



Edward Leonard CMC

*Leadership vs.
Management/
Innovation vs. Creativity*

Chef to Chef

A Club+Resort *Chef*
CONFERENCE



Leadership vs. Management

Innovation vs. Creativity

Chef Edward G Leonard, CMC
Director of Culinary Operations Polo Club
of Boca Raton

Background

- Apprenticeship - London England - Paris France - Italy
- One of 72 “Certified Master Chefs in USA”
- Past ACF National President 2000 - 2004
- WACS Vice President 2004 - 2008
- Past National Team USA Manager 2000 - 2008 - Team Chef of World Hot Kitchen Champions IKA 2004

Career Highlights

- Trusthouse Forte Hotel & Catering Company North America & UK
- Sixty Four Greenwich Ave - 3 Stars NY Times & Cantare in Chicago 2.5 Stars Chicago Tribune
- Westchester Country Club, NY
- Le Cordon Blue North America Vice President
- The Polo Club, Boca Raton

- I have traveled over 60 trips in other countries competing, cooking, learning, eating and sharing my passion for a simple thing called food.
- At the end of the day I am a passionate chef who may be a teacher and a mentor but always remains a student of the craft.

I cook with water I do not walk on water



Innovation - Passion - Excellence

Culinary Pride



Today we shall discuss and share my thoughts and philosophy on the following;

Innovation versus creativity in your culinary program

- The Difference
- Why Both Are Needed For Short Term And Long Success Professional And For Your Club / Resort
- Change With Purpose

Leadership versus managing as a culinary leader

- The Difference
- Cause And Effect
- The Work Force Today And Why Culture Is Still Essential For Success

Managers - manage resources - processes - procedures - financials and people.

Managing is more about administering and making sure the day-to-day things are happening as they should.

As Chefs who manage we;
execute a vision: take a strategic vision and break it down into a roadmap to be followed by the team

Direct: day-to-day work efforts, review resources needed and anticipate needs along the way

We practice process management: establish work rules, processes, standards and operating procedures

We are people Focused: look after your people, their needs, listen to them and involve them

Leaders manage but have vision and a big picture plan.

Leadership is about getting people to understand and believe in your vision and to work with you to achieve your goals while managing is more about administering and making sure the day-to-day things are happening as they should.

Leaders take people to a place they would not have gone without their influence and mentoring as well leaders take their department or operation to new places by innovation and the ability to have a vision being an agent of change with purpose.

Traits of Leaders

Honesty & Integrity: are crucial to get your people to believe you and buy into the journey you are taking them on

Vision: know where you are, where you want to go and enroll your team in charting a path for the future
Inspiration: inspire your team to be all they can by making sure they understand their role in the bigger picture

Ability to Challenge: do not be afraid to challenge the status quo, do things differently and have the courage to think outside the box

Communication Skills: keep your team informed of the journey, where you are, where you are heading and share any roadblocks you may encounter along the way

Leadership vs. Management

- Leaders create a vision, managers create goals
- Leaders are change agents, managers maintain the status quo.
- Leaders are unique, managers copy.
- Leaders take risks, managers control risk .
- Leaders are in it for the long haul, managers think short-term.
- Leaders grow personally, managers rely on existing, proven skills.
- Leaders build relationships, managers build systems and processes.

Innovation vs. Creativity



Innovation vs. Creativity

- ▶ Creativity
- ▶ Not always sustainable
- ▶ Here today gone tomorrow
- ▶ Not always sensible
- ▶ Is an expression of ones self and their thoughts or taste
- ▶ Ego or its cool driven
- ▶ Innovation
- ▶ Foundation
- ▶ Sustainable
- ▶ Has a greater purpose
- ▶ Is an expression of ones self but thought out with practicality and the larger picture



Innovation vs. Creativity

There's a lot of confusion surrounding creativity and innovation.

“Creative types,” in particular, (CHEFS) claim that creativity and innovation can't be measured.

Performance and how we are measured, however, demands quantifiable metrics so you can identify what success looks like.

In a culinary and technical world that changes every day, it's imperative that chefs especially figure out the difference between creativity and innovation for long term success.

Innovation vs. Creativity

The main difference between creativity and innovation is the focus.

Creativity is about unleashing the potential of the mind to conceive new ideas.

Our creative concepts could manifest themselves in any number of ways, for chefs, they become something we can see, hear, smell, touch, and taste.

