



# Welcome URPA Leaders

**Leaders - Making a Difference**

***“Leadership is a responsibility  
and not a title”***

# What Is Leadership?

*“Leadership is about creating the climate or culture where people are inspired from the inside out. Inspired employees want to see their organization succeed, because it will also lead them to their own personal success. That is the winning formula: inspiring ordinary people to achieve extraordinary outcomes.”*

- Steve Haines, Dale Carnegie Trainer



# What Is Leadership?

*“When you are in a leadership position you must be an inspirational leader and not just an administrator if you want to get the results which are possible with a team of inspired followers. So many leaders today are just administrators who focus on doing things instead of inspiring people.”*

- Lee Cockerell, Former Executive Vice President, Operations, Walt Disney World

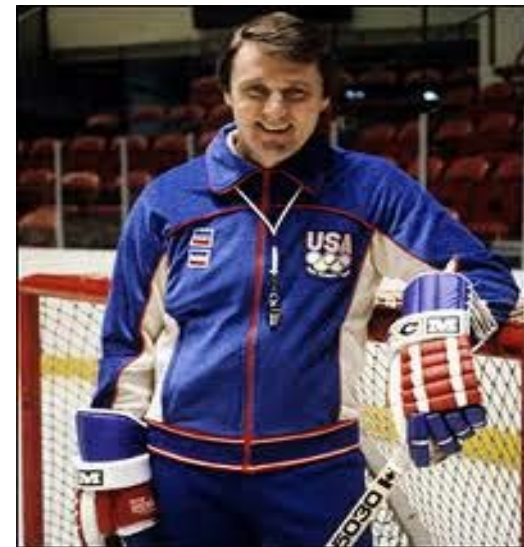


# Leaders vs. Managers

**Managers Manage Things**



**Vs.**



**Leaders Inspire People**



# Why do People Come to Recreation and Parks Facilities?

Do they have to come to your facilities?

**NO!!!**

They absolutely want to come to your facilities!



# How important is that “US” time?

Do our employees make a difference?

**ABSOLUTELY...THEY ARE  
THE DIFFERENCE**

To truly succeed every leader’s goal should be to make in difference in the lives of their team so they can make a difference in your Guest’s lives.



# Why do People Come to Recreation and Parks Facilities?

## WHY??

Because for a few hours they can leave  
their troubles behind !

Because for a few hours they can dream again !

They come to spend their **DISPOSABLE**  
time and income because it is their  
**PASSION!**

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# How do we match their Passion?

