

2025   
Tourism Day Summit



# KEYNOTE

Treat 'Em Like Dogs!  
Leadership Lessons from Man's Best Friend

Presented by



# 2025 Tourism Day Summit



## KEYNOTE

Treat 'Em Like Dogs!

Leadership Lessons from Man's Best Friend

## Tom Ray

Certified Speaking Professional,  
Amazon Best Selling Author, &  
Executive Vice President, JDA.media



# Treat 'Em Like Dogs!

Tom Ray, JDA.media



TOM RAY

BRANDING IS OUT

RESULTS ARE IN!

LESSONS FOR THE  
LOCAL ADVERTISER





LAST

Raise your hand if you lead a  
team of 2 or more...



Love at first  
sale/booking!

---





# Great review, mentioned by name!

---



Philip C wrote a review Oct 2024

York, Maine • 618 contributions • 397 helpful votes



## Kim and Leslie (honorable mention)

It's nice to arrive at a hotel after a long day of travel and be met with an efficient check-in and, in this case, a great sense of humor! Kim was delightful and was training Leslie in the art of putting a smile on the customer's face. The room was spacious and clean - perhaps due for a bit of updating in the TV/entertainment domain (we are in the age of streaming and the "remote for idiots") prevents one from plugging in their own Roku. But overall a great stay and will put this on our road travel stop menu.

[Read more](#) ▾

**Date of stay:** October 2024

This review is the subjective opinion of a Tripadvisor member and not of Tripadvisor LLC. Tripadvisor performs checks on reviews as part of our industry-leading trust & safety standards. Read our [transparency report](#) to learn more.



0

**Atta Girl!**







- Missed opportunities
- Lazy shortcuts
- Selfish
- Poor execution
- Repetitive errors
- Disregard for procedure
- Unethical practices

**GET IN  
HERE  
NOW**



**Get  
out  
of my  
office!**

# Paradoxical Dilemma!

---

“Why don’t you just get rid of them?”

“I can’t. I need the bodies!”





What's the  
solution to  
treating your  
team  
properly?



Treat 'Em  
Like Dogs!

---







# Raise your hand if you've ever cared for a dog!

---

- Dog people tend to be outgoing
- High socializers
- See the positive in people
- Energetic
- Strong sense of duty



# Raise your hand if you have a dog!

---







Do you love your dog?





Darn right  
you do!






# We love our dogs!

---

You chose them to be part of your family



We love our  
dogs!

- We choose them
  - We show affection
  - We give them structure and routine
  - We reward good behavior
  - We dish out discipline when we need to
  - We chose them and it's up to us to grow them
  - Just like the members of our teams!
- 



We should  
treat our  
teams like  
dogs!

---





The Churches of New  
Skete, Cambridge, NY







A photograph of three monks in black robes and caps sitting in a grassy field with three German Shepherds. The monks are smiling and looking towards the camera. The dogs are also looking towards the camera, with two of them having their tongues out. The background is a dense thicket of green foliage.

