

Positive Leadership for Positive Performance: Taking Your Organization from Surviving to Thriving

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Intro

Do you think that being a manager and being a leader requires different skills, techniques, and thoughts? Becoming a positive manager is often the first step to becoming a strong leader. It requires a prescription, a path, and a logical progression. Let's dive deeper into the differences between a manager and a leader.

A manager wants their people to follow rules and procedures, but a leader wants to employ their people to become creative. Creativity translates to fun. A manager keeps all the credit and spreads the blame, while a leader spreads around credit for things that go right and accepts blame for things that go wrong. You can learn just as much from watching people do things the wrong way as you can from seeing people do things the right way.

A manager wants to make bureaucrats out of their people, but a leader wants to make heroes out of their people. A manager relies on their position of power, while a leader has personal power but does not strive to be in a position of power. Personal power is the respect you have for your employees. A manager schemes to pay their employees as little as possible, while a leader thinks of the true value of their employees.

Managers think of their people as a cost that must be contained but leaders think of their people as valuable assets that must be nurtured. Nurture can come in many different forms, like coaching, teaching, and listening empathetically. A manager tolerates their people, but a leader celebrates their people.

You work for a manager, but with a leader. These differences can have profound impacts on the performance of your organization. Happy employees translate to a positive work environment, which trickles into all functions of your organization, like customer service, retention, and growth. In this book, we are going to outline actionable leadership strategies you can use to rework the culture and outlook of your organization.

Remember, the goal of this book isn't to criticize anybody's management style or leadership methods. Instead, I'm here to offer you some thoughts and ideas that I hope you can take back and utilize to enhance your leadership to generate positive performance across the board. Let's get started!

Hire People with Great Attitudes

Good people like to work with good people. If you have people with great attitudes on your team and you treat them right, wouldn't it make sense that they will recruit other good people to work for you? Have you ever worked in a place where you were the only ethical person or one of a few? What happened eventually? You left. You wanted to be surrounded by like-minded people.

It's the same thing with employees with great attitudes. They want to work with other employees with great attitudes.

When going through the hiring process, there are a few key areas to look out for. For one, be clear about your expectations. Your posted job description should be clear and concise about the type of employee your company is looking to onboard. Next, make a list of the qualities you are looking for in a candidate. This might include mindset, personality, resilience, and work ethic. Having a defined list of criteria will help you evaluate each candidate.

Throughout the interview process, look beyond the resume and application. What is the individual passionate about? How would the individual respond to certain situations? What hobbies does the individual have outside of work? What is the individual looking for in an employer? Remember, each hiring decision impacts your company culture.

Moreover, attitudes are relatively easy to gauge during in-person interviews. Evaluate the individual's mannerisms when they think no one is watching, require personality assessments, and observe body language. Be sure you are conducting your hiring processes within the realms of the law. Nevertheless, hiring people with great attitudes makes it easier to be a leader and can have widespread impacts on the culture and financial health of your organization.

Understand Employees are Also Customers

Your employees are your customers. Customers spread the word about your business, both good and bad. Guess what? Your employees do too. If you're thinking about your employees as a "labor burden," you might be overlooking that your employees are the lifeline of your company. They have the potential to drive your business forward or make you slam on the brakes.

If you neglect the basic needs of your employees, your workplace will be plagued with poor attitudes, high turnover, and stagnant growth. What if you treated employees with the same respect as customers? You will notice a happy, energized, and innovative workforce. Having a strong employee foundation allows your business to scale with ease.

Not to mention that each fulfilled employee has the opportunity to be your own marketing channel, spreading positive information about your company to potential customers and future employees. Shifting your mindset to think of your employees as customers will have a profound impact on your company's performance.

Meet the Fundamental Needs of Your Employees

Meeting the fundamental needs of your employees is extremely important as a leader. For one, your employees want to see a timely and accurate schedule. Why? Employees have lives outside the workplace. Schedules two weeks in advance are the minimum. Many places that have been highly praised by employees issue schedules at least two weeks in advance, but they post their holiday schedule at least 30 days in advance so their employees can plan their holidays and book travel, which ordinarily requires a 21-day advance purchase.

The next fundamental need is correct and timely paychecks. Employees don't work for the fun of it. Instead, they work to earn a paycheck, which they will use to pay bills, fund their lifestyle, and save for the future. If we don't get the paycheck to them accurately and timely, what

happens? They might get evicted. They might lose their car. They might not be able to pay whatever payments they have on time, which costs them interest. They can't afford that. If we get the check wrong, we have to go back and get it right. Sometimes that's a day or two delay, which can really cost our employees. Focus on getting it right and on time for the first go around.

