

**Excerpts From:**

**THE SECRET TO**

**EXCEPTIONAL SERVICE**

**IN YOUR LOCKER ROOMS**



*Cultivating a Mind Set of Exceptional Customer Service in Country Club Locker Rooms*

By

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## Introduction

So, what's the "secret" to providing exceptional service in your locker rooms? The secret boils down to two manager/attendant characteristics: desire and knowledge. *First, the team in your locker rooms must **want** to provide the best service possible to your members and guests.* Put another way, no book, no matter how well written, will change a thing in any workplace unless the staff is willing to implement a new or different approach.

*Second, your locker room crew needs **knowledge** on how to provide exceptional service, including how to "take it up a notch."* That's what this book provides by giving the reader case studies from numerous real life situations that have taken place in country club locker rooms. And explains how to respond with excellent shoe and customer service.

In terms of background, this book began as a weekly Thought that quickly became a series emailed out to LRMA members in late 2020. No sooner had I authored a few case studies, documenting average and exceptional service and how to take it "up a notch," that I began to believe this format would be a great way to educate colleagues with many levels of experience about what it means to provide the best service possible.

The exceptional service described in this book has been divided into several different categories: Shoe Care, Locker Management, Amenities, Miscellaneous and Member Misbehavior. Under each category you'll find: first, case studies from a locker room that occurred between locker room staff and a member or guest (except for the amenity category, in most, just products are suggested). Second, what the average manager/attendant would do is detailed. Third, how the employee provided exceptional service is outlined. And finally, how to "take service up a notch" and really impress a member or guest is suggested.

What you'll soon discover after reviewing just a few case studies is that as the quality of service increases, so does the effort and time it takes to pull it off. Put another way, if you want an average grade in a class, all you have to do is put in a minimal effort. If you want to make an "A," it takes more work and commitment. The same is true when providing outstanding customer service. Guess which one is the most rewarding?

Please note that the terms "locker room manager," "manager," "attendant," "employee," "staff" and "staffer" are used interchangeably throughout this book.

One of the things I've heard repeatedly over the past 33 years is, "... *anyone can be a locker room manager at a country club.*" This book blows that notion right out of the water. NO ONE can walk into a locker room and provide the exceptional service—to say nothing about “taking it up a notch”—that’s discussed in the pages below without experience, study, the right personality, a good work ethic and the willingness to serve.

What I've tried to do in this tome is cover most customer service situations you will experience when it comes to working with your members and their guests in a locker room setting. However, it's obviously impossible to cover every single scenario you'll encounter, especially because your locker room staff might experience a situation that is unique to your club or region of the country.

Please note that this book does not cover how to provide great customer service in your locker rooms during the pandemic, though it is mentioned. If you need assistance in that area, request a copy of *Locker Room Operations During the Pandemic* and I'll be glad to send you a copy. Generally speaking, because stopping the spread of the virus is not detailed in this work, it is up to you and your staff to take the proper precautions.

To assist in the understanding of several of the case studies, I've dropped in a link to a video I made on the topic that reinforces the lesson or purpose of a given case study. If you find a given situation that's come up in your locker rooms not covered here, I would encourage you to contact me at [yourlrma1999@gmail.com](mailto:yourlrma1999@gmail.com) and tell me what happened and how you handled it. I'll be glad to add your case study to the book and give you credit. Or answer any questions you might have in case a member/guest left you flabbergasted.

I want to be sure that as you read this book, you understand one important point. That is this: just because I authored what you'll read below, it doesn't mean I always provide exceptional service or “take it up a notch.” I've been at this for decades and I do my best to provide exceptional service every time. But no one is perfect, and neither am I.

I also want you to understand that over the years I've gotten to know many locker room managers and attendants that love their jobs and do their best to provide exceptional service wherever possible. And that, in general, most of our colleagues want to know how to do so if they aren't already.

Though there aren't many of what I'd consider “average” locker room staff, I have heard of a few (mostly second hand from members of other clubs when they visit mine). I just don't want to give anyone the impression that I think my comrades are satisfied with being average, because that's certainly not true.

