

Incomparable Carlton

After a lifetime career in foodservice, Carlton Green, PhD—a dynamic 67—is taking his message for creating a culture for success on the road as he officially retires on June 30th. Carlton—*everyone* calls him Carlton—seemingly burst upon the scene in 1997 when he accepted the challenge to turn around the beleaguered foodservice department at UCLA Medical Center within administration's one-year deadline. He succeeded in his mission at UCLA, winning the respect of his employees and administrators alike. But more to the point, his commitment to the job and to his staff engendered their commitment to the department and a belief in themselves.

The tangible proof of his success, culminating in being awarded the Silver Plate for healthcare foodservice in 2001, includes taking a department that was \$2.5 million over-budget and rescuing it from the red. In addition, cash revenues increased by \$100,000 per month and expenditures were reduced by \$11 million annually—without layoffs. Today, UCLA's foodservice records 6,500 transactions per day and has annual café revenues of \$6.5 million, an 83% increase from 1997. There are more numbers, for those who need to reckon the outcome in dollars and cents. But Carlton's results are an outcome of his strategies to ensure that each member of his staff of 250 at the Santa Monica and Los Angeles locations feel nourished and loved and that they begin to become the best and most successful person they can be.

Now conference attendees in other sectors of business beyond healthcare and beyond foodservice—and beyond our shores—will have a chance to hear Carlton and perhaps purchase his just-published book, *What is the Purpose of a Banana?* This slim volume is a distillation of his thinking in regard to critical success factors for effective leadership—and an effective life.

Kudos from the heart: And Carlton's effect on people is uniformly amazing. One industry fan, Marty Rothschild, vice president of business development at Aladdin Temp-Rite, waxes enthusiastic:

"He's an all-American success story. Here's a guy who was a high school dropout; joined the Marine Corps at the age of 17 and also married his dear Judy at 17; spent 14 years in the military and continued to better his life in the face of racial prejudice. He's a man of steel and velvet; he's results-oriented but he cares for people along the way.

"He's like an industry treasure," Rothschild adds. "He speaks with the zeal of a minister and with such passion—with conviction that if something is worth doing, it's worth doing right. You do it with all your heart and your head. He puts excitement into the workplace and really connects with the audience. He makes others feel special."

We'll miss you Carlton, but we know your success at UCLA isn't just the happy ending. You've only just begun.



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