# The Monks of New Skete

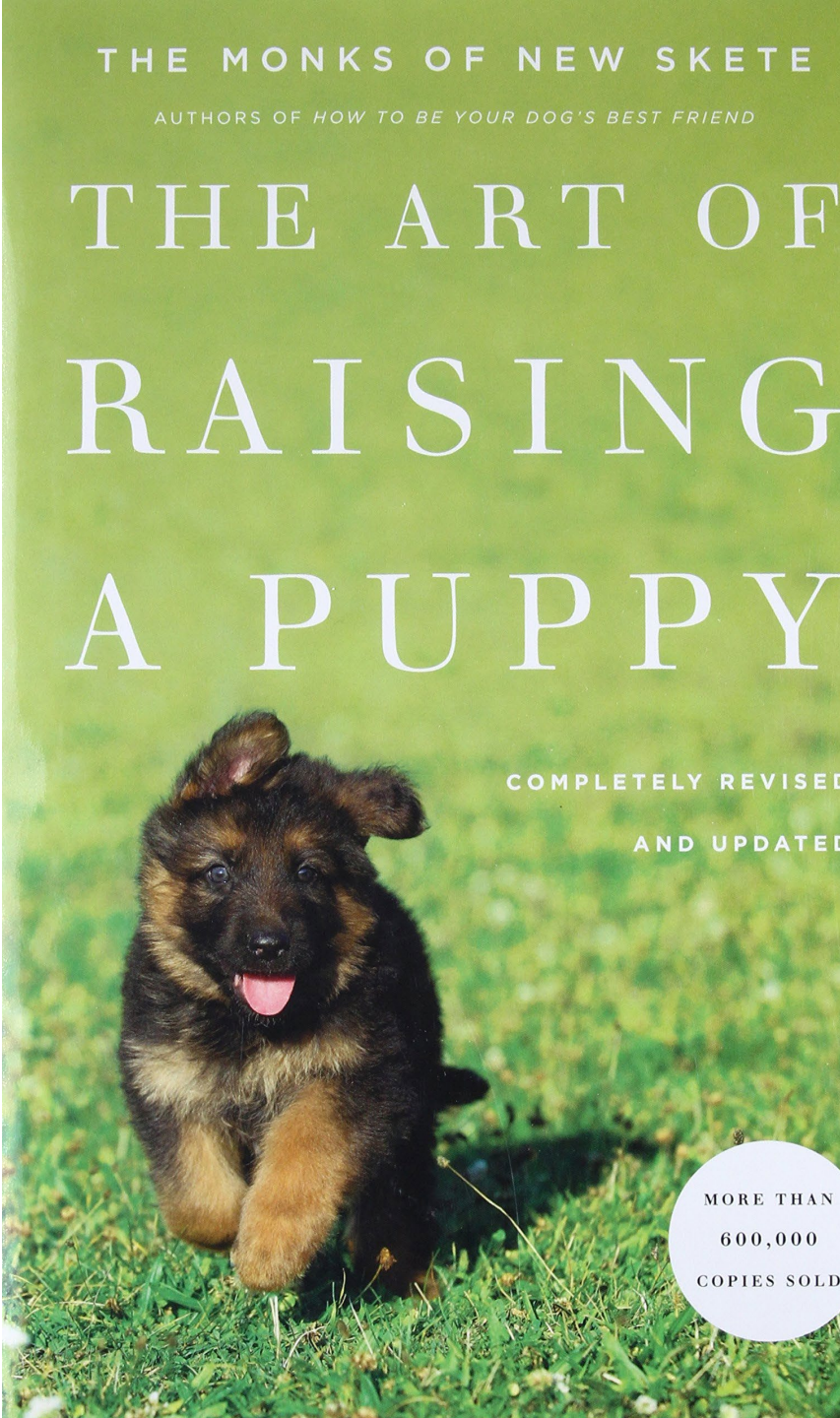




THE MONKS OF NEW SKETE  
AUTHORS OF HOW TO BE YOUR DOG'S BEST FRIEND AND THE ART OF RAISING  
AND MARC GOLDBERG

THE  
ART  
TRAIN  
YOU  
DOG

HOW TO GENTLY  
GOOD BEHAVIOR  
USING AN E-LEADER

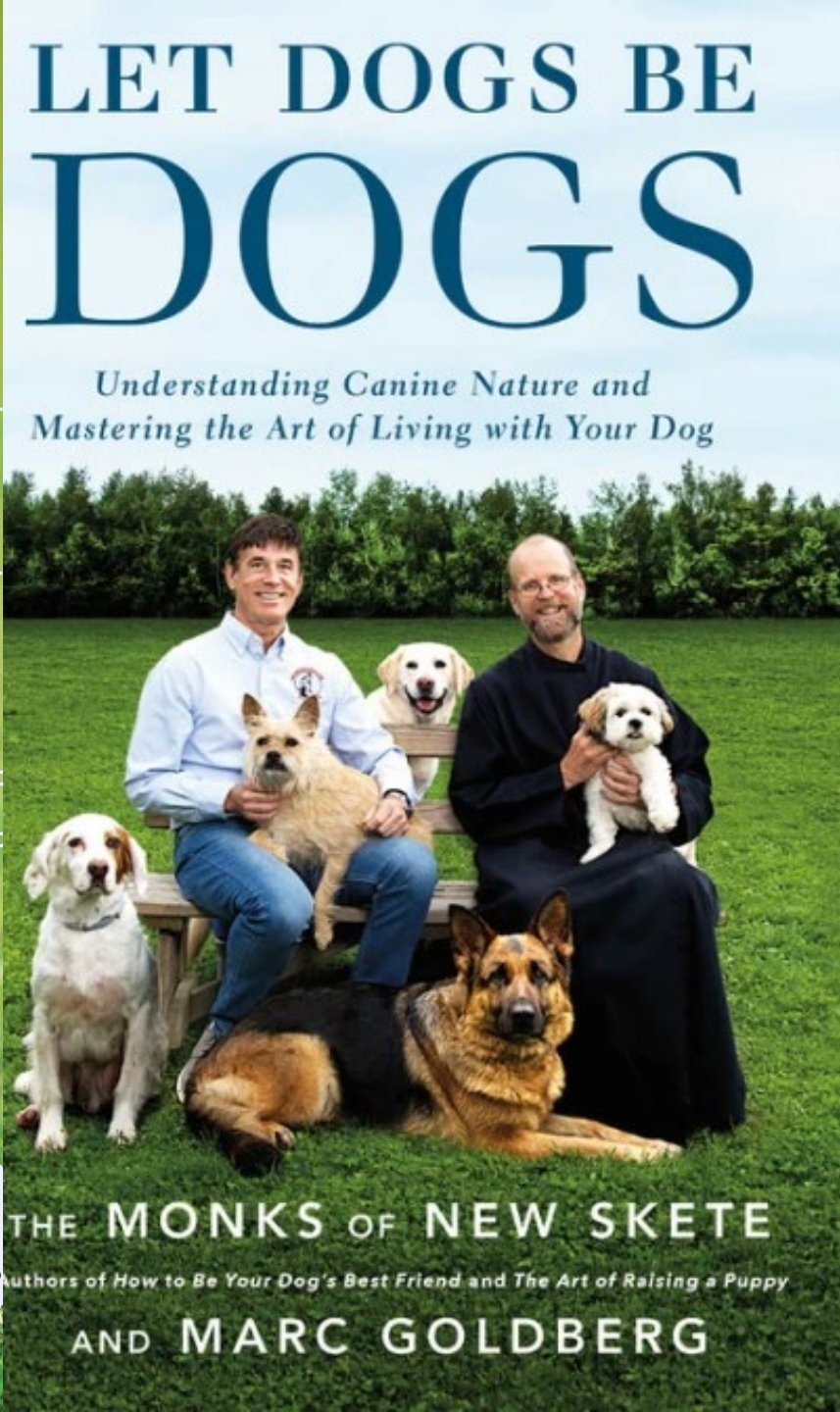


THE MONKS OF NEW SKETE  
AUTHORS OF HOW TO BE YOUR DOG'S BEST FRIEND

THE ART OF  
RAISING  
A PUPPY

COMPLETELY REVISED  
AND UPDATED

MORE THAN  
600,000  
COPIES SOLD



LET DOGS BE  
DOGS

*Understanding Canine Nature and  
Mastering the Art of Living with Your Dog*

THE MONKS OF NEW SKETE  
AUTHORS OF HOW TO BE YOUR DOG'S BEST FRIEND AND THE ART OF RAISING A PUPPY  
AND MARC GOLDBERG



A photograph of two men standing outdoors in a wooded area with autumn foliage. The man on the left is wearing a brown flat cap and a dark jacket, looking towards the camera. The man on the right is wearing a dark flat cap and a dark jacket, looking down. A white text overlay is centered over the image.

“Would your training techniques transfer to managing a team?”\*







## Brother Peter

“I’m teaching the team member and while I am doing that, I’m forming a bond...and I’m assuming responsibility for the care and development of this team member.”

Brother  
Christopher

“...I try to  
give them  
the tools  
they need to  
work well...”



For a  
successful  
relationship,  
you've got  
to be the  
leader.

-Brother Christopher

---

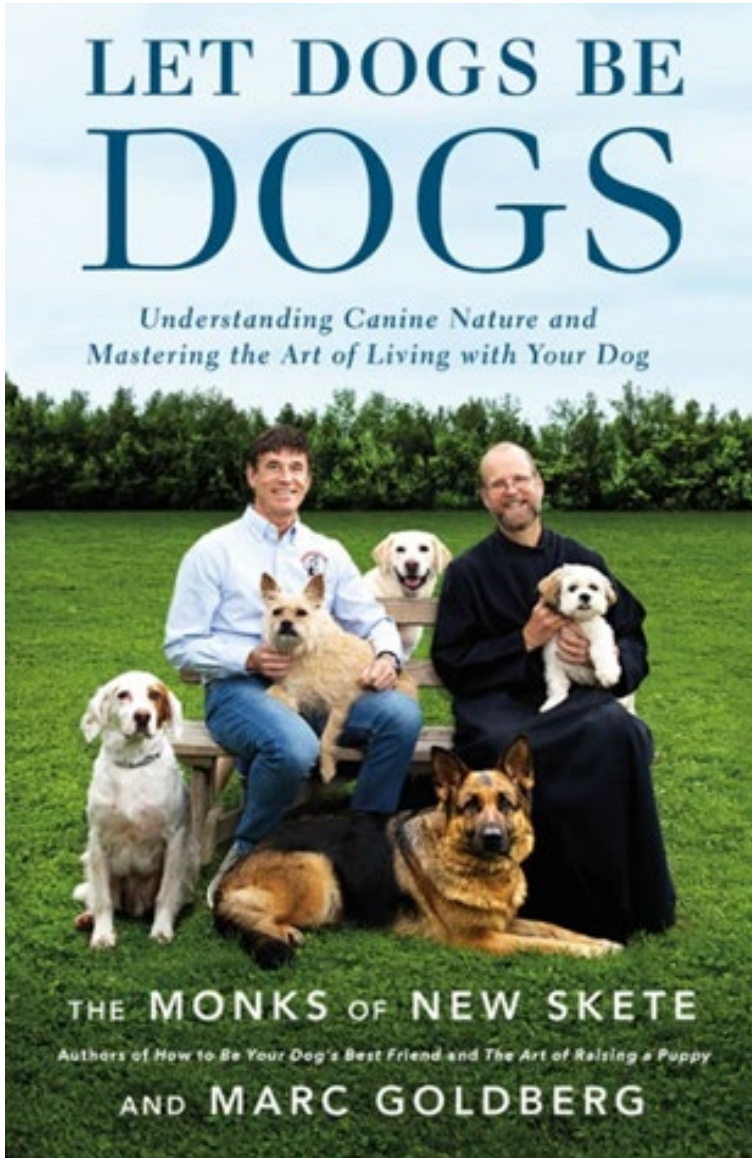
Team members/dogs want to  
be led.

---

It's in their nature.

---

They understand hierarchy,  
pecking order and crave  
leadership.