Next, let's talk about competitive wages and benefits. Positive leadership doesn't wait for your employees to come to you to find out what the competitive wage rate is in the area. You, the leaders, need to go out, research the area, and create competitive compensation packages. Put yourself in their shoes. Have you ever been in a situation where you felt a little underappreciated? What happens if someone makes you an offer to go work somewhere else? What's usually the first thing your employer does after you put in your notice? Match what they did. What are the odds you still stick around? Slim to none. Don't let this happen to you. Make sure your employees are being paid competitive wages.

Other fundamental areas you should consider as a leader include insurance, tuition reimbursements, transportation, and childcare. Remember, the fundamental needs of each employee will differ. Have comprehensive, but flexible programs in place, like Flex Spending Accounts. This allows your employees to use funds toward what really matters without the headache of creating a dozen different programs.

Value Work-Life Balance

If your personal life goes better, how does your professional life go? Better. Whether it's directly or indirectly impacted, if your personal life goes better, your professional life goes better. Do you think it's the same philosophy and same rules for all of your employees? Absolutely. If you can value work-life balance, we can reap some of the benefits as an employer.

Remote work is one of the most popular options for employers looking to leverage work-life balance. Spending a few days at home eliminates long commute times, allows employees to be more productive, and can reduce stress levels. Consider adding a hybrid work schedule. However, remote work will look different for every employer and can be impacted based on your industry. For example, implementing a hybrid work culture won't fare very well if you are a manufacturer that requires on-site labor.

Another opportunity to infuse work-life balance into your company is to set clear boundaries between work and personal life. Don't require employees to answer emails, texts, or phone calls outside of work hours (unless, of course, they are on call). Bringing work home directly impacts personal time and can lead to employees feeling overworked and stressed.

Work-life balance also boils down to time off. If you don't already offer your employees vacation time or paid time off, consider adding a policy to your benefits package. Vacations are important not only to ensure your business is covered in the event of an unexpected resignation, but also to reset your employee's mindset.

If you are just starting to implement stronger work-life balance controls, consider polling existing employees about what they want. Is it more time off? How about a hybrid work schedule?

Understanding what employees are looking for out of leadership is a great first step to meeting work-life balance requirements.

Understand Treatment Reciprocity

How you treat your employees is how they will treat your customers. Wouldn't full loyalty and commitment from your employees translate to better customer service? I think so. We've all heard stories about employees who were dedicated to a company for 20 or 30 years only to be laid off at the first sign of trouble. This situation is just one of many that can impact your workplace culture, loyalty, and commitment from existing employees.

If you implement treatment reciprocity into your leadership style, you'll be able to raise employee morale and self-esteem. We ask our employees to be on stage and interact with our external customers all the time, every minute of every day. We need them to have high self-esteem in order to deal with customer issues, complaints, and rejection that they get from customers. It's up to us to nurture self-esteem through treatment reciprocity.

Raising employee morale and self-esteem reduces turnover, enhances service, and bolsters customer satisfaction. Each of these factors influences your bottom line. When managing and leading people positively, you need to think about them not just as workers but as people. Treat them with respect, dignity, and value. You'll notice that they reciprocate this behavior toward customers, other employees, and the leaders in your organization.

Solidify the Tone at the Top

When we look at a traditional organizational chart, we see a familiar flow: the general manager at the top, followed by department heads, then employees. Does this really represent the true value of your employees? After all, they are the ones interacting with customers every day, yet they are still at the bottom of the "value" hierarchy. This is an example of a top-down organizational chart.

I think that this chart is outdated. Instead, our general managers should be at the bottom. You're there for a reason. Think about a boulder. If you're at the top, you've got to continuously pull up. Have you ever tried to pull a boulder up? It's quite difficult. If you're down on the bottom and you begin to gently leverage and push that boulder, then it begins to pick up momentum as it moves up the ranks. All you have to do is guide it down a path before it can take off on its own.

That's what your job is. Your employees are your boulder, and all you're doing is helping them get going. Once they start rolling down a path you defined, they'll make it on their own. Think about this organizational chart as opposed to the traditional top-down. This is bottom-up.

