongoing commitment and example, the *Huddle* will become a meaningless corporate requirement and employees will not recognize or understand the value and contribution of their daily efforts to the larger club goals.

See sample Values Pocket Cards and an example of a calendar of weekly topics to spur discussions at *The Daily Huddle* on the next three pages.

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| <p style="text-align: center;">Service</p> <p>The nature of our business is SERVICE. As club employees, our efforts are directed toward providing the highest possible level of service to our members and their guests. The success of our efforts and excellence of our operation is measured only by their satisfaction.</p> <p>Satisfying our members is not an easy matter. They expect high quality food, recreation, and service in a clean, friendly, well-maintained and operated environment. They also expect value for price. To meet these expectations we must have a keen commitment to high standards of service and the right attitude to make it happen.</p> | <p style="text-align: center;">The Right Attitude</p> <p>The right attitude is the most important requirement for success in any endeavor. How we approach our work has a direct bearing upon the quality of our work and the sense of satisfaction we derive from our efforts. One sour, negative attitude can ruin the workplace for all of us. Our members don't need it and we don't need it. So we say with deep conviction,</p> <p style="text-align: center;">"BE OF GOOD CHEER OR DON'T BE HERE."</p> <p style="text-align: center;">Teamwork</p> <p>Like any business, a club relies on all of its employees to work together. If one person isn't doing his or her job, it affects the whole operation. Everyone on the team must know their responsibilities and give one hundred percent to the collective effort.</p> | <p style="text-align: center;">Courtesy</p> <p>The basis of all courtesy is nothing more than the Golden Rule - treating others with the same respect and consideration with which we wish to be treated. It's also contagious. One person's courtesy and good cheer will positively affect others around him or her.</p> <p style="text-align: center;">Our Workplace</p> <p>It is up to each of us to make our club an enjoyable place to work. Life is too short to give a significant portion of it to something we don't enjoy or don't feel is worthwhile. While everyone's experience is filled with challenges and problems, our lives and our work are what we make it.</p> |
| <p style="text-align: center;">Our Members and Guests should</p> <p>Be greeted cordially by us wherever encountered.</p> <p>Be listened to politely when they have a comment, complaint, request or suggestion.</p> <p>Be given our undivided attention. We must immediately interrupt our personal conversations at their approach.</p> <p>Be helped in any way possible. There is always an alternative way to meet their requests. Be creative, be bold, but most of all, be helpful.</p> <p>Not have to listen to our personal conversations anywhere around the property. Talk quietly when members are present.</p> <p>Never hear us complaining about the club or its policies and procedures.</p> | <p style="text-align: center;">"Every employee contributes to the overall success of our operation. The only difference among employees is their level of responsibility and authority. Every employee is important."</p> <p style="text-align: center;">Club Resources International 100 Country Club Drive Anytown, DE 55555 (555) 555-5555</p> | <p style="text-align: center;">Club Resources INTERNATIONAL</p> <p style="text-align: center;">Standards of Service</p> |

