



Presents

Cookin' Up Leadership™

March 8, 2010
9:00 AM—1:00 PM
(includes lunch)

Content Leader
Rhea Blanken
Results Technology
Facilitator de Cuisine

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Colorado Springs, CO

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Cookin' Up Leadership™

Experiential Overview

There are dozens of new leadership and management books published annually, full of interesting information and case studies designed to improve the reader's skill level. Add to the mix, off-site workshops and online courses to encourage the participant's ongoing leadership and management development. These professional opportunities are valuable. However, experiencing yourself in a real-time leadership/management scenario takes the development much deeper than reading a book or talking "about it". Self-discovery causes the most profound alterations to one's leadership/management path. *Cookin' Up Leadership™* is just such an opportunity for experiential competency building.

Basic meal preparation and food presentation are the metaphor for the situations and circumstances of the workplace. Through a variety of assignments, participants have several opportunities to discover first-hand their impact on others and experience their direct and indirect influence on another's results, productivity and accomplishment.

This highly interactive program captures the best of experiential learning and then eating the fruits of one's labor for lunch while sharing lessons learned with fellow participants. By cooking and plating a three-course meal, participants become more aware of their professional and personal approaches to life—how they deal with successes and breakdowns. Yes, making risotto and crepes can reveal numerous leadership distinctions.

**The key to successful leadership in today's world
is influence, not authority.**

Then...

***What is necessary to change a person is to change
his awareness of himself.***
Abraham Maslow



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Lessons Learned-Practices to Follow

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| <ul style="list-style-type: none">• Accomplishment— Group & Individual
Everyone dines together as a group-of-the-whole enjoying the fruits of their labors. Making that happen is the responsibility of each individual.• Accountability
Being <i>accountable</i> for the project's successful completion has everyone in a position to <i>go above and beyond</i> ...always looking to accomplish more.• Achievement
Realization of a project—best when it occurs on time and within budget.• Celebration
Accomplishment, achievement, and completion of a job well done—expressed with satisfaction and generosity.• Change Tolerance
Being prepared for interruptions, distractions, and alterations to the plan—being able to modify “the plan” in the face of changing circumstances.• Collaboration
Both collaborative and hierarchical decision-making generates valuable results. Knowing when to use each ensures a group's success.• Communication
Often times, realizing “I don't know” provides others various opportunities to engage their expertise and knowledge, ensure everyone knows what's needed.• Creativity & Innovation
Frequently, just stepping beyond the obvious allows for creativity to surface—then innovation becomes an opportunity for true invention, not mere novelty.• Customer Service & Hospitality
Distinguish themselves when your efforts serve others—your customers are everywhere, including the person in the office next to you. Be for them.• Doing Complete Work
Nothing left out and doing it on time—acknowledging the importance of details and sweating the small stuff are necessary.• Expeditionary Learning
Progress rather than process—the commitment to ongoing learning, while simultaneously retiring biases, assumptions and preconceptions. | <ul style="list-style-type: none">• Knowledge Sharing
It's about “we know” not “I know”—sharing expands possibilities, hoarding knowledge and keeping things secrets limits and causes breakdowns.• Leadership
Often arises in the face of obstacles; can appear as circumstances to overcome; it also recognizes possible breakdowns before they happen; it represents opportunities for success—what distinguishes it is aligned actions.• Management
Clarity of purpose, a shared knowledge of available resources, and a high level of collaboration will increase the effectiveness of a team and dramatically enhance a group's management of its own productivity and performance.• Meeting Deadlines
Tasks completed in allotted time with no one left behind• Partnership
Workability for All—crossing the finish line with your teammates. It is the anti-thesis of competition.• Product Development
Ability to consolidate diverse challenges and needs into a unified result. The ultimate—creating something new that transforms the marketplace.• Presentation
Displaying one's offering in an attractive enrolling manner is no casual activity. This is the time to employ creativity and originality—thrill the senses.• Resource Sharing/Resourcefulness
The willingness to share resources requires going beyond the individual into knowing the needs of others. Hoarding is a human condition related to survival (a version of competition) and contrary to partnership and accountability• Responsibility
Team members have at least one job to do, each <i>in charge</i> of a specific outcome. This is a demonstration of one's ability to respond. |
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Cookin' Up Leadership™

The Subtleties of Sage *Why Cooking Is A Lot Like Communicating*

Every language has a limited number of words and finite grammatical rules. Yet we can use them to create an endless number of sentences and tell countless stories. The same applies to cooking: The number of ingredients is limited and the number of cooking processes restricted, but the potential varieties of preparation are endless. Changing the order of a couple of words in a sentence creates a different effect; the same word in a new context can sound different. The same applies to ingredients.