**Guest Satisfaction is Worthless !**

**Guest Loyalty is Priceless !**

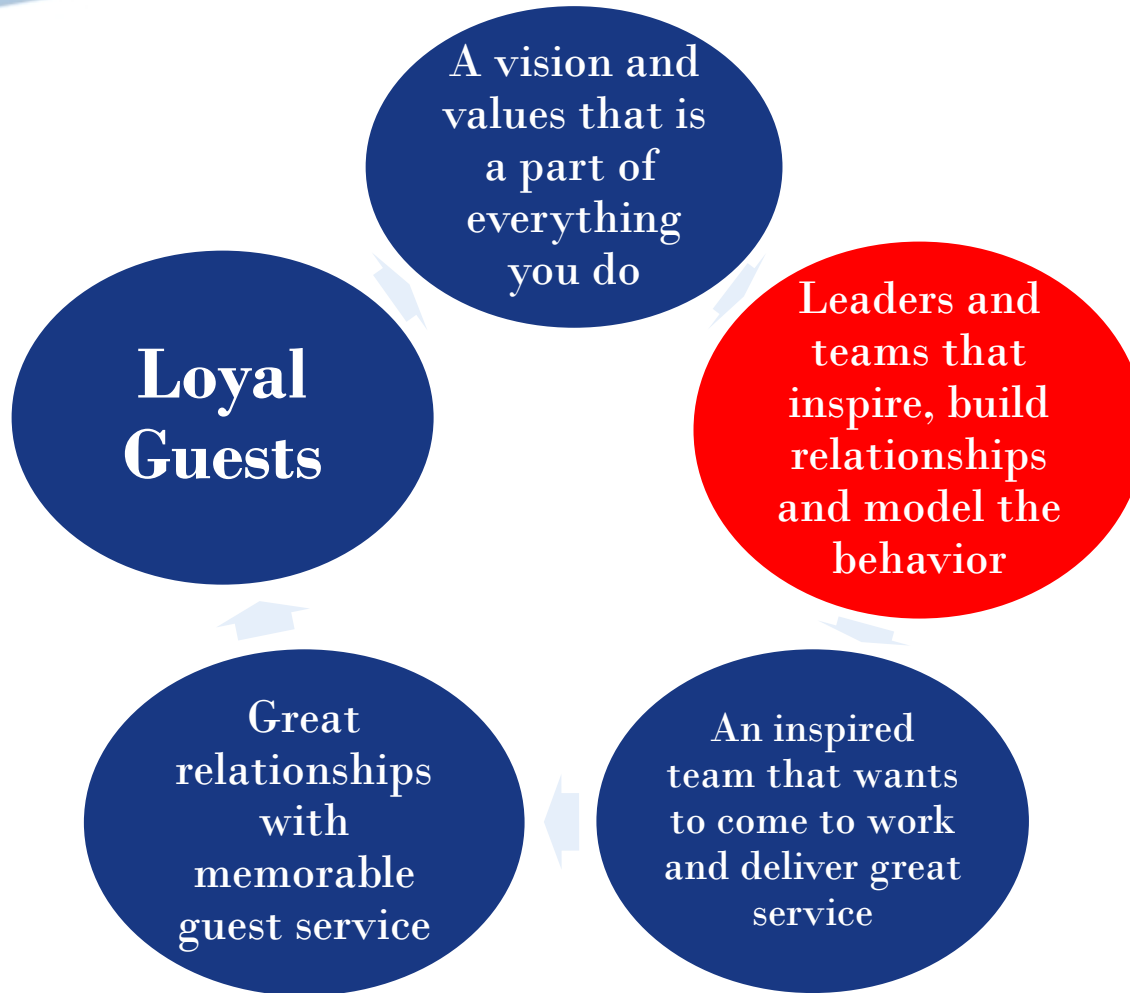
**Great Guest service builds loyalty  
and REPEAT BUSINESS**

**Price is no longer an option !**





# The Loyalty Cycle



# Employees First... Why?

## The SAS Story...

*“In order to be exceptional, you have to dare to be different.”*

**What can we do that no one else is doing?**

*“If my employees are happy my customers are happy.”*

- Jim Goodnight, CEO – SAS

*“This is not altruistic, this is a for-profit business and this makes good business sense.” •*

# Key to a Successful Business...

“You must take care of the people who take care of your business. If you want the people to take care of your customers, then you need to take care of them. Caring creates caring. Each time you have an interaction with one of your employees, your staff, or a fellow colleague, think about how you want them to feel and what feelings you want them to pass on to your customers.”

- Jerry Wilson, “Inspire Your Staff”



# What is Organizational Culture?

It is the prevalent beliefs, thinking, values, attitudes, and norms modeled and promoted by leadership in a company.

These beliefs, values, and thinking motivates and determine our employees actions and performance.



# What is Organizational Culture?

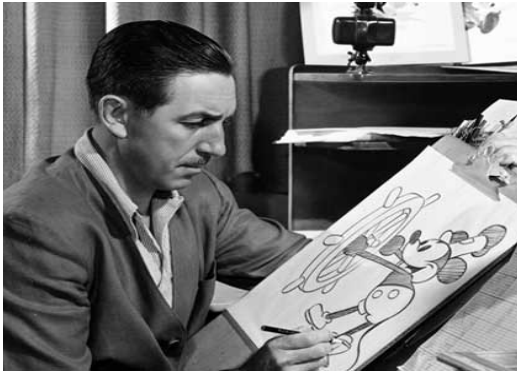
These beliefs and actions  
constitute our culture  
in turn.....

Our culture produces our results.



# A Leadership Culture?

Is pixie dust enough???



“Cultures are not created by default...cultures are created by design”

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# Managing vs. Designing a Culture?

What happens we don't manage our culture, design it and nurture it.....

“When we don't manage our culture, our culture manages us.”



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# “Bosses” and Culture

According to a recent study, 76% of all workers in the United States dread the days they drive to work. Of the 76%....90% reported that....

It's not the work they do physically...

It's the environment they work in, the way they are treated, and the attitudes of their bosses...the culture





# Managing vs. Designing a Culture

In essence, when you don't manage your culture, you are not controlling your results.

