

THE EXCELLENCE EQUATION

Engagement Through Empowerment + Accountability



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Talent Management Solutions

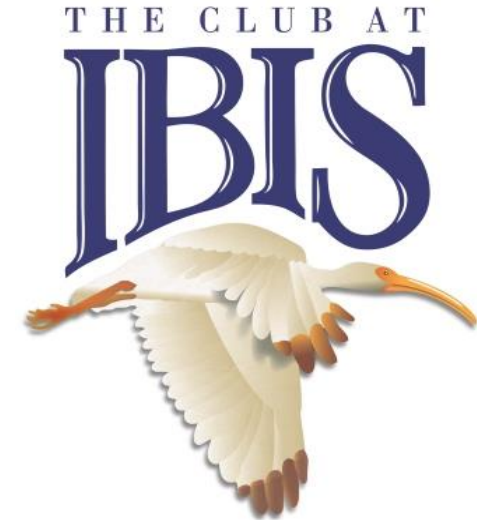
- Organizational Development
- Workplace Culture Management
- Talent Recruitment Strategies
- Succession Planning
- Employee Engagement & Surveys
- Targeted Focus Group

Operational & Service Excellence

- Operational Assessments
- Customer Experience Strategies
- Service Excellence Survey & Analysis
- Process Improvement
- Change Management
- Workshops & Group Coaching

Executive Coaching & Development

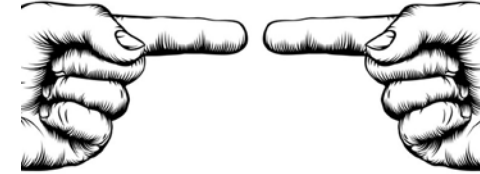
- Executive Leadership Development
- One-on-One Coaching
- Goal-Setting & Planning
- Business & Dining Etiquette
- Professional Image Consulting
- Resume Writing & Interview Prep



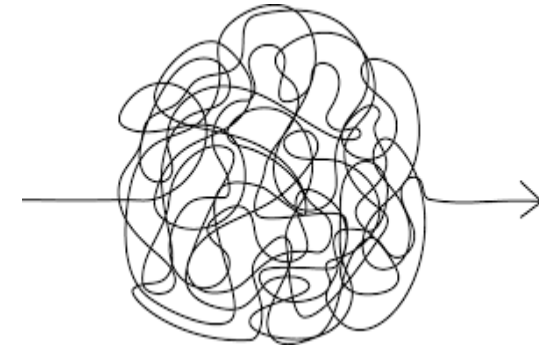


EXCELLENCE EQUATION

ACCOUNTABILITY - EMPOWERMENT =



EMPOWERMENT - ACCOUNTABILITY =



EMPOWERMENT + ACCOUNTABILITY =



Is my club a **Mission-Driven** organization?

1. What is my club's mission?
2. Do we tell our staff? *(more than just a poster in the staff cafeteria)*
3. Do we explain in detail how each job impacts the mission?
4. Do we provide specific instructions how to achieve the mission?
5. Do we hold staff that fall short of expectations accountable?
6. Are we consistent (with new hires & existing staff)?

WHY

HOW





What's Your **20%**?

An iceberg floating in the ocean. The tip of the iceberg is visible above the water line, while the much larger, jagged base is submerged below. The sky is blue with some clouds, and the water is a deep blue.

