



Official Publication of the  
Minnesota Municipal Beverage Association  
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Volume 80, Number 3, 2022



## What you need to know



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# MUNICIPAL LIQUOR STORE

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## On the Cover

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Page 5 is a helpful guide to making sense of what is showing up on shelves and how it gets there.



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## MMBA PRESIDENT'S MESSAGE

**By Chris Arnold,  
Bagley**

The election is over!!

Many of you have a number of new council members. Others are finding we still have the same council we had before. If I've learned one thing from 2020, providing your council and liquor committee updated knowledge from you is a key factor in allowing your business to run more smoothly. If they are not getting it from you, you can bet someone else is filling them in and it probably is not accurate.

The answer in helping with all of this is a new member orientation. This is where you sit down with your council and/or liquor committee and educate them on what you do and how you do it. Then answer any questions they may have. There are members who have already laid out a plan on how to do this. If you're looking for an example, get a hold of Paul or myself and we can get you a copy.

The Minnesota legislature had almost 40 legislators retiring this year. That means a lot of new people involved in decisions that will impact our industry. Many have NO IDEA about municipal liquor. So, we need to start educating them now, not later.

Give them a call and congratulate them on their win. Then tell them all the valuable benefits of municipal liquor for your community. I know this can be hard because most of us don't brag ourselves up, but we're going to have to start.

Tell them about the community events you do, such as our community value programs MMBA offers through our distributors and how much money the liquor operation gives to your community.

Developing these relationships can help your mayor, council, liquor board, state representatives and senators better understand your operation. This will help you have more time to do your job and be a more successful operation.

I hope this article finds everyone well and I hope everyone has a safe and happy holiday season.

Take care and stay well!

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# WHAT EXACTLY IS HEMP-DERIVED THC? AND HOW IS IT DIFFERENT FROM MARIJUANA?



By Brooks Johnson

Star Tribune

Minnesota's cannabis industry is going through an awkward phase.

The state waded into uncharted territory this summer by legalizing food and drink infused with low doses of high-producing THC.

But this first attempt at regulating hemp-derived THC edibles — which were already being sold around the state for several years in a legal gray area — lacks licensing, targeted taxation and funding for enforcement.

As a result, the state Legislature is all but certain to take on the issue again next year and usher in another new era of cannabis regulation in Minnesota. In the meantime, Minnesotans 21 and older can legally get high from products sold at local retailers.

Here's a helpful guide to making sense of what is showing up on shelves and how it gets there.

## Cannabis

The catch-all term and genus of a plant with spiky leaves, resinous flower buds and often potent concentrations of psychoactive chemicals. There are two major species: Cannabis sativa is taller and thinner and may provide a more uplifting high, while cannabis indica is shorter, bushier and is associated with a more "stoned" high.

Hemp and marijuana are legally distinct variations of cannabis sativa that differ solely based on the concentration of THC. Industrial hemp, according to the 2018 Farm Bill, must contain less than 0.3% of delta-9 THC by dry weight.

## Hemp

Of the 2,800 acres of hemp grown in Minnesota in 2021, about half was used for food and fiber, according to the Minnesota Department of Agriculture.

Hemp seed is one of the few plant-based sources of a complete protein — soy and quinoa are as well. Hemp seed contains all nine essential amino acids and does not cause intoxication.

Fabric and textiles made from hemp are stronger than cotton and require far less water to grow per pound of fabric produced, making it a favored material for eco-conscious producers and consumers.

A hemp-based building material — hempcrete — is gaining popularity for its insulating properties.

## Cannabinoid

Most of the chemicals derived from cannabis are called cannabinoids. CBD and THC are the most well-known of the more than 100 cannabinoids found in the plant.

These chemicals interact in various ways with receptors in the human endocannabinoid system, which helps to regulate everything from movement and memory to mood and appetite.

## CBD

Cannabidiol has become a hugely popular nonintoxicating cannabinoid — it does not get a user high — and reached \$5.3 billion in U.S. sales in 2021, according to Brightfield Group.

CBD has been marketed for anxiety relief when ingested and as a balm for sore muscles when applied topically, among other benefits. Though anecdotal accounts of its efficacy abound, scientific backing for these claims is often lacking, as is research into side effects.