Let's look at a real-life example. What airline company in the United States has been profitable for 30 years? This same company is unionized and has never had a strike in 30 years. The answer you're looking for is Southwest Airlines. Southwest Airlines practices a bottom-up management style. Now, what airline company was in bankruptcy and switched from a top-down style to a bottom-up style and has had profound success since? The correct answer is Continental Airlines. This company switched its management style, emerged from bankruptcy, and has been profitable ever since.

The first thing you need to do is clearly explain to people exactly what you expect from them by building a mission statement. What do you do with those mission statements? A mission statement is a broad-based objective for your entire operation. A sample mission statement or credo of the Ritz-Carlton is "We are ladies and gentlemen serving ladies and gentlemen." What does that simple message tell you if you go to work for the Ritz-Carlton? How will you be treated? As a lady or a gentleman. How will you treat the guests? As a lady or a gentleman. How will you treat your coworkers? As a lady or a gentleman. It doesn't have to be complex to send the right message. A mission statement is crucial.

If you need help with mission statements, read Stephen Covey's book *First Things First*. He talks about personal and professional mission statements, and I encourage you to spend some time with them. This is the first step in facilitating your employees' efforts because you are establishing the direction for them and letting them know what is expected.

Then, educate your employees about the mission statement. Put it on your business cards, in your employee manuals, and on applications. Take every opportunity to share your mission statement with your employees. This will set direction for your employees and can help you facilitate a successful bottom-up management style.

Create Mental Ownership

Getting your employees involved in the goal-setting process creates mental ownership. Involve your employees in every type of planning, from marketing to finance. By increasing employee autonomy, access to information, and resources, they feel ownership from their actions. In psychology, ownership is a feeling that something is yours. There are numerous ways you can create mental ownership in the workplace.

The first option is to lead by example. Demonstrate an ownership mindset through your leadership actions and decisions. Show employees that you take responsibility for your work and are actively contributing to the success of your team. Another option is to set clear expectations. Employees should understand how to set goals and expectations, which will inadvertently create mental ownership.

Effective communication is also a key factor in developing mental ownership. Clearly delegate tasks, establish accountability, and encourage creativity. Implementing these factors into your workplace can lead to less turnover, higher productivity, and a stronger work culture. Employees who feel needed and valuable have a greater sense of loyalty to your company.

Learn How to Teach

Your goal when you teach your employees is to teach them how to think. Thinking is hard work. What do you have to do in order to turn a whole lot of information into a brief summary? You have to think. You have to prioritize. You have to evaluate. You have to assess. That requires thinking. Training your employees to think is a fundamental component of positive performance.

Let's talk that through for just a moment. Trainers create habits. Now, I'm not saying that's bad. In business, consistent delivery of a product or service is one of the main goals. That's the definition of quality. So habitual performance is good. Reaching out to customers and clients timely, ensuring accurate delivery schedules, and following defined processes is crucial.

However, these naked skills aren't the only skills your employees need to do their jobs. They need to be able to think, and that requires educating them and training them differently than has been done in the past.

How do we normally train? The manager trains the lower-level staff that trains the new employees. What are the odds that the new employee knows what was taught to the next level of staff? Slim to none. Have you ever had a teacher who knew a whole lot about the subject but couldn't teach their way out of a wet paper bag? Think about how you're training, what you're training, and how to get the employee involved in thinking.

While we are talking about teaching, most of us teach in hour-to-hour-and-a-half segments. You're going to be much better off teaching in three-to-five-minute segments. You'll get much more accomplished, the learning outcome will be higher, and you'll do it every day. It takes repetition and consistency to create habits. How many days does it take to reinforce something in somebody before it becomes a habit or a process that they do second nature? 21 days on average. So, if you teach them for an hour and a half on a Monday and then don't get back to them for 30 days, what are the odds they're going to get it? Low. However, if you talk to them for a couple of minutes each and every day for the next two or three weeks, what are the odds they're going to get it? Much higher.

Normally, we teach in hour-and-a-half segments because it's convenient for us, and we can get everybody in a room together at the same time. Don't do that. Think two minutes, three minutes, five minutes. Get a couple of people together. Have a specific objective and goal in mind. Get to it. Then, come back and reinforce that behavior.

Remember Mistakes are Teaching Opportunities

If you reinforce good behavior constantly, what will happen to bad behavior? It has to go away. When it comes to evaluating your teaching opportunities, verbal feedback is important. Ask your employees to demonstrate what you want them to do. Actually, give them a written test. You'll be glad you did. Find out. Get feedback from your employees about their job. Once they've done it, ask them, "How did it go? Do you think you can achieve that goal?" Don't wait until the time is up for them to achieve the goal. Find out during the course of action whether or not they can achieve the goal.