**Overtime
Recruitment
Pre-Screening
Training/Onboarding**

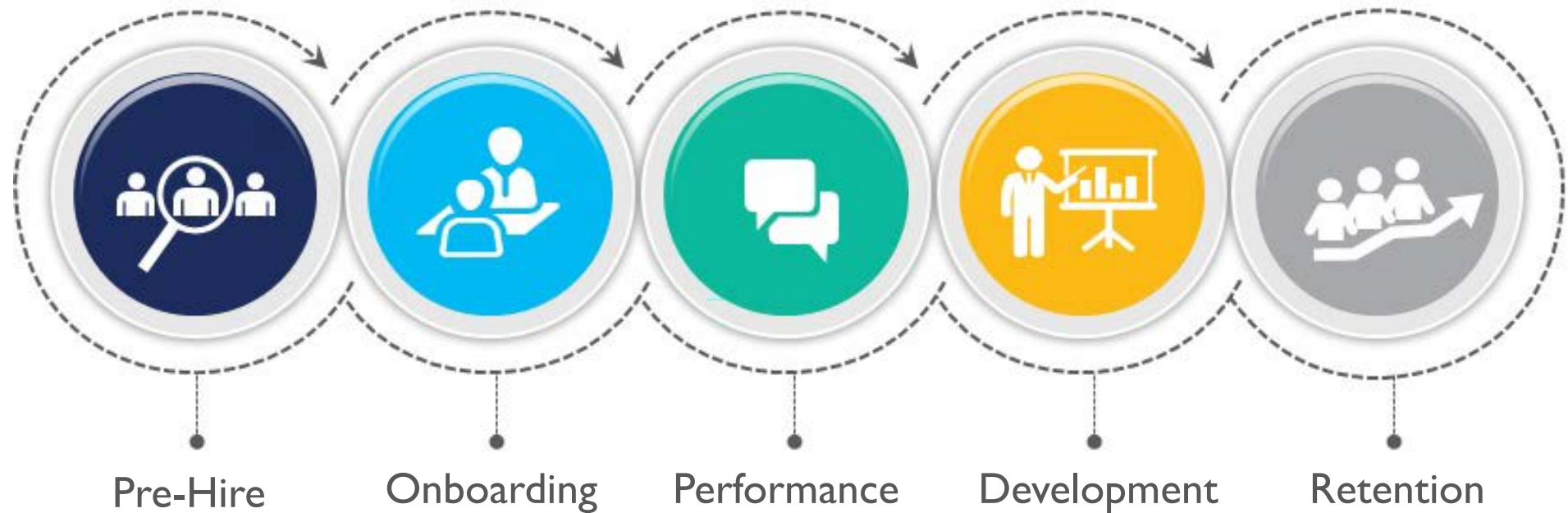
**Team Morale
Lost Organizational Knowledge
Ramp Up to Peak Productivity
Member Experience**

\$5,864

www.talentkeepers.com/tcc



Empowerment + Accountability in all phases of the Talent Life Cycle



Netflix Culture

English 

Entertainment, like friendship, is a fundamental human need; it changes how we feel and gives us common ground. We want to entertain the world. If we succeed, there is more laughter, more empathy, and more joy.

To get there, we have an amazing and unusual employee culture. This document is about that culture.

Like all great companies, we strive to hire the best and we value integrity, excellence, respect, inclusion, and collaboration. What is special about Netflix, though, is how much we:

1. encourage independent decision-making by employees
2. share information openly, broadly, and deliberately
3. are extraordinarily candid with each other
4. keep only our highly effective people
5. avoid rules

Our core philosophy is **people over process**. More specifically, we have great people working together as a **dream team**. With this approach, we are a more flexible, fun, stimulating, creative, collaborative and successful organization.

Real Values

Many companies have value statements, but often these written values are vague and ignored. The real values of a firm are shown by who gets rewarded or let go. Below are our values, the specific behaviors and skills we care about most. The more these values sound like you, and describe people you want to work with, the more likely you will thrive at Netflix.

Judgment

- You make wise decisions despite ambiguity
- You identify root causes, and get beyond treating symptoms
- You think strategically, and can articulate what you are, and are not, trying to do

<https://jobs.netflix.com/culture>



Excellence starts with selection.

- **Incorporate your club's mission and values**
 - Careers page of your website
 - Job descriptions used for career postings
 - Interview Guide
- **Empower others to be a part of the process**
 - Hiring Committees / Team Interviewing
 - Ask front-line staff that interacted with candidate



Onboarding is not just providing a **nametag** and club tour.

Onboarding is introducing the club's **mission** and setting specific expectations for achieving that mission.



- Assigned to someone responsible for orientation
- Create a new hire FAQ, given prior to the first day
- Standardize and formalize the process and orientation program

Recommended Orientation Agenda:

1. Club general information and history.
2. Introduction to club's mission and values.
3. Introduction to key club leaders – In-person whenever possible!
4. Performance expectations – Relevant to their job and the mission.
5. Expectation of accountability – Self and Peer.
6. A way out with dignity – *It's OK if it's just not a good fit...*





**Make them an
offer they
can't refuse.**

Empowerment is not giving **free reign**.

