



HOSPITALITY LEADERS CLUB

EXECUTIVE HOSPITALITY MASTERMIND

Where senior hospitality leaders
think clearly,
decide with judgement
and lead with perspective

MEMBER MANUAL

• CONFIDENTIAL •



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HOSPITALITY LEADERS CLUB

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EXECUTIVE HOSPITALITY MASTERMIND

1. MASTERMIND

An Institutional Perspective

The Executive Hospitality Mastermind is the private peer environment of Hospitality Leaders Club. It exists to support senior hospitality leaders in strengthening clarity of judgement, quality of decision-making and long-term perspective through structured dialogue with peers operating at comparable levels of responsibility.

Mastermind is designed for leaders who carry sustained accountability for people, capital, reputation and strategic outcomes. It provides a disciplined space in which experience is examined, assumptions are tested and decisions are refined in the presence of others who understand the weight and consequences of leadership at this level.

The Mastermind responds to a shared reality among senior leaders: decision-making is often solitary, pressure is continuous and the margin for error is narrow. While responsibility cannot be delegated, perspective can be expanded.

This is not a forum for exposure, visibility or exchange of opinions. It is a **disciplined peer environment** grounded in discretion, continuity and mutual respect, where lived experience becomes a strategic asset and collective intelligence serves individual judgement.

2. THE MASTERMIND EXPERIENCE

Participation in the Executive Hospitality Mastermind implies deliberate engagement in a structured peer environment characterised by focus, restraint and depth.

The Mastermind is not designed to entertain, motivate or persuade. It exists to support leaders in thinking clearly, deciding with judgement and acting with coherence over time.

The experience is defined by several operating principles.

Contribution precedes benefit.

The quality of the Mastermind depends on the willingness of each member to contribute experience with openness and discipline. Value emerges through generosity of perspective, not through extraction.

This is not a social or networking space.

Professional relationships develop naturally, but the primary purpose remains the refinement of judgement through shared experience in real leadership contexts.

Presence is non-negotiable.

Attendance, preparation and continuity are expressions of respect for the group and for the space itself. Mastermind requires protected time and full engagement.

This is neither therapy nor consultancy.

Mastermind does not function through advice, emotional discharge or problem-solving for others. Experience is shared without judgement, enabling each leader to draw their own conclusions and decisions.

Experience over opinion.

Contributions are grounded in what members have lived, observed and carried responsibility for. This anchors conversations in reality and preserves the seriousness of the space.

Psychological safety is implicit.

The Mastermind is a protected environment. What is shared is treated with discretion and respect, enabling honest reflection without fear of evaluation.



3. POSITIONING AND CORE VALUES

The Executive Hospitality Mastermind operates according to a set of principles that govern behaviour, interaction and commitment within the group. These values are not aspirational. They are operational.

Confidentiality

All exchanges within the Mastermind are strictly confidential. This obligation is absolute and remains in force indefinitely, including after a member concludes their participation.

Commitment

Leadership at this level requires consistency and reliability. Participation in the Mastermind implies commitment to presence, preparation and continuity.

Judgement

Members are expected to exercise restraint, discernment and responsibility in how they speak, listen and contribute. Sound judgement sustains the quality of the group.

Generosity

The Mastermind functions when members share experience without agenda, positioning or expectation of return. This generosity strengthens the collective.

Respect and Integrity

Interactions are conducted with respect, coherence and honesty. Disagreements are addressed directly and constructively, always in service of the group.

Continuous Learning

Learning is understood as a leadership responsibility and a strategic advantage. Members engage with curiosity and openness, recognising that perspective evolves over time.

Legacy and Responsibility

Leadership decisions shape organisations, people and the wider industry. Members act with awareness of the long-term impact of their choices.

Camaraderie

While leadership is exercised individually, it is strengthened through trusted relationships. The Mastermind is founded on mutual regard and peer respect.

4.ACCESS, SELECTION AND MEMBER PROFILE

Participation in the Executive Hospitality Mastermind is by application or personal invitation only. Access is intentionally limited in order to protect group quality, continuity and psychological safety.

Admission is not based on ambition, visibility or potential. It is based on demonstrated responsibility, leadership maturity and the capacity to contribute meaningfully to a peer environment of senior leaders.

