

Understanding Club Culture

One Brick at a Time---Building Team Using the “All Staff”

Part II---Tactics

**Gregg Patterson, General Manager
The Beach Club**

Part II---Tactics

Team is built one brick at a time. The All Staff is one of those bricks. Part I of The All Staff talked strategy. You’ve bought into the vision and now it’s time to act on the vision. Time for Part II. Time for tactics. Time to deliver.

Delivering on the All Staff:

All good stories, meetings or lives have beginnings, middles and ends. Since your intention is to entertain, engage and then educate, consider the following template for your All Staff agenda.

1. The warm up.
2. The Mission Statement draw.
3. The member name game.
4. The staff name game.
5. Questions of consequence.
6. Service Issues.
 - a. Hospitality service defined.
 - b. Seven principles of service.
 - c. Service No-No’s.
 - d. Service recognition for service “Above and Beyond” with “Nominations from Above” and “Nominations from the Floor.”

7. Faces from the trenches.
8. Health, safety and financial security.
9. Staff forum.
10. Safety bonus draft.
11. The closing cheers.

Now for the details.

The Beginning---Warm Up:

The Presence---your general manager---should arrive early and warm up the room. When people enter they should be greeted by name and asked by The Presence to register for the raffle. Have the Raffle Box displayed front and center. Music should be playing that's upbeat and "hip." Zee Zee Top or The Who would do. Have The Presence work the room to loosen their individual and collective psyches. Project something upbeat and colorful on the movie screen---photos of staff and members would do nicely. Give them "the buzz, the love and the glow."

The Middle---The Show:

Start the All Staff with the Mission Statement Draw. Pull a name from the Raffle Box, bring the winner to the front of the room, have them repeat the club's mission statement and give examples for each point made. Pay cash to the winners. They'll remember the mission statement.

Continue with the Member Name Game. Pull a name from the Raffle Box, bring them to the front, flash member faces on the screen, pay for those they name. They'll remember member names.

Pull another name from the Raffle Box and begin the Staff Name Game. Pay for each staff member they name in the room. If they get them all, double the payout. They'll remember staff names.

Pull another name and ask Questions of Consequence. In preparation, generate 100 or so questions that the staff need to know---payroll deductions, 401k plans, safety issues, earthquake procedures. Distribute the questions and answers in advance and hold departmental review sessions each week. Help them win "the big bucks" by giving them the knowledge they need to win. During the meeting, pull a name from the Raffle Box, pull a question from the Questions of Consequence Box and ask them the question. If they answer the question, pay. Explain the answer. They'll remember the answers.

Continue with the Service Issues section of the program.

First, pull a name from the Raffle Box and ask the winner to define hospitality service giving an example of same. Cash to the winner.

Second, pull two more names, one to list the *Seven Principles of Service* and the second to give an explanation of each within their department. This is a team victory. Pay cash to the winners.

Third, have The Presence discuss service “No-No’s” observed in the last four weeks---give setting and context but don’t name names! Your team will enjoy guessing who you’re talking about and they will remember the No-No!

Last in the Service Issues section, award “Above and Beyond” service recognition to the deserving. The first are “Nominations from Above,” that is, employees nominated by one of the supervisors for service that went above and beyond the norm. Tell the related stories, explain how the stories dramatize the *Seven Principles of Service*, name the employee and have them come to the front of the room for acknowledgement and reward. People will cheer. “The Good” will be reaffirmed. Then ask for “Nominations from the Floor,” that is, have attending employees nominate their peers for recognition. Have the nominating employee stand and nominate, have the room “voice vote” on the nominee and then have the winner come to the front for their acknowledgement and reward. People will cheer.

The next section shows Faces from the Trenches. Prepare for this section by taking dozens of “candid camera man” photos of staffers at work “in the trenches.” Load them digitally into your computer. Draw a name from the Raffle Box, have them come to the front of the room, flash one of the photos on the screen and have them name the face. Pay cash for recognition. Repeat multiple times. Staff will howl.

The Health, Safety and Financial Security Forum follows and is about the transfer of info and the venting of concerns. Start with the health insurance review---ask if anyone has used their insurance lately and, if someone has, have them tell about the experience. Details of the experience are appreciated since it’s a roadmap that others can use for navigating “the system.” Review job injuries and have those injured come to the front as “Professors of the Day.” Have the injured explain what happened and how to avoid doing so in the future. Discuss the staff 401k or pension plan, its investment options and recent performance. Ask for safety suggestions from the floor. Have employees identify “Red Flag” safety concerns relating to facility, storage techniques and the like. Conduct a “Red Flag Follow-Up” to review Red Flag issues raised in the prior month. Serious issues addressed seriously by The Presence.

The next agenda item is the Staff Forum which opens with a discussion of upcoming events, weather issues, club finances and miscellaneous staff developments. Service anniversaries are recognized when that month’s “Anniversary Babies” are brought forward, their beginning date announced, the total years of service dramatized and “*Another Year Gone By*” awards given to each. New employees are introduced and brought forward. Employee developments of note---promotions, a new baby, a marriage or a new car---are recognized. Staff are the focal point and people listen.

As part of the Staff Forum, the “Birthday Babies” are announced---that is, those whose birthdays fall within the month---and each comes forward with their “Good for One Birthday Envelop” card, sent to each employee by the manager (hand written for authenticity!) on their birthday. The Birthday Babies line up in front of the room, each selects a Birthday Envelope (called “Progressives” since the envelopes have between five and fifty dollars inside!) from The Presence, opens the card and tells the room what they’ve received. The audience yowls with each opening, razzing those who get the little bucks and saluting those who get the big bucks. At the end, all in attendance stand and are led by The Presence in singing Happy Birthday to the Birthday Babies.

The End---Crescendo Moments:

Now, with everyone in the audience standing, with the Birthday Babies lined up at the front of the room, The Presence puts all the drawn names back in the Raffle Box, the Safety Bonus Pot is announced (The Beach Club puts \$100 into the Pot for each month that passes without an accident), the room votes on the division of the pot (say, for a \$500 Pot, one prize of \$500, five of \$100 and so on), then winners are pulled from the Raffle Box, brought to the front and handed their pro-rata share of the pot. Everyone cheers, hoping that the next name drawn is their own.

By now everyone is rocking and shaking. Cash has been flowing. People have been recognized. The buzz is on. The music begins to build. Then The Presence leads the group in the closing cheers. These are ours.

The Club Motto: Cash is king.

The Safety Motto: Be safe, don’t be daaaannngerous.

The Mission Statement:

The Beach Club is in the happiness business.
The Beach Club is a home at the beach.
The Beach Club is the new neighborhood.

Everyone cheers, mingles, and slowly exits. Whew. Two hours of “staff bonding” and “team development” is over. Lots of good memories. Another brick in the team experience has been laid.

In Conclusion:

Team is built one brick at a time. There’s no magic formula. My All Staff has made The Beach Club a safer work environment, a more “connected” work experience and a more integrated employee community. It’s one of many bricks I’ve used to create The Beach Club team. For us, the All Staff works.

I'm confident that the principles of our All Staff will work in your club as well. You'll need to start small, personalize the tactics, create your own All Staff Agenda. But people are people and the strategic direction of the All Staff is sound. Give it a try.

And enjoy the journey-----

End of Part II---Tactics!