



# VIRTUAL TRAINING PROGRAM GUIDE

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*RCS* HOSPITALITY GROUP

## ABOUT US

RCS Hospitality Group  
RCSUniversity (RCSU)  
Meet Our Staff

## COURSE CATALOG

### MANAGEMENT COURSES

Train the Trainer  
What Every New Manager Should Know  
Creating a Strong Service Culture  
Practicing Positive Communications for Managers  
High Performance Hiring  
Motivate Me



**BONUS:** Templates for holding Pre-Shift Meetings and continuing training in “micro learning environments”

### FOOD & BEVERAGE COURSES

Host 101  
On Stage  
The Dance of the Dining Room  
Basic Knife Skills *(available in English and Spanish)*

### PRIVATE CLUB SPECIFIC

Making the Call for Private Clubs  
Understanding the Mind of a Member  
Member Service 101  
Why Food and Beverage is Different in a Private Club  
Navigating the Waters

## CUSTOMER SERVICE

Making the Call  
Understanding the Mind of a Customer  
G.R.A.C.I.O.U.S. Service

### PROFESSIONAL DEVELOPMENT

Practicing Positive Communications  
Supplemental Courses Available Through our Strategic Partnerships  
Workplace Harassment for Managers and for Employees,  
*Produced by EZHR*  
BoardRoom Education for Boards and Committees,  
*Produced by Board Room Institute*

### GOLF OPERATIONS SPECIFIC

Revenue Management for Front Line Staff  
*Produced in partnership with NGCOA*  
Who’s Minding The Store? Creating Ownership and Awareness in Your Staff  
*Produced in partnership with NGCOA*  
The Pro Shop Counter: Improving The Customer Experience  
*Produced in partnership with NGCOA*  
Developing A Quality Workforce  
*Produced in partnership with NGCOA*  
Beverage Cart Operations



# RCS HOSPITALITY GROUP

RCS Hospitality Group is a full-service club consulting company specializing in strategic planning, training and development, executive search services, and food and beverage management. Honored by BoardRoom Magazine for excellence, RCS is the “go-to” group for private clubs seeking state-of-the-art management consulting and staff training services that combine 21st-century techniques with the timeless values of America’s great golf and country club traditions.

Whitney Reid Pennell is the founder and president of the award-winning RCS Hospitality Group. She is a published author and widely praised seminar leader, with over three decades of club operations management and consulting experience.

Lucrative and innovative marketing concepts coupled with comprehensive alignment strategies and training programs are the trademark of RCS Hospitality Group. Ms. Pennell and the team all have extensive hands-on experience managing multi-million dollar renovations and clubhouse remodeling projects, along with successful new club openings.

RCS Hospitality Group has been recognized eight times with Excellence in Achievement Awards for services including: Consulting Company, Club Service Firm, Staff Training and Strategic Planning. Golf Inc. has recognized RCS as Consultant of the Year, two times.



## WHAT IS RCSU?

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RCSUniversity (RCSU) is the online education division of RCS Hospitality Group bringing our award-winning on-site training to life on a virtual platform. Virtual courses for food and beverage service training, management/leadership development and high-level customer service training are now available at your nearest computer or web-accessible device. Each virtual course provides participants with useful download-able workbooks and reference materials prompting them to inquire with management about their specific operational standards.

RCSU is powered by a multi-million dollar technology platform that is designed to allow managers to customize each employee's learning path. Then, track, measure and monitor their progress and ultimately hold them accountable.

Beyond the courses curated by Whitney Reid Pennell, RCSU has partnered with other field experts to bring courses such as Workplace Harassment Training for Managers and Employees by EZ-HR, and BoardRoom Education for volunteer board and committee members by BoardRoom Institute to RCSU subscribers. Please inquire with your RCSU representative for more information on upgrades to partner content for your operation.

Virtual courses include downloadable documents with ability to add location-specific standards

### HR TRAINING COURSES AVAILABLE SUCH AS:

Workplace Harassment  
BoardRoom Education

# MEET OUR TEAM

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## WHITNEY REID PENNELL

Whitney is the founder and president of award-winning RCS Hospitality Group. She is a published author and widely praised seminar leader, with three decades of club operations management and consulting experience. She is known among club managers and owners nationwide for conceiving lucrative and innovative marketing concepts and for developing comprehensive alignment strategies and award-winning training programs. Ms. Pennell has extensive hands-on experience managing multi-million dollar renovations and clubhouse remodeling projects, along with successful new club openings. She is also highly skilled in special-event management, successfully crafting and executing events ranging from private banquets to national PGA and LPGA tournaments.

Known throughout the club world for expertly facilitating management and staff workshops, she is recognized as an expert in club management. Ms. Pennell has also been an invited speaker/educator for numerous CMAA chapters throughout the country presenting a host of programs in club management and leadership.



## CHEF MARY HOWLEY

Mary is a former Executive Chef of her own catering company, several privately owned country clubs, and fine dining restaurants. At RCS, she is the resident culinary consultant providing guidance on menu engineering, overall food & beverage management, back of house operations, and training. She had the honor to serve as research and development chef for Food Unlimited, and held the position of Pastry Chef in two James Beard Dinner Events.



