



Welcome to the 2018 FRPA
Conference!

Learning Objectives

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





The Little Things Matter



The Little Things Matter

...

*Commonalities between winning
organizations*

Commonalities

- Basic Keys to Your Culture
- Define Your Path & Refine for the Future
- Hire for Fit
- 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 accountable?
 - For what are they accountable?
- Commitment to Change & Innovation
- Company Process Orientation



Define & Refine

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

Roy Disney

- **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



Define & Refine

- Remain relevant to your community
 - Allow your business to change as your customer changes
 - Buick
 - Ritz-Carlton Hotels
 - Your Facility



Hire for Fit

Hiring = Finding the Right Skills

Hiring for Fit = Finding the Right Attitude



Hire for Fit

- **Make the selection process matter**
 - Transmit your culture during the hiring process
 - Determine what skills are REQUIRED versus what you can TEACH
 - Determine what a SUPERSTAR looks like in your organizations and ask those questions
- **Keep the process going**
 - Help them understand how these same behavioral expectations will fit into performance evaluations



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



Feel



See



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*

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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