"Some observational and clinical studies lead to CBD's effectiveness and safety in chronic pain; however, the evidence is not strong enough to obtain a proper recommendation," states a review of available research published by Cureus in July. "Pure CBD extract is a strong candidate as an alternative to opioid medication since it is nonintoxicating and dependence is less."

More research is underway; results of a relatively large study focused on psychological benefits will be published by the Psychological Assessment journal in early 2023.

The U.S. Food and Drug Administration has approved one drug using CBD — Epidiolex — which treats seizures related to several diseases. No other CBD products are allowed to make health claims.

## THC

Delta-9 tetrahydrocannabinol (THC) is the most potent and well-known cannabinoid naturally occurring in high concentrations in cannabis plants, namely the flower buds. THC causes a high by bonding with and overwhelming the body's endocannabinoid receptors.

Humans have been getting high on and medicating with THC for at least 2,500 years, according to findings published in the journal *Science Advances*. It is used at least occasionally by 16% of American adults, according to a Gallup poll released in July. To compare, about 60% of American adults drink alcohol on occasion.

Studies have concluded THC is effective for pain relief and boosting appetite, and 37 states have adopted medical marijuana programs.

## WHAT EXACTLY IS HEMP-DERIVED THC? AND HOW IS IT DIFFERENT FROM MARIJUANA?

While nearly impossible to ingest a fatal dose of THC, long-term and high-dose usage of the drug can cause negative physical and mental health outcomes, though more research is needed to determine causation vs. correlation.

### Delta-8 THC

Despite a slew of states legalizing it, federal law still bans the sale and possession of delta-9 THC. But there are related chemicals that have a similar chemical structure and effect that are federally legal. Since the 2018 Farm Bill legally separated hemp and its extracts from marijuana, high-inducing delta-8 THC has been converted from hemp-derived CBD and sold in a legal gray area. It produces a similar but milder high compared to delta-9 THC.

An important note for Minnesota: The state's THC edible law applies to all forms of THC. This means vapes and cannabis buds with more than 0.3% of any THC are illegal, as are edibles and drinks with more than 5 mg of any THC. CBD-only vapes and buds can be legally sold in Minnesota.

### Extraction

Turning CBD-rich hemp flower into an increasingly concentrated extract, distillate or isolate requires a trip to the chemistry lab.

Usually the first step involves heating plant material to activate cannabinoids, a process known as decarboxylation — though this can follow the extraction process.

At commercial operations, extraction happens when hemp buds are packed into canisters with carbon dioxide or ethanol. This causes CBD, fats, terpenes and some other organic material to separate from the plant and provides a crude CBD oil.

The crude oil is then filtered and distilled — and often "winterized" with ethanol or another solvent — to reach a nearly pure CBD end product. The product must be tested to ensure it is free of residual solvents or byproducts.

CBD is then added to coconut oil or another "carrier" oil in various doses to be used in a range of products.

### Conversion

Once CBD is extracted and purified to an acceptable level, it can be chemically converted to other cannabinoids — including delta-9 THC. This conversion is the source of most hemp-derived THC on the market, since hemp plants by definition have very little naturally occurring THC.

The conversion process involves combining pure CBD with a solvent, such as toluene or heptane, and a strong acid. The resulting THC is then purified and cleansed of solvents, acids and byproducts and must be tested to prove no unwanted materials are in the finished product.

1. An unrefined oil is extracted by running carbon dioxide or ethanol through canisters packed with hemp flower. The buds are often heated before extraction to activate chemicals like CBD.
2. The oil is filtered and often "winterized" with ethanol to separate CBD from fats, organic matter and other compounds found in cannabis.
3. Ethanol or other solvents are removed and the oil is distilled to purify and isolate the CBD.
4. CBD is added to a carrier oil, like coconut, to be used in a variety of products and quantities.
5. CBD is converted to THC by combining a solvent with the CBD and a strong acid. The resulting THC is purified and cleansed of solvents, acids and byproducts.
6. The final CBD or THC product is tested to ensure unwanted chemicals aren't present and to determine precise amounts of cannabinoids present.

