Leading “The Way” for Your Team

Creating a Winning Culture in Your Department

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Introductions

- I’ll be your captain today
- Tell me about yourselves
- Resources for Today
  - Bernie Miklasz, St. Louis Post Dispatch & Drew Magery, Deadspin
  - *Lessons from the Mouse, Disney U and The Disney Way*
  - *The New Gold Standard*
  - *Corporate Culture: The Ultimate Strategic Asset*
  - *The Starbucks Experience*
What is “culture”

“a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations”

~Ravasi & Schultz, 2006

- Includes
  - Values & Visions
  - Working Systems & Norms
  - Common Language & Symbols
“The Way we say we get things done.

We always done it that way.

That’s the way we do things around here.

Don’t boil the ocean.

“we’re different!”

It’s not my problem.

We tried that ages ago...it didn’t?

That won’t work here.

That don’t matter what we say Nothing will change anyway.

Don’t set the bar too high.

It won’t hurt us.

If it ain’t broke, why fix it.

“The Way we really get things done.”

Torben Rick - www.torbenrick.eu
Winning Cultures
Where It’s Right All the Time
Why It Is Important?

Companies with both highly aligned cultures and highly aligned innovation strategies have 30% higher enterprise value growth and 17% higher profit growth than companies with low degrees of alignment.

HAPPINESS CAN BOOST 50% PRODUCTIVITY

Happy workers are 12% MORE PRODUCTIVE & unhappy workers are 10% LESS PRODUCTIVE

Companies with ENGAGED EMPLOYEES OUTPERFORM those without by UP TO 202%

Highly engaged employees are 87% LESS LIKELY to quit their job

Unhappy employees take 15 MORE SICK DAYS each year than the average worker

Turnover at companies with a POOR CULTURE IS 48% & turnover at companies with a GREAT CULTURE IS JUST 14%
How to Make It Happen

Let’s Get Real!
The Little Things Matter
Little Things Matter: Broken Windows
Little Things Matter: Broken Windows

The Small Things make a BIG DIFFERENCE!
And also . . .

- Safe Streets Program, Albuquerque (1990s)
- Lowell, MA
- The Netherlands (2007-8)
- Real Estate & Schools
The Little Things Matter

Commonalities between winning organizations
Commonalities

- Define Your Path & Refine for the Future
- Select. . .Don’t Hire
- Team Member Behavior is Where Culture Lives
- Deliver a WOW Experience
- What Your Guests Say Matters
Define & Refine

It’s not hard to make decisions when you know what your values are.

- Your Mission/Vision is important
  - This is your roadmap - it tells your Team where you are going
  - Identify parts of your mission that are tangible
  - Expect your Team to know it - or at least live it
Define & Refine

- Simplify the basics
- Make it easy to remember & easy to live
- Disney Decisions are made in four basic steps
  - Safety
  - Courtesy
  - Show
  - Capacity/efficiency

Three Steps of Service

1. A warm and sincere greeting. Use the guest name, if and when possible.
2. Anticipation and compliance with guest needs.
3. Fond farewell. Give them a warm good-bye and use their name, if and when possible.

“We Are Ladies and Gentlemen Serving Ladies and Gentlemen”

The Ritz-Carlton Credo

The Ritz-Carlton, our Ladies and Gentlemen are the most important resource in our service commitment to our guests. By applying the principles of trust, honesty, respect, integrity and commitment, we nurture and maximize talent to the benefit of each individual and the company.

The Ritz-Carlton fosters a work environment where diversity is valued, quality of life is enhanced, and individual aspirations are fulfilled, and The Ritz-Carlton mystique is strengthened.

The Employee Promise

At The Ritz-Carlton, our Ladies and Gentlemen are the most important resource in our service commitment to our guests. By applying the principles of trust, honesty, respect, integrity and commitment, we nurture and maximize talent to the benefit of each individual and the company.

