

Leadership, Growth and Development





Hello!

Portage Country Club
Akron, Ohio

**Walt Disney World
Disney's Grand Floridian**
Orlando, Florida

Charlotte Country Club
Charlotte, North Carolina

2008

2010

2012

2014

2021

2023

Kent State University
Kent, Ohio

Florida Hospital Innovation Lab
Orlando, Florida

Strategic Club Solutions
Columbus, Ohio



Today we'll cover...

How to leverage a strengths-based team

How to reimagine your next one-on-one meeting

How to lead a successful pre-shift meeting, at all levels

Career mapping

The main tenet of design thinking is empathy for the people you're trying to design for. Leadership is exactly the same thing - building empathy for the people that you're entrusted to help.

“

David Kelley, Founder of IDEO

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Strengths-based Team

Employee engagement increases. Productivity increases. Employee turnover decreases. Collaboration and delegation are more successful.



Shane Lopez TEDx: Focusing on Your Strengths





What is strengths-based team leadership?

A scientifically proven approach to **optimizing teamwork** based on growing research evidence.

A group of **diverse**, talented individuals valued for their signature strengths and **compensating for each other's shortcomings**.



Three Fundamentals

Leaders do not have to be well-rounded but **teams should be well-rounded.**

One

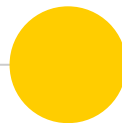
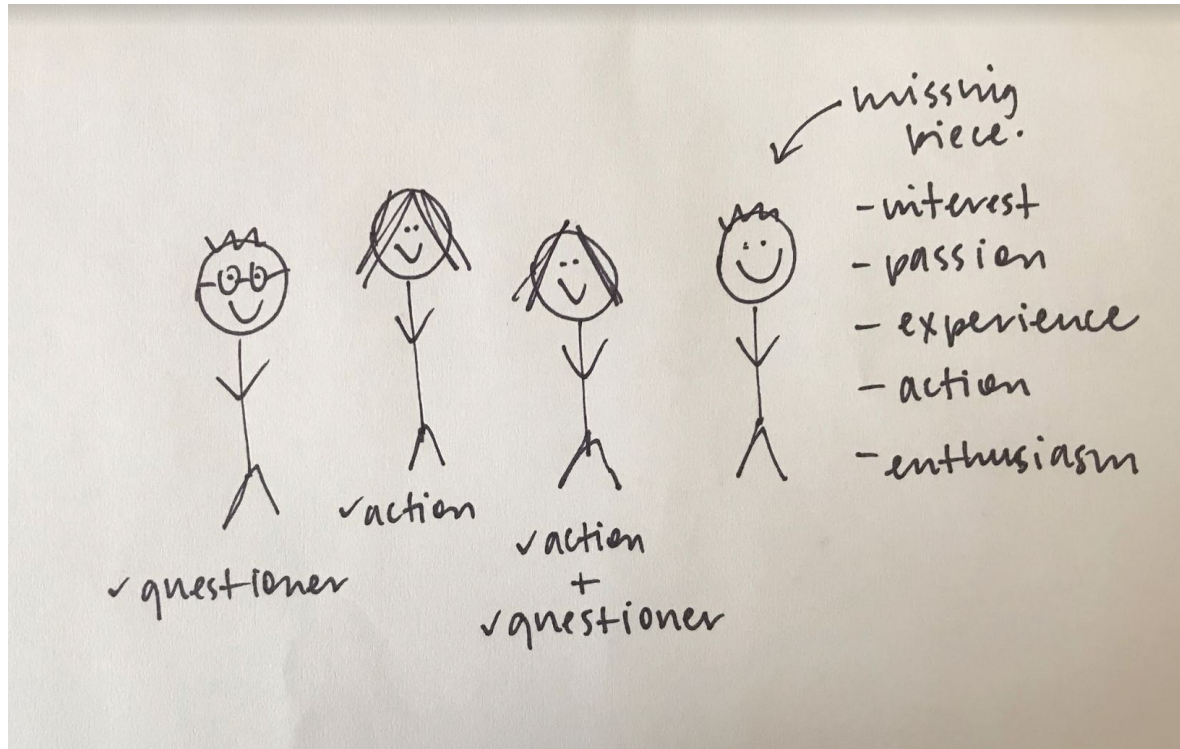
The most effective leaders are always investing in their strengths.