| | | |
|--|---|--|
| <p style="text-align: center;">Our Mission</p> <p>is to understand and exceed the expectations of our members and guests every day in every way.</p> <p style="text-align: center;">Guiding Principles</p> <p>Proactive leadership with service-based philosophy.</p> <p>Forward-thinking, professional expertise.</p> <p>Proven management and operating systems.</p> <p>Sound planning and effective implementation.</p> <p>Innovative programs, continually reviewed.</p> <p>Detailed benchmarks, constantly analyzed.</p> <p>A commitment to staff development and empowerment through formal, ongoing training.</p> | <p style="text-align: center;">----- Operating Standards -----</p> <p>Our vision and goals are articulated.</p> <p>We are uncompromising in our commitment to excellence, quality, and service.</p> <p>Authority and responsibility are assigned and accountability assured.</p> <p>We embrace innovation, initiative, and change while rejecting the status quo.</p> <p>Standards are defined, operations are detailed in written policy and procedure, and we seek continual improvement of products, services, programs, and operating systems.</p> <p>Member/guest issues are resolved politely and promptly.</p> <p>Constant communications and feedback enhances operations and service, while problems and complaints are viewed as opportunities to improve.</p> | <p>We benchmark revenues and sales mixes to evaluate members' response to products, services, and programs, and we benchmark expenses, inventories, and processes to ensure efficiency and cost effectiveness.</p> <p>We ensure clean, safe, well-maintained facilities and equipment while safeguarding club assets.</p> <p>We acknowledge our club as a team of dedicated individuals working toward common goals and we recognize the ultimate value of people in everything we do.</p> <p style="text-align: center;">Remarkable Service</p> <p>requires many interrelated, detail-intensive practices but at its root it's all about discipline, organization, and the quality of your leadership.</p> <p>To provide remarkable service, you must fully commit to the requirements of the Remarkable Service Infrastructure.</p> |
| <p style="text-align: center;">Employee Relations</p> <p>Employees are treated with dignity and respect.</p> <p>We do not tolerate discrimination or harassment in any form.</p> <p>Rules, regulations, and policies are applied uniformly and fairly.</p> <p>Every employee is properly trained.</p> <p>We communicate goals, plans, projects, work conditions, and performance expectations.</p> <p>We provide positive feedback and recognition, as well as accepting our responsibility to correct and enhance performance as necessary.</p> <p style="text-align: center;">Contribution</p> <p>Every employee contributes to the overall success of our club. The only difference among employees is their level of responsibility and authority.</p> <p>Every employee is important.</p> | <p style="text-align: center;">Ethical Behavior</p> <p>Consistency in all personnel actions</p> <p>No retaliation</p> <p>No sexual harassment</p> <p>No discriminatory practices</p> <p>No favoritism</p> <p>No fraternization with employees or members</p> <p>No waste, fraud, or abuse</p> <p>No disclosing confidential information</p> <p>No complaining to employees</p> <p>No favors from vendors</p> <p style="text-align: center;">Your Primary Responsibility</p> <p>is to provide your employees with effective Service-Based Leadership – that is, the training, daily direction, and all necessary tools, resources, and support to do their jobs effectively and efficiently.</p> <p>If your employees fail, you have failed.</p> | <p style="text-align: center;">Club Resources INTERNATIONAL</p> <p style="text-align: center;">Management Commitments</p> <p style="text-align: center;">Club Resources International 100 Country Club Drive Anytown, DE 5555 (555) 555-5555</p> |

Sample *Daily Huddle* Discussion Topic

Subject: Personal Ownership

Daily Topics

In an effort to promote a good dialogue on topics of importance to the club and all employees, we have prepared suggested discussion topics for each week and each day of the week. We stress that these are suggested topics. Any manager or employee who has a pressing issue or timely discussion idea can use these during *The Daily Huddle*. Presenters should be prepared to discuss their topic for 2 to 3 minutes.

The club also welcomes discussion ideas or topics submitted by individuals. Creative ideas and lessons learned in one department may help the entire club.

- Day 1:** A common example of poor service is the server, who when asked by a customer for assistance, replies, “Sorry, it’s not my section.” Explain why this attitude is so damaging to service and running a successful business.
- Day 2:** What does the term “personal ownership” imply? How would you define “personal ownership” within a service context?
- Day 3:** If you were a supervisor, what steps would you take to instill a sense of “personal ownership” in your work team? Discuss.
- Day 4:** Give examples of appropriate responses to a member’s request for help when the employee is busy with another service task. Describe the situation and suggest appropriate responses.
- Day 5:** It is said, “While you may not have created a problem, when a member brings it to your attention, you now own it.” What does this mean? Describe, discuss, and give examples.
- Day 6:** How does “personal ownership” work within a service team environment? What responsibility do employees have to “watch the backs” of other team members. Discuss and give examples.
- Day 7:** Why is “personal ownership” so essential to building good teamwork? How can ignoring “personal ownership” fracture the bonds of good teamwork? Discuss and give examples.

Ways to Make the Daily Huddle both Informative and Interesting

- Give a specific example to make your point or discuss your topic.
 - Expand on your point or topic with a short list of related examples or ideas.
 - Tell a personal experience story or anecdote that illustrates your point or topic.
 - Tell about a mistake you made and the lessons you learned.
- Be really creative:
- Do a Google search on your computer and find stories, essays, articles, cartoons, jokes, quotes, pictures, or any other items that illustrate your topic or point.
 - Role play a situation that illustrates your point or topic.
 - Enlist co-workers to put on a brief skit about your topic.
 - Recite a poem or use a quote by a famous person to make a point or introduce your topic.
 - Use the dictionary to define a key term associated with your point or topic. Often the formal definition will frame the discussion.
 - Use appropriate and tasteful humor to illustrate a point or topic.