The Mastermind is designed for individuals who hold genuine strategic authority and operate with effective autonomy in decision-making. Members typically include owners, founders, majority partners and senior hospitality executives from General Manager to Chairman level.

Participants are expected to carry sustained responsibility for complex hospitality operations, where decisions have tangible human, financial and reputational consequences. This may include, but is not limited to:

Responsibility for operational and revenue budgets commonly ranging from €5M to €100M+ annually, whether at single-asset or portfolio level.

Leadership of boutique, lifestyle or luxury hospitality assets, as well as large-scale operations, where complexity is defined by brand positioning, premium guest experience and profitability rather than volume alone.

Strategic oversight of teams typically ranging from 50 to 300+ people, with direct accountability for culture, performance and long-term sustainability.

Proven experience operating in environments of sustained pressure, ambiguity and consequence, where judgement is exercised under real constraints.

These criteria are not intended as rigid thresholds. They exist to ensure a shared level of responsibility, decision-making gravity and leadership context across the group.



5. ADMISSION PROCESS AND MEMBER JOURNEY

Admission to the Executive Hospitality Mastermind follows a deliberate and selective process. Each step is designed to ensure alignment, protect group integrity and respect the professional context of all participants.

5.1 Access and Referral

Access to the Mastermind is possible through direct application, personal invitation or referral by an existing member of Hospitality Leaders Club.

A referral represents a gesture of trust and consideration. It does not imply automatic admission, nor does it determine group placement.

To preserve independence, psychological safety and quality of dialogue, members with direct professional, commercial or personal relationships are not placed within the same Mastermind group. This includes, but is not limited to, partners, close collaborators, family members or colleagues from the same organisation or operating entity.

Where members belong to the same international group but operate independently in different regions, assets or legal entities, group placement is assessed on a case-by-case basis.

Hospitality Leaders Club retains full discretion over group composition.

5.2 Initial Review and Discovery Call

All profiles are reviewed internally with discretion and care.

Where preliminary alignment appears possible, the candidate is invited to a Discovery Call. This conversation is exploratory and concise, typically lasting between 15 and 30 minutes.

Its purpose is to understand the candidate's leadership context, current priorities and timing, and to assess whether the Mastermind may represent a relevant environment at this stage. No commitment is expected or implied during this conversation.

5.3 Member Manual and Formalisation

Where, following the Discovery Call, mutual alignment appears appropriate, the candidate is invited to review the Member Manual.

The Member Manual is shared selectively. It provides full visibility on the philosophy, structure, operating principles and level of commitment required, allowing the candidate to reflect carefully and independently before proceeding.

Following review of the Member Manual and confirmation of intent, the Membership Agreement is issued for signature.

Upon signature, access to the payment process is provided. Payment completion does not activate the Mastermind subscription.

5.4 Commencement, Onboarding and Group Formation

Participation in the Mastermind formally commences with attendance at the first official Mastermind session. The onboarding or Coffee Session does not constitute the start of the annual subscription period.

Once a Mastermind group is confirmed and closed, members are invited to a dedicated Onboarding Session. This session establishes shared context, confirms operating principles and prepares the group for effective collaboration.

During the onboarding process, the group collectively agrees on the dates for the six sessions constituting the Mastermind cycle.



6. HOW THE MASTERMIND OPERATES

A Mastermind Group is a closed peer circle that meets at a defined rhythm to examine decisions, challenges and learning within a framework of strict confidentiality and mutual respect.

The Executive Hospitality Mastermind is designed to support senior leaders in improving the quality of their judgement, reducing isolation in decision-making and gaining perspective in contexts of sustained complexity and consequence.

Each group operates according to a shared methodology, agenda and set of principles. This structure is not restrictive. It exists to protect focus, depth and psychological safety, and to ensure that time is used with discipline and intention.

Mastermind functions as a space to reflect before acting. Members bring real situations, questions and decisions drawn from their leadership reality. These are explored through the lived experience of peers who have faced comparable levels of responsibility.

Contributions are grounded in experience, not opinion. The Mastermind does not operate through advice, instruction or consensus-building. Each participant remains fully responsible for their own decisions and actions.

A designated moderator safeguards the rhythm, quality and integrity of each session. The moderator ensures adherence to the agreed principles, protects the space from drift and maintains a working environment that is focused, respectful and productive.

