



# IHRSA INSTITUTE

Roger Ralph Presentation

August 10, 2007

# PURPOSES

- Provide Context and Personal Lessons
- Share Insights of Industry Leaders Regarding Their Key Elements For Creating a Lasting Business Culture
- Share My Interview With Cal Ripken, Jr. Done Especially For IHRSA



# APPROACH TO TOPIC

- Personal
- Discrete Sections
- Share Language of Others
- Enlist Your Views
- Obtain Your “Take Aways”
- Provide Reading Suggestions

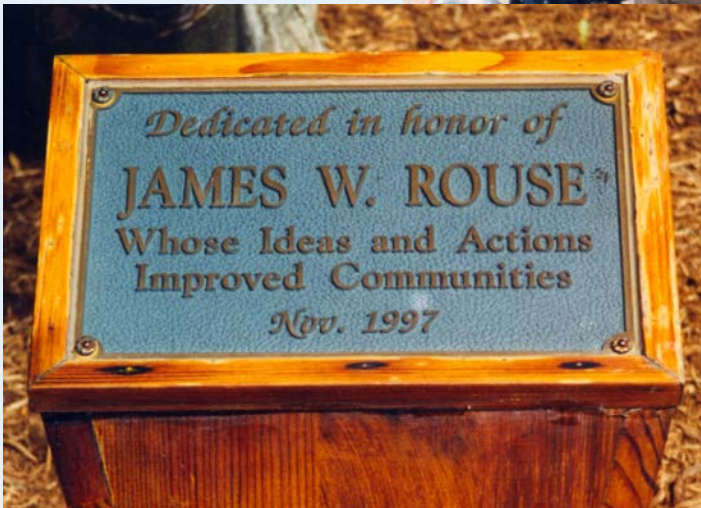
# BUSINESS BOOKS THAT HAVE

- Jim Collins' "Built to Last"
- Marcus Buckingham's  
"Now Discover Your Strengths"  
"First, Break All the Rules"
- Pat Lencioni's  
"The Five Dysfunctions of a Team"

# CONTRIBUTORS

- Bahram Akardi
- David Bradshaw
- Joe Cirulli
- Terry Dezzutti
- Katina Geralis
- Hannah Karras
- Larry Krieger
- John McCarthy
- Tim Rhode
- Maria Parella-Turco
- Matthew Stevens
- Mitch Wald

# JAMES ROUSE WONDERFUL MENTOR





# UNCOVERED LETTER FROM MY FATHER DEC. 15, 1963

- “Roger Makes Friends Easily; is Well Disciplined; Loves His Parents; Hates Business; is Good Peace Corp Material”.
- “The Recreation Business, Especially Where You Can Cater to the Entire Family, Can Be Most Lucrative”.



# BEL AIR ATHLETIC CLUB

## CIRCA 1998





# BEL AIR ATHLETIC CLUB



# **BEL AIR ATHLETIC CLUB PHYSICAL INNOVATIONS**

- Trapezodial Dome Over Pool
- Kids Arena
- Life Tree
- Women's Only Gym Early On
- Adults Only Pool
- Wellness Center With Social Workers and Acupuncture Staff

# FOOD & HISTORY MAKE GOOD COMBINATIONS



# BAAC CLUB INNOVATIONS

- Family/Community Health Club Model
- Got Rid of Towels
- Game Show Used to Introduce Staff to New Mission and Values
- History Wall
- All Staff Annual Photo
- Live In/Cook In Management Retreats



# BAAC COMMUNITY INNOVATIONS

- Formed Healthy Harford Coalition Which Included Hospital; County Health Department; YMCA; and Board of Ed
- Created Healthy Fast Food Guide
- Created Recycle Your Cycle Program to Outfit Local Schools With Fitness Equipment
- Launched Buy a Brick Campaign for BGCA; SARC With New Kids Gym

# “RECYCLE YOUR CYCLE” COMMUNITY PROGRAM



# HAC INNOVATIONS

- Only Health Club Within a State Park
- Only Health Club With Women's Only PT Clinic
- One of Few Health Clubs "Bundling" Programs
- Spider Mountain
- Glass Enclosed Water Park With Radiant Heated Floor

