



WELCOME TO  
THE 2019 FRPA  
CONFERENCE!



# Leading The Way”

Creating Positive Culture

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# LEARNING OBJECTIVES



- Identify commonalities between your business & some of the most successful businesses in the country.
- Discuss how to pinpoint your priorities through Mission & Vision to lay the baseline for your “why”.
- Create a basic outline of your priorities & the first steps to implementation.

# Introductions

- Thanks for having me!
- Tell me about yourselves
- Resources for Today
  - *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
  - Beliefs



**Culture is your**  
*personality!*



# The Way We Say Things Get Done

*Policies & Procedures*

*Guidelines*

*Operating Systems*

*Common Language*

*Values*

*Typical Behaviors*

*Traditions & Stories*

*Feelings About Work*

*Communication Styles*

*Attitudes & Perception*

# The Way We Actually Do Things



# Cultural Personality



# 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  
PRODUCTIVITY

50%



# *Why It Is Important?*

- It influences success & affects financial performance
- Can be an “organization glue”
- Influences success of individuals in an organization
- Can become a liability



# How to Make It Happen

## WHERE TO START

- DEVELOP CLEAR VISION & STRATEGY
- CREATE GOALS & MEASURES TO FOLLOW
- BUILD A VISION FOR YOUR VISION
- PROVIDE CLARITY ACROSS THE ORGANIZATION
- START WITH THE TO BUILD INTERNAL CULTURE
- RELAY YOUR MESSAGE TO THE BUSINESSES

**Let's  
Get  
Real!**





# Little Things

# Matter

*Commonalities between winning organizations*

# *Commonalities*

- **Basic Keys to Your Culture**
- **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**



# *Basic Keys to Your Culture*

- **Define Your Customer Orientation**
  - How we view them affects how we treat them
- **People Orientation**
  - Are people assets or expenses?
- **Performance Standards & Accountability**
  - How do we hold employees accountability?
  - For what are they accountable?
- **Commitment to Change & Innovation**
- **Company Process Orientation**



# Define & Refine

*It's not hard to m  
when you know what your value*

- **Your Mission/Vision is important**
  - This is your roadmap – it tells you
  - Identify parts of your mission that
  - Expect your Team to know it – c



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going



# Define & Refine

- **Simplify the basics**
  - Make it easy to remember & easy to live
- Disney Decisions are made in 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”



## Credo

The Ritz-Carlton Hotel is a place where the genuine care and comfort of our guests is our highest mission.

We pledge to provide the finest personal service and facilities for our guests who will always enjoy a warm, relaxed, yet refined ambience.

The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.

## 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 the Right Skills**

**Hiring for Fit = Finding the Right Attitude**



*Select, Don't Hire!*

**Before you start the interview process,**

**consider what skills are**

*required*

**versus what you can**

*teach*



# *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



# *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

Smell



Hear



Taste



See



Feel



*Deliver a "WOW" Experience*



# *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**



# *Deliver a “WOW” Experience*

- **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*

# *Manage the Process*

- **Describe your current culture**
- **Define your desired culture**
- **Identify the gaps**
- **Develop a plan**
- **Manage performance against desired culture**



# *Resetting Expectations*

- **Communicate to your team**
- **Use symbols & artifacts**
- **Use a reward system**
- **Align leadership practices with culture**



# *Resetting Expectations*

- **Sometimes you have to rock the boat**



# *Have an Exit Strategy*

- **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**



# *Inspect What You Expect*

- **Drink the Kool-Aid**
- **Embed cultural standards into expectations**
  - **Quality of Product**
  - **Quality of Service**





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