

Message from the Chairmen...

By Kurt Kuebler, CCM, and Jack Kirkpatrick, CCM

Dear Fellow PCS Subscribers:

As club managers and staff, you know that there are many and varied issues that arise at the club that require an even temperament, problem-solving skills, diplomacy, knowledge of the law, proficiency in business matters and human resources and, of course, a manner that is agreeable to your membership. As a club industry professional, you may have a natural talent for dealing with members and a unique temperament for managing staff and providing excellent customer service. Premier Club Services has the resources available to augment your personal skills, complement your management or work style and give you concrete and proven professional development products and services to ensure that you are prepared for all of the management and member-service scenarios you may face.

- This issue of *At Your Service* addresses several worthwhile topics.
- **Jill McCrory** contributes "The Club Manager as Communicator: Understanding Behavior Styles." Read this article to gain insight into what motivates certain personalities to be productive and how you can better relate to them.
 - **Scott Samuels** gives us proven methods for minimizing our hiring risks. Being thorough before hiring a new employee can save the club money in the long run.
 - **Elizabeth DeConti** continues her series of articles on food and beverage law with "Liability Arising from Service of Alcohol Beverages to



Kurt Kuebler, CCM



Jack Kirkpatrick, CCM

Minors and How to Avoid It." Heed her warnings and advice to protect the club from lawsuits.

- **Scott Levine, FCSI**, asserts that an operation that takes care of its employees in small but meaningful ways is going to be a better run club. Check out what he recommends in "Employee-Centered Design as a Competitive Advantage."
- **Nico March**, vice president of investments at Wachovia Securities, sheds a little light on the financial picture for clubs in his article "Interest Rate Nightmares: Can You and Your Club Survive in a 2% Environment?"
- **Alan Achatz, CCM, CHE**, answers the question, "Respirators: Do You Need One at Your Club Operation?"

That's quite a line up of experts and quite a variety of topics! Enjoy this issue; pass it around the club. Let us know if you have any questions or suggestions about your Premier Club Services subscription.

Sincerely,

Kurt Kuebler, CCM

Jack Kirkpatrick, CCM

Focus On ... Understanding Behavior

The Club Manager as Communicator: Understanding Behavior Styles
By Jill McCrory, Ringleader, Leadership Outfitters, Inc.



Jill McCrory

Visit any bookstore or Web site and it becomes obvious that there is a lot of leadership advice available in the marketplace. The shelves are stocked with sage wisdom on how to be a courageous leader, a humble leader, an empowering leader or a risk-taking leader. You may

(continued on page 2)

In This Issue...	
• Focus On	1
• Back of the House	4
• Industry Update	7
• Noteworthy	8

The Club Manager as Communicator: Understanding Behavior Styles

(continued from page 2)

- request input and suggestions;
- sell the benefits to others; and
- ask a lot of questions.

Perceptions: Phlegmatic, empathetic leaders are often seen as the “softies” of the office; caring about others, considering how others might feel about an idea or action. This is the leader who really does want to know how you are when he/she asks you. These folks care for the team and will ask for input from everyone. They are often accused of caring too much and being too “touchy-feely.”

We each have a combination of styles, some stronger in one area than others. The key to effective communication is being aware of your own style and accommodating others’ styles. This accommodation can be uncomfortable and take a lot of energy, but it is worth it when improved communication is the result.

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Leadership Outfitters, Inc., is a leadership training and teambuilding company headquartered in Washington, D.C., and Los Angeles, CA. The company provides creative and practical tools and techniques to help associations, businesses and other organizations. For more information contact Jill at jmccrory@leadershipoutfitters.com, Steve at swafford@leadershipoutfitters.com or visit www.leadershipoutfitters.com.

Can we help you identify your team’s communication style? Call us about a communication workshop for your team. (240) 430-0770.

Premier Club Services Welcomes Its Newest Subscribers

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Coral Ridge Yacht Club	Ft. Lauderdale, FL
Figure Eight Island Yacht Club	Wilmington, NC
Forest Glen Golf & County Club	Naples, FL
Franklin County Club	Franklin, MA
Gulf Stream Golf Club	Delray Beach, FL
Kenosha County Club	Kenosha, WI
La Grange CC	La Grange, IL
On Top of the World	Ocala, FL
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The Philadelphia Club	Philadelphia, PA
Thornblade Club	Greer, SC
Tupelo County Club	Belden, MS

Focus On ... Hiring

Minimizing Your Hiring Risks ... And the Liability and Exposure to Your Club!

By Scott Samuels, President, Horizon Hospitality Associates

Incorporating a variety of pre-employment assessment tools into the interview process will enable you to make a well-educated decision to hire or not to hire a new employee for your club. The financial commitment and time administering these assessments, tests and various checks can be of significant savings in the long run. Depending upon the type



Scott Samuels

of responsibility associated with a specific position, the cost of a making a poor hire can be astronomical and may have a long-term impact on your operation and the financial stability of your club.

Private clubs are still way behind the times when it comes to their hiring practices. With all of the hiring and screening tools available in the market today, most private clubs have yet to embrace these tools. If the vast majority of major hospitality corporations have recognized the need for pre-employment screening and have been able to incrementally reduce

their turnover as a result, why haven't private clubs followed suit?

Unfortunately, private club managers do not have the type of exposure and knowledge of what type of hiring tools are available and, in many cases, do not want to invest the time or money. Club managers often have stated that they do not feel they need any additional hiring tools because they have strong interviewing skills. That is like saying, “You don't need to have a used car checked out by an auto body shop before you spend \$20,000 to buy it.” It is just not a wise decision! Job seekers generally

(continued on page 4)