Creative ideas can also be thought experiments within one person's mind.

Creativity is subjective, making it hard to measure and making opinions along with personal preferences drive decisions.

Innovation vs. Creativity

Innovation, on the other hand, can be completely measurable.

Innovation is about introducing change and new (creative) concepts that can become viable and have sustainability and add to your member experience.

By identifying opportunity to brand, create change to enhance the member experience or an unmet need, your club can use innovation and apply its creative resources to add value or build top line revenue.

As chefs or F&B leaders we often chase creativity.
What we really need to pursue is innovation.

Theodore Levitt puts it best: “What is often lacking is not creativity in the idea-creating sense but innovation in the action-producing sense, i.e. putting ideas to work.”

Today's innovation Tomorrow's Inspiration

Why don't we innovate or push forward?

- Members don't want change
- Lack of trust
- Fear of failure
- Tolerance for new ideas
- Rigid member cultures

Why we need to innovate

- What happens outside our gates matters
- To create the member experience time and time again
- Have our members think of their club first when planning to dine out or celebrate with F&B
- Rather than merely keeping our club status quo, innovate, create and keep a member along with gaining new members

As Chefs

- ❖ Disregard your expertise & ego -
When your vision is based on your perceived expertise it is clouded and you may think why it will NOT work rather than how we can get it to work.
- ❖ Perfection is a nice goal but not realistic and stops from innovation, for new concepts over 70% success is great!
- ❖ Get your teams input and by in critical for long term success.
- ❖ We don't know what we don't know, read, learn, look at other industries even the ones you may roll your eyes at.



Innovation

Branding

Concepts that fill a market niche or growing lifestyle change

- Food Halls
- Plant Based Foods
- Global Flavors Even If QSR
- Giving Choices
- Nut And Grain Milks

Taking A Known Favorite And Remaking It

- Meatless Burgers
- Sandwiches
- Flourless Pizza Crust
- Non Alcoholic Beverages
- Cold Brewed Coffee



