

Tesis MBA

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Optimización del servicio al
residente de la Ciudad Pueblo
Nordelta

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RESUMEN

En la presente tesis se analiza la situación del servicio que brinda la administración de la Ciudad Pueblo Nordelta a sus residentes, repasando sus antecedentes y su historia. En tal sentido, se estudia el origen de los barrios cerrados en la Argentina, focalizando en las razones que llevaron al nacimiento de estos emprendimientos y su evolución, deteniéndonos en la complejidad que reviste la administración de esta clase de emprendimientos.

En este contexto, Nordelta es mucho más que un barrio cerrado, o un conjunto de ellos. Desde su origen fue concebido como un emprendimiento Premium, modelo, único en su tipo. Como tal, afronta también desafíos únicos, y constituye un caso de interés para ser estudiado.

A los fines de esta tesis se realizó una encuesta entre los residentes de Nordelta respecto del servicio que reciben, analizando los aspectos en los que existe menor conformidad.

A la hora de buscar inspiración para mejorar, este trabajo recurre a la experiencia de verdaderos gigantes de la industria de la hospitalidad, como el complejo de Hoteles Ritz-Carlton y los extraordinarios Disney Resorts. En la tesis se analiza tanto la forma en que operan estas compañías como el modo en que entienden la relación con sus visitantes, a fin de extraer conclusiones que sean aplicables a la realidad de Nordelta.

Por último, tomando ese aprendizaje, se proponen cambios concretos que pueden ser implementados en el corto plazo y a un costo moderado, con el fin de generar una mejora en la satisfacción de los residentes respecto de los servicios que se les prestan.

En tal sentido, se propone:

- una alianza con la Universidad Tecnológica Nacional, a fin de crear una carrera de extensión universitaria para Intendentes de Barrios Cerrados,
- una modificación en el sistema actual de Customer Relationship Manager (CRM), a fin de adaptarlo a un modelo similar al que sigue Ritz-Carlton como apoyo a su sistema de Management de la Calidad Total
- transformar las fechas internas de vencimiento de los incidentes, para generar un cambio positivo en la velocidad de respuesta percibida por los clientes



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- cambiar la dependencia funcional actual de los Intendentes
 - crear una Gerencia de Calidad
 - realizar periódicamente una encuesta de calidad de servicio al cliente, a fin de monitorear el progreso de las iniciativas.

Se busca, además, que los cambios propuestos faciliten la redacción futura de un Manual de Servicio al Cliente, que pueda ser certificado por la norma de calidad IRAM 43.000.

Palabras Clave: Barrios cerrados, Servicio al cliente, CRM, Norma IRAM 43.000, Nordelta, Disney, Ritz.



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I. INTRODUCCION

Nordelta es un emprendimiento modelo, único en su tipo, cuya extensión territorial y cantidad de habitantes, lo hacen comparable a un gran número de localidades de la Provincia de Buenos Aires. Fue concebido desde el principio como un desarrollo Premium, que aspira a los más altos estándares de calidad.

La Asociación Vecinal Nordelta es el ente creado para la administración, conservación y mejora de las áreas comunes, y de los barrios cerrados que conforman la ciudad pueblo. La estructuración de su servicio al cliente, sus procesos internos y la capacitación de su personal de campo, es similar a la existente en los más importantes barrios cerrados de la provincia de Buenos Aires. Sin embargo, quienes eligen Nordelta, exigen un plus.

Una encuesta llevada a cabo entre los residentes a los efectos de la presente tesis, demuestra que los habitantes tienen una alta valoración de la ciudad pueblo como lugar para vivir. Pero entre los ítems menos valorados figura el accionar de la Asociación Vecinal Nordelta, y su poca velocidad para resolver consultas y reclamos.

Este trabajo responde a las preguntas que surgen al analizar los resultados esa encuesta:

- ¿Cómo podemos incrementar el grado de conformidad de los clientes con la performance global de AVN?
 - ¿Cómo se puede mejorar la velocidad de AVN para resolver gestiones y reclamos?
 - ¿Qué cambios en la estructura, los sistemas y la capacitación de personal son necesarios para mejorar?
 - ¿Esos cambios se enmarcan en lo establecido por la norma IRAM 43.000, que establece las regulaciones de calidad para countries y barrios cerrados?
 - ¿Pueden estos cambios llevarse a cabo, sin que ello implique un mayor costo relevante para los accionistas?



Su objetivo general fue detectar oportunidades de mejora, y proponer soluciones que permitan dar un salto cualitativo en el servicio percibido por los clientes, sin que ello implique un impacto económico gravoso.

Sus objetivos específicos, fueron estudiar lo consignado por la Norma IRAM 43.000, y analizar casos emblemáticos de extraordinario servicio al cliente, a fin de evaluar si sus enseñanzas resultan aplicables al caso Nordelta. En efecto, a la hora de buscar inspiración para mejorar, esta tesis sostiene que Nordelta no debe compararse con barrios cerrados, sino que debe reflejarse en gigantes de la industria de la hospitalidad, sinónimos de excelencia en la atención de sus clientes, como lo son la cadena de hoteles Ritz-Carlton y los Disney Resorts. Por su escala y por su esencia, Nordelta vive problemáticas muy similares a las que atraviesan esos íconos del servicio. Y algunas de las soluciones que ellos implementaron, pueden ser aprovechadas por la Ciudad Pueblo para beneficio de sus habitantes.

Para el desarrollo de la presente tesis, se realizó una investigación de tipo descriptiva, buscando, a partir de los hechos y la experiencia, el mejor esquema posible para la satisfacción del cliente.

Se llevó a cabo la mencionada encuesta entre los habitantes, para conocer su opinión acerca de los aspectos más y menos satisfactorios de su experiencia viviendo en Nordelta. Se tomó también el resultado de la encuesta de satisfacción del personal, realizada por el área de Recursos Humanos.

Asimismo, se realizaron entrevistas con el personal, así como con el titular del Departamento de Extensión Universitaria de la Universidad Tecnológica Nacional.

También, vía correo electrónico, se contactó a Lee Cockerell, ex Director de Operaciones de Disney Resorts y actual disertante del Disney Institute.

Se analizó información disponible acerca del modo en que el Hotel Ritz-Carlton y los complejos Disney Resorts manejan la atención de sus clientes, buscando aquellos aspectos que pueden ser aprovechados por Nordelta para mejorar sus procesos.

Todo ello fue complementado con las observaciones del autor, a partir de su experiencia de seis años como Gerente de Administración y Recursos Humanos de la Asociación Vecinal Nordelta S.A.



II. MARCO TEORICO

CAPITULO 1 - Breve historia de los Barrios Cerrados en Argentina¹

Los “countries” tuvieron su apogeo en la Argentina durante la década del ‘90, cuando las familias de clase media y media alta encontraron en ellos un refugio contra el ruido y la inseguridad de la gran ciudad.

Estos complejos habitacionales se distinguían por su perímetro cercado, sus cuidadas áreas verdes, un ordenamiento vial propio, lotes amplios que permitían concretar el sueño de la piscina propia, y la posibilidad de contar con áreas deportivas y un club house en el mismo barrio. Este menú hizo que muchas personas (en especial matrimonios jóvenes con hijos pequeños) buscaran en ellos la calidad de vida que soñaban para sus familias.

Niños jugando en la calle o recorriendo sin miedo los caminos internos en bicicleta, puertas abiertas, automóviles que se dejaban con las llaves puestas, eran “lujos” que podían permitirse los habitantes de un barrio cerrado, cuando “afuera” tales conductas podían resultar casi una temeridad.

Ya desde la década del ‘30 se habían generado en el país proyectos para quienes buscaban conformar lugares residenciales, alejados de la ciudad, para aprovechar los fines de semana o algunos días de descanso. Al principio se trataba de emprendimientos muy exclusivos, integrados por amantes del polo o la hípica.



El punto de partida lo marcó el country **Tortugas**, inaugurado en agosto de 1930, considerado el primero de Sudamérica en su tipo. Su fundador, Antonio Maura, era un amante del polo que trazó una primera cancha para practicar este deporte en parte de los terrenos que su suegro poseía en la zona de Pilar. En aquella época, el viaje desde y hacia Buenos Aires se extendía durante alrededor de dos horas, por lo que decidió instalar carpas para que los jugadores pudieran quedarse a dormir, que luego se transformaron en edificaciones.

¹ Diario Clarín – Suplemento Countries (27/08/2005) y www.tortugascountryclub.com.ar



Inicialmente, Maura no vio el emprendimiento como un negocio inmobiliario. De hecho, regaló los primeros lotes a sus conocidos. En ellos comenzaron a edificarse las primeras casas.

En el momento de la inauguración, contaba con club house, pileta olímpica y canchas de polo, pelota paleta y tenis. Dos años más tarde, comenzó la construcción de la primera etapa del campo de golf.

Luego de 10 años, existían ya 25 construcciones, todas pertenecientes a sus amigos. Las viviendas solían distinguirse por una veleta con una figura, que revelaba la preferencia deportiva de sus propietarios.

La expresión “country club”, haciendo alusión a un barrio cerrado, comenzó a utilizarse en las revistas de arquitectura de esa misma década del '30 para denominar clubes suburbanos que combinaban instalaciones destinadas a la práctica deportiva, con viviendas residenciales de uso temporario, principalmente de fin de semana.

En mayo de 1948, un ex socio del Tortugas, Alberto González Venzano, compró un predio de 72 hectáreas e inauguró **Highland Park**. Su plan era edificar un barrio de quintas con instalaciones y servicios comunes, enfocado hacia las actividades hípcas.



Cambiando el enfoque, y con clara orientación hacia los amantes de la náutica, en 1965 nació el **Boating Club** de San Isidro, el primer club argentino pensado para poder amarrar el barco en la puerta de casa, concepto que ya existía en Estados Unidos.

Hasta aquí, los proyectos existentes apuntaban al nivel socio económico más alto. Los elevados precios de los lotes, los exigentes estándares de construcción y los costos de las membresías, hacían que el acceso a vivir en estos countries estuviera reservado a una elite privilegiada.

En la década del '70 comenzaron a surgir nuevos countries, los conocidos en el rubro como “súper deportivos”, con lotes más pequeños, precios más accesibles y -en algunos casos- la posibilidad de financiar la compra del terreno. Así, la clase media-alta pudo soñar con tener una casa de fin de semana, tal como las elites más adineradas.



Se considera a **Los Lagartos** (fundado en 1969) como el iniciador de esta tendencia. Le siguieron **Loma Verde**, **Banco Provincia** y **La Martona**, entre otros.

El desarrollo de nuevas vías de acceso y autopistas que comunicaron a la ciudad con los municipios periféricos, fue fundamental para que se expandiera esta tendencia, llevando a los emprendedores inmobiliarios a pensar nuevas iniciativas para los grandes espacios disponibles.

En esta nueva etapa, los barrios cerrados presentaban nuevas características. Disminuyeron las exigencias sociales para el ingreso de nuevos propietarios y se privilegiaron claramente dos grandes conceptos: “seguridad” y “recreación”.

A mediados de la década del ´80, **San Diego** modernizó el concepto de los servicios, y privilegió el diseño funcional de las construcciones, dando el puntapié inicial al estilo que seguirían los desarrollos que marcaron la década del ´90, la que –como señalamos- puso definitivamente de moda a los countries y barrios cerrados.



Las viviendas antes destinadas al fin de semana, se tornaron residencias de uso permanente, con un perfil social predominante de matrimonios jóvenes con hijos pequeños. Quedó definida así una nueva imagen del country: una comunidad auto contenida, que busca contar con todas las comodidades hacia el interior de su perímetro.

Los “nuevos” barrios cerrados se alejan del primigenio emprendimiento de lotes extensos donde sólo se puede construir una bonita y espaciosa casa. La tendencia actual se encamina a generar “mini ciudades” en la periferia de las grandes metrópolis. En diversos barrios cerrados lanzados en los últimos años, podemos encontrar lotes para la construcción de casas, pero también edificios de mediana altura, dúplex y complejos de oficinas. Existen también opciones de barrios cerrados destinados fundamentalmente al turismo.

Actualmente la mayoría de los propietarios de casas en barrios cerrados reside en el country; ya no se trata de emprendimientos existentes sólo para la “escapada de fin de semana”. Para la mayor parte de las familias se trata de su única vivienda, su sitio de



residencia permanente; aquel que eligieron para llevar una vida alejada de la contaminación de las grandes ciudades, segura, cómoda y en un entorno verde.

La socióloga e investigadora del Consejo Nacional de Investigaciones Científicas y Técnicas (CONICET), Maristella Svampa realizó varios trabajos de investigación estudiando este fenómeno en la Argentina, que tuvo su explosión como parte de la política de privatización que signó la última década del siglo XX².

En sus palabras, las familias que eligen los barrios privados para vivir, persiguen ³“...la recreación de ciertos aspectos ligados a una sociabilidad barrial, más comunitaria, supuestamente perdida o asociada a épocas no tan pretéritas. En efecto, la revalorización del barrio forma parte del rescate de una sociabilidad basada en el cultivo de las relaciones de vecindad y, por sobre todas las cosas, de la confianza, un valor cada vez más escaso y problemático en las sociedades contemporáneas.” Sin embargo, su visión del fenómeno es esencialmente crítico dado que señala que “...en el caso argentino, se realiza un rescate selectivo del viejo modelo de socialización barrial, pues sólo se retoman ciertos valores (como ser, los lazos de confianza y la seguridad), así como se descartan otros tópicos, más intrínsecamente asociados con una cultura democrática (por ejemplo, el modelo de la mezcla o la heterogeneidad social).”

“... el estilo de vida de las urbanizaciones privadas coloca en el centro la imagen de la familia nuclear. En efecto, las urbanizaciones privadas son espacios de organización y construcción de un orden familiar, donde la socialización de los chicos, casi siempre en edad escolar, aparece como el eje central de preocupación. Más aún, la seguridad dentro del predio facilita la implementación de un modelo de socialización caracterizado por la “autonomía protegida”, esto es, una libertad garantizada por la seguridad puertas adentro.”

Continúa diciendo: “Este modelo presenta ventajas inmediatas, pues favorece el desarrollo de una libertad más precoz, valorada positivamente sobre todo por las madres trabajadoras, obligadas a conciliar la carrera laboral con la responsabilidad de la maternidad. Por otro

² Svampa, Maristella (2001) - *Los que ganaron. La vida en los countries*. Editorial: Biblos

³ Fragmentación espacial y nuevos procesos de integración social “hacia arriba”: socialización, sociabilidad y ciudadanía - Maristella Svampa. Conferencia inaugural realizada en el marco del Coloquio Latinoamérica: países abiertos, ciudades cerradas, en la Universidad de Guadalajara, realizado entre el 17 y el 20 de junio de 2002. Versión publicada en la revista ESPIRAL, Guadalajara, México, 2004



lado, dentro del espacio protegido de estos nuevos paraísos, los niños disfrutaban de grandes márgenes de libertad y expansión lúdica en un contexto de confianza. (...) en Argentina, el estudio de los riesgos colaterales de este modelo de socialización que denominamos de “autonomía protegida” nos confrontó rápidamente con nuevas situaciones. (...) Sin duda, entre todas estas consecuencias indeseadas, al menos en el caso argentino, el vandalismo infantil ha sido uno de los corolarios más notorios, pues es ahí donde convergen perversamente modelo de socialización y nuevo estilo de vida.”

Los desafíos de quienes administran estos emprendimientos son múltiples. Deben satisfacer al propietario, a sus inquilinos y visitas. Cumplir con el mandato del desarrollador y con la legislación vigente. Mantener relación con el Municipio en el que se encuentra el desarrollo y con la comunidad que vive “fuera” del barrio. Ser flexibles, para satisfacer a cada cliente individual, pero a la vez velar por el cumplimiento de las normas de convivencia que buscan la armonía del conjunto. Todo con una estructura de costos óptima, que permita mantener el valor de las expensas en relación adecuada con los servicios que se prestan.



CAPITULO 2 - Normativa de calidad para countries y barrios cerrados

El 30 de abril de 2008, el Instituto Argentino de Normalización y Certificación emitió la norma IRAM 43000 – “Sistemas de Gestión – Requisitos para Urbanizaciones Especiales”.

En su prefacio, la norma reconoce la situación indicada en el capítulo precedente, describiendo los orígenes de los barrios cerrados y señalando que:

Sin duda ha *ocurrido* una evolución muy importante desde ese embrión hasta nuestros días. *Las casas en los clubes de campo y barrios privados ya se presentan como algo más que un lugar de uso transitorio, convirtiéndose muchas veces en la vivienda única y permanente que hoy conocemos.*

En la actualidad las urbanizaciones especiales presentan una importante complejidad para su funcionamiento, asimilable de alguna forma a la de un municipio, aunque dentro de un núcleo poblacional cerrado, con pautas fijas de expansión, configurando una forma organizacional semejante a la de un consorcio de propietarios. Deben cumplir, además, con las leyes vigentes en el territorio donde están insertas, ello sin perjuicio de sus propias reglamentaciones, circunstancia ésta que torna aún más complicada la situación.

El cúmulo y multiplicidad de acciones y relaciones que se dan entre: infraestructura, seguridad, deportes, servicios varios, relaciones con las autoridades del municipio y con la comunidad adyacente, crea una compleja trama con variados actores internos y externos que merecen atención precisa por su sofisticado entrelazamiento.



La norma diferencia entre:

- a) *construcciones privadas*: las que corresponden a la vivienda de uso privado de cada uno de los socios o copropietarios del emprendimiento (*casas, piletas, quincho, etc.*), con la particularidad de que se desarrollan sobre un lote de terreno propio, y sus dimensiones y características dependen de la voluntad del propietario, que a su vez será socio o copropietario con respecto a todos los espacios y construcciones comunes, con restricciones generales establecidas estatutariamente por la entidad a los fines del ordenamiento urbanístico de la totalidad;
- b) *construcciones comunes*: las que corresponden a aquello que hace a la integración edilicia y general del emprendimiento conformada por: la infraestructura de caminos, redes de servicios, "houses", canchas deportivas, espacios verdes, espacios de recreación, edificaciones de servicios, etc.

Propone, mediante parámetros generales, un sistema basado en brindar servicios a los clientes a través de la gestión de los recursos, la prestación del servicio, medición, análisis, y la detección permanente de oportunidades de mejora con fuerte compromiso de parte de la Dirección.

La Federación Argentina de Clubes de Campo (FACC), emitió en enero de 2014 su "Protocolo de Implementación General de la Norma IRAM 43.000".

En el Procedimiento General PG-04 "Revisión por la Dirección", propone el método para la realización de la Revisión periódica y sistemática de modo tal de garantizar continua consistencia, adecuación y efectividad del Sistema de Gestión de Calidad y alcanzar la satisfacción de clientes y otras partes interesadas.

Entre los temas a ser tratados incluye:

- la información de retroalimentación de clientes: reclamos y medición de satisfacción
- el estado de las acciones de mejora
- la evaluación de procesos y servicios a través de indicadores de gestión



- La evaluación de los proveedores de productos y servicios que impactan en la calidad
- la implementación de las acciones relativas a los objetivos de calidad

Por otra parte, el PG-06 establece los métodos para realizar la Revisión por la Dirección del nivel de Satisfacción de los Clientes en forma periódica y sistemática, y señala la necesidad de llevar un adecuado registro de todos los reclamos, y de medir la satisfacción de los clientes mediante una encuesta a ser realizada al menos una vez al año.

Al respecto, el diagrama de Mejora continua que la propia norma IRAM 43.000 propone es el siguiente:

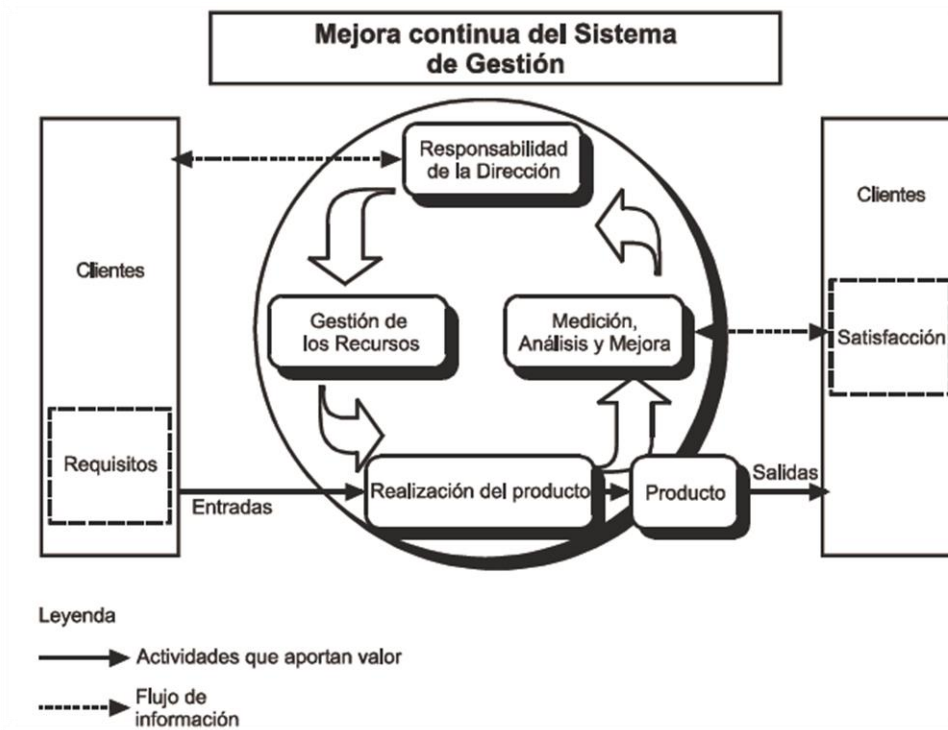


Figura 1 – Mejora Continua del Sistema de Gestión (Norma IRAM 43.000)

Sobre este diagrama se volverá en el presente trabajo, a la hora de plantear una propuesta de mejora para el servicio de atención al residente de Nordelta, la ciudad pueblo objeto de esta tesis.



