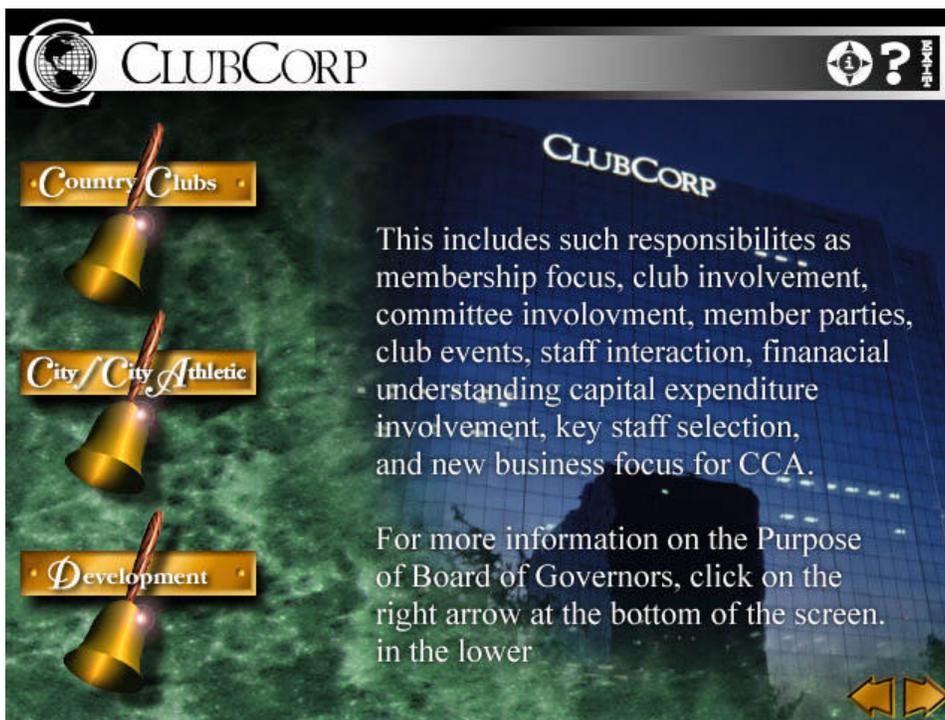


APPENDIX

Fig. A- 1 Samples of design concepts.



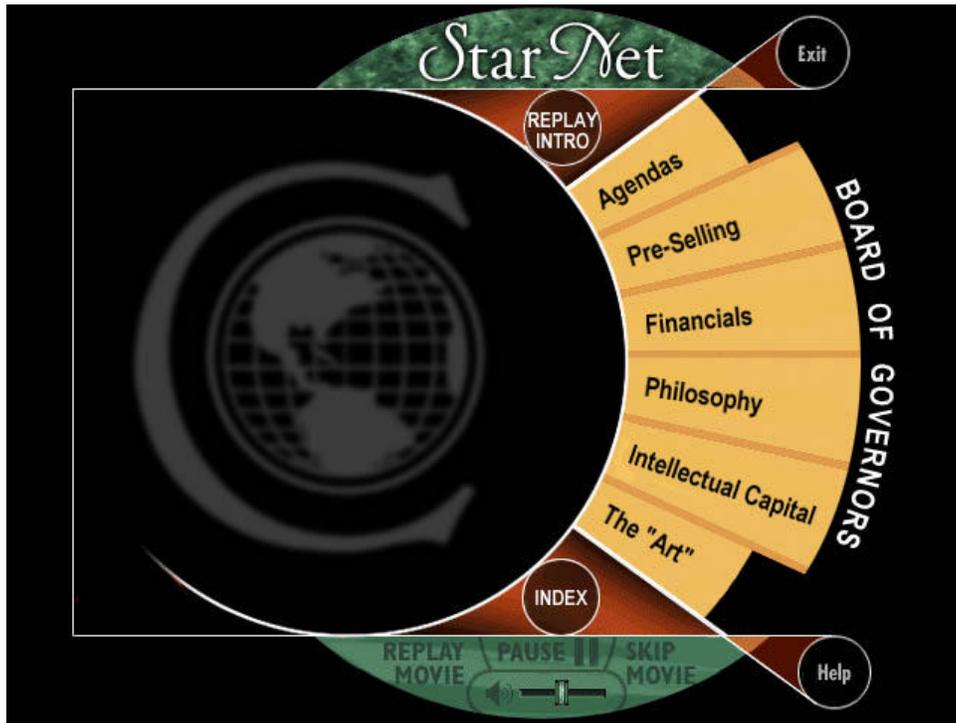


Fig. A- 2 Samples of the “specialty” sections located “sporadically” throughout the training.