Mistakes made throughout this process are learning opportunities. Mistakes aren't bad. However, if the employee makes the same mistake over and over again, that's not a good thing, and it can jeopardize future employees. If an employee makes an error, it's a learning opportunity for both you and them. Maybe you didn't train them or motivate them properly, or maybe they aren't the right fit for the job.

Let's look at it another way. IBM had an accountant who made a \$2 million mistake. When he discovered it, he immediately went to his office and typed up his letter of resignation. A few moments later, his assistant comes into his office and says, "Your supervisor wants to see you." He pulls the letter of resignation off the printer, walks into his supervisor's office, and throws the letter of resignation on her desk. She reads it and says, "What's this?"

He responds with, "Well, I just cost the company \$2 million dollars; I figured you're going to fire me. I'm just saving you the trouble." She looks at him and says, "I just invested \$2 million dollars in your training and education. Why in the world would I want to fire you now?" Who's going to make that mistake again? This guy or the new person? More than likely, the new person. Think it through.

Coach Your Employees

How successful is a sports team without a head coach? Without a strong leader at the helm, the entire game would be filled with contrasting opinions, poor plays, and frustration. As a leader, you are the coach to your employees. You are the individual who guides them through challenges. You are there to keep the peace, ensure everyone succeeds, and that everything flows smoothly.

Being a coach to your employees also means that you are the individual tasked with constructive criticism. No one is perfect 24/7. Each employee is bound to make mistakes. Instead of ignoring mistakes, use them as teaching moments just as a coach would give constructive feedback to their athlete. Similarly, praise achievement and growth. It's important to have balance when coaching employees. If you only bring negative feedback, it can lead to a lack of effort by your employees.

Use Free Motivators

Reward effort, not just success. A lot of leaders struggle with this one. Take an employee who sets a goal and tries really hard but constantly falls short. They try over and over again and don't get rewarded for their effort. Without any encouragement, they will eventually give up. In order to reward your employees for their efforts, you have to know them and understand the effort they are putting in.

Let me give you an example. Do you know who Carl Lewis is? Carl Lewis used to be the fastest human being in the world. Carl Lewis used to run 100 meters in about 10 seconds, maybe a little less. That's flying. Carl Lewis could skip down the track and do it in about 13 seconds. Well, let's say Carl Lewis and another fellow are running 100 meters and Carl Lewis finishes the race in 12 seconds, but the other fellow does not finish it until 13 seconds have elapsed. Who wins the race? Carl Lewis. He did it in 12 seconds. He beat the guy by a full second. It wasn't even close.

Who wins? Carl Lewis. Who gets the gold medal? Carl Lewis. Who gets the reward? Carl Lewis. Who gets the applause? Carl Lewis. What if I told you the other fellow only had one leg? Who put out the greater effort? You need to get to know your employees in order to reward their efforts. Otherwise, you may lose them.

The greatest motivators in the world are absolutely free: please, praise, and thank you. Use these constantly to reward your employees for their efforts, not just their success. Employees who are validated in their trial and error are more likely to continue putting forth their best effort instead of throwing in the towel on the first failure. Motivation fosters effort and success, which are two vital components of positive performance.

Infuse Empathy into the Workplace

Empathy is another factor that positive leaders should cultivate. Listening empathetically means you are understanding the employee's perspective. You are learning how what they tell you impacts them rather than how it impacts you. Let's say you have a full schedule for the day, so you schedule your entire team. Three people called in sick. Now, you're short-handed. You get a phone call from another employee for an emergency. What goes through your mind? You're thinking about being even more short-staffed.

Is this the correct response? What if it was your emergency? You would want someone to respond emphatically instead of thinking solely about the business. Listening from their perspective allows you to step into their shoes and understand the importance of what they are telling you.

I want to tell you another story because I want to emphasize this greatly. Food and beverage directors from a major hotel company were visiting, and I was talking to them. We got about two hours into a conversation and landed on the topic of listening empathetically to employees. A gentleman who hadn't said a word stands up and says, "I have something to say." I said, "Be my guest."

He said, "I'm the food and beverage director at a major New York hotel. We have over 2,000 hotel rooms. It's a very difficult hotel to operate because it's unionized. I've been there for 25 years. I have a sous chef who has worked there for 30 years, predating me by 5 years. Because of the collective bargaining agreement, he has had Sundays and Mondays off every single week for the last 30 years, and I haven't been able to do anything about it. When I've been over-booked and under-staffed from time to time, I've gone to that sous chef and said, 'I need you.' And he's always said no. Not once in 25 years has he ever agreed to change his schedule for me or for the hotel."