**“The dog that is leaderless is not a happy dog.**

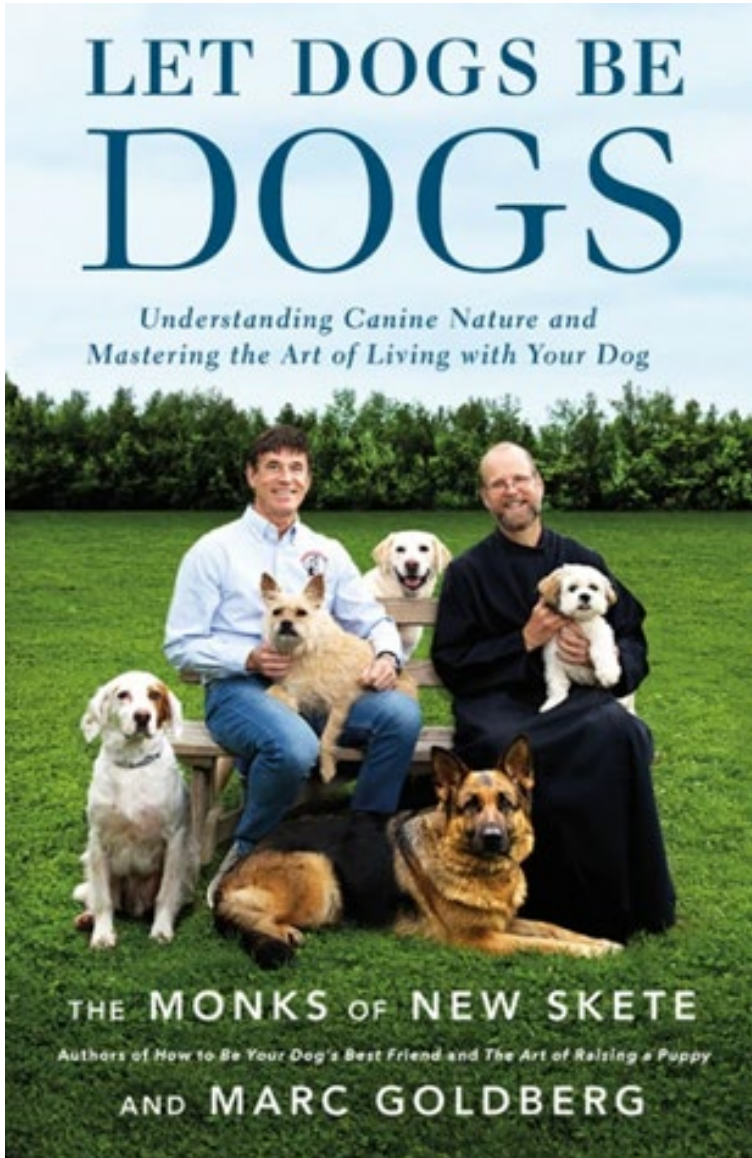
Rather it tends to exhibit neurotic, aggressive or destructive behavior.

When an owner is ineffective or insufficiently confident in her leadership skills, a dog might step up and try and fill the role himself, exhibiting aggressive or bossy behavior, or might emotionally shut down.

Moodiness becomes anxiety, whining or compulsive behaviors – all the way up to near states of hysteria when the dog is in stress.”

Let Dogs Be Dogs, the Monks of New Skete





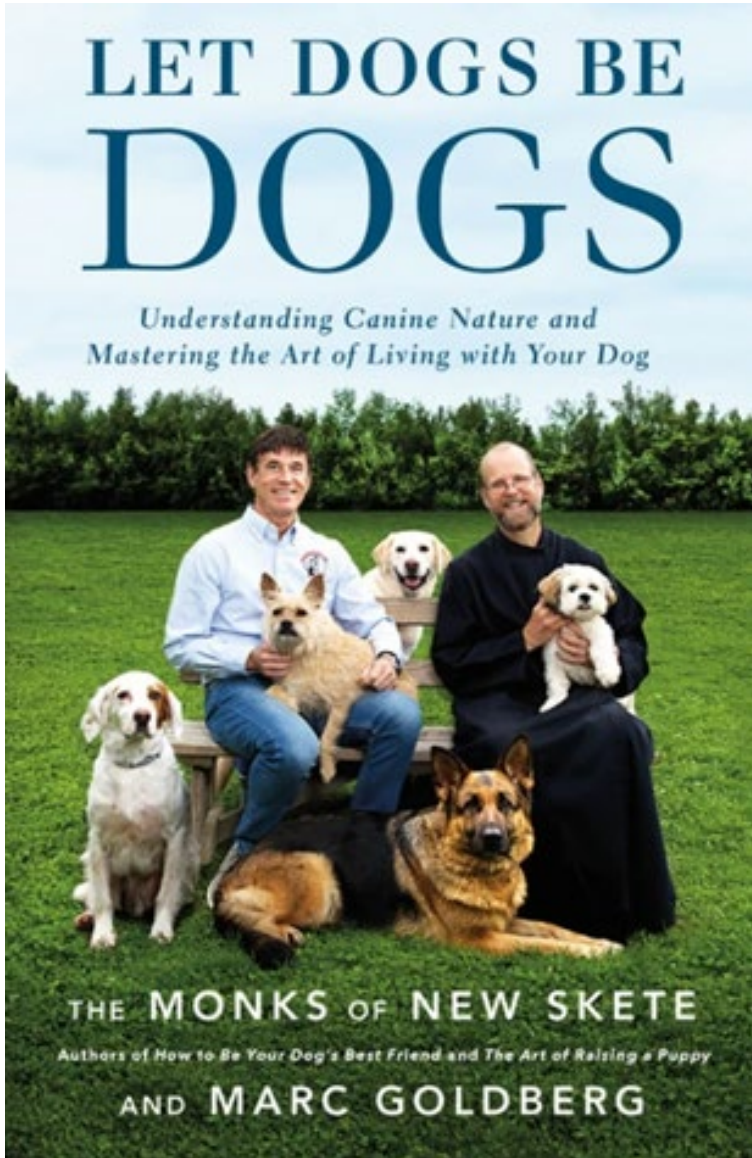
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When an owner/manager is ineffective or insufficiently confident in their leadership skills, a dog/team member might step up and try and fill the role himself, exhibiting aggressive or bossy behavior, or might emotionally shut down.

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Let Dogs Be Dogs, the Monks of New Skete

If you don't  
assume  
leadership...

---

Someone else will

---

Someone will exhibit bossy behavior

---

Someone will shut down

---

Someone will become whinny

---

Someone will become anxious

---

Someone we be hysterical

Our teams  
want a  
strong  
pack leader!

Benevolent leader

Good boss

Great teacher



The Pack  
Leader is not  
always the  
biggest or  
strongest...

---



The Pack  
Leader is not  
always the  
biggest or  
strongest...

The pack leader is

**the one who controls**  
**the resources**

for the rest of the pack.

# A DOG'S FOUR MAIN RESOURCES



FOOD



WATER



EXERCISE



SLEEP

What  
resources  
do you  
control for  
your team?