Board Brainers!

? As a Club Manager, what is the key to successfully involving Board Members in the interviewing/hiring process?

A “Coach” the candidate that you really want to hire to be sure that the Board recommends him/her.

B Pre-sell the Members on the person you think will do the best job.

C Pre-qualify the candidates and present only those people who you would be willing to hire for the job.

D Refuse to interview friends or relatives of Board Members.

Next Section

bell quotes

Q: *How would you describe your role as a Board Member?*

A: My job is to be the Club's ambassador at large in the community. Through my associations and contacts I am able to assist the Club in its efforts to recruit new Members. I am also expected to provide guidance, support and encouragement to Club management where business matters are concerned. I believe when you serve on a board, three rules apply: give, get, or get off. —A Board Member

Next Section

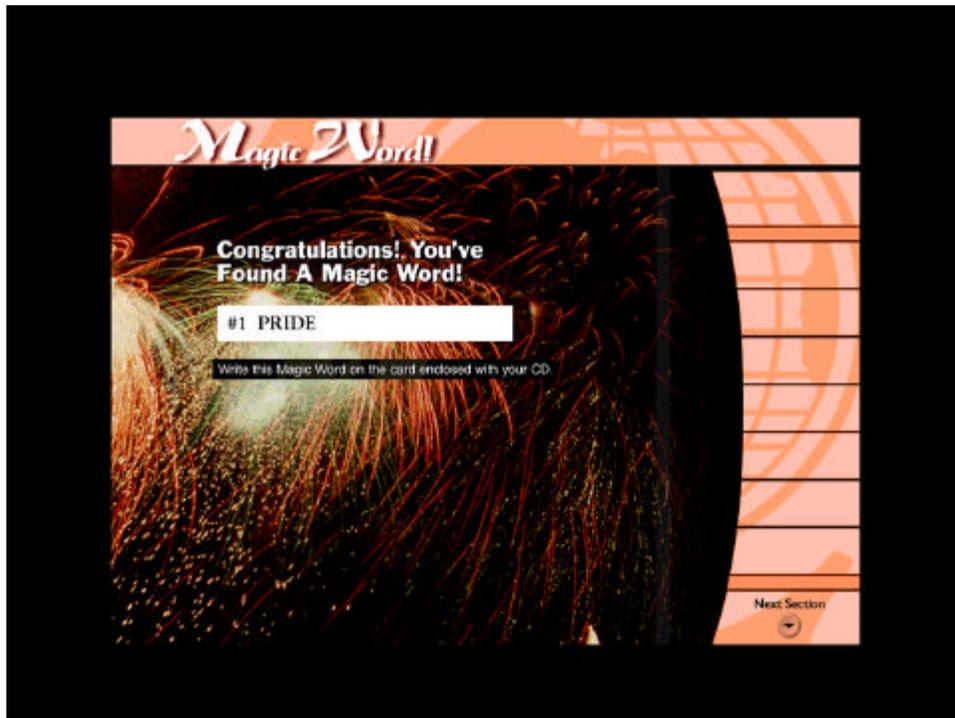


Fig. A- 3 Video Script, "Writer's Cut" – February 25, 1998

FURTHERING PERSONAL AGENDAS - CITY CLUB

SET UP

Greg's Voice: I have said over and over--and everyone agrees--that we have to have agenda items a week in advance. There are materials to prepare-- Tony, our Board Chair, hates surprises. Me, too. So, I show this month's agenda to Tony, and fine. And then, the day before the meeting, I'm walking through the dining room and Don stops me.

Greg with CCA Regional Manager, Don

Don: Have you talked to Felice lately?

Greg: Well, uh, last week, I mean, just hello...

Don: You haven't talked with her.

Greg: I guess not.

Don: She's on a meat and potatoes rampage.

Greg: Still?

Don: More than still. She's got a petition. She wants Chef fired.

Greg: A petition?

Don: She asked me to sign it. I didn't. You'd think I just spit on the flag.

Greg: You believe she's planning on bringing it up tomorrow.

Don: I know she is.

Greg: Oh, Lord.

Don: She's got about fifty names. The Kill California Cuisine Support group.

Greg: I know every one of them. They really are a minority, you know.

Don: Not to hear her tell it.

Greg: We did a survey. I've got proof. People really like Chef's cooking. They like the menus.

Don: Don't tell me. Tell Felice. She's the Food and Beverage Chair.

Greg: How did I get a food and beverage chair that hates food.

Don: Have fun.

Greg: Thanks for the tip.