# HAC GUIDELINES FOR SUCCESS

- Our Vision, Goals, and Actions Must Be Known, Appreciated, and Applied
- Our Actions Must Be Aligned With Our Values
- Managers, Supervisors and Teammates Must Establish an Environment That Stimulates Staff Input
- Its Ok to Be Wrong
- Its Not Ok to Be a Spectator – You Must Be a Participant
- Be Profitable and Annually Invest in Improving HAC



# ENTERPRISE RENT-A-CAR MISSION STATEMENT

## **Our Values At Work**

We Live by a Simple Yet Powerful Set of Values at Enterprise Rent-A-Car. This is Our Company's Cultural Compass. This is What We Hold Ourselves Accountable to Every Day.

1. Our Brand is the Most Valuable Thing We Own
2. Personal Integrity and Honesty Are the Foundation of Our Success
3. Our Doors Are Open
4. Customer Service is Our Way of Life
5. We Strengthen Our Communities One Neighborhood at a Time
6. Enterprise is a Fun and Friendly Place Where **Teamwork** Rules
7. Great Things Happen When We Listen...to Our Customers and to Each Other
8. We Work Hard and We Reward Work

# CAL RIPKEN

*Growing Baseball Worldwide “The Ripken Way”*

## OUR VALUES

1. Look to the Future and Learn from the Past
2. Appreciate the Individual
3. If it is Worth Doing it is Worth Doing Right
4. Earn Respect
5. Set the Standard

# HAC MISSION STATEMENT

***Our Mission Is To Help People Lead Healthier  
and More Fulfilling Lives***

1. We Will Be One of the Top U.S. Health Clubs and a Model for the Industry Internationally.
2. We Will Strive to Help Our Members Achieve Their Goals at Every Level of the Organization
3. We Will Retain Our Members Through Our Commitment to Continuously Improve.
4. We Will Provide Our Members With an Environment That is Welcoming, Friendly, Comfortable, Fun, Attractive, Clean, and Safe.

# HAC MISSION STATEMENT

5. We Will Be an Educational Vehicle for Our Members and the Community at Large in the Field of Health and Wellness.
6. We Will Be a Significant Asset to New Castle County and Neighboring Communities.
7. We Will Foster the Personal and Professional Growth of All Staff.
8. We Will Provide an Environment That Encourages the Creative Input of All Staff.
9. We Will Strive to Be a Profitable Business Able to Annually Reinvest in Improving Its Services, Facilities, and Personnel.



# PERSONAL LESSONS

- Idealistic Point of View at Top Critical to Moving Team Forward and In Alignment
- Best Planning Processes Are Top Down and Bottom Up
- Hire For Talent and Emotional Intelligence
- Be Intolerant (Mitch Wald Example)

# PERSONAL LESSONS

- Carry a Notebook or Equivalent
- Food At Manager's Meetings (Joe Cirulli)
- Panel Hire For Senior Positions
- The Employee is More Important Than the Customer
- Figure Out the Best Way **You** Can Grow Your Employees
- Report Successes At Each Staff Meeting and Tie to Your Company Values

# **MOST MEANINGFUL WHEN YOU RETIRE**

- “Thank You for This Awesome Opportunity”
- “Thanks for Teaching Us and for Treating Us as Your Own”
- “Thanks For Everything You Have Always Done For Me”
- “Its Been an Honor to be Part of the Dream”
- Thank You for Your Vision and This Great Opportunity

A large, faint, light blue logo is centered in the background. It depicts a stylized human figure with arms raised in a 'V' shape, and a circular head. The figure is composed of thick, rounded lines.

# **INSTITUTE INTERVIEWS**



# YOUR BOSS'S IMPORTANCE

“The Talented Employee May Join  
a Company Because of Its Charismatic  
Leaders, Generous Benefits...  
but How Long That Employee Stays  
and How Productive He is While  
There Is Determined by His  
Relationship With His Manager”.