---

**Inventory** – what gets sold

---

---

**Time** – where to be and when

---

---

**Equipment/Tools** to do the job

---

---

**Income/Bonuses/Commissions**

---



# Rasta Recognizes The Pack Leader!







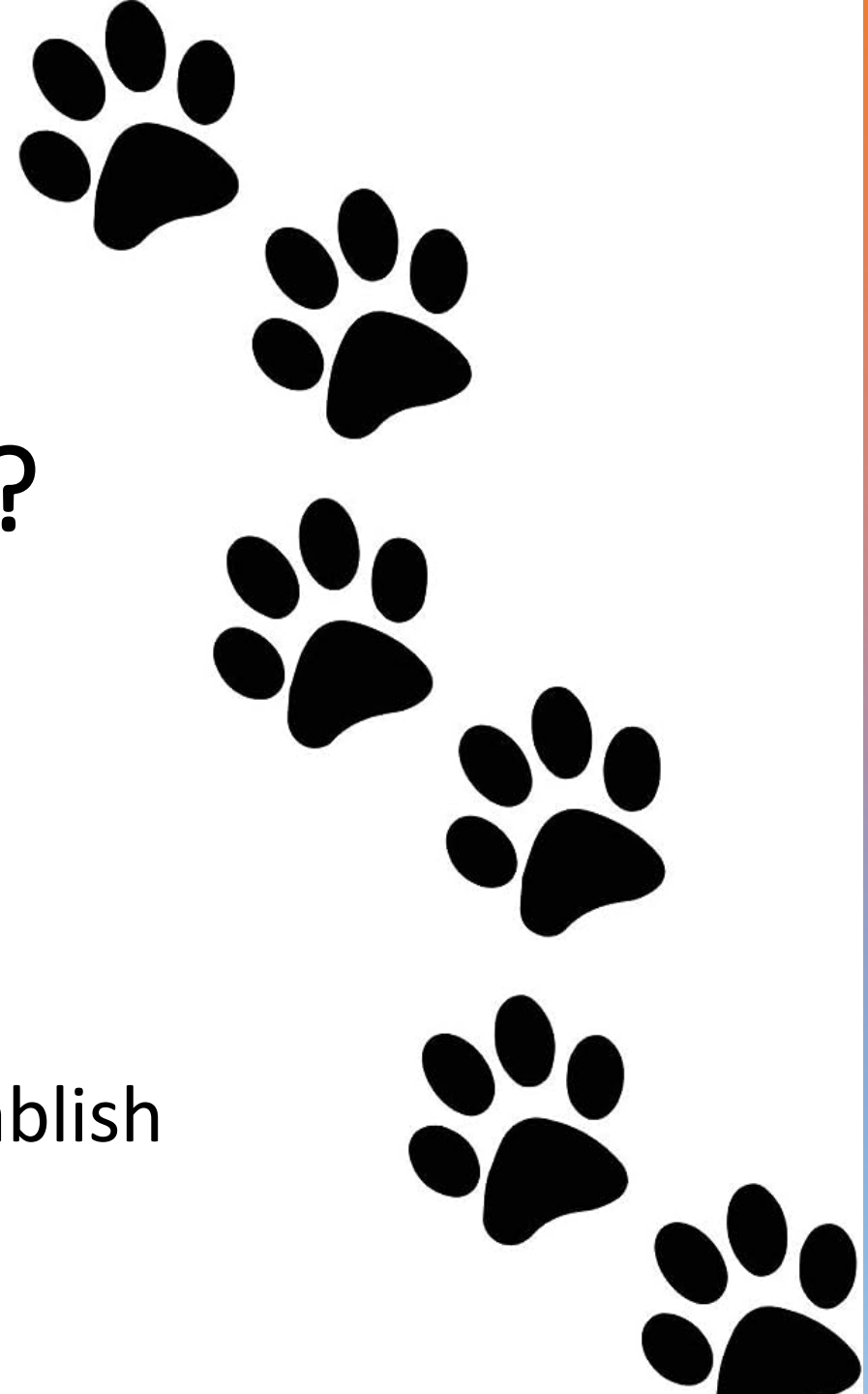




# Action Step:

## What are the resources your team needs to be successful?

- List all the resources
- Identify the main 4
- Determine ways to clearly communicate your control of those 4 resources to establish yourself as the Pack Leader



A close-up photograph of a Corgi dog's face. The dog has a white blaze on its face and chest, with tan fur on its ears and sides. Its eyes are closed in a squint, and its mouth is slightly open, showing its pink tongue. It is wearing a blue and black striped collar with a blue bone-shaped tag. The background is a soft-focus green field.

Treat 'Em Like Dogs





Discipline

---



Put three dog trainers in a room and the only thing they can agree on is that **two of them are wrong!**



When is a  
dog ever  
bad?

- Neglected
- Untrained, or trained to be bad
- Dogs aren't born bad



---

*A dog wouldn't know it's not supposed to pee on the curtains because that's exactly what he would do if not otherwise coached.*

**It's the same with our teams.**

# How would they know?



- How would a newbie know they need to alert the kitchen about a peanut allergy if we don't teach them allergy protocol.
- How would a front desk clerk know to wish the guest a Happy Anniversary, if they were never trained to check for special notes.
- How would a new server know to never clear my Heineken bottle if there is still something in there (which is basically the equivalent of peeing on the curtains!)
- **Unless we train them otherwise!**

# Discipline

---

“Disciple”, one who learns

---

Latin root is “discere”, which means “to learn”

---

**Discipline is not punishment,  
it’s clarifying what you expect**



Brother Stavros,  
The Monks  
of New Skete



BROTHER STAVROS



# Brother Stavros

“...discipline means setting parameters, this is tolerable behavior, and this is intolerable behavior.

The Team Member expects this.

The pack leader has to set those parameters...”

BROTHER STAVROS





# Two Effective Forms of Discipline

---

**Ignoring**

Ignoring bad  
behavior

**Removing**

Removing  
resources

# Principles of UPGRADE Selling

---



“Everybody take out your smartphone...”

slido



**Why do most local businesses invest in advertising?**

ⓘ Start presenting to display the poll results on this slide.

“I don’t bring my  
phone to meetings  
so I can give my  
full attention...”

---







Why do  
most local  
businesses  
invest in  
advertising?

---

A. To grow awareness

---

B. To build their brand

---

C. To drive new customers

---

D. Encourage repeat purchases

“Let me tell  
you why I  
would have  
picked D.”

---





I delayed  
lunch!

---





# Two Effective Forms of Discipline

---

**Ignoring**

Ignoring bad  
behavior

**Removing**

Removing  
resources

Myth:  
Firm = Mean!

---

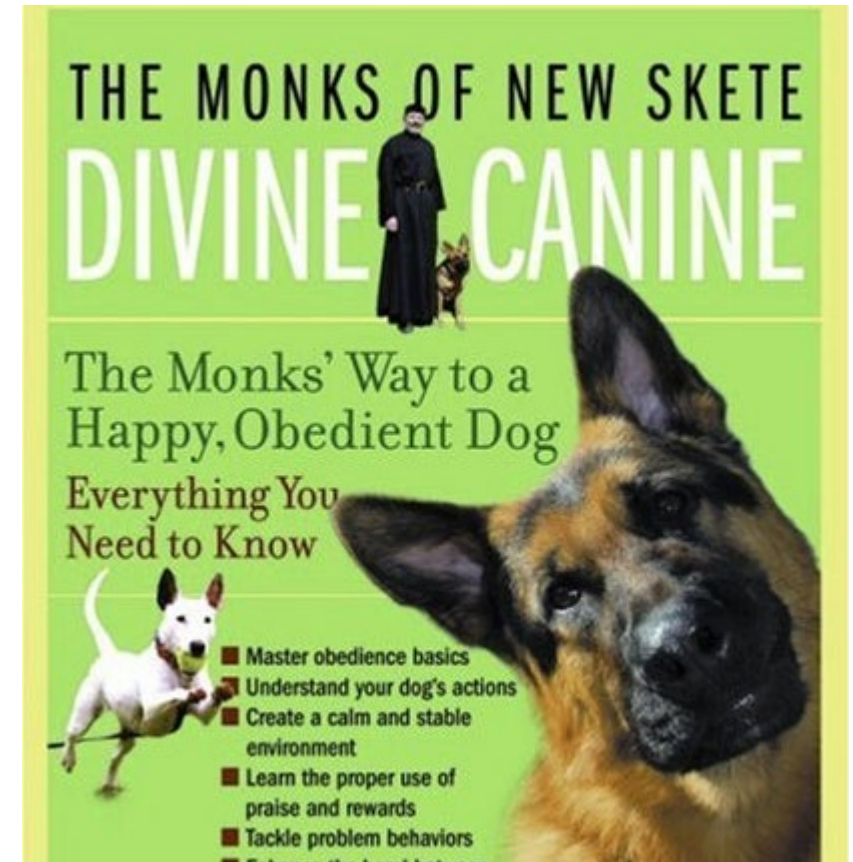
Q: “If I take charge, am I going to become this hard-edged manager who loses the bond with my people?”