**How do you get the results you want???**

You have to change  
**Thinking and Beliefs through...**

**LEADERSHIP**

# Effective Organizational Culture

If you try and influence actions only  
(new customer service rules)

You will get compliance and short-term results.

To gain commitment, buy-in and long term sustainable results, you have to inspire people to believe and think differently by...

**Leadership that models the behavior**

# Key to Making the Culture Work

“People do not quit companies, they quit supervisors. 85% of those asked why they quit, even in a tough economy, the answer was “my boss”.



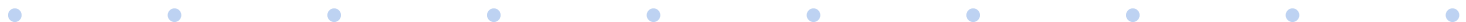
## LEADERSHIP



# Key to Making the Culture Work

As a leader you impact the lives of  
the people you work with more  
than you will ever know.

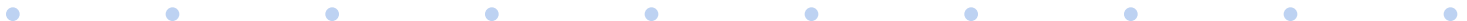
**YOU** have a direct impact on the  
quality of their lives, careers,  
and future.



# How the Culture Works....



It's not the magic that  
makes it work.....  
it's the way we work that  
makes it magic.  
- Lee Cockerell



# Cultural Training Pyramid

Training

Vision

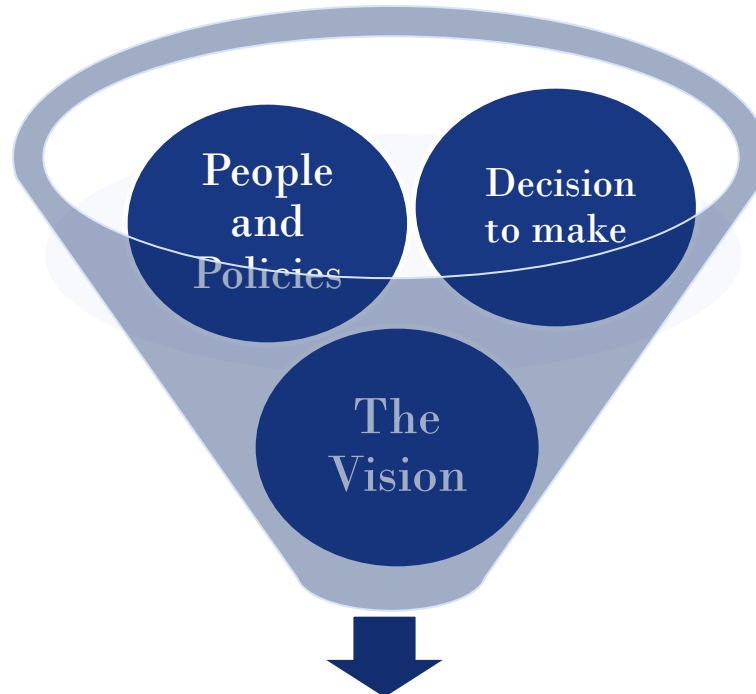
Leadership

Values

Recognition

Evaluation

# Decision Making That Enhances The Vision and Values and Inspires your Team



**Win-win Scenario For The Team And The Guests**  
**Decision That Enhances The Vision**



# Why Conduct Surveys?

*“What is abnormal and irregular, when ignored over time, becomes normal.”*

- Sean O’Keefe, NASA Administrator, 2001 - 2005





# Survey Results...

Factors Affecting Engagement	Your Rankings	How You Think They May Rank
Rank the following factors from 1 – 10 (1 - most important and 10 - least important) Rank the importance for you and the priority your leader gives them		
Appreciation and Recognition for Work Done	3	1
Good and Fair Compensation	2	2
Positive and Friendly Working Environment	1	3
Interesting and Meaningful Work	4	4
Job Security	9	9
Promotion and Growth Opportunities	8	8
Leaders Who Care About Me Personally and Take an Interest in My Development	6	6
My Opinions and Suggestions are Valued	7	7
Being Treated with Respect and Dignity	5	5
Consistent and Positive Coaching and Feedback	10	10

# Survey Results...

Morale in my workplace is good.

Agree/Strongly Agree – **61.9%**

Neutral/Disagree – **38.1%**

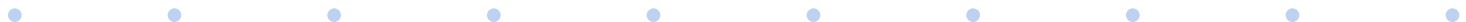
I look forward to coming to work every day.

