
Profile

- Inspire, mentor and cultivate teams to deliver **spectacular service** (bringing customers back for more) by implementing HR practices that access **human potential**.
- Design and deliver **personal development** training materials unique to the hospitality industry that unblock employee's ability to **give to the customer from the heart**.
- Deliver financial success by **designing systems** to derive meaning from data used in strategic decision making. **Increased profitability** by \$1 million in leadership positions.

Strategic Business Development Experience

Coastal Wind Resort | Bend, OR

Consulting Director of Food & Beverage (contract)

2012 – 2013

A remarkably hospitable 64-room retreat property with a contemporary west coast 120-seat restaurant, banquet facilities and \$2.4 million in annual F&B revenue.

- Quickly identified areas of change needed to address dire morale and financial performance; re-structured front line staff and implemented leadership development.
- Performance consulting and cultural transformation results: OpenTable rating ↑ from 3.2 to 4.5; outstanding customer feedback referring to a "magical quality that draws [people] back"; and ↑ from \$1.7 to \$2.4 in F&B revenues within 1 year in a "down" economy.
- Replaced costly forms of compensation with mentoring conversations and a genuine team climate that actively practiced shared values of service contribution; decreased annual labour cost percentage by 10 points.

Cedars Resort & Conference Centre | Leavenworth, WA

Director of Food & Beverage

2010 – 2011

A rustic 192-unit log resort with 3 upscale outlets, 10,000 square feet of conference space and 100 culinary and service staff generating \$4+ million in annual F&B revenues.

- Stimulated personal excellence by modelling and mentoring managers for servant leadership, service integrity and collaboration which trickled down to front-line staff.
- Innovated to improve products with existing human and operational resources. *Result:* F&B concept aligned with new economic conditions and consumer preferences.
- Identified and addressed high leverage 'bottle necks' in resource allocation and work processes. Increased profits by \$22K in a single quarter with declining revenues.

Little Halibut Seafood Restaurant | Seattle, WA

Assistant General Manager

2004 – 2010

An award winning 225-seat restaurant with 100 staff and \$6 in million annual revenues. Renowned for over 39 years of distinctive cuisine and exceptionally warm and attentive service.

- Built a high performing culture by designing resources to select, train and mentor service staff for creativity and competence in addition to modelling service leadership.
- Maximized sales by empowering service team - incorporated feedback into product offerings, provided service tools, and offered meaningful incentives and training.
- Aligned operational and people practices to achieve budget. Saved \$10K annually by managing inventories and using win-win negotiation to build strong supplier relations.

Strategic Business Development Experience Cont.

The Pier Restaurant | Seattle, WA
Operations Manager

2001 – 2004

A vibrant, up-scale, 160-seat restaurant that symbolizes the best of the West Coast. Known for well developed standards, systems and management practices.

- Championed new operational audits by developing action plans to clarify accountability for systems and standards that established the location as the brand's benchmark.
- Maximized sales by creating systems to increase the restaurant's peak period seating capacity by 20%. Systems subsequently implemented in other establishments.

Human Resources Experience

Drive Software Solutions | Seattle, WA
Human Resources Generalist

2006 – 2008

An international business solutions software company known for creating data clarity.

US Customs & Border Protection | Seattle, WA
Human Resources Project Manager (contract)

2006

Government agency responsible for maintaining the integrity of ports and borders.

Western Savings Credit Union | Seattle, WA
Human Resources Project Manager (contract)

2004

A financial institution recognized for employee engagement and ethical business practices.

Education & Hospitality Training

Hotel Revenue Management Masters Certificate | Cornell University completion 2014

WorldHost Trainer's Certification | WorldHost Training Services 2012

Wine Fundamentals Level 2 | International Sommelier Guild 2011

Emergency First Aid for Industry | St. John's Ambulance

Change Leadership & Kayak Guide Training | Puget Sound Kayak Adventures 2009

- Mentored students in overcoming their fear of adverse and uncertain conditions through teaching new skills and group decision making.

BComm, Accounting & HR Management | University of California 2004

- **Specialty Areas:** Mentoring, organizational culture, mediation and financial analysis.

Leisure & Balance

- **Remarkable Travels** ~ Exploration of Haida Gwaii, Paddling in the Broughton Archipelago, Gulf Islands and Clayoquot Sound; and Hiking the Juan de Fuca Trail.
- **Reading** ~ Recent titles: The Advantage by Patrick Lencioni; First, Break All the Rules by Marcus Buckingham; and Cooked: A Natural History of Transformation by Michael Pollan.