---

A: Not at all.

“...Once there is a foundation of obedience in place, you’ll be able to correct problem behaviors without harming the bond you enjoy.

A solid foundation of basic obedience allows good behaviors to blossom and problem behaviors to be diminished...”



Firm is fair.  
Fair is kind.  
Kind is good.

---



Truth:  
Firm  $\neq$  Mean  
Firm  $=$  Good

---

# DOG WHISPERER

WITH CESAR MILAN

“I rehabilitate  
dogs, I train  
people.”



# Cesar Millan's Do's and Don'ts of Discipline

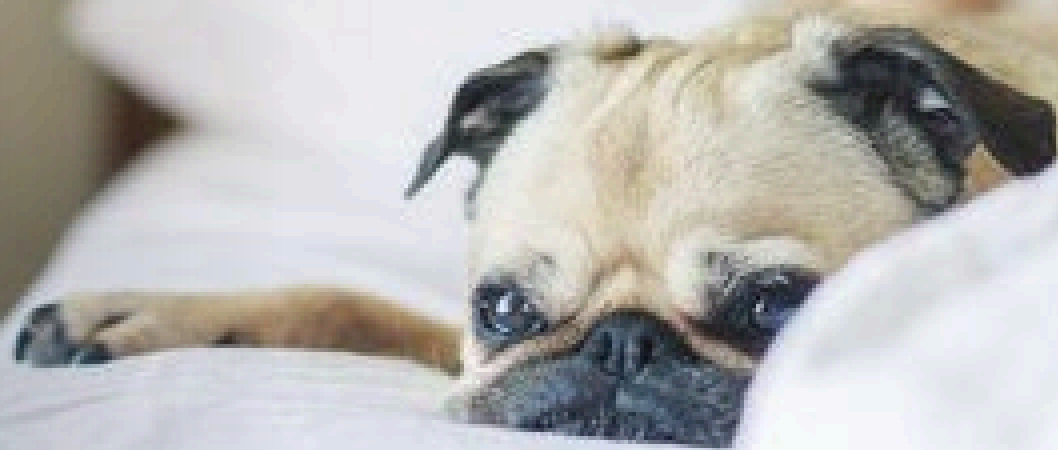
- DO establish your rules, boundaries and limitations **in your pack**
- DO make sure **all humans** are on the same page as to what is allowed and what isn't
- DO remain clear and **consistent** about the rules
- DO begin enforcing the rules from **day one**
- DO always call up your **calm-assertive energy** when you notice a behavior you need to correct
- DO **offer an alternative** to the disallowed behavior

# Cesar Millan's Do's and Don'ts of Discipline

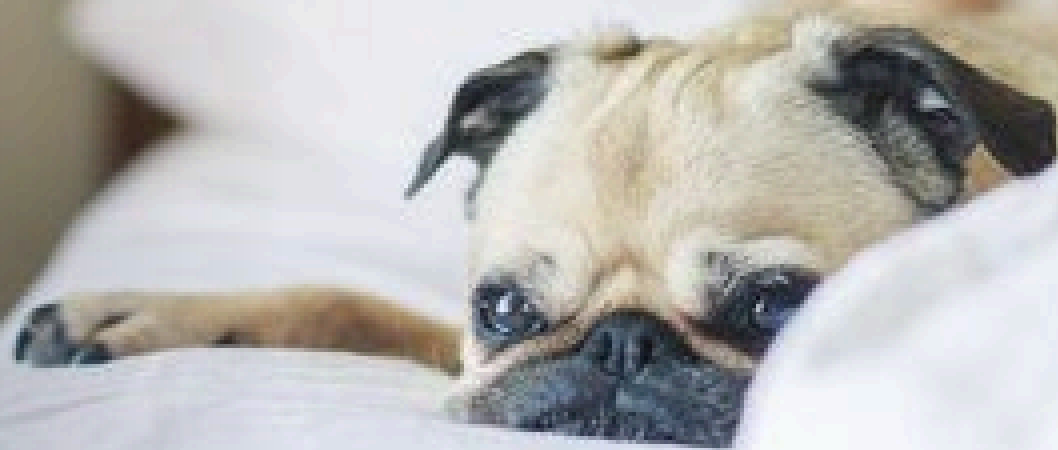
- **Don't yell** in anger
- Don't expect them to **read your mind**
- Don't expect them to follow rules that **aren't enforced consistently**



Who lets their dog  
sleep in their bed  
with them?



Where on the bed  
does your dog  
sleep?





## Why do dogs sleep at our feet?

- You're the pack leader!
- Protection
- Instinct/Feels Nice
- Space

“C’mon Rasta, come up here with Mommy and Daddy...”



“C’mon Rasta, it’s okay to lay up here  
once in a while...”

“*Once in a while* doesn’t compute with dogs.”

# Cesar Millan's Do's and Don't's of Discipline

- **Don't yell** in anger
- Don't expect them to **read your mind**
- Don't expect them to follow rules that **aren't enforced consistently**



Treat 'em like dogs!







Praise, Treats and Rewards

# Manage Proper Behavior with Praise, Treats and Rewards

---

- Praise is easy to give, and our teams crave it
  - Woodloch Resort Employee Appreciation Billboard
  - Great Wolf High Paws
- **Low-value treats.** Do the right thing, get a treat
  - Great job with Friday afternoon check-in! Why don't you plan to leave an hour early on Monday? Here's a Blue Mountain gift card.
- **High-value treats.** Do something remarkable, get rewarded
  - Close a massive corporate booking, perform lifesaving CPR, get a cruise!

# Rules for Delivering Praise, Treats and Rewards

---

- When you are trying to establish a new behavior, give a reward every time the person does the behavior. This is known as **continuous reinforcement**.
- Once a behavior is established through continuous reinforcement, switch to a different schedule to keep the behavior going
- Use **variable schedule reinforcement**, small treat, big treat, none at all, when you want to see the behavior regularly
- Praise, treats and rewards are reinforcements for doing good, **not bribes!**
- When you provide praise, treats and rewards, give them **immediately after the behavior**.



# 11 Life Skills Gen Z Refuses To Learn That Hold Them Back In The Real World

Sometimes it's the most basic skills people don't learn in school that take them the farthest.

Zayda Slabbekoorn

Written on Mar 11, 2025



## 7. Delayed gratification



“...From seeking external validation to expecting instant praise in their careers, **Gen Z is seeking instant gratification...**”



Treat 'Em Like Dogs!

# All dogs are not created equal!

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If dogs were  
people...