Principles of Employee Relations

It is the intention of the club to create and sustain a work environment that promotes happy and satisfied employees, thereby ensuring positive member and guest experiences. Therefore:

1. All employees will be treated with dignity and respect. We will not tolerate discrimination or harassment in any form, or any conduct that is unseemly, unprofessional, or reflects poorly on the club.
2. Rules, regulations, and policies will be applied uniformly and fairly to all employees. We will not play favorites. We pledge to conduct our employee relations in an honest and straightforward way. Any necessary criticism or counseling will be conducted in private in a constructive manner with the intention of instructing and correcting rather than blaming.
3. Every employee contributes to the overall success of our operation. The only difference among employees is their level of authority and responsibility. Every employee is important.
4. The great majority of people want to do their jobs well and they take pride in their work. When an employee fails, it is often a failure of management to properly train or communicate performance expectations. In other words, we can't expect employees to do something properly unless we have properly shown them how to do it.
5. Employees have no idea what goals management has for them unless those goals are communicated. They have a need and the right to know how their performance is contributing to the achievement of those goals. Continuous feedback is essential.
6. Management must make every practical effort to keep employees informed on matters concerning policy, procedures, long range plans, projects, work conditions, and compensation and benefits. An informed employee is a better employee. Supervisors should be available at reasonable times to answer questions and hear employee concerns.
7. Recognition is important to all of us. If we have the authority to correct, we also have the responsibility to praise. We cannot have one without the other.
8. Every one of us has a responsibility to help our fellow employees. We do not work alone. Rather we work together for a common purpose. We owe it to ourselves and everyone we work with to be personally pleasant and mutually supportive. One unpleasant personality or negative, non-cooperative attitude can ruin the workplace for all of us.
9. We must empower our employees through meaningful contribution, while striving to make our workplace interesting, challenging, and rewarding. We can do this only by involving employees in decision-making and continual process improvement. The ideas and energy of our employees are truly the driving force behind any success we may achieve as an organization.
10. Our workplace must also be pleasant, enjoyable, and even fun. Too much of our lives are given to work for it to be viewed as a necessary drudgery. Each employee is challenged to do everything possible within good taste and reason to make their workplace a more enjoyable experience for us all.

Management Professionalism

Certain actions on the part of managers and supervisors will cause problems for you and the club. The following basic guidelines will help you avoid problems and set the proper example for those you lead.

Consistency in all personnel actions

In today's litigious society it is essential that all personnel actions from screening interviews, to hiring, to providing opportunities for training and promotion, to counseling, disciplining, and terminating be consistent, fair, and professional.

No retaliation

Employees have a right to come forward with their problems and concerns. While you may expect that they will come to you first, they may feel that you are part of the problem.

Should employees go over your head or file complaints against you, do not retaliate against them. The best way to avoid this is to have open communications with employees and be approachable for their problems and concerns.

No sexual harassment

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment,
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual, or
- Such conduct has the purpose or the effect of interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Sexual harassment is against the law, and it is the policy the club that any incident of alleged sexual harassment be reported to management immediately. Allegations must be quickly and thoroughly investigated.

No discriminatory practices

Biases, prejudice, disparaging remarks or jokes on the basis of race, creed, religion, gender, national origin, ethnic group, age, handicap, or sexual orientation cannot be tolerated. There is no place for bigotry or personal and cultural insensitivity in the workplace. While each person has his or her own biases and prejudices, do not let them interfere with your conduct and decisions as a leader. There are two good reasons for this:

- Senior management will deal swiftly with leaders who exhibit such behavior, and
- This behavior demeans people. It demeans those who do it and those who are subjected to it. Since your club is the sum of its parts, words or actions that attack the self esteem of any employee damage our efforts as a whole.

No favoritism

Scrupulously avoid any appearance of favoritism. The fact or perception of favoritism creates serious problems among employees. Many employee complaints stem from perceptions of unfairness on the part of leaders. Time, money, and energy are spent responding to these complaints, which take away from the club's focus on customer service, improving operations, and planning.

In addition to the problems created for the organization as a whole, the perception of unfairness creates dissension and poor morale and destroys motivation within your work team.

No fraternization with employees

As a leader you must not, under any circumstances, enter into personal, intimate relations with employees under your direction.

Should you feel drawn to such a relationship, you must take steps to ensure that one or the other party in the relationship resigns his or her position. Just as nepotism creates problems in an organization, personal relationships can interfere with the performance of your official duties.

No fraternization with members

Leaders should avoid fraternization with members beyond the bounds of their jobs. It is always necessary to have some professional distance from any person or group to whom you have work-related obligations. While you should always treat members with friendliness and courtesy, avoid socializing with them. Such personal relationships may create subtle obligations on your part and will certainly create the appearance of favoritism and/or compromised judgment among other members. These will ultimately lead to resentments and antagonisms, further complicating your already challenging position.

