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## FINDING THE RIGHT CANDIDATE

The way you go about your recruitment process can make or break your operation. Do you hire just to get a warm body in the door? Or do you wait until you find the right candidate? Hiring a new manager can have a drastic impact on your operations. It is as important to find someone whose personality has the ability to mesh into your culture as much as it is finding someone with the necessary skills and experience. Before beginning your search for a candidate you will need to define your team's strengths and weaknesses to give yourself a better grasp on what traits and skills you will be interviewing for, as well as what you want to avoid.

## WHAT ARE YOU LOOKING FOR IN A CANDIDATE

### JOB DESCRIPTION

- Do you have a written job description that specifies what you are looking for from the position?
  - If you do, have you revised it recently? How detailed is it?
  - If you do not, write it now before hiring another employee.
- Job descriptions not only tell the candidate what you're looking for before they apply, but should be used as a reference for the interview

### REQUIREMENTS

- Before searching for a candidate collect all of the necessary data a candidate will be having questions about, including but not limited to; salary, hours expected to work, timeline to fill the position
- The greater the detail the clearer the applicant is on what they are applying for
- Be sure to post the position in the right places to attract the right candidates, be specific in your requirements.

## WHAT ARE YOU LOOKING FOR IN A CANDIDATE?

- SKILLS
  - Basic problem solving
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
- CURRENT TEAMS STRENGTHS
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
- CURRENT TEAMS WEAKNESS
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_

- BEHAVIORAL TRAITS
  - Maintain under pressure
  - Initiative
  - \_\_\_\_\_
  - \_\_\_\_\_
- How do they like to be managed? Willingness to be coached; need someone who responds or can be coached to understand your style while maintaining their own
- What kind of a culture do you have and what kind of culture are you looking to move toward?
  - Attitude; do they have the ability to please customers, motivate employees to do the same and stay focused on goals

## INTERVIEW

**\*remember this is your first impression, and although you are conducting the interview, the candidate is also making a decision if this is a place they will fit as well.**

- Be on time; plan to spend no less than 45 minutes and devote uninterrupted time
- Conduct more than one interview; get the opinions of others who will be working with the manager.
- It is important to include your managers and supervisors in the interviewing process to ensure compatibility with the staff and/or staff's perspective. It also allows for the candidate to figure out if your staff is the right fit for them as well.
- Set the tone for what the candidate can expect.
- Don't hide information, or fluff the job description to entice to the potential employee. Be clear about expectations, review the job description, be upfront about the hours you are looking for, explain what their involvement will be with direct reports, entail how administrative and operational the position is.
- Being upfront with the candidate with the interview process gives a potential employee the understanding of what they will be assigned to do and sets them up for success in the future, rather than them being unhappy due to false advertising of what they thought the position entailed and eventually leaving the business.
- Behavioral interviewing is more important in the current economy: there is a larger candidate pool to pull from with the proper skill sets, but not all will possess the type of persona that mixes with your team.
- If you have an opportunity; have the candidate complete a weekend shift as part of an interview; much like an audition, the candidate will reveal their true potential when placed in real experiences.

### **\*Remember:**

- If the candidate does not look presentable, act appropriately, or has an odor in the interview, they will not get better once hired. Most people are on their best behavior, so consider it a warning if you have any hesitation at that stage.
- Before making your final decision ask yourself; "Would it bother you if the person sitting with you went to work for a competitor, if the answer is yes- hire them. If the answer is no- let them do so."

## **ON BOARDING**

Develop a reasonable calendar for you to provide to your new manager during the training process to ensure their training is thorough and on track.

- It is extremely important that orientation is completed prior to associates ever stepping into a position
- They must have an understanding of culture, rules and regulations.
- Include in your training;
  - Tour of the facility; introduce the new manager to the rest of the management team.
  - Arrange specific department meetings and trainings throughout their first week with each of the department managers or trainers that they will be required to interact with on a daily basis.
  - Ensure they have time set aside for scenario-based training, and on the job training for each position they will be responsible for managing.
  - If the manager is overseeing any cash handling positions ensure they understand all cash handling procedures, policies and guidelines.
  - Have the new manager meet with HR as they will be coaching and counseling employees and need a full understanding of the expectations and paperwork involved.
  - Review their job description

Clarifying expectations in the beginning and immediate follow up sets the guidelines for what you will or will not let slide. This time is critical to ensure they take ownership and hold themselves and the staff accountable.