Two

The most effective leaders surround themselves with the right people and then maximize their team.

Three

The most effective leaders understand their team's needs.





TITLE

DISC – improve communication, teamwork, and productivity

CliftonStrengths – how they would respond

Myers-Briggs Type Indicator – most common

Kolbe Index – measures how each individual takes action

Enneagram – how individuals interpret experiences and manage emotions

The Predictive Index – measures behavioral drives and cognitive ability

HireSense – assesses thoughts, emotions, and behavior

2

One-on-One Meeting

Having one-on-one meetings on a regular cadence with each of your direct reports is probably the most important thing you do as a manager.



What's the purpose?

Ultimately, to maintain ongoing communication with each member of your team.

Better one-on-one conversations with your direct reports can help drive **employee engagement**, **career development**, and **team alignment**.



Kim Scott, author of Radical Candor





Key concepts of 1:1 meetings

One: Set the tone

The mood + attention you bring to a meeting is contagious.

- be present
- it's about your employee's needs, performance, and engagement

Three: Add your perspective

Once you've listened, give honest and specific feedback.

- engage in collaborative problem solving
- gather information, identify root causes, ask additional questions

Two: Actively listen more than you talk

- display genuine interest
- ask clarifying questions
- constructively challenge them
- create a judgement-free space

Four: End with intention

Clarify takeaways and action items for both parties

- summarize, set deadlines as needed



A successful 1:1 - checklist



Every direct report

Weekly, bi-weekly, or monthly

Employee sets the agenda, but together you determine the expectations

Determine the best location for you both. Is it over lunch or a mid-day walk?

Ask follow-up questions

Encourage new ideas



Kim Scott, author of Radical Candor





Follow-up questions

Why?

How can I help?

What can I do or stop doing that would make this easier?

What wakes you up at night?

What are you working on that you don't want to work on?

Do you not want to work on it because you aren't interested or because you think it's not important?

What can you do to stop working on it?

What are you not working on that you do want to work on?

Why are you not working on it?

What can you do to start working on it?

How do you feel about the priorities of the teams you're dependent on?

What are they working on that seems unimportant or even counterproductive?

What are they not doing that you wish they would do?



7 Things to Know About 1:1 Meetings

One: Meeting Mindset

Your mindset will go a long way in determining how well your one-on-one meetings go.

Two: Meeting Frequency

Three: Show up

The most important advice for one-on-one meetings is just to show up, no matter what fires erupt in your day, do not cancel

Four: Your direct report's agenda, not yours

When your direct reports own and set the agenda for their one-on-one meetings, they're more productive, because they allow you to listen to what matters to them.



7 Things to Know About 1:1 Meetings

Five: Ask follow up questions

Shows you are listening, that you care and want to help, to identify the gaps between what people are doing, what they think they ought to be doing, and what they want to be doing

Six: Encourage new ideas

This meeting should be a safe place for people to nurture new ideas before they are submitted to the rough and tumble of debate.

Seven: Signs you'll get that you're failing as a boss

Cancellations

Updates

Good news only

No criticism

No agenda

— one on one — inksvolt

DATE _____ MEETING WITH _____

TOPICS follow-ups, progress, goals, obstacles, and questions

1. _____ 4. _____

2. _____ 5. _____

3. _____ 6. _____

DISCUSSION POINTS

NEXT actions, deliverables, and things left on the table

THIS MEETING WAS... UNFINISHED STRUCTURED PRODUCTIVE CLARIFYING SPECTACULAR

Kim Scott's One-on-One Meeting

Progress toward goals

How are you progressing towards your goals? What roadblocks have you run into?

Talking Point

Career Action Plan

Talk about and follow up on action items determined in the Career Action Plan.

Action item

Manager feedback

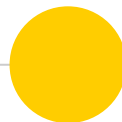
The employee gives feedback to the manager.

What's on your mind this week?

How happy were you this past week?