Please note that I write these books not because they'll sell a million copies and I'll make a ton of money. Being in the twilight of my career, my desire is to leave a legacy of information that will continue to make the customer service in locker rooms even better long after I'm gone.

Finally, I want each person that reads this book, as it says on the cover, to develop a "*mindset of exceptional service.*" Or always be thinking of how anyone entering the locker rooms at your club can have the best and most pleasant experience possible and then, *make it happen.* If that occurs, then I will have accomplished my goal.

—Todd Dufek, LRMA President

## Table of Contents

### Shoe Service

|                                       |       |
|---------------------------------------|-------|
| 1. Sperry Topsider                    | 7     |
| 2. Stained Light Brown Dress Shoes    | 8     |
| 3. Mr. Spence Removes His Shoes       | 8     |
| 4. Respiking                          | 9     |
| 5. Shoe Label Dilemma                 | 9     |
| 6. Heel Pads                          | 9-10  |
| 7. Shoe Counter                       | 10    |
| 8. Shoe Related Injury and Cure       | 10-11 |
| 9. Broken Shoe Lace                   | 11-12 |
| 10. Golf Shoes Loose                  | 12    |
| 11. "Shine Now, Ask Questions Later"  | 12-13 |
| 12. Shoe Identification               | 13    |
| 13. Cowboy Boot Care                  | 13-14 |
| 14. Cleat Spinners                    | 14    |
| 15. Golf Shoes to Valet               | 14-15 |
| 16. Sore Arch Remedies                | 15    |
| 17. Replacement Laces                 | 15    |
| 18. Soles and Heels                   | 16    |
| 19. Relacing Sperry Topsiders         | 16    |
| 20. Nubs for Spikes                   | 16-17 |
| 21. Mistaken Shoe Identity            | 17    |
| 22. Loaner Golf Shoes                 | 17-18 |
| 23. Spike Loss                        | 18    |
| 24. Shoe Waiter                       | 18-19 |
| 25. Spike "Legs"                      | 19    |
| 26. Shoe Overload                     | 19    |
| 27. Have Shoes, Will Travel and Shine | 19-20 |
| 28. When Golf Shoes are Too Tight     | 20    |
| 29. Toe Jam                           | 20-21 |
| 30. "White Shoes" Smith               | 21    |
| 31. Stretching Golf Shoes             | 21-22 |

### Locker Management

|  |       |
|--|-------|
| 1. Have Full Shoe Cart, Leave Lockers Better than You Found Them | 23    |
| 2. Shoe Trees' Purpose   | 23-24 |

|   |       |
|---|-------|
| 3. First Time Member Locker Rental                    | 24    |
| 4. Member Locker Move                                 | 24-25 |
| 5. Member Forgets Locker Keys                         | 25    |
| 6. Member Loses Locker Keys                           | 25-26 |
| 7. VIP Guest Locker Rental                            | 26    |
| 8. Cash Pay Outs to Lockers                           | 26-27 |
| 9. New Woman Golf Member with Golf Shoes Needs Locker | 27    |
| 10. Lock Box Repair                                   | 28    |
| 11. Wine to Member Locker                             | 28    |
| 12. Guest Locker Service                              | 28-29 |
| 13. Sons' Locker Dilemma                              | 29    |
| 14. New Woman Clubhouse/Social Member Needs Locker    | 29-30 |
| 15. Preparing for a Busy Day in the Men's Locker Room | 30    |
| 16. Member's Friend Becoming a Member, Locker Set Up  | 31    |
| 17. Handling a Guest Locker Shortage                  | 31    |
| 18. Locker Record Keeping                             | 31-32 |