- Ensure all expectations, policies and procedures are reviewed, in writing and signed by the new manager that they have been trained on each position.
- If you have a manager who has moved up internally, be sure to take some time to clearly set the expectations of their new position.

Clarify what the manager is in charge of, what you are in charge of, what their subordinates are in charge of and the culture of the environment they will be in charge of maintaining.

\*Remember; Training a manager is just like training a child not to touch the stove; they are going to do it out of curiosity to see what your reaction will be. Be sure to immediately coach ineffective behavior and immediately praise positive behavior. No reaction at all will set the expectation for mediocrity.

## **KEYS TO DEVELOPING YOUR TEAM**

Not everyone learns or retains information the same, some will retain things quickly others take time. This can sometime be frustrating in the fast paced environment that we are in, but some of your slowest to pick up can be the best once they retain it. Don't give up easily.

- Don't expect your employees to be trained or retain everything you teach them after one training session. Studies show repetition is the best way to retain information; it can take six to seven times before an employee retains the information taught to them.
- There are many different learning styles; some may need to visually see someone complete a task before they themselves can do it. some may need to read how to complete a task

SETTING SPECIFIC EXPECTATIONS

- Scheduling expectations
  - What do you expect from your managers' availability?
- Calls at home or on a day off guidelines
  - Set the guidelines of what you can call for: e.g. emergencies, transports, major downtime. Teach them to determine if a discussion or question can wait for the next shift you are in.
    - Example: calling on your day off to ask where is a book, clipboard, paper, etc. not necessary. We are used to being on call which makes us and our managers feel like they do not get "real time off"
  - The same goes for you;
    - Example: If your manager is in charge of scheduling and the scheduling is wrong? Don't call your manager at home unless he is able to come in and fix it or you can't take care of the issue- the next day sit with them and explain the situation and make them understand how it hurt the operation. Calling on their day off ruins their day off and makes them come in the next day hating their environment or immediately on the defense
- Fraternization
  - What is your company's stance?
- Internet guidelines;
  - Supervisors and managers should not be friends with employees on facebook; social media networks are great for communication and networking however one picture of you with your managers/ supervisors and the perception of your every day interactions with your staff can dramatically change

List specific policies and expectations you want your managers to be aware of prior to working with your staff or your guest;

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

## ATTITUDE

Managers have an impact on guest satisfaction and employee performance every time they walk into the operation.

- If you want your employees to smile you need to greet them with a warm sincere smile.
- A paycheck is no substitute for a genuine smile, warm greeting and sincere “Thank you.”
- Set the example; No task is too easy or too hard, and nothing is beneath you.

\*Remember it is rare to find attitudes of employees completely in sync with your own. It is your job to get them as close to your goals by setting clear expectations. “Capture their interest and you hold attitudes in the palm of your hands.”

## MOTIVATING YOUR STAFF

### CREATE A TEAM ATMOSPHERE

First you need to talk to your team. Find out what gets them motivated, and what they are interested in.

- During your department meetings or trainings set aside some time to find out where the pulse is with your staff.
- In a tight economy extra activities are usually the first thing cut from a program in order to pay the entire staff, but there are options:
  - Go bowling; some lanes will work out a deal with you for, drinks and 2 hours on a set of lanes for \$5 a person and your team pays individually with the winning team being covered (instead of everyone).
  - Use the facilities you have; example: if you run a restaurant; make the team breakfast or dinner, if you run aquatics; set up a competition where you need to use your team members to win using the attractions.
  - Company sporting events.
    - Create a company team for a sport the employees would be interested in— many companies join softball leagues and compete against other businesses in their area.
    - Have a company night out at a local sporting event.
      - Allowing coworkers to mingle outside of work in a setting where they feel they can be themselves and interact with others can really strengthen a business.
      - Many sporting events will offer extremely cheap tickets for large groups especially if you find a minor league team.
- When was the last time you did a team building outing with your entire staff? \_\_\_\_\_
- What team building activities are available in your area? \_\_\_\_\_  
\_\_\_\_\_
- During your next management meeting brainstorm team building ideas and give yourself a deadline to host an event.