Agree/Strongly Agree – **63.49%**

Neutral/Disagree – **36.51%**

I have good relationships with my coworkers

Agree/Strongly Agree – **92.07%**



# Survey Results...

I am paid fairly for the work I do and understand our compensation strategies.

Agree/Strongly Agree – **43.55%**

Neutral/Disagree – **56.45%**

My compensation is competitive with similar jobs I might find elsewhere.

Agree/Strongly Agree – **33.33%**

Neutral/Disagree – **66.67%**



# Survey Results...

Our organization has a culture of appreciation and recognition which inspires me to achieve excellence in my work.

Agree/Strongly Agree – **36.51%**

Neutral/Disagree – **63.49%**

My leader always treats me with respect cares about me as a person

Agree/Strongly Agree – **80.96%**



# Traits of Great Leaders....

## Evaluating, Coaching and Feedback

Ask three questions:

- 1- What are you doing well?
- 2 – What can you do better?
- 3 – How can you do it?

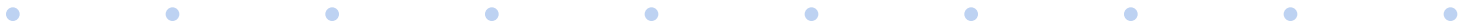
## Demonstrate, Discover, Develop



# Recognition and Inspired Teams

A Gallup study found that when teams who focus on recognition and creating exceptional working environments...

They tend to produce 70% more employees with above average attitudes towards their work.



# Employees First... Why?

American Society of Training and Development

Surveyed more than 575 major corporations

The findings...

For leading edge companies who embraced it...

Every dollar spent on training and recognition...

Return on investment: **\$1.00 = \$1.37**

Other companies who put little to no emphasis...

Return on investment: **\$1.00 - \$0.55**



# Employees First... Why?

Those leading-edge companies showed...

- a) Higher than average employee retention,
- b) Higher than average guest loyalty and satisfaction
- c) Higher than average revenue growth.

Specifically...

- a) 24% higher gross profit margins
- b) 218% higher revenue generation per employee.

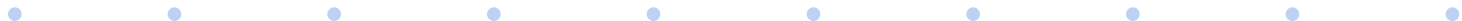
For example...

The Cheesecake factory dramatically increased training and recognition spending per employee per year (\$2000)

The result...

Sales jumped to \$1000/sq. foot...doubled the industry average.

(Study conducted by the American Society for Training and Development)





# Are they really your most important asset?

“For the life of me I don’t understand, if you have people as your biggest asset and you claim they are your biggest asset...then how can you not invest in them and expect a return?”

- G.J. Hart, CEO, Texas Roadhouse



# Seven Employee Expectations

- 1 – Treat me as a valued individual and vital to the success of the team
- 2 – Value my opinions and suggestions
- 3 – Treat me with respect and dignity, make integrity your main goal
- 4 – Make me knowledgeable, educate me, and understand my job
- 5 – Recognize my successes and help me overcome my weaknesses
- 6 – Continually give me positive and helpful feedback
- 7 – Model the behavior and champion our vision and values in your decision making . . . . .

# Employee Value Proposition

“The ideal employee value proposition encompasses every aspect of the employee experience, and it’s not just about the value of total rewards, but extends to the mission, purpose and values of the company as well as the way they define jobs and the culture of the organization...it is about the full experience of being an employee.”

- Laura Sejen, Towers Watson &Co.



# Employee Value Proposition

As a leader you need to ask:

- Do we have a vision...what do we stand for?
- Do we have a set of values to guide our decisions and enhance our vision?
- Do we have an environment that our employees want to work in and thrive in?
- Do we have a culture of recognition, praise and mentorship?
- Do we have a clear and transparent compensation strategy?

**Where does “IT” come from?**

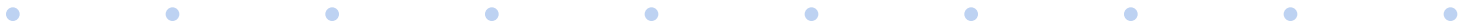
**Great service and  
performance comes  
from the heart**



# You Are ‘Heart’ Surgeons

*“If this is empty,  
this doesn’t matter.”*

*- Dicky Fox  
in Jerry Maguire*



# Traits of Leadership...

*“Leadership is about integrity, honesty, character, empathy and inspiration.”*

*“When dealing with employees, demonstrate care, consideration, respect, sensitivity and watch how they respond.”*



# Modeling the Behavior – Making a Difference



*“Leadership is a responsibility  
and not a title.”*