## CHARLES TORRANCE, CCM

Charles is a seasoned strategic management executive renowned for optimizing operations across luxury country clubs and golf courses. With a strong track record in driving revenue growth and enhancing membership satisfaction, he excels in operational planning and execution. Charles implements transformative initiatives to improve service levels, food and beverage operations, membership development, capital planning, and operational efficiencies, consistently exceeding industry benchmarks. Skilled in fostering strong relationships with staff, memberships, and Boards of Governors, he has led multidisciplinary teams to achieve exceptional results. Throughout his career spanning prestigious clubs and diverse properties, Charles has consistently achieved impressive success. From overseeing multimillion-dollar renovations to spearheading strategic growth initiatives, his leadership is marked by a commitment to excellence and innovation. He possesses expertise in financial management, HR optimization, and comprehensive business development, navigating challenges to drive sustainable growth and operational excellence. Charles is a visionary leader dedicated to advancing hospitality and leisure industry practices.

# MEET OUR TEAM



**PAT FLEMING, SHRM-CP**

Pat brings over 30 years of multi-faceted experience to the RCS team, from a corporate, human resources and club level perspective. Pat has previously served in a variety of capacities at the club level: Communications Director, Membership Director and HR Director, working directly with the club's board of directors, committees, executive leadership team, members and staff.

Her passion is employee relations, which encourages appreciation and respect for each and every department and how ongoing employee engagement plays a vital role to the success of the club in order to provide best in class service to its members. With a well-rounded background in club administration, technology, communications, and human resources, Pat's understanding and experience lend a professional and down to earth perspective to help clubs align their mission, vision and values for both members and staff.



**AMY PARIS**

As a seasoned professional in the hospitality industry, Amy is driven by a genuine passion for identifying and hiring top talent. Armed with a Bachelor of Science in Hospitality and Tourism from Western Carolina University, she has honed her expertise in time management, social media, and project management over the course of her career. In her role as a dedicated recruiter, she collaborates closely with diverse clients to grasp their unique requirements, diligently sourcing and screening candidates, coordinating interviews, and skillfully negotiating offers.

Drawing from her past experiences as a director of special events and in club management, she adeptly develops and executes captivating recruitment campaigns. What fuels her motivation is RCS Hospitality Group's mission of enabling clubs and resorts to attain service excellence, quality, and profitability. Emphasizing the significance of teamwork, diversity, and innovation, she is committed to embodying these values in every aspect of her work, striving to make a positive impact and contribute to the success of the organization and its clients.

# MEET OUR TEAM

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**CHRIS SARTEN**

Chris Sarten is an experienced food and beverage leader with over 25 years of experience. His career began bussing tables as a teenager. His private club journey began at the age of 21 in Las Vegas, NV where he would work his way through the ranks and begin his first position as Food & Beverage Director. Chris has spent much of his career at the Food and Beverage Director level. Working at prestigious private clubs, Chris developed a record of improving operations to increase revenues, improve overall financial success and elevate the member experience.

Chris has overseen club renovations, openings and has worked at the regional level to assist other properties to achieve operational goals. Chris' experience at both for profit and equity clubs has allowed him to manage the member experience through multiple lenses. Through training, mentorship and system implementation, Chris believes that each team and individual can have the opportunity to deliver the high level of service their memberships expect.



**NANCY K. KING, MBA**

Nancy is a dedicated hospitality professional with a Master's in Business Administration, specializing in Hospitality Management. With over 14 years of robust experience in the industry, she has cultivated a deep understanding of the dynamics of hospitality, from the kitchen to front-of-house operations. Her career began as a trained pastry chef, where she developed a passion for culinary arts and the nuances of flavor and presentation. This foundational experience ignited her journey into restaurant management, where she successfully led teams, streamlined operations, and enhanced guest satisfaction.

Her expertise extends to club management, where she honed her skills in membership services and communications, ensuring a personalized and memorable experience for each member. Her strong communication skills enable her to connect with diverse stakeholders, from team members to guests, fostering a collaborative environment that prioritizes service excellence.

In addition to her management roles, she is passionate about training and mentorship. Nancy believes in empowering every team with the knowledge and skills they need to thrive, creating a culture of continuous learning and improvement. Her personable nature allows her to build strong relationships, ensuring a supportive and motivating workplace.



**AMY  
ROBINSON**

Amy brings 18 years of diverse experience in retail ownership, higher education, and advertising/public relations to the hospitality industry. With a comprehensive skill set, her experience includes project and program management, customer service, sales, relationship building, and team management. Her background in retail and university enrollment management programs enabled her to become skilled in staff hiring, training, and fostering organizational excellence. Additionally, Amy has experience in event planning, marketing, and leadership development, demonstrating her ability to maximize the potential of individuals, products, and processes. Complemented by a master's degree in communication studies, she recognizes that nurturing relationships, fostering self-awareness, and mastering written and verbal communication are vital to the health and growth of any industry. As a club member and former owner of a successful retail store, Amy also values the significance of delivering exceptional customer experiences. Motivated by a passion for continual learning and a keen eye for improvement, she is committed to enhancing communication and fostering strong relationships within organizations.