Greg's voice: Lovely. I've got a contract negotiation session with maintenance. I've got agendas to print. I've got a financial statement to revise. Damn. The only thing is to hang tough. Chef's working her buns off to keep everyone happy. She's not perfect, but we're absolutely on the right track. Does Felice have any idea how hard it is to find a good chef?

"WRONG" RESPONSE

Considering the short amount of lead time, and the fact that the Manager isn't sure how many Board Members may be involved in this ambush, he decides not to let any Board Members know that he is onto the scheme. He spends the available time preparing a strong rebuttal to the upcoming attack.

Goal: Show how the Manager appears defensive and dictatorial if he chooses to fight the battle alone. The Manager may think he has won this battle, but he has lost the war in terms of an effective working relationship with his Board.

Board Meeting

Felice: (winding up) Simply put, the Food and Beverage Committee moves that the club terminate the chef. She is not serving the membership's needs.

Tony: Well, Felice, that was a bit of a bombshell. Is there a second?

Pam: Second.

Tony: Greg?

Greg: Yes. Well, first, I resent an agenda item that was not submitted a week in advance. We have made that request over and over and I thought it was clear...

Tony: It's a little late for that, Greg. We have a motion on the floor. Do you have anything to say to it?

Greg: In the first place, hiring and firing is what I'm paid to do. It's the Board's job to back up the staff and the policy. In the second place, we've got a survey that shows the majority of the membership likes the menu and the cooking, and in the third place...

(a hand goes up)

Tony: Pam

Pam: I seconded the motion because I mean, we should talk about things. And, actually, I like the new menus, and the cooking. But, I mean, really. This is not a discussion. He just flushes us down the toilet. I like to think I'm here for a reason. Not to be treated like children. I always know when someone starts out "in the first place..." I'm going to be put down. I really hate that. So are

we going to discuss this or not?

Tony: Greg?

Greg: It is my job to work with the staff. Chef just got a high rating based on our membership satisfaction survey. Look here. 90% approval. And I've got letters from three people saying she's great. Plus I don't think anybody wants a wrongful termination suit--especially when I get handed something out of the blue...

Felice: (hand goes up, and she talks as if she had been called upon) Either I am Chair of the Food and Beverage Committee or I'm not. I've been in this club as long as you have, Tony, and this is the worst cook I can remember, and I want her fired, and I've got fifty signatures that back me up.

Tony: Greg? Have you been made aware of the committee's position?

Greg: We've been working on diversifying the menus to take care of differences in taste. That's the best I can do.

Felice: It's not good enough.

Tony: I believe we have a motion on the floor.

Pam: Tony, I'm canceling my second. I don't like the way this is going. I don't serve on boards to get in the middle of stupid fights. And I don't serve on boards to have managers tell me what to think. It's not worth my time.

Tony: It would seem we no longer have a motion on the floor.

Greg: Thank you.

Tony: I wouldn't thank me just yet.

Felice: I'll say.

BETTER RESPONSE

Although the time is short, the Club Manager manages to contact the Board Chairperson and two Board Members. He shares the information about the "surprise" planned for the meeting, and seeks their advice.

Goal: Shows how pre-selling/involving Members is an effective tool to help diffuse problems. Members can get away with saying things to other Members that a Manager can never say (and still maintain a good relationship).

Members are much more likely to challenge a Manager than they are to confront a fellow Member/peer. Therefore, a Manager can most effectively communicate his opinions through the voices of other Members. Above all, the Manager should not appear defensive and closed-off.

Greg: (on the phone) Tony. I need your help... Thanks. Felice...Right... Well, the Food and Beverage Committee, then. Anyway, I understand there is a petition with about fifty names to fire Chef...No, I haven't seen it, but I can guess...Yes...You know we have been doing a regular membership satisfaction survey all last month in the restaurant...Close to 90% approval...I know. I don't like the chicken salad much either. Too many walnuts... Really? My mother always made it with celery and a little onion... I agree. The orange slices are debatable, but I still think...Right...She's going to bring it up, agenda or no agenda....Chef and I have a regular meeting once a week to talk about all the food issues, and I think we're on the right track. She's very bright

and talented....Thanks. No, I think the "back to meat and potatoes movement" doesn't have a lot of support...I don't know. We could table it on procedural grounds...No, I know... I'll call Pam and Ken. They're more in tune with...So if it comes to a vote...I promise. We'll discuss the orange slices... How do you feel about the cointreau in the duck sauce?...Board Agenda as Recipe Book...Right. Not exactly the level you typically work on. Thanks.... Doug, too. Anyone else? Great. Thanks.

