



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!



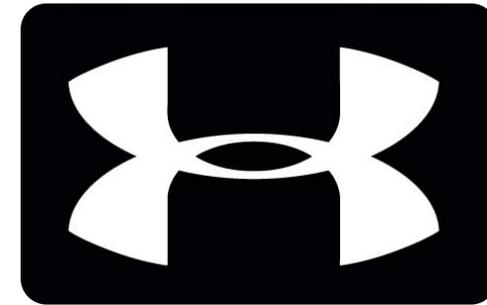
The Way We Say Things Get Done



The Way We Actually Do Things

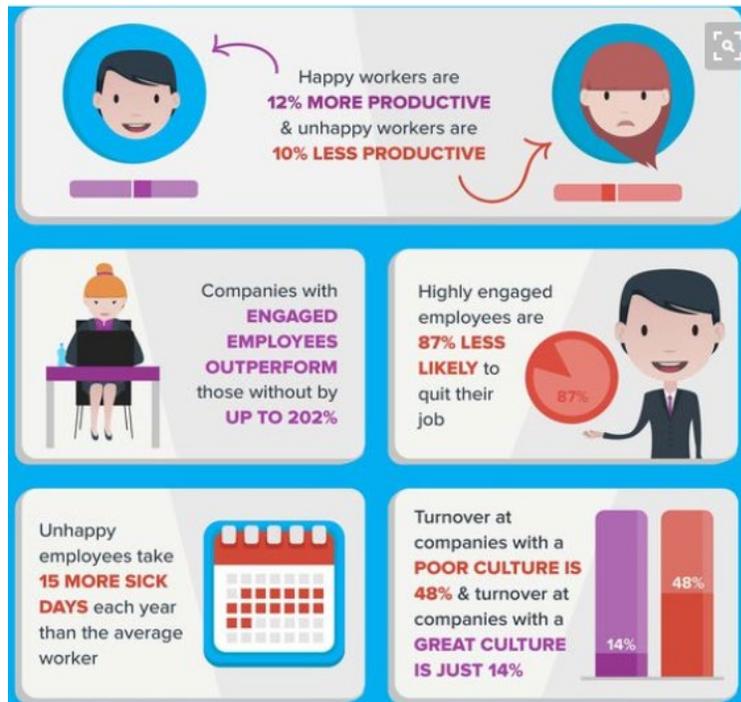


Cultural Personality



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 MISSION STATEMENT FOR YOUR VISION
- PROVIDE CLARITY ACROSS THE ORGANIZATION
- START WITH THE TOP TO BUILD INTERNAL CULTURE
- RELAY YOUR MESSAGE TO THE MASSES



**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



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.

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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

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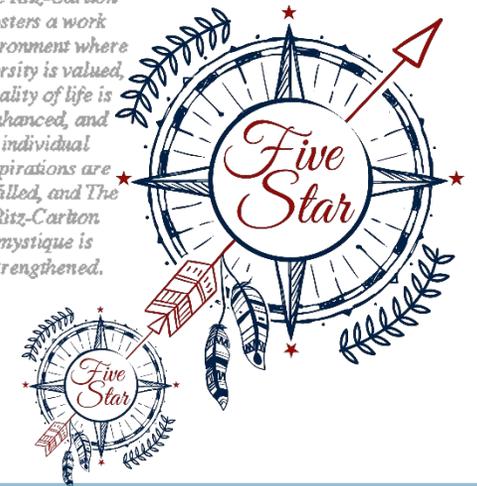
The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.

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



Feel



Taste



See



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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**FLORIDA RECREATION
& PARK ASSOCIATION**

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