#### GET THEM INVOLVED and SET GOALS

- Best way to achieve goals is to let your managers and team develop them.
- Share your goals for the facility; explain why these are important to you and the operation.
- You should not create and dictate each goal, but with your guidance ensure all goals are in line with the overall objectives of the operation.
- Assign your managers to be in charge of specific tasks.
  - Let them take ownership of the task by giving them a few basic guidelines and creative freedom to get the task accomplished.
    - Example; Assign your Aquatics manager to oversee cleaning of the facility.
    - Have him/her break down the cleaning tasks for each supervisor and work with them to develop a checklist for each area of your facility.

#### ENSURE THEY SET REASONABLE GOALS

- Too many goals at one time is ineffective and overwhelming to the team.
  - 3 or 4 at a time is realistic.
- Short term and long term stretch goals should be created with deadlines, which need to be measurable and attainable.
- As your managers go through their day to day operations have them keep a “wish list” of tasks
  - When one of their goals are accomplished they can pull from that list, but do not expect 30 tasks to be completed, they will overwhelm themselves and productivity and quality will be sacrificed.

#### SET CLEAR EXPECTATIONS

- Most managers are hesitant to hold their employees accountable for fear of not being liked.
- Setting clear expectations puts the ownership on the employee, and it the manager’s responsibility is to hold their employees to those standards.
- Without clarifying what you expect of your staff with your manager, the less likely the rules will be enforced and will warrant the response you are looking to achieve.
- Clear expectations make for a better manager, as they will feel successful when goals are reached.

#### INSPECT WHAT YOU EXPECT DAILY

- You cannot expect that just because you reviewed your expectations once in a meeting that the information was 100% retained and understood.
- Review your expectations with your managers regularly, and ask them questions regarding their productivity to ensure they understand.
- Review checklist to ensure all items that are checked off completed are done to your standard.
  - Do you have checklist for employees to use as a guide if needed on each shift?

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- A working checklist should be available and your supervisors and managers should review and update it regularly if needed, as well as ensure the items are being completed properly.
- Be sure to give feedback once you have completed your inspections, no feedback allows your team to accept mediocrity.

#### DO WHAT YOU SAY YOU WILL DO

- After meeting with your team be sure to do something with the information they present quickly or you will lose credibility.
- Send out meeting recap notes to ensure you have the same perspective and they have a full understanding of what was discussed and what steps you are taking as a team.
- Give notices before making a change.

**SETTING GOALS**

Work with your team to develop goals with measurable results. You will need to help them identify what their strengths are, what skills they are overusing, and which are weak and require development. Goals should be SMART, which stands for Specific, Measurable, Achievable, what Resources are needed, and what is the Time frame?

**Have your managers come up with 3 goals they will accomplish over the next 30 days;**

GOAL 1:

Specific Goal \_\_\_\_\_

Time Frame to complete \_\_\_\_\_

What Resources are needed \_\_\_\_\_

How will you if it is successful \_\_\_\_\_

GOAL 2:

Specific Goal \_\_\_\_\_

Time Frame to complete \_\_\_\_\_

What Resources are needed \_\_\_\_\_

How will you if it is successful \_\_\_\_\_

GOAL 3:

Specific Goal \_\_\_\_\_

Time Frame to complete \_\_\_\_\_

What Resources are needed \_\_\_\_\_

How will you if it is successful \_\_\_\_\_

**Have your managers come up with 3 goals they will accomplish over the next 60 days;**

GOAL 1:

Specific Goal \_\_\_\_\_

Time Frame to complete \_\_\_\_\_

What Resources are needed \_\_\_\_\_

How will you if it is successful \_\_\_\_\_

GOAL 2:

Specific Goal \_\_\_\_\_

Time Frame to complete \_\_\_\_\_

What Resources are needed \_\_\_\_\_

How will you if it is successful \_\_\_\_\_

GOAL 3:

Specific Goal \_\_\_\_\_

Time Frame to complete \_\_\_\_\_

What Resources are needed \_\_\_\_\_

How will you if it is successful \_\_\_\_\_

**Have your managers come up with 3 goals they will accomplish over the next 90 days;**

GOAL 1:

Specific Goal \_\_\_\_\_

Time Frame to complete \_\_\_\_\_

What Resources are needed \_\_\_\_\_

How will you if it is successful \_\_\_\_\_

GOAL 2:

Specific Goal \_\_\_\_\_

Time Frame to complete \_\_\_\_\_

What Resources are needed \_\_\_\_\_

How will you if it is successful \_\_\_\_\_

GOAL 3:

Specific Goal \_\_\_\_\_

Time Frame to complete \_\_\_\_\_

What Resources are needed \_\_\_\_\_

How will you if it is successful \_\_\_\_\_

### DELEGATION

In business and organizational activities “management” is the act of getting people together to accomplish desired goals and objectives. The key to successful management is not just an individual aspiration but also getting your managers to include the entire workforce to accomplish objectives. The most common difficulty to successful management is that managers have a tendency to fear delegation due to the idea that a task will not be accomplished properly, if at all. Naturally, this idea is counter-productive because one person cannot complete everything on their own.

### EXAMPLE

- I took my manager out for lunch the other day as he seemed overwhelmed. I asked what he needed to get done and he told me everything. I asked him what he has his supervisors doing, he told me he doesn't assign them most tasks because things won't get done right or the way he “thinks” I wanted them done.

I realized he did not want to let me down, which is admirable, and where from first glance an assumption of him not completing assigned duties could be made, I then realized he was putting more pressure on himself without utilizing his resources because he did not know how to.

- I had him to make a list of everything he needed to have done
- I asked him to separate his obligations into three columns;
  - What did he feel he had to completely control; for management's eyes only.
  - What did he want to control, but the supervisors could view.
  - And what he felt he could delegate to the supervisors but was hesitant because of what the outcome would be.
- We then looked at the three columns which were predominantly filled in the first and second, and talked through why he felt the way he did, eventually balancing out the columns and helping him to assign tasks that he could ensure his team understood and were able to complete.

\*Remember don't give them the answer, or they will look to you each time rather than developing a solution on their own. Let them come up with the solution with your guidance to ensure there is a mutual end result. Always follow up.

### EFFECTIVE DELEGATION

- This begins with hiring the right person and training them thoroughly.
- Give them with the right tools and knowledge to complete their job.
- Empower them to do exactly what you hired them to do without having to lean on you for the answers, but know that you're there to support them, it's ok for them to make mistakes.

\*Effective managers can take a day off or a week's vacation without hesitation, or fear of their operation not continuing successfully.

### COACHING AND COUNSELING

- **Always coach ineffective behavior, Always praise positive behavior.**
- Counseling should always be done in private.
- Counsel or coach the action not the person.
- Coaching must be specific and professionally documented.
- Inconsistency in enforcement and favoritism is noticed immediately and by all.

### COACHING and DOCUMENTATION

- Meet with the associate to discuss the problem or violations, make sure they understand the nature of the problem and come up with a solution for the associate to improve.
- Ensure when coaching an associate you are specific in the solution.
- You must also let the associate know that you are documenting that you have coached them.
- Anything written must be something that the associate is aware of that they have been coached on. If they need further clarification they may ask any manager/ supervisor for assistance. You should not document something you only witnessed occur without coaching the associate. By not coaching the action you train the associate that the action was in fact acceptable.

#### Documenting Examples:

- Instead of leaning on post: Coached on proper rescue ready position at post X and the importance of maintaining 10:20
  - Impact: if 2<sup>nd</sup> time coaching; then notify the next occurrence signifies a counseling memo.
- Instead of came in for wrong shift: Associate X read their schedule wrong; came in for night shift instead of opening
  - Impact: Excused, and coached on how to properly read their schedule, next occurrence will be documented as an attendance issue in the PAL.