**CHRISTY  
BENITEZ**

Christy Benitez is a recognized leader in the fields of hospitality, coaching, and teambuilding. With a proven track record in leadership development, talent optimization, and operational excellence, Christy brings a wealth of expertise to RCS Hospitality Group. Christy is a dynamic leadership coach and true people enthusiast. She leverages her hands-on experience to harmonize business priorities with organizational strategies. In her previous role as Director of Talent, Development, and Culture at a private club, Christy excelled in aligning business objectives with talent strategy. She not only developed service standards but also spearheaded and facilitated training programs, fostering a culture of growth. During challenging times, Christy's leadership played a pivotal part in creating new roles and supporting internal promotions, all while maintaining high employee engagement and retention rates. Christy is a certified practitioner with The Working Genius and is dedicated to helping individuals and organizations realize their true potential, enhancing organizational efficiency, and maximizing production and engagement.



**JILL  
HAMILTON**

Jill is a skilled operations specialist with a strong food and beverage, sales and marketing, and health and wellness background. She has served as interim manager, project manager, consultant, recruiter and trainer with RCS for over 15 years. When not working with RCS, Jill can be found at her very own Pure Barre Studio.





# MEET OUR TEAM

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**GINGER LAMB**

Ginger Lamb is a former B2B media executive who has led award-winning niche print and digital platforms for the legal profession and state politics in Western New York, Phoenix, and Chicago. Her expertise includes working with business leaders to help them achieve success with top-notch knowledge and information, state-of-the-art online products and through advertising and marketing strategies. She is adept at creating compelling content, superior marketing campaigns and designing memorable event experiences. She has served as board president for local and national media associations and on the board of directors for local and state Chambers of Commerce and non-profit organizations.



**MARISSA MASCOLO**

Over the last decade, Marissa has navigated a career in Human Resources Management within notable high-end and luxury brand retail companies. Marissa has a track record of creating innovative talent strategies and training models in collaboration with management. She has spearheaded the development of digital onboarding and orientation programs, optimizing processes to elevate employee engagement, and implemented strategic initiatives with global HR teams. In addition, Marissa has shared her expertise with managers, covering areas such as coaching, performance management, and train-the-trainer programs.



**EMILY BARBER**

Emily Hassel Barber has been a Private Club Manager for the past ten years at private country clubs in Texas, North Carolina, and Georgia, respectively. She has served from Dining Room Manager to Assistant General Manager and everything in between. After graduating with her degree in Recreation, Parks and Tourism Management, Emily served two terms in AmeriCorps, working as a volunteer coordinator for Delaware Seashore State Park. She also spent six months in the Walt Disney World collegiate internship program where she gained valuable customer service skills and training.



# MANAGEMENT COURSES

*RCS* HOSPITALITY GROUP

# TRAIN THE TRAINER

The most SUCCESSFUL companies consistently have training as a critical piece of their strategic plan. It is easier and more cost-effective to train the staff you have than to be stuck in a cycle of turnover in the hopes that eventually your dream employee will simply walk through the door one day.

*In this long time favorite RCS course, users will learn:*

- Why training is so important
- The benefits of training
- How to identify & choose a good trainer
- How to understand & relate to your audience
- The various types & styles of training

We'll also walk you through the process of conceptualizing, creating, and executing your unique training plan. Proper training will lead to high-performing employees, correct poor performance, orient new employees, and more—all of which serves to boost your bottom line.

Even if you have worked in a private club for a while, it is strongly suggested that you take this course as a refresher, to shed new light on something you already know, and perhaps to help you see new perspectives.

*Did you know that it costs a company  
nearly 20% of an employee's salary  
to replace him or her?*

# 30%

## COURSE DETAILS



**DURATION:** 70 mins

**AUDIENCE:** Mid-level managers, supervisory staff, and anyone responsible for the long-term professional growth & development of their team, in ANY hospitality industry



**RESOURCES:** Workbook, training plan worksheets



**CERTIFICATION:** RCS Certification Level 1

**THIS COURSE CONTAINS BOTH INTERACTIVE  
QUESTIONS WITHIN THE COURSE VIDEOS  
AND END-OF-CHAPTER TESTS.**



Includes professional dress guidelines for new managers

# WHAT EVERY NEW MANAGER SHOULD KNOW

This comprehensive course is geared towards entry to mid-level managers and supervisors, and anyone wishing to move up the ladder to success. Broken down into a “Top 10” list, *What Every New Manager Should Know* is a great course to help you become a consummate professional in the hospitality industry.