## Amenities

|  |       |
|--|-------|
| 1. Shampoo Dilemma   | 33-34 |
| 2. Handling Depleted Towel Supply After a Shotgun Tournament | 34    |
| 3. Clear Wipes Intervention                                  | 34    |
| 4. Towel Management  | 35    |
| 5. Member Habit Management                                   | 35    |
| 6. Pandemic Amenities  | 35-36 |
| 7. Tweezer Needs   | 36    |
| 8. Member Injury Treatment                                   | 36-37 |
| 9. Locker Room Amenities                                     | 37    |
| 10. Toilet Stall Amenities                                   | 37    |
| 11. Symptom Reliever Amenities                               | 37    |
| 12. Candy Amenities  | 38    |
| 13. Print Amenities  | 38    |
| 14. Manicures and Pedicures                                  | 38    |
| 15. Lotions for Members                                      | 38-39 |
| 16. Sunscreens   | 39    |
| 17. "Socially Distanced" Amenities                           | 39    |

## Miscellaneous

|  |       |
|--|-------|
| 1. Belt Help                           | 40    |
| 2. Golf Bag Repair                     | 40-41 |
| 3. Helping Overburdened Members/Guests | 41    |
| 4. Celebrating Member Milestone(s)     | 41    |
| 5. Hole-in-One Celebration             | 41-42 |
| 6. Catering to Member Thirst           | 42    |
| 7. Grassy Problem                      | 42    |
| 8. First Time Guest Golfers            | 43    |
| 9. Member and Guest Farewell           | 43    |
| 10. Ice as Amenity                     | 43-44 |
| 11. Guest on a Tear                    | 44    |
| 12. Callous Cure                       | 44-45 |
| 13. Guest Pain Killer                  | 45    |
| 14. Pandemic Sunscreen                 | 45    |
| 15. Member Putter Prowess Celebrated   | 46    |
| 16. Staffer Listening Pays             | 46    |
| 17. A Member's Late Java Request       | 46-47 |
| 18. Outdated Shower Heads              | 47    |
| 19. Catering to One Member's Habits    | 47-48 |
| 20. Guest Foursome                     | 48    |
| 21. Member Search for a Seamstress     | 48    |
| 22. Member Needs Dry Cleaning Service  | 49    |
| 23. Mandatory Masks                    | 49    |
| 24. Prospective Member Tour            | 49-50 |
| 25. Member - Guest Tournament Leftover | 50    |
| 26. Locker Room Literacy               | 50    |
| 27. Java Vacancy Filled                | 50-51 |
| 28. Member Birthday Celebration or Not | 51    |
| 29. Golf Glove Gaffe                   | 51-52 |
| 30. Fine Dining Fiasco Solved          | 52    |

#### Member Misbehavior

|                        |       |
|------------------------|-------|
| 1. Member Towel Tale   | 53    |
| 2. Locker Bay Laziness | 53-54 |
| 3. Member Shoe Fury    | 54    |
| 4. Toothbrush Thief?   | 55    |





## Providing Exceptional Customer Service

### *Shoe Care*

A newly hired director of golf sat down with his veteran locker room manager for the first time. “Jim,” the DOG said, “I have no idea what you do all day.” When the LRM told the DOG how many street and golf shoes he shines/respikes daily, the DOG pulled out his calculator, figured several minutes per pair and concluded, “You must be spending about eight and a half hours a day just taking care of members’ shoes.” The LRM concurred.

Most managers that work in locker rooms do spend the majority of their time on footwear. That’s why, if you’re going to provide exceptional shoe service, you need to know what your options are so that you consistently surprise and delight your members/guests. The case studies below are designed to do just that. —Todd

**1. CASE STUDY:** *a member, Mr. Mense, drops by the shoe room with a dark brown pair of Sperry Topsiders with a dull finish with sole edges that were white, but are now more of a dirty cream color. Some of the dark brown threads that hold the shoes together on the top are fuzzy. The leather insole in the right shoe slides around as it has come loose from the bottom inside of the shoe.*

**AVERAGE SERVICE:** the attendant puts a neutral polish on the uppers, lets it dry and buffs it out on the electric buffer. Or saddle soaps the uppers, dries them, applies dark brown polish and buffs.

**EXCEPTIONAL SERVICE:** the manager cleans the shoes with saddle soap, wipes them dry, then applies a thin coat of Mr. Leather, let’s it dry for a few minutes, then buffs it out to a glassy shine on the electric buffer. He takes a suede brush with metal bristles along with saddle soap, scrubs down the sole edges and wipes them off so they look brand new. He then goes over them with Kelly’s Dry Cleaning Fluid to clean away any remaining dirt.