Innovation



Creativity

Plant Based

MEDITERRANEAN ZUCCHINI NOODLE PASTA 19

Sautéed Mushrooms, Cipollini's, Tomatoes, Charred Cauliflower

VEGETARIAN MEATBALLS & WHOLE WHEAT SPAGHETTI 19

San Marzano Tomato Sauce, Whipped Ricotta, Parmesan

ROASTED HEIRLOOM CARROTS VADOUVAN 18

Fresh Chickpeas, Greek Yogurt, Lemon, Almond Broth

SUSHI

CLASSIC ROLLS

California Roll ...10

JAPANESE CREAM, AVOCADO, CUCUMBER, RICE, NORI

Spiroy or Plain Tuna Roll ...12

ARTICHOK, MISOYAKI SAUCE, NORI

Spiroy or Plain Faroe Salmon Roll ...12

SOYBEAN PASTE, SALMON, MISOYAKI SAUCE, NORI

Rainbow Roll ...14

CALIFORNIA ROLL, TUNA, FINNACHT, SALMON

Shrimp Tempura Roll ...12

CRISPY TEMPURA SHRIMP, AVOCADO, CUCUMBER, RICE, MISOYAKI SAUCE

Atlantic Roll ...12

BAKED SALMON, SPICY RICE, CUCUMBER, TEMPURA FLAKES, EEL SAUCE

SIGNATURE ROLLS

Lobster Volcano Roll ...28.95

AVOCADO ROLL OF PICKED MAINE LOBSTER MEAT

ENGLISH CUCUMBER, AVOCADO, TOPPED WITH

BAKED SPICY LOBSTER SALAD, EEL SAUCE

Tuna Lover Roll ...14

SPICY TUNA, SCALLOPS, TEMPURA FLAKES,

CORNBREAD, TUNA SALAD, POKED SALAD

Polo Garden Roll ...9

AVOCADO, PICKLED CUCUMBER, ASPINACH, CARROTS,

SOY PASTE, CORNBREAD, ORIENTAL DRESSING, SESAME DRESSING

Double Salmon Roll ...15

HEIRLOOM CARROTS, CUCUMBER'S, AVOCADO,

SCALLOPS, SALMON TERIYAKI

Fernando's Dragon Roll ...16

SHRIMP TEMPURA, AVOCADO, CREAM CHEESE, CUCUMBER,

TOPPED WITH CHOPED EEL SALMON, TUNA OR EEL, EEL SAUCE,

SPICY MISOYAKI SAUCE

Polo Roll ...15

CALIFORNIA ROLL TOPPED WITH SPICY TUNA,

TEMPURA FLAKES, SCALLOPS & SPICY MAINE

Chef Fernando's Special of the Week ...M*

CRAFT KITCHEN

SUSHI AND CHEF INSPIRED EATS

HAND HELDS

Pub Burger 10 oz. ...14

PULLO'S BUTCHER BLEND BURGER, BUNNER LET UP,

BRINCHED ROLL

Craft Kitchen Reuben ...14

HALF POUND CORNED BEEF, BRAISED ONIONS & SAUERKRAUT,

SWISS CHEESE, 100% ISLAND DRESSING, HOUSE MADE RYE BREAD

Kosher Hot Dog ...9

BEYON, MUSHROOM, SAUTÉED, GRILLED BEAN

Chicken Sandwich ...12

GRILLED BASTARD BREAST, AVOCADO, TOMATO,

WHOLE WHEAT BUN

Fishwich Sandwich ...12

BEER BATTERED COD, OLD BAY AEGLE,

GRILLED POKED RICE, AVOCADO, CELERY, CARROTS,

WHOLE WHEAT BUN

Lobster Roll Sandwich ...19

PICKED MAINE LOBSTER MEAT SALAD,

GRILLED NEW ENGLAND STYLE BEAN

Brisket Grilled Cheese ...16

SUICED BRANZINCHI HOT BRISKET, MELTED HAMMILL,

CARAMELIZED ONIONS, POPPYSEED POPPYLET, MUSHROOM AEGLE,

TOASTED SOURDOUGH

Vegan Burger - Gluten Free ...10

PLANT BASED-BUNNER, GARLIC, LETTUCE,

TOMATO & AVOCADO, GRILLED BEAN

SELECT ONE SIDE

BAKED BEANS, BAKED SWEET POTATO,

BAKED POTATO, CHARRD BROCCOLI, COLICAR, FRENCH FRIES

SOUPS & ARTISAN SALADS

Chicken Vegetable Soup with Matzo Ball ...5

Soup of the Evening ...6

Miso Soup ...6

Kale & Rotisserie Chicken ...16

CHOPPED CHICKEN, SAUCE, DRESSING, CHICKEN,

ROASTED POTATO, WHOLEWHEAT, FRESH HERBS, BREAD

Asian Tuna Bowl ...18

SCALED AND TUNA, SWEET POTATO NOODLES, SHIRAZI,

BEAN SPROUTS, BABY CORN, SHAP PEEK, SESAME DRESSING

Cobb Salad ...16

CHOPPED CHICKEN & BUNNAGE, SAUCE, CHICKEN,

ROMANCO, CUCUMBER, CHOPPED BACON, CHOPPED ONI,

CRISPERED CUCUMBER & RED ONIONS

Golden Salmon Salad Bowl ...16

PAN SCALED SALMON, POLO HONEY & MUSHROOM SLICE,

MAPA CARAMEL, SEM LETTUCE, CARA CARA ONIONS,

CUCUMBER, BROCCOFLOREZ, BEANS, SHIRAZI,

RICE CACIOWE, POKED CROUSTY VINAIGRETTE

Japanese Sunshine Salad...6

BAKED ONIONS, STRAWBERRY, MUSHROOM, CHICKEN,

PIZZAZZLE, CARAMEL ONIONS, BREAD

Caesar Salad ...6

BUNNAGE, FRESHYAK, CREAMY CAESAR DRESSING,

CROUTONS, WHOLE WHEAT BREAD

Chopped Salad ...7

GENERAL, BUNNAGE, TOMATOES, EEL, BACON,

CHICKEN, RED ONION, CUCUMBER

PROTEIN ADD ONS:

Grilled Chicken ...7

Salmon ...12 Four Strip ...18

2019-2020

THE CROWN ROOM

6:30 P.M.

