

## The “External Intern” Program

- 1. Purpose:** To provide a mentored work experience with rigorous formal and informal reflective opportunities between the intern and the management team. The general manager is committed to making each intern a “reflective practitioner”---that is, someone who experiences and then thinks deeply about what they’ve experienced. He will be directly involved in the mentoring process and will guide the formal classroom and the informal daily debrief sessions.
- 2. Work Experience, Mentored Work Experience or Internship???** Students need to ask which of the three “intern experiences” they want during the summer months. Work experience is just that---you work then exit when the shift is over. The mentored work experience requires a debrief with the general manager or his assistant at the end of one’s shift each day. The most rigorous program and the one designed for committed “professionals in training” is the internship wherein one works at several different jobs concurrently (positional, not rotational!), has a daily debrief, is required to attend two classroom sessions each week, has extensive readings both within and outside the industry and is required to write a paper each week. The last is the focus of this outline.
- 3. School Credit for the Summer Internship:** The Beach Club’s summer internship is rigorous and has been endorsed as an “internship” by every university having had students in the program. All administrative issues relating to the program, however, are the sole responsibility of the student. The general manager, of course, will fully cooperate with the faculty representative to ensure that credit is received when earned.
- 4. Attitude:** Attitude is the way one sees an experience. A “hospitality personality” is a “people person,” positive, enthused, dynamic. Successful interns see “the big picture” in details, see the human and organizational condition while washing dishes and “dig it” while slogging through a pile of grease encrusted pans. Negative or cynical personalities diminish The Beach Club experience for themselves and for everyone they encounter at the club. Such people will be dismissed “with prejudice.”
- 5. You Can Lose Your Job:** Interns will be judged by the same standards as all other employees. If they do well, they will remain employed. If they do poorly, they will be dismissed.
- 6. Pay:** Students will be paid on an hourly basis with overtime and holiday pay as applicable. Students can anticipate working between thirty five and fifty hours per week, depending on business.
- 7. Work Assignments:** Jobs will be positional and not rotational. However, the internship is configured to give a “rotational experience” to each student by assigning them, at a minimum, three different summer long positions. The intern won’t rotate between departments every two weeks---which is guaranteed to alienate full time staff----but will experience three different departments weekly as part of their fixed summer long schedule. They will become an integral part of three distinctly different teams in three distinctly different departments. Each assigned job is a “real job” needing to be filled by a summer employee. There are no “make work” assignments. At least one of those jobs will be managerial in nature. **Note:** the general manager believes that there are no dead end jobs, only dead heads who happen to be employed. Each assignment can be a prism into the club condition. “The right way of seeing” will be nurtured by the general manager and his assistant.
- 8. Daily Debriefs:** At the end of each shift, the general manager or one of his two assistant managers will sit with the intern for fifteen minutes to “debrief” them on the day’s events.
- 9. Classroom Time:** Interns will have two hours of classroom time each week. Lectures and “directed discussion” will be handled by the General Manager and his Assistant Manager. Reading assignments will be given each week in preparation for the classroom discussion. Writing assignments will be

given weekly, will be distributed to others in the class and will be reviewed and discussed collectively. Attendance is compulsory and is unpaid.