CAPITULO 3 - NORDELTA

3.1 Su historia

El Emprendimiento Urbano Integral Nordelta nació de una idea planteada en 1972 por el Ingeniero Julian Astolfoni, titular de la empresa constructora Supercemento S.A.

Esta empresa había llevado adelante obras públicas de enorme envergadura, como la construcción del primer acueducto de Comodoro Rivadavia, el túnel subfluvial Santa Fe-Paraná, el túnel hídrico Piatoví-Lanús y el Puente Internacional Tancredo Neves, sobre el río Iguazú.

Astolfoni consideraba que existía una demanda insatisfecha en el Gran Buenos Aires, e inspirándose en ejemplos existentes en Europa y en México, soñaba con una urbanización



a escala de ciudad que pudiera ofrecer adecuadas infraestructuras de saneamiento y servicios, y una planificación urbanística racional, integrada y previsible en el futuro, que permitiera descongestionar el exceso de flujo de tránsito y personas en el centro de la Capital Federal.

El proyecto se mantuvo vivo durante veinte años, pasó por diversas etapas, se reelaboró para adaptarse a las sucesivas legislaciones y finalmente fue aprobado en 1992 mediante el Decreto 1736 del Gobierno de la Provincia de Buenos Aires, siendo incorporado entonces al Código de Zonificación del Partido de Tigre y declarado de interés municipal y provincial.

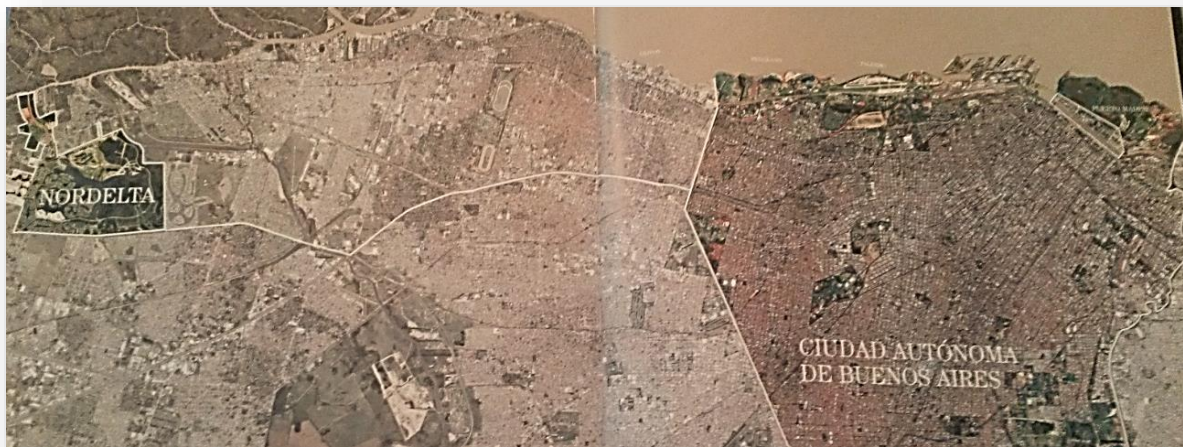
Las tierras que constituyen hoy en día Nordelta, en el partido de Tigre, estaban inutilizadas porque eran inundables. Dada la proximidad al Río Luján, se adquirieron otros lotes para crear una conexión fluvial. El ambicioso proyecto incluyó la extracción de suelo de determinados puntos para elevar el resto por sobre la cota de inundación.

Astolfoni declaró: *“Contábamos con la ventaja de disponer de grandes dragas que nuestra empresa había traído para la realización del túnel subfluvial Santa Fe-Paraná. La menor podría ingresar al predio pasando bajo el puente sobre la ruta 27, semi desarmada, y luego trabajar en el interior del predio. Pero antes de que este plan comenzara, observamos en una vieja cantera cercana que su fondo era una laguna de agua azul surgente, muy*



*transparente (...) y creamos estas lagunas de agua transparente que contrastan completamente con el agua marrón del río”.*⁴

Una vez rescatadas, estas tierras incrementaron su valor, dada su estratégica ubicación muy próxima a la Ciudad Autónoma de Buenos Aires y su salida directa al Río Luján. La unidad y dimensión del macrolote, permitían la escala buscada por sus ideólogos para ubicar hasta cerca de 170.000 habitantes, una cantidad que supera en casi un 35% la de los pobladores de la provincia de Tierra del Fuego, según el Censo Nacional 2010⁵.



Continúa relatando Astolfoni que, una vez aprobado el proyecto, se inició “... una etapa crucial, donde debíamos conseguir un socio inversor que compartiera el proyecto. En la Argentina había empresas con capacidad económica y financiera, pero a muchos les faltaba la visión de largo plazo necesaria. Pensaban que Nordelta era una utopía, creían que era imposible desarrollar una urbanización de este tipo, llamada a cambiar para siempre la fisonomía de la región metropolitana norte.”⁶

A mediados de 1998, Astolfoni se reunió por primera vez con Eduardo Costantini, en las oficinas de Consultatio Asset Management, empresa que este había fundado 7 años antes. Costantini se sumó al proyecto de inmediato, como él mismo lo cuenta: “Lo que más me

⁴ Libro “Nordelta 10 años. Una ciudad nueva” (2010) – Nordelta

⁵ Fuente: <http://www.sig.indec.gov.ar/censo2010/>

⁶ Libro “Nordelta 10 años. Una ciudad nueva” (2010) – Nordelta



atrajo, además de la excelente ubicación de Nordelta, fue su unidad y dimensión, es decir, su escala con sus correspondientes permisos para ubicar hasta 170.000 habitantes. Estábamos hablando de una verdadera ciudad. (...) Estábamos pensando entonces en un verdadero centro urbano, pero con muy fuertes características residenciales y con amplios espacios verdes. De esta manera surgió el calificativo de “ciudad pueblo”, invitando a las familias a vivir en un barrio con todos los beneficios de una gran ciudad.”⁷



Nordelta fue evolucionado con su masterplan, el cual fue lo suficientemente flexible para adaptarse a las necesidades del urbanismo moderno. Se diseñaron los distintos barrios, se re-calibraron las densidades y también fueron incorporándose muchos conceptos de equipamiento y desarrollo que probaron su efectividad en los primeros años, cuando se vendieron rápidamente los primeros lotes.

Actualmente, Nordelta es una ciudad de 1.600 hectáreas que cuenta con más de 30.000 residentes permanentes, en 20 barrios y 48 consorcios de propiedad horizontal, con 3 complejos de amarras, una cancha de golf profesional, un hotel internacional, un club de deportes, un centro comercial, dos estaciones de servicio, cinco colegios, un complejo de cines, además de restaurantes y hasta un helipuerto.



⁷ Libro “Nordelta 10 años. Una ciudad nueva” (2010) – Nordelta



3.2 Antecedentes en el mundo

En su ya citada declaración, el Ing. Astolfoni señala: *“Teníamos como antecedentes las Villes Nouvelles de París; también la Ciudad Satélite de México y otros emprendimientos similares en Europa”*.

En efecto, en la década del 60 Francia se propuso promover una distribución más racional de la población sobre el territorio, haciendo frente a la preocupante “metropolización” de la posguerra. Por órdenes expresas de Charles De Gaulle, y bajo la dirección de Jean Delouvrier, las instancias gubernamentales de planificación impulsaron un proyecto de creación de nuevos asentamientos suburbanos en París.

Fue en de julio de 1964 que Delouvrier mostró a De Gaulle el primer esquema director del París del futuro, con la estrategia de sacudir el modelo radioconcéntrico y afianzar las *villes nouvelles*, como puntos para el asentamiento de familias, en áreas tranquilas, con más espacio en el exterior de la aglomeración existente, pero conectadas con la metrópoli.⁸ Se inspiraban en el proyecto de New Towns que se había iniciado en Londres unos años antes.

Pese a lo ambicioso del proyecto y a las dificultades de toda índole que sufrió en el inicio,



todas las villes nouvelles, sin excepción (Marne la Vallée, Mellun-Sénart, Cergy-Pontoise, Evry y Saint-Quentin-en-Yvelines) fueron desarrolladas con arreglo a las previsiones del Plan, y forman ya parte indisoluble de la estructura urbana de la capital francesa.

La inspiración de los ideólogos de Nordelta en estos desarrollos, demuestra que el emprendimiento fue pensado desde el principio como una “ciudad nueva”, conectada con el centro de Buenos Aires, integral y con visión estratégica. Desde su concepción fue mucho más que un country como los que se describieron en el capítulo inicial del presente trabajo.

⁸ Diario El País (España) – “Babelia” – 27/07/2010



En cuanto a la Ciudad Satélite, está ubicada en el municipio de Naucalpan, perteneciente a la Ciudad de México. Fue concebida por los arquitectos Mario Pani y José Luis Cuevas en 1954 como una "ciudad fuera de la ciudad", y se lo considera el proyecto urbanístico mexicano más ambicioso del siglo XX. Sus habitantes tienen gentilicio propio ("sateluco") como hoy a los habitantes de Nordelta se los reconoce como "nordelteños".



De hecho, cuando Nordelta fue lanzada, la nota del diario La Nación que lo informaba, fechada el 27 de mayo de 1998, se titulaba: "Ciudad satélite en Tigre". En el texto de la misma puede leerse:

"La inversora Consultatio emprenderá un mega proyecto inmobiliario con la urbanización de un predio de 1500 hectáreas ubicado en el partido de Tigre.

La empresa del financista Eduardo Costantini (...) se propone construir una ciudad integrada por un conjunto de barrios cerrados, con capacidad potencial para albergar a 140.000 personas, casi tantas como las que hoy viven en el partido de Vicente López o en el de San Isidro.

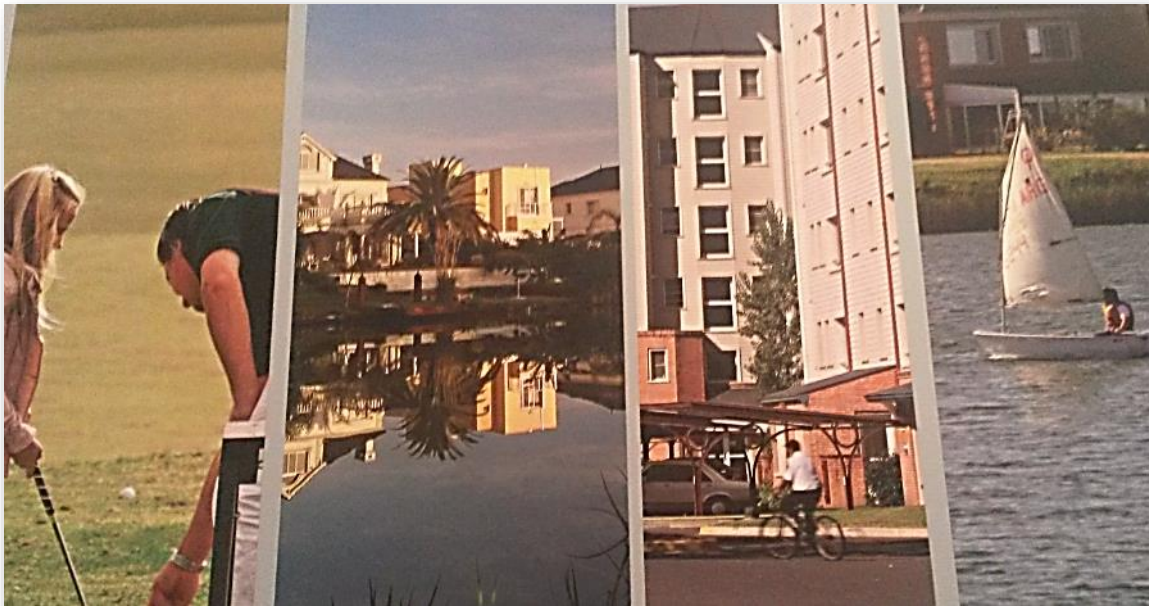
El terreno está ubicado en un área delimitada por el ramal a Tigre de la Panamericana, las rutas 27, 197 y el río Luján, y tiene la misma superficie que el partido de San Fernando. (...) El proyecto implica una inversión de 350 millones de pesos para construir caminos interiores y dotar al lugar de infraestructura de cloacas, gas, electricidad y teléfonos.

El grupo inversor también construirá dos kilómetros de ruta para facilitar el ingreso al predio desde la ruta 197 (...). El emprendimiento contempla la construcción de una superficie de 900 hectáreas, divididas en 10.000 parcelas, con 18 kilómetros de bulevares. Y además de



*viviendas habrá colegios, universidades, clubes, supermercados, sucursales bancarias y paseos de compras (...)*⁹

La similitud entre lo que se describe en esa nota de hace casi 17 años, y la realidad actual, es asombrosa y habla de la seriedad con la que fue encarado el proyecto.



⁹ Diario La Nación. Suplemento Economía 27/05/1998 – “Ciudad Satélite en Tigre”



CAPITULO 4 - ASOCIACION VECINAL NORDELTA S.A. (AVN)

La Asociación Vecinal Nordelta S.A. (AVN) es la asociación civil sin fines de lucro que



administra las áreas comunes, todos los barrios y la mayor parte de los consorcios de propiedad horizontal que conforman la localidad Nordelta.

Fue concebida por la desarrolladora del emprendimiento (Nordelta S.A.), para conservar, mantener y mejorar la ciudad, asegurando que los habitantes disfruten de la infraestructura de servicios puesta a su disposición. Su misión también es hacer cumplir los reglamentos vigentes y asegurar la homogeneidad del conjunto en sus aspectos clave, sin dejar de respetar la individualidad de cada uno de los barrios bajo su administración.

Cada barrio que nace en Nordelta, asume la forma jurídica de una Sociedad Anónima (SA), que es a la vez accionista de AVN. Los accionistas de cada SA de barrio son los propietarios de las unidades funcionales. Ello asegura la participación de los habitantes en las decisiones de AVN, por medio de sus representantes en los Directorios respectivos.

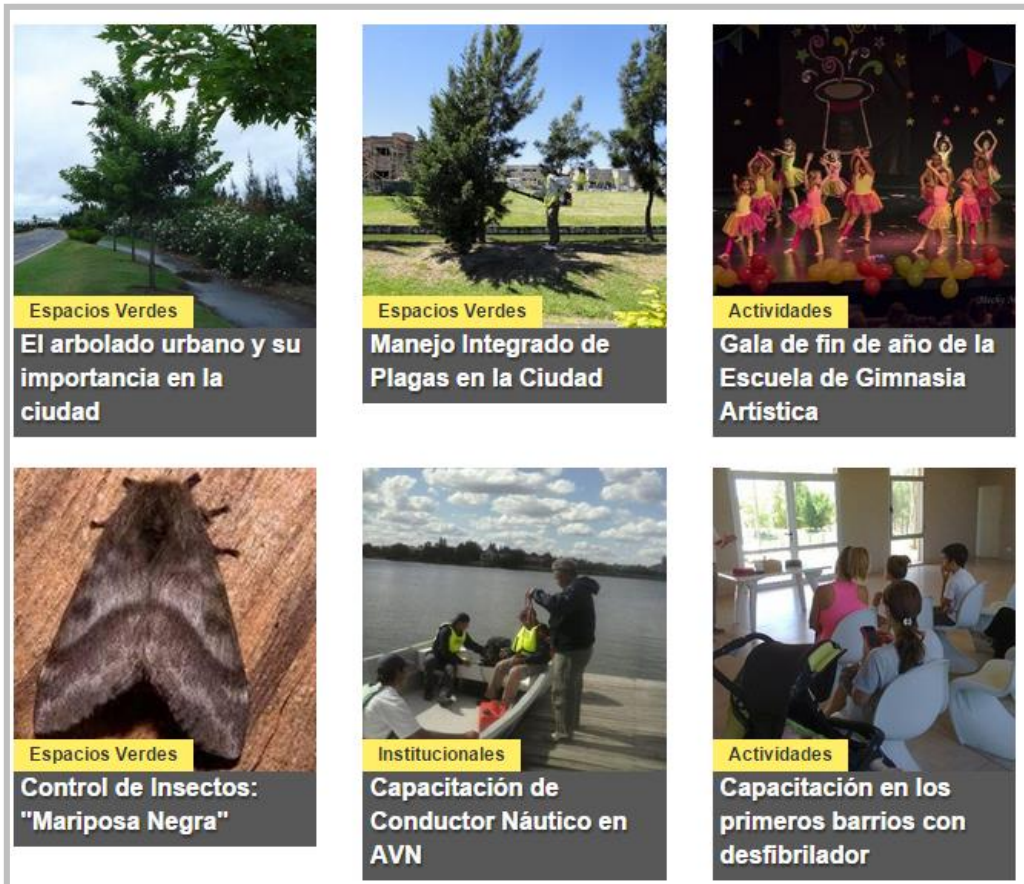
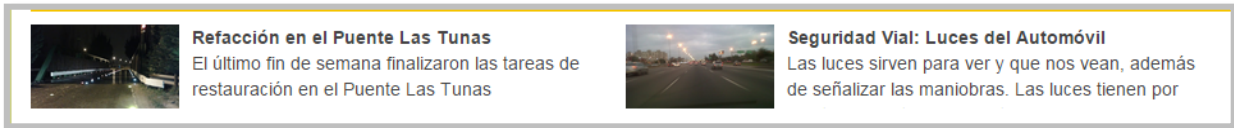
AVN administra prácticamente todos los complejos habitacionales de Nordelta, además de las áreas comunes. Esto incluye brindar los servicios de seguridad, mantenimiento, espacios verdes, limpieza, conservación de espejos de agua, etc.

En su función interactúa con múltiples shareholders y stakeholders, que incluyen a la desarrolladora, los propietarios, los inquilinos, las visitas, los trabajadores de AVN, los obreros y contratistas que se desempeñan en las obras en construcción, los colegios, los desarrollistas, los comercios y restaurantes y el Municipio de Tigre, entre muchos otros.

Se trata de componentes de una comunidad multifacética y compleja, que incluye diversos actores con influencia similar y parecidos intereses de largo plazo, aunque no siempre coinciden en las decisiones del día a día que es menester tomar para que funcione una ciudad de las dimensiones de Nordelta.

AVN no percibe “honorarios” por su labor de administrador: existe como ente que aplica eficientemente los recursos que recauda, devolviéndolos bajo la forma de servicios a todos los integrantes de la ciudad pueblo. Interactúa con todos los grupos de interés consignados para asegurar la armonía del conjunto y fijar un umbral de calidad, a fin de mantener en

valor la marca “Nordelta” y, en consecuencia, el valor de las propiedades. Un repaso de las últimas noticias publicadas al momento de redactar el presente trabajo en el portal web de AVN (www.ndnet.com.ar), da una idea de la multiplicidad de sus funciones:





4.1 La estructura interna de AVN

La organización está regida por un Directorio, con representación por parte de la Desarrolladora (Nordelta SA), los propietarios y las Instituciones y Comercios que integran la localidad (colegios y locales comerciales).

Este Directorio está asesorado por un Consejo Vecinal, que cuenta con representantes de todas las Asociaciones Civiles de cada barrio.

Su cabeza operativa es el Gerente General. De él dependen las áreas de Administración y Finanzas (que incluye Recursos Humanos), Operaciones, Seguridad, Medio Ambiente, Obras Particulares, Atención al Cliente, y Sistemas.

La Asociación Civil cuenta con 210 empleados, la mayor parte de ellos de “campo”: son quienes trabajan en los barrios o en las áreas comunes en tareas de mantenimiento y mejora del entorno, o brindando su servicio directo en los barrios.