*From: First Break All The Rules*

# SECRET TO BUILDING GREAT TEAMS

“The Best a Manager Can Do is to Make Each Person Comfortable With Who They Are. We All Have Insecurities. Wouldn't it Be Great if, at Work, We Didn't Have to Confront Our Insecurities All the Time. I Don't Try to Fix. I Try to Create an Environment Where They Were Encouraged TO BE MORE of Who They Already Were”.

*Restaurant Manager*

# NO SINGLE FORMULA

“Great Managers Present No Sweeping Theories, No Prefabricated Formulae.... All They Can Offer You Are Insights Into... Turning Talent Into Lasting Performance.

The Real Challenge  
Lies in How YOU Incorporate These  
Insights Into Your Style, One Employee  
at a Time, Every Day.”

*From “First Break All The Rules”*

# OTHER “TALENT” DISCOVERY TOOLS AROUND

- [Salestestonline.com](http://Salestestonline.com)
- Recommended by New Paradigm Partners – Maria Parrella-turco
- Personality Traits – Assertiveness; Socialability; Patience; Dependence; Emotional Control
- Work Tendencies – Prospecting; Closing; Attention to Detail; Response to Incentives; Need for Direction; Turnover Propensity

# BEST THING A LEADER CAN DO

“...To Drive the Whole Company Toward Greatness is, First, to Hold Each Manager Accountable for What His Employees Say to These Twelve Questions, and, Second to Help Each Manager Know What Actions to Take to Deserve “Strongly Agree” Responses From His Employees.”

*From “First, Break All The Rules”*



# BUCKINGHAM TWELVE QUESTION SURVEY\*

- |    |   |      |
|----|---|------|
| 1. | I Know What's Expected of Me at Work                                  | 4.45 |
| 2. | I Have the Materials and Equipment I Need to Do My Work Right         | 4.14 |
| 3. | I Have the Opportunity to Do What I Do Best Every Day                 | 3.68 |
| 4. | In the Last Seven Days I Received Praise or Recognition For Good Work | 4.40 |
| 5. | My Supervisor at Works Seems to Care About Me as a Person             | 4.54 |

\*Questions from "First Break All the Rules;  
Scores from 38,000 Sq. ft. Health Club with 12 Managers Responding.  
5 = Strongly Agree; 4= Agree; 3 = Neutral; 2 = Disagree; 1 = Strongly Disagree

# BUCKINGHAM TWELVE QUESTION SURVEY (cont.)

- |     |  |      |
|-----|--|------|
| 6.  | At Work Someone Encourages My Development                                      | 4.81 |
| 7.  | At Work My Opinions Seem to Count  | 4.27 |
| 8.  | The Mission/Purpose of My Organization Makes Me Feel That My Work is Important | 4.70 |
| 9.  | My Coworkers Are Committed to Doing Quality Work                               | 4.60 |
| 10. | I Have a Best Friend at Work   | 3.50 |
| 11. | In the Last Six Months I Have Talked to Someone About My Progress at Work      | 3.80 |
| 12. | I Have the Opportunity to Learn and Grow at My Work                            | 4.55 |

# DAVE BRADSHAW &



# DAVE BRADSHAW

- How Do You Inspire Staff Actions Taken on a Daily Basis to Reflect Your Culture?
- Whatever Culture Exists at the Top Trickles Down
- I Learned It's Important to Coach – Not Manage By Memo
- Important You Spend Time With People You Work With – Less Talk on Goals and Objectives and More on “How Are You Feeling”
- Values Exercise Only Works if There is Trust in the Organization

# HANNAH KARASS

- The Healthworks Foundation Was Our Way of Walking Our Talk: “Making Fitness Available to All Women Regardless of Economic Status”.
- Members Have Come From the Woodwork to Volunteer to Help – It Mobilized Our Staff.
- Most Proud of: “Business Environment Where Everyone Felt Involved in the Process of Decisions”.
- As a Leader You Empower People With the Chance to Be Part of the Process.
- Laugh a Lot – Be There for Others.