The Mastermind is not a place for performance, visibility or external validation. Its value lies in discretion, continuity and the cumulative depth that develops over time within a stable group.



7. AGENDA AND OPERATING PRINCIPLES

The Mastermind agenda exists to protect the quality of the sessions, the time of its members and the depth of the conversations. Structure is essential. It enables focus, continuity and a shared frame of reference that allows meaningful dialogue to unfold.

Sessions follow a consistent agenda. This consistency supports preparation, preserves rhythm and ensures continuity throughout the annual cycle.

In exceptional circumstances, where a member is facing a situation of immediate significance, the group may agree to adjust the agenda. Such adjustments are rare and require collective agreement. Outside these circumstances, the agreed agenda applies.

7.1 Standard Session Flow

Each Mastermind session follows a clear and consistent structure. This structure exists to protect focus, rhythm and effective use of shared time.

A standard session is structured as follows:

Opening and grounding

Approximately 10 minutes

Brief welcome, key reminders and a short grounding moment. Each member shares a single word reflecting their current state of mind.

Personal updates

Approximately 45–60 minutes

Each member shares what has been most relevant since the previous session. Contributions are concise and focused. These updates inform the selection of topics for exploration.

Selection of presentations

Approximately 5 minutes

Based on the personal updates, the group identifies one or two topics to be explored during the session, by consensus or simple vote.

Break

Approximately 5 minutes

Presentation and exploration – Session 1

Approximately 45 minutes



The selected member presents their situation briefly, followed by clarifying questions and the sharing of lived experience by other members. The presenter closes with key reflections.

Presentation and exploration – Session 2

Approximately 45 minutes

Same structure as above.

Accountability and reflection

Approximately 15 minutes

Members review previous commitments and articulate new or adjusted intentions for the period ahead.

Closing

Approximately 5 minutes

Key takeaways, confidentiality reminder and confirmation of next steps or dates.

This structure is followed with discipline. It enables depth without overload and clarity without pressure.

7.2. Presentation

Two types of presentations take place within the Mastermind: unprepared and prepared.

Unprepared presentations emerge naturally during the personal updates and are selected at the end of that segment of the session.

Prepared presentations are identified as important but not time-critical and are scheduled for a future session.

When scheduled in advance, a presentation may be prepared individually or with one or more group members in order to gain clarity. The purpose of preparation is not to identify solutions, but to refine the question to be explored.

A presentation is an opportunity to pause, reflect and gain perspective on a relevant leadership situation, supported by the lived experience of peers.



7.3 Preparing for the Mastermind

Using the provided preparation template is an expression of respect for the group and for the shared space.

Preparation supports clarity of thought and enables more focused dialogue during the session. It is not intended as an additional task, but as a brief moment of reflection prior to participation.

7.4 Selection Criteria for Presentations

During personal updates, members listen attentively in order to identify the most relevant and time-sensitive topics within the group.

Typically, two presentations are selected for the current session and one for a future meeting.

Each member presents at least once per Mastermind cycle. Topics may relate to personal leadership contexts or organisational matters.

Presentations selected for the same session are considered important and urgent. Presentations scheduled for future sessions are considered important but not urgent.

By group agreement, presentations may be postponed where circumstances warrant.

7.5 How Presentations Are Delivered

Presentations follow a consistent structure designed to support clarity and effective use of shared time.

Context and framing

Up to 5 minutes

The presenter outlines the situation or decision for which perspective is sought.

Exploratory questions

Up to 10 minutes

The group asks questions focused solely on understanding context. Opinions, suggestions or implied answers are intentionally avoided.

Sharing of lived experience

Up to 25 minutes

Members share relevant experiences from comparable situations, ideally in turn.

Closing reflections

Up to 5 minutes

The presenter reflects on key insights and takeaways.

7.6 Feedback Principles

Mastermind is not a social club, not therapy, not a space for advice and not a forum for judgement.

Learning occurs through the sharing of lived experience. Where no directly comparable experience exists, members may share experiences involving similar leadership or emotional dynamics.

Speaking from experience implies respect. Listening does not require explanation or justification of future action.

Advice is offered only when explicitly requested. Specific experiences are valued over general observations. Experience-based sharing deepens listening and preserves equality within the group.