## *Concepts covered include:*

1. Hire Right
2. Learn About EQ
3. Look the Part
4. Be Impeccable With Your Word
5. Contain Your Emotions
6. Know Your Audience
7. Don't Judge a Book By Its Cover
8. Seek Out Information
9. The Financial Side
10. Commit to Continuous Self Improvement

**THIS COURSE CONTAINS BOTH INTERACTIVE QUESTIONS WITHIN THE COURSE VIDEOS AND END-OF-CHAPTER TESTS.**

COURSE DETAILS



**DURATION:** 60 mins

**AUDIENCE:** Entry to mid-level managers & supervisors, and anyone that wants to move up the ladder to success



**RESOURCES:** Workbook; 10 Point Dress Guide for Women; 10 Point Dress Guide for Men; Interview Question Examples; Communication Styles Infographic; Leadership Book Recommendations



**CERTIFICATION:** RCS Management Certification Level 1

# CREATING A STRONG SERVICE CULTURE

Creating a Strong Service Culture is intended for managers in the hospitality industry and is one of our most popular in-person training courses at RCS, because it's so important. Company culture is crucial because it can make or break your business.

## *When the course is completed, users will:*

- Better understand the meaning of “service culture”
- Know how to identify their company’s service culture
- Understand the key elements for keeping culture strong
- Become familiar with the five critical steps that will move their team toward the desired culture

A strong service culture is one of the most important drivers of success. Learning how to properly manage it will prevent your culture from managing YOU. Are you ready to dive in?

**THIS COURSE CONTAINS BOTH INTERACTIVE QUESTIONS WITHIN THE COURSE VIDEOS AND END-OF-CHAPTER TESTS.**



### COURSE DETAILS



**DURATION:** 50 mins

**AUDIENCE:** Entry to mid-level managers & supervisors



**RESOURCES:** Workbook, “Understanding the Critical Service Steps” worksheet, “How to Determine Your Service Culture” worksheet, Southwest Airlines culture examples, “Elements of a Strong Service Culture” graphic



**CERTIFICATION:** RCS Management Certification Level 3 Coming Soon

# PRACTICING POSITIVE COMMUNICATION *For Managers*

COURSE DETAILS



**DURATION:** 50 mins

**AUDIENCE:** ALL management professionals in hospitality



**RESOURCES:** RCSU Workbook for note taking;  
“Key Words & Phrases to Use & Avoid” infographic;  
“4 Basic Styles of Communication” infographic;  
“Keys to Positive Communication” infographic

**CERTIFICATION:** RCS Management Certification Level 1

Have you ever been in a situation where you said something, and *immediately* wished you hadn't?

Have you ever personally suffered because of a misunderstanding?

Have you ever regretted not being able to resolve a conflict with someone important to you, personally or professionally?

Have you ever been in a position where you thought you wrote something clearly and correctly, only to be told it was offensive, shallow, or inaccurate?

Using positive communication can dramatically decrease the chances of misunderstandings and offenses like these. That's the topic for this course, PRACTICING POSITIVE COMMUNICATION, for managers. This edition of the course is specifically intended for those in management positions in the hospitality industry.

**THIS COURSE CONTAINS END-OF-CHAPTER TESTS TO TRACK RETENTION.**

# HIGH PERFORMANCE HIRING

Hiring the right people is what will ultimately set your company apart— your PEOPLE give you a competitive advantage. The Department of Labor and Statistics estimated that a bad hiring decision can result in costs to the company of 30% of the individual’s first year potential earnings. The Harvard Business Review states that as much as 80% of employee turnover is due to bad hiring decisions.

Many times our bad hires are because of the need to fill the position quickly, and it is easy to fall prey to this trap working in the hospitality industry. Operations managers are faced with the need to hire quickly and that sometimes has disastrous results, including a higher turnover rate.

*In this course, participants will be taken on a journey through the hiring process:*

- Determining what you need in terms of position and characteristics of qualified candidates
- How to screen resumes or applications
- How to prepare for the interview
- What to look for in the interview
- Interview questions that actually give you good information
- How to go about checking references
- Then ultimately, offering the job to successful candidates

## COURSE DETAILS



**DURATION:** 60 mins

**AUDIENCE:** Entry to mid-level managers and supervisors



**RESOURCES:** Workbook, “Questions You CAN Ask In An Interview”, “Questions You CANNOT Ask In An Interview”, “10 Steps To A Great Job Posting” infographic



**CERTIFICATION:** RCS Certification Level 3 Coming Soon

# MOTIVATE ME

The Latin root word for motivation is “move”. So, essentially, to motivate a team of people toward a specific goal is to encourage movement or action in a unified direction. This is not easy, but motivated teams are easy to identify. Respect among peers, management and customers is evident in the body language and verbal cues they use as they go about their duties. There is a clear sense of team spirit among motivated work forces, with little to no absenteeism. And, it is clear that in a truly motivated work environment, employees value their customers/members, rather than viewing them as a nuisance.

With this type of environment, deadlines are easily met and people are having fun! An engaged and dynamic leadership team creates this environment. Managers must work hard at keeping the work environment motivating for the staff.

## COURSE DETAILS



**DURATION:** 75 mins

**AUDIENCE:** Entry to mid-level managers and supervisors



**RESOURCES:** Workbook, Leadership Book Recommendations, “Motivational Theories” infographic



**CERTIFICATION:** RCS Certification Level 3 Coming Soon

This program outlines the seven steps of motivational success and provides tips on what to do if you “lose your team spirit.” Communication examples are provided to demonstrate employee perspective.