Scene: The Board Meeting

Felice: (winding up) Simply put, the Food and Beverage Committee moves that the club terminate the chef. She is not serving the membership's needs.

Tony: Well, Felice, that was a bit of a bombshell. Is there a second?

Pam: Second.

Tony: Greg?

Greg: Thank you, Felice. I do understand your position. First, I want to say that I brought up your menu concerns with Chef as soon as I heard about them. We are only here to serve the members.

Felice: Thank you. But that is not good enough.

Greg: I realize that. I just wanted you to know that...

Tony: (He recognizes a member) Pam?

Pam: Felice. I really respect the work that the Food and Beverage Committee does--that's why I seconded your motion-- but I have to say that I personally like the way the menu is going, and I

look around the lunch room and I see a lot of like, well, younger faces--you know--the body conscious generation--and I think the Club is doing a lot better business with a more up dated cooking style...

Felice: If they lose the people who founded the club, I can't see a net gain.

Pam: But I heard Greg say he's trying to offer...

Felice: I think we have a motion on the table.

Tony: We do. But I'd like to hear Greg's position a bit more fully.

Greg: Felice, I want to talk with you more, and I'll be glad to arrange a meeting with you and Chef, but considering that this last month we got a 90% approval rating from the membership survey on the food service, I'll have to go slowly on any firing proceedings.

Tony: Wrongful termination suits are expensive.

Felice: Don't stonewall me. It's insulting.

Tony: I wouldn't be that foolish, Felice. Is there any discussion from the Board? Ken?

Ken: I can only say that Chef catered Jamie's wedding here and the food was a hit. People complimented me-- like I cooked it myself. And Harvey's anniversary party last month. Really nice. Though I don't know why she puts orange slices in the chicken salad.

Tony: Talk to me later.

Ken: My mother always made it with apples...and celery and a little onion.

Tony: Are we ready to vote? Pam?

Pam: Felice. I'm sorry. I'm withdrawing my second. The more I think about it, I really don't think this is right for the board now. Could you and Greg get together and maybe report back in a month? I'm really sorry.

Felice: I don't see why we even have a committee...

Tony: You have brought an important issue to our attention. Thank you, Felice. We need you to sit down with Greg-- and Chef, if that seems appropriate--and if we still need Board action, we can put it on the agenda with ample time for all to consider it. All right?

Felice: What do I tell the people who signed my petition?

Tony: Their voices are being heard.

Felice: It's their stomachs I'm more concerned about.

Tony: That, too. Greg?

Greg: I want you to know that I will work with the committee and with Chef. I know she is young, but I think she is talented, and working hard to please everyone. Thanks for your discussion of the issue. We'll have a report for you all next month.

Tony: Next item?

Fig. A- 4 Video Script, “Corporate Office Negotiation” – March 23, 1998

1. FURTHERING PERSONAL AGENDAS - CITY CLUB

I/a. Preface

Greg’s Voice: I have said over and over--and everyone agrees--that we have to have agenda items a week in advance. To really have a good working Board meeting, we need to have good communication with all Board and Committee members prior to the meeting. All agenda items should be researched and thought through prior to the meeting - so there are no “surprises” for the Board Chairman, the Club Manager or the rest of the Board Members! As the Club Manager, I try to stay on top of what’s going on in the Club. After getting the Board Chairman’s approval for the agenda for this month’s meeting, I get stopped in the dining room by one of our Members who has a surprise for me!

I/b. Preface Dialogue -- Greg with Libby

Libby: Have you talked to Felice lately?

Greg: Well, uh, last week, I mean, just hello....

Libby: Late last week she met with the chef to request more “meat and potatoes” items. Unfortunately, they didn’t have a “meeting of the minds”. She wants to bring up the subject at the next Board meeting. She’s even talking “petition” and proving her point by stirring up some supporters among the membership.

Greg: A petition?

Libby: She says she knows she has at least fifty members who don't like the new "California Cuisine" the chef has put on the new menus.

Greg: But according to the last member survey, the members really like Chef's cooking. They said they like the new menus!

Libby: You're preaching to the choir - tell Felice! She's the Chair of the Food and Beverage Committee!

Greg: I really appreciate you helping me head this off at the pass!

I/c. SET-UP

Greg's voice: Just great! This is all I need - I've got a meeting with the landlord, agendas to print, a financial statement to revise, 10 reports for the Regional office and 20 reports for the Corporate office. Damn! I don't understand where Felice is coming from - the Chef works 50 hours a week to keep everyone happy. She's not perfect, but we're absolutely on the right track. I'm not looking forward to this Board meeting!