How productive were you this past week?

What feedback do you have for me?



Make sure that you are seeing each person on your team with fresh eyes every day. People evolve, and so your relationships must evolve with them. Care personally; don't put people in boxes and leave them there.



“

Kim Malone Scott, *Radical Candor*

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Pre-Shift Meetings

Your preparation for today, started yesterday.



What's the purpose?

To relay important updates, coach them and give advice, and get the team excited for the upcoming shift.

Planning, organizing, and preparation are the keys to successful execution.



Key components of a successful pre-shift meeting

Who

- member reservations?
- VIP(s)?
- assigned roles?
- floor manager?
- closing manager?

Why

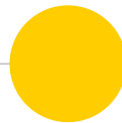
- what's the story?
- why is this event important?
- is there a historical significance?

When

- overall timeline?
- important “all hands” moments?
- when can resets begin?
- when should the team expect to leave?

How

- what does the ebb and flow of the event look like?
- who is doing what?



Today we are hosting (event) with (member/sponsor) for (#) of people. We should expect (1-3 unique components). The event begins at (time) with guests departing by approximately (time). We should be complete with resets by (time). (Name) will be your direct manager today.

Timeline:

Review of Roles:

F&B Review:

Service Reminders:

We have approximately (#) reservations today. We are celebrating (event) with (member/s). We should be complete with resets by (time).

Timeline: (first/last reservations)

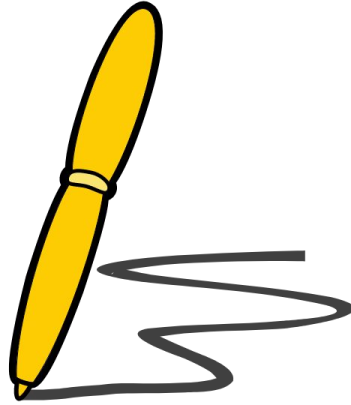
Review of Roles:

F&B Review/Specials:

Service Reminders:

(Name) will be your closing manager today.

Pre-Shift Mad Libs for Mid-Managers



4

Career Mapping

It's a win-win.

People evolve, and so your relationships must evolve with them. Care personally; don't put people in boxes and leave them there.



“

Kim Malone Scott, Radical Candor



What's the purpose?

Career mapping helps you sync with employees to learn their professional goals, while also taking their strengths and your company's needs into consideration.



Key concepts

One: Cost-effective

Existing employees are already familiar with the company and the way it operates

Two: Boosts morale

Internal recruiting, whether horizontal or vertical, makes employees feel seen and valued.

Three: Reduces turnover

Employees that feel acknowledged and see opportunities for growth at a company are more likely to stay at that company, creating a cycle that continuously strengthens the team and organization.



Kim Scott, author of *Radical Candor*





Where to start?

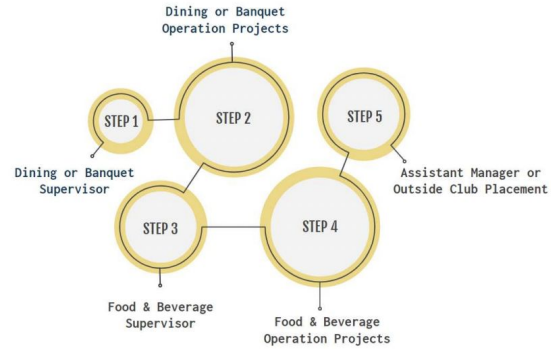
Where do you see your career heading in the next year? What about five years?

How do you think you could make an even bigger difference here?

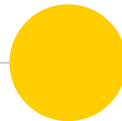
Do you think any of your skills or strengths are being underutilized?

Charlotte Country Club Manager-in-Training Program

Charlotte Country Club's MIT Program provides in-depth and thoughtful programming focused on the development of future club leaders.



Managers-in-Training should expect to experience banquet and dining leadership and responsibilities, CMAA education opportunities, daily access to club leadership, internal





Roadmap to: _____



The best way to keep superstars happy is to **challenge them** and make sure they are constantly learning.



“



Thank You!

Any **questions** ?



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