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RAISING
THE **THE 12 STEPS TO AN**
AWESOME AND PROFITABLE
SERVICE CULTURE
BARISTA

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CHAPTER 4

Leadership Characteristics and Values

Leadership is the art of getting someone else to do something you want done because he wants to do it.

—DWIGHT D. EISENHOWER

Team engagement

If we truly engage our team, awesome customer service will be the new normal! This chapter is all about leaders learning about the characteristics and values needed to engage your team so they can't wait to come to work and deliver awesome customer service. Leadership requires a skill set quite different from just management. Leaders (not managers) determine the ultimate effectiveness of a business as the character and people skills that they bring determine the way problems are solved and tasks are accomplished.

A manager isn't necessarily a leader and a leader isn't necessarily a manager ...

- Managers achieve results because of their authority.

- Leaders achieve results because people trust them and want to follow their leadership.

As the saying goes ...

“Managers do things right. Leaders do the right thing.”

–WARREN G. BENNIS

Leading and managing

A strong person can be good or bad. A criminal gang leader is an example of a strong person with a bad character, while an outstanding community leader is one with both strong and good characteristics. A business needs leaders with strong and good characteristics, people who will guide them into the future and show that they can be trusted.

To be an effective leader, your people must have trust in you and they have to be sold on your vision.

Korn-Ferry International, an executive search company, performed a survey on what organisations want from their leaders. The respondents said they wanted people who were ... *ethical and who convey a strong vision of the future.*

In any business, a leader's actions set the pace. Their behaviour wins trust, loyalty, and ensures the business's continued success. One of the ways to build trust is to display a good sense of character. Character is the make-up of a person, including beliefs, values, skills, and traits.

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- Beliefs mean the deep rooted beliefs that a person holds dear. They could be assumptions or convictions that you hold true regarding people, concepts, or things. They could be the beliefs about life, death, religion, what is good, what is bad, what is human nature, etc.
- Values are attitudes about the worth of people, concepts, or things. For example, you might value a good car, home, friendship, personal comfort, or relatives. These are important because they influence your behaviour to weigh the importance of alternatives. For example, you might value friends more than privacy.
- Skills are the knowledge and abilities you gain throughout life. The ability to learn a new skill varies with each individual. Some skills come almost naturally, while others come only by complete dedication to study and practise.
- Traits are the distinguishing qualities or characteristics of a person, while character is the sum total of these traits.

There are hundreds of personality traits, far too many to be discussed here. Instead, we will focus on a few that are crucial for a leader. The more of these you display as a leader, the more your people will believe and trust in you.

Our deepest fear is not that we are inadequate; our deepest fear is that we are powerful beyond measure. It is our light, not our darkness that most frightens us. We ask ourselves, “Who am I to be brilliant, gorgeous, talented and fabulous?”

Actually, who are you not to be? Your playing small doesn't serve the world. There is nothing enlightening about shrinking so that other people won't feel insecure around you.

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And as we let our own light shine, we unconsciously give other people permission to do the same. As we are liberated from our own fear, our presence automatically liberates others.

–NELSON MANDELA

Things to work on to be the best team, business, person:

1. Culture. Is your physical and mental environment healthy?
2. Work ethic. How bad do you want it?
3. Team. Do you have the right people in the right positions?

Thinking about your business:

- What are three things you can do to improve your current physical and mental environment?
- What is one change you can make to improve your personal work output?
- What are two changes you can make to improve your current team structure?

Take the 'Personal Leadership Test' in the Appendices.

Values and beliefs

This journey of self-awareness leads us to knowing what drives our behaviour, what are our intentions and purpose and what are our core values.

Personal values can be described as:

'Strongly held beliefs and attitudes which guide one's life and provide one with a sense of self-worth.'