I/d. "WRONG RESPONSE - SET-UP"

Considering the short amount of lead time, and the fact that the Manager isn't sure how many Board Members Felice may have visited with, he decides not to visit with Felice or any of the other Board Members about this matter prior to the meeting. He spends his time preparing a strong rebuttal to the anticipated upcoming attack.

Goal: Show how the Manager appears defensive and dictatorial if he chooses to fight the battle alone. The Manager may think has won this battle, but he has lost the war in terms of an effective working relationship with his Board.

BOARD MEETING

Felice: (winding up) Simply put, the Food and Beverage Committee feels as though the Chef is being totally unresponsive to our requests for some simpler fare on the menu. Our meeting with the Chef last week proved she simply isn't listening!

Greg: Felice, this has caught me off guard. I wish you had submitted this discussion item for the agenda one week in advance as we have tried to make clear to the Board Members!

Tony: It's a little late for that, Greg. We have a discussion item on the floor and we need to address Felice's concern.

Greg: In the first place, Felice, you have not liked Chef since the day you met her. In the second place, the Chef is trying to appeal to a broader group of the Members with the new menus - not just the meat and potatoes group! We have to be innovative!

Pam: Regardless of whether Felice likes the Chef or not, we should talk about the problem she and her committee are having. Personally, I like the new menus, but I'm not the only Member at the Club who pays dues.

Greg: It is my job to work with the staff. Chef just got a high rating on the member satisfaction survey. Look here - a 90% approval rating! I've got letters here from three people saying she's just great!

Felice: But I am the Chair of the Food and Beverage Committee and the Chef didn't even want to listen to my Committee's requests. I know of at least fifty other Members who don't like these new menus.

Tony: Greg?

Greg: Well, Felice, there are 900 other Members that dine here, and we've been working on diversifying the menus to take care of differences in taste. That's the best I can do.

Felice: Well, that's not good enough for me. Is it good enough for you, Ken?

Ken: (Ken shrugs)

Pam: Tony, I don't like the way this is going. We'll never get anywhere with this "We the board" against "they the Club management" attitude. This is a waste of time.

Tony: It would seem as though we have not resolved this point of discussion.

Greg: I'm not sure there can be a resolution. We'll just keep working to diversify the menu.

Felice: Well the Club Manager seems just as unresponsive as the new Chef!

BETTER RESPONSE

Although the time prior to the Board meeting is short, the Club Manager contacts the Board Chairperson and two Board Members. He shares the information about the "surprise" planned for the meeting, and seeks their advice.

Goal: Shows how pre-selling/involving Members is an effective tool to help diffuse problems. If a Club Manager enlists the help of other Members, then he does not appear so defensive. A diverse membership provides diverse tastes and opinions. Although one group may disagree, a Club Manager most effectively deals with the disagreement if he can arm those who will be discussing it with facts. A Club Manager most effectively communicates his opinions through

the voices of other Members. Above all, the Club manager should never appear defensive, close-minded or unwilling to resolve a problem or conflict.

I/e. Response Set-up:

Greg (on the phone): Tony, there may be an additional discussion item brought up by Felice at the meeting. It seems that she met with the Chef on behalf of her Committee to let her know they don't like the new menus. It didn't go well and she's talking about rallying other Members with similar tastes and even starting a petition! Yes...that's right... I did just show you the latest member satisfaction survey results. That's right...close to 90% approval on the Chef and the menus. I agree, there are a few strange items like the chicken salad with the orange slices...I'd like to suggest that we acknowledge Felice and her group have a right to their food preferences. What if we suggest to Felice that both you and I sit in on a meeting with her and the Chef. In that way we will have another Board Member as well as the Club manager showing their support to "find a compromise" with the Chef. Does that sound good to you? Okay, we'll give it a try.

I/f. BETTER-RESPONSE: THE BOARD MEETING

Felice (winding up): Simply put, the Chef just was not responsive when I met with her last week and you'd think she would be a little more respectful of the wishes of the Food and Beverage Committee!

Tony: Well, Felice, this has caught us by surprise. But if you are this frustrated about the situation, I'm glad you brought it to the attention of the Board. Have you visited with Greg about the situation?

Felice: Well, no.

Greg: I was unaware of your meeting with the Chef last week. I apologize if she seemed unresponsive. It surprises me though, quite frankly. She has been working fifty hours a week to please the Members and the new menus were put together in an attempt to appeal to the diversity of tastes among our Members.

Felice: Well, she missed the tastes of at least fifty of our Members and I'm prepared to circulate a petition for names to prove it to you!