### Third-party testing

Minnesota state law requires cannabis products undergo third-party testing to ensure there are "no more than trace amounts of any mold, residual solvents, pesticides, fertilizers or heavy metals." The end CBD or THC product, not the hemp from which it is derived, must undergo the testing, and products on shelves are legally required to provide consumers a link to test results.

### HHC

Hexahydrocannabinol is another intoxicating cannabis compound that, like delta-8 THC, gained prominence after the 2018 Farm Bill legalized industrial hemp and its extracts. While HHC is not specifically allowed or outlawed in Minnesota, as it is not a type of THC, it remains unregulated and largely unstudied.

### THC-O

THC-O acetate, or more commonly THC-0, is said to produce a high more akin to psychedelic drugs. It is not found naturally in cannabis plants — it must be synthesized from extracted or converted THC — and thus its legality is murky.

"Given the lack of human studies surrounding delta-9 THC-O acetate, caution should be advised for any individuals who choose to synthesize, sell or use this product," the National Poison Control Center says.

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## WHAT EXACTLY IS HEMP-DERIVED THC? AND HOW IS IT DIFFERENT FROM MARIJUANA?

### Medical

Like Minnesota's legal THC market, the medical marijuana program in the state is an outlier. A regulated duopoly of companies — RISE Minnesota and Vireo Health/Green Goods — are allowed to run a specific number of dispensaries for a relatively limited set of conditions. As of Sept. 8, 37,568 people were registered as patients in Minnesota, according to the Department of Health. Smokeable marijuana and infused gummies only recently joined oils as allowed uses.

### Terpenes

The characteristic dank or skunky smell of cannabis buds is due to the presence of terpenes. These are molecules made of carbon and hydrogen found in a variety of plants but have high concentrations in cannabis and its cousin, hops. Different varieties of terpenes impart different flavors and aromas — pine, citrus, diesel — though research has thrown water on the idea that cannabis terpenes affect the high caused by THC.

### Minnesota law

#### On THC

Food and drink with up to 5 milligrams of hemp-derived THC per serving — and 50 mg per package — are legal for those 21 and older to purchase. No other products with THC above 0.3% are legal in the state, including vapes and smokeable flower, outside the medical program.

Legal THC products must be in child-proof packaging, be clearly labeled with dosage and content warnings and contain information on who manufactured the product and test results — or a QR code that links to that data. The Minnesota Board of Pharmacy oversees THC-infused edibles and drinks.

#### On CBD

Like with THC products, Minnesota law now restricts sales of CBD and any cannabinoid "extracted or otherwise derived from hemp" to those 21 and older. Products must also bear a disclaimer stating it "does not claim to diagnose, treat, cure, or prevent any disease and has not been evaluated or approved by the United States Food and Drug Administration unless the product has been so approved."

### Federal law

#### Marijuana

Cannabis with more than a 0.3% concentration of delta-9 THC — remains a Schedule I drug under federal law and its possession, sale and cultivation is a crime. Rules around banking, credit card processing and income taxes can all pose problems for cannabis-based businesses as a result.

The possession, sale and cultivation of hemp — cannabis with less than 0.3% delta-9 THC — has been federally legal since 2018. Some states have different rules regarding extracts like delta-8 THC.

Medical marijuana has some federal protections. Every year since 2014, a budget amendment has passed that prevents the U.S. Justice Department from spending money to go after states with medical marijuana programs.

### MMBA/MLBA Legislative Day

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## MINNESOTA RESTAURANT PROS OFFER TIPS FOR NAVIGATING THE NEW WORLD OF TIPPING



By **Gita Sitaramiah**

Star Tribune

Gavin Kaysen added a 21% hospitality charge in 2020 to the bill at Spoon and Stable, the upscale Minneapolis restaurant he owns and where he is chef, to boost pay parity for employees.

He includes an explanation and a pie chart of, on average, where the charge goes: 73% to the service team, 12% to cooks and other staff and 15% for business expenses.

So far, the James Beard award-winning chef's servers aren't quitting, and he has only occasional inquiries about the shift away from traditional practice of tipping 15% to 20%.