Empowerment is giving employees a **voice** and a **purpose**.

‘My job is important in achieving the club’s mission.’

‘My input is acknowledged.’

‘My manager trusts me.’



-
- Are your employees trained to handle situations when the manager is not around?
 - What specifically are employees allowed to do without manager approval?
 - What is the consequence of a member leaving an interaction without a resolution?

It's easier to let go when...

- You have the right people on your team
- Staff are trained properly
- You have the support of the GM



Employees are more likely to **uphold** the standards if they are **involved** in creating them.

- Ask employees to outline the steps of service when creating or updating an SOP.
- Ask employees what members are saying around the club – *they are the ones interacting most often with your members.*



A culture of accountability is not promoting **blaming**, shaming or finger-pointing.

A culture of accountability is employees believing so strongly in the **mission**, they refuse to accept less.



Use data you're already collecting (e.g., *Restaurant Nightly Recap*)

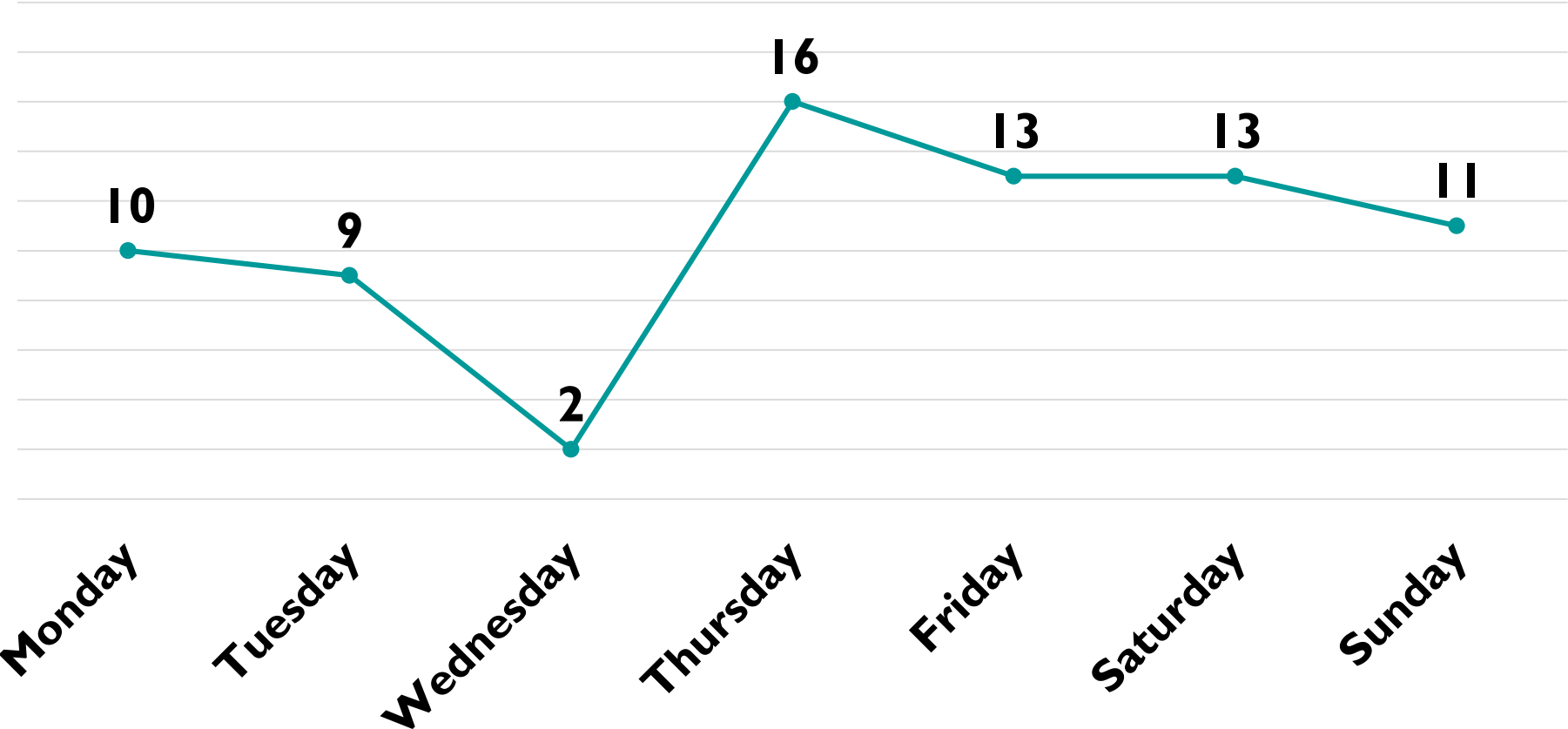
- Covers
- Average Check
- Revenue
- Labor
- ★ **Service/Culinary Errors**
- ★ **Member Feedback**