### PERSONNEL LOG

A personnel log allows for communication between managing shifts for each employee whether you keep an electronic format, a spread sheet, or simply a sheet in a predetermined spot. This allows employees to track each time an associate is coached. It is also a way for your management team to communicate allows for consistency in how employees are being coached.

Example; If I work the supervisor AM shift and coached employee X, and the PM shift supervisor relieves me for break and coaches employee X on the same thing, that employee should be documented as they were coached more than once. But without tracking this, employee X will continue to get away with a warning from each member of your management team before they are counseled. Other associates see employee X test the team with no repercussion.

- Does your operation have a separate record for a written counseling document to show that you had a conversation regarding a particular incident or coaching session? \_\_\_\_\_

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- How does your management staff communicate with each other regarding associates performance? \_\_\_\_\_
- You and your managers will need to come up with what you consider an excessive amount of coaching before formal documentation is issued.
- This needs to be done consistently between managers and supervisors to ensure guidelines are consistently enforced and favoritism is not perceived.

## COUNSELING MEMO or WRITTEN DOCUMENTATION

- The counseling memo should be issued by a manager or supervisor when performance dictates an ongoing issue or for major violations.
- The manager or supervisor will discuss the problem with the associate, emphasizing the seriousness of the issue, and the need for immediate remediation of the problem.
- The manager or supervisor will read a memo to the associate summarizing the discussion and agreement to change.
- Written counseling memos should be issued with a witness present.

You and your team will need to meet to discuss what you agree to document, also meet with your human resources for appropriate guidance.

- Examples of Offenses Subject to Disciplinary Action
  - Not being well groomed (i.e. shirt un-tucked, wearing a hat) or not wearing proper uniform
  - Taking excessive or unannounced breaks
  - Failing to accurately complete paperwork associated with your shift
  - Horseplay
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_

## STANDARD COUNSELING TEMPLATES

- Standard pre-approved documentation is a good way to ensure your team is coaching and counseling similarly
- Standard template documentation also allows for a faster response in addressing a violation.
- Not every situation will be exactly the same; however there are infractions such as uniform violations that can be met with a similar format.
- Standard documentation templates still require supervisors or managers to add details to the specific infractions.
  - Example; If it is a uniform violation; specify whether it is un-tucked shirt, missing whistle or wearing earrings etc. including date, and time of infraction.

What offenses do you and your team see recurring, that need to be corrected and documented?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

## MANAGING COMPLAINTS

We rarely teach a manager how to manage guest complaints. Its often trial by fire and on the job learning. They develop their own way of responding when they receive a positive or negative response and then react. Prior to sending a manager into the firing lines make sure you give them the proper armor.

\*Remember to discuss what the end goal is in sight; for most it is to make sure the customer leaves happy, and feels as though their concerns were listened to and addressed appropriately.

What is the goal of your facility? \_\_\_\_\_

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We cannot control the personality of our guest but we can be proactive and anticipate their needs as best as possible and react quickly when complaints arise.

Review with your team the expectations for handling complaints;

- Some companies use the L.E.A.R.N model (Listen, Empathize, Apologize, React, and Notify) or the L.E.A.D model (Listen, Empathize, Apologize, and Do Something). Whichever model you use, almost all have the format;
    - Listening to the customer.
    - Show understanding and compassion no matter the situation.
    - Apologize whether it's the facilities fault or the guest.
    - Find a way to rectify the situation.
    - Thank the guest for bringing the situation to your attention as it provides you feedback to improve
  - What is your company's model? \_\_\_\_\_
- 

## CONDITIONING

- The method is generally successful when it's done right. Young mangers tend to be so eager to "fix" the situation that they jump the gun and miss a few steps. That is where conditioning them correctly can have a large impact on their performance.
- Just as most facilities hold continuous training or in-service with their lifeguards, we should be doing the same with our managers. This will give them continuous practice making them less quick to react, as well as less defensive or passive in a situation.
  - Develop cue cards with different scenarios and present yourself as a guest, have your managers address the situation as they would, and then provide feedback.
  - Set up a scenarios with a friend to come in and secret shop your managers. Have them call in to reference a complaint or come to the desk.