*When we are finished with this program, participants will:*

- Understand the connection between intrinsic and extrinsic motivation
- Understand the seven steps to motivational success
- Be able to list five steps for coping with change on the job
- Be able to identify de-motivators and know how to get back on track
- Be able to create an environment in which your employees know what’s expected of them and feel
- Be passionate about doing their jobs





# FOOD & BEVERAGE COURSES

*RCS* HOSPITALITY GROUP

# HOST 101

In this short course, users will learn what is expected of them as a host, hostess, or greeter at a restaurant and how to deliver an excellent service experience to their guests.

*The material covers the following areas:*

- Understanding Your Role
- Uniform Standards
- The Three Steps of Hospitality Service
- Preparing For Your Shift
- Reservations
- Table Numbers
- Guiding Guests
- Remaining Aware
- The Fond Farewell

This is a great training video that is wonderful for a first day on the job OR a refresher for seasoned staff, and will help hosts understand that their job is so much more than just greeting and leading guests to a table.

**THIS COURSE CONTAINS END-OF-CHAPTER TESTS.**

COURSE DETAILS



**DURATION:** 30 mins

**AUDIENCE:** Hosts, hostesses, and greeters at restaurants



**RESOURCES:** Workbook



**CERTIFICATION:** None



# ON STAGE

In the hospitality business, we must always be “show ready” ...because we are always ‘on stage’! Whether at a private club, a public golf course, a casino, hotel, resort, restaurant, senior care facility, or anywhere else - this course will help restaurant staff understand what it means to be ON STAGE by drawing parallels to a live performance and the theater of service in food and beverage. Users will view themselves as characters within a performance where everyone has a part to play to keep the STAR of the show, the customer or member, in the spotlight. The tempo of service, appropriate use of props, the best words and phrases to use and even where to stand at the table for maximizing sales is covered in this course.

## COURSE DETAILS



**DURATION:** 50 mins

**AUDIENCE:** Food & beverage staff and management



**RESOURCES:** Workbook, “Think Strawberries” speech, “Helpful Verbiage” infographic

**CERTIFICATION:** RCS Management Certification Level 1; RCS Staff Certification Level 1

*The course is broken down into five main sections:*

- Act I: The Greeting Sequence
- Act II: Beverage Service
- Act III: Menu Presentation
- Act IV: Taking the Order

By the end of the course, learners will understand their role as a memory maker for their guests and how to put on the kind of performance that will keep them coming back again and again.

**THIS COURSE CONTAINS BOTH INTERACTIVE QUESTIONS WITHIN THE COURSE VIDEOS AND END-OF-CHAPTER TESTS.**



# THE DANCE OF THE DINING ROOM

In his book *Kitchen Confidential*, famed chef Anthony Bourdain likened a kitchen line to a ballet or modern dance—

*“It’s a high-speed collaboration resembling, at its best, ballet or modern dance. A properly organized, fully loaded line cook, one who works clean, and has ‘moves’—meaning economy of movement, nice technique, and, most important, speed—can perform his duties with Nijinsky-like grace.”*

In order for a group of food and beverage “dancers” to create this grace, harmony, and economy of movement, they must have communication between them. We have these subtle communications in the dining room and also when we are serving banquets. A captain will gesture or give a simple nod to indicate a step of service to others. You may make eye contact with one of your partners and make a subtle gesture to the right indicating that you need help at your table.

## Understanding the Sequence of Service

It is the subtle communications, the graceful movements, the attentive posture, awareness of body language, and knowing the sequence of service to follow -our dance steps -creating the harmony of coordinated movements.

In this program, participants will be taken through the proper sequence of food and beverage service for dinner as if they are ‘dance steps’ with multiple partners— a series of service steps that we must follow consistently in order to provide exceptional experiences to our guests.

### COURSE DETAILS



**DURATION:** 40 mins

**AUDIENCE:** Food and beverage employees



**RESOURCES:** Workbook, “Follow Up Questions To Ask Your Manager”, “Sequence of Service” infographic

**CERTIFICATION:** RCS Certification Level 1

# BASIC KNIFE SKILLS

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In this short Basic Knife Skills course, we review the different knives used in the kitchen. We also demonstrate typical cuts used in the kitchen, and we conclude with a brief review of how to sharpen your knives.