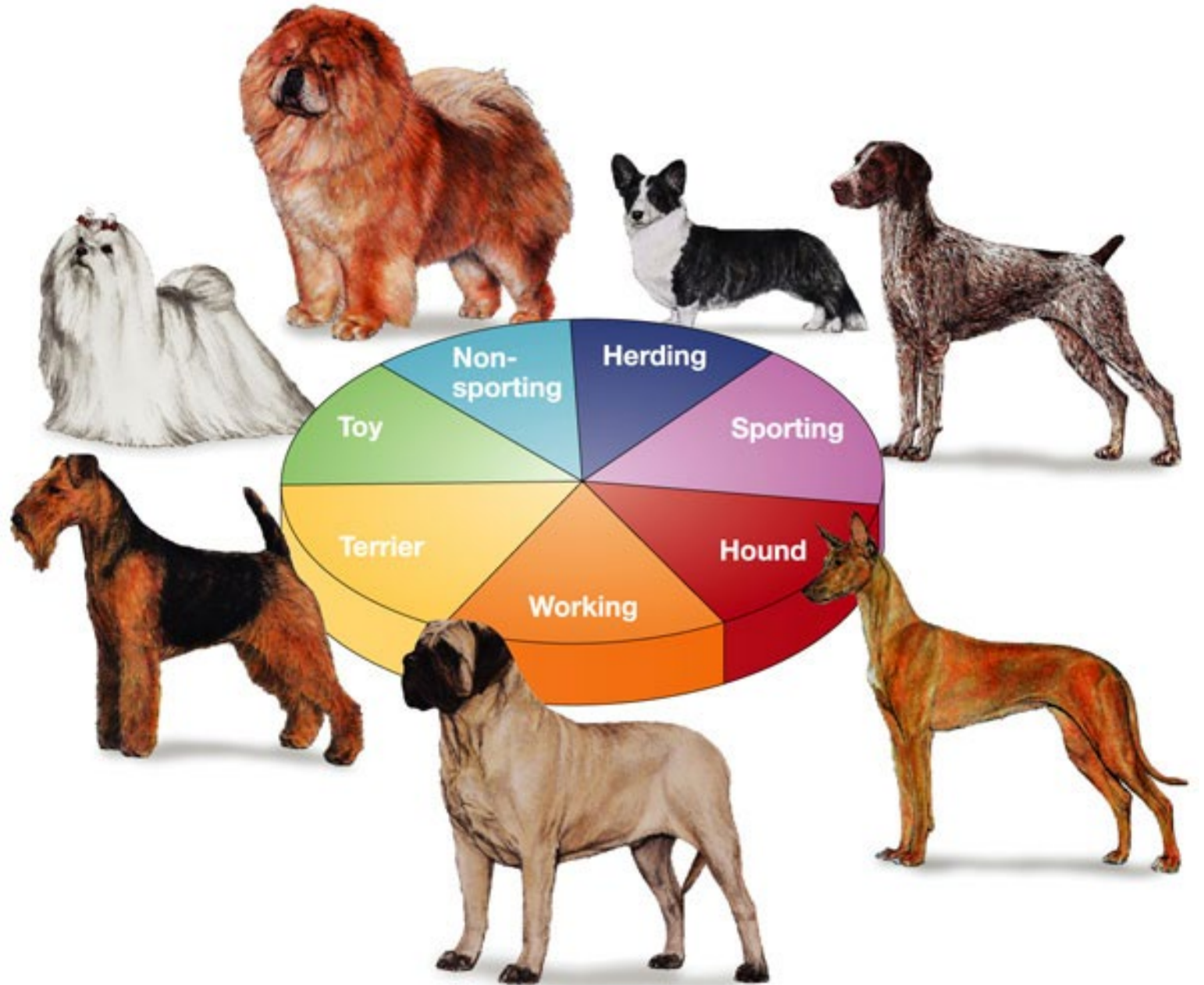




# The US AKC Identifies 7 Dog Types

---

- Working
- Herding
- Hound
- Sporting
- Non Sporting
- Toy
- Terrier





Who is on your team?

# Write down the names of your team members

Name/Type:

1. \_\_\_\_\_/\_\_\_\_\_
2. \_\_\_\_\_/\_\_\_\_\_
3. \_\_\_\_\_/\_\_\_\_\_
4. \_\_\_\_\_/\_\_\_\_\_
5. \_\_\_\_\_/\_\_\_\_\_
6. \_\_\_\_\_/\_\_\_\_\_
7. \_\_\_\_\_/\_\_\_\_\_

- Working
- Herding
- Hound
- Sporting
- Non Sporting
- Toy
- Terrier





# Working Dogs – Good at performing practical duties

- Huskies, Great Danes, Rottweilers, Saint Bernards
- Service-oriented, calm under pressure
- First in, turn the lights on (turn on the waterslides), get the coffee started
- Steady, get the job done player
- Maintenance, security, bell services



# Working Dog

- **Pros** – Loyal, obedient, predictable, Steady Eddie
- **Cons** – can be stubborn, territorial, if you're not in charge, they will be! Struggle in social roles where flexibility is key

# Herding Dogs – smart and energetic

---

- Australian Shepherds, Border Collies, Corgis
- Organized and protective
- High energy and high socializer
- The person who gathers everyone for meetings, and happy hour
- Banquet captains, floor managers



# Herding Dog

- **Pros** – Highly intelligent and independent, capable of high learning, strong leaders
- **Cons** – Can be controlling or rigid, struggle with delegation, need lots of facetime and exercise

# Hounds – Bred for hunting!

---

- Beagles, Basset Hounds, Dachshunds, Rhodesian Ridgebacks
- Quietly observant, methodical, persistent
- Your best prospector for new clients
- Who is your best problem solver? Gets to the bottom of a guest complaint
- Gone from the property all day
- Back of house operations





