

Published by *The Hospitality Resource Group*

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Special points of interest:

- Happy Holidays from The Hospitality Resource Group.

- Catering, Catering, Catering

- To learn more, visit our new website: www.hrg-consulting.com

- How to deal with the "sacred cow"

- Services offered by The Hospitality Resource Group

HAPPY HOLIDAYS!

The Hospitality Resource Group would like to wish you and your family a very happy holiday.

We, especially, would like to thank you for considering us when it comes time to survey your membership, develop a strategic plan, implement an operational audit, provide food and beverage solutions, and a number of other services

This is not an easy business as you all know. Managers and staff work long hard hours. Board Members are faced with decisions that can affect the Club for many years to

come, and, yet, everyone has the same goal, to make the Club the best it can be. It should be a fun place for staff to come to work. It should be a place where Members can relax and enjoy the services, facilities, their families and their friends.

It is critically important that everyone is on the same page. Most of the time, the Club, it's staff and it's decision makers are successful. Every once in a while you need a little help.

Please don't be afraid of asking for help. Those who provide the kind of help that we do, should do so, not as an



Richard C. Day, Chairman & CEO

adversary, but as an ally. Investing a little, can go a long way in these challenging times.

Again, all of us at The Hospitality Resource Group wish you a very happy holiday and much success for the coming years.

CATERING, CATERING, CATERING

Catering is the wonderful vehicle by which most Club's reach their financial goals for the season.

Recognizing the importance of delivering high quality functions, events, parties and service, The Hospitality Resource Group is proud to in-

troduce Mr. Ashok Kundanmal as Director of Catering Consulting. Mr. Kundanmal has a long and very successful career in the hospitality industry, most of it focused on catering and event administration.

His considerable experi-

ence and attention to detail, will make a significant difference in your Club's catering activities.

For further information, call us at 800-249-9973 or email us at rday2@erols.com. Please visit us at: www.hrg-consulting.com

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THE SACRED COW—WHAT TO DO!

"The Hospitality Business is not bricks and mortars, it's the people business. Get good people and train them to be the best, and you will be successful"

Certainly, not a flattering term, "the sacred cow". Many clubs have them. We're speaking of long-time employees who have survived many managers, many boards, and who know almost all members by names, including their children. This, obviously, is a good thing if they are doing a good job. Many are not.

Those that are not, can be the death knell for managers. If you're a newly hired manager, or supervisor, and you have a "sacred cow" working for you that is not doing a good job, you are faced with a difficult decision. Do you try and train the individual, do you say nothing and ignore his or her poor performance, or do you terminate them, knowing that you will instantly incur the wrath of many members, some of whom would rather see YOU depart?

This decision has gotten more

managers off on the wrong foot than you could ever imagine.

Typically, if you do nothing, this individual will, ultimately, cost you your job and the "sacred cow" has outlasted another manager.

Here's what one creative manager did. After 30 days on the job, he realized that his "sacred cow", the dining room manager, was mired in mediocrity and was chasing away all the newly hired good help. The manager also observed that she knew all the members and that they loved her, despite that fact that she was a poor dining room manager.

The general manager called her into his office and said that he wanted to create a new position, that of, Director of Member relations. He needed someone who knew the membership well and could communicate upcoming events as well as be the recipient of any

membership concerns. Would she be interested in the job? He got a positive response, moved her into that position and hired a new dining room manager that was highly efficient and could keep good people.

What happened was a win-win situation for everyone involved and the new manager looked like a hero.

It is very important that new managers learn how to deal with issues such as this. When the average tenure of a general manager is 2.7 years, this is one of the reasons why.

Board members also need to understand the dynamics involved with the hiring of a new manager. It is critically important that the board support the new manager in decisions that the manager feels are important to the overall success of the club. This can often be delicate. A board education seminar can help.



Services Offered by The Hospitality Resource Group

DIRECT SERVICES

- Comprehensive Membership Surveys to include survey design, tabulation, analysis and recommendations
- Strategic Planning
- Operational Audits
- Board Orientations
- Staff Training
- Food and Beverage Analysis/Policies & Procedures Manual
- Executive Search including management, food and beverage professionals and Executive Chefs

- Catering Consulting
- Fitness Center Consulting

AFFILIATE SERVICES

- Chefs Assist Program
- Membership Marketing
- Renovation Services
- Interior Design
- Project Management

- Diamond Club Services
- Tennis Program Management
- Fitness Center Management

To learn more, please visit our web site at www.hrgconsulting.com

You may also call us toll free at 800-249-9973



Organization

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