| Day | Date | Meal | Category | Member | Mem # | Staff | Notes |
|-----|------|------|----------|--------|-------|-------|-------|
| | | | | | | | |



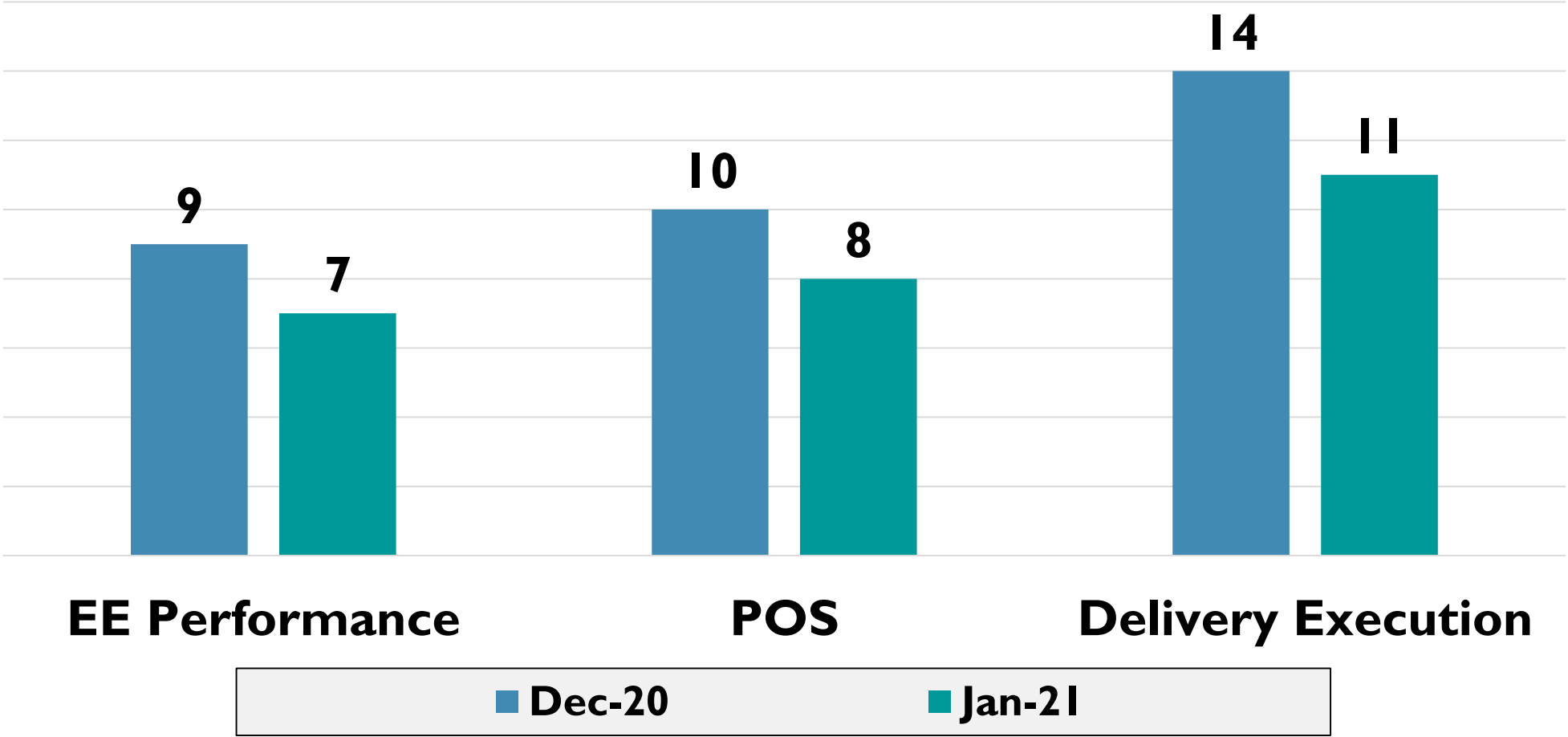
Average Occurrences

Dec. 2020 – Jan. 2021



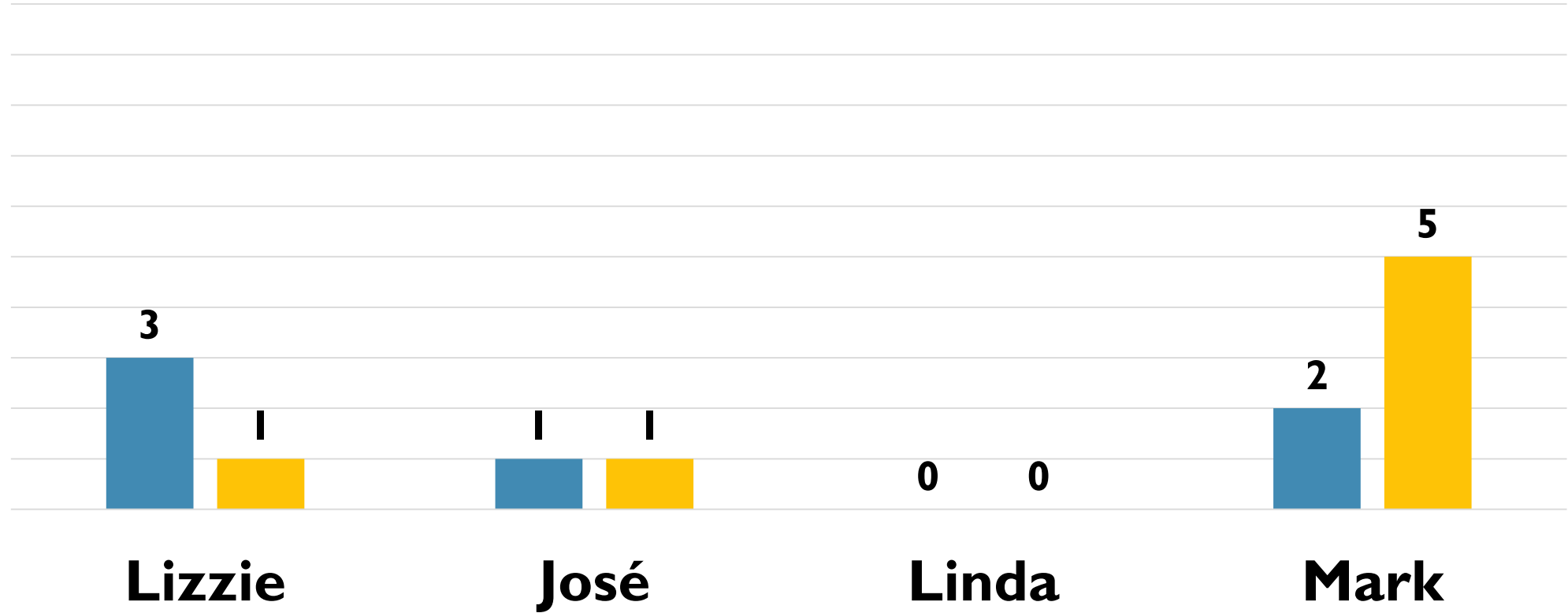
Employee Performance Metrics

Dec. – Jan.



Employee Performance Metrics

Dec. – Jan.



■ EE Performance ■ POS



The greatest proof of engagement is when employees hold **themselves** and **others** accountable to the organization's standards.

With **professionalism**, **love**, **respect**...

'It seems like you're not happy working here. Have you spoken to our manager about it? Is there anything I can do to make work more enjoyable or easier for you? If not, how can I help your search for another job?'