The Ritz-Carlton fosters a work environment where diversity is valued, quality of life is enhanced, and individual aspirations are fulfilled, and The Ritz-Carlton mystique is strengthened.
Define & Refine

- Remain relevant to your community
  - Allow your business to change as your customer changes
    - Buick
    - Ritz-Carlton Hotels
    - Your Facility
Select... Don’t Hire

Hiring = Finding Someone for the Job
Selecting = Choosing Someone for the Job
Select . . . Don’t Hire

- Make the selection process matter
  - How often do you rush to hire?
  - What steps do you take to make sure that new hires have the skills to live out your mission? Finding Strengths v True Strengths
  - How many interviews are there in the process?
  - Are you setting the tone for cultural expectations?
Select...Don’t Hire

- How far does training go?
  - Who does the training?
  - Are you personally involved in training?
  - How does training start?
  - When does training end?
  - How do you handle coaching?
Culture Lives Here

▶ Ladies & Gentlemen Serving Ladies & Gentlemen
▶ Everything your team does is culture
▶ The “cultureless culture”
▶ It starts at the top
▶ The resting smile

I be thinking I'm smiling walking down the street but according to the world this how I really be...
Deliver a WOW Experience

It’s more than just the five senses!

Close your eyes and think about your favorite restaurant

It’s okay. . .I’ll wait. . . .
Deliver a WOW Experience

Feel

Hear

Smell

Taste

See
Deliver a WOW Experience
Deliver a WOW Experience

Everything around us is made up of energy. To attract positive things in your life, start by giving off positive energy.

Unknown
LeiLockHeart* TUMBLR

FIVE STAR RECREATION
Make It Tangible

Guest Service should be a BEHAVIOR not a task

**From “The Way” - a training program by Lifetime Fitness**

The Golden Rule

Every Space - All the Time

Don’t Lose a Guest

Meet & Greet
Make It Tangible

- Do to others as you would have them do to you
- Create a community of raving fans by exceeding expectations
- We only choose how we serve not who we serve.

The Golden Rule

- Every Space - All the Time
- Don’t Lose a Guest
- Meet & Greet
Make It Tangible

- Every space is YOUR SPACE
  - Every mess
  - Every mistake
  - Every smile
  - Every WIN

➤ The Golden Rule
➤ Every Space - All the Time
➤ Don’t Lose a Guest
➤ Meet & Greet
Make It Tangible

• Every guest is YOUR GUEST! Handle every situation you can
• Avoid “I Don’t Know” and his cousin “It’s Not My Job”
• Follow up personally with guests whenever possible

The Golden Rule

Every Space - All the Time

Don’t Lose a Guest

Meet & Greet
Make It Tangible

- Look people in the eyes
- Greet guests entering the facility within 10 seconds
- Verbally acknowledge all guests within 5 ft
- Make every guest feel important

The Golden Rule

Every Space - All the Time

Don’t Lose a Guest

Meet & Greet
Deliver a WOW Experience

The Expectation Effect

- Pleasantly surprise guests
- Anticipate guest needs
- Make sure that service standards encourage behaviors not create a script
- Pleasantly surprise your team
Guest Feedback Matters

Gather informal feedback
- Walk your facility
- Work the frontlines
- Talk to guests
- Be a guest

Use formal feedback
- Surveys & meetings
- Program evaluations
Applying It All

Making it work at your facility
Fans v Fanatics

- Doing things well is not doing things better
- Appreciating your values does not mean other people cannot appreciate other values
- Loving your culture does not mean that your culture is more worthy of that love
Resetting Expectations

- Sometimes you have to rock the boat
- Let your team know you are there to support them
Empower Your Team

- Set the bar high & let them exceed it
- Build trust with your team
  - Trust in the system
  - Trust in your support
  - Trust in each other
- Train your team & give them easy tools
- Teach them to Own a Guest
Inspect What You Expect

Know It Yourself
Have an Exit Strategy

- Set clear expectations
- Address underperforming team members immediately
  - Show respect
  - Be clear with what changes you need to see
  - Let them know the next step
- Do they need to be moved or find another position
Questions & Comments

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