

PEOPLE AND CULTURE

Providing a positive culture and leadership for today's staff in a modern club



WHAT IS CULTURE?

A hard question to answer but I can tell you that it stems from the top

An A.I. definition suggests *‘workplace culture is the shared values, beliefs, behaviours and norms that shape how people in an organisation think, act and interact to get work done’*

A more simpler way to put this is *‘workplace culture is how work really gets done when no one is being told what to do’*

LEADERSHIP & CREATING A POSITIVE CULTURE

The Club Manager, or in smaller clubs the President, is the leader of the club's operations, and as such, the responsibility lies with you to create a positive workplace culture – *“the vibe”*

There is no single way to achieve this as each team and work environment is different

Some common traits of a positive workplace culture include:

- 🌿 Staff have input into what good looks like
- 🌿 They are empowered to take responsibility and own their roles
- 🌿 Staff turnover is minimal or non-existent
- 🌿 Customer service satisfaction is high

UNDERSTAND YOUR TEAM

It is important to all leaders, that you understand what motivates your team members and why they wanted to work in your club

There will be staff in your clubs who it will seem like they have worked for the club for several lifetimes and this is their primary source of income, while for others this might be their first job straight out of school and or they're working their way through university

Irrespective of their motivation, knowing and understanding your team will go a long way to helping you achieve and maintain a positive workplace culture

IT STARTS WITH YOU

As leaders, your attitudes and behaviours set the standards for your team – do not ask them to do something you wouldn't do yourself

This begins from the moment you walk into the club each day

You set the standards and behaviours that you want to see from your team in dealing with your customers – your members, their guests and the wider community. *What are your non-negotiables?*

Your team will model their behaviours and attitudes on your example – make sure it's a positive one

ENGAGEMENT AND INCLUSION HELPS RETENTION

We all know how expensive and challenging it is recruit and train new staff so surely it's better to retain existing team members, as long as they're performing to expectations

The smartest manager in the room isn't necessarily the most intelligent person in the room. The smartest manager will know its easier to achieve goals when the team is in sync, engaged in their role and working together

Include your teams in your decision-making processes, empower them to make on-the-spot decisions and encourage them to offer suggestions on how to improve the overall team performance and output

Hold regular staff meetings (every 2 months is suffice) and give everyone, including new staff, an opportunity to provide input at these meetings



RECOGNITION AND DEVELOPMENT

Retention of staff goes beyond their hourly pay rate, performance bonus or free staff meal or discounts

Simple gestures such as acknowledging their birthday (a paid day off or cake/birthday card from the club), celebrating personal milestones (graduation, new child/grandchild, home ownership etc) or noting their length of service to the club in a public forum all go a long way to making your team members feel valued

This all leads back to knowing and understanding the individual's motivation for joining your team

GET IT RIGHT FROM THE START

Recruit well

Set up your new team member for success from day one of their employment:

- 📄 Paperwork is signed before day one
- 📄 Uniform is provided and applicable logins are setup
- 📄 Your team is aware a new member is starting

Have a clear and logical plan for their first 2 weeks of training and immersion into your processes, systems, health and safety, and workplace culture

Be there to meet them for their first shift, or ensure at least their line manager is, and introduce them to the team by name

Pair them with an experienced team member – preferably one with a positive outlook on life and check in with them often to see how they're settling into their role



DEALING WITH UNDER PERFORMANCE

Under performance will occur with everyone at some stage of their career, we are after all only human and therefore unable to perform at optimum levels every minute of every working hour

We will have good days and bad days. Managing these fluctuations can be the difference between an engaged and effective employee who feels valued, and the opposite who has the potential to disrupt the overall team performance

Taking action on continued under performance is unavoidable as a leader. In many cases it may simply require a simple conversation to see how they're feeling, what's going on that maybe causing their under performance and reminding them of the expected standards for the team

DEALING WITH UNDER PERFORMANCE

It is not advisable to employ people you have a personal connection with outside of work, if it can be avoided. At some stage in your career, you will have to correct an employee's under performance and this may include terminating them. It is never an easy decision but a personal connection makes it that much harder

Act on under performance as soon as possible. Make sure any corrective action taken is proportionate to the issue you are correcting – and be consistent in correcting all employees, irrespective of length of service

The worst action you can take as a leader, is no action

Follow a process to “act in good faith” as a “fair and reasonable” employer to minimise the risk of PG to your club – although this isn't entirely avoidable

THANKS AND QUESTIONS

Thanks for tuning in to this Webinar

Keep an eye on comms for upcoming Webinars over the remainder of the year

Our Governance Fundamentals course is recommended for all committee members and club management staff to ensure you meet your obligations under the Employment Relations Act. Check our website for when the next session is in your region

What questions are out there?