Greg: Whoa, Felice! Please, I assure you that you won't ever have to present a petition to get my response to a Member problem. Let me suggest that you, Tony, the Chef and I all sit down together after lunch tomorrow and talk about the problems you and the Committee have with the menus. I promise we can come to some workable solution!

Tony: Felice, are you amenable to Greg's solution?

Felice: So long as I can have my steak and baked potato for lunch tomorrow before our meeting!

Greg: Felice, not only can I promise you a great steak and baked potato, I'll even have you as my guest!

Fig. A- 5 Video Script, "Final Cut" – June 23, 1998

STORYBOARDS – Project BOG

I. "It's Personal" – CITY CLUB (F&B Petition)

I/a. Preface

Greg's (Voice-Over): I have said over and over—and everyone agrees-- we have to have agenda items a week in advance. All topics need to be researched and thought through prior to the meeting – so there are no “surprises” for the Board Chairman, the Club Manager or the rest of the Board Members! I try to stay on top of what’s going on in the Club, but after getting the Board Chairman’s approval for the agenda for this month’s meeting, I get stopped by Andrew who has a surprise for me!

I/b. Preface Dialogue -- Greg with Libby

Andrew: Have you talked to Felice lately?

Greg: Well, uh, last week, just hello....

Andrew: Late last week she met with the chef to request more “meat and potatoes” items. Unfortunately, they didn’t have a “meeting of the minds”. And you know how Felice is when she doesn’t get her way –I think she is going to bring the Chef up at the next Board meeting. She’s even talking “petition” and proving her point by stirring up some supporters among the membership.

Greg: A petition?

Andrew: She says she knows she has at least fifty members who don’t like the “California Cuisine” that Chef has put on the new menus.

Greg: But according to the latest survey, the members really like Chef’s cooking. They said they like the new menus!

Andrew: You're preaching to the choir, Greg, tell Felice! She's the Chair of the Food and Beverage Committee. But don't tell her you heard it from me.

Greg: Thanks for helping me to head this off at the pass!

I/c. SET-UP

Greg's (Voice-Over): Just great! This is all I need - I've got a meeting with the landlord, agendas to print, 10 reports for the Regional office, and 20 reports for the Corporate office. (Shakes head.) I don't understand where Felice is coming from - the Chef works 60 hours a week to keep everyone happy. She's not perfect, but we're absolutely on the right track. I'm not looking forward to this Board meeting!

Although the time prior to the Board meeting is short, the Club Manager contacts the Board Chairperson and two Board Members. He shares the information about the "surprise" planned for the meeting, and seeks their advice.

Goal: Shows how pre-selling/involving Members is an effective tool to help diffuse problems. If a Club Manager enlists the help of other Members, then he does not appear so defensive. A diverse membership provides diverse tastes and opinions. Although one group may disagree, a Club Manager most effectively deals with the disagreement if he can arm those who will be discussing it with facts. A Club Manager most effectively communicates his opinions through the voices of other Members. Above all, the Club manager should never appear defensive, close-minded or unwilling to resolve a problem or conflict.

I/d. Response Set-up:

Greg (on the phone): Tony, there may be an additional discussion item brought up by Felice at the meeting. It seems that she met with the Chef to voice her dislike of the new menu. It didn't

go well and she's talking about rallying other Members with similar tastes and even starting a petition! Yes...that's right... I did just show you the latest member survey results. Yes, there's strong support for the Chef and the menus. I agree, there are a few strange items like the chicken salad with the orange slices... If this does come up at the meeting, I'd like to suggest that we acknowledge Felice and her group have a right to their food preferences. What if we suggest to Felice that both you and I sit in on a meeting with her and the Chef. Perhaps we can help them find a compromise? Are you agreeable? Okay, we'll give it a try. Oh, that would be great, Tony. A reminder of agenda items will be better received from you than from me. See you shortly.

I/e. THE BOARD MEETING

Felice (winding up): Simply put, the Chef just was not responsive when I met with her last week. You'd think she would be more respectful of the wishes of the Food and Beverage Committee Chair.

Tony: Well, Felice, this has caught us by surprise. But if you are this frustrated about the situation, I'm glad it's out in the open. Have you visited with Greg about the situation?

Felice: Well, no.

Greg: I was unaware that you were meeting with the Chef last week. I apologize if she seemed unresponsive. It surprises me though, quite frankly. She has been working sixty hours a week to please the Members and the new menus were put together in an attempt to appeal to a diversity of tastes.

Felice: Well, she missed the tastes of at least fifty of our Members and I'm prepared to circulate a petition for names to prove it to you!