"What the hospitality charge does for us is it takes away the control from the guest," Kaysen said. "I know the 21 percent we received we're able to distribute among our team."

Suddenly, new charges called service or hospitality charges are creeping onto the check as restaurateurs seek ways to boost pay for cooks and dishwashers, who often make less than servers. Some establishments may charge a percentage for "wellness" to cover rising health care costs.

"When it comes to figuring out your bill and the tip, it's going to take a little more math than it used to," said Robin DiPietro, director of the School of Hotel, Restaurant and Tourism Management at the University of South Carolina.

These charges are adding a new complexity for diners. To help understand how to tip in this new environment, we turned to several hospitality industry insiders for their advice.

What is Minnesota law regarding tipping?

One reason some restaurants are opting for a hospitality charge is that owners legally can't ask servers to share their tips.

Under Minnesota law, a tip or gratuity is a transaction between the customer and server. Servers may choose to pool tips for other staff members, but it's ultimately their decision.

A hospitality or service charge is a transaction between the customer and the restaurant, so the business has a say in how the money is directed, said Joe Schmitt, an attorney for Nilan Johnson Lewis.

He's been working with more restaurants to implement hospitality charges as the businesses work toward sharing gratuities beyond the server.

"It dramatically reduces the disparity in compensation by all of those people who contributed to the meal," Schmitt said.

To make matters more confusing, customers may see language that the hospitality charge isn't a gratuity under Minnesota law, but the intent of these charges by responsible owners is to share the money among the staff.

Could an owner pocket the money? It's possible, but they would be unlikely to retain servers in this competitive environment for workers.

"It is this misconceived notion that that hospitality charge is going directly into our pocket. I don't receive any of it," Kaysen said. "It's a way to share and distribute the money because it's illegal for me do that with tipping. You can't do that with tipping as an owner."

Do I need to tip in addition to a hospitality or service charge? Not necessarily.

"In general, I think the standard for tipping is 20%, but if the employer is adding some of that then you can adjust accordingly," DiPietro said. "But you do have to pay attention to the bill."

If it's not clear, she advises asking a manager how the hospitality charge is split in case you want to leave more than that as a direct gratuity for your server.

Spoon and Stable offers explicit language on its bill: "Should I leave a tip? There is no expectation to leave a tip in addition to the Hospitality Charge. The tip line is provided as an option to express appreciation for an outstanding experience."

"If the service went above and beyond what you expected and you want to leave 10, 20, 30 dollars, do it. That's great. That goes directly to the server," Kaysen said.

Patrick "Jocko" Tierney, a bartender and server at Manny's Steakhouse for 25 years who thrives on tips, sees hospitality charges as awkward for customers.

"You're in a real dilemma because the server might say it doesn't all go to them," Tierney said. "I don't think it's fair for someone to say, 'This isn't my tip' when that much is added to the bill."

What about a wellness charge? How do I tip then?

Many restaurants that haven't replaced tipping have added a wellness charge, sometimes labeled health benefits or health and wellness.

At Manny's, Tierney sees some customers turned off by the 5% wellness charge. He accepts that these charges sometimes impact his tip. "If you feel that's too much and you tip 15%, then I eat the other 5%," he said.

Parasole Restaurants, owner of Manny's, Pittsburgh Blue, the Good Earth and Salut, instituted the wellness charge to offset health care costs a few years ago. The firm raised the charge during the pandemic as sanitation expenses rose.

But you won't see a hospitality charge at Parasole's restaurants. "I think it works well for new concepts, but the restaurants we have are mature brands," said Donna Fahs, Parasole's chief operating officer.

Why don't restaurants just offset the cost of doing business by charging more?

Many restaurants have raised prices but they feel there's only so far to go, fearing customers won't stop in for \$50 burgers.

Owners faced unprecedented shutdowns during the pandemic to now face skyrocketing costs. They also are struggling to woo workers even as base pay tops the \$15 minimum wage in Minneapolis (for businesses with more than 100 workers) and St. Paul.

"There's nobody in my restaurants that makes less than \$15 an hour," said Troy Reding, who owns Rock Elm Tavern in Plymouth and Maple Grove and Holman's Table in St. Paul. "Minimum wage in this state is really irrelevant."