The word “condiment” is like an adjective. It can easily be replaced, leading to completely different accent. This opens up a whole new world of culinary expressions. For example: Try using subtle sage instead of garish garlic.

Coat a frying pan with oil and heat it to a high temperature. Add four to 12 sage leaves. When they've finished bubbling, take them out of the pan and let them drain on a paper towel. Use the same oil to sauté onions, cook meat, fry an egg or add to your pizza dough, and you'll enhance whatever you're making with a subtle hint of sage. The fried leaves can be used in soup or on your egg, meat or pizza—or in something entirely different. You might try your hand with marjoram, cumin or lemon rind. Then again, next time, you might want to use garlic again. Here too is a parallel of language. Sometimes you need new expressions, and sometimes the same exact words do just fine.

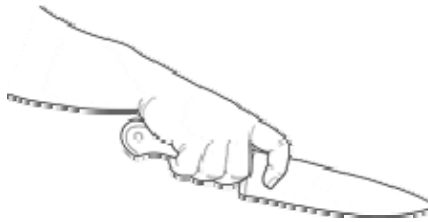
Elbrich Fennema. Ode Magazine, April 2008



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www.cookingupleadership.com

How to Hold a Cook's Knife



There are many ways you can hold a cook's knife (also called a "chef's" knife or a "French" knife) but we believe there is only one way you should hold it - the way that maximizes comfort, control and safety while minimizing fatigue.

Grip the knife around its bolster. The bolster is both your knife's balance point and a finger guard. Only your last three fingers should rest on the handle. Your thumb and index finger should be on opposite sides of the blade. When you hold a knife around its balance point, it works as an extension of your hand. Hence your arm doesn't tire and you have excellent control.

Slice, Don't Chop!

Most knives work best by using a forward cutting motion, rather than a straight up and down motion. The former lets the knife do the work; the latter makes your arm apply more force.

The best slicing motion begins by initiating the cut with the tip and pushing the knife forward across the food until you reach the heel. Only a light touch is required because the sharp edge is doing the cutting. (If you find yourself pushing down on the food, or needing effort, either you are not doing it right or your knife is dull.) Follow all the way through the cut to achieve a fluid motion. If you reached the heel before completing your cut, pull straight back and repeat the forward motion.

Technique 1: For large items which are high above the cutting board (e.g. potato or onion), start with the tip of the blade on the object.





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Technique 2: For smaller items (e.g. parsley, celery, or carrots), start with the tip of the blade on the cutting board.



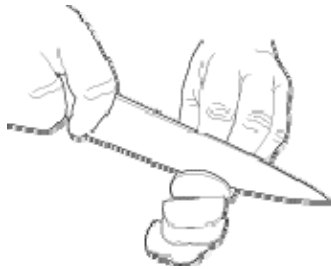
Technique 3: A third technique to use with a cook's knife is a "rocking" motion - generally used to mince herbs or garlic. Your guiding hand will sit on top of the blade, helping you pivot the knife repeatedly along its curved edge. You never lift the knife off your board.



The Guiding Hand

Whether it's dices, julienne cuts, or straight slices, your other hand has a key role to play. It stabilizes the food you are cutting, guides the knife, and determines the size of your cut.

Make certain that your fingers are curled inward and your thumb is tucked underneath. The side of the blade should rest against your knuckles, but NEVER the edge itself. Remember to take it slowly at first. It is all about technique. (With time, practice and confidence, your speed will increase, but you do not need to look like a TV chef.)



Rhea L. Blanken
Results Technology, Inc.
301-320-8711
rheaz@resultstech.com
www.resultstech.com

Fellow, American Society of Association Executives
Author, *Facing the Future, Embracing the Future, and Marketing 101 & Beyond*

For almost 30 years, Rhea has been producing successful results for her clients with her customized *Creative Development Opportunities!* Embedded in each client interaction are experiences to enhance the organization's capacity for strategic thinking employing creative problem solving and collaborative action in pursuit of measurable results and desired outcomes.

Her areas of expertise include:

- **Strategic Scenario Facilitator and Implementation Guide**
- **Volunteer Leadership & Staff Development**
- **Workshops and Keynoter**

Cooking Up Leadership™— a highly engaging event confronting many everyday leadership situations while preparing a delicious three-course lunch. Participants become more aware of the gaps in their communications, performance and results. This workshop leverages learning, laughing and lunching with a great ROI for the time and effort invested.

Leadership Lessons from Lewis & Clark— The Lewis & Clark Expedition survived life-threatening moments by developing external partnerships along their journey while the Corp of Discovery maximized its skills and expertise. Learn how to translate L&C's lessons into your organization's strategic plan and build a future-focused roadmap using their expeditionary successes and failures.