El siguiente es un organigrama de su estructura básica:

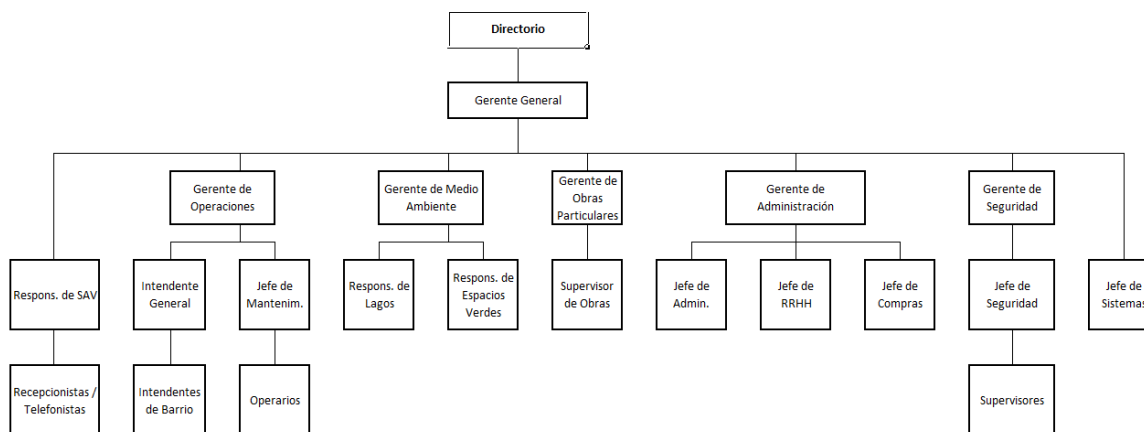


Figura 2 – Organigrama de AVN (elaboración propia)



4.2 La Misión de AVN

“Brindar servicios de excelencia, con el fin que la comunidad de Nordelta disfrute de vivir con tranquilidad y en plenitud, gozando de un medio ambiente sano, en el marco del cumplimiento de las reglamentaciones vigentes.”

AVN existe para que los vecinos vivan bien; que se sientan seguros y tranquilos gozando del medio ambiente privilegiado del que Nordelta está rodeado; que puedan disfrutar de la infraestructura de servicios que posee cada barrio; y que encuentren en la administradora a la organización capaz de canalizar sus iniciativas de mejora y mantener la armonía de la comunidad y el respeto a las normas.

4.3 El Cliente de AVN

AVN tiene como cliente principal a sus casi 30.000 residentes actuales. Son llamados genéricamente los “vecinos” (propietarios e inquilinos).

Para dar una idea más acabada del tamaño de esa población, tomando como referencia el Censo Nacional 2010¹⁰, se trata de una cantidad similar a distritos de la Provincia de Buenos Aires como Bolívar, Saladillo, Salto, Baradero, Ramallo o Arrecifes.

Claro está que los esfuerzos de la organización también están destinados al beneficio de otros actores, como ya fuera señalado:

- la Desarrolladora (Nordelta S.A.), porque AVN constituye una suerte de servicio de “posventa” informal. Cada persona que compra un lote a Nordelta S.A. lo hace con la confianza puesta en la promesa de que en la ciudad se vive bien, seguro, en un medio ambiente sano, limpio y con infraestructura de calidad. Es el trabajo de AVN el que hace realidad esos compromisos, día tras día. Cuanto mejor haga su trabajo AVN, más felices estarán los residentes actuales y mejor custodiada estará la marca del emprendimiento.
- los otros Desarrolladores Inmobiliarios, que construyen en Nordelta y que tienen en AVN al administrador de la ciudad.
- los comercios.

¹⁰ <http://www.sig.indec.gov.ar/censo2010>



- los colegios.

A los fines del presente trabajo, nos concentraremos en los propietarios e inquilinos, es decir, en los **residentes** de la ciudad pueblo.

Por cuestiones de confidencialidad, no nos referiremos a temas específicos que hacen a la seguridad, ni a los aspectos económico-financieros. Pretendemos abordar cuestiones vinculadas puramente con el servicio que reciben esos residentes.

4.4 Las áreas de AVN en contacto con el Cliente

AVN cuenta con el **Servicio de Atención al Vecino** (identificado como “SAV” en el organigrama). Depende directamente del Gerente General y cuenta con un Responsable y 4 empleados (receptionistas y telefonistas). Brinda su servicio en las oficinas centrales de AVN, de lunes a viernes de 9 a 18 horas y los sábados de 9 a 12 horas.

El Servicio de Atención al Vecino tiene como principales responsabilidades la atención de los residentes que se presentan en las oficinas, o bien se comunican telefónicamente para realizar consultas o efectuar trámites. Esta área tiene también a su cargo las gestiones que fueron realizadas por los vecinos a través de los canales habilitados por la web corporativa.

Cuando un vecino necesita hacer una consulta específica a un área técnica (por ejemplo, Espacios Verdes, Administración o Lagos), lo hace en primera instancia a través del SAV. Este responde directamente si la cuestión está tabulada entre las preguntas estándar, o bien se ocupa de obtener la respuesta adecuada con el especialista, y la transmite. Eventualmente, si la complejidad del caso así lo amerita, gestiona la reunión del interesado con el responsable técnico.

El Responsable del SAV es asimismo el principal encargado de comunicación con los clientes, manteniendo actualizada la página de internet (www.ndnet.com.ar). Es quien releva con las demás áreas internas las novedades de interés para informar a los vecinos.

Paralelamente, en cada uno de los barrios existe un **Intendente**, que reporta a la Gerencia de Operaciones.



Dependiendo del tamaño del complejo residencial a su cargo, el Intendente puede trabajar solo, o tener una estructura de colaboradores (Auxiliares) para desempeñar su tarea.

El Intendente es el “dueño de casa” en cada barrio. Representa los ojos de AVN en el complejo residencial y constituye el verdadero front de la organización en la puerta de la casa de cada cliente.

Es quien controla a los prestadores que trabajan en cada barrio, el que chequea que se cumplan los esquemas de mantenimiento establecidos por las distintas áreas, el que recorre las áreas comunes y las conoce palmo a palmo.

Cuando un vecino tiene una inquietud, duda o problema, suele plantearlo al Intendente de su barrio, a quien seguramente conoce por su nombre. Con él establece la relación de confianza.

Desde el punto de vista de la organización, la relación de AVN con los Intendentes no siempre es sencilla.

4.5 Personal de Intendencia - Selección

El personal de RRHH indica que cuando AVN busca a un nuevo empleado para Administración, el perfil es claro: estudiante de ciencias económicas, o graduado, o con experiencia en un área específica según el puesto que se pretenda cubrir. Para Obras Particulares se buscan arquitectos. Para Sistemas, especialistas en esa área. Para Seguridad, expertos en el campo en cuestión.

Sin embargo, cuando se necesita un nuevo Intendente, las cosas no están tan claras. En el inicio del emprendimiento se solía incorporar para cubrir estas posiciones a algún buen vigilador de la empresa de Seguridad que prestara servicios en el barrio. Se trataba de elegir a personas voluntariosas, que tuvieran buen trato con los vecinos e inspiraran confianza.

Con el correr de los años, la tendencia se inclinó hacia personas con capacidades más parecidas a las de un “encargado de edificio”: handymen diligentes, capaces de controlar la tarea de los proveedores o –si era necesario- poner ellos manos a la obra si había que resolver un desperfecto pequeño.



En los últimos tiempos se impuso el requisito de buscar personas con mayor formación, capaces de manejarse con más soltura en las relaciones interpersonales. Pasó a ser un requisito que los Intendentes tuvieran finalizado el nivel secundario de estudios y se valoró especialmente el haberse desempeñado en Facility Management.

Las búsquedas se hicieron más complejas y extensas. En cada oportunidad fue más difícil cubrir las posiciones vacantes en tiempo y forma. Algunos muy buenos postulantes, con excelentes perfiles, nivel de estudios terciario y hasta universitario, e incluso con *expertise* en el campo del Facility, mostraron como contracara una alta rotación: permanecían en Nordelta sólo hasta encontrar un trabajo mejor, más afín con sus expectativas profesionales.

Actualmente, no hay un perfil único de Intendente en Nordelta. Las búsquedas se publican con requisitos amplios y se entrevista a un importante número de candidatos, hasta tomar la decisión. Por ello, en promedio, las vacantes demoran más de lo conveniente en ser cubiertas.

4.6 Personal de Intendencia - La dificultad para realizar adecuadas evaluaciones de desempeño

Los Intendentes trabajan día a día en los barrios que le son asignados, y para la estructura de AVN es difícil realizar un seguimiento detallado de su performance. A excepción de las planillas de esquemas de mantenimiento, que hacen al seguimiento de las actividades de los proveedores y prestadores de servicios de cada barrio, no existe otro registro detallado de las tareas diarias del Intendente.

La opinión de los vecinos del barrio es la variable de mayor peso en la calificación del rendimiento de los Intendentes.

4.7 La relación del personal de Intendencia con el cliente externo y con el resto de la organización

Los Intendentes trabajan en el barrio, en relación permanente con el residente. El Director del barrio en representación de los vecinos suele tener contacto diario con el Intendente, quien enfrenta frecuentemente situaciones contradictorias entre las demandas de esa autoridad vecinal y las instrucciones estandarizadas que recibe de sus superiores formales,



de la Gerencia de Operaciones. La situación se hace más compleja si la vida interna del barrio es activa, y se forman Comisiones de Vecinos que se involucran en diferentes cuestiones (medio ambiente, deportes, seguridad, etc.)

Dependiendo de la personalidad de los vecinos, algunos Intendentes desarrollan finalmente con algunos de ellos una relación del tipo jefe-subordinado, en lugar de cliente-prestador, que es de lo que se trata.

Así, los Intendentes perciben que de las autoridades vecinales depende buena parte de su evaluación anual y, consecuentemente, sospechan que de la mano de esta evaluación puede ir la evolución de su salario y hasta, eventualmente, su estabilidad laboral.

No siempre AVN brinda un soporte adecuado al empleado que está en el Barrio. Y cuando la organización no puede resolver una situación a satisfacción del cliente, algunos Intendentes parecen cruzar al otro lado de la mesa, posicionándose del lado del vecino, no sólo con la saludable intención de ponerse en su lugar y empatizar con él, colaborando para que el problema se resuelva, sino apuntando con el dedo acusador a la estructura central: “Es que AVN no me responde”, es algo que se ha escuchado más de una vez a un Intendente ante la evidencia de un problema que no pudo ser resuelto.

4.8 Registrando la interacción con Clientes – El CRM actual

Aprovechando un ambicioso plan de renovación de los sistemas de seguridad, que implicó el reempadronamiento de todos los propietarios e inquilinos, y la consecuente mejora sustancial en la calidad de los datos con los que se contaba, se trabajó en los últimos años en la elaboración de un sistema de customer relationship manager (CRM) cuya primera etapa está concluida. Esto implicó un importante paso adelante en la gestión del SAV.

Como parte de los datos relevados para el reempadronamiento, todos los vecinos comunicaron una dirección de e-mail válida, además de haber ratificado y actualizado todos sus datos de contacto.

Contando ahora con esta base de datos actualizada, el nuevo sistema web permite que los empleados del SAV:



- registren por medio de un sistema de ticket electrónico todas las interacciones con los clientes
- efectúen el seguimiento de los incidentes pendientes, con alertas cuando un caso demora más allá del tiempo previsto para su resolución
- deriven consultas a áreas internas de AVN y obtengan respuesta, llevando estadísticas de temas pendientes de solución y tiempos de respuesta
- cursen comunicaciones por e-mail o SMS a toda la comunidad, a un barrio o a un grupo de clientes, brindando y obteniendo información de interés
- cuenten con el historial de interacciones con cada cliente, en el momento en que éste se contacta, ya sea personalmente, por vía telefónica o a través de la web
- generen automáticamente reclamos a deudores de expensas

Pero, como fuera señalado, no es el SAV la única área de AVN que tiene contacto con los vecinos. De hecho, es más frecuente el contacto entre el Intendente y los vecinos, como así también entre estos y los auxiliares del barrio, quienes trabajan en el terreno.

Los Intendentes, que dependen de la Gerencia de Operaciones, no tienen acceso al CRM, ni registran sus interacciones con los clientes en ninguna plataforma ordenada y unificada. Por ello, no existe una estadística confiable acerca del universo total de interacciones, dado que las únicas registradas son las que ingresan por medio de SAV, que se estima representan menos del 30% de las que un vecino promedio tiene con el personal de AVN a lo largo del año.

Las tareas de mantenimiento o reparaciones son registradas en un Sistema de Ordenes de Trabajo, gestionado por la Gerencia de Operaciones, con el único objetivo de realizar el seguimiento técnico de cada obra, pero que no tiene interface con otros sistemas de la compañía.

4.9 Qué opinan los clientes

Para la realización del presente trabajo, se obtuvo la autorización de las autoridades de AVN para encarar, en conjunto con el SAV, una encuesta entre los propietarios de Nordelta. La misma se realizó vía internet (utilizando la web de AVN) entre los meses de diciembre 2014 y enero 2015. Se obtuvieron 1.564 respuestas.

Se solicitó a los vecinos que respondieran de acuerdo a la siguiente escala:



0. Malo
1. Regular
2. Bueno
3. Muy Bueno
4. Excelente

Se realizaron un total de 16 preguntas:

- 1) ¿Cómo evalúa a Nordelta como lugar para vivir?
- 2) ¿Cómo valora el estado de los espacios verdes de su barrio?
- 3) ¿Cómo valora el estado de los espacios verdes de la ciudad?
- 4) ¿Cómo evalúa el estado de los lagos?
- 5) ¿Cómo evalúa la seguridad de la ciudad?
- 6) ¿Cómo valora el estado de mantenimiento de las áreas comunes de su barrio?
- 7) ¿Cómo valora el estado de mantenimiento de las áreas comunes de la ciudad?
- 8) ¿Cómo valora la higiene de las áreas comunes de su barrio?
- 9) ¿Cómo valora la higiene de las áreas comunes de la ciudad?
- 10) ¿Cómo percibe la vocación de servicio y la cordialidad del personal de Intendencia que interactúa con usted?
- 11) ¿Cómo percibe la vocación de servicio y la cordialidad del personal de Servicio de Atención al Vecino (repcionistas, telefonistas) que interactúa con usted?
- 12) ¿Cómo considera la claridad, utilidad y oportunidad de las comunicaciones que recibe de AVN (vía mail, Twitter, Facebook o notas)?
- 13) ¿Cómo evalúa la relación entre el costo de las expensas y los servicios que se le brindan?
- 14) ¿Cómo evalúa la claridad de la información económico-financiera que se le brinda respecto a su barrio?
- 15) ¿Cómo evalúa la velocidad de AVN para resolver sus gestiones y/o reclamos?
- 16) ¿Cuál es su grado de conformidad con la performance global de AVN gestionando la ciudad?

La distribución del puntaje general, de acuerdo al promedio simple de las respuestas brindadas por los vecinos a cada pregunta, fue la siguiente:

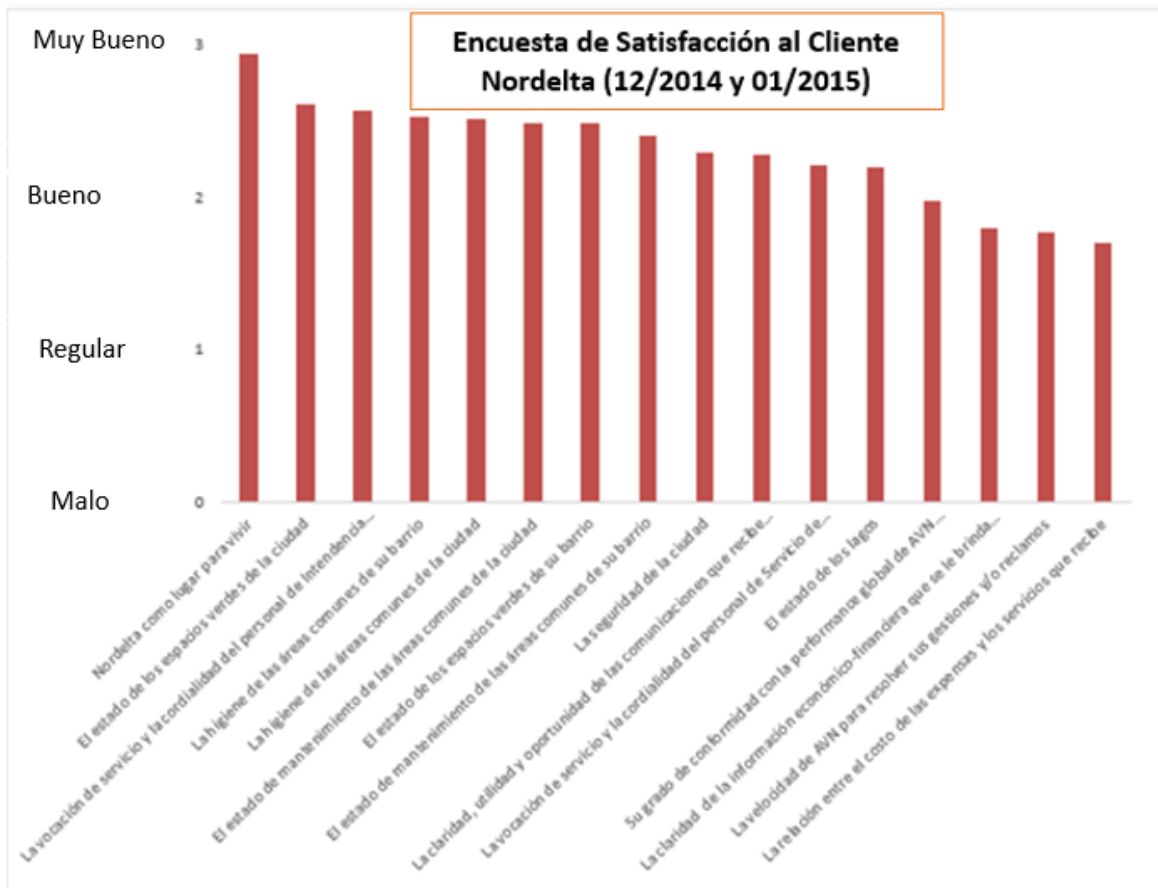


Figura 3 – Calificaciones Encuesta de Satisfacción realizada a vecinos de Nordelta (diciembre 2014 y enero 2015)

Como puede apreciarse, Nordelta tiene una evaluación muy buena como lugar para vivir. Pero **“La performance de AVN gestionando la ciudad pueblo”** ocupa el puesto número 13 de 16. Y el anteúltimo ítem ranqueado es **“La velocidad de AVN para resolver sus gestiones y/o reclamos”**, apenas por encima de la relación del costo de las expensas con los servicios que se brindan.

No deja de ser llamativo que **“La vocación de servicio y la cordialidad del personal de Intendencia”** sea el 3° ítem mejor evaluado, teniendo en cuenta que, como se mencionó, los vecinos no muestran alto grado de conformidad con la performance global de AVN gestionando la ciudad, y se muestran críticos de su velocidad para resolver sus gestiones y reclamos.



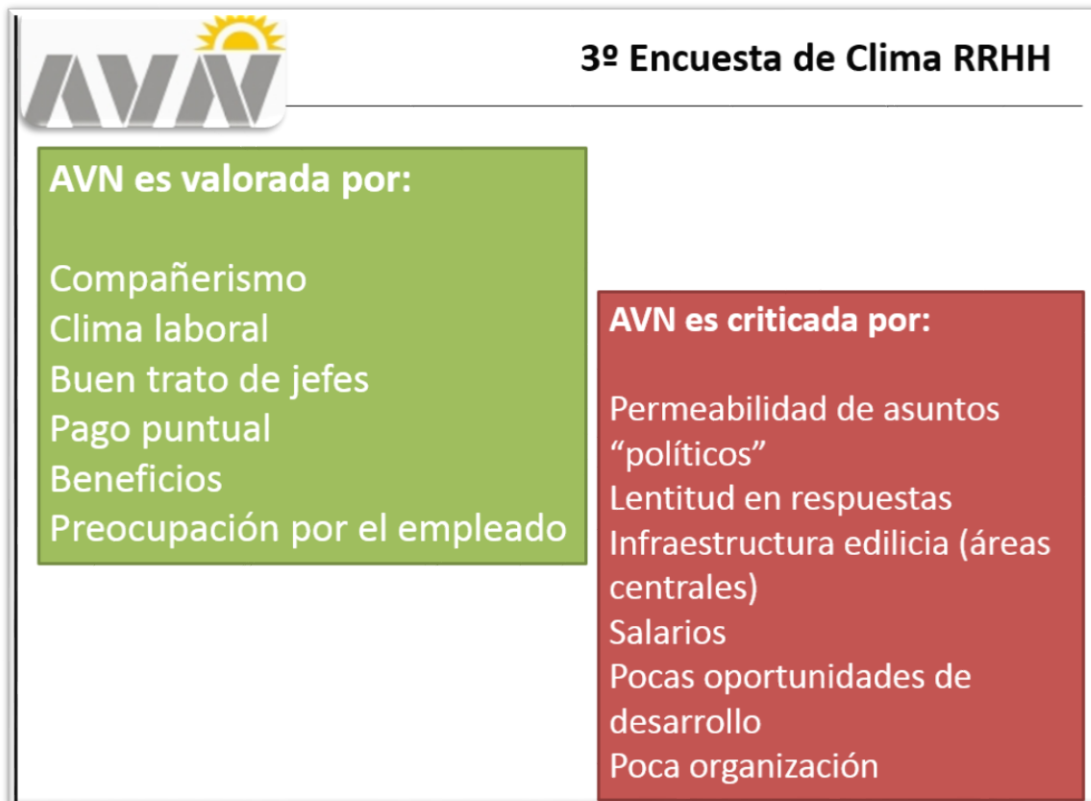
¿Muestran estos resultados algo de lo que se consignó en los apartados anteriores? ¿Se evidencia un personal de Intendencia servicial con los vecinos, que no recibe adecuado apoyo de la estructura central? ¿O una estructura central desconectada de lo que sucede en los barrios con sus Intendentes, incapaz de priorizar adecuadamente las necesidades de los clientes? ¿Personal de intendencia que –por la propia dinámica de las relaciones internas de la compañía y por sentirse algo aislados en el “campo de batalla”- soluciona problemas artesanalmente cada vez que puede, pero que, si el tema no se resuelve a satisfacción, se victimiza ante el vecino y culpa a AVN como si fuera un ente ajeno a él?

