



FERENCE LEADERSHIP and STRATEGY

Alignment • Balance • Style

Hospitality Gaming Foodservice Retail Leisure Entertainment

OF LEPRECHAUNS and FOUR LEAF CLOVERS

There is something to be said for cultural folk lore and superstition. It is at least entertaining, at worst, it has roots so unbelievable that it's ridiculous to even consider—nevertheless, people do. Take, for instance, tales of Leprechauns and the meaning of four leaf clovers. Have you ever seen a Leprechaun—or found a four leaf clover? While few of us, if any, have ever seen a Leprechaun, (at least without having a beverage or two) there are more than a few that have found a four leaf clover.

Yet people still talk of finding a pot of gold at the end of a rainbow, complete with a Leprechaun as its guard. And some continue to look for four leaf clovers—for good luck, as well as for hope, faith and love. Let's see what this could all mean if you find one—or the other.

GOLD, GREEN OR RED

Leprechauns, as the stories go, dress in either green or red, work hard at cobbling shoes, are very devious and furtive and can disappear in the blink of an eye. That may sound like an employee or two you currently have on staff, especially when you go looking for them, or does everyone look the same in their uniform?

Whether or not employees are given uniforms, this seemingly simple item we have seen to be of startling controversy in some properties. Based on over 25 years of employee surveys administered through our support division, **Center For Survey Research**, having proper uniforms is of major concern to most employees. Costly as they are for management to acquire and issue, uniforms should be comfortable for the climate and type of work being performed, as well as appropriately styled. Color is important, for Leprechauns the only choices are green or red, and ease of care and cleaning should also be a consideration. When employees enjoy wearing their uniforms, they will be happier taking care of guests and customers as well.

Most employees work hard at whatever their job, or they still wouldn't be working for you, but are they working smart? Another major need seen in many employee satisfaction surveys over the years is the need for training for all personnel. (And here is a tip: Recent social research reveals that in addition to the traditional motivators, the younger working generations—note plural in generation(s)—are motivated by “opportunities to learn,” as well as having respect for managers and having fun in the workplace, but these are subjects for future newsletters.) So, it's not enough to train your housekeepers for a week when they are hired. There should be a schedule for training in all departments, of all personnel, whether they are newly hired or 20 year veterans. Doing so will not only allow employees to work hard at working smart, they will realize that management cares enough to spend time, energy and money to improve their well being and elevate service to their customers.

And where some employees seem to be devious, furtive and can seemingly disappear when you need them, training in communication and cooperation can aid in alleviating signs of this type of behavior. Management should be sure to establish communication that is a two-way street, and of course strive to ensure cooperation with all employees at all times. Keeping promises and commitments as in scheduling a requested day off or allowing a switch in shifts with another employee can make the difference between an employee who is helpful and attentive versus one who is negative, adversarial and seldom motivated.

If you continue looking for rainbows, and if someday you in fact reach the end, you may just find that pot of gold. But, as luck would have it, your chances of putting more “green” in your pocket is better with the advent of employee surveys whereby when the results are in, you will know where your efforts should be focused—and it won't be looking for Leprechauns!

LUCK

It's a well known fact that finding a four leaf clover can bring you luck! Or not. But not finding a four leaf clover certainly won't bring you luck, so why not believe that finding one will? While no one can say what is truly lucky and what isn't, why not believe in luck but rely on knowledge and skill? If you get lucky—great!

Creating Competitive Advantage

Aligning Organizations Through Insightful Creativity and Operational Leadership



Gene Ference, Ph.D., President
Ference Leadership and Strategy, Inc.

Gene is a service-industry insider. His degrees in management and organizational development from Cornell University are backed by over 30 years of industry experience. He is an accomplished speaker and group facilitator, conducting management workshops, leadership retreats and strategy meetings. He has developed and implemented research surveys internationally, worked with Fortune 100 companies, contributed to client national quality awards, and designed appropriate strategies for optimizing human capital and growing organizational profits.