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## MANAGING COMPLAINTS

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What are other training exercises you can do with your managers do develop their ability to properly manage complaints? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\*Remember to reinforce with your managers continuously that it is not personal, and without our guests we would not have jobs. The customer may not always be right, but if the customer is wrong- never tell them, and never let them leave without trying to make what they perceive as wrong, right.

### TOOLS

Not only do your managers need to practice being composed, and how to manage the guest, but in some instances the guest's expectation may be that they receive some physical compensation as well.

- Do you have a list of items a manager can offer?

- Small complaints;

- Arcade cards
- Ice cream/ dessert
- Small fries/ appetizer

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

- Larger Complaints;

- Complimentary passes
- Overnight stays
- Height coupons

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

- Last resorts;

- Refunds
- \_\_\_\_\_
- \_\_\_\_\_

### FOLLOW UP

Follow up with your team following any incident no matter how large or small is as important as handling the complaint itself.

- If the complaint is regarding an injury be sure that your manager immediately checks out the area in which it occurred to ensure that the safety of staff and guest sis not compromised
- If the complaint was regarding service be sure to address the concern with the area or person in question to ensure poor behavior is coached.
- If the complaint is regarding a policy or procedure be sure to review that policy or procedure to ensure the safety of the guest, and so that services being provided can be maximized.

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- If the complaint is addressed and the guest returns into the facility be sure to acknowledge the guest at another point in their stay to ask how the rest of their day or event is going.

\*Remember a guest with a positive experience is likely to tell another if at all, a guest with a negative experience is likely to tell ten or worse, post about your facility on the internet reaching a portion of your clientele that can then be lost before they even get to try your facility.

**ATTENDANCE**

Attendance is a gage of the morale of your staff. Do you have people who call in everyday to pick up shifts? Are employees showing up late or even at all? Absenteeism is the first sign of a morale problem

- Attendance issues affect other employees who are at work, this can undermine the team atmosphere we strive to create. Absenteeism and lateness often forces additional work on employees who are forced to pick up the slack.
- When mediocre employees see their peers getting away with call outs, or repeated lateness they wonder whether they can do the same with little or no repercussions.
- When good employees see others getting away with call outs and lateness they leave and find a position that will not require them to make up more than their share of the work. Or in the lifeguard's case where they will rotate or receive timely breaks.

**ATTENDANCE POLICY**

Make sure you meet with your managers and supervisors. Review your current policy together or have them create one with your guidance, and once the entire management team is in agreement that it is something that can be constantly enforced have your entire staff sign off. By having your team create this policy it ensures buy-in and therefore, it is easier to hold them accountable to holding their employees accountable. Be sure to follow up to ensure they are enforcing the policy fairly and evenly.

**LATENESS**

How many late shifts do you deem excessive? \_\_\_\_\_

What are fair repercussions for this many late shifts? \_\_\_\_\_

How will you coach this behavior? \_\_\_\_\_

**CALL OUTS**

How many call outs do you deem excessive? \_\_\_\_\_

What are fair repercussions for this many call outs shifts? \_\_\_\_\_

How will you coach this behavior? \_\_\_\_\_

**NO CALL NO SHOW**

How many no call no shows do you deem excessive? \_\_\_\_\_

What is a fair repercussion for not showing for a shift? \_\_\_\_\_

How will you coach this behavior? \_\_\_\_\_

**BUDGETING**

Creating an effective budget sets you and your team up with the base for developing your management’s goals, effecting your hours of operation, abilities to complete employee skill and guest service training and much more. Involving your managers in this process allows them to better assist you in controlling your operation.

- You have to figure out where you are and where you want to go before you can figure out how to get there.
- Make sure your goals are realistic

What is your profit goal? \_\_\_\_\_

- You then need to break it down into small segments, allowing you and your management team to analyze and control specific areas of your business.

What expenses do you have for your business?

- What areas are each of your managers responsible for?
  - Have them bring the items on their wish list for the operation into the initial planning process.
  - Get a projector and set aside meeting time and walk through the reasoning behind their wants and the needs of operations.
  - Involving your team in this budget process allows them to take greater ownership.