The guiding principle is simple: experience only, shared in the past tense and grounded in concrete detail.



8. ACCOUNTABILITY GROUPS

Commitment to others supports follow-through and clarity.

Members are encouraged to articulate realistic and meaningful commitments and to reinforce constructive feedback while limiting negative reinforcement.

Accountability within the Mastermind is based on maturity and self-responsibility, not pressure or enforcement.

9. PRESENCE AND SPACE REQUIREMENTS

To protect quality and psychological safety, the following apply:

Cameras remain on throughout meetings.

Participation must take place from a strictly private space, without other people present. Shared spaces are not permitted, even with headphones.

The environment must be free from interruptions. Full attention and presence are required.

Headphones are optional and do not replace the requirement for privacy.

No parallel tasks are permitted during sessions. Participation requires full commitment.

These requirements exist to enable openness, protect confidentiality and preserve operational quality.

9.1 Punctuality

Punctuality reflects respect for the group and for the shared space.

Sessions begin at the scheduled time. A courtesy period of up to 10 minutes is observed to accommodate unforeseen circumstances.

After this period, access to the session is not permitted. This measure exists to protect focus, continuity and the quality of the dialogue for the group as a whole.

Repeated lateness is treated as a matter of alignment. Three instances of late arrival may lead to a review of the member's continued participation in the Mastermind.



10. GROUP DURATION, STABILITY AND CONFIDENTIALITY

Mastermind groups are closed and stable peer circles.

Groups are formed for an initial one-year period, with the option to renew annually, maintaining the same group composition.

Continuity is essential to the development of trust and depth of dialogue. Confidentiality obligations remain in force indefinitely, including after participation concludes.

Members may state that they participate in a Mastermind group. The identity of other members is not disclosed.

Access is strictly individual. Substitutes or third-party participation are not permitted under any circumstances.

10.1 Initial Alignment Period

Participation in the Executive Hospitality Mastermind is structured as a one-year commitment. This duration is essential to protect the depth of the work, the continuity of the group and the level of trust required among senior leaders operating in positions of significant responsibility.

At the same time, Hospitality Leaders Club recognises that true strategic alignment can only be fully confirmed once the work has begun and the group dynamic is experienced in practice.

For this reason, the Mastermind includes an Initial Alignment Period, designed as a mutual confirmation phase for both the participant and the Mastermind.

This Initial Alignment Period consists of the first three consecutive official Mastermind sessions, attended in full, and excludes the onboarding Coffee Session or Welcome Session. These are the first, second and third Mastermind sessions following formal onboarding.

During this period, participants experience the real structure, rhythm, depth of dialogue, facilitation style and group dynamic of the Mastermind. This allows each leader to assess, with clarity and discretion, the long-term suitability of the Mastermind in relation to their current leadership context, priorities and strategic needs.



If, after completion of the third consecutive Mastermind session, a participant determines that the Mastermind is not the appropriate long-term environment for them, whether due to timing, strategic focus or personal alignment, they may communicate their decision to conclude their participation at that point.

In the case of an annual payment, Hospitality Leaders Club will refund 50% of the net programme fee paid, excluding VAT, less a fixed administrative fee of €200.

In the case of a monthly payment plan, all future payments will be discontinued immediately following the decision to conclude participation. A fixed administrative fee of €200 will apply. No further payments will be required.

From the completion of the third consecutive Mastermind session onwards, the one-year commitment becomes fully binding. From that point, participation continues for the remainder of the annual cycle and no refunds or payment suspensions apply.

This structure ensures that every leader enters the Mastermind with clarity and intention, while preserving the stability, safety and institutional integrity of the group.

11. BEST PRACTICES

Mastermind is not a sales environment and not a commercial networking forum.

Business relationships between members of the same group are not encouraged and, where they occur independently, are handled with discretion and maturity.

Conscious vulnerability is recognised as a leadership strength. The value derived from the Mastermind is proportional to openness, honesty and presence.

11.1 Disagreements

Disagreements are addressed directly, respectfully and progressively, always prioritising group wellbeing and the integrity of the space.

The purpose of the Mastermind is to offer senior hospitality leaders a place to think with greater clarity, decide with stronger judgement and sustain balance, supported by peers who understand the weight of leadership.



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