Supporting Divisions

Peak Performance Mindset
Programs in Organizational Dynamics and Service Practices

Center For Survey Research
Customized Metrics and Assessments Positioning the Business

Contact Information:
Ference Leadership and Strategy, Inc.
262 Lyons Plain Road
Weston, CT 06883 U.S.A.
Phone: +1 203 226 6000
Fax: +1 203 221 0068

Gene.Ference@FerenceInc.com



FERENCE LEADERSHIP and STRATEGY

Alignment • Balance • Style

Hospitality Gaming Foodservice Retail Leisure Entertainment

Page 2 of 2

Knowledge and skill is a wonderful thing for you and your personnel to have. No one knows all the answers, and no one has all the skills necessary to never make a mistake. But, through workshops, retreats and educational seminars, along with on-the-job continuous training, personnel can be “ahead of the curve” and be able to stay focused and on target with personal and company goals. These are all areas where **Peak Performance Mindset** can help through customized programs set up specifically for your management and staff. Often in the design of in-house workshops and off-site executive retreats, we weave into programs the results of employee and guest surveys. This makes for very rich discussions and robust strategizing.

HOPE

It's a lesser known fact (or shall we say superstition) that one of the leaves on a four leaf clover signifies hope. I suppose it could be that you would hope that you might be lucky! Ah—hope springs eternal. But all the hoping and wishing, for that matter, won't make it come true when talking about work, your job, or the future.

The best assurance that there is hope for a brighter future is to utilize employee and guest satisfaction surveys, 360° feedback surveys and organizational alignment surveys as well as educational workshops and training for ALL employees. Commitment by management to improve the facility, service culture, morale, guest perceptions and communication among everyone is a certain sign of hope.

FAITH

It's a virtually unknown superstition that faith has been affixed to the 3rd leaf of a four leaf clover. I suppose that if you have faith about hope, then you might be lucky enough to find love! (But that's the 4th leaf of the clover and we aren't quite ready to talk about that yet—so back to faith.)

Management should have faith in their staff, and in turn, employees should have faith in management's systems and procedures. Through communication and cooperation, all personnel should be able to express their faith in each other through actions and words to customers and guests. It's the same thinking as with teambuilding. **Ference Leadership and Strategy** through our **Peak Performance Mindset** division has succeeded in unifying and bringing together countless individuals as well as different departments through a series of teambuilding exercises. When this happens, individuals grow, teams succeed and corporate culture and service culture flourish. You have to have faith!

LOVE

It's a lucky day indeed when in the search for one four leaf clover among the hundreds and thousands of three leaf clovers, that a small green fourth leaf is spotted, just as rare as true love itself. And what might you ask does love have to do with work. It might be that when you have a personally satisfied life that you have a better chance at a balanced life. In fact, we believe organizational Balance and Alignment are twin sisters; both are necessary for efficient organizational structure and processes; when linked with their big brother, effective Leadership Style, they produce optimum Results.

When you have love for life, family, friends, colleagues and a love for what you are doing, you naturally have great satisfaction, passion and pride. It's a simple and very powerful formula that exemplifies the tenets of **Ference Leadership and Strategy**:

Alignment X Balance X Style = Results

It's amazing that all of this can come from finding one four leaf clover! It's lucky some little Leprechaun didn't come along and steal the four leaf clover right out from under your nose! But whether or not you ever find a four leaf clover—and it might be a very difficult task indeed for those of you living in a city—our hope is that your faith and love will combine to conquer all adversaries, big or little, green or red or...well, here you might even pick your own color from the rainbow of possibilities.

When in doubt, Go Green! Or at least commune with nature and go looking for a four leaf clover, or have a teambuilding exercise to see who can in fact bring one back the fastest. Who knows, you may even find the end of a rainbow...

Additional articles can be found at FerenceLeadershipAndStrategy.com

Topics include:

- Developing Baselines, Comparatives and Trends
- Maintaining a Competitive Edge
- Obtaining Complete & Honest Employee Feedback
- Setting Standards to Reach Peak Performance
- Upgrading Product & Service to Ensure Customer Loyalty & Dedicated Employees
- Ensuring Communication Flow is a Two-Way Street
- Gaining the Right Information for Your Competitive Advantage
- Team Building to Reach Strategic Goals.

... and more

Supporting Divisions

Peak Performance Mindset
Programs in Organizational Dynamics and Service Practices

Center For Survey Research
Customized Metrics and Assessments Positioning the Business

Contact Information:
Ference Leadership and Strategy, Inc.
262 Lyons Plain Road
Weston, CT 06883 U.S.A.
Phone: +1 203 226 6000
Fax: +1 203 221 0068

Gene.Ference@FerenceInc.com