Reding tried a service charge model during the pandemic. In the end, he stopped the service charge, went back to traditional tipping and added a 3% wellness charge.

"The employees were struggling with the service charge because guests confronted them," he said. "Quite simply, I got tired of fighting it and we went back to the standard gratuity situation here."

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# HOW MANY BEERS ARE IN A KEG?



By Ellen Gutoskey

When people first started using the word keg back in the 17th century, according to the Oxford English Dictionary, it described “a small barrel or cask, usually of less than 10 gallons.”

It didn’t come to mean a barrel of *beer*, specifically, until the mid-20th century. Though you can order kegs of other beverages—wine, soda, etc.—these days, it’s pretty safe to assume that if someone mentions getting a keg for their upcoming party, there’s going to be beer in it. What’s slightly less safe to assume is just how many red solo cups it will fill. And that’s because kegs aren’t all the same size.

But they are more or less standardized across keg providers, who are typically good about breaking down the dimensions and capacity of each kind on their websites. Read on for details from KegWorks and Buy Keg Beer.

## Cornelius Keg

Other names: Corny keg, soda keg

Capacity: 5 gallons

12-ounce beers: 53

16-ounce beers (pints): 40

These tall kegs, originally used for Coca-Cola and Pepsi, are so named because they were manufactured by Cornelius, Inc. They’re popular among home brewers.

## Sixth-Barrel Keg

Other names: Sixtel, torpedo log

Capacity: 5.16 gallons

12-ounce beers: 55

16-ounce beers (pints): 41

Just a tad larger than a corny keg, the sixth-barrel is ideal for smaller establishments who prioritize variety over quantity.

## Quarter-Barrel Keg

Other names: Pony keg, stubby quarter

Capacity: 7.75 gallons

12-ounce beers: 82

16-ounce beers (pints): 62

The quarter-barrel is sometimes called a “stubby quarter” because it’s short and squat.

## Slim Quarter Keg

Other names: Tall quarter

Capacity: 7.75 gallons

12-ounce beers: 82

16-ounce beers (pints): 62

Slim-quarter kegs hold the same amount of beer as a regular quarter-barrel, but dual- and triple-tap kegerators can better accommodate their shape.

## Half-Barrel Keg

Other names: Full-size keg, full keg

Capacity: 15.5 gallon

12-ounce beers: 165

16-ounce beers (pints): 124

This is the kind of keg you usually see at big parties — hence why it’s considered a “full” or “full-size” keg.

## 50-Litre Keg

Other names: Import keg, European barrel

Capacity: 13.2 gallons

12-ounce beers: 140

16-ounce beers (pints): 105

The 50-litre keg, popular in Europe, requires a different kind of keg coupler.

## Mini Keg

Other names: N/A

Capacity: 1.32 gallons

12-ounce beers: 14

16-ounce beers (pints): 10

Mini kegs don’t serve a ton of people, but they can fit on your tabletop. Fun!



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By Norton Security

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But not every surprise is nice. You won't be delighted if the message comes from a scammer. You could lose money or become a victim of identity theft.

## Spring and summer targets: Birthdays, moms, dads, and grads

Cybercriminals often tailor scams to seasons, holidays, and events. Spring and summer events include birthdays, Mother's Day, Father's Day, and graduation.

That's why moms, dads, new grads, and anyone else marking a special occasion should pause and think before clicking on an e-card.

Keep in mind, no matter what season, it's a good idea to watch out for e-card scams and fight the urge to impulse-click. Cybercriminals design e-card scams for Valentine's Day to Christmas and all the holidays in between.

## How e-card scams work

You might get a message via email, text, or social media telling you someone sent you an e-card and asking you to click on a link. If the message came from a scammer, you might click and find there's no card.

Instead, the link could install malware on your computer. Once the malware is on your device, scammers can do harm in a variety of ways. Here are four of them.

### Steal your identity

A type of malware known as spyware might be able to gather personal information such as your full name, Social Security number, bank logins, and other information. ID thieves can use this personal data to steal your identity and open new accounts in your name.