He continues, "About 90 days ago, I was over-booked and under-staffed, and I went to this sous chef and said, 'Chef, I have to have you Monday morning. I have to. Come in and work four hours. I'll give you two extra days off during the week if you'll just come in and work four hours.' He said no. I did something I hadn't ever done before. I said, 'Chef! I have to know why not.' The chef says, 'I'll tell you why not. I have a son who was born a quadriplegic. He is totally bound to a wheelchair. Sundays are the days my entire family spends with this particular son. They're wonderful days. They're the days I look forward to in the week. My entire family gets so much out of it. It's just so special I wouldn't give it up, not even for a million dollars. Certainly not for two extra days off. Mondays, those are the days I spend with this son. And this particular Monday, when you want me to come in to work, I've arranged to buy him a motorized wheelchair. Can you imagine what that's going to do to our relationship and to him for his independence? It will be amazing."

The chef said he continued to talk to him for about 20 minutes about how important this relationship was and how proud he was of this particular son who had achieved some goals even though he was disabled. He said that was Thursday. On Friday morning, he was in his office trying to figure out his schedule, and there was a knock on the door. It was the sous chef and he said, 'What time do you need me here Monday morning.' He said, 'No chef, I

understand, the motorized wheelchair on Monday.' He said, 'No, I've arranged for my brother to pick up the wheelchair. What time do you want me here?'"

He looked at the crowd of food and beverage directors and said, "Ladies and gentlemen, the only thing I did differently in 25 years was I listened to what was important to him rather than telling him what was important to me." I cannot give you a stronger motivating tool than to learn to listen empathetically to your employees and to be present when you do so. How many of you, when your employees are trying to talk to you, are looking at the mail or checking your email? We're busy, but you don't have anything more important to do than to listen to your employees and be present when your employees are speaking to you.

Listening emphatically is a crucial motivating tool for positive managers and leaders. Take the time to listen to them. Empathetic listening. At the same time, if you learn to listen empathetically, you will be amazed at what it will do for your personal relationships as well. I encourage you to give it a try. It's an extraordinary tool.

Learn to Respectfully Disagree

There are bound to be disagreements in the workplace. Everyone has different viewpoints, methods, and processes. Positive leadership prioritizes respectful disagreement. You can have different opinions, but they need to be shared without behaving disagreeably. Part of fostering respectful disagreeing is 360-degree feedback. 360-degree feedback is where your employees evaluate you, and you evaluate them.

We always evaluate our employees. I'm going to encourage you to have your employees evaluate you. How am I doing as a manager? Am I fair? Am I honest? Do I set a good example? Have I made my expectations clear? Do you understand what your purpose is here? These are all questions that I would encourage you to ask your employees.

Two rules when it comes to evaluations. One, make sure they can respond anonymously. If they can't respond anonymously and you're an authority figure, what kind of responses are you going to get? Most likely positive. Does that do you any good? You need realistic and sincere information. Once you get the information, and if you've asked for suggestions, do something about them. You may not be able to implement each and every suggestion, but let them know that you received them and the reasons why you can't.

If you don't, what will happen to their morale? It'll go down because they'll just think that you're sending them through hoops, and you don't really care. Make part of their job description to give suggestions on how you can enhance the business. Employees like it. It creates thought for them. This exercise also enforces mental ownership if you adopt their ideas.

The point in this section is that employees will have suggestions and feedback about your leadership style and the company in general. When going through these items, it's okay to disagree, but it needs to be respectful. Don't blame an employee for a bad review (even though they should be anonymous). Appreciate the feedback and implement change.

Utilize Effective Conflict Resolution

If your employees could mediate disputes, would that help them personally? Absolutely. Will it help them professionally and the work they do for you? Every day. Effective conflict resolution is important for a variety of reasons. For one, it strengthens your team. By bringing people together to resolve an issue, you are enforcing teamwork while addressing concerns and issues in your environment.

Conflict resolution also creates a positive work environment. When employees feel like their issues are being heard, they have more loyalty, trust, and confidence in your leadership abilities. This can lead to higher productivity, stronger work outputs, and better attitudes throughout your organization.