With the exception of club-sponsored events, activities, trips, or the normal socializing as part of the job, invitations from members to private dinners, cocktail parties, card games, and other social activities should be courteously declined. Managers must always remember that they are not members of their clubs, nor do they have equal social standing with their members within the context of the club.

No waste, fraud, or abuse

Abide by the highest ethical standards. If you cut corners and bend the rules when it comes to safeguarding the assets of the club, you can expect your employees will do likewise.

This is particularly important in regards to your personal productivity. Don't expect your employees to work hard if you don't set the example. Abuse any privilege associated with your position and risk the loss of your employees' respect.

Ethical standards are at the very heart of what you do – your personal and professional integrity. Often the appearance of wrongdoing can be as damaging as the reality. Follow the spirit as well as the letter of ethical requirements and set an unassailable example of conduct for those you lead and serve.

No disclosing confidential information

Never share confidential personnel or disciplinary information. What happens at the workplace should stay there. While it is impossible to control all the rumors and gossip circulating among staff, you can maintain confidentiality and not engage in this activity yourself.

Information about the club, such as financial statements, operating statistics, and internal problems should not be disclosed to persons or organizations external to the business. If a request for information seems legitimate, pass it on to your General Manager who will make the appropriate determination.

No complaining to employees

Leaders shoulder the burden of many responsibilities. When things are not going well, it is all too easy to seek out someone with whom to share the burden. This someone should never be one of your employees.

A major requirement of leaders is to possess the maturity to understand the potential negative consequences of confiding anxieties, doubts, and grievances to subordinates.

No favors from vendors

Frequently, managers will be offered favors and gifts by vendors. These may be in the form of seemingly small personal items, free products for personal use, gifts at holidays or on birthdays, tickets to concerts or sporting events, or invitations to parties to thank you for your patronage. While these may be genuine expressions of appreciation, they create problems for the leader.

Even in subtle ways they cloud your judgment, making it difficult to be truly objective in your purchasing decisions. Accepting even small favors starts you down a slippery path. At what point do you say no, when you have repeatedly said yes?

Managers' Code of Ethics

1. As a representative of my club, I understand that my actions and behavior, both at and away from work, reflect on the organization that provides me employment. I will, therefore, do everything in my power to represent them faithfully and professionally in all my dealings with members, guests, employees, vendors, and the community at large.
2. I will organize the work areas for which I am responsible and thoroughly train the employees I supervise to ensure the most efficient operation with the highest levels of service possible.
3. I will not use or remove club property for personal use and will protect the assets and resources of the club as if they were my own. My vigilance and example will ensure the employees I supervise do likewise.
4. I understand that my leadership and example set the standard for my employees. I understand that a manager who shirks responsibilities, cuts corners, fails to give an honest time commitment, pilfers food and supplies, fails to secure inventories, or is not personally productive in time or commitment, can expect his or her employees to do the same.
5. I will not exchange club goods or services for personal favors or services from members, non-members, or vendors. Further, I will not accept personal favors, gifts, or rebates from vendors in any form. Such items benefit me at my employer's expense and are appropriately considered kickbacks. My only interest is to get the best price for my place of business and will make every effort to do so by seeking competitive pricing from several vendors.
6. While I may direct employees' work, their productive effort and well-being serve the interest of the club. Therefore, I must work hard to ensure their maximum contribution to the mission and goals of the club. I can only do this if I value each employee as an individual whose contribution to the collective effort is directly dependent upon my leadership, as well as the tools, training, resources, and support I provide them.
7. I will never use my position or authority to request or require personal services or favors, sexual or otherwise, from employees.
8. I will never enter into personal or intimate relations with any employee who works under my direction or is directly or indirectly supervised by me. Such an inappropriate relationship damages the organization by implications of favoritism and clouded judgment. Ultimately, it irretrievably harms both my ability to lead and my personal and professional reputation.
9. While maintaining a positive interest in and influence over the efforts of my employees, I recognize the importance of maintaining a professional distance from them. I will not socialize or party with those I supervise, except while attending club-organized social events or in the furtherance of their business.
10. Finally, I recognize that my integrity is at the core of my personal and professional standing. It is the most important ingredient of my leadership and is the foundation for any success I will achieve in my career and life. I will never be tempted to squander this most precious possession for the sake of expediency or inappropriate gain.