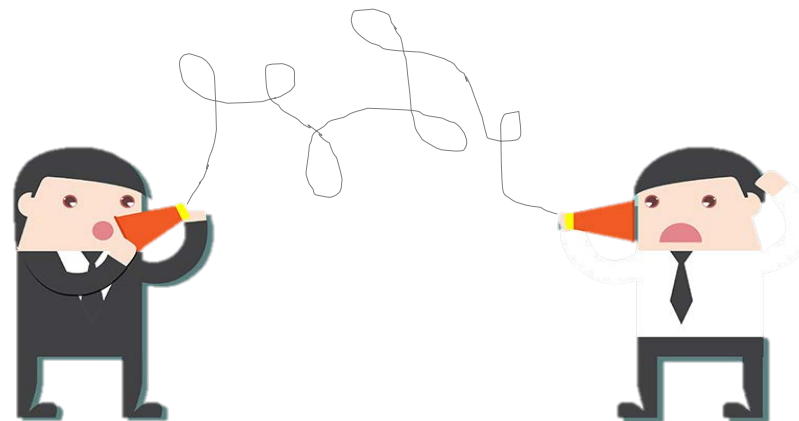


Accountability is not **lack of trust**.

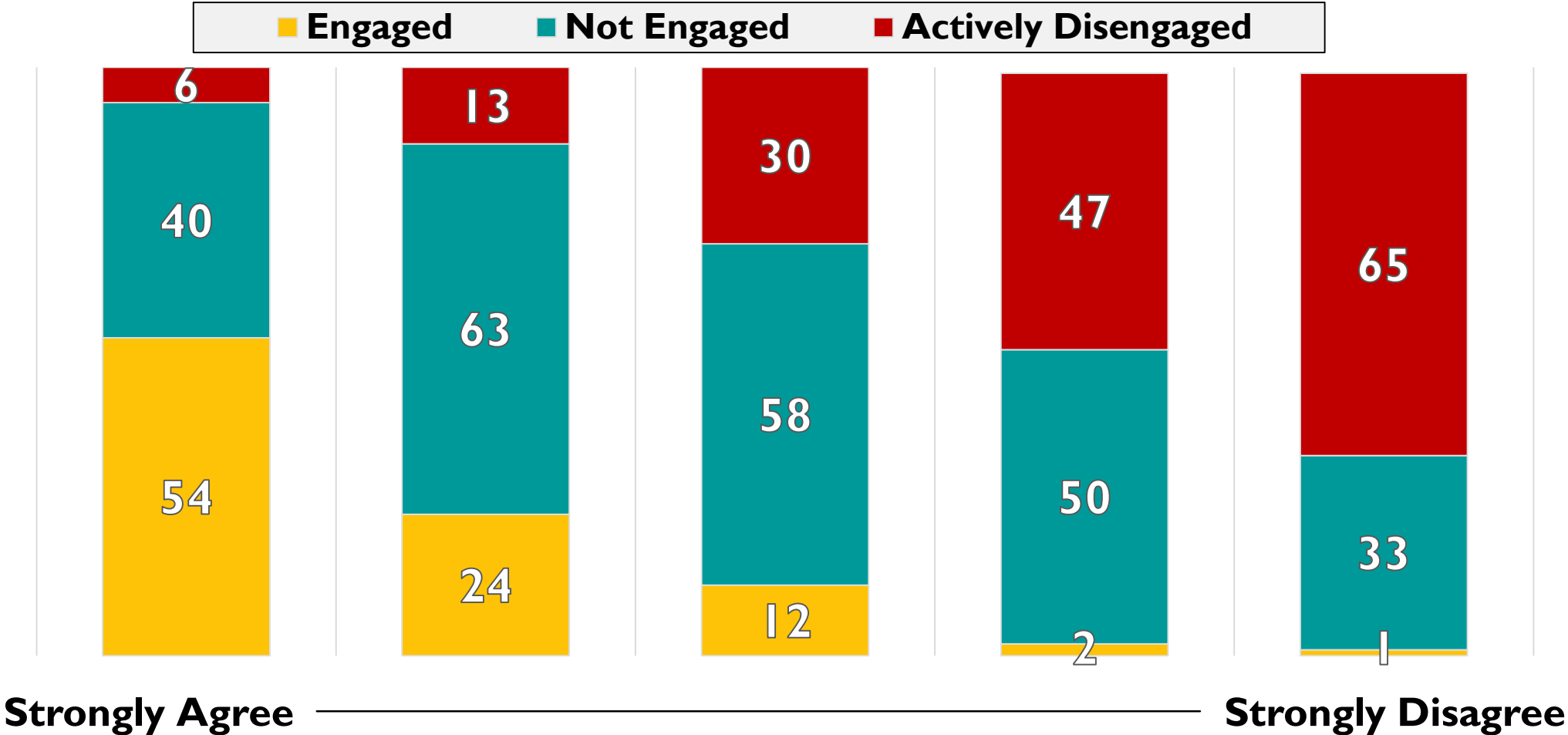
Accountability is a **commitment** to **excellence**.