# MATTHEW STEVENS

- Most Proud Of: Constantly Talk With All My Employees – Will Gladly Jump in at Any Position and Work With Them
- Constantly “PLAY OFFENSE” – Don’t Spend Too Much Time Rehashing the Past, Look Forward and Be Aggressive
- Be a KID. Best Part of Our Industry is Being a Kid. Make It FUN
- Build Relationships
- I Am a People Person. I Want to Meet 30 People if I Am Interviewing for 2 Spots. I Look for the Intangibles That Will Make That Person Successful in Our Organization



# NO TITLE NEEDED



# JOHN McCARTHY

- Most Proud of IHRSA's:
  - Leadership in Developing Information Relevant to Clubs and Club Growth
  - International Development
  - Role in Linking Industry to Preventative Health Care
- “At IHRSA We Were (1) Focused; (2) Unrelenting; (3) Passionate
- Most Significant Core Values – “An Ability to Focus on What’s Most Important to Success”.

# JOHN McCARTHY

- Personal Growth Contributors
  - “First, a Love of Learning, Which I Acquired Early in Life And, Second, a Competitive Spirit Which I Also Acquired Early”.

# LARRY KRIEGER

- Most Important Core Values
  - Mutual Trust and Respect
  - Assume Value in Others
  - Everyone is Responsible For Everyone
  - Commitment to Employees
- Convention Lesson
  - Do Not Become the Good Idea Club and Bring Home 20 New Ideas and Changes From the Convention. Focus on One, Two, Three and Implement Them 100%

# TIM RHODE

- “There is Not One Value That is Not Preceded by Caring.”
- “Next to What You Are; Where You Are; Who You Are; Caring is the Most Important Value – All Else Follows”.
- Caring is Characterized By a
  - Can Do Attitude
  - Abundance Mentality



# TIM RHODE

- I Believe “Culture” is Everything.  
Culture is Like the Weather – Doesn’t Keep You From Doing Something But Affects Everything You Do.
- Mitch Wald’s Biggest Contribution is That He Has Eradicated Tolerance – He Requires You to Do the Work. He Grows People.

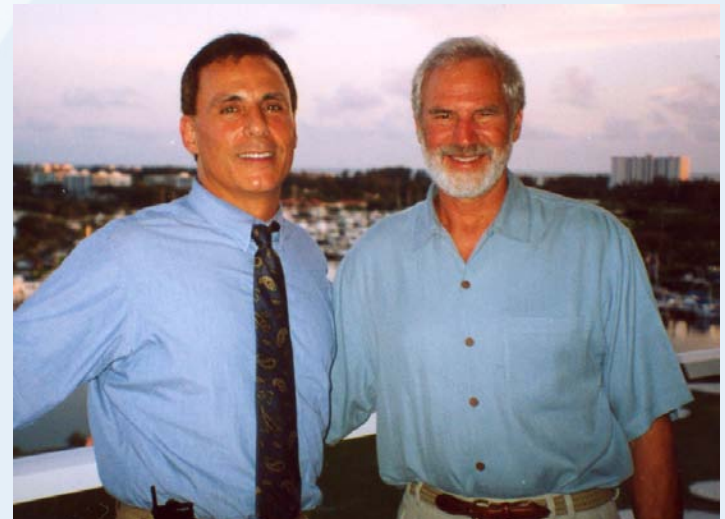


# BAHRAM AKARDI

- The Critical Thing About Business Culture is to Know Who You Are And Do That
- “You Cannot Talk Out of Both Sides of Your Mouth at the Same Time”.
- At Lifetime Everything Is Focused on The Customer
- We Do the Magazine Because it is Who We Are – Educating Our Members is Part of Our Role

# JOE CIRULLI

- “Reason I Don’t Do More Clubs is I Don’t Think I Can Maintain the Culture”.
- Remember in “First Break All the Rules”- Reason People Quit is Not the Company it is the Manager. “The Manager is the Company”.
- Core Values
  - Our Number One Core Value is Integrity– “That’s the Way it is Over There” Story



# JOE CIRULLI

- We Do Everything Identical to Everyone (eg. Refunds Story)
- Challenges Staff:
  - What Are You Reading
  - What Are You Listening to
  - What Are You Doing to Become Better
- Eagle Comments And Dinner
  - 600-700 a Month and Only 50-70 Suggestions



# **JANE ADAMS**

## *Social Worker*

The Definition of a Good Social Worker  
is Someone Who Has One Foot in the  
Street and One in the Library.