Greg: Whoa, Felice! Please, I assure you that won't be necessary to get my attention. Let me suggest that you, Tony, the Chef and I all sit down together after lunch tomorrow and talk about the problems you and the other Members have with the menus. I promise we can come to some workable solution!

Tony: Felice, are you amenable to Greg's solution?

Felice: So long as I can have my steak and baked potato for lunch tomorrow before our meeting!

Greg: Felice, not only can you have a steak and baked potato, you can be my guest.

Fig. A- 6 Sample of "Bell Quotes"

"BELL QUOTES"

From a Club Manager

Q: What was the toughest Board situation you have encountered and how did you handle it?

A: When I arrived at the Club, the Board had no confidence in CCA, little respect for previous management's decision-making, and they were confused and frustrated about their roles as Board Members. I acknowledged mistakes from the past, apologized for inconsistencies, and we set our sights on where we wanted to be.

From a Club Manager

Q: What was the toughest Board situation you have encountered and how did you handle it?

- A. I have had very few [bad] experiences personally. However, I attended a Board meeting at a Club that recently suffered high Department Head turnover. The Board Members were not pleased and they let the Manager know. The Manager was able to discuss the positive opportunities that resulted from the turnover and the Board Members seemed content with that response. I think it was handled very well, but had the situation been properly communicated to the Board Members ahead of time, the issue may not have started out so negatively.

From a Club Manager

Q: What is the greatest benefit of nurturing good Board Relations?

A: The development of a strong support network for the Club - which includes Member relations, membership growth, usage, and community relations.

From a Club Manager

Q: What is the greatest benefit of nurturing good Board Relations?

A: I could create pages and pages of reasons why good Board Relations are essential to the success of any Club. However, I will refer to our Board of Governor's Mission Statement:

"Though their thoughtful recommendations and involvement, the Board of Governors work with the Club's staff to propagate the Club's VISION. They carry on the task of interacting to ensure the Club's sense of community. They embody the Enthusiasm, the Pride, the Loyalty, and the Commitment to make the Club the best it can be in the eyes of the Members and community."

I believe the above says it all. You can usually identify those Clubs that have not created win-win Board Relations because they are usually the Clubs that score poorly on their Member surveys and struggle attaining their Business Plan goals.

From a Club Manager

Q: What is the greatest benefit of nurturing good Board Relations?

A: The only true asset a Club has is the goodwill of the Members and most particularly the goodwill of the Board of Governors. The Board Members provide guidance, support, encouragement and leadership. Anything is possible with the goodwill of the Board. Without the goodwill of the Board, nothing is possible. Board Members can run interference for management. Club Members are more likely to listen to their peers, e.g. the Members of the Board.

From a Club Manager

Q: Describe the toughest Board situation you have encountered and tell how you handled it.

A: I was transferred to a Club that was in serious financial trouble; the Board was unaware of the situation. I openly and honestly shared the truth.

From a Club Manager

Q: What is the greatest benefit of nurturing good Board Relations?

A: I think that there are many benefits in nurturing positive relationships. I think first you must start by developing individual relationships with each Member of your Board. Determining their likes and dislikes, their vision for the Club, as well as their style of

decision-making. Knowing all of these factors helps you in building rapport and working with each Board Member.

Communication is a vital key, keeping your Board informed which in turn keeps your general membership informed. Letting them know about Club issues, problems, and opportunities so they continually stay in tune with the direction of the Club. Having good communications with everyone aids in making the Board feel important, that they are involved in the direction of the Club and its operations, letting them feel that they are the ones making the decisions. This is probably the hardest thing to do but generates the most rewards.

From a Club Manager

Q: Describe the toughest Board situation you have encountered and tell how you handled it. In retrospect, would you do anything differently?

A: Early in my Board history, I would try to sell a new idea or program to the Board all at one time. This led to many stressful Board meetings and long nights. Always pre-sell each Board Member prior to the Board meeting - then it goes through without a hitch.

From a Club Manager

Q: Describe the toughest Board situation you have encountered and tell how you handled it. In retrospect, would you do anything differently?

A: When I arrived at the Club in December of 1996, I encountered a BOG that mistrusted management. Furthermore, within 6 months, half of the Board became plaintiffs in a lawsuit against CCA/Club management. Obviously, there was an air of tension around the Club after this action.

At first, I was mistrusted because I was "CCA," therefore I was guilty by association, so to speak. It was vital that my yes's were yes's and my no's were no's. In other words, "promise or commit to nothing unless you are absolutely sure you can deliver." If I had to say "no," then I also explained why. If I said "yes," I had to fulfill my commitment within the time frame I promised. If something changed my ability to fulfill my commitment, I had to be honest and explain to them why I was unable to do so.