Our goal is to leave you feeling more confident with your knife skills, to teach you to handle these tools safely, and to help you maintain the tools in which you have invested so that they will last for many years. **THIS COURSE IS ALSO AVAILABLE IN SPANISH.**

## COURSE DETAILS

- **DURATION:** 15 mins
- **AUDIENCE:** Kitchen Staff

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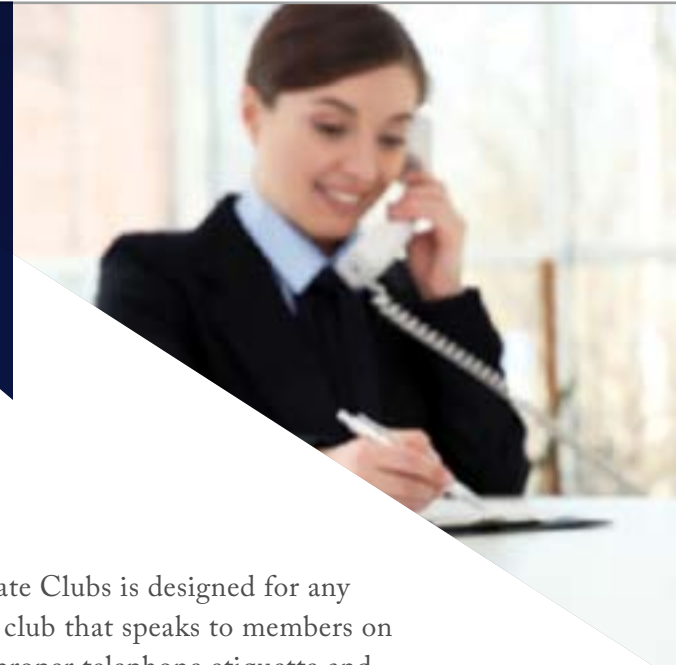
- **RESOURCES:** Workbook



# PRIVATE CLUB SPECIFIC

# MAKING THE CALL

## *For Private Clubs*



### COURSE DETAILS

- DURATION:** 15 mins

**AUDIENCE:** Any private club staff members who communicate with members via telephone

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- RESOURCES:** Workbook, “Follow Up Questions to Ask Your Manager” worksheet, “Key Words & Phrases” infographic

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- CERTIFICATION:** RCS Certification Level 1

Making the Call for Private Clubs is designed for any staff member of a private club that speaks to members on the phone. We’ll discuss proper telephone etiquette and skills that are expected in a private club environment. In this short and sweet hospitality training course, users will:

- Learn how to appropriately handle a phone call from start to finish
- Become familiar with words and phrases that could be used, and those to avoid
- Understand how to deftly manage unhappy callers
- Learn how to leave a voice mail, take a message, and transfer a call
- Discuss general tips and tricks for tone of voice, pacing, and delivery

Proper telephone etiquette is a key skill that all private club employees should have. This short course will empower users with knowledge that will allow them to feel confident, efficient, and effective when on the phone.

# UNDERSTANDING THE MIND OF A MEMBER

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COURSE DETAILS



**DURATION:** 50 mins

**AUDIENCE:** Anyone working in a private club environment



**CERTIFICATION:** RCS Staff Certification Level 1

This brief and single-subject focused course, Understanding the Mind of a Member is intended for any staff member of a private club serving Members as opposed to the general public.

In this hospitality training course, users will:

- Gain a new perspective of the member experience
- Understand the private club member's expectations





# MEMBER SERVICE 101

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This popular RCS program is intended to help all private club employees and management understand the service nuances that come with serving private club members.

*During Member Service 101, users will:*

- Delve into the mind of a member to understand their expectations
- Examine the kind of investment that members make in their club and how this investment shapes their daily expectations
- Discuss how every member wants to feel welcome, comfortable, important, and understood
- Learn how to deliver exceptional personalized service to the membership

If this is your first private club experience, taking Member Service 101 will be a critically important course for you.

Even if you have worked in a private club for a while, it is strongly suggested that you take this course as a refresher, to shed new light on something you already know, and perhaps to help you see new perspectives.

COURSE DETAILS



**DURATION:** 40 mins

**AUDIENCE:** All private club staff and mid-level managers and supervisors



**RESOURCES:** Workbook, “Member Investment” cheat sheet, “WCIU” cheat card



**CERTIFICATION:** RCS Certification Level 1

# WHY FOOD & BEVERAGE IS DIFFERENT IN A PRIVATE CLUB

The food and beverage (F&B) department is one of the most misunderstood and highly criticized areas of a private club. Next to a golf course, food and beverage is often one of the most subsidized areas of a private club.

However, since F&B also receives revenue, it is oftentimes common for Finance Committee members, Board Members and/or Controllers to view its financial performance as a profit center, when in actuality, it is a service amenity like a golf course, or pool

complex. When decisions are made about the food and beverage department based only on profit expectations without consideration of the service experience for the club's members, a downward spiral can occur.

In this unique course, president of RCS Hospitality Group and RCSU, Whitney Reid Pennell, will break down the key differences between food and beverage operations in a private club and those of a public restaurant or other public dining outlet.

This course should be considered a “fundamental” for anyone working within or involved in the food and beverage operation at a private club: staff, managers, committee members, board members, and controllers.

COURSE DETAILS


**DURATION:** 20 mins  
**AUDIENCE:** F & B staff; F & B managers; Committee members; Board members; Controllers

**RESOURCES:** F & B in a Private Club vs. Public Outlet comparison chart


# NAVIGATING THE WATERS

## Understanding Club Governance


### COURSE DETAILS

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**DURATION:** 25 mins  
**AUDIENCE:** Staff & managers of member-owned private clubs

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**RESOURCES:** RCSU Workbook for note taking; “Understanding Organizational Roles” chart; “Governance Pyramids” graphic

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**CERTIFICATION:** RCS Management Certification Level 1; RCS Staff Certification Level 1

In this short but important course, RCSU and RCS Hospitality Group president, Whitney Reid Pennell, uses her decades of experience in club management and consulting to help everyone understand their role within the club. In short, Whitney will highlight how and why the most successful clubs strictly adhere to a governance model where the board sets strategy and policy, management is allowed to manage and the committees provide advisement for both.