Como fuera expuesto al momento de proponer el presente trabajo, no se tocarán aquí cuestiones vinculadas con lo económico-financiero ni con políticas de seguridad. En consecuencia, el resto de la tarea se concentrará en los aspectos antes indicados, que resultaron los peor evaluados sin considerar aquellos que estaban fuera del alcance inicial:

- ¿Cómo podemos incrementar el grado de conformidad de los clientes con la performance global de AVN?
- ¿Cómo se puede mejorar la velocidad de AVN para resolver gestiones y reclamos?
- ¿Por qué no existe conformidad respecto de estos puntos, si en general los vecinos evalúan positivamente la vocación de servicio y cordialidad del personal de Intendencia, así como el mantenimiento, la limpieza y el estado de los espacios verdes de la ciudad?
- ¿Resolviendo esos temas podemos mejorar la relación de los Intendentes con la estructura central?

4.10 Qué opinan los empleados

En septiembre de 2014, la compañía llevó a cabo la Encuesta Anual de Satisfacción de los Empleados. A modo de síntesis, la figura siguiente corresponde a la presentación de resultados efectuada por el área de Recursos Humanos en el mes de diciembre de ese mismo año:



Los puntos fuertes, son los mismos que consistentemente viene mostrando AVN en los últimos 3 años de gestión.

Los aspectos más criticados, en tanto, son coherentes con los que los propios clientes señalan, en especial:

- 1) Lentitud en las respuestas
- 2) Poca organización

Además, surge una crítica hacia las pocas oportunidades de desarrollo y crecimiento, y la permeabilidad de asuntos políticos en las decisiones del día a día.

El tema “político” se vincula con el ordenamiento de las Asociaciones Civiles y surge a menudo en los comentarios provenientes del área de Operaciones, de la que dependen Intendentes y Auxiliares, quienes vivencian el “tironeo” al que a veces los someten sus jefes de áreas centrales y los vecinos que ocupan cargos directivos en cada barrio. Desde ya



que estos aspectos no colaboran ni para responder más rápido, ni para sentir que la empresa tiene procesos ordenados y predecibles.

En las entrevistas individuales realizadas por RRHH, la preocupación por estos aspectos se ve ratificada.



CAPITULO 5 - EN BUSCA DE INSPIRACION PARA MEJORAR

Este trabajo buscará inspiración en casos emblemáticos de extraordinario servicio al cliente en la industria de la hospitalidad.

Entendemos que Nordelta, como emprendimiento Premium, único en su tipo, no debe aspirar sólo a mejorar los estándares de otros countries o barrios privados como Tortugas, San Diego o Highland, sino que debe buscar emular las experiencias de **Disney Resorts** o de hoteles de lujo como el **Ritz-Carlton**, sitios acostumbrados a mantener estándares elevados y a sorprender a sus clientes.

Resulta obvio que Nordelta no puede encuadrarse exactamente en el mismo rubro que esos gigantes. Tanto en el turismo como en la hotelería, los clientes llegan, están por un tiempo determinado, para luego marcharse; en los barrios cerrados, el propietario vive allí. Pero esa circunstancia puede ser una oportunidad, más que una dificultad. ¿Qué no darían Disney Resorts o el Ritz-Carlton por tener el nivel de conocimiento de cada cliente que AVN puede tener de los suyos? Día tras día, cada Intendente puede conocer los hábitos y preferencias de los propietarios, e ir construyendo una relación de confianza y lealtad.

Además, en Nordelta cada iniciativa debe ser evaluada sólo en términos de su capacidad para generar satisfacción en el vecino a un costo razonable, cumpliendo siempre la normativa vigente. No hay que preocuparse por los dividendos económicos, dado que no existen ganancias por distribuir. El residente pide bienestar y tranquilidad, y está dispuesto a invertir en ello. El accionista, que es a la vez el cliente, demanda –nada más y nada menos- que vivir tranquilo, que toda la infraestructura funcione como debe y que, si hay un problema, este se resuelva rápidamente. El único “revenue” que demanda es **servicio de primera línea**.



5.1 Lo que Nordelta puede aprender del caso Ritz-Carlton



En la materia “Operaciones de Clase Mundial”, el Prof. Nicolás Stier presentó el caso de la cadena de hoteles Ritz-Carlton, escrito por Aliza Heching en 1998. Parte de esa forma de entender la atención al cliente, concretamente lo que hace a la obsesión por la excelencia y la velocidad para solucionar problemas, puede ser aplicada al caso Nordelta.



Ritz-Carlton fue la primera compañía de hoteles en obtener el Premio Nacional a la Calidad Malcolm Baldrige, en 1992. El caso identifica al galardón como la culminación de los esfuerzos de la compañía desde 1983 para ofrecer el más alto nivel de servicio en la industria del alojamiento.

Ritz Carlton respalda su excelencia de servicio en los cuatro pilares que da en llamar sus “Estándares Dorados”.

1) El Credo

El **Credo** busca describir algo más que la misión de la compañía. Intenta influir en el desarrollo y manejo de cada locación y en la actitud de cada miembro del equipo:

“El hotel Ritz-Carlton es un lugar dónde la atención especializada y la comodidad de nuestros huéspedes es nuestra mayor misión. Nosotros y nuestras instalaciones nos comprometemos a suministrar el más cuidadoso servicio personalizado para nuestros huéspedes quienes siempre disfrutarán de un ambiente relajante, cálido y refinado. La



experiencia en el Ritz-Carlton exalta los sentidos, infunde un ambiente positivo y complace inclusive los deseos más recónditos y por ende todas y cada una de las necesidades de nuestros huéspedes”.

2) El Motto

Un motto es una palabra o una frase que describe una intención o ideal. El del Ritz Carlton, que ilustra la esencia de su filosofía, parece encuadrar perfectamente en un lugar como Nordelta:

“Somos Damas y Caballeros sirviendo

Damas y Caballeros”.

En efecto, como lo describe el caso de Aliza Heching, a los empleados se les inculca que ellos son **profesionales** a la hora de trabajar, y **no sirvientes**. El Motto es el referente de cada empleado al momento de atender a los huéspedes. Cada empleado es entrenado para actuar como un caballero (o una dama), y para tratar a los huéspedes de ese modo, de manera cortés y altamente profesional.

3) Los tres pasos del servicio

Detallan las acciones y decisiones que se esperan para el momento en que un empleado tiene contacto con un cliente, sea este un huésped o un cliente interno:

- a) **acoger al cliente:** la filosofía del Ritz-Carlton cree que si el cliente no es acogido, el empleado estará básicamente realizando una tarea, y no prestando un servicio;
- b) **anticipar las necesidades del cliente:** los empleados no deben esperar a que el cliente haga una lista completa de sus necesidades, sino que deben adelantarse en lo posible a ellas, y satisfacerlas;





c) **intentar conseguir la satisfacción del cliente**, una vez prestado el servicio.

4) Los veinte fundamentos del servicio

Describen el proceso para la resolución de problemas con los huéspedes así como las normas fundamentales de conducta que deben seguir todos los empleados, ratificando el compromiso con el Credo y el Motto, y la importancia de llevar a cabo los Tres Pasos del Servicio. Son los siguientes:

1. El Credo debe ser conocido, asumido como propio y mantenido vivo por todos los empleados.
2. Nuestro Motto es: “somos damas y caballeros brindando servicio a damas y caballeros”. Practica el trabajo en equipo para crear un ambiente laboral positivo.
3. Los 3 pasos del servicio deben ser practicados por todos los empleados.
4. Todos los empleados deben completar exitosamente el Programa de Capacitación para asegurar que entienden cómo llevar adelante los estándares de servicio de Ritz-Carlton, en sus respectivas posiciones.
5. Cada empleado debe conocer y comprender los objetivos de su área y del Hotel, establecidos en cada plan estratégico.
6. Todos los empleados deben conocer las necesidades de los clientes externos e internos (huéspedes y empleados) a fin de que puedan entregar los productos y servicios que ellos esperan.
7. Cada empleado debe continuamente identificar defectos en todas las áreas del Hotel.
8. Cada empleado que recibe una queja de un cliente, es el “dueño” de esa queja.
9. La “pacificación” instantánea del huésped debe ser asegurada por todos. Reacciona rápido para corregir el problema inmediatamente. Haz el seguimiento con un llamado telefónico 20 minutos después para asegurar que el problema se resolvió a satisfacción del cliente. Haz todo lo que esté a tu alcance para nunca perder un cliente.
10. Se usan formularios de incidentes con huéspedes para registrar y comunicar cada expresión de insatisfacción. Todos los empleados están empoderados para resolver el problema y prevenir que vuelva a suceder.
11. Es responsabilidad de cada empleado mantener impecables niveles de limpieza.



12. “Sonríe. Estamos en el escenario”. Mantén siempre contacto visual positivo. Usa el lenguaje adecuado con nuestros huéspedes. (emplea palabras como “Buenos días”; “Ciertamente”; “Estaré feliz de...”; y “Será un placer”).
13. Se un embajador del Hotel fuera del trabajo. Siempre habla de modo positivo. No hagas comentarios negativos.
14. Acompaña a los huéspedes, en vez de señalar hacia otra área del Hotel.
15. Mantente informado acerca de las novedades del Hotel para responder las consultas de los huéspedes.
16. Usa la etiqueta de comunicación telefónica adecuada. Contesta luego de 3 timbres y con una sonrisa. No pierdas llamadas y evita transferirlas toda vez que sea posible.
17. Los uniformes deben ser immaculados. Viste calzado apropiado y seguro, siempre limpio y brillante, y tu “name tag”. Ocúpate de tu apariencia con esmero y orgullo.
18. Todos los empleados deben conocer su rol ante situaciones de emergencia.
19. Notifica a tu supervisor inmediatamente de accidentes.
20. Proteger los activos del Hotel es responsabilidad de todos los empleados.

Pero esto no es lo único que hizo Ritz-Carlton para ser reconocido como el epítome de la excelencia en la atención a sus huéspedes. En 1987, para tratar de minimizar las quejas e inconformidades de sus huéspedes, el Presidente Horst Schulze implementó las técnicas tradicionales de Calidad Total (*Total Quality Management*, TQM).

Tracking de Incidentes – El Reporte de Producción de Calidad

Schulze insistió en la importancia de que absolutamente todos los niveles de la organización se involucraran en el compromiso irrenunciable con la calidad, como así también en la creación de sistemas y estructuras que la facilitaran y estimularan. En sus palabras, recogidas por el caso que sirve de base a este capítulo: “¿Sabe usted cuáles son los tres obstáculos del TQM? La administración en el rango superior, en el rango medio y en el rango bajo”.



Para colaborar con el proceso, Ritz-Carlton desarrolló un sistema para reunir, reportar y rastrear los defectos, cuya esencia resulta aplicable al momento que vive Nordelta.



Ritz-Carlton define un defecto como **cualquier desviación del nivel de servicio esperado**. Todos los esfuerzos se centran en **registrar todos los defectos**, y usar esta información para alimentar el Reporte Diario de Producción de Calidad (Daily Quality Production Report, DQPR).

El DQPR es un reporte semanal que lista todos los defectos en el servicio, identificados y registrados durante la semana anterior. Es usado como la primera fuente de identificación de los procesos del hotel que incurren en defectos, y que se salen de los estándares de calidad de la compañía. Ritz-Carlton confía en los reportes de defectos de sus empleados, pues **la mayoría de la información que alimenta el DQPR es provista directamente por ellos, más que por las quejas reportadas por los huéspedes**.

Es responsabilidad de un miembro del equipo de calidad en cada uno de los hoteles el reunir todos los defectos reportados, resultantes de todas las anotaciones registradas como tales. Estos datos son la fuente del Sistema de Información Dinámico de Calidad (*Dynamic Quality Information System*, DQIS), que es considerado como una **herramienta para mejorar, y no como un reporte de desempeño**.

Cada defecto que se registra incluye la descripción de cómo sucedieron los hechos, además de otra información pertinente como la fecha y hora del incidente, el nombre del huésped, y el departamento involucrado en las causas del defecto. Defectos similares son asignados bajo la misma denominación, de modo que el personal de calidad pueda clasificarlos de acuerdo a diferentes criterios. Así por ejemplo, si el personal de calidad requiere el número de defectos que tuvieron que ver con retrasos en el servicio de alimentación, todos los defectos registrados serán extraídos con la denominación “retrasos en comidas”. Si el personal de calidad quiere hacer una comparación de los defectos que ocurrieron en la noche con los que ocurrieron durante el día, la información puede ser recuperada, con sólo listar los registros por hora de ocurrencia.

Ahora bien: los empleados en cada Hotel Ritz-Carlton saben que están empoderados para utilizar, ante cualquier inconveniente, lo que se denomina “**Pacificación Inmediata**”, que consiste en remediar instantáneamente todo defecto detectado, independiente de la actividad que estén realizando.



Por lo tanto, **todos los defectos que aparecen en el DQIS ya han sido atendidos**. El único propósito del DQIS es identificar cualquier **tendencia recurrente**, permitiendo que el personal de calidad analice cada uno de estos incidentes de varias formas, generando reportes basados en las necesidades de los clientes internos.

Para identificar un problema sistemático, reconocido como tal en base al análisis de los datos más relevantes en el DQPR, el personal de calidad aplica procesos de resolución de problemas, eliminando de esta manera la causa de los defectos. Se crean “Equipos de Resolución Interna de Problemas” o “Equipos de Mejoramiento de Calidad”, integrados por miembros de los distintos departamentos afectados por los procesos que requieren mejoras. El equipo se convierte en el dueño del problema y, así, los empleados lo asumen con responsabilidad hasta darle solución, quedando empoderados para tomar todas aquellas acciones que sean necesarias.

Selección, Entrenamiento y Organización del Personal

Las autoridades de los Hoteles Ritz-Carlton han reconocido que, a fin de que sea posible implementar los Estándares Dorados uniformemente en todas sus sedes, **es necesario transmitir estos valores a todos los empleados Ritz-Carlton de manera personalizada, y empoderarlos con responsabilidad y suficiente autonomía** para aplicar los principios de la compañía en los deberes diarios. El empoderamiento infunde a los empleados de un sentido de pertenencia, que los alienta a asumir su rol con responsabilidad y a tomar las medidas necesarias para satisfacer a sus clientes.

Hoteles Ritz-Carlton sigue los siguientes cuatro pasos para asegurar que los empleados preserven los altos estándares de la compañía en cuanto a calidad y excelencia en el servicio, tal como está articulado en los Estándares Dorados:

1. riguroso proceso de selección del personal;
2. orientación al personal;
3. certificación del entrenamiento de cada empleado;
4. permanente preparación y entrenamiento.



El área de Calidad Total

Para hacer evidente su compromiso con un servicio de excelencia, la compañía exige que todo hotel perteneciente a la franquicia tenga un Departamento de Calidad. El rol de este departamento es **identificar y eliminar de raíz todo defecto hallado.**



5.2 Lo que Nordelta puede aprender de Disney Resorts

The Customer Rules

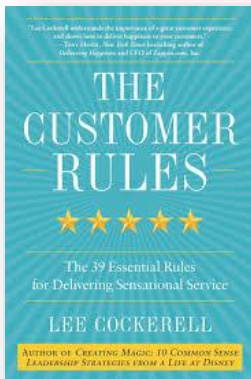


Con 39 hoteles y 18 parques de atracciones alrededor del mundo, además de 11 canales de televisión, 8 estudios cinematográficos y centenares de películas y series animadas que han hecho las delicias de niños y adultos, el imperio Disney esparce su magia fidelizando a millones de clientes en todo el mundo, en base a su extraordinaria atención al cliente.

¿Cómo ha logrado Disney alcanzar y mantener estándares de calidad tan elevados? ¿Cómo logra que su cultura organizacional se esparza sin fisuras por cada uno de los “cast members”, tal la denominación de los empleados de sus parques temáticos? ¿Qué puede aprender Nordelta de sus experiencias?

Lee Cockerell fue durante 10 años Vicepresidente de Operaciones de Walt Disney World Resorts. Previamente, había sido ejecutivo en los hoteles Hilton y Marriot. Al momento de redactarse el presente trabajo, dicta conferencias alrededor del mundo acerca de servicio al cliente, convocado por el Disney Institute.

Asimismo, es autor de decenas de artículos, además de dos libros: “***Creating Magic: 10 common sense leadership strategies from a life at Disney***” y “***The Customer Rules – The 39 essential rules for delivering sensational service***” (Crown Business – 2013).



El análisis del presente capítulo se basa en la segunda de estas obras, dado que la mayoría de las reglas que Cockerell enuncia -concretas, simples y contundentes- resultan plenamente aplicables a Nordelta. De hecho, y no por casualidad, son también consistentes con la estrategia que, tal y como se analizó en el capítulo anterior, permitió a Ritz-Carlton alcanzar los más altos niveles de calidad en la industria de la hotelería.

No es el objeto de esta Tesis analizar la obra de Cockerell, sino tomar unas cuantas de sus enseñanzas para aplicarlas a mejorar el servicio del residente en Nordelta.

Es claro que para emular a Disney es necesario también poseer su historia, su cultura, sus recursos y su mística organizacional. Pero hay aspectos en el modo en que este gigante de la hospitalidad y el entretenimiento trata a sus clientes, que pueden ser incorporadas para mejorar la experiencia del habitante de Nordelta. A continuación se incluye una síntesis siguiendo los pasos de “The Customer Rules” para evidenciar lo antes expuesto.

Cockerell busca demostrar simplicidad y alejarse del lenguaje técnico desde la misma introducción del libro, cuando explica que le preguntó a su nieta de 12 años, Margot, cuál le parecía a ella que era la primera regla para un servicio sensacional, y ella le contestó simplemente “**Be nice**” (se amable).

“**Se**” (*Be*), porque no es sólo lo que hacemos, sino **lo que somos**. Cockerell sostiene que la organización puede tener las mejores políticas, procedimientos y capacitación del mundo, pero si la gente que debe llevar adelante el servicio no tiene lo necesario, el cliente lo percibirá. Al respecto, el autor cita a la consultora Liz Tahir, y una frase poderosa: “*No hay manera de que la calidad del servicio al cliente sea superior a la calidad de la gente que lo provee*”.

Queda entonces en evidencia la crucial importancia de acertar en el proceso de selección del personal.



Yendo a las “reglas”, a continuación se mencionan las más directamente vinculadas con la problemática de Nordelta.

- **Regla 1: Servicio al Cliente (“Customer Service”) no es un departamento.**

Se trata de una responsabilidad personal, para todos dentro de la organización, desde el CEO hasta el más nuevo y el menos calificado de los empleados del frontline.

La mayor parte de los clientes que abandonan los servicios de una empresa, mencionan “experiencia negativa con el staff de personal” como la principal razón para hacerlo.

Lo emocional es tan importante como -y muchas veces más importante que- la transacción monetaria. Por eso, no sólo debemos proveer el servicio de modo competente, sino también con el mayor de los respetos, sinceridad y cuidado. Se hace evidente la relación entre este concepto y aquel ya analizado “*damas y caballeros sirviendo damas y caballeros*”, presente en el Motto de Ritz-Carlton.

Cockerell señala su convicción de que “*un servicio de excelencia no suele costar más dinero que uno promedio o mediocre*”.

- **Regla 2: Se ganan los clientes de uno en uno, y se pierden de a miles a la vez**

Es cierto que los clientes satisfechos pueden esparcir sus buenas sensaciones acerca de lo que les gustó de la empresa. Pero ¿lo harán? Quizás, si están realmente asombrados acerca de cuán fabulosos somos. Pero las personas enojadas están mucho más motivadas para expresar sus sentimientos, y los comentarios furibundos generan mucha más atención que los testimonios brillantes. Los humanos estamos programados para prestar más atención a lo negativo que a lo positivo, seguramente como mecanismo evolutivo previsto para mantenernos a salvo de los peligros.

Por eso, procesos de “pacificación inmediata” como el que pone en marcha Ritz-Carlton resultan esenciales, tanto como el seguimiento del problema hasta la eliminación de la raíz de sus causas.

- **Regla 3: El servicio al cliente sigue la Ley de la Gravedad**



Cockerell sostiene que, a menos que las personas en la cima de la organización, división o departamento estén dedicadas a desarrollar o mantener un servicio superior, éste no se producirá. Los más altos mandos de la organización deben crear la agenda adecuada, asignar los recursos necesarios, establecer las prioridades apropiadas y establecer el tono de la relación con el cliente. Una vez más, encontramos coherencia con el caso Ritz: recordemos al respecto el compromiso personal asumido por su presidente, Horst Schulze.