After a period of several months of them seeing me fulfill my commitments, a mutual trust developed. By mid-1997, I was able to challenge them to be part of the solution instead of part of the problem. I'm happy to say that the lawsuit was settled in November 1997 with a vote of confidence by 2/3's of the membership.

Today, Members are far too sophisticated to be BS'd. I live by the thought, "People don't care how much you know until they know how much you care!" Members really want to know you care about them and you can exhibit this even when you occasionally have to say, "no."

From a Club Manager

Q: What is the greatest benefit of nurturing good Board Relations?

A: "Knowledge is Power" - When you share critical information with your Board, you eliminate any guess work and create a foundation that the Manager and staff can build on to achieve the goals set forth. An informed Board can be the #1 asset to the positive growth of a Club.

Creating relationships among and between the pillars of the community is a great attribute to a private Club. It is hard to foster a "sense of belonging" if you do not have that feeling among your Board.

From Club Manager

Q: What is the greatest benefit of nurturing good Board Relations?

A: I think two-way communication is the greatest benefit because from there all other benefits flow. When there is good communication between management and Members, relationships have a chance to be created and grow. From good relationships comes credibility. Advice and council can then be offered to and from management from a position of mutual respect resulting in Member participation and representation. A high level of mutual trust naturally evolves, tensions ease, and Member pride, Member loyalty, Member traditions and all the elements of "clubbiness" have a chance to flourish.

Nurturing good Board relations creates the benefit of two-way communications, which is the fountainhead of all other benefits. Without it, there are no true gains between management and the Board or the Members they represent.

From a Club Manager

Q: What is the greatest benefit of nurturing good Board Relations?

A: The greatest benefits are to be able to receive the guidance of Board Members and to maintain a good liaison between the general membership and management.

From a Board Member

Q: As a Board Member, what do you expect from Club management?

A: To listen to Member comments (negative and positive), and to take the comments seriously. To keep an open communication channel with the Board and the Members. To use meetings to update the Board on the "State of the Club," future plans, projects, and approach to solving concerns of the Members. Honesty!!!

From a Board Member

Q: How would you describe your role as a Board Member?

A: The responsibility is to be an advisor to Club Management, to provide a voice for the membership. We are looked at by other Club Members as sources of information so we need to be in touch with the Club on a regular basis.

From a Board Member

Q: As a Board Member, what do you expect from Club Management?

A: Communication. I expect to know what is going on and what is expected of me. I am willing to help the Club anyway I can. Sometimes they need to spell out the expectations.

From a Board Member

Q: As a Board Member, what do you expect from Club management?

A: To have a strong rapport with Club management; to have an open and honest exchange about all problems concerning Members, membership, and Club-related situations.

From a Board Member

Q: How would you describe your role as a Board Member?

A: My job is to be the Club's ambassador at large in the community. Through my associations and contact I am able to assist the Club in its efforts to recruit new Members. I am also expected to provide guidance, support and encouragement to Club management where business matters are concerned. I believe when you serve on a board, three rules apply: give, get, or get off.

From a Board Member

Q: As a Board Member, what do you expect from Club management?

A: The first thing I expect is honesty. Board Members know they have no direct say in the operation of the Club, but if you want me to lend my name and reputation to the Club, then you have to be honest with me. I expect Club management to be the experts in their field. I understand that management may not always have all the answers, but you folks certainly know more about running a Club than I do. If the Club is having difficulties in a certain area, I can handle the bad news. I'm in business, too. I will ask you what you think should be done to correct the situation and I expect an honest, informed answer.

From a Board Member

Q: As a Board Member, what do you expect from Club management?

A: Candor, honesty, and energy in their work. Also, a commitment to full-time management (both at the Club level and corporate/CCA level).

From a Board Member

Q: How would you describe your role as a Board Member?

A: To be the eyes and ears of Club Members and prospective Members. To provide constructive criticism and follow-up on programs, club facilities and quality of delivery to Members. To support management and give them feedback.

From a Board Member

Q: As a Board Member, what do you expect from Club management?

A: Honesty, integrity and knowledge of the Club's affairs.

From a Board Member

Q: As a Board Member, what do you expect from Club management?

A: (1) To be responsive to my questions and needs, (2) To always be moving the Club upward, (3) To train and develop good people, (4) To make Board Members feel that the time and effort they put into various committees is not done in vain, and (5) To always be striving to make the Club #1 in every respect.

From a Board Member

Q: How would you describe your role as a Board Member?

A: A representative of the Members working with the Club management to help solve problems and attain mutually beneficial goals.