Effective conflict resolution also improves your employees' soft skills, like communication and problem-solving. The ability to work through difficult and emotional situations helps your employees grow personally and professionally. They will be able to handle their emotions better and set aside differences with leaders and other employees to focus on common goals. Start with defining your conflict resolution processes. What is the chain of command for disputes? Is there an intermediary to help employees hash out issues? Will you handle all conflict resolution? Find what works best for your team.

Recognize and Apologize for Mistakes

Mistakes happen. Automatically placing the blame on your employees doesn't promote positive performance and leadership characteristics. Apologies don't put you a peg down on the power scale, and if you made it this far, you understand that power isn't everything in leadership positions. Accepting humility and leveling with your employees through apologies is crucial.

How do you think an employee would react to being blamed for something you partly caused? It's much easier to assign fault to another employee. You need to take the initiative and apologize for your mistakes. It goes a long way in opening communication lines, building a positive environment, and fostering a beneficial workplace culture.

Apologies are Free

Did you know that apologies are free? The only thing you trade when you issue an apology is your ego. By putting your ego aside, you are able to foster relationships with your employees by showing them you respect and value their feelings. In addition, owning up to your mistakes through an apology demonstrates a critical value that you want other employees to follow. If you never apologize, how often do you think your employees will issue apologies?

Modeling healthy workplace behavior supports a culture of acknowledging mistakes and encourages employees to change their ways. Increased ownership of actions can expand positive performance, leading to both financial and non-financial benefits.

Goal Achievement Impacts Everyone

If your employees achieve their goals, you can achieve yours. When we treat our employees without giving them direction, without setting clear expectations for them, and without

establishing a purpose or goals for them, how do they feel? Do they get frustrated? Do they feel lost? At the very first opportunity, what do you think they do? Get even. They quit. They don't show up for work. They start to fall behind in their roles. They bad-mouth you to other employees and leaders.

There is a simple solution. Start by giving your employees direction, and you begin that process with a mission statement. Once you've established your mission statement, then you set goals for each of your employees. I'm going to encourage you to include the employees in the goal-setting process. When you set your own goals, how enthusiastic are you about achieving them? Very. When somebody else sets one for you, it's not the same. For instance, if I go to my sales team and say, "You need to use the business name at least five times in each encounter," what will they do? Maybe they follow through, but more likely they won't.

Now, let's say I went to them and said, "I think it's important to say the business name five times in each encounter. You are the ones on the calls; what do you think?" It's a much better reaction. They might agree to two or three times. That's a start. Do you think they'll use it two or three times? Absolutely.

It's also important to confirm that your employees understand their goals. Get actual feedback from them by asking them to paraphrase their goals. This will clarify greatly and give you an opportunity to reiterate in the event they didn't get it. It's a communication process. It starts with you teaching them how to do the job correctly, and I call that facilitating and coaching. To facilitate is to ease a process. It doesn't mean to do it for them. It means to demonstrate it, teach them, and coach them in the process. Show them the pitfalls and the hurdles because you've been there before. Let them know what's coming and what to expect because you've been there before. Ease their ability to achieve the goal. If your employees achieve their goals, you achieve your goal.

Provide the Right Resources

The right tools and resources to do a job are crucial. Employees need the right software, technology, safety equipment, and resources to be successful in their roles. As a leader, it's your job to ensure each employee has access to these items.

Providing the right resources extends beyond providing the latest laptop to each employee. In fact, it encompasses other important areas of your employees' well-being. One area is nutritional and appetizing meals, assuming that you provide them. Employees like them to be decent, which tells us what? If they feel the need to tell us that they need to be nutritional and appetizing, what do you think they've been getting? Probably not the best quality.

Another aspect is appropriate and clean storage or locker rooms. Sometimes, employees mess it up themselves, but you have to go in and make sure that we reinforce that it's going to be clean, neat, and straight. Show employees that you care for the facility, and they will most likely reciprocate that behavior.

Additionally, attractive, clean, and properly fitting uniforms are a core resource. If you set a standard, make sure you enforce that standard. If you get two or three people who wear the uniform proudly and enthusiastically and you let three or four others slack off and slide, what

eventually is going to happen to the three people who take the time to do it right? They are going to get discouraged and feel unappreciated. Enforce the standards that you establish.

Providing resources outside of technology ensures your employees have everything they need to do the job properly. They don't need to cut corners or slack off. They have the tools to efficiently complete their duties.

Conclusion

Positive leadership can take on many different forms, as we've demonstrated throughout this book. All of these components can bolster the performance of your organization. It's up to you to determine which sections are most applicable to your organization and how you'll implement them.

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