A continuación, Cockerell indica que los líderes de las compañías que prestan un peor servicio al cliente, suelen ser las que tienen una estrategia menos orientada a las personas. Y que, más allá de lo anterior, siempre es recomendable comenzar por casa. Cockerell nos enseña que el servicio al cliente sigue la ley de gravedad, porque discurre desde lo alto hacia abajo. Pero no debemos olvidar que “lo alto” es cualquier lugar de la organización en que uno se encuentre.

- **Regla 4: No te aburras con los básicos**

Para el cliente, las pequeñas cosas son las grandes cosas. Conrad Hilton decía que su responsabilidad era “...llenar la Tierra con la luz y la calidez de la hospitalidad”, el concepto más básico que pueda pensarse para definir a qué se dedica la hotelería.

En este sentido, Cockerell cita ejemplos vinculados con el aseo, la limpieza, el cuidado de la apariencia personal y el correcto funcionamiento de todas las cosas que se espera que funcionen.

En Nordelta, ciudad con un tamaño superior al de varios Municipios de la Provincia de Buenos Aires y con más habitantes que muchos de ellos, la importancia de los básicos es crucial. El césped cortado, el servicio de vigilancia presente, la limpieza, el mantenimiento de la cartelería, los horarios del ómnibus interno, entre otras cientos de cosas elementales, deben funcionar bien, porque así se espera que suceda. Nadie “felicitará” a AVN porque se cumplan adecuadamente, porque es lo que se supone que debe ocurrir. Sin embargo - y en esto radica la importancia de entender esta regla- serán fuente de fuerte disconformidad para el cliente la primera vez que funcionen mal.



Esos básicos, que por funcionar en “piloto automático”, pueden ser en ocasiones una fuente de relajamiento y narcolepsia, son muy trascendentes. Por eso no hay que aburrirse con ellos y deben ser controlados hasta la obsesión.

Dentro de los básicos, Cockerell destaca especialmente cuán esencial es la comunicación clara. Dice Cockerell que nuestras habilidades de comunicación son vistas como una medida de nuestro profesionalismo, inteligencia, preparación y carácter. Todas estas características son factores muy relevantes por los cuales el cliente, conscientemente o no, evalúa a la compañía. Primero y principalmente, cualquier miembro de la organización que tenga relación con clientes debe ser capaz de comunicarse claramente con ellos, tanto verbalmente, como por escrito. “Claridad”, destaca el autor, es la esencia de la comunicación. Cuando se es suficientemente claro, no queda espacio para los malos entendidos.

- **Regla 5: Pregúntate cómo lo haría mamá**

El autor nos lleva a preguntarnos cómo nuestras madres nos pedirían que nos comportáramos si un huésped llegara a nuestro hogar. Así, de un modo risueño le permite ver al lector que no hay misterios detrás de lo que debe hacerse para que el cliente-huésped, se sienta a gusto. Más bien existen el sentido común y las ganas de hacer sentir bien al otro. Si alguien querido llegara a nuestro hogar, nuestras madres nos pedirían:

- Hazlo sentir cómodo y bienvenido
- Nunca pidas algo sin decir “por favor”, ni recibas algo de otra persona sin decir “gracias”
- Saluda a las personas haciendo contacto visual y con una sonrisa amigable
- Siempre pide disculpas cuando cometes un error o decepciones a alguien
- Siempre cumple tus promesas
- Nunca mientas
- ¡Ni pienses que vas a salir así vestido!
- Si no puedes decir algo amable, no digas nada
- Trata de verlo también desde su punto de vista
- Trata a los demás como te gustaría que te trataran a ti
- Si no vas a hacerlo bien, no lo hagas



Indudablemente, se trata de un excelente manual de cómo debería comportarse cualquier empleado de AVN con los habitantes de Nordelta.

- **Regla 6: Ser un ecologista**

Cockerell sostiene que en sus años como manager, su trabajo fue crear un ecosistema de excelencia en la prestación de servicios. El éxito en esta tarea depende de 3 factores:

- contratar a los mejores
- asegurarse que cada empleado tenga el expertise, el entrenamiento y los recursos necesarios para sobresalir
- hecho lo anterior, **dejarlos solos para que puedan hacer su trabajo**, sin estar mirando sobre su hombro, ni haciendo micromanagement con ellos

“Cuando logras hacer eso –dice el autor- verás que el sistema finalmente se autorregula, como un ecosistema natural. Las personas situadas en la cúspide deben dejar que sus reportes hagan su trabajo, y eso los libera a ellos para hacer el que les corresponde. Los jefes deben ocuparse de asegurar un medioambiente saludable, libre de toxinas, en el que todos estén motivados para tratar a cada cliente como la persona más importante del mundo.”

- **Regla 9 – Contrata al mejor elenco**

Cockerell destaca una vez más la importancia del proceso de selección: si queremos un servicio al cliente de excelencia, debemos elegir de entre los que tienen las habilidades, a quienes muestren actitud (ese candidato que parece gritar: “puedo hacer cualquier cosa que se necesite”) y pasión.

- **Regla 10 – Se tu propio Shakespeare**

El autor aconseja escribir guiones acerca de cómo esperamos que sean las situaciones ideales, a fin de tener ejemplos palpables y concretos de lo que queremos. Esto permitirá generar las acciones y procesos necesarios para llegar a esa situación, de modo que podamos transmitir mejor el mensaje al equipo. Recomienda también ensayar situaciones, exactamente del mismo modo que lo haría un elenco de teatro antes de salir al escenario, ya que de eso se trata, en definitiva, ir al ruedo frente a los clientes.



- **Regla 11 – Se un experto creando expertos**

“*Be nice*” (se amable) es la primera regla. Pero no es la única. No sirve si no va acompañada de “*expertise*” y “*competencia*”. Cockerell sostiene que “*Capacitación*” no es un departamento de Recursos Humanos, sino una responsabilidad, que corresponde a todas las áreas de la compañía.

Sólo si los empleados tienen un sólido conocimiento de la compañía, sus productos y servicios, estarán adecuadamente equipados para servir correctamente a los clientes cuando están cara a cara, voz a voz o teclado a teclado.

Los expertos atienden rápido a los clientes.

En ese sentido, debemos asegurarnos que las personas a cargo de atender el teléfono o al público no sean las que realmente necesitan ayuda. El aprendizaje debe ser continuo y actualizarse permanentemente, para asegurar no sólo la calidad, sino también la consistencia del servicio.

- **Regla 14 – Trata a los clientes como tratarías a tus seres más queridos**

Cockerell habla de que todos los clientes son VIP: “*Very Individual Person*”. Los clientes no quieren sólo un buen producto. Quieren también sentirse valorados, respetados como individuos, y demandan conexión humana auténtica.

Las personas que no se sienten amadas, encuentran muy difícil entregar amor. “*Así que – dice Cockerell - si quieres hacer sentir a tus clientes importantes, asegúrate de que tus empleados se sientan también importantes.*” Volvemos a notar reminiscencias de las “*damas y caballeros*” que trabajan en el Ritz-Carlton.

- **Regla 15 – Se como una abeja**

El autor expresa la importancia que tiene acercarse a quienes hacen realmente el trabajo, aquellos que están día a día en contacto con las situaciones y cara a cara con los clientes, y hacerles preguntas que disparen formas de mejorar. ¿Por qué lo haces de esta manera? ¿Pensás que existe una manera mejor de hacerlo? ¿Intentaste hacerlo alguna vez de esa forma? ¿Qué es lo que a los clientes más les gusta de nuestra manera de hacer las cosas?



¿Qué es lo que menos les gusta? ¿Qué es lo que odias tener que decirle a los clientes? Si pudieras cambiar dos cosas acerca de la manera en que actualmente prestamos servicio a los clientes ¿cuáles serían?

Si un empleado es dejado sólo en el “campo de batalla”, o en el “escenario” (usando la analogía que más le gusta a Disney), no solamente se corre el riesgo de que su desempeño sea pobre y se resienta la imagen de la compañía; no solamente se creará el microclima propicio para que el empleado busque su supervivencia por sobre el prestigio de la organización que lo contiene –como a veces sucede con algunos Intendentes en AVN, de acuerdo a lo que señalamos anteriormente-; fundamentalmente, la compañía estará desperdiciando una extraordinaria oportunidad de aprendizaje y mejora, desechando una usina constante de ideas innovadoras.

- **Regla 17 – Escuchar**

Debemos asegurarnos de que cada empleado que está en contacto con clientes domine el arte de la escucha. El propio autor brinda algunas recomendaciones:

- estar en posición adecuada para una buena escucha. Esto significa estar en un lugar tranquilo para hablar con el cliente, silencioso, en el que no existan distracciones
- brindar atención absoluta al cliente, mantener contacto visual, no interrumpir, no hacer otra cosa en ese momento, no mostrar signos de impaciencia o distracción con el lenguaje corporal
- no tratar de anticipar lo que el cliente va a decir; recordar que no leemos la mente de la gente
- tomar nota. No confiar exclusivamente en nuestra memoria
- permitir al cliente terminar de expresarse antes de responder. Incluso es bueno preguntar “¿hay algo más que quiera decirme?” antes de contestar
- reiterar o parafrasear, de forma de asegurarnos que hemos entendimos los puntos principales
- hacer preguntas adicionales para mejorar la comprensión
- en cada etapa, hacer sentir al cliente valorado y apreciado
- *“¡Por el amor de Dios, pedí disculpas!”*



- **Regla 18 – Ser un imitador (“Be a Copycat”)**

Tomar buenas ideas de otras compañías u otros negocios y adaptarlas al nuestro. No copiar cosas buenas, dice Cockerell, es tramposo con uno mismo. Y en esa convicción se basó la elaboración de la presente Tesis.

- **Regla 20 – El lenguaje importa**

Se sabe que las palabras tienen poder: pueden deprimir, motivar, pueden herir o sanar. Pueden iniciar o detener una guerra.

En servicio al cliente, podemos utilizar palabras que tienen una invencible connotación “yo puedo hacerlo” y que funcionan mágicamente. “Definitivamente”; “seguro”; “absolutamente”, son ganadoras y muy superiores a “por ahí”, “supuestamente”; “tal vez”.

“¿Cómo puedo ayudarlo?” es una pregunta que va muy bien con la llegada de un cliente.

“Déjeme mostrarle donde es”, le gana por nocaut a señalar con el dedo y decir “es por allá”

“Será un placer”, suena maravillosamente a oídos de un cliente.

En vez de “Yo no me encargo de eso”, es más apropiado un “déjeme ubicar a alguien que conoce más que yo al respecto”

El lenguaje que inspira confianza a los clientes es siempre positivo, educado y respetuoso.

- **Regla 21 – Estar siempre disponible y ubicable**

Las 24 horas del día, los 7 días de la semana, el cliente debe poder ubicar a alguien de la compañía si lo necesita. Nordelta, como ciudad, tiene esa necesidad impresa en su ADN.

- **Regla 23 – Si dicen que quieren caballos, dales un automóvil**

Se dice que Henry Ford declaró: “*si le hubiera preguntado a las personas qué querían, me hubieran respondido caballos más rápidos*”. Su punto era que los clientes no siempre saben qué quieren o necesitan, hasta que alguien lo inventa. Steve Jobs rechazaba los focus groups porque no podía concebir a un consumidor que supiera qué productos quería, hasta que vieran un artículo Apple.



En términos comerciales, anticipar las necesidades de los clientes es una de las mejores maneras de ganar ventaja competitiva. En términos de servicio al cliente, anticiparse es aún más importante, porque permite resolver el problema antes de que se produzca.

Cockerell reconoce que no terminaremos nunca de anticipar las necesidades de los clientes, porque tienen poca memoria y sus deseos son cambiantes, como también las circunstancias. Pero sostiene que nunca hay que dejar de intentarlo.

La relación de esta regla, con el segundo de los tres pasos del servicio de Ritz-Carlton es evidente.

- **Regla 24 – No sólo hagas promesas. Brinda garantías**

Una garantía clara y cristalina anuncia que estás detrás de tus productos y servicios y que tienes confianza en tu capacidad para responder de modo consistente a las necesidades de tus clientes.

- **Regla 27 – Tan pronto como sea posible (“*As soon as posible*” o “ASAP”) debe ser el vencimiento standard**

Porque pocas cosas son más placenteras para el cliente que recibir servicio más rápido de lo esperado.

Como vimos, los clientes de Nordelta muestran disconformidad con la velocidad para atender a sus reclamos, lo que debe ser resuelto si queremos mejorar su percepción acerca del servicio que brinda AVN.

- **Regla 32 – No delegues la responsabilidad sin la autoridad**

Todo empleado que esté en contacto con un cliente debe saber que su responsabilidad número uno es hacer feliz al cliente, y debe contar con la autoridad necesaria para ello. Por supuesto que hay límites, pero esos límites deben ir acompañados de procedimientos que aseguren que la persona que sí tiene la autoridad, podrá ser ubicada cuando sea necesario.

Dice Cockerell, enunciando una sentencia que debe guiar parte del cambio en el esquema de gestión de AVN, que **no es el problema el que aleja al cliente, sino lo mal y lentamente que los problemas se resuelven.**



Los clientes de hoy en día **quieren lo que quieren, ahora y sin líos.**

Señala Cockerell que una de las razones por las que Disney World tiene una reputación mundial de excelente servicio, es debido a que lleva un registro detallado de problemas y contratiempos que ocurren en el parque, y luego entrena a los empleados y les da la autoridad para resolverlo en el lugar. Disney encuesta a los empleados regularmente acerca de los problemas que se producen, les brinda el entrenamiento que necesitan para manejar aquellos que tuvieron que elevar y les otorga la autoridad para tomar acciones.

Es de destacar la vinculación entre este punto y el sistema de DQIS del Ritz-Carlton.

- **Regla 33 – Nunca, jamás, discutas con un cliente**

Cockerell relata que en su larga experiencia como manager, muchas veces recibió quejas de un cliente acerca de un empleado del frontline que fue beligerante. Y que cuando ha preguntado al respecto al empleado, éste le ha respondido que el cliente estaba equivocado y había sido grosero, o abusivo, o había tratado de sacar ventaja de la compañía. Y la mayor parte de las veces el empleado había concluido que era mejor perder a un mal cliente que tolerarlo.

El autor sostiene que no existe tal cosa como un “mal” cliente. Que nunca hay que ponerse a la defensiva, ser duro o sarcástico con ellos. Que los buenos modales, la calma, la paciencia, la cortesía y el profesionalismo son las únicas armas con las que se cuenta para lidiar con un cliente difícil.

Esta sentencia es aplicable a cualquier negocio, desde ya. Pero mucho más a uno como el de AVN, que simplemente no puede “elegir” a sus clientes.

En efecto, el empleado de una zapatería podría, en un acceso de indignación, pedirle a un cliente que se retire y no vuelva más a su local; el cliente expulsado tendrá otras zapaterías a las que dirigirse. Pero en Nordelta, mientras el cliente sea propietario de su casa, tendrá que seguir interactuando con AVN. Y los empleados de AVN deberán seguir lidiando con él. De modo que lo mejor y lo más inteligente es seguir los siguientes consejos:



- escuchar toda su historia, sin interrumpir. Al respecto, debemos recordar que la mejor manera de lograr que escuchen nuestro punto de vista, es asegurarnos primero de que nuestro interlocutor se haya sentido escuchado y comprendido por nosotros¹¹
- tomar la responsabilidad del problema planteado, sin culpar a otros, ni explicar, ni dar excusas
- tratar de aportar una solución rápida y sencilla, o al menos comprometerse a consultar y volver con una propuesta en no más de 24 o 48 horas
- cuando ganamos una discusión con un cliente, en realidad hemos perdido a ambos

Las últimas cinco reglas, se explican desde su mismo enunciado:

- **Regla 34 – Nunca digas “No”. Excepto “No hay problema”**
- **Regla 35 – Se flexible**
- **Regla 36 – Discúlpate, como si de verdad lo sintieras**
- **Regla 37 – Sorpréndelos con algo extra**
- **Regla 38 - Continúa haciéndolo mejor**

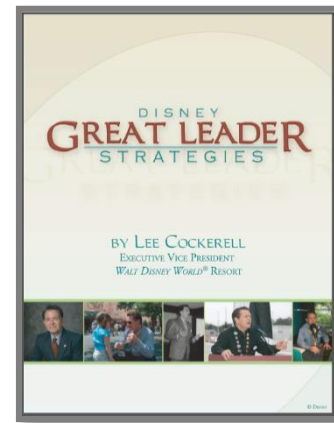
¹¹ Stone, Douglas (1994) – On Listening. Program on Negotiation at Harvard Law School. Harvard.



5.3 Algunas enseñanzas adicionales obtenidas de la experiencia de Lee Cockerell en Disney

A fin de ahondar en la forma en que trabaja Disney, en su relación con los clientes y cómo maneja sus expectativas y logra sorprenderlos, contacté vía e-mail al propio Cockerell. El autor tuvo la generosidad de responder a las consultas realizadas, y aportar a este trabajo valioso material adicional.

Al respecto, se seleccionó su artículo “**Disney Great Leader Strategies**”, que repasa 12 estrategias de liderazgo que crean una Cultura de Excelencia en el servicio al cliente. Este trabajo ha sido incorporado a la presente tesis como Anexo 1, por constituir un compendio de utilísimas herramientas de management, varias de las cuales exceden el objetivo de este trabajo.



Tal como en el caso de “The Customer Rules”, se enunciarán aquí los aspectos más inspiradores en el objetivo de mejorar la experiencia del residente de Nordelta.

El autor comienza destacando la trascendencia de crear y mantener un ambiente seguro, para los clientes y para los empleados. Todos quedan involucrados en esta premisa, al punto de consignar que es esta la principal responsabilidad de todos y cada uno de los miembros del equipo.

Cuando se produce un incidente, todos los esfuerzos deben estar puestos en saber por qué ocurrió y qué lo causó, a fin de tomar acciones correctivas inmediatas.

Permanentemente destaca la importancia de que todos los líderes sean ejemplos. Destaca cuán importante es el liderazgo para el clima interno y la moral del equipo.

Ahondando en las estrategias, la número 1 es **crear un ambiente inclusivo para todos y cada uno de los miembros del equipo**. Es decir, un ambiente en el que cada “cast member” se sienta especial, se lo trate como un individuo y que se le provea las oportunidades de desarrollo que le permita alcanzar su máximo potencial. Que cada



persona importe y que claramente sepa que importa. Crear el ambiente adecuado: esa es la principal responsabilidad de un líder.

La estrategia número 2 insta a **diseñar la estructura organizacional para el éxito**. Romper el molde, cuando sea necesario.

La estructura organizacional es crítica, porque, solo teniendo la estructura correcta, podremos obtener los mejores resultados, aunque tengamos un ambiente laboral inclusivo. Si tenemos un gran plantel, pero una mala estructura, los resultados se resentirán. Se debe leer y estudiar cuál es la estructura, conocerla bien y cuestionarnos permanentemente si tiene sentido desde el punto de vista de los empleados y de los clientes, sin preocuparnos por cómo las cosas fueron antes. Uno de los aspectos más relevantes al respecto, es asegurarnos de que cada individuo comprenda de modo claro y absoluto cuál es su responsabilidad, cuál es su nivel de autoridad y cómo se medirá su performance.

La estrategia número 3 es **asegurarnos de tener a la gente adecuada en los roles correctos**.

Contratar nuevos miembros para el equipo, o promover personas a roles diferentes, es una de las responsabilidades más importantes de los líderes y no debe ser tomada a la ligera. La selección debe basarse más en el talento que el candidato demuestra, que en el curriculum vitae.

La regla número 4 llama a **asegurarnos de que cada miembro del “elenco” tenga el conocimiento suficiente para ser exitoso en su rol**. Porque no hay peor sensación que la de tener la responsabilidad por una tarea, y no tener idea clara de cómo llevarla adelante exitosamente. Cada líder debe ser un *coach*, y asegurarse de que cada individuo entienda la visión de la compañía y cómo su rol ayuda a alcanzarla.

La regla número 5 nos insta a no ir poco a poco, sino a apostararlo todo: **dar saltos espectaculares en servicio al cliente**. Cockerell sostiene aquí que nadie debería tomar un nuevo trabajo con la misión de “mantener las cosas funcionando”. Cada líder debería ocuparse con todo su saber, su alma y su tiempo en generar mejoras extraordinarias en la experiencia de los clientes.



En este contexto, recomienda realizar análisis de prevención de nuevos incidentes cuando se detectan problemas, demostrando “tolerancia cero” para todo lo que no sea excelencia en servicio al cliente.

La estrategia N° 6 recomienda **implementar procesos efectivos y estructurados**. Los líderes tienen la responsabilidad de identificar los problemas en los procesos y las oportunidades de mejorarlos lo antes que sea posible, volviendo a chequear el proceso 3 o 6 meses después para asegurarse de que las cosas siguen funcionando y el problema se resolvió. Como mecanismo de reaseguro, cabe preguntarse siempre: “¿por qué?” “¿por qué no?” y “¿qué pasaría si...?”, especialmente a quienes hacen el trabajo. En la misma línea, y a fin de incrementar la efectividad, se debe mantener contacto permanente con empleados y clientes para ver cómo resultan los procesos desde sus respectivos puntos de vista.

