



Creating A Customer Obsessed Culture At Your Club

Agenda

1. Why I love the club business
2. Why management is so Important! How it works!
3. Keys to Management Success
4. What to do first, second, third....
5. Wrap and Quesitons

Love and Worry



In pairs or groups of three....

Discuss the things you worry about in your club.

Discuss the things you love about the club industry.

Creating a Customer Obsessed Culture Requires Five Things!

1. Excellent products and services
2. Consistency across all experiences
3. Ease of doing business
4. Employees as club ambassadors.
5. Personalize the guests experience

Why Great Leadership Is So Important

And

How It Works!

Leadership-Profit Chain

STRATEGIC LEADERSHIP

Vision

Culture

Strategic imperatives

OPERATIONAL LEADERSHIP

Leader behaviors

Fairness and justice

Execution

The Leadership-Profit Chain



Customer Devotion has three parts

1. Customer Satisfaction. How was my experience today?
2. Customer Loyalty. Will I come back again?
3. Customer Advocacy. The degree to which I will share my experience with others.

**What intentions do
you expect from
your employees?**

**What intentions do
you fear
your employees will
develop?**

Employee Work Passion is about four perceptions

1. How I perceive my company.
2. How I perceive my job.
3. How I perceive my manager.
4. How I perceive my co-workers

The conclusions that employees make from their perceptions determine their intentions and behaviors at work.

The Employee Work Passion Process



TO do above-average work, give discretionary effort, be a good citizen, stay, endorse

5 Employee Intentions



1. Intent to perform at an above-average level
2. Intent to use discretionary effort on behalf of the organization
3. Intent to remain with the organization
4. The intent to endorse the organization and its leadership
5. The intent to be an organizational citizen

**Employees who
do not feel safe,
valued and useful
are UNABLE to a
behave in a
selfless manner!**

The Critical Connection between Employee Work Passion and Leadership



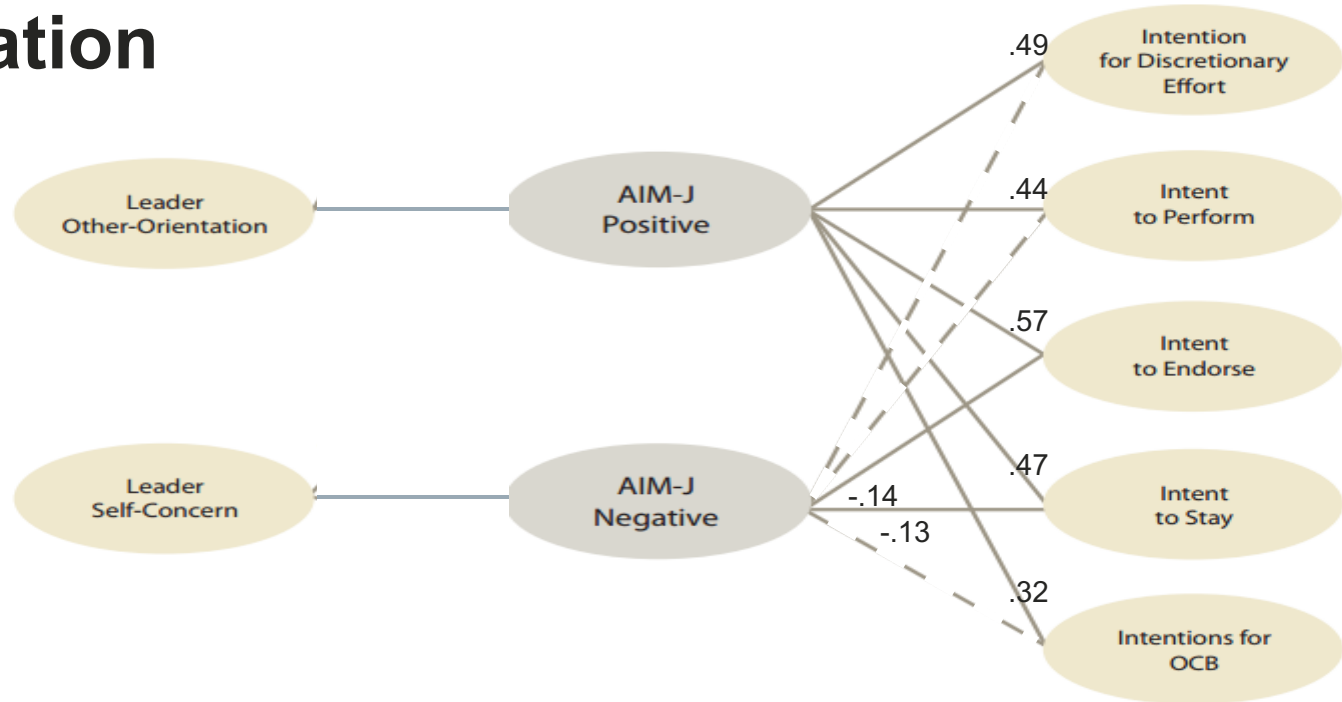
Others-Focused Leaders

Strong correlations to:

- Intent to perform
- Apply discretionary effort
- Stay with organization
- Endorse organization
- Be a good corporate citizen

Source: Zigarmi, D. and Peyton Roberts, T. (2012). Leader Values as Predictors of Employee Affect and Work Passion Intentions. Journal of Modern Economy and Management. No 1, 1–32.

Self vs. Other Leadership Orientation



How prepared are your managers?

In pairs or groups of three....

Discuss the minset and behaviors your best managers consistently demonstrate

Discuss the mindset and behaviors your least prepared managers demonstrate

**Manager who
demonstrate who
use a coaching
approach cause
their employees to**

1. Work Harder
2. Use their discretionary energy on the job
3. Stay with the organization longer
4. Endorse the organization and its leadership
5. Cooperate with their co-workers

**Poor or
Unprepared
Managers cause
employees to**

1. Work at Lower Standards
2. Leave sooner
3. Say bad things about the organization
4. Be less cooperative with co-workers
5. Stop using their discretionary energy at work



When you are
the manager,
you
are the topic
of dinner
conversations.

To Be Effective Managers Must Have The Right Mindset

- 1. Work impacts life.**
- 2. Set a positive tone!
Fight negativity.**
- 3. Remember people are
doing their best, based
on their level of
awareness**

To Be Effective Managers Must Have The Right Skillset

- 1. Hire well.**
- 2. Onboard new employees well.**
- 3. Be an example for the high standards you expect.**
- 4. Have useful conversations, especially when the pressure is on.**
- 5. Be an excellent teacher and coach.**