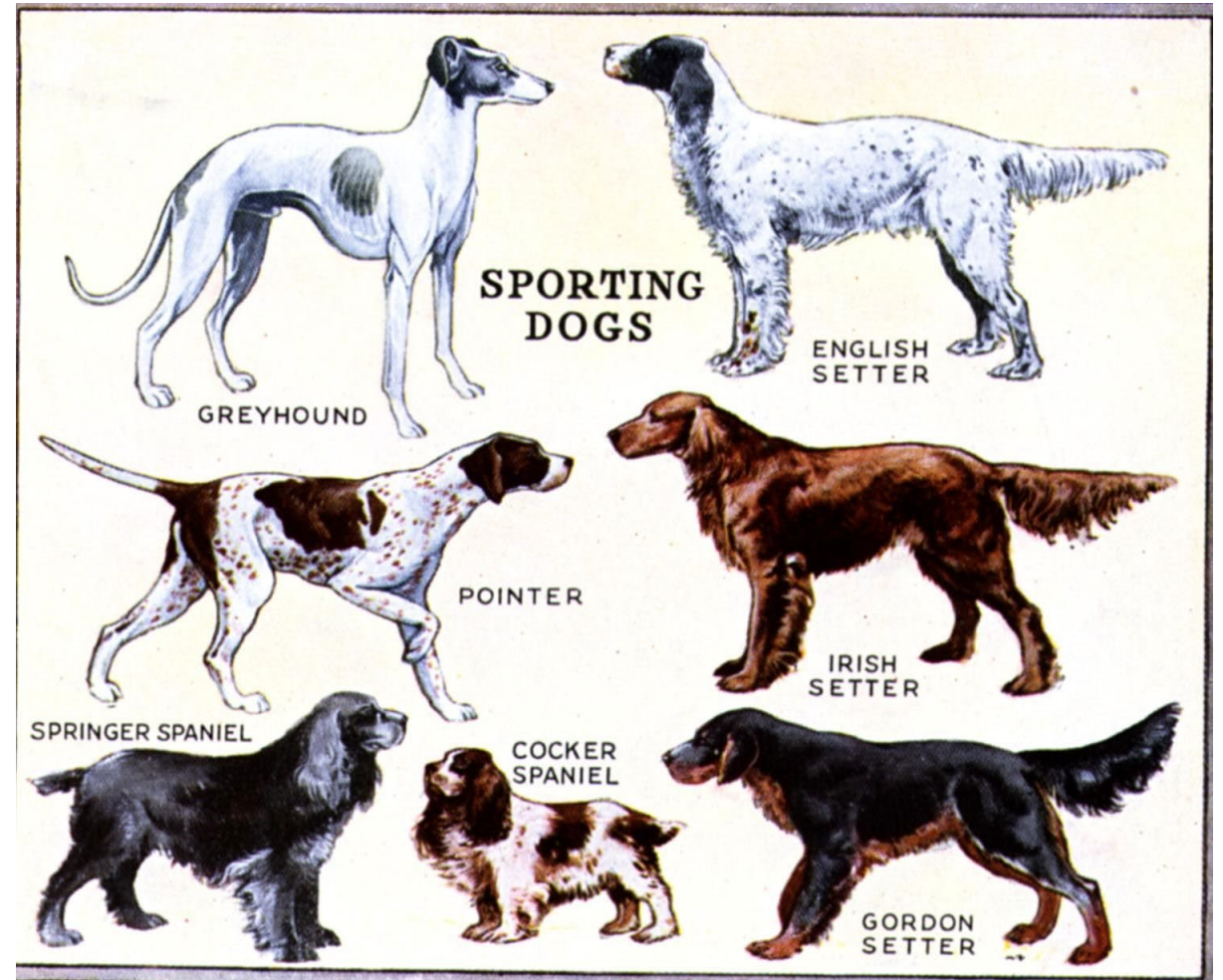
# Hounds

- **Pros** – affectionate and strong willed
- **Cons** – Can be snappy, may bark a lot
- Like food and can become overweight in adulthood if their diet isn't managed.

# Sporting – Meant to retrieve

---

- Irish Setters, Cocker Spaniels, Pointers
- Thrive in fast fast-paced environment
- Best upselling server or bartender
- They're going to bring back the business



# Sporting

- **Pros** – Energetic, They're pleasers so they are easy to train
- **Cons** – Demands lots of attention and, can please to a fault, can burn out or overextend

# Non Sporting – Don't fit into other groups

---

- Bulldogs, Poodles, Dalmatians
- The team members who don't fit other molds, Swiss Army knife employees
- They need to be managed individually





# Non Sporting

- **Pros** – Take initiative without micromanagement, Can be the watchdogs of the pack
- **Cons** – Can be inconsistent or aloof, May feel left out at times

# Toys – Small in stature, but big on brains!

---

- Chihuahuas, Pekingese, Pomeranians and Shih Tzus
- These are your divas, best in show, naturally charming, the social glue
- They love to win the contests
- Greeters, front desk, VIP services



Affenpinscher



Brussels Griffon



Cavalier King Charles Spaniel



Chihuahua



Chinese Crested



English Toy Spaniel



Havanese



Italian Greyhound



Japanese Chin



Maltese



Manchester Terrier



Miniature Pinscher



Papillon



Pekingese



Pomeranian



Poodle



Pug



Shih Tzu



Silky Terrier



Toy Fox Terrier



Yorkshire Terrier

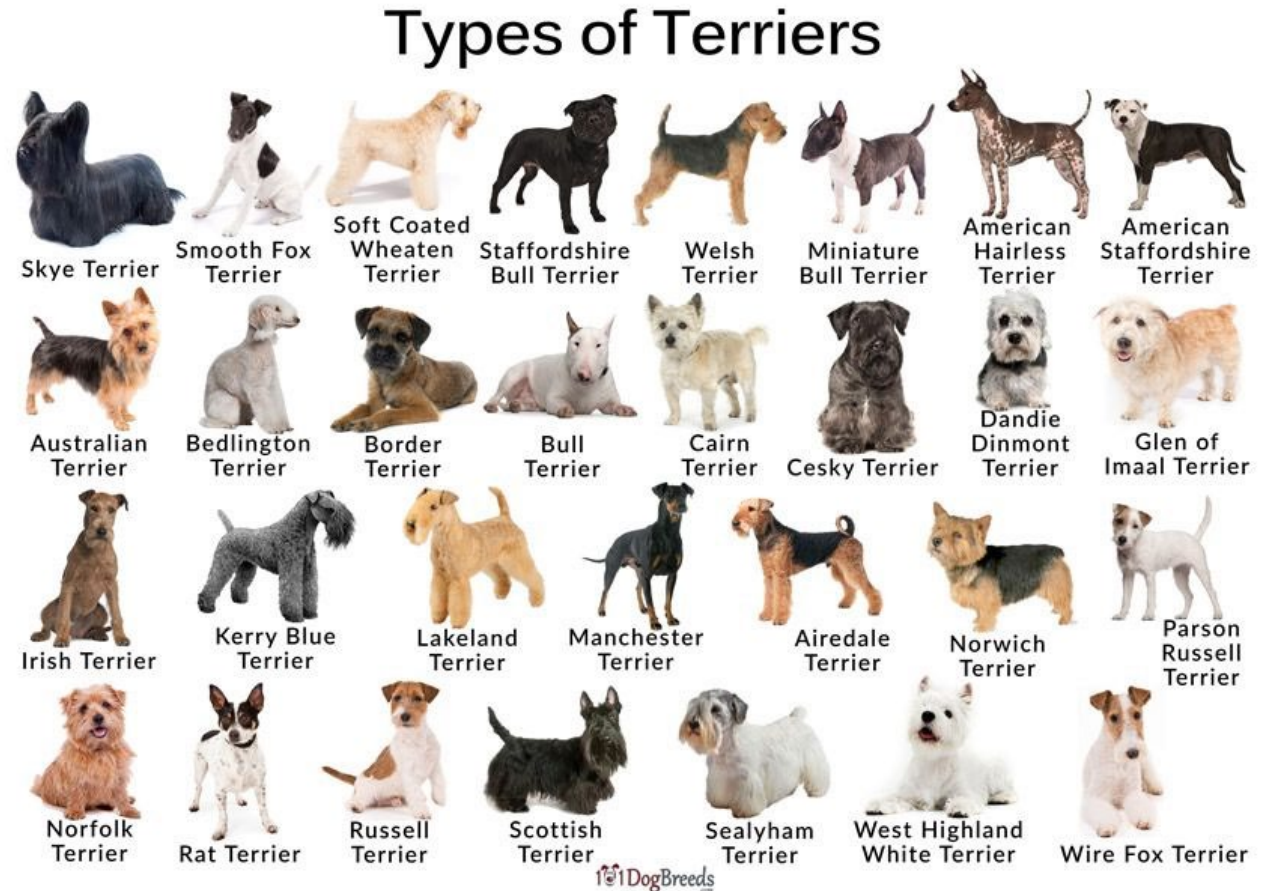
# Toys

- **Pros** – No fear, Big dog attitudes
- **Cons** – Can be combative with other pack members, struggle with criticism
- Like to stay inside, may need to be encouraged to go out

# Terriers – Bred to kill vermin

---

- Jack Russell, Scottish, and Fox Terriers
- These are your team members who go after the accounts no one else wants, the challenge seekers
- They love to “dig”
- They don’t like to sit through meetings; they just want to go out and do it





# Terriers

- **Pros** – Tenacious, Give them a goal and they will doggedly pursue, they don't need constant supervision
- **Cons** – tend to chase the small value accounts, they don't let go once they latch on, can be overly intense/confrontational

# The 7 Types

---

- **Working** – Good at performing practical duties, Steady Eddie
- **Herding** – smart and energetic, guest-facing high socializers
- **Hound** – Bred for hunting, new business developers
- **Sporting** – meant to retrieve, best upseller
- **Non Sporting** – don't fit into other groups, misfit
- **Toy** – small in stature but big on brains, Front Desk Diva
- **Terrier** – bred to kill vermin, small task killer

# What is the makeup of your team?



# Diversity:

Can different breeds co-exist  
in a pack?