Polo Vina CALENDAR

SUNDAY, NOVEMBER 17TH 2019

Epicurious Wine Tasting

SUNDAY, DECEMBER 8TH 2019

Cellar Wine Dinner

SUNDAY, JANUARY 19TH 2020

Epicurious Wine Tasting

SUNDAY, FEBRUARY 9TH 2020

Epicurious Wine Tasting

SUNDAY, MARCH 15TH 2020

Cellar Wine Dinner

CHEF'S DEMO

Monday, February 3, 2020

1:00 - 3:00 p.m. in The Laurels

Reservations open December 31st | \$50 per person | Resort Casual (Jeans Permitted)

Call Reservations at 561-995-1185





Innovation Sessions an Investment in Success



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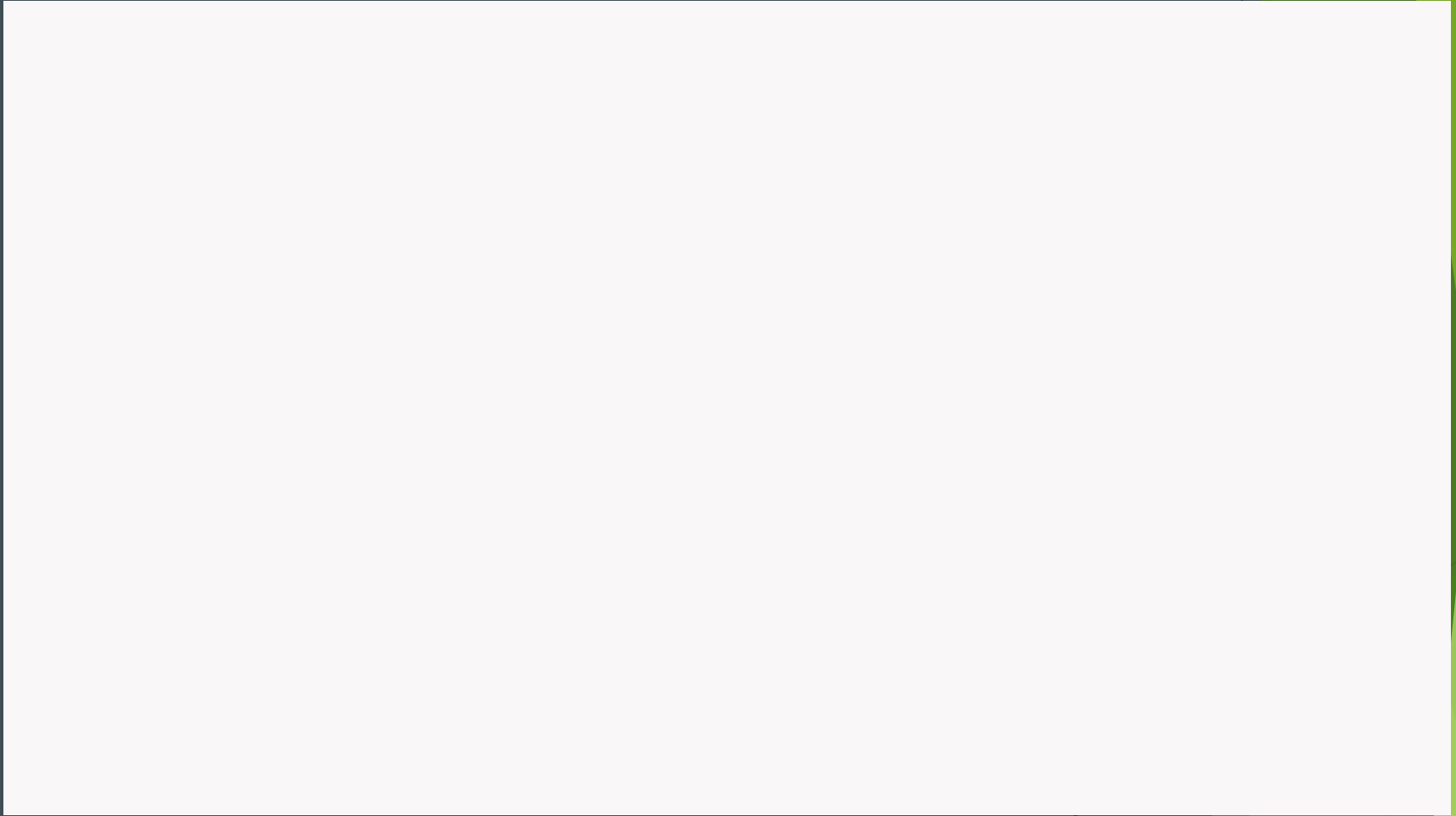
Innovation an Investment in Success



