

From Hotel Rooms to Classrooms to Board Rooms and Back

Leadership Lessons From A 30-Year Journey

VA1 Governor's Tourism Summit

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Chapter One: The early 80's

Early Memories of Hospitality and Tourism

Lesson One

Hospitality and tourism professionals are in the memory-making business.

We must never forget what a privilege it is to create the environment that leads to others' unforgettable experiences!

Chapter Two: The late 80's

Internships and Case Studies

Lesson Two

The best leaders and the best teachers remain humble and curious for decades.

Chapter Three: The early 90's

Real-life case studies

Lesson Three

Rapid growth is both fun and scary.

The very best decision-makers are disciplined and grounded in core values, even as the pace quickens.

Bonus lesson: When competitors decide to cooperate, communities thrive.

Chapter Four: 1993-1998

Back to School

Lesson Four

If we get comfortable surrounding ourselves with people much smarter than we are, our learning never ends.

Chapter Five: 2004

Building and Managing a Team

Lesson Five

Trust is the most valuable currency in the world of business. We must be willing to be vulnerable to others in order to achieve our fullest potential individually and collectively. The authentic you is good enough; let others see your true character.

Chapter Six: 2011

The Launch of C-Suite Conversations

Lesson Six

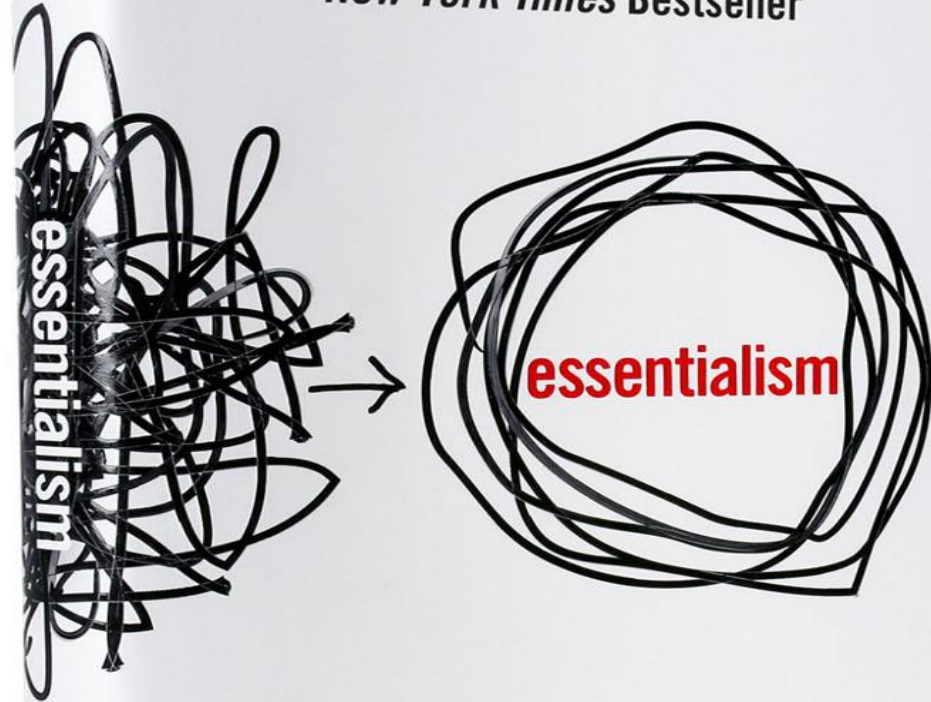
Great questions open doors.

Collect interesting people, study the threads of their conversations, find relevant questions that have not yet been explored, and jump in and ask them!

Chapter Seven: 2015

Time for a Break

New York Times Bestseller



essentialism

essentialism

GREG MCKEOWN



The Disciplined Pursuit of Less
GREG MCKEOWN

Lesson Seven

If you cannot respond to an opportunity with an enthusiastic “yes,” you ought to say “no.”

Chapter Eight: 2016-2020

On Boards



ACG[®] Richmond
Association for Corporate Growth



Lesson Eight

We can gain strong insight into an organization's culture by facilitating conversation among people at all levels around these two questions:

- (1) To whom do you feel accountable?
- (2) For what, specifically, do you feel accountable?

Chapter Nine: 2021-2025



Bon Secours



PFG Performance Food Group

NYCOM



Rappahannock Electric Cooperative
A Touchstone Energy® Cooperative 



Cherry Bekaert



CARmax

Lesson Nine

Provide opportunities for emerging leaders to be challenged. Some will succeed and some will not. Once you have identified those who have the talent and grit, bring them together in small groups for face-to-face learning opportunities and then ask participants to apply what they have learned.

Chapter Ten: The Future

My Next Thirty Years?



Lesson Ten

Keep going.

Please let me know how I can be helpful.

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