## The Katrina Dog Packs



## Diversity:

These abandoned dogs immediately formed into mixed-breed packs

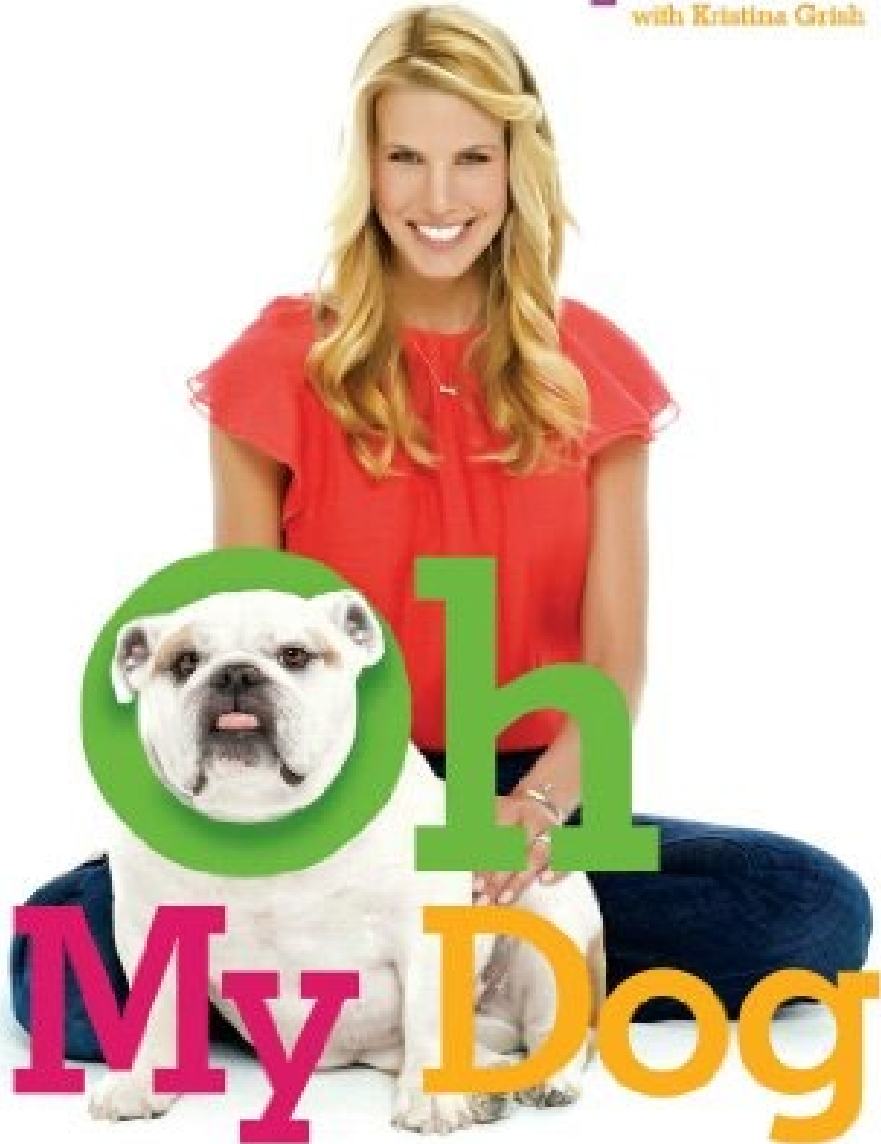
Each pack chose to be led by the dog most likely to take them to safety.





In the devastation that followed Hurricane Katrina *scent hounds* displayed the most confidence in their directional ability, and **pack animals** will always follow a confident, balanced leader.

Beth Ostrosky Stern  
with Kristina Grish



# Choose your team wisely!

“...As the role model, you’re asked to demonstrate trust, forgiveness, empathy, understanding, patience, consistency, kindness and solid communication skills to earn respect...**choose wisely!**”

– Beth Ostrosky Stern, Oh My Dog!



# Recruitment Mode Bonus:

## How to Introduce a New Member to the Pack

---

- Stage the introduction on neutral territory
- Take the pack out of the work environment to be introduced. A happy hour, a networking event, a recreational activity allows the pack to welcome a new member



# How to Introduce a New Member to the Pack

---

- Let them “sniff” each other. Show them how to interact informally, let them adjust to each other gradually.
- Then, bring them back to their separate “crates”, and continue one on one’s with the entire pack to maintain bonds.







# Multi Tasking

---





# How Do Dogs Multi Task?

---



# Dogs don't multitask!

---

They do one thing at a time

---

They complete a task

---

They look to be rewarded

---

They move on

---

They can be easily distracted, and then don't finish the task at hand

Dogs don't retain  
or learn new skills  
with accuracy  
when they're  
absorbed with  
something else.

---







Multi tasking is the best way to screw both things up!





## THE FOCUS PROJECT

EQUALMAN

- “What we call multi-tasking is actually ***switch tasking***, and we’re getting less done.
- In the moment, the brain is trying to figure out what’s more important, A or B. There’s a loss of efficiency.
- It’s best to single task and focus on one thing at a time.”  
-Eric Qualman, The Focus Project



# Stop Multi Tasking your Team!

- Keep your team focused on single-task activities and see them through to completion.
- Eliminate any unnecessary tasks on their to-do list.
- Dole out tasks one at a time.
- Break bigger tasks into smaller tasks and have benchmarks and deadlines.

Treat Em  
Like Dogs!

---



Tom's rules for  
treating 'em  
like dogs...

---





Give them structure,  
but allow them to  
explore. Dogs are  
naturally curious!

---



They tend to be  
lazy, but excited  
in the moment.  
You need to  
stimulate them.



Buy them a new toy  
every now and then.



Throw them a bone  
every once in a  
while..

---





You tend to  
ignore them

---





When they  
bark, they need  
something

---



Short peppy lessons  
done more frequently  
are much more  
effective in training  
than one long session.

---



**Training  
Helps Me  
Understand You!!**



Get them groomed  
regularly, check  
their breath

---





Take them to  
the dog park  
every once in  
a while

---



**DOG PARKS**

Let them out to do  
their business,



Let them out to do  
their business,  
  
at least twice a  
day



You have to clean up after  
them





You have to clean up after  
them

*and there are piles out  
there that you don't even  
know about!*





Keep them on a  
leash in public,  
let them go  
when they are  
hunting

---



Dogs in a  
pack, with a  
strong pack  
leader, get the  
job done!

---



# Embrace your role as Pack Leader

- Identify the resources your control
- Be consistent with discipline
- Deliver praise, treats and rewards accordingly
- Embrace diversity, allow different styles to flourish
- Choose wisely
- Take them to the next level!







Treat 'Em  
Like Dogs!

---



Treat 'Em  
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# 2025 Tourism Day Summit



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