# MARCUS BUCKINGHAM

“First, Break All The Rules” (1999)

“Now Discover Your Strengths” (2001)

“The One Thing You Need to Know” (2005)

“Go Put Your Strengths to Work” (2007)

# WHY BUCKINGHAM?

1. His Conclusions Reality Based
2. Supported By Sound Research
3. Has Further Developed His Findings
4. He Has Impacted Our Hires
5. Provides Useful Tools For Practioners



# WHAT IS NATURAL TALENT?

- A Talent is Any Naturally Recurring Pattern of Thought, Feeling, or Behavior That Can Be Productively Applied
- Talents Have an “I Can’t Help It” Quality to Them But Also an “It Feels Good” Quality
- Pay Close Attention to the Situations That Seem to Bring You Satisfaction. If You Can Identify Them, You are Well on Your Way to Pinpointing Your Talents

# WHAT ARE YOUR STRENGTHS?

It's the Combination of:

- Your Natural Talents
- The Skills You've Developed
- The Knowledge You've Gained and Applied

# BUCKINGHAM ON WHAT TALENT IS IMPORTANT FOR WHAT

“If You Manage Roles That Do Require Achiever – Like an Insurance Agent, a Salesperson, or Any Role Where the Person Must Initiate Rather Than Respond, You Had Better Select For it, Because if a Person Does Not Feel This Burning Fire, You Cannot Light it For Him.”

# COMPONENTS OF EMOTIONAL INTELLIGENCE



- Self-Awareness
- Self-Regulation
- Motivation
- Empathy
- Social Skills

# KIM BOGIA



1. Maximizer
2. Arranger
3. Achiever
4. Positivity
5. WOO

# SIGNATURES TALENTS OF INTERVIEWEES

## ***BRADSHAW***

ARRANGER  
RELATOR  
COMMAND  
COMMUN.  
SIGNIFIC.

## ***CIRULLI***

STRATEGIC  
ACHIEVER  
MAXIMIZE  
LEARNER

## ***DEZZUTTI***

FUTURISTIC  
ARRANGER  
BELIEF  
IDEATION  
STRATEGIC

## ***GERALIS***

FOCUS  
RELATOR  
COMMUNICATION  
RESPONSIBILITY  
ACHIEVER

## ***MARX***

RESTORATIVE  
INCLUSIVE  
COMPETIT  
STRATEGIC  
INPUT

## ***RALPH***

IDEATION  
STRATEGIC  
RELATOR  
ACHIEVER  
FOCUS

## ***RHODE***

FOCUS  
STRATEGIC  
FUTURISTIC  
ACHIEVER  
ACTIVATOR

## ***WALD***

RELATOR  
ARRANGER  
RESTORATIVE  
INTELLECTION  
INPUT



# DEZZUTTI RESULTS

- Futuristic – Merritt Tag Line  
“Where Your Future Takes Shape”
- Arranger – Grew Merritt From Four RB Clubs Grossing 5M to 10 Clubs Grossing 22M
- Belief – Raised 50K Annually for Special Olympics:  
Partnered with UMD Med School on Statewide Walking Program
- Ideation – South Beach Night Club Every Saturday Night
- Strategic – Partnerships with Ravens; Pepsi; Physiotherapy Assoc.