### Scam your friends

A scammer may be able to access your login credentials and hijack your email account to send scam emails to your contacts. These emails might hit up your contacts for money or include a link that could install malware on their device.

### Annoy you with pop-up ads

Another type of malware might subject you with ads that pop and try to convince you to buy a bogus product. You might wake up at 3 a.m. to the sound of notifications. It's scammers hawking diet pills or other shady wares from your computer.

### Part with your cash

A phony e-card may not always install malware on your device. Another scammer trick is to create a page that looks kind of like an e-card but also makes a pitch for you to buy a product or "donate" to a phony charity.

Given the risks, it's smart to know the signs of a bogus electronic greeting and what to do if you get one.

### Signs an "e-card" might be a scam

So how can you tell if that e-card waiting to be picked up is safe to click or not?

Legitimate e-cards come from reputable e-card companies like American Greetings, Blue Mountain, Hallmark, and Jacquie Lawson.

Don't recognize the name of the e-card company? Do an online search for information. Also, try typing in the company name plus the word scam into your browser.

Even if the message seems to come from a real e-card company, double-check the name and URL. Scammers sometimes intentionally misspell the name of a legitimate company to trick recipients.

### 4 steps to take if you think you received a fake e-card.

Don't just click automatically when you get an e-card message. Instead, take these four steps:

1. See who sent the card. Delete any "e-card" message that doesn't name a real sender you know. Scammers may claim "someone you know" or "a friend" or "a secret admirer" sent you the e-card. This is a red flag.
2. Check with the sender. If the message names a friend or relative as the sender, contact the person and ask if they sent you an e-card. Wait for confirmation before you click.
3. Report the scam. Did you determine the "e-card" you received is actually a scam? Warn authorities about the scammers by filing complaints with the Federal Bureau of Investigation's Internet Crime Complaint Center as well as the Federal Trade Commission.
4. Protect yourself. Make sure Norton 360 is installed on all of your devices and that your email spam filter is working to help protect yourself from e-card scammers and other fraudsters in the future.

Scammers count on you to assume e-cards are harmless fun. And e-cards can be fun, if you take a moment to verify the greeting before you click.

# TRUST: THE LEADING INDICATOR (THE 8 PILLARS OF TRUST)



By David Horsager

According to our global study and The Trust Outlook™, the number one question everyone is asking is "Can I trust you?". A lack of trust is your biggest expense in business and life. Each of the 8 pillars of trust contribute to demonstrating why trust is the leading indicator.

Everything of value is built on trust. You'll pay more for the trusted brand, follow the trusted leader, and buy from the trusted salesperson. Trust is the single uniqueness of the greatest leaders, organizations and brands of all time. Trust is the root cause. It amplifies marketing, speed of the sale, and is the only way to leverage the benefits of diversity.

## Leading vs. Lagging Indicators

Leading indicators are typically input oriented, hard to measure but easy to influence. Lagging indicators are typically output oriented, easy to measure but hard to improve or influence. In many cases, the leading indicator is the cause of the lagging indicator.

An example of a leading indicator would be leadership competency. If the leading indicator is leadership competency- measured at the process level, the lagging indicator would be employee satisfaction, measured at the organization level.

Trust is the most important leading indicator as it is vital for driving toward any goal. Whether you are trying to increase your customer satisfaction rate or decrease attrition, trust affects the bottom line. From massive fraud in business to scandals in politics and athletics, the headlines point to a persistent problem of modern life and business—we're lacking in trust.

So how do you build trust? Many professionals think it is as simple as increasing integrity or honesty. However, the solution much deeper and more complex than this. In order to build trust, you need to look at a much broader spectrum of ideas. The 8-Pillars of trust can assist in building the foundation for success.

## The 8 Pillars of Trust- Defined

**• Clarity:** People trust the clear and mistrust or distrust the ambiguous. Be clear about your mission, purpose, expectations, and daily activities. When we are clear about priorities on a daily basis, we become productive and effective.

**• Compassion:** People put faith in those who care beyond themselves. People are often skeptical about whether someone really has their best interests in mind. "Do unto others as you would have them do unto you" is not just an old saying. It is a bottom-line truth. Follow it, and you will build trust.