Innovation will Deliver The Experience

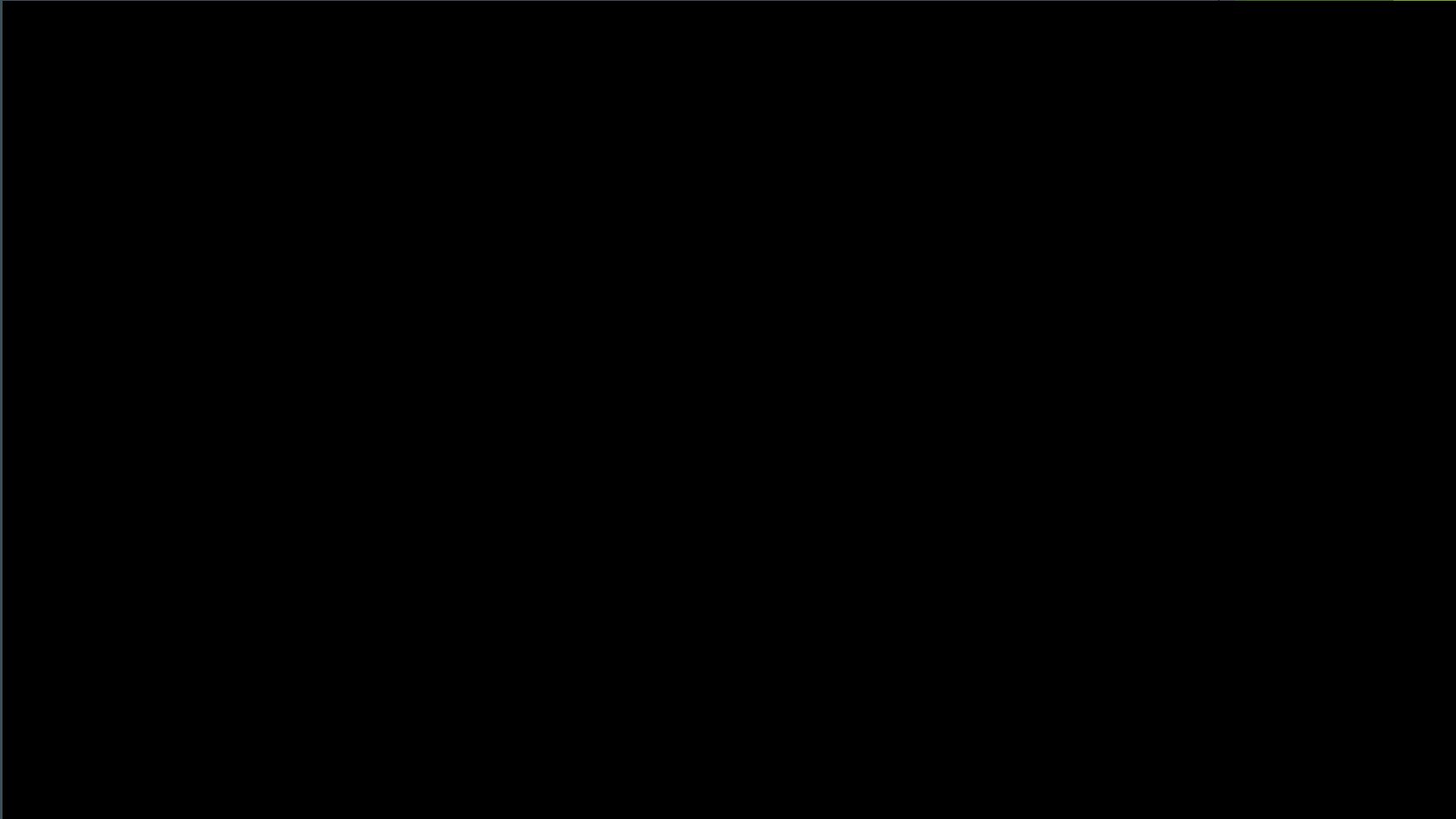


Big Picture Innovation



Take Risk – Steeplechase





Summary



- Clubs need purposeful change that creates opportunities for growth and attracts future members while still pleasing the present demographic.
- Innovation & Leadership Drive Success
- Learn from the commercial sector and adapt as needed.
- Keep current
- Stay connected
- Have passion
- Balance in hospitality is important
- Relationships matter

Thank You For Coming



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Have A Great Conference!