This is a crucial course for staff and managers in member-owned private clubs to understand how all of the elements—the Board of Directors, managers, various committees, and employees all work together to provide an excellent experience to the members and guests.

This is a short but important course, presented by RCSU and RCS Hospitality Group president Whitney Reid Pennell. RCS Hospitality Group is a full-service consulting company with decades of experience in the private club industry, and this course will share that knowledge with you.

**THIS COURSE CONTAINS BOTH INTERACTIVE QUESTIONS WITHIN THE COURSE VIDEOS AND END-OF-CHAPTER TESTS.**



# CUSTOMER SERVICE

# MAKING THE CALL

## COURSE DETAILS

- 🕒 **DURATION:** 30 mins
- 👤 **AUDIENCE:** Any staff members who communicate with customers via telephone
- 📄 **RESOURCES:** “Follow Up Questions to Ask Your Manager” worksheet, “Key Words & Phrases” infographic
- 📜 **CERTIFICATION:** RCS Certification Level 1

Making the Call is a training course designed for any staff member of a luxury hotel, resort, fine dining restaurant, or any other high-end hospitality outlet that speaks to customers on the phone. We'll discuss proper telephone etiquette and skills that are expected in this kind of environment. In this short and sweet hospitality training course, users will:

- Learn how to appropriately handle a phone call from start to finish
- Be made familiar with words and phrases that should be used, and those to avoid
- Understand how to deftly manage unhappy callers
- Learn how to leave a voicemail, take a message, and transfer a call
- Discuss general tips and tricks for tone of voice, pacing, and delivery

Proper telephone etiquette is a key skill that all employees should have. This short course will empower users with knowledge that will allow them to feel confident, efficient, and effective when on the phone.

# UNDERSTANDING THE MIND OF A CUSTOMER

A single-subject focused course, Understanding the Mind of a Customer is intended for any staff member of a luxury hotel, private club, resort, fine dining restaurant, public golf course, spa, casino, private jet company, or any other high-end hospitality outlet.

*In this hospitality training course, users will:*

- Gain a new perspective of the customer experience
- Understand the customer's expectations
- Learn the importance of discretionary dollars, and what that means in hospitality

LET'S GET STARTED!

## COURSE DETAILS



**DURATION:** 15 mins

**AUDIENCE:** ALL hospitality staff members, in any industry!



**CERTIFICATION:** RCS Staff Certification Level 1



# G.R.A.C.I.O.U.S. SERVICE

In this keystone RCSU program we review how to make a customer or member feel special using GRACIOUS as an acronym for:

**Genuine:** Being genuine at work while still remaining professional.

**Respect:** Showing respect to others by being considerate, thoughtful and attentive in my words and actions.

**Anticipatory:** Making customers feel special by acting before they have to ask.

**Commit to Self Improvement:** Receiving feedback positively, resolving issues productively, earning trust and using positive communication with peers, customers and supervisors.

**Immediacy:** Having a true sense of urgency for the benefit of the customer.

**Other Point of View:** Using empathy to understand what a customer is thinking or feeling

**Unified:** Understanding everyone has a role to play and a job to do within a team.

**Service Commitment:** Using the three steps of service to show true service commitment.

This is a great “customer service basics” training course that is wonderful for a first day on the job OR a refresher for seasoned staff. Regardless of what industry you’re in, if you interact with customers in person on a daily basis, this course is for you.

## COURSE DETAILS



**DURATION:** 60 mins

**AUDIENCE:** Any guest or member-facing staff: food & beverage, member service, front desk, housekeeping, operations, greeters, retail, maintenance, outside service, receptionist, valet



**RESOURCES:** Workbook, “4 Communication Styles” infographic, Leadership Book Recommendations



**CERTIFICATION:** RCS Certification Level 1

“Hospitality is present when something happens FOR you. It is absent when something happens TO you. Those two simple prepositions - for and to - express it all.”

–Danny Meyer



# PROFESSIONAL DEVELOPMENT

*RCS* HOSPITALITY GROUP



# PRACTICING POSITIVE COMMUNICATION

Have you ever been in a situation where you said something, and *immediately* wished you hadn't?

Have you ever personally suffered because of a misunderstanding?

Have you ever regretted not being able to resolve a conflict with someone important to you, personally or professionally?

Have you ever been in a position where you thought you wrote something clearly and correctly, only to be told it was offensive, shallow, or inaccurate?

Using positive communication can dramatically decrease the chances of misunderstandings and offenses like these. That's the topic for this course, intended for all non-management hospitality staff in any department, because positive communication impacts every area of professional life.

