



The Hospitality Resource Group
International, Inc.

Training Philosophy

THE HOSPITALITY RESOURCE GROUP INTERNATIONAL, INC. PHILOSOPHY ON SERVICE TRAINING

Our corporate philosophy regarding service training is controversial. We believe, as do some very successful companies, that clubs must ***put their employees, not their Members, first.*** You might wonder how Members feel about this. For club employees, Members are priority number one. However, to be successful, we feel clubs need to focus inside, on their employees.

Clubs have profound and far-reaching effects on the lives of people who work for them, so it becomes the obligation of employers to make the effects positive. All too often, clubs bring stress, fear, and frustration to their employees – feelings they bring home with them each night. This creates problems at home which people bring back to work in the morning.

What we often find in club cultures is a potentially flourishing business held back by politics, powerful individual efforts thwarted by a lack of teamwork. It's not an environment that many people relish working in. Understanding the philosophy of putting employees first usually requires change and it doesn't happen overnight. It has to be embraced by top management and filter through the workplace. We're talking about a change that puts employees above everything else. They should be cared for, valued, empowered, and motivated to care for the Members. When this happens, the results can be spectacular. The staff is inspired to provide a level of service that truly comes from the heart. Soon, everyone will want to work in such an environment. People are happy, fulfilled, and excelling, and it will show. Members will enjoy interacting with staff



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and they will let you know it. It's just a matter of time before, department by department, the entire culture can be transformed.

It begins with the hiring process and extends to training programs, which are as much philosophical as technical. Technical you can teach. Our training programs, developed and administered by our hotel division president, Marcia Bradley, focus on the hiring process, orientation programs, and follow-up training. They are designed to be fun sessions. They encourage buy-in from the start. They also prompt buy-out, which is important. Giving people an in-depth look at your culture lets them make a well informed decision about whether or not your club is the right place for them, and this can help you. Ms. Bradley, who would deliver the program, is recognized throughout the world as one of the leading organizational trainers in the hospitality industry

As an example, the Disney organization, which our founder, Richard Day, was privileged to work for, does the employee orientation and culture training better than anyone. These programs are mandatory and no days should be worked prior to completing them. Existing employees should be re-indoctrinated to understand how important they are and how they can impact the club's success and their own happiness.

Our training programs will provide club leaders with the tools to implement such a philosophy and culture. Leaders should understand that a short-term investment in their employees will result in long-term success. It will involve a commitment to change and a financial investment to show your staff that you truly value them and your club is a great place to work. This will not only make



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them happy, but the Members happy, and attract other great people who will want to work in your club environment.

We believe you will find this training innovative and fulfilling. The down side is that it may identify staff members from the top, on down, who don't understand it or don't buy into it. If that happens, leaders have some decisions to make as to which direction they want to go. We don't settle for mediocrity and neither should you.

Not for Distribution