Rhea's Creativity Room™—perfect for use as an annual conference high-energy experience or as an in-office session. This play-full space is designed to encourage curiosity and resourcefulness—both necessary to succeed at work and in life. The room's imaginative activities encourage individual and group engagement where attitudes shift, new thinking emerges, and alternative actions revealed.

Staging Memorable Experiences Ensures An Association's Future

When an association employs this 360° resource integration model, memorable membership value is guaranteed. When organizations embed and leverage their resources (*Events, Communications, Programs, Products, Processes, Services, and Relationships*) with offerings of indispensable knowledge, exceptional value occurs and recurs throughout the organization.

Leadership Lessons Learned from the World of HOSPITALITY

By using the transforming power of hospitality, all businesses can benefit.

By Rhea Blanken, Results Technology, Inc.

When was the last time you experienced really great service? How did you feel? What had you feel that way? These may seem like ordinary operational questions but rest assured they are not. In today's business environment, how you feel while spending your money matters as much as the product or service you are purchasing. This holds true especially for assn membership purchases. I consider lessons learned from the world of hospitality to be some of the best possible framing for this conversation.

Let's begin with the premise that the best service is a "practiced performance of generosity." Often times, what is being purchased takes a back seat to the delivery and that too is only a small part of this process. In a restaurant, it's the dialogue between the diner and her server. In an assn, picture the "dialogue" between volunteer leaders and staff with the membership.

Danny Meyer, CEO of Union Square Hospitality Group in New York, one of the world's most dynamic restaurant organizations, said, *"It's human nature for people to take precisely as much interest in you as they believe you're taking in them. There is no stronger way to build relationships than taking a genuine interest in other human beings and allowing them to share their stories. When we take an active interest in the guests at our restaurants, we create a sense of community and a feeling of 'shared ownership.'*

"Shared ownership develops when guests talk about a restaurant as if it's theirs. They can't wait to share it with friends, and what they're really sharing, beyond the culinary experience, is the experience of feeling important and loved. That sense of affiliation builds trust and a sense of being accepted and appreciated, invariably leading to repeat business, a necessity for any company's long-term survival."

All this is desired by assn members too – shared ownership, feeling important, building trust, and being appreciated. All we have to do is substitute *members* for *guests*, *assns* for *restaurants*, *peers* for *friends*, and *membership value* for *culinary experience*, and we have it. Meyer has consistently beaten the odds and set the competitive bar in one of the toughest trades around – hospitality. Is your assn's performance beating the odds and keeping membership coming back for more?

Meyer's business insights translate into the assn world through leadership and management. By embedding them into our organization, our staff and the members they serve will thrive. Meyer calls his business mantra "enlightened hospitality." His original philosophy emphasizes putting the power of hospitality to work in a new and rather counter intuitive way, especially for assns: hospitality's first and most important application is to the people who work for you, your staff. Then, in descending order of importance, hospitality applies to the guests (our members), the community, the suppliers, and the investors.

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This approach stands on their heads the more traditional business models for assns and other businesses. Meyer, however, considers it the foundation of every success he and his restaurant organizations have achieved. He believes in developing his staff so they can take better care of their customers. Especially in these stressing times, continuing to develop staff is a lesson worth following. The old expression “serving those who serve” definitely applies here.

In Meyer’s book, *Setting the Table*, he explains the difference between *service* and *hospitality*. Considering his many business successes, I highly recommend learning a few of his lessons. It’s time to shift our perspective and make something special happen. What will your organization take on? How will your organization embed the experience of *hospitality* for both staff and member?

- Service is delivering on your promise. Hospitality is making people feel good while you’re delivering on that promise. It is nonrandom acts of service.
- Good service is important but will only get you so far. Hospitality goes a lot further since it is the quality that makes customers (members) feel good and want to come back.
- Service is a monologue. We say what it is and how it will be done. It is the delivery of a product, service or communication. Hospitality is a dialogue – being on a guest’s (member’s) side, really listening to them.
- Hospitality does more than answer questions. It digs for what the customer (member) wants until the need is fulfilled and the issue complete. Being friendly, helpful and prompt is not enough.
- Hospitality wins new friends for the organization while deepening existing relationships. It expands their loyalty for participation.
- Hospitality is present when something happens *for* you. It is absent when something happens *to* you. These concepts – *for* and *to* – express it all.
- Wherever your center is, know it, name it, and believe in it. When you cede your core values to someone else, it's time to quit.

The best way to predict the future is to create it. – Peter Drucker

Rhea is a Speaker, Strategic Facilitator, Scenario Builder and Creativity Guru
Successfully creating *play-full learning experiences* that transform
organizations, their staff and volunteer leaders for over 25 years.
Contact her at rheaz@resultstech.com or 301-320-8711