

Chef to Chef

A Club+Resort *Chef*
CONFERENCE

The Broadmoor

MARCH 8 - 10, 2026

COLORADO SPRINGS, COLORADO



How to Not Kill Each Other

A Chef & GM Conversation

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CEO/GM - Farmington Country Club

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Executive Chef - Farmington Country Club

2026



At the Start...

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A Club*Resort Chef
CONFERENCE

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Looking For “The One”



- Lens of a Relationship
- Past Baggage
- Make Me Better

At The Start



2026

At The Start



2026

Classic Relationship Issues



- Money
- Respect & Care
- Communication

Shared Experience....

Not Couples Therapy



2026

Money

(Key Business Matters)



2026

Our Commitment

*Resources and Support Will Be Provided...
And Used Responsibly*



2026

Respect

(Got Each Other's Back)



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*“You Don’t Have To Do Each
Other’s Job...*

*But You Do Have To Respect
What It Takes To Do It Well!”*



2026

Our Commitment

The Qualified Yes!



2026

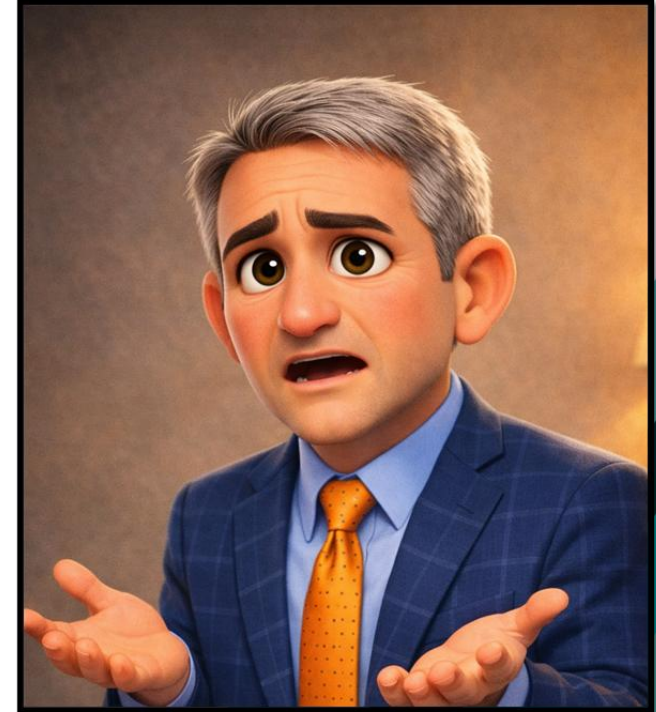
Communication



2026

Things You Might Hear A General Manager Say

- “Can We Simplify This?”
- “We Have To Accept The Gray Area.”
- “We Need To Keep An Eye On Food Cost.”
- “We Got A Couple Of Complaints On This.”
- “We Got Some Feedback On The Menu”
- “Can You Give Me Some Insight Into Why Our Financials Ended Up This Way?”



GM Says

- “Can We Simplify This?”
- “We Have To Accept The Gray Area.”
- “Need To Keep An Eye On Food Cost.”
- “We Got A Couple Of Complaints On This.”
- “We Got Some Feedback On The Menu”
- “Can You Give Me Some Insight Into Why Our Financials Ended This Way?”

Chef Hears

- “Stop trying to be so creative”
- “Rules & Process Don’t Matter.”
- “Stop Using Quality Ingredients.”
- “I don't think this dish is good.”
- “Your Life’s Work Has Been Questioned By an Adult Who Orders Chicken Tenders.”
- “You are clearly not in control of the budget.”

THINGS YOU MIGHT HEAR A CHEF SAY

- “I Don’t Have A Seat At The Table”
- “They Never Invest In The BOH”
- “I Should Report Directly To The Gm”
- “Reality Is Completely Different Than What They Led Me To Expect”
- “They Just Don’t Understand”
- “Cooking Is An Artform!”
- “Menus Are Too Large For Kitchen Capacity”



- “I am expected to be on call at all times”
- “They say yes to every crazy member request”
- “We don’t have enough staff to meet demands, but the demands stay the same”
- “There is no communication and we are just expected to make it happen”
- “Expectations are not in line with the resources provided”

Chef Says

- “I Don’t Have A Seat At The Table.”
- “I Should Report Directly To The GM.”
- “They Say Yes To Every Crazy Request.”
- “They Just Don’t Understand.”
- “Cooking Is An Art Form!”

GM Hears

- “Why Wasn’t I Consulted On Entire Club Decisions?”
- “The Org Chart Should Change For Me.”
- “I Don’t Think You Care About Us!”
- “You Don’t Appreciate The Pressure You’re Under.”
- “Food Cost Is About To Go Up.”

“Best Relationships Don’t Avoid
Problems,

They Talk About Them Before
They Become A Crisis.”



2026

Our Commitment

*Understanding Each
Other's Perspective*





Keys To Success

- ✓ Trust
- ✓ Qualified Yes
- ✓ Seek to Understand

Counselor May Say

*And Every Once In A While...
Someone Has To Say:
'You're Right!'*

*Stronger Together
....Than Apart!*



2026

F&B Operational Growth

2012

\$3.8M



2025

\$7.5M



2026

What We Have Earned

- Annual F&B Capital Budget \$1M+
- New Main Kitchen \$10.5M+
- 2 Grill Kitchen Renovations \$7.5M+
- Poolside Kitchen Renovation \$1M
- BOH Team Growth Doubled



2026

NEW KITCHENS



2026

NEW GRILL DINING ROOM



2026



Relationship Status

....Less Complicated

Thank You and Come Visit Us!

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