# FINAL WORDS

**K**now Yourself

**T**ranslate

**N**ow is the Time

**E**xcite

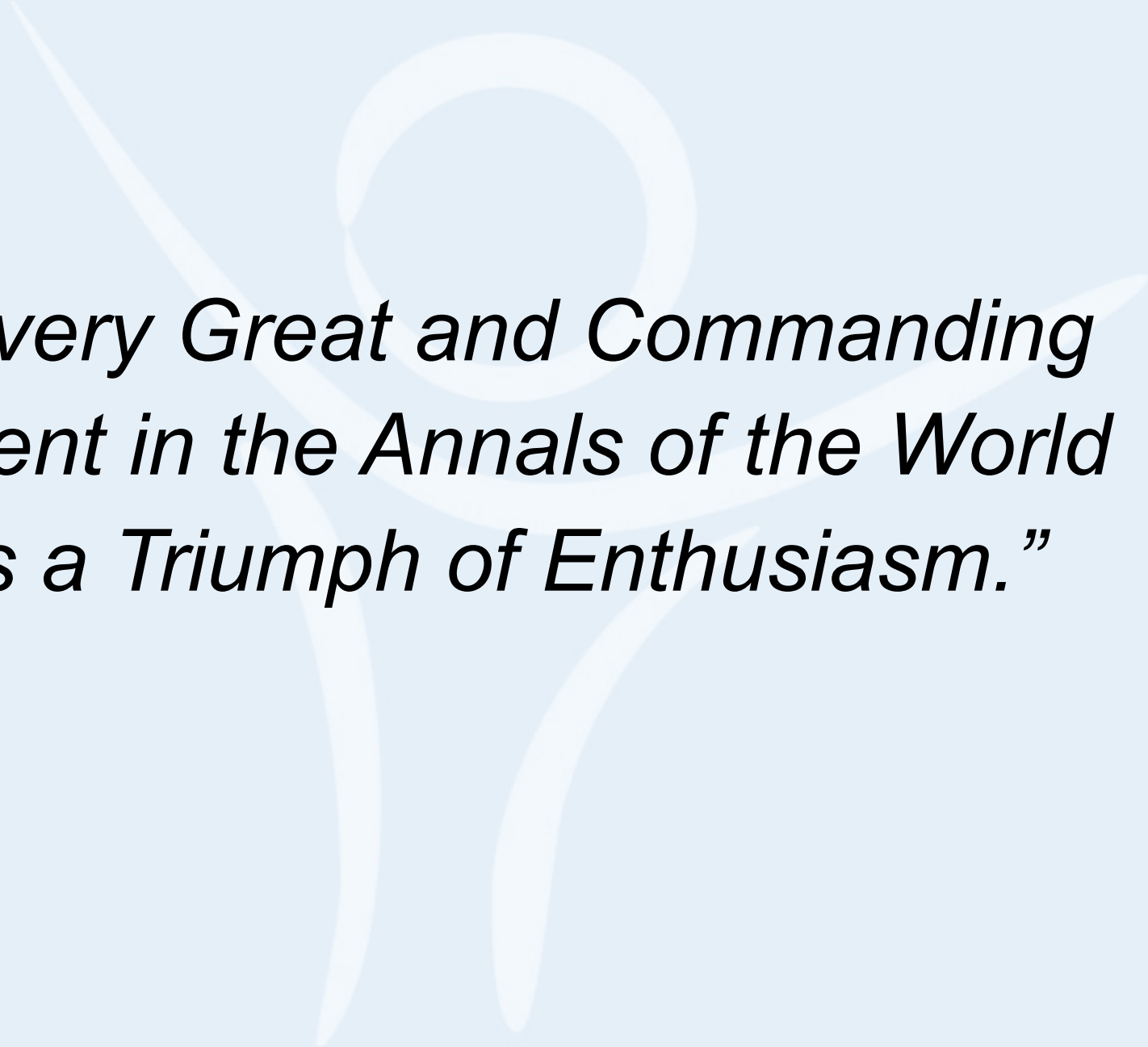
**O**nly You

**A**chieve

**W**ow and Win

(wow=winning others over)

**M**emorialize



*“Every Great and Commanding  
Event in the Annals of the World  
is a Triumph of Enthusiasm.”*



*A Maggie & Sam Production*

