

club mirror

With a constantly shifting business environment, HQ asks 'just how good are you at managing change'? Whether that's dealing with changes in procedures thanks to new legislation, or shifting work practises due to an unhappy team, keeping up with - and ahead of - this incessant flux is essential to ensure a healthy future for the club. On the subject of change, just how do you prevent too many changes in your team? Staff retention - is it an art or a science?

HOW GOOD ARE YOU AT DEALING WITH CHANGE?

It is often said that the only constant is change and in today's ever-changing world this has never been truer.

From having to change your bar snacks at short notice because a supplier lets you down, to coping with staff leaving, clubs are constantly having to adapt. And those which do can often end up in a better position than they were in when they started. For those which don't, the consequences can be considerably less rosy.

At the top end, 75% of transformation efforts fail. In more day-to-day situations, handling even small changes poorly can have disastrous consequences. So how likely are you to be able to cope with changes great and small? And how will you help your team to manage in unstable times?

Answer our 10-question quiz to assess your 'changeability rating', together with some helpful hints to assist you when change comes your way.

1. It's Friday afternoon and you're looking forward to a packed bar tonight and for the rest of the weekend. Your barman's wife calls in to say he's been run over by a bus and will be in hospital for at least six months. Do you:

- a) Panic, curse and yell at everyone else to get their finger out (3)
- b) Sort out the rotas and take a more active role yourself (2)
- c) Send flowers, deal with the problem short term by rearranging the rotas and swing into action to find temporary cover (3)

2. Another club in the area is facing closure. Your club steps in to take it over and build up a successful operation. Do you:

- a) Hold a full planning session to make sure that goals and values can become aligned as quickly as possible (3)
- b) Have a team event so everyone can get to know each other (2)
- c) Hope for the best - you're all in the same business after all (1)

3. You are asked by the committee to tell your team about some changes to their work patterns. You're expecting some resistance. Do you:

- a) Tell them the way it is, and have a plan for dealing with any fall out (2)
- b) Think about ways in which the changes might benefit them and plan how to deal with the downsides by selling in the benefits (3)
- c) Blame it on the committee and say that, 'off the record', you're a fed up as they are, but you'll all just have to put up with it. (1)

4. One of your team comes up with an idea, which he says



If chef plans to change pie-and-a-pint fare to a Mediterranean menu, your reaction is what? Laughter, laissez-faire or member-driven research?

will speed up service and make the members happier. You tried the idea some years ago and didn't see any benefit. Do you:

- a) Say, 'we tried it before and it didn't work, so no thanks' (1)
- b) Say, 'We tried it before but have a go if you think you can make it work' (2)
- c) Say, 'Sounds great', then explore how it's going to work and keep an eye on the results (3)

5. You've been worried about falling revenues. You wake up in the night with an inspired idea to introduce a new sports injury massage service for the sports and gym members/the club's football team etc. Do you:

- a) Put an ad out for experienced masseurs and let them get on with it (1)
- b) Consider all the pros and cons with your team and if it's a 'go-er' make sure that you carefully plan every aspect of the service and its marketing (3)
- c) Get everyone else whipped up with enthusiasm for your idea and go for it (2)

6. You are asked to give a talk to another club about managing change. Do you:

- a) Tell them it's all about wearing the T-shirt and putting the posters up so everyone knows what's going on (1)
- b) Use a case study of how you managed a successful change process (2)
- c) Explain that change is a journey not a destination and like any journey must be well planned and monitored

throughout - then illustrate this through examples (3)

7. The club has been through a series of restructures and it feels as though no job is safe. Although the turbulence is over now, your team is distinctly jittery. Do you:

- a) Do your best to reassure them that the structure is sorted out now and they'll be OK (2)
- b) Empathise with the way they're feeling, explaining that it's the same for you too, so you'll just have to stick together until the next time(1)
- c) Talk honestly with your team, listening to their concerns, acknowledging their loyalty through a tough time and making plans for the way forward as a stronger, though leaner, team (3)

8. Your new chef wants to change the food offering from pie-and-a-pint fare to a much lighter Mediterranean style menu. Do you:

- a) Laugh but let him get on with it - the kitchen's his affair (1)
- b) Get him to phase this in gradually by substituting new dishes for old and monitoring members' reactions as you go along (2)
- c) You have already researched the idea among members and guests which is why you recruited this particular chef in the first place; you are therefore confident about this change (3)

9. You've decided that food is potentially a good revenue earner, so you're opening a new restaurant. You've decided to recruit the necessary restaurant manager role internally. Do you:

- a) Give the nod to those you feel would be most suitable and let them get on with it (1)
- b) Examine the qualifications and experience of your staff and invite the appropriate members of staff to apply (2)
- c) Be specific about what skills and attributes you are seeking, what the job will entail and how this will add value for your guests, and then recruit openly for your new manager (3)

10. You have just been appointed manager in a large social club. There are some aspects of the club's service that give you serious concerns, however. Do you:

- a) Tell them where they're going wrong and that you want to see 'big changes around here' (1)
- b) Draw up a plan for improvement and discuss with the team setting some targets with them (2)
- c) Tell them what you felt they did right, ask them to point out things that could be improved, making sure all your points are covered and agree timed goals for improvement (3)