69% of managers say there is something about their role as a leader that makes them uncomfortable communicating with their employees.

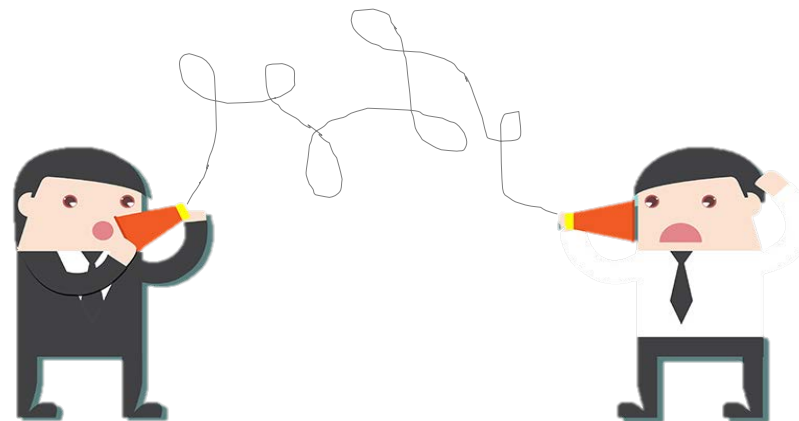


I feel I can approach my manager with any type of question.



23% of employees strongly agree that their manager provides meaningful feedback...

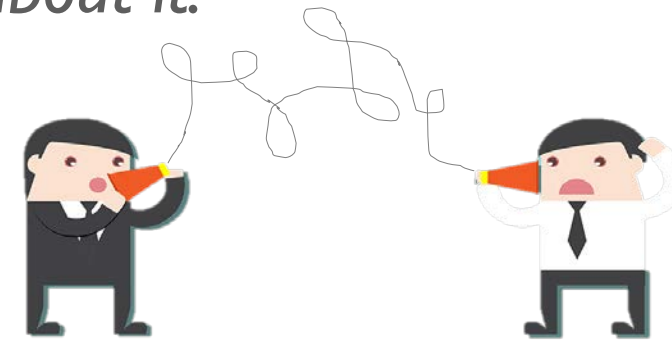
That means, **77%** do not!



Clear is kind. Unclear is unkind.

-Brené Brown, *Dare to Lead*

1. What is the overarching goal for the club?
2. How does the employee's role fit into that goal?
3. What is the strategic plan to achieve the goal?
4. What do they need to do (**specifically**) to help the club achieve the goal?
5. What can the employee do differently to improve outcomes?
→ *If the answer is 'they aren't the right fit'... do something about it.*



Facts help keep emotions in check.

- Attendance Records
- Counseling Documentation
- **Service Metrics**

| Day | Date | Meal | Category | Member | Mem # | Staff | Notes |
|-------|---------|--------|-------------|---------|-------|--------|-----------------------------------|
| Tues. | Jan. 5 | Dinner | POS | Avery | 1234 | Lizzie | Forgot to ring no tomato |
| Fri. | Jan. 8 | Dinner | EE Perform. | Brown | 5678 | Lizzie | Mr. complained about slow service |
| Sat. | Jan. 9 | Dinner | POS | White | 2345 | Lizzie | Forgot to fire entrée |
| Tues. | Jan. 12 | Dinner | EE Perform. | Schultz | 8765 | Lizzie | Told Mrs. wrong SOD |



Performance issues are the manifestation
of either a **bad hire, bad training,**
or a **bad manager.**