10. **B.C.U. (Beach Club University) Classroom Time:** Interns will be required to attend the weekly two hour B.C.U. session (note: this is a year round program independent of the summer internship) provided for the management team and the club's "Upwardly Mobile Internal Interns." As with other employees in attendance, interns will be paid for these two hours. Attendance is compulsory.
11. **Senior Staff Meetings:** The intern needs exposure to the management team, their dynamic and their issues. The intern will be required to attend the weekly senior staff meeting and to become an active participant in their discussions.
12. **Readings:** Interns will be reading from the manager's White Paper Anthology, from his "Required Background Reading List," will read the weekly Update and the monthly club newsletter. A copy of the "Required Reading List" is attached for your review. Assignments must be read and each intern must be prepared to discuss highlighted issues each week during "Interns Only Classroom Time." Each intern will be given a free copy of the Anthology and may read the required readings from the B.C.U. lending library. **Interns must have an enthusiasm for reading, for analyzing what they've read and for discussing those readings in detail.**
13. **Writing Assignments:** Students will have a weekly writing assignment addressing "global issues" present in their daily work experience. **Interns must have an enthusiasm for writing since the general manager believes that writing skills are fundamental to the successful business professional.**
14. **Club Tours:** B.C.U. conducts one tour of another club per month. Interns are required to attend the weekly B.C.U. sessions and will, therefore, get three club tours as part of the B.C.U. program. In addition, the interns will have two tours exclusively for the interns during the summer as part of their scheduled weekly classroom time. These tours will be the subject of exhaustive analysis during the two scheduled classroom meetings each week.
15. **Housing, Food, Entertainment and Transportation:** The student is responsible for finding their own housing, feeding themselves, locating entertainment and getting from their "home" to the club. The club can advise and assist but will not provide for any of these four things.
16. **Clothing and Uniforms:** Uniforms will be provided as required by the various departments of the club. Interns should bring a white shirt, black shoes, black socks, black pants / skirt and a black tie for use while serving in the dining room. Interns should bring one "professional outfit" with them to wear during club tours and for specific management assignments within the clubhouse. The Beach Club is a conservative institution and dress, grooming and behavior should reflect that fact.
17. **Interested???** No student is accepted as an intern without a comprehensive interview by the management team. To explore the possibilities of an internship further and to set up an appointment with the management team, please contact the General Manager (that's me, Gregg Patterson) at the following e-mail [address---gipair@aol.com](mailto:gipair@aol.com).
18. **Attachments:** My required reading list is as follows-----

**The Background and On-going Reading List  
For  
Business Professionals**

Understanding the human condition is fundamental to both the marketing and the management “imperatives.” Each manager generates a list of background materials he or she believes to be fundamental to their understanding of people, the relationships between people and the organizations they create to achieve particular ends. There are no “absolutes” beyond the pursuit of a liberal---meaning wide ranging and comprehensive--- perspective. My list is intended to provoke discussion, flesh out alternatives, stimulate reflection. Club managers, and probably professionals in general, would benefit from this type of broad based liberal education.

My background reading list is used to prepare my management team, summer interns and “upwardly mobile internal interns” for a career in club management. The intent is to identify “the great issues” which are constants in the understanding of the universal human and organizational condition. To empathize with people, both employees and members, one needs to understand these constants. The background reading list should help one do that.

My ongoing reading list, by contrast, is a “must do” for club management professionals. These business publications keep one apprised of developments in operations, trends and current conditions in the industry. The “non-industry” readings are intended to stimulate curiosity as well as provoke “outside the club management box” thinking. To respond to “the world” one must be aware of what’s happening in that world. These readings provide that awareness.

#### **Background Readings and “Viewings”:**

1. ***Hoosiers***: a movie, but nonetheless the finest “anecdotal management experience” available on any book / movie shelf.
2. **Burmese Days-----George Orwell.**
3. **The Prince-----Machiavelli**
4. **On Human Nature----Edward O. Wilson**
5. **Consilience---- Edward O. Wilson**
6. **The Theory of the Leisure Class--- Thorsten Veblen**
7. **Civilization and It’s Discontents---Freud**
8. **Tuesdays with Morrie---Mitch Albon**
9. **Travels--- Crichton**
10. **Essays--- Montaigne**
11. **The Old Testament---*Note: must be read as a revelation of the human condition and not as a religious text. This might be difficult for some and this one should therefore be considered “optional.” However, I’ve found most of the great themes in people and organizations discussed at great length in the Old Testament. The key is how one is “mentored” through its reading.***

#### **On-Going Reading List:**

1. **Two General Hospitality Magazines:**
  - a. **National Restaurant Association Monthly.**
  - b. **Restaurants and Institutions.**

2. Three club industry “general readership” magazines.
  - a. Club Management Magazine
  - b. Board Room Magazine
  - c. NCA Director Magazine.
3. Three industry “newsletters” giving focused input into one’s “niche market.”
  - a. The Private Club Advisor.
  - b. Exclusively for the Private Club.
  - c. Club Management Perspectives.
4. A fiction book---unabridged audio books acceptable.
5. A non-fiction, non-industry book.
6. The Wall Street Journal.
7. The local newspaper.
8. A national newspaper---U.S.A. Today or New York Times.
9. Time Magazine.
10. Forbes.
11. Vanity Fair.
12. Harvard Business Review.
13. The Hoover Digest.
14. Two non-industry “personal passion” magazines.