**WEEKLY ACTUAL Vs BUDGET COMPARISON**

A budget is only as effective as how you use it to compare your estimated progress against your actual productivity and scale as needed. Your budget should be a useful tool used to guide and gage progress, it should be examined frequently to allow you to avoid surprises and maintain control. Review it with your team frequently; recognizing achievements and having them develop action plans when numbers are not being met.

\*Remember; not sharing with your team can hurt you; they see people coming through the door and can greatly overestimate how well you are doing; this may lead to unnecessary waste.

- During weekly manager meetings print a copy of where you stand to ensure you are pacing correctly
- Have your staff analyze the numbers
  - If revenues are not as high as expected ask them for places they can cut back
    - Example; If a manager understands that 15 minutes shaved off of each nights cleaning duties saves 4 hours for 16 guards, and you tell them they can have an extra guard on deck for 4 hours each day to help with breaks or rotations etc. They will respond more than telling them to have the staff out by 9:00pm to save labor.

What are initiatives that your team can relate to when explaining the budgeting process?

- \_\_\_\_\_  
\_\_\_\_\_

- If revenues and attendance is higher ask them what they can do to manage the increase in volume?
  - Example; Taking additional inventory checks and ensuring there are enough supplies for the month.

#### MONTHLY PROFIT AND LOSS REVIEW

Meet with your team monthly and analyze the following; they may have insight to the daily operation that affected your number that will be useful when either planning for the following year or for providing an explanation as to why a line item is significantly higher or lower than expected.

- What were your projections for the month?
- How did you compare to the previous month, what changed?
- How did you compare to the previous year in the same month, what changed?
- Do you notice any trends?
- What are their suggestions for improvement?

### MEETINGS

Set aside time at the least once a month to meet with your management teams. Review important topics and keep communication open. Holding meetings is important to develop effective communication. Meetings can be a useful communication tool or can be unproductive and considered to be a waste of time by your team. As the person in charge you have the most influence to control the people who work for you, how they present themselves to the guests and staff, and how well they understand the business.

### WHEN CONDUCTING A MEETING

- Be sure to go into your meeting with a purpose. Develop an agenda that can be used to keep the meetings on track.
- Meetings are a great tool for you to follow up and reiterate your operational expectations.
- Keep the audience in mind. Make sure topics covered are pertinent to those attending and participating.
- Keep it brief; Long meetings covering too much information can be unproductive and lose an audience's attention.
- Too many meetings can be overwhelming, and lead to a large amount of time out of the operation.
- Too few meetings leave too much open to interpretation, and may cause a disconnect between managers and different departments.
- Be sure your meeting does not turn into a lecture from one specific person, you will get more out of an interactive meeting
- Give your staff an opportunity to participate. Round table topics are a great way to keep the discussion controlled and on a specific topic, while allowing them to feel included and that their voice is heard.
- Be sure to continue to develop your staff by including training topics during your meetings: coaching topics and skills should be selected based on where you are seeing deficiencies in your day to day operations that you want to address with the group.

### ONE ON ONE MEETINGS

- keep a folder for each of your managers and supervisors next to your desk and keep notes throughout the month of what they do well and what you had to coach them on, during your monthly one on one pull out their particular folder and praise them on those accomplishments and review the coaching situations to reinforce positive and negative behavior.
- Have your managers bring with them their weekly task or monthly business plan and any information they wish to review with you.

### ROTATE WHO MANAGES THE MEETINGS

- Start having team members create an agenda that is important to him/her and have him/her run the meeting with your guidance

### CREATE AN AGENDA OUTLINE

Create an agenda outline that you follow each week. This will allow your meetings to develop a flow and your managers to better prepare for what you expect them to bring or how much they will be expected to participate. It will also keep them on track when they are the one running their own meeting.

### AGENDA OUTLINE EXAMPLE

- Staffing needs
  - Aquatics \_\_\_\_\_
  - F&B \_\_\_\_\_
  - Operations \_\_\_\_\_
- Budget comparison
  - Have your departments go around the room and discuss positive highlights and areas for improvement
- Policy review
  -
- Guest Service Measure
  -

What is important for your management team to review?