**• Character:** People notice those who do what is right ahead of what is easy. Leaders who have built this pillar consistently do what needs to be done when it needs to be done, whether they feel like doing it or not. It is the work of life to do what is right rather than what is easy.

**• Competency:** People have confidence in those who stay fresh, relevant, and capable. The humble and teachable person keeps learning new ways of doing things and stays current on ideas and trends. Make a habit of reading, learning, and listening to fresh information.

**• Commitment:** People believe in those who stand through adversity. People trusted General Patton, Martin Luther King, Jr., Mohandas Gandhi, Jesus, and George Washington because they saw commitment and sacrifice for the greater good. Commitment builds trust.

**• Connection:** People want to follow, buy from, and be around those who are willing to connect and collaborate. Trust is all about relationships, and relationships are best built by establishing genuine connection. Develop the trait of gratitude, and you will be a magnet.

**• Contribution:** Few things build trust quicker than actual results. At the end of the day, people need to see outcomes. You can have compassion and character, but without the results you promised, people won't trust you. Be a contributor who delivers real results.

**• Consistency:** It's the little things—done consistently—that make the biggest difference. If I am overweight, it is because I have eaten too many calories over time, not because I ate too much yesterday. It is the same in business. The little things done consistently make for a higher level of trust and better results.

According to the Trust Outlook™, the number one reason people want to work for an organization was trust. Ahead of being paid more, ahead of more autonomy, ahead of a more fun work environment, they want to trust their leadership. When the 8-pillars are used together, they make up the great advantage called The Trust Edge.

Trust is the most important leading indicator. When trust increases or decreases, the lagging indicator follows. If a leader is untrusted, both employee and customer satisfaction decrease. If a brand is trusted, revenue will increase, and employee retention will become greater. It affects all aspects of business. In both situations, **trust** is the first thing that changes.

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# **20 Ways to Be a Great Bartender**

By Tom J. Neff

- 1) Do everything you can to make your guests happy within the boundaries you have been given.
- 2) It's not your party. It's not your booze. It's not your bar.
- 3) You are on stage and people are watching you. Act accordingly. If you are not comfortable with this, find another job.
- 4) Sleeping with your customers is a great way to lose money.
- 5) Know what you serve and why. If you work at a beer bar, make sure you know about beer. If you're new and uneducated, pick a few that you can get to know well, and start from there.
- 6) Learn how to make cocktails. Practice the details.
- 7) Cash-handling is king. Neat money shows your customers and owners that you are paying attention to their cash.
- 8) Tips aren't everything. It's a long-term game, so don't sweat the random crappy gratuity from time to time.

- 9) Insist on proper behavior in your bar, whatever that happens to be. If you let the clientele run your establishment, you will never regain control.
- 10) Learn how to comp and why
- 11) Look the part.
- 12) Control your environment. Is the A/C too high? Is the music too loud? Your clientele's comfort is directly proportional to the number of stars they will give you on Yelp when they walk out the door.
- 13) Branch out. Make sure you have the skill-sets necessary to deliver what people can reasonably expect in your bar, and work to gain the skills you'll need to succeed at your next job. Because you will have a next job, and it will require more of you.
- 14) Know a joke. Get good at banter. People pay for booze, but they tip for your service.
- 15) Keep a clean bar. Turn bottles to face forward. Wipe the bar-top. Straighten the stools. If people think you don't care, they won't either.
- 16) *Mise en place.* It's a fancy French phrase for how you arrange your tools and ingredients. Set your mise, and do the same thing every time. You can't be fast if you're constantly searching for what you need.
- 17) Don't touch your face, hair, or any other part of your body. Cough in to the crook of your arm. Sneeze down. Always be seen washing your hands. Don't be disgusting.
- 18) Open your mouth. Talk to people. Say hello when they walk up and goodbye when they leave. Chat with your clientele, ask how they're doing, even if it's just passing time. Often, that is exactly what people want from you.
- 19) Keep your mouth shut. Don't offer advice. Don't dominate conversations. Keep yourself to yourself.
- 20) Behind the bar, you are an illusion, a fantasy, a servant, and an actual person all rolled in to one. Choose wisely which side you choose to present at any given moment.

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