**TAKING IT UP A NOTCH:** the attendant does everything described above and trims the fuzz away from the threads in question with a scissors. He uses Barge Cement to glue down the insole. <https://www.youtube.com/watch?v=BXEbT7j7vG8>

**2. CASE STUDY:** *a member, Mr. Binger, brings in a pair of light brown, leather dress shoes that have leather soles with stains from petroleum/gasoline on the toes of the uppers. The stains cannot be removed.* <https://www.youtube.com/watch?v=PskuS0mphis>

**AVERAGE SERVICE:** the manager puts a thin coat of Mr. Leather on both shoes, allows to dry and buffs them out on the electric buffer. If the shoes are dry and require polish, he uses light brown and buffs them out. He puts brown Club Classic Liquid Polish on the sole edges. The staffer puts them in the member's locker when done.

**EXCEPTIONAL SERVICE:** the attendant asks the Mr. Binger how the stains got on the shoes. The member explains that when he was pumping gas he accidentally spilled some on them. The manager asks the member if the stains bother him or if he'd like the shoes polished as is. The member says he'd prefer to get rid of the stains. The staffer adds that the stains will not come out and that the only way to erase them is to dye the shoes black, but it takes a minimum of 2 days for them to be dyed and dried. The member opts to have the shoes dyed and wears his golf shoes home. The shoes are dyed black and returned to the member's locker (the staffer could charge as much as \$25 to dye them).

**TAKING IT UP A NOTCH:** When the final step of dying the shoes is done, i.e., putting a good coat of polish on, letting it dry and buffing it out is complete, the shoes can be made to look even better and waterproofed by putting a thin coat of Kelly's Instant Shine on the shoes. The attendant does so and puts the shoes in the member's locker.  
<https://www.youtube.com/watch?v=8gaLJptMIUM>

**3. CASE STUDY:** *Mr. Spence, a member, is sitting on the locker bay bench in front of his locker removing his golf shoes after his round.*

**AVERAGE SERVICE:** staffer waits until the member is done removing his golf shoes and leaves the locker bay. He then retrieves them, shines and puts them away.

**EXCEPTIONAL SERVICE:** when the manager sees Mr. Spence removing his shoes after the round, he walks over, asks him how he played, retrieves his golf shoes, cleans and returns the shoes to his locker.

**TAKING IT UP A NOTCH:** when the manager sees Mr. Spence removing his shoes he approaches him, asks how his round went, if he needs anything, asks if he can grab his golf shoes, cleans them and puts them away.

**4. CASE STUDY:** *a member, Mr. Buck, brings in a pair of white golf shoes for a new set of spikes.*

AVERAGE SERVICE: the attendant replaces the spikes and puts them back in the member's locker.

EXCEPTIONAL SERVICE: while the staffer is replacing the spikes, he notices that the white laces are dirty and so are the shoes. The manager cleans and shines the shoes, replaces the shoe laces and cleats.

TAKING IT UP A NOTCH: the manager does all of the above and asks the member what spike he would prefer to have put in as the staffer has two kinds of cleats that will fit his shoes. The staffer shows him the two spike choices, then installs the one the member chose. <https://www.youtube.com/watch?v=8ZuWQgY-GW0>

## Providing Exceptional Customer Service

### *Locker Management*

Another one of the duties of the locker room manager is obviously to manage the lockers in both locker rooms. That includes everything from assigning guest lockers on a daily basis to keeping accurate records so that every member has a locker that needs one. To moving a member from one locker to another should he or she prefer to be in a bay with a friend.

Of course, those are only a few issues related to locker management that the staff has to deal with. You'll find more below that will prepare you for additional issues related to locker management. —Todd

**1. CASE STUDY:** *an attendant takes a cart full of cleaned/shined golf shoes and heads into the locker room to put them in member lockers.*

AVERAGE SERVICE: the manager opens each locker and puts the shoes away.