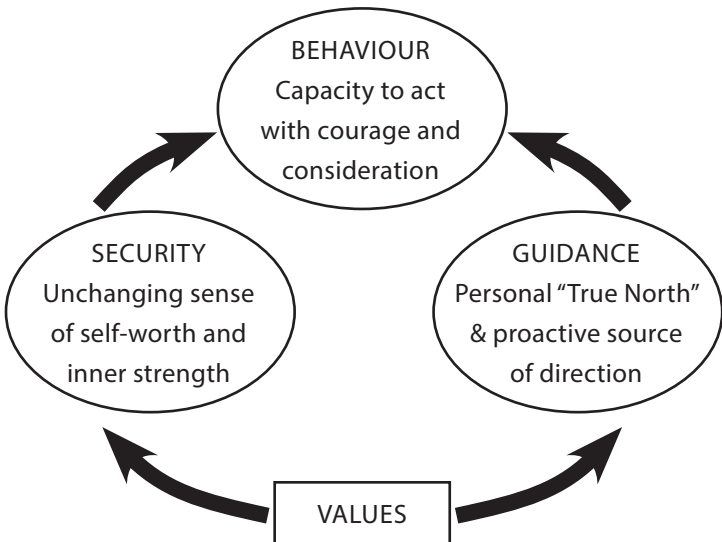
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Our values provide the inner compass which guides our decision making. They also provide the inner strength or security of what is 'right' (remember: leaders do the right things). Together, this guidance and security allow us to act with courage by doing the things that must be done because our core values demand that we do so. Our core values also determine the way we implement our decisions with others. They guide us to consider the impact of our decisions on others.

When we are operating from our core values we can act with courage and consideration.

Values based behaviour



How our values are developed

Our values are moulded throughout our lives by a range of life experiences such as:

Culture: We tend to be a product of our time, where, when and how we grew up and live.

Identity groups: Through our identity groups, those we most and least identify with influence ‘who we are’.

Life stages: ‘Our unique perspective’ is based on what is happening in our lives right now.

Life events: Major life events, for example war or natural disasters; or significant emotional events, for example divorce, family death, impact on our values.

Look at the ‘Personal Values Activity’ in the Appendices.

How does your team perceive you? How would they describe you (when you are not there)?

This is not a popularity-‘being liked’-competition, you do not have to be liked by everyone. Hopefully, however, you are respected by everyone in your business.

Research shows that team culture and team behaviour is a reflection of their leader’s behaviour and attitudes. If you want

honesty in your team you need to demonstrate and encourage honesty. If you want a hard working team, then you need to lead by example and recognise hard work in your team members.

Leadership traits

Traits are distinguishing qualities or characteristics of a person, while character is the sum total of these traits.

Waste no time arguing what a good man should be. Be one.

–MARCUS AURELIUS

Honesty–Display sincerity, integrity, and fairness in all your actions. Deceptive behaviour will not inspire trust in your people.

Competent–Your actions should be based on reason and moral principles. Do not make decisions based on childlike emotional desires or feelings.

Forward looking–Set goals and have a vision of the future. The vision must be owned throughout the business. Effective leaders envision what they want and how to get it. They habitually pick priorities stemming from their basic values.

Inspiring–Display confidence in all that you do. By showing endurance in mental, physical, and spiritual stamina, you will inspire your people to reach for new heights. Take charge when necessary.

Intelligent–Read, study, and seek challenging assignments.

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Fair minded–Show fair treatment to all people. Prejudice is the enemy of justice. Display empathy by being sensitive to the feelings, values, interests, and well-being of others.

Broad minded–Seek out diversity.

Courageous–Have the perseverance to accomplish a goal, regardless of the seemingly insurmountable obstacles. Display a confident calmness when under stress.

Straightforward–Use sound judgment to make a good decision at the right time.

Imaginative–Make timely and appropriate changes in thinking, plans, and methods. Show creativity by thinking of new and better goals, ideas, and solutions to problems.

Take the 'Leadership Characteristics and Skills Survey' in the Appendices.

The final word is from ... Lyndon Broome, General Manager at Kedron-Wavell Services Club and 2014 Club's Queensland Club Manager of The Year.

I recently asked Lyndon, "What good employee engagement skills do you foster at the Club?"