P3: PERFORMANCE PARTNERSHIP PLAN

1. **MANAGER** – Identify performance or conduct requiring improvement
2. **MANAGER** – Identify agreed upon timeline for improvement – 30 days, 60 days, etc.
3. **EMPLOYEE** – Specific actions they will take to make required improvement
4. **EMPLOYEE** – Specific support they need to achieve the goals
5. **EMPLOYEE** – What they expect from the club for achieving the goal
6. **EMPLOYEE** – What is the consequence if they do not achieve goal within the timeframe
7. **MANAGER / EMPLOYEE** – Sign to agree upon the terms
8. **MANAGER / EMPLOYEE** – Schedule the follow-up meeting



Employee Surveys

- New Hire Survey (30-days post hire)
- Bi-annual All-Staff Survey
 - *How are managers held accountable for participation & scores?*
- Monthly or Quarterly Pulse Surveys
- Post-Event Survey
- Exit Survey (voluntary resignations)

Feedback Forums

- Employee Town Hall
- Employee Resource Groups
- Multi-Channel Feedback
 - Text-in Line
 - Suggestion Box
 - Email Address
- Targeted Focus Groups
- Innovation Incentives



“Stay Interviews”

- Brief (15-20 minutes)
- Honest, two-way conversations
- Incorporate as part of the regular performance review process

OR (*preferably...*)

- Incorporate as part of every day conversation
- ★ **More effective than annual performance evaluations**



Re-Orientation

- ★ **Employee expectations and goals change from Day 1 to Day 550**
- When is turnover happening?
- Reintroduce club values and performance expectations
- Mandatory attendance
- Involve executive management



We have an obligation as **leaders** to have hard conversations with employees.

What are we afraid of... **the truth?**

“I want you to know, if you ever decide that this job is no longer the right fit for you, that’s OK. I hope you will feel comfortable to tell me. You won’t be hurting my feelings, the members’ feelings or the club’s. You have my word that I will support your decision and help with your transition.”



What can I implement today?

- It starts with having a clear **mission** and communicating it club-wide.
- **Empowerment** = Involving employees in the work that affects them.
- **Accountability** = Believing so strongly in the mission you refuse to accept less.
- Use **data** you're already collecting to measure performance.
- Performance is rarely the issue. **Dig deeper.**
- **Clear is kind.** Unclear is unkind.
- Ask employees... chances are they'll tell you.
- ★ **Share what you learned today!**



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DIGITAL SOURCES



- <https://pronghornresort.com/activities/golf/jack-nicklaus-signature-course/>
- <https://getlighthouse.com/blog/low-employee-morale/>
- <https://www.atmmarketplace.com/articles/enough-with-the-finger-pointing-its-time-for-the-us-to-refocus-reform-and-unite-on-emv/>
- <https://www.pinterest.com/pin/261842165815818381/>
- <https://www.integrify.com/blog/posts/how-to-lead-through-chaos/>
- <https://knowledge.insead.edu/blog/insead-blog/five-strategic-imperatives-for-digital-brand-building-4397>
- <https://www.google.com/url?q=http://www.bls.gov&sa=D&usg=AFQjCNEpzEyRwS9DwMVeSDSBwVhcPF4HKQ>
- <https://www.ideas4allinnovation.com/innovators/iceberg-talent-innovation-hr/>
- https://www.clipartmax.com/middle/m2i8N4A0Z5H7bIK9_%E2%80%9Cyoure-lucky-you-have-a-job%E2%80%9D-employee-empowerment/
- <https://online.alvernia.edu/wp-content/uploads/2019/02/800x440-201804-EmployeeOnboarding-header-ALV.png>
- <https://asglife.com/make-them-an-offer-they-cant-refuse/>
- <https://www.exudeinc.com/blog/assessing-the-talent-life-cycle-through-the-lens-of-di/>
- <https://www.hrcloud.com/blog/10-ways-to-improve-team-efficiency-and-productivity>
- <https://getlighthouse.com/blog/afraid-at-work-communication-feedback/>
- <https://kcpreventioncoalition.org/wp-content/uploads/2016/04/Gallup-Report-on-Workforce.pdf>
- <https://www.gallup.com/workplace/236570/employees-lot-managers.aspx>