Breakthrough Results in Difficult Times: Proven Solutions from World-Class Companies

Presented by:
Mark David Jones
President, Small World Alliance, Inc.

5th Tourism Human Resources Conference
Why Sweat The Details?

- 95% Guests leave satisfied
- 5% Leave dissatisfied
- 13 million Annual visitors
- 650,000 Left dissatisfied
  x 12 people told RE: bad experience

8 million Hearing a negative message about the Disneyland Resort
World-Class Chain of Excellence

- Leadership Excellence
- Employee Excellence
- Customer Satisfaction
- Financial Results and Repeat Business

The Key to GROWTH!
Understanding Your Customers

Needs
Wants
Stereotypes
Emotions
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<th>Industry</th>
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<td>Insurance</td>
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Think about:
Your best client(s)...

*How did it begin?*

**The Relationship!**
*(that provides the “want”)*
Ritz-Carlton “North Star”

Ladies and Gentleman...

...serving Ladies and Gentleman.
Service Standards

• Operational Guidelines
• Organizational Values
Delivery Systems

- People
- Place
- Process
People

The “Front Line” = “The Bottom Line”
Place

“Everything Speaks”
Process

“Make It Easy To Do Business With You”
Culture
The “personality” of your company
(Who you are without thinking)
Talent Management

✓ Selection
✓ Training
✓ Communication
✓ Recognition
Strategies for Selection

- Communicate your culture
- State non-negotiables up front
- Treat applicants as Guests
- Hire attitude *and* aptitude
- Create a seamless experience
Training

Orientation

On-The-Job

On-Going Development
Communication Principles

• Non-negotiables: Values, Culture, and “Being better today than we were yesterday”
• Everyone has valuable information and is expected to connect/share
• Individuals need to know how their behaviors contribute to all aspects of the experience (and results)
What To Recognize

• Guest Satisfaction
• Performance
• Behaviors
• Longevity
World-Class Culture
By Design

• Presented up front
• Trained consistently
• Communicated constantly
• Supported through a caring environment
Why Do Employees Leave?
Top Five Factors Affecting an Employee’s Decision

1. Quality of leader relationship
2. Ability to balance work/home
3. Amount of meaningful work
4. Level of co-worker cooperation
5. Level of workplace trust

SHRM Benchmarking Study: Retaining Talent
The Effect of Leadership

- A "caring boss" was more important than money or benefits
- Tenure and productivity were determined by employees’ relationship with their immediate supervisor

Gallup Survey: 2008
Commitment: The Goal? To combine ordinary resources into extraordinary results.
Every leader is telling a story... about what he or she values!
The Accountability Matrix

Leadership Behaviors

Business Results
Key to Implementation?

Commitment

not

Compliance
Involvement: Harley-Davidson
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Thank You!

Additional Questions?
Mark David Jones

Email:
mark@SmallWorldAlliance.com
www.MDJkeynotes.com