Management professionals should seek the companion course, Practicing Positive Communication for Managers.

**THIS COURSE CONTAINS  
END-OF-CHAPTER TESTS TO  
TRACK RETENTION.**

## COURSE DETAILS



**DURATION:** 45 mins

**AUDIENCE:** ALL non-management hospitality staff



**RESOURCES:** RCSU Workbook for note taking;

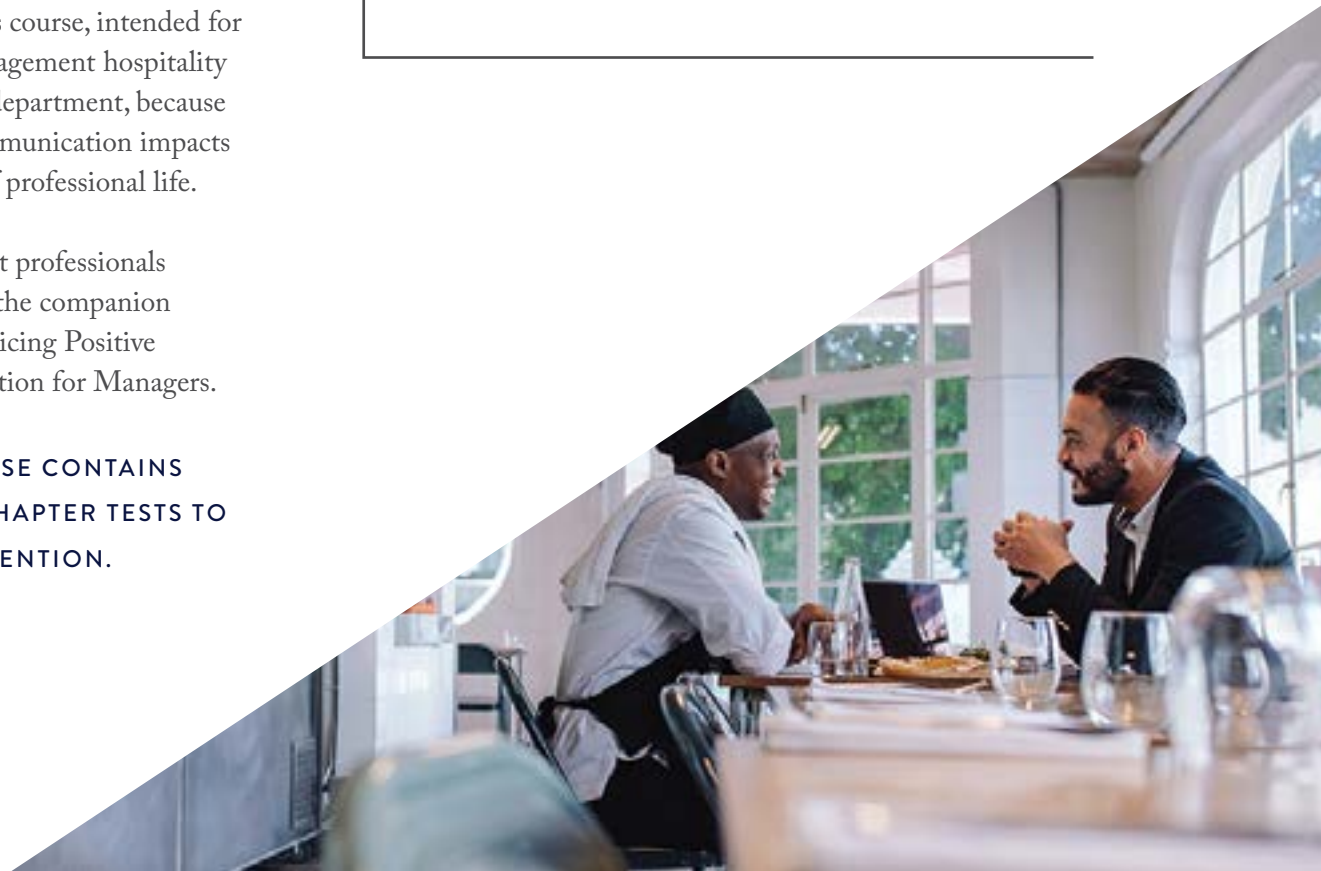
"Key Words & Phrases to Use & Avoid" infographic;

"4 Basics Styles of Communication" infographic;

"Keys to Positive Communication" infographic



**CERTIFICATION:** RCS Staff Certification Level 1



# FREE 7-DAY TRIAL



*View Trial Videos of the Following Courses:*

- G.R.A.C.I.O.U.S. Service
- Train the Trainer (a management course)
- Member Service 101
- Practicing Positive Communication (offered for staff and managers)
- On Stage (a food and beverage course about the performance of service)
- Host 101
- Beverage Cart Operations

START YOUR TRIAL TODAY!



*Training is not something you  
DID, it's something you DO.*

*RCS, a new generation of  
hospitality management*

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- Membership Services
- Staff Training & Development
- Food & Beverage Boot Camp™
- Food & Beverage Management
- Executive Search



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*BoardRoom Magazine*

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