La regla 7: **explorar, probar y conocer qué pasa en la organización y actuar con esa información**, no hace más que destacar la importancia de mantener contacto regular con todos los niveles. Los líderes deben estar al tanto de lo que ocurre. Pero además, es crucial ser capaz de generar las relaciones de confianza con reportes, pares y superiores que permitan discutir los temas necesarios en forma franca y abierta.

La regla número 8 destaca la importancia de **practicar la observación y la escucha activa con los miembros del equipo**, tomándonos el tiempo para el *coaching* y el *counseling*.

La novena regla recomienda **expandir las experiencias de excelente servicio** que podamos encontrar en otras compañías o industrias.

La regla número 10 indica la importancia de **asociarnos con eficiencia y efectividad con el staff y otras áreas funcionales** para desarrollar los proyectos.

La regla 11 nos pide que **demostramos pasión y compromiso profesional con nuestro rol**, como receta básica para alcanzar el éxito. Sin esos dos ingredientes, todos nuestros esfuerzos fracasarán.

La regla 12 exige **adquirir, entender y demostrar maestría en los básicos del negocio en el que estamos**.



Como herramienta para poner en juego muchas de las reglas antes mencionadas, Disney posee un *newsletter* que envía quincenalmente a todos los empleados, con noticias y novedades de interés para los “cast members”, denominado “**Main Street Diary**”.

En el ejemplar Nro. 19, Vol I de este *newsletter* (correspondiente a la semana del 25 de febrero al 10 de marzo de 2001, y que se adjunta como Anexo 2 del presente trabajo) se incluyó un apasionado análisis titulado “**Why we do what we do**”, que es casi una proclama de la inimitable “mística” de Disney World.

THE MAIN STREET DIARY

"It All Started on Main Street, U.S.A., in 1955. Keep the Main thing, the Main thing- and the Main thing for WALT DISNEY WORLD® Operations is the Guest and Cast."

VOL. I NO. 19
FEBRUARY 25-MARCH 10, 2001

EXTRA

THE WHOLE STORY

EXTRA-EXTRA – READ ALL ABOUT IT

Special Edition

**WHY WE DO WHAT WE DO
AND
HOW WE DO WHAT WE DO**

NEVER BEFORE SEEN IN ONE PLACE

CONNECTING . . . THE . . . DOTS . . .

WHY WE DO WHAT WE DO

- We do it for the children of all ages from around the world.
- We do it because we believe in family, fantasy, and magic; and we love to make people happy.
- We do it because Disney is the only place in the world where people of all races, ages, creeds, religions, convictions, languages, sexual orientation, gender, and physical challenges can come together to have fun without worrying about the real world.

We do it most of all for them . . .

- For the young brother and sister so excited they can't sleep the night before going to Disney.
- For the family who just adopted two children and the first place they took them to celebrate is Disney.
- For the single mom from up north who is working

- two jobs so she can take her children to the Walt Disney World® Resort.
- For the young family who is selected to be the Grand Marshals in the 3 o'clock parade.
- For the CEO of a famous American company that slips out of his own meeting to go ride Buzz Lightyear with his grandson.
- For the mom and dad who show their children where they first saw Mickey Mouse when they were little.
- For our good friend Henry that taught us a few things because of a broken monorail train.
- For the 85-year-old woman whose dream was to go to Africa on Safari and then to Asia to see tigers.
- For the young boy whose dream was to play on the same field as the Atlanta Braves.
- For the young girl who can't stop laughing because a giant dog sneezed a "real sneeze" all over her glasses; and the next day, bugs were after her in The Tree of Life.
- For the teenagers who are having the time of their lives riding our coaster through the freeways of Los Angeles over and over and over after just falling 13 stories in an elevator at a nearby hotel.
- For the war veteran who takes off his hat and puts his hand over his heart and cries at the flag-raising ceremony in the Magic Kingdom® Park, which was in his honor and arranged by his daughter as a surprise.
- For the grandparents who show their grandchildren the bench they sat on while their grandchildren's parents rode Space Mountain 25 years ago.
- For the children whose last wish is to go to Walt Disney World® Resort and to meet Mickey Mouse.
- For our Guests from the United Kingdom who are burned to a crisp from the sun and still in the pool on a 40-degree day, and they are happy.
- For our Guests who are in AWE of their themed resort and the wonderful Cast that welcomes them home.
- For the family who just visited the Pooh store and World of Disney at Downtown Disney and finished the day with the magic of Cirque du Soleil and can't wait to go back and see it all again.
- For the Japanese couple who met at Tokyo

The Main Street Diary
© Disney

Figura 4 – The Main Street Diary – Disney Vol I Nro 19, del 25 de febrero al 10 de marzo de 2001



Allí se repasan los objetivos y metas de la compañía, se comparte la visión, se recuerda quiénes son los destinatarios de los esfuerzos, se enuncia el modo en que clientes y empleados deben ser tratados y se repasan las 12 estrategias vistas en el apartado anterior, entre otros aspectos muy enriquecedores, que merecerían por sí mismos un análisis exhaustivo, que excede el propósito de la presente tesis.

A efectos del objetivo del presente trabajo, cabe destacar (páginas 7 y 8) una guía en 7 simples pasos acerca de **cómo debe ser el servicio cara a cara con el cliente** que, con mínimas modificaciones, podría ser utilizada por cualquier empleado de Nordelta.



III. APLICANDO LO APRENDIDO AL CASO NORDELTA

En los capítulos anteriores se describió qué es Nordelta, en qué contexto nació y se desarrolló. Vimos que se trata de un emprendimiento único en su tipo, que busca continuar siendo un aspiracional para las familias que desean “vivir bien”, como lo decía su primigenio slogan comercial.

Describimos su tamaño y multiplicidad de clientes y servicios, así como la opinión actual de sus clientes y empleados.

Seguidamente analizamos algunas de las estrategias que han llevado a dos verdaderos sinónimos de excelencia en el servicio al cliente (Hoteles Ritz-Carlton y Disney Resorts) a ocupar el privilegiado lugar que ostentan.

A continuación, se propondrán algunas medidas concretas, inspiradas en los ejemplos analizados, para mejorar el modo de hacer las cosas en AVN.

De ese modo, ya estaremos haciendo honor a la regla 18 de las *Customer Rules* de Disney (**Be a copycat**) y la número 9 de las *Leader Strategies* de Lee Cockerell (**Expandir las experiencias de excelencia en servicio al cliente**). Porque, como el propio autor lo señala, **en el mundo de los negocios no copiar un buen proceso o una buena idea es lo que se considera una trampa; una trampa a nosotros mismos.**¹²

¹² Cockerell, David (2013) - “The Customer Rules – The 39 essential rules for delivering sensational service”. Crown Business



III.1 Temas fundamentales a ser incluidos en la propuesta

Tanto en el caso de los Hoteles Ritz-Carlton como Disney Resorts tienen muy claro para qué están en el mundo. Qué es lo que quieren brindar a sus clientes.

AVN, como vimos, también tiene una misión clara, concreta y bien redactada:

“Brindar servicios de excelencia, con el fin de que la comunidad de Nordelta disfrute de vivir con tranquilidad y en plenitud, gozando de un medio ambiente sano, en el marco del cumplimiento de las reglamentaciones vigentes.”

Pero, a diferencia de los dos casos que utilizamos como guía, no todos sus procesos actuales están adecuadamente orientados al cumplimiento de lo expresado, ni la compañía ha hecho el esfuerzo por organizar, ordenar y sistematizar los estándares de atención al cliente: cómo se espera que el empleado que está cara a cara con el vecino se comporte cada vez.

Cuando se cubre una posición que implica el contacto directo con los clientes, se selecciona al recurso, se le brinda una inducción breve a cargo de RRHH, y luego se lo deja a cargo de algún empleado experimentado, para que lo oriente. De acuerdo a cómo el nuevo empleado interprete esa inducción y de sus características personales, se irán modelando su comportamiento. Desde ya, si tenemos en cuenta que en esta ciudad todos los días aparecen situaciones nuevas, es lógico pensar que dos empleados diferentes podrían dar respuestas diferentes a un mismo cliente, ante un mismo planteo.

La incorporación de personal de Intendencia, como vimos, representa todo un desafío para RRHH. No es sencillo encontrar candidatos adecuados para una posición que no es “estándar” en el mercado laboral argentino. La 9° de las *Customer Rules* de Cockerell exige “contratar el mejor elenco” para que las cosas funcionen, pero ello no siempre resulta posible. Y, siguiendo en esta línea de pensamiento, cabe recordar la 3° y 4° de las *Leadership Strategies* de Disney, que exigen poner a las personas adecuadas en los lugares correctos y asegurarnos de que tengan el conocimiento suficiente para desenvolverse exitosamente.



AVN no tiene, claro está, el equivalente al *Disney Institute* para que su personal se capacite en el modo en que Nordelta espera que sus empleados se comporten, ni tampoco cuenta con otro ámbito que permita “ser expertos creando expertos”. Mientras esta carencia no se resuelva, el personal que está en contacto con los clientes no tendrá las habilidades necesarias para adueñarse de los problemas que se le plantean, ni se lo podrá empoderar, del modo que lo plantea el Ritz cuando en el 8°, 9° y 10° de sus 20 fundamentos demanda:

- Que cada empleado es el dueño de la queja que recibe de parte de un cliente
- Que practique la pacificación instantánea
- Que todo empleado queda empoderado para resolver un problema y evitar que vuelva a suceder

Como lo hace Ritz, es necesario hacer un esfuerzo para que todos los “defectos de calidad” y todas las interacciones con clientes queden adecuadamente registradas (todas, sin excepción y evitando “aburrirnos con los básicos”, como lo ordena la *Customer Rule* Nro. 4). Esto permitirá que los desvíos del estándar fijado puedan ser reconocidos y corregidos. Ante un incidente, sólo es posible “evitar que vuelva a suceder” si alguien se toma el tiempo para estudiar la raíz de cada defecto. El empleado que actuó sobre el incidente puntual, absorbido por múltiples tareas, posiblemente no se tome el tiempo, ni tenga la capacidad o los *skills* necesarios para hacerlo.

Es que, como aprendimos de la experiencia Disney, debemos evitar delegar responsabilidad sin autoridad, y esto solo puede hacerse con empleados capacitados, en los que la compañía pueda confiar. Esos empleados deben tener la tranquilidad de estar respaldados por procesos efectivos y estructurados (Estrategia de Liderazgo de Disney Nro 7) en un ambiente inclusivo (como lo define la Estrategia de Liderazgo Nro. 1).

Este ambiente inclusivo no tolera situaciones como las que se describieron cuando el personal que trabaja en barrios se ubica en la vereda de enfrente de las áreas centrales para señalar con el dedo acusador a la estructura ante un defecto. Eso sólo ocurre si el empleado en cuestión no se siente adecuadamente incluido en la estructura; tal estructura debe ser la adecuada, sin importar cómo se hicieron antes las cosas (Estrategia de Liderazgo Disney Nro. 2).



Con las personas idóneas en los roles correctos, bien capacitadas y trabajando en un ambiente inclusivo, en el marco de una estructura organizacional adecuada, y con procesos efectivos, se logra el “ecosistema de excelencia en el servicio al cliente” del que habla Cockerell en la *Customer Rule* Nro. 6. Eso hace innecesario el micromanagement y libera a los ejecutivos para que se ocupen de la estrategia.

Inspirándonos en el Motto de Ritz, cada empleado de AVN debe comportarse como un caballero o una dama, contando con todas las herramientas y conocimientos para exceder las expectativas de clientes exigentes, como lo son las damas y caballeros que viven en Nordelta.



III.2 Selección y capacitación del personal de Intendencia – Nordelta puede generar su propia Disney University

Muy cerca de Nordelta se encuentra la sede General Pacheco de la Universidad Tecnológica Nacional (UTN). Esta institución educativa, nacida en 1948, cuenta con 70.000 alumnos y se especializa en estudios ingenieriles y técnicos. En sus 29 sedes alrededor del país se cursan 19 carreras de grado y un gran número de cursos de extensión universitaria.¹³

En el año 2010, la sede Buenos Aires de la UTN tuvo disponible un curso de e-learning de 6 meses llamado “Intendente de Barrio Cerrado”, que aún puede verse en su página web (http://www.sceu.frba.utn.edu.ar/e-learning/index.php?option=com_mtree&task=viewlink&link_id=186&Itemid=113, acceso marzo 2015).

A los fines del presente trabajo, se entrevistó al Ing. Oscar Ozuna, Secretario de Extensión Universitaria de la UTN, quien confirmó que el curso en cuestión fue discontinuado por no haber despertado interés, y no haberse logrado conformar la masa crítica inicial para su dictado.

Tigre es, junto con Pilar, la zona del país que posee mayor porcentaje de su geografía ocupada por barrios cerrados. Se calcula que un 40% de la superficie de este Municipio corresponde a countries¹⁴. Además, tan solo en la zona Norte del Gran Buenos Aires existen más de 400 barrios cerrados, de acuerdo al listado obtenido del sitio *Guía Country*, que no es en modo alguno exhaustivo (a simple vista, por ejemplo, no todos los barrios de Nordelta están indicados)¹⁵. Cada uno de esos emprendimientos necesita al menos un encargado. Y no existe en la oferta académica actual de la Argentina una carrera que se centre en su formación.

¹³ 2015 de la página web de la Universidad Tecnológica Nacional <http://www.frgp.utn.edu.ar/>

¹⁴ 2013 del sitio web Infonews <http://www.infonews.com/2013/08/22/politica-93477-tigre-el-municipio-que-tiene-un-40-de-superficie-de-barrios-privados.php>

¹⁵ 2015 del sitio [guiacountry.com](http://www.guiacountry.com) <http://www.guiacountry.com/countries/imagenes/listado.php>



En tal sentido, una carrera de extensión universitaria de la que surjan “Intendentes de Barrio Cerrado” podría atender una demanda insatisfecha y brindar salida laboral a muchas personas que se interesen por formarse en esta área de servicios.

Si existiera una carrera así, y si Nordelta pudiera intervenir en el armado de sus contenidos, podrían lograrse tres objetivos:

- 1) capacitar al personal que actualmente trabaja en Nordelta;
- 2) capacitar a futuros empleados de AVN, generando un “semillero” de recursos formados para la tarea;
- 3) realizar un aporte a la sociedad, generando una nueva carrera con interesante salida laboral, no sólo en Nordelta, sino también en cualquiera de los demás barrios cerrados de la zona

AVN incorpora año a año un promedio de 4 nuevos Intendentes o encargados de barrio y 12 auxiliares, por lo que la demanda de recursos es continua, y se espera que lo siga siendo al menos en los próximos cinco años.

En la entrevista con el Ing. Ozuna se le plantearon estos puntos, a fin de obtener su opinión sobre la posibilidad de llevar adelante esta propuesta. Concretamente, se le solicitó que evaluara si desarrollar esta carrera era factible (desde lo pedagógico) y, especialmente, si consideraba que se podían cumplir los tres puntos antes mencionados. Básicamente, se le presentaron las siguientes bases para un convenio:

- 1) Nordelta colabora en la conformación del contenido del curso
- 2) Nordelta aporta docentes para materias específicas (adecuado calificado);
- 3) UTN provee los docentes de todas las materias técnicas
- 4) UTN provee las aulas y soporte instrumental necesario
- 5) UTN asegura que el curso tenga rango universitario, y que su título estará certificado por el Ministerio de Educación de la Nación
- 6) Nordelta asegura empleo durante al menos 3 meses a los dos mejores promedios de cada promoción
- 7) Nordelta asegura a UTN llegar, como mínimo, al punto de equilibrio en los gastos del curso



- 8) Alcanzado el punto de equilibrio, los alumnos que sean empleados de AVN cursan sin costo

Respecto a los dos últimos ítems, UTN estima el costo del curso en \$ 7.000 mensuales y la cuota a ser abonada por los alumnos en \$ 700 por mes. Por ende, el punto de equilibrio se alcanza con 10 alumnos. Mensualmente, UTN facturaría a AVN una suma equivalente a \$ 7.000, menos las matrículas liquidadas a alumnos “no AVN”. Es decir que AVN se asegura tener becados a sus empleados, con un costo que será de –como máximo- \$ 7.000 mensuales.

En caso que se inscribieran como mínimo 10 alumnos “no AVN”, el curso no tendría costo alguno para AVN. Y a partir del 11° alumno “no AVN” el curso comenzaría a dejar dividendos a la Universidad.

De acuerdo a lo conversado con el Ing. Ozuna, UTN estaría de acuerdo en conformar el contenido del curso en conjunto con Nordelta y promocionarlo así.

Sentar las bases de este acuerdo, con una institución académica prestigiosa como UTN, es fundamental para iniciar el camino de la capacitación continua y de la más alta calidad, que permita empoderar a los recursos que día a día afrontan las complejidades de operar una ciudad del tamaño de Nordelta.

Como fuera mencionado, ello permitirá que AVN mejore su capacidad de incorporar recursos formados y colaborará con todo el entorno.

Es posible que en el futuro, Nordelta pueda tener su propio instituto de formación. Pero hasta que llegue ese momento, la alianza con UTN es una excelente manera de comenzar el camino que Disney Resorts y Ritz-Carlton llevan recorrido para capacitar con excelencia a sus “*cast members*”.



III.3 Tracking de Incidentes – Adaptar el CRM al “Ritz-Carlton style”

El CRM actual cuenta con los datos de los propietarios e inquilinos, y permite generar tickets de contactos e incidentes. Actualmente este sistema es utilizado únicamente por el personal del SAV.

Se propone programar un módulo nuevo que pueda ser usado por el personal de campo de AVN, tanto de Intendencia como Auxiliares, para dejar registro de:

- 1) Todas las interacciones con clientes, tanto las que queden pendientes de resolver, como también aquellas que sean solucionadas de inmediato;
- 2) Todos los defectos de calidad que detecte el personal como parte de su tarea (problemas de higiene, mantenimiento, desorden, incumplimientos horarios, etc.)

Se debe poder acceder al sistema mediante dispositivos móviles (smartphones o tablets) y permitir tomar fotografías y adjuntarlas, de modo que pueda ilustrarse cada situación y que se tomen medidas desde el área correspondiente.

El sistema debe ser sencillo de operar por parte del personal. La pantalla principal debe ser similar a la que se expone a continuación (modificada de pantalla del sistema de tickets actual utilizada por el SAV):

Figura 5 – Propuesta de pantalla de carga de sistema de Tracking de Incidentes (elaboración propia a partir de pantalla actual de carga de Tickets en el CRM de AVN)

Lote: permitirá que, si el problema detectado afecta a una determinada unidad funcional, el ticket sea asignado a ella. El buscador permite encontrar un lote por su código, o por el apellido de su propietario o inquilino.



Barrio: si se indicó el lote, aparecerá por default. Si no, se busca del listado desplegable. Se consignaría Barrio y no lote para el caso de defectos en áreas comunes, o que afecten a más de un cliente.

Contacto: si quien reporta la falla ya se comunicó con alguna persona (el cliente, un familiar, un proveedor, otro empleado, etc.) puede consignarse aquí.

Defecto: la lista desplegable permitirá seleccionar entre una serie de opciones que permitan clasificar el defecto con más facilidad. Se elaborará en base a los más frecuentes (electricidad, pintura, mantenimiento general, seguridad, césped, arbolado, limpieza, etc.). Una de las alternativas será “otros” dada la imposibilidad de catalogar el 100% de las posibilidades.

Departamento: si se eligió una opción para tipo de defecto, por default aparecerá el área interna de AVN encargada de tomar acción en el asunto. Quien reporta puede modificar el área si lo desea, o seleccionarla directamente.

Resuelto?: las opciones serán “SI”, “NO” o “EN PROCESO”, a fin de identificar si se está reportando un problema que ya está solucionado, o al menos en proceso de serlo, o si está pendiente, por lo que requiere acción inmediata.

Asunto: permite que quien reporta le asigne un título al defecto. Por ejemplo: “langostas en los lotes vecinos al lago”.

Comentario: para que quien reporta pueda describir el defecto identificado.

Adjuntar archivos: para que se puedan agregar fotografías, archivos de voz o de cualquier otro tipo, que ilustren mejor la situación descripta.

Tal como en el caso de Ritz-Carlton, es importante que **todos** los defectos de calidad se registren en el sistema, aun los que ya fueron solucionados. Eso permitirá que el personal que realice el seguimiento pueda tener un panorama completo y planificar las acciones preventivas y correctivas necesarias para que los defectos no se reiteren.

Vinculado con el sistema existente de órdenes de trabajo, los tickets permitirían cuantificar los recursos aplicados a cada trabajo y mejorar el análisis sobre la utilización de recursos.



Una vez guardado un reporte de defecto, el área correspondiente recibirá un alerta por e-mail. Todas las acciones que se tomen deben registrarse en el mismo ticket, y ante cada cambio, quien reportó el defecto recibirá un alerta vía mail. Es importante que, como lo recomienda Cockerell en "*The Customer Rules*", quien reportó el defecto sea el "dueño" del ticket hasta su completa solución, por más que la situación no corresponda a su departamento o área de responsabilidad habitual. Y que el ticket no pueda darse por "cerrado" sin la conformidad de quien reportó el defecto.

