

'INTERNAL COMBUSTION?'

A 'no names' Case Study from top golf sector trainer and motivational speaker **Frank Newberry** (pictured). If you have negative attitudes at your club, or poor work performance or communications concerns – then help could be on its way.....



The GTC interviewed top golf sector trainer and motivational speaker **Frank Newberry** (pictured) and asked him how he goes about helping clubs to solve their tricky 'internal' problems.

GTC – What sort of problems do your golf clients have?

Frank – Their problems vary – for example club officials may have received serious complaints from their members or they may have concerns of their own, or there may be big changes that they would like to introduce into the workplace. A lot of concerns stem from their own worries.

GTC – Such as?

Frank – Well one official might be concerned that key staff members want to leave the club; another may have seen an increase in the number of complaints about the quality of the playing experience, yet another might be worried about poor customer service in the clubhouse or elsewhere. I can talk to them as soon as their concerns emerge.

GTC - You would rather not give any specific names and situations?

Frank – My clients understandably don't want to 'wash their dirty linen' in public but I am always happy to provide references to prospective clients privately.

GTC – Without giving away any of their secrets who do you actually work with?

Frank - Lots of individuals and clubs of all sizes. I suppose my better known clients are St. Andrews Links, Oxford University Sport and the AELTC Wimbledon.

GTC – How do you find out about their problems?

Frank – Usually by 'word-of-mouth'. People who know my work might recommend me, others approach me at conferences after I have given a talk, and some will contact the GTC for advice. Eventually I get a telephone call or an email from them.

GTC – What process do you use after you have been contacted?

Frank – Simple really – I like to send out a little checklist that club officials can use to list all of their concerns and record the changes or improvements they would like to see happen. Once I get that back - I call or visit the employer to ask questions and confirm my perceptions. I then ponder the problem, make a diagnosis and then email back a 'no obligation' outline proposal for club officials to consider.

GTC – An outline proposal?

Frank – Something brief and to the point – just the objectives, methods, timetable, evaluation methods, Helpline and any preparatory work. If there are different ways of dealing with the situation I will offer these as options to choose from or to combine.

GTC – Then what happens?

Frank – Eventually the employer comes back to me to confirm times and dates. I then do what is required which can be just coaching, or an in-house seminar or a team building exercise. Sometimes it is a combination of different things to meet the employer's requirements. After that I follow up on progress with the employer at intervals of one, three and six months.

GTC – Is it always that straightforward?

Frank – Not always! On more than one occasion I have had to arrive unannounced in order to prevent the 'problem people' from sabotaging the training by going absent at the last minute. Once or twice in the early days I had to turn around and go straight back home without doing any work. What I learned is that many problem people are aware that they are the problem and are on guard all of the time!

GTC – What results have you achieved for your clients?

Frank – I like to think that I have been helping my clients to achieve their own results. In recent times I have helped clubs to get more out of their staff, both individually and in teams. By that I mean more effort, better quality work and more attention to detail.

GTC – How does this affect the bottom line?

Frank – Poor work always affects the bottom line. For example with clubhouse and pro shop staff I have helped them to turn around their attitudes and this has resulted in increased sales and improved customer service standards.

GTC – But how can you change someone's negative attitude?

Frank – I cannot do that on my own but I can influence things. I am told that I have a reputation for being able to help others to change their own attitude. I like to believe that people have a choice in the way they react to things. For example, I have worked with some clients to stop their people from being lazy and negative in their outlook. Once their people knew they were choosing to be this way things started to improve immediately. I have also helped clients to turn around fractured work teams that were turning on each other and being rude to customers. Once again, when they knew what was going on ...

GTC – Finally, how can employers contact you to discuss things privately?

Frank – They can reach me via Fiona at the GTC or they can contact me direct via my website www.franknewberry.com or by calling 01908 520202.



Frank Newberry is a
GTC Quality Assured
Training Provider