We often use the phrase, 'pushing out the love'. Both staff and patrons have to feel acknowledged and you sometimes need to remind yourself to engage with staff and patrons. Unfortunately, the task-orientation of managers sometimes is more powerful than the

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service role that is required day-to-day. I know myself, I am very guilty of walking from A to B and because B is my destination and my mind is pre-occupied with what I am going to do when I get to B, I am not noticing the people I pass on that journey and the impact that it has on them because I haven't acknowledged them on the way. So we need to be careful that we 'push out the love' and make sure that we acknowledge the staff and patrons so that they know that they are a part of the organisation, they know that I know them and they are receiving recognition for their contribution to the Club.

A simple wave; a simple smile; a simple hello to staff and patrons—and it costs us nothing. What does engagement cost, especially one-on-one engagement? The best staff influence we have here is one-on-one engagement where it's personal; it's heartfelt; it's genuine and also informative. Staff love knowing something that they think they either shouldn't know or others don't know. So, as manager of the Club, if I can engage with a staff member and tell them about a renovation or a key development or something that makes them feel included and important because they know that something and others might not ... I'll share infinite data and detail with you—I love sharing data with staff—but I can't see all the staff all the time. But if I can capture one staff and tell them the greatest info, have a good personal engagement with them; they're on board for a long time.

It is very easy to engage but you have to be genuine. Myself, I think that engagement, whether it be patrons or staff, is actually quite easy. It just takes time; you have to allocate time to it. But, once you start doing it, it just comes naturally. Again, when we are looking for staff we have to find exceptional people. I know we can teach anyone, but 'exceptional' is so much better to work with; they are so

much easier to achieve a turn-around from; and they're out there. Exceptional people have an enthusiasm about them for service and enthusiasm for hospitality. You just gotta keep finding these people; keep employing these people and keep promoting these people.

Key ideas

- A manager isn't necessarily a leader and a leader isn't necessarily a manager.
- A business needs leaders with strong and good characteristics, people who will guide them to the future and show that they can be trusted.
- In any business, a leader's actions set the pace. Their behaviour wins trust, loyalty, and ensures the business's continued success.
- Research shows that team culture and team behaviour is a reflection of their leader's behaviour and attitudes.

Activities

- Ask what's best for the business, the venue and yourself AND act on it. If it is worth your time and energy to show up every day and participate in a workplace or in a relationship, what are you doing to make it the best it can be?
- Display sincerity, integrity, and fairness in all your actions. Deceptive behaviour will not inspire trust in your people.
- Show fair treatment to all people. Prejudice is the enemy of justice.
- Display empathy by being sensitive to the feelings, values, interests, and well-being of others.

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ABOUT THE AUTHOR

Justin McGurgan is passionate about the hospitality industry, loves awesome customer service and helping hospitality venues unlock their true potential.

Justin is a hospitality industry ‘tragic’ (veteran) having spent his entire working life from the age of 16 working in and with hospitality venues around Australia. His industry knowledge combined with management skills gained from frontline, management and development roles in clubs, casinos, and hotels, provides the depth of expertise required to remain at the forefront of the hospitality industry’s evolution and progress.

Justin now runs two successful hospitality industry businesses in Trojan Corporate and Academy Hospitality Australia. Justin is a consultant, facilitator, and presenter to the hospitality industry on topics including service culture, management and leadership, operational review, strategic planning, corporate governance, and feasibility studies. His past client list includes many leading brands such as Sheraton, Hilton, Holiday Inn, Mercure, Marriott, Grand Chancellor, Crowne Plaza, Lasseter’s, Jupiter’s Casino’s, major clubs including Twin Towns Services Club, Greenbank RSL, Broncos Leagues Club, Sunnybank Community and Sports Club, Carina Leagues Club, Kedron-Wavell Services Club, Redcliffe Leagues Club, Caboolture Sports Club, and hotel groups including ALH (Woolworths), Spirit (Coles), Stewarts, McGuire’s, and Fitzgibbons.

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Justin has launched a new business name and brand in February 2014 called ZEALIFI: 'A Culture of Hospitality'. The focus of Justin and his awesome team members is on 'service culture' through living it and breathing it.

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