El esquema de seguimiento deberá prever incentivos para los empleados que registren en el sistema situaciones útiles o detecten oportunidades de mejorar la calidad de las tareas y procesos. También, como parte del seguimiento de los defectos, debe generar un alerta sobre aquellos empleados que no hayan reportado un defecto que llegó al sistema bajo la forma de reclamo de un cliente.

En su estadio ideal, todas las posibilidades de queja de un cliente deberían haber sido anticipadas por el ojo atento de un integrante del equipo de AVN, que registró el defecto en el sistema.



III.4 Hacer que “ASAP” sea la fecha estándar de vencimiento

Para cambiar la percepción de los clientes de que AVN no es lo suficientemente veloz para responder a sus consultas y reclamos, es esencial que el sistema registre el tiempo de demora entre el momento en que un defecto es reportado por un cliente, y se lo solucionó.

Para manejar las expectativas del cliente, el sistema debe indicar una fecha estimada de resolución, que debe ser comunicada al residente. Como lo sugiere Cockerell, es recomendable que la fecha interna de vencimiento de la resolución del incidente se fije para 24 horas antes de la comprometida con el vecino.

El control de los tiempos de resolución de incidentes debe transformarse en uno de los indicadores clave de gestión para la Gerencia General, que debe monitorearlo diariamente.

El seguimiento de esos plazos, permitirá refinar día a día las estimaciones de fecha de conclusión de los incidentes, siendo esperable que el propio sistema se transforme en experto en determinar las demoras estándar.

Si el sistema es bien utilizado, su evolución debe apuntar a:

- 1) que cada vez sea mayor la proporción de reportes de incidentes de los propios empleados, respecto de los que se ingresan por reclamo de un cliente;
- 2) que cada vez sea mayor la cantidad de incidentes reportados como ya resueltos por “pacificación inmediata” versus aquellos que se ingresan al sistema estando pendientes de solución;
- 3) que los problemas no se reiteren, porque fueron solucionados de raíz, dado que su ocurrencia dio origen a medidas preventivas para evitar acontecimientos de esa índole en el futuro;
- 4) que los clientes noten que cada vez existen menos defectos. Y que aquellos que inevitablemente se produzcan se resuelven de un modo mucho más rápido;
- 5) que la Gerencia General cuente con un mapeo completo de los desvíos en la calidad esperada de los procesos con los cuales los clientes tienen contacto directo.



Nordelta tiene una **oferta de servicios** única y muy valorada por sus clientes, con un **esquema de financiamiento** probado a lo largo de los años. Si logra capacitar mejor a su **personal** en las áreas clave de servicio, y optimiza su **Customer Relationship Management**, agregando al sistema todas las interacciones con clientes, y el reporte de los desvíos de calidad que se registren, estaremos asegurando lo que Frances Frei llama “las cuatro cosas que una empresa de servicios debe hacer bien”¹⁶.

¹⁶ Frei, Frances X. (2008) “The Four Things a service business must get right” – Harvard Business Review.



III.5 Cambios en la estructura

Esta tesis no considera necesarios masivos cambios estructurales para que los clientes noten sustanciales mejoras en el servicio que presta AVN.

Como fuera señalado por Robert Kaplan: *“Toma tiempo que los empleados se adapten a las nuevas estructuras, y una gran cantidad de conocimiento tácito –precisamente el que se ha vuelto más valioso- se pierde en el proceso (...) Dados los costos y las dificultades que involucra encontrar maneras estructurales de generar valor, resulta razonable plantear la pregunta: ¿es el cambio estructural la herramienta correcta? Nosotros creemos que la respuesta usualmente es no. La lección que hemos extraído de nuestro trabajo con centenares de organizaciones (...) es que las empresas no necesitan encontrar la estructura perfecta para su estrategia. (...) un enfoque mucho más eficaz consiste en elegir una estructura organizacional que funcione sin grandes conflictos y luego diseñar un sistema estratégico personalizado para alinear esa estructura con la estrategia”*.¹⁷

En efecto, a continuación se proponen los cambios estructurales que –sin generar grandes impactos- permitirían el aprovechamiento integral de las soluciones apuntadas, particionando adecuadamente los derechos de decisión y proveyendo de las adecuadas herramientas de control, mejora y seguimiento.¹⁸

¹⁷ Kaplan, Robert y Norton, David (2006) – “Cómo implementar una nueva estrategia sin perturbar a su organización”. Harvard Business Review America Latina.

¹⁸ Jensen, Michael y Meckling, William (1990) – “Specific and general knowledge, and organizational structure”. Contract economics. Blackwell. Oxford.



III.5.1 Área de Calidad

Es necesario que AVN conforme un Área de Calidad en su organigrama, que realice el seguimiento de todos los tickets abiertos por el mencionado sistema.

Es esta área la que debe ordenar las incidencias, derivando correctamente aquellas que no hayan sido bien clasificadas en su carga inicial, unificando reportes de defecto que puedan haberse referido a un mismo tema, y coordinando las acciones de los equipos multidisciplinarios que fuera necesario conformar para resolver algún asunto.

Es "Calidad" el sector responsable de las estadísticas por tipo de defecto reportado y tiempo de resolución, colaborando con SAV en la satisfacción del cliente y con Recursos Humanos para la evaluación de la performance de los recursos.

Por su trascendencia, esta área debería tener status de Gerencia, y contar con al menos dos analistas, además del responsable, para asegurar respuestas en tiempo y forma, y seguimiento de todos los asuntos y proyectos que se deriven del sistema. También, a partir de su conocimiento de los desvíos de los estándares de calidad, podrá coordinar proyectos de mejora y proponer innovaciones que optimicen el servicio al cliente.

El área de calidad tendrá las siguientes responsabilidades principales:

- Custodia integral del sistema de seguimiento de incidentes
- Clasificación y eventual reasignación de tickets
- Seguimiento de todos los tickets hasta su cierre definitivo
- Generación de propuestas de mejora a partir de los defectos de calidad registrados en el sistema
- Elaboración y envío de estadísticas por tipo de problema, por área afectada y tiempos de resolución
- Coordinación de equipos multidisciplinarios que se creen a fin de solucionar un problema de raíz
- Redacción de procedimientos e instructivos necesarios, a fin de mejorar los procesos internos. En tal sentido, recordemos que la 6° de las Leader Strategies de Cockerell recomendaba **implementar procesos efectivos y estructurados**, identificando los problemas en los procesos y las oportunidades de mejorarlos lo



antes que sea posible, manteniendo contacto permanente con empleados y clientes para ver cómo resultan los procesos desde sus respectivos puntos de vista

- Si así lo determinara la Gerencia General, esta área podría ser responsable de realizar las auditorías de procesos. Pero debe cuidarse que esta función no conspire contra la apertura y colaboración que es necesaria en todos los miembros del equipo. No debe olvidarse que, como en el caso de Ritz-Carlton, el sistema es esencialmente una herramienta para mejorar



III.5.2 Dependencia funcional de los Intendentes

Los Intendentes resultan absolutamente claves en la estructura de AVN. Son los ojos del administrador en cada barrio, y quienes están más cerca de lo que el vecino de Nordelta vive en su día a día. Desde el inicio, AVN los consideró como los “dueños del barrio”, y como tales les asignó responsabilidades de seguimiento de proveedores, control de prestación de servicios, mantenimiento, etc.

Por lo anterior, como vimos, se buscaron perfiles operativos para cubrir esa función, personas capaces de solucionar problemas en el campo, de “herramienta en mano” en algunos casos. Más parecidos al portero de un edificio que a un conserje de un gran resort.

Coherente con esta visión, AVN ubicó en su organigrama a los Intendentes dependiendo de la Gerencia de Operaciones, la misma de la que dependen los servicios de mantenimiento y limpieza.

Pero, como vimos, lo que los Intendentes hacen es servir al cliente, globalmente. Ese es su core. Su objetivo debe ser que el residente de Nordelta viva tranquilo, disfrutando de la infraestructura de servicios que la desarrolladora puso a su disposición.

Desde ya que el personal de intendencia tiene que cuidar que el césped esté corto, los árboles saludables, las instalaciones impecables y las calles limpias; que la recolección de residuos funcione y que la seguridad haga su trabajo; que el concesionario del club house preste un buen servicio y que las instalaciones deportivas estén en óptimas condiciones. Pero ¿para qué cumple esas funciones? Para que el cliente esté satisfecho. La limpieza, el mantenimiento, los espacios verdes y la seguridad son servicios que necesita para lograr su meta. Son, entonces, proveedores internos de servicios, pero no constituye esta su área de actuación.

Esta tesis sostiene, entonces, que la dependencia funcional de un Intendente no debe estar en el área de Operaciones, sino **en el área de Servicio de Atención al Vecino**. En efecto, el sólo hecho de depender del SAV (que, a su vez, debe ser una Gerencia, probablemente la más relevante de la organización) haría que los Intendentes tengan una actitud diferente de la que hoy tienen respecto de su tarea y de los clientes.



Como señalamos anteriormente, la segunda de las 12 *Great Leaders Strategies* de Cockerell es **diseñar la estructura organizacional para el éxito**. El autor nos insta a romper el molde, cuando sea necesario, sin importar cómo las cosas se hicieron hasta ahora.

Sostengo que Operaciones (área “*hands on*” por excelencia, que debe ser eficiente y veloz) es por su naturaleza, áspera. Le interesa que las cosas se hagan desde un punto de vista técnico y posiblemente ese perfil no cuadre bien con una esmerada y cálida atención al cliente.

Operaciones busca que las paredes estén pintadas y las calles limpias de acuerdo a lo que reza la especificación técnica del servicio. SAV, en cambio, busca que el vecino esté satisfecho, nada más ni nada menos. Como parte del SAV, el Intendente tiene esa única (y por cierto, enorme) responsabilidad. Las áreas técnicas de Operaciones serán su proveedor interno de servicios. El Intendente le demandará, como cliente interno, pero no dependería de esa estructura.

Este cambio de dependencia funcional generará una modificación en los modos de operar y en los objetivos de los Intendentes. Con el correr del tiempo, probablemente demande además un ajuste en el perfil de las personas a las que se contrate para ocupar esa función.

No importa tanto que el Intendente sepa reparar un enchufe o pintar una pared. Sí es fundamental que entienda lo que su cliente necesita, y se desviva por satisfacerlo, sintiéndose parte de una organización que lo contiene y respalda.

La Regla 1 de Cockerell dice que no sólo debemos proveer el servicio de modo competente, sino también con el mayor de los respetos, sinceridad y cuidado. Un hombre de Operaciones puede darse el lujo de ser parco o hasta poco simpático si es bueno en su trabajo. Un hombre del SAV no puede ser bueno en su trabajo si no es cálido y no demuestra empatía.

Si se le pregunta a un Intendente hoy para qué está en el barrio, probablemente conteste “para que los servicios del barrio funcionen bien”. El Intendente del futuro debería saber que su razón de ser es “que el vecino de su barrio esté satisfecho”; y aunque a primera vista ambas cosas parezcan lo mismo, claramente no lo son.



Dependiendo del tamaño de cada barrio, hoy en día hay Intendentes que tienen a su cargo a un equipo de Auxiliares. En algunos casos, esos auxiliares son empleados de mantenimiento asignados específicamente a un barrio; en esos supuestos podría haber una dependencia matricial de Operaciones. Pero que el Jefe directo (el Intendente) sea miembro del equipo de Atención al Cliente, le dará con el tiempo una impronta diferente a la relación del personal del barrio con sus vecinos. Serán “damas y caballeros sirviendo damas y caballeros”, como lo indica el Motto de Ritz-Carlton. Sintiénndose parte. Motivados por dos de los drivers más poderosos: el que se da cuando un empleado se siente **parte de la organización**, y cuando **comprende acabadamente su contribución al objetivo final** y al crecimiento de la organización a la que pertenece.¹⁹

Es conveniente que todo el personal del SAV, en su nueva acepción (repcionistas e Intendentes) utilice impecables uniformes, con “name tags” que permitan que el residente los reconozca y pueda dirigirse a ellos ante cualquier necesidad.

¹⁹ Nohria, Nitin, Groysberg, Boris y Lee, Linda Elling (2008). Employee Motivation: a powerful new mode. Harvard Business Review.



III.6 Síntesis de temas a ser considerados en el Manual de Servicio al Cliente para el empleado de Nordelta - Decálogo

Aprovechando las experiencias recogidas en el caso Disney Resorts y en el de Hoteles Ritz Carlton, se enuncia a continuación el decálogo de los pasos de servicio que debería cumplimentar todo empleado de AVN que atiende a un cliente, y que deben figurar en el futuro Manual de Servicio al Cliente que los empleados de la compañía debería conocer y suscribir:

- I. Hacer contacto visual.
- II. Tanto en forma telefónica como personal, recibir al cliente con una sonrisa y preguntando “¿qué puedo hacer por usted?”, “¿en qué puedo ayudarlo?”, o “¿en qué puedo serle útil?”
- III. Nunca derivar una llamada sin asegurarnos que el empleado que debe atender está disponible del otro lado para recibir al cliente, y en casos de contacto personal nunca indicar “es por allá”. Acompañar al cliente. Siempre.
- IV. Nunca incumplir una promesa realizada a un cliente.
- V. El deadline interno será siempre 24 horas antes de la fecha comprometida. Y si no puede cumplirse, siempre debe contactarse al cliente, avisar que no se podrá honrar el compromiso, explicar las razones, ofrecer sinceras disculpas y comprometer una nueva fecha.
- VI. Si se comete un error, AVN debe reconocerlo y disculparse.
- VII. Ante un cliente enojado, el empleado debe estar empoderado para aplicar la pacificación inmediata.
- VIII. Toda interacción con un cliente debe ser registrada en el CRM.
- IX. Toda situación que implique un defecto de calidad, debe ser reportada por medio del CRM.
- X. Cada empleado a quien le llegue un reclamo de un cliente, o detecte un defecto de calidad, asume “full responsibility” por el tema. Desde su registro en el CRM, hasta que él mismo cierre el ticket, es el “dueño” del tema, y quien debe velar por su completa y satisfactoria resolución.



III.7 Encuesta de calidad de servicio al cliente

Anualmente, AVN debe realizar su encuesta de calidad de servicio al cliente, a fin de realizar un seguimiento acerca de la percepción de los residentes respecto de su servicio. Es aconsejable, igualmente, que el área de Calidad efectúe comprobaciones telefónicas o vía correo electrónico acerca de la satisfacción de los clientes que se vieron afectados por los casos reportados como resueltos por medio del CRM, así como llamadas aleatorias a otros vecinos para corroborar si existen problemas que no hayan sido denunciados por residentes que no tengan la costumbre de expresar sus disconformidades.

Este seguimiento es fundamental y debe tener el compromiso de la Alta Dirección, a fin de que sus resultados sean analizados y la mejora de los indicadores sea un objetivo primordial de la gestión para cada período.



III.8 La relación entre la propuesta y la norma IRAM 43.000

La norma IRAM 43.000 exige un esquema de seguimiento de calidad, como ya se señaló:

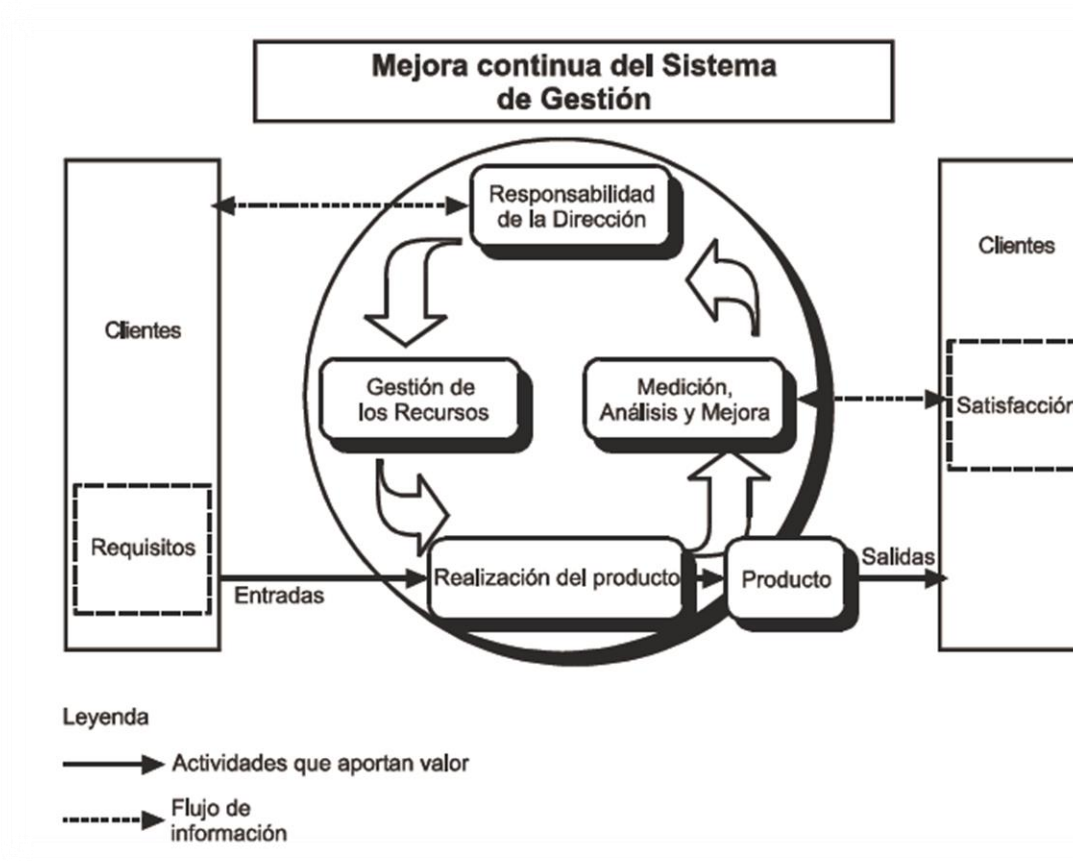


Figura 1 – Mejora Continua del Sistema de Gestión (Norma IRAM 43.000)

El esquema indicado, centrado en el cliente, con la medición, análisis y mejora de los procesos por medio de la adaptación del CRM, y la medición de la satisfacción del cliente a través de encuestas anuales, y los otros métodos indicados, permitiría cumplir con las exigencias de la norma.



En cuanto al apartado de Recursos Humanos, en su punto 6, la normativa exige:

6.3 Recursos humanos

6.3.1 Generalidades

El personal de la UE debe ser competente con base en la educación, capacitación, habilidades y experiencias apropiadas.

6.3.2 Registros, formación, toma de conciencia

La UE debe:

- documentar una adecuada descripción de tareas de cada puesto y el perfil de las personas que los ocupan, manteniendo los registros adecuados a tales fines;
- documentar una evaluación de los puestos que permita su categorización según criterios documentados preestablecidos;
- definir en un procedimiento documentado el proceso para identificar las necesidades de capacitación a los fines de implementar los programas necesarios para satisfacer estas necesidades, ejecutarlos y evaluar su eficacia;
- asegurar que el personal tenga conciencia de su responsabilidad y contribución al logro de los objetivos establecidos por la organización.

Todo ello se logrará con la capacitación de la Universidad de Intendentes, y con el Manual de Servicio al Cliente, que se redacte en función de los puntos sugeridos en el transcurso del presente trabajo.



III.9 El Costo de las propuestas

A lo largo del presente trabajo, se han propuesto diversas iniciativas, algunas de las cuales tienen un costo para AVN.

Corresponde preguntarse si el efecto de su implementación no puede resultar demasiado oneroso en una Asociación Civil sin fines de lucro, que sólo distribuye gastos, por lo que todo incremento en las erogaciones se traducirá en un aumento en el monto de las 7.000 expensas que se liquidan mensualmente.

A continuación se realiza un análisis preliminar al respecto, basado en entrevistas mantenidas con los funcionarios involucrados, personal de Recursos Humanos, Sistemas y la Secretaría de Extensión Universitaria de la Universidad Tecnológica Nacional para este trabajo.

Escuela de Intendentes UTN: Probablemente sea sin costo. En el peor escenario (si no existieran alumnos “no AVN”) sería de \$ 7.000 mensuales

Nuevo CRM: \$ 120.000 por única vez. No incrementa el costo mensual de mantenimiento del CRM.

Será necesario adquirir tablets para el personal de Intendencia. Serían 20 dispositivos, por lo que a un costo de \$ 2.500 por cada uno, la erogación sería de \$ 50.000. Asumiendo que deban renovarse cada 3 años, el costo anual sería de \$ 16.667, lo que deriva en un prorrateo mensual de \$ 1.389

Nueva dependencia funcional de Intendentes: Se crearía la posición de Gerente de SAV, con un costo empresa mensual estimado de \$ 60.000.

Nuevo Área de Calidad: Un gerente y dos analistas, con un costo mensual estimado de \$ 100.000.

Uniformes y name tags para personal: Se calcula un gasto de \$ 60.000 por año, lo que implica \$ 5.000 mensuales.