EXCEPTIONAL SERVICE: the staff's motto is: *"always leave a member's locker in better condition than you found it."* When putting shoes away, if needed, he pulls all the shoes out and put them neatly in the locker, removing grass, debris and stains where needed.

TAKING IT UP A NOTCH: manager does the same as above, but if he sees loose shoe trees, he puts them in the member's most expensive/favorite pair of golf or dress shoes. He pulls out any dirty street or golf shoes and shines and returns them to the member's locker. If the attendant sees a loose pile of used socks (or sees them scattered about), he puts them in a shoe bag and puts them back in the locker or has them washed.

**2. CASE STUDY:** *a manager is putting away a pair of dress shoes and finds a pair of shoe trees upon opening the member's locker.*

AVERAGE SERVICE: the attendant puts the shoes away and leaves the trees for the member to put in.

EXCEPTIONAL SERVICE: the staffer puts the shoe trees in the shoes he just shined and cleans and straightens the locker.

TAKING IT UP A NOTCH: the staffer chats with the member when he gets in, asking if he'd like to get shoe trees for the three pair of golf shoes in his locker. The member says he would like that. The attendant has three pairs ordered by golf shop staff, puts them in the shoes when they arrive and notifies the member when he needs to pay for the trees. Or if he would prefer they be charged to his member account.

**3. CASE STUDY**: *a first time guest, Mr. Low, comes in looking for a guest locker.*

AVERAGE SERVICE: the manager tells the guest that there is one available in the 100 bay, which is closest to the shoe room and is the first turn on the right. The staffer tells him that the locker number is #119, has the keys in it and tells him how to find it.

EXCEPTIONAL SERVICE: when the guest arrives, the manager says he is expecting him and that he has a guest locker with his name on it. The staffer walks the guest to the locker, shows him the card on the locker with his name on it. And opens it to show him all of the amenities inside including candy, a shoe horn, a toothbrush, bandaids, Advil, Tylenol, Clear Wipe and Claritin. The manager shows the guest how to use the keys to the lock box inside the locker and the key to the outside of the locker.

TAKING IT UP A NOTCH: along with showing the guest his locker, he gives him a tour of the locker room, showing him where the bathroom/showers are, where the men's grill is and where all the amenities are. Finally, he asks the guest if he can take care of his golf shoes before he goes out. The staffer switches out the laces and spikes, shines the shoes and returns them the guest's locker.

**4. CASE STUDY**: *Mr. McDanald, a long time member, leaves a note on the manager's computer keyboard stating that he wants to move from locker #729 to #714 (the latter is an open locker currently used for guests). He notes that he has a 11:00 AM tee time that day.*

AVERAGE SERVICE: manager/attendant makes a mental note of Mr. MacDanald's request and gives him the keys to his new locker during his next visit to the locker room. He moves the name plate after the member moves his things into #714.

EXCEPTIONAL SERVICE: upon seeing the note, the manager/attendant grabs the keys to #714 and a screwdriver. He removes the member's plate from #729 and moves it to #714. Next he transfers the contents from #729 to #714, and puts the belongings in the latter exactly as they were in the former.

Next he calls Mr. MacDanald, informs him he got his note, that his name and locker contents have been moved to #714 and that he locked the locker (that is, if he normally locks it). The staffer lets him know he has the keys and will give them to him when he arrives for his 11:00 AM tee time.

When the member arrives, the manager gives him the keys, walks him to the locker and opens it, making sure everything is to his satisfaction. The attendant makes the change in the locker assignment book, in the Word version on the computer and in Jonas.

TAKING IT UP A NOTCH: if appropriate, you may call Mr. MacDanald and ask permission to transfer his belongings from the old to the new locker.

## Providing Exceptional Customer Service

### *Amenities*

Amenities are the products and services offered in the locker rooms at golf and country clubs that keep members coming back again and again. And what guests hear about that draws them to our facilities (it also includes such things as steam rooms and jacuzzis). Generally speaking, the more choices that members have in each amenity category (shave gels, aftershave, deodorants, colognes, perfumes, etc.) in the wet area and locker room alcoves the better, as long as the presentation is attractive.

When it comes to products for locker room bathrooms (like those mentioned in the categories above), there are five general ways to supply your wet areas. First, you can go with well known name brands that are advertised nationally. Second, you can order supplies from a country club wholesaler like *'Fore' Supply Company* (800-543-5430) and use their "*Club Classic*" brand. Third, you can use the same brand name or product line (for example, *American Crew*) for every product from shampoo to shave gel. Fourth, you can go with an upscale "spa line." And like using the same line in #3 above, spa lines include nearly every personal grooming product any man or woman could ever need, but generally cost more than the highest priced name brands. Fifth, you can use a mixture of all four, depending on your members' tastes and the limits of your budget.

Finally, what many managers like to do is find a product or service that is new or different for the upcoming year or season. It generates a sense of excitement and anticipation for the members and keeps them asking, "*What's new for this season?*" A question I get every year. —Todd

**1. CASE STUDY:** *A member, Mrs. Beau, drops by the shoe room counter and tells the attendant that she just took a shower and doesn't like the shampoo. She would like to have her brand in the stalls instead.*

**AVERAGE SERVICE:** the attendant politely says that the club cannot afford to put everyone's choice of product in the bathroom. And that the products in the bathroom will remain as they are.

**EXCEPTIONAL SERVICE:** the staffer says she is sorry that the member doesn't like the shampoo that the club has on hand. The manager asks the member what kind of shampoo he/she prefers. The attendant says she'll pick up a couple bottles (the staffer can also keep this a secret) and put them in the member's locker. And does so the next day.

TAKING IT UP A NOTCH: If possible, the attendant could also pick up the same brand conditioner and body wash and put it in the member's locker before she returns to the club.

**2. CASE STUDY**: *male members pour into the locker room after a shotgun tournament (120 participants) and use the Terry cloth hand towels under the sink and the paper hand towels on top of them in huge numbers.*

AVERAGE SERVICE: the locker room staff gathers up all the shoes that members are leaving on the floor and put them on the shelves in the shoe room. The staff waits for all the members to clear out of the bathroom before they go in and restock.

EXCEPTIONAL SERVICE: one locker room staffer gathers up all the shoes while the other goes in the bathroom and restocks both kinds of towels as the members use them. Where possible, he hands a towel to a member that has just washed up and is about to reach for one. Or puts one on the sink. If only one staffer is on duty, he does both tasks so members don't run out of product.

TAKING IT UP A NOTCH: as the manager replaces the towels and straightens amenities, he greets members by name as they enter the bathroom and ask them how their round went and/or how they placed in their flight. He asks some how certain, very difficult holes played and how members did on them. And who is in the "shootout."

**3. CASE STUDY**: *a guest, Mr. Topkee, stops by the service counter and is fogging up the lenses in his eye glasses in his mouth and using a Kleenex to clean them as he visits with the attendant. He's about to go play 9 holes.*

AVERAGE SERVICE: the attendant says nothing and lets the member clean his glasses.

EXCEPTIONAL SERVICE: the staffer points out to the member that there are Clear Wipes on the counter, hands him one and suggests he use it to clean his glasses.

TAKING IT UP A NOTCH: The manager asks nicely if he can see the glasses. He tears a packet containing a Clear Wipe open, removes it, and wipes down the guest's glasses. He hands him the glasses and tells him to play well.



**4. CASE STUDY:** *a member grabs a shower towel from the stack of several in one of the cubbies near the bathroom.*

AVERAGE SERVICE: the attendant cruises the locker room every half hour to an hour replacing shower towels as needed.

EXCEPTIONAL SERVICE: the manager replaces the towels within minutes of members/guests taking one.

TAKING IT UP A NOTCH: all towels are replaced as quickly as possible along with being embroidered with the club's logo.

**5. CASE STUDY:** *a new member, Mr. Brockman, that plays golf three times a week, takes a shower, changes and leaves each time.*

AVERAGE SERVICE: the attendant notices that the member has formed a routine and replaces the towels as they are being used.

EXCEPTIONAL SERVICE: the attendant notices that the member uses a large bath sheet, a regular size towel and a shower mat after each round of golf. He places all three on the member's locker bay bench just before he comes off the course.

TAKING IT UP A NOTCH: the staffer does the same, but puts all of the items in the member's locker and puts them in the hamper when the member finishes with them. He asks the member if there is anything else he needs during each visit.

## Providing Exceptional Customer Service

### *Miscellaneous Services*

Miscellaneous services includes many things that locker room managers consider outside the boundaries of their job responsibilities. Or that require skills the typical staffers do not have. However, it is often these services, many of them taking very little time and effort, that mean the most to club members. And that can result in substantial tips (if allowed).

**1. CASE STUDY:** *a member brings a black belt in and says he needs a hole punched in it because he's lost weight.*

AVERAGE SERVICE: the manager says he doesn't know how to punch a hole in a belt.

EXCEPTIONAL SERVICE: the attendant retrieves a leather hole punch from the shoe room, has the member show him where he wants the hole punched, and puts a hole in it for him.

TAKING IT UP A NOTCH: the staffer has the member remove the belt, and gives the member a pen so that he (the member) can mark the belt where he wants the hole to go. The attendant punches a hole in the belt. He then takes a bottle of liquid polish or a Sharpie and colors the raw leather in the hole black so it blends in with the belt. He takes the belt, puts polish on it, buffs to a glassy shine on the electric buffer, sprays it with Kelly's Instant Shine, then gives it back when it's dry and ready to wear.

**2. CASE STUDY:** *a guest brings in a golf bag with a hole in the ball pocket and asks if it can be fixed. He needs it in a couple of days to play off property.*

AVERAGE SERVICE: the manager says he doesn't do repairs on golf bags.

EXCEPTIONAL SERVICE: the staffer says he knows of a shoe repairman nearby that can fix the bag. He takes the bag out for the member, puts the charge on his bill and returns the bag to the outside service staff so that they can put it back in the bag room.

TAKING IT UP A NOTCH: the attendant tells the member that he can fix the bag that day. He pulls out a needle and thread and sews the hole closed and has the bag put back

in bag room storage. The next time the staffer sees the member, he informs him that he fixed the bag and had it put back in the bag room.

<https://www.youtube.com/watch?v=oEiSRIOYQH0>

**3. CASE STUDY:** *a member/guest is heading in/out the locker room doors with four pairs of shoes, socks, clothes, etc.*

AVERAGE SERVICE: the manager sees the member/guest and says hello/goodbye and thanks him for coming out.

EXCEPTIONAL SERVICE: the attendant asks if the person could use a couple of shoe bags, hands them to the person and he/she puts the belongings into them.

TAKING IT UP A NOTCH: the manager grabs a few bags and rushes over to the member/guest before he can get out/in the locker room doors. He opens each bag, takes the belongings from the member, puts them in the bags and hands them to him. And/or he takes the bags out to valet or member/guest's car for him.

<https://www.youtube.com/watch?v=LouxT55I7og>

**4. CASE STUDY:** *a member who is 89 shoots 86 for 18 holes.*

AVERAGE SERVICE: attendant enthusiastically congratulates Mr. Fitch on shooting below his age.

EXCEPTIONAL SERVICE: attendant congratulates Mr. Fitch on shooting below his age, ordered a plate with his name and score on it for the SHOT THEIR AGE OR LOWER board that holds the plaques for all members that have done it. Using a Brother Label Maker to make a clear tape with black letters that says, "Mr. 86" on it, and puts it on his locker name plate above his name.

TAKING IT UP A NOTCH: Spreads the word to golf shop staff and Mr. Fitch gets mentioned in the club's weekly video and monthly newsletter.

## Providing Exceptional Customer Service

### *Member Misbehavior*

I was initially hesitant about including member misbehavior in this book because members are paying substantial fees to be part of the country clubs that employ us. However, I believe that if members are not following club policy or are endangering the well-being of other members/guests, then we are obligated to step in. You may disagree with my opinion and that's fine. We all have to work from the values we believe in.

**1. CASE STUDY:** *after working out three times a week, a member, Mr. Stein, comes into the locker room bathroom. Each time, he takes a shower, shaves, uses several towels and leaves them strewn throughout the bathroom and a locker bay. Including leaving them in the entrance, soaking wet, to the shower stall he uses.*

**AVERAGE:** the attendant says nothing to the member. After all, part of the job is to pick up after members.

**EXCEPTIONAL:** after the manager sees the member come in, he pulls him aside and says, "Mr. Stein, I've noticed that when you come in, you use several towels. That's fine, but I've noticed that they get left on the bathroom floor, some of them in the entrance to the shower stall. I'm just concerned that one of our older members might not see them, trip, fall and hurt themselves. Would you mind picking them up when you're done?"

**TAKING IT UP A NOTCH:** It's suggested that you say something similar to the member that was noted above. Taking it up a notch in this case could be interpreted to get more intense and even angry at the member. Not suggested! Notice that the manager only used, "you" once, stuck with "I messages" and focused on the harm that could happen to other members. This situation really took place and the member's response was a positive one. He always picked up after himself after the attendant intervened.

**2. CASE STUDY:** *a member plays a round of golf with his regular foursome three times a week. He tees off in the late morning and finishes up in the mid afternoon, leaving his duffel bag and other belongings spread out on the locker bay bench. Another member, who teed off earlier and has a locker in the same bay, cannot find a place to sit down on the bench when he finishes playing golf. A fact he communicates to the locker room manager when he can put up with it no longer.*

AVERAGE: the attendant listens and says he hopes the members can work it out so that he doesn't have to deal with a cluttered bench.

EXCEPTIONAL: the manager reassures the complaining member that he will talk to the other member and that there are options available to solve the problem. The manager talks to the member, and he agrees to move his belongings so the other member can sit down.

TAKING IT UP A NOTCH: when the member responds positively, staff should communicate that they are grateful for his cooperation and really appreciate his making room for the other member.

## Conclusion

Since I've been working in my current locker room for 22 years and have had dozens of situations with members and guests come up, it was easy to jot down 10 - 12 each day, and 100 over the course of a few weeks. In fact, after I wrote the first edition I kept thinking of other case studies and had new ones happen at work.

You probably found yourself nodding your head as you read some of the case studies, because you've experienced the exact same things. I also hope that you've never experienced a few of the case studies in your locker rooms (like the member that was livid about too much white polish on his golf shoes). Further, that you have learned from the options given and will employ exceptional service and even "take it up a notch" when you have the opportunity.

A few points need to be made in closing. The first is that you probably noticed there were several cases under Locker Management that were about providing lockers for guests and assigning them to members. The reason for the repetition is because as staff, we only get one chance to make a good first impression. And it's essential we begin our initial contact with a new member or first time guest by exceeding their expectations.

Second, under Miscellaneous Service, I included such things as punching a hole in a belt to making a member's hole-in-one a memorable occasion. This was done as a way to show locker room staff that it's the little things that they do for members and guests that show just how much they care about them. As the old saying goes, "*Members don't care how much you know, until they know how much you care.*"

Third, if a member/guest makes a request of you when you are in another department of your club, take care of it with the same enthusiasm and willingness to serve as you would in your locker rooms. Members deserve the best service no matter what part of the club they are in, even if it isn't yours. It just may be you that has to provide it.

Finally, thanks to Bruce Barilla, friend and colleague, who contributed some case studies as well as critiqued parts of the book. I also want to thank the members of the association's Advisory Board for their feedback, which made this book even better. I'd like to express my appreciation to each one of them for reading the book and providing suggestions and feedback: Ron Bullard, Jr., Locker Room Manager, *Desert Highlands Golf Club*, Scottsdale, Arizona, Bobby Orr, Locker Room Manager, *Big Canyon Country Club*, Newport Beach, California, Luis Hermosillo, Locker Room Manager, *San Gabriel Country Club*, San Gabriel, California and Rick Pool, Locker Room Manager, *Mayacama Club*, Santa Rosa, California.

Thanks for purchasing the book! Drop me feedback at [yourlrma1999@gmail.com](mailto:yourlrma1999@gmail.com).

—Todd Dufek-LRMA President