En resumen:

	Mensual	Por única vez
UTN	\$ 7.000	
Nuevo CRM /Tablets	\$ 1.389	\$ 120.000
Gerente SAV	\$ 60.000	
Área de Calidad	\$ 100.000	
Uniformes	\$ 5.000	
TOTAL	\$ 173.389	\$ 120.000
Por unidad	\$ 25	\$ 17

Es decir que **podrían implementarse todos los cambios indicados, con un impacto promedio en la expensa de cada vecino de \$ 25 mensuales, más \$ 17 por única vez cuando se desarrolle el nuevo CRM.**

Por ese costo, que cualquier habitante de Nordelta podría asumir sin casi notarlo, AVN estará dando un vuelco decisivo en su forma de dar servicio a los residentes, capacitando a su personal, mejorando su tecnología, haciendo seguimiento detallado de todos los defectos de calidad que se presenten, optimizando su estructura interna y quedando en condiciones de certificar sus procesos por la norma IRAM 43.000.



IV. CONCLUSIONES

A lo largo de la presente tesis, hemos analizado el contexto de los barrios cerrados en la Argentina. Repasamos el nacimiento de Nordelta y comprobamos que desde su concepción buscó destacarse como un emprendimiento modelo, único en su tipo por su escala y por su búsqueda de los máximos estándares de calidad.

Vimos que los clientes (tomando como tales a los residentes), tienen un alto concepto de Nordelta como lugar para vivir, pero califican entre sus ítems de valoración más bajos a la gestión de AVN como administrador de la ciudad y la velocidad con la que se resuelven sus consultas y reclamos.

De los ejemplos de Hoteles Ritz-Carlton y Disney Resorts extrajimos valiosas enseñanzas que pueden aplicarse a Nordelta, en especial:

- 1) La importancia de la capacitación continua, a fin de que el “elenco” esté en condiciones de resolver las diferentes situaciones que se plantean en el día a día, y pueda ser empoderado para satisfacer al cliente en cada momento. Para ello, este trabajo plantea una alianza con la Universidad Tecnológica Nacional, que podrá capacitar a los recursos actuales, proveer de recursos futuros y favorecer al entorno.
- 2) La relevancia del escrupuloso seguimiento y registro de todos los defectos de calidad, así como de los tiempos de respuesta, y su resolución de raíz, para lo que se propone la adaptación del sistema de CRM actual y la creación de un área de Calidad.
- 3) Que es fundamental que la estructura sea la adecuada, motivo por el que se sugiere un cambio en la dependencia funcional del personal de Intendencia, a fin de que todos los empleados cuya principal razón de ser es la satisfacción del cliente, dependan de la misma estructura.
- 4) La trascendencia de la competencia profesional y la calidez a la hora de brindar servicio, para lo que se sugieren lineamientos bajo la forma de un decálogo a ser incorporado al futuro Manual de Servicio al Cliente de AVN.
- 5) La importancia de dotar de previsibilidad y consistencia al sistema y a los procesos para lo que su certificación por norma ISO 43.000 puede constituir un importante valor agregado.



- 6) Que la combinación entre una estructura adecuada, procesos sólidos, personal capacitado y empoderado para la acción, genera un ecosistema de servicio que repercute en la motivación y el sentido de pertenencia de los empleados y, finalmente, en el objetivo final de toda la tarea: la satisfacción del cliente.

Siguiendo los lineamientos expuestos en la presente tesis, Nordelta podrá dar un salto sustancial en la calidad del servicio a sus clientes, sin incrementar de modo significativo los costos que deban soportar a través de las expensas.

Claro que lo expuesto en estas páginas sólo tendrá sentido, si cuenta con el apoyo y la convicción de la más alta dirección, incluidos los representantes de los vecinos en los Directorios, porque *“nada debilita más una propuesta de cambio que el comportamiento de los individuos más importantes, cuando es inconsistente con sus palabras”*²⁰.

²⁰ Kotter, John P. (2007) – “Leading Change. Why transformation efforts fail”. Harvard Business Review.



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DISNEY
GREAT LEADER
STRATEGIES

BY LEE COCKERELL
EXECUTIVE VICE PRESIDENT
WALT DISNEY WORLD[®] RESORT



DISNEY GREAT LEADER STRATEGIES . . .

AN EXPLANATION OF TACTICS LEADERSHIP IS A ROLE?

The question is . . . Is leadership a role or a responsibility? The fact of the matter is that leadership is a role, and leadership is a responsibility . . . but mainly it is a *responsibility*. Being a great Leader is quite different than being a great manager.

I want to go over the *Disney Great Leader Strategies* and give you my thoughts about each one of them. I especially want to add some new thoughts to some of them that I have learned over the last few months . . . and in particular I want to point out what the responsibilities of all of our Leaders and Front-Line Cast Members are in relation to safety.

When you think about our responsibilities as Leaders, you have to believe that there is nothing more important than creating and maintaining a safe environment for our Guests and for our fellow Cast Members. Safety is everyone's responsibility. Throughout *Disney Great Leader Strategies*, you will find important information to help you be a GREAT Leader in the area of safety.

It is vital that we, as Leaders, stay alert and take corrective action when we observe a potential hazard or unsafe behavior. We need to make sure that we reinforce safety in our communications to our fellow Cast Members in Pre-Shift/Homeroom meetings, in briefings, in one-on-one communications, and in writing. We need to engage in proactive coaching around safety issues with Cast Members and encourage them to look out for one another.

Make sure that you are reviewing your Safety Scorecard for trends. The more you know about the numbers and the type of incidents, the more aware you will become of potential incidents as you walk your areas, observing the operation and the Cast Members at work in the operation.

Have good eyes and pay attention. Just think about how easy it is to see safety issues when there is a new baby in the house. The safety issues just pop out at you if you are looking for them and paying attention.

When an incident occurs, we need to get right into it and find out WHY it happened and WHAT caused it and take immediate corrective action.

Creating a safe work environment is the number one responsibility for Leaders. Cast Members will take their lead from you about how important this subject is. You need to be a GREAT role model. Your personal example and focus will be directly related to how well we do in this area of our responsibility.

The next most important thing for Leaders to do . . . and I find it hard to say that this is the second most important thing after safety . . . so let's just say that this next one is right up there with safety as the two most important things we do if we want to be GREAT Leaders.

Creating an inclusive environment for EVERYONE is what I am talking about.

We, as Leaders, have a huge responsibility to do many things; but at the end of the day, the thing that can make the largest difference is fostering an inclusive environment that touches *EVERYONE* . . .

- an environment that makes every Cast Member feel special . . .
- an environment that treats *EVERYONE* as an individual . . . and
- an environment that provides developmental opportunities for *EVERYONE* so that each and every individual can achieve the level of his or her own ability.

Today, the *Walt Disney World*® Resort is a place that truly respects all people, no matter where they are from . . . or what their culture is . . . or what religion they practice . . . or what race they are . . . or what age they are . . . or what gender they are . . . or what natural origin they are . . . or what their sexual orientation is . . . or what their physical ability is . . . or what level of education they have achieved . . . and on and on and on.

We should be proud of what we have done. We have achieved this because of great leadership at all levels—as we have done with all of the important things that we have done together throughout the years. While we have done much there is always more to do. As a Leader, you really never get finished with your role. As with everything, we can always do better and better and better.

Fostering an inclusive environment truly is a journey that never ends. There is no final destination in this ever-changing world. *Focused leadership is the number one way we will continue to succeed in this area.*

Like all environmental and cultural changes, they take time. Environments and cultures usually do not get a lot better or a lot worse quickly. We, as great Leaders, need to have the patience, as well as the persistence, to continue to move our environment and culture along.

While we may not be able to change the environment and culture of America as quickly as we would like to, we can change our Company's environment and culture much faster than that of our country. We do control our destiny.

In my Time/Life Management class we always ask the question: "What should you do today that won't pay off for 5, 10, 15, 20, 25, 30, 35, or 40 years from now?"

Focusing on an inclusive environment is one thing that we should continue to do because the payoff comes down the road . . . and the sooner you get started and plant the seeds, the sooner you reap the harvest. This is true of almost everything in life.

Having an inclusive environment is really the most important thing that we can do to ensure our future success.

As you know, it is not only the right thing to do; but it also has significant business implications; and we know well that we, as Leaders, must balance Cast Excellence, Guest Satisfaction, and Business Results to be truly successful. One without the other two just does not work. *Great Leaders* are continually doing a balancing act. I have written about some of these in the past, but we know that this one document best describes our expectations around leadership here at the *Walt Disney World*® Resort. Whether you hold a management position or not has nothing to do with the value you can get from the *Disney Great Leader Strategies*.

We all have numerous roles and opportunities in our life to demonstrate great leadership, whether it is at home, at our place of worship, in the community, in our neighborhood, in our children's schools, or anywhere else.

Everyone has an opportunity to practice great leadership behaviors. Leadership is simply defined as making the right things happen. With this definition, we all have many opportunities to practice great leadership throughout our lives.

It is true that most of my focus will be on the Leaders here at the *Walt Disney World*® Resort because I want every one of our Leaders to be great. Some people say this is impossible and, to some extent, I might agree; but *my goal is for all Cast Members to have great leadership*. If we don't shoot for 100 percent, we have zero chance of getting there.

Everyone deserves great leadership so that he or she can work in an environment that is positive and in one that involves and respects everyone. Most of us spend more time at work than we do at home, so this should be a place that we look forward to coming to each day. The Leader you work with has more to do with that than anyone else.

People often ask me, "How is the morale at the *Walt Disney World*® Resort?"; and I tell them: "Well, it depends on who the Leader is. Some Cast Members are really happy, and some are really unhappy. Many times Cast Members work just a few feet away from one another, but they have different Leaders."

When I was starting my career, no one took the time to tell me the things that you will learn by studying the Great Leader Strategies. Think about *Disney Great Leader Strategies* as a way for you to avoid all of the pitfalls that many "wannabe" Leaders fall into.

Think of it as a way not to commit mistake after mistake when you are given the opportunity to be in a leadership role, whether it is at home or at work. Oh, how I wish I had had this document and training when I started out so I would have not made all of those mistakes. I am sure that the people who worked for me wished I had had that training as well.

Some mistakes are fatal, and people never recover from them. Look at the front page of the newspaper for numerous examples of poor leadership from corporate executives to government officials, to church officials, to charitable organizations, to school teachers, to parents, and on and on. The examples are in the news every single day without fail. Look in the paper tomorrow, and you will find a news story about failed leadership and the terrible impact it had on someone or some organization or family.

The trail always leads back to leadership. Poor leadership or great leadership has a lot to do with everything that happens in the world in one way or another. It has been this way forever, and it will always be that way. A thousand years from now leadership will matter just like it did a thousand years ago.

If you want to be a *great Leader*, start by reviewing the *Disney Great Leader Strategies* often and try to figure out where you have opportunities so that you can begin the journey right now on your way to becoming great . . . for your family, friends, and fellow Cast Members. Many things can be improved with effort and focus, including negative behaviors and habits.

I remember the *great Leaders* I have had in my life. One was my mother, one was my grandmother, and there have been three in the workplace.

Remember this quote that introduces *Disney Great Leader Strategies*: "In times of drastic change, it is the learners who inherit the future. The learned usually find themselves equipped to live in a world that no longer exists."

This is a fancy way to say that you must be a lifelong Leader to be successful and be open-minded about continual change in all parts of your life. The people in your life will remember as well whether *YOU* were a *great Leader* or not! . . . Lee

DISNEY GREAT LEADER STRATEGY

NUMBER 1 OF 12:

FOSTER AN INCLUSIVE ENVIRONMENT!

Here's how you can think about Workplace Inclusion: While diversity focuses on our differences and similarities, workplace inclusion focuses on the respect and appreciation we show one another, so no one feels left out. Feelings are a big deal. If people feel left out, then they are left out.

To put it even more simply, workplace inclusion is making sure that everyone matters . . . and that everyone knows that he or she matters. We make people feel included by talking and listening to them, recognizing them, knowing them well, and by developing them . . . or at the least by assisting them with their development by encouraging them, and by getting them into the right kind of training.

The problem is that it is not going to work as well unless everyone is doing this—which is a no-brainer—because if people feel excluded, whether it is because someone is preoccupied and not paying attention or for some other reason, then the idea of inclusion is lost.

Creating the right environment is one of the main responsibilities of a Leader. The great Leaders do this especially well. Whether it is at home or at work, the environment matters, and we, as Leaders, have control over that environment.

To create a healthy, respectful, trustworthy environment at work, we all need to set the example by paying attention to everybody, by showing respect to everybody, and by being available for everybody that needs to see us or, at a minimum, find another way to assist them if we are not available.

As everyone continues to learn about the importance of an inclusive environment and goes about practicing being inclusive, we will continue to have a special environment that is crisp, clean and clear, in every way and one that makes everybody want to stay and have his or her career at the *Walt Disney World*® Resort. We all know to some degree how it feels to be excluded.

I remember when I joined a couple of companies in my career I was excluded because I was not an “insider.” On one occasion I know I was somewhat excluded because of where I was from—Oklahoma—and that I had not received my formal training from the right hospitality school. I felt excluded in junior high school from the “in crowd” as well. That may have been my imagination, but that is still the way I felt. This is not a good feeling, and it can take its toll on one's self-esteem and self-confidence, which can be key factors in how someone's life turns out. I have finally recovered!

We need to take this very seriously. We need to pay attention to everyone. Responsibility is not self-serving. It is about the future: the future of the organization, the future of your family, and the future of the people that you work with. ***Great Leaders build up people's self-esteem and self-confidence.***

If you have children, you know how important it is to focus on each one in a way that makes each one feel special, which may not be the way to make the others feel special. Think back to when you were a child and how important this was to you. You know it is vital to treat them as individuals and to show complete respect to them and to develop them. It is easy to do with your children because you know them very well, if you are paying attention.

It is the same way with your fellow Cast Members. If you know them well, then you will treat them well.

It is also a no-brainer that when people feel respected and valued for the talents and skills they bring to the team, they feel more motivated and inspired, which leads to commitment. When people are committed, they feel a strong personal connection with the work that they do. Every single role at the *Walt Disney World* Resort is important. If it were not important, we would not have that role.

You will find that the more inclusive your work environment, the more people will want to be a part of your team. So, being known for being inclusive will help you recruit and retain the very best Cast Members, which will ensure that you get the right business results. Turnover in your area will be extremely low, as will disciplinary problems, sick-day usage, Cast injuries, and on and on.

Okay, now if being inclusive is so important, how do you do it? In the July 25-31, 2005, edition of **The Main Street Diary** in *Lee's Main Message to Leaders*, I wrote about the “soft stuff” being the “hard stuff” (go back and read it) . . . and inclusion is no exception. It's all the things you've heard before, but that does not mean that they are easy to do. It's:

Knowing Your Team . . . I mean really knowing them. Someone told me recently that her manager, after ten years of working with her, did not know if her child was a boy or a girl! Know all about them. Know their past work experience, know their aspirations, know what skills and talents they possess, and on and on and on. Review résumés and backgrounds of your team members. Ask them their short- and long-term goals and how you can help. Know how many candidates you have in your Leadership Casting Call pool. Understand their skills, experience, and the other qualifications they possess. Know how many of your Cast Members are potential candidates for Leadership Casting Call in the next six to twenty-four months and what it will take to get them ready.

The College Program is the perfect place to spot potential. Bring the great ones back on a professional internship, and then hire them if they are great before they graduate from college.

You must look for potential candidates, since many potential candidates are not aware of their own potential. We must nurture potential. We often can see the potential in our team members that they cannot see in themselves. I am where I am today because along the way in my career a couple of Leaders got to know me, took an interest in me, and developed me. They made me realize that I actually had potential. My wife, Priscilla, saw my potential too and married me. That is what she claims anyway.

Erin Wallace and I spotted a Cast Member a couple of years ago in a round table with Front-Line Cast Members. She stood out like a bright star in the sky. She was a single mother without a college degree, and she just did not believe in herself. She was concerned about taking care of her daughter and being a Leader. Her Leaders went about making sure she could do both well. We followed up with her management team . . . and we nurtured her, encouraged her, and trained her. Today she is one of our very best Leaders. She personally told me that she did

not believe she could be a Leader before we started to focus on her. She tells me when I see her how proud she is of herself and that she still cannot believe it.

Engaging Your Team . . . This means that you are asking their opinions or making it clear that you want to hear their points of view. This means that you will ask for their opinions and ideas, even if they don't volunteer them to you. Ask questions like: "What do you think?" "Do you think this is the best way?" "Do you know anything else I should think about before I make this decision?" I appreciate and value your advice to me, even when it is something that makes me bite my tongue because I don't want to hear it.

Great Leaders must have comfortable relationships with their team members at all levels. I guess that is why people get engaged. It is a time to get to know one another better, so get engaged with your fellow team members.

Developing Your Team . . . Developing others is a Leader's main responsibility—after selecting great people. If you know all of your team members really well and you are continually engaging them, then you will know where they need development.

One of the most satisfying gifts of being a Leader is to see others achieve their goals and aspirations. Your personal success and paycheck will never give you the same good feeling as that of seeing others achieve their goals because of your leadership.

Even with your family, if you have children, your main responsibility is to develop them for future responsibilities and opportunities. Development might be giving them candid, thoughtful feedback and other coaching and counseling. It might be getting them into the right training class or university program. It might be exposing them to new situations, experiences, and roles. It might be giving them recognition and appreciation, which will build their self-esteem and self-confidence. It might mean giving them tough feedback too. As long as you focus the development on them, then you are on the right track. Development takes time, so get with it today.

Greeting Others Sincerely . . . I know that this sounds like your mother talking; but I assure you that if you are not paying attention and focusing on people, this is an easy one for Leaders to mess up. People get so engaged in their work, in their projects, and in their own life that they often are preoccupied—which is basically not paying attention to what is going on around them—and they walk right by someone, or they don't stop to chat a minute, or even worse, they only really greet the same people day in and day out and develop a bad habit of not giving the same attention and courtesies to everyone. I assure you that everyone notices. Stay alert. You are a Leader, and everyone is watching you and judging you every minute of the day.

When you know your team members well, engage them often, and spend time developing them. Then this one will become very natural to you. Hey, you can even ask about their grandchildren. They say no cowboy can draw a gun as fast as grandparents can draw pictures of their grandchildren out of their wallets.

Building Community . . . Think of your team as a community.

Each one of your team members has different motivations, ideas, priorities, preferences, and dreams. They are all from different backgrounds and different neighborhoods. Get to know them well, so you can leverage these dynamics when making short- and long-term decisions for your business. The more perspectives you have, the more successful you will be in planning and implementing your day-to-day responsibilities because you will have viewed them from many different angles.

Never assume what your team's position will be on an issue; ask them, talk with them, and get their feedback. If this is an inclusive group, you will get a variety of thoughts that you will not get from people with similar backgrounds or experiences. Get to know them, and let them get to know you. The more you know about one another, the more successful your relationships—and as a bonus, you will enhance your knowledge by thinking about things from different points of view, which will help you make far fewer mistakes in your decision making, which everyone will appreciate.

Listening to Understand . . . If you have read Stephen Covey's best-selling book, **The 7 Habits of Highly Effective People**, then you know what this one is all about. Said another way by Stephen Covey, ***“Seek first to understand, then to be understood.”***

Most Leaders—not all—do not listen well. They do not stay totally focused on the person speaking or take the time to listen totally, and this includes trying to figure out what they are not saying or what they are trying to tell you that is not so evident.

Most often what people are saying and what they are trying to say are two different things. Most Leaders are thinking about what they are going to say when this person stops talking! When you are thinking about what you are going to say versus listening intently, you lose.

Some good hints on being clear would be to say, ***“I think you are saying . . . “ or “I understand from what you said that this is what you want me to do . . .” or “Is there anything else that you think I should know?”***

By the way, if you want a good education on being inclusive and becoming a great Leader in all parts of your life, then read **The 7 Habits of Highly Effective People**. Even if you read it a long time ago, go back and read it again. You have grown, and it will mean even more to you today than the first time you read it. I have had this book on my desk for more than 25 years.

Communicating Clearly, Directly, and Honestly . . . Communicate with people using regular words, and say what you mean. Don't beat around the bush. Don't leave people more confused when they leave than when they got there.

Communication is clarification. When you communicate with me clearly, directly, and honestly, then I know what to do. “Spin” is always a mistake and is always figured out in a New York minute. If you communicate clearly, directly, and honestly all of the time, then it just becomes second nature for you—and you will become very good at it, and you will have a trusted reputation.

Do it in person, one-on-one when you can; the next best way is in small groups, then larger groups; then, e-mail, or a personal handwritten note, or a note to the person's home address; and last, a big impersonal memo or a general message on the portal. Even when you write an e-mail or memo, take the time to personalize it and make it fun and interesting. ***Effective communication is very difficult, and you have to work really hard to make it effective.***

Personally Get Involved . . . The executive in charge of the business should approve all management hires and promotions, making sure that we are selecting from a diverse pool of candidates. Talk frequently with your teams about the subject of an inclusive environment and the subject of hiring and promoting a diverse workforce at all levels. You are expected to have a reputation for being a Leader who helps people get into management by using your authority and position to discover them, develop them, help them clear the hurdles, place them, and stay close to them to ensure their success.

When a good candidate is found outside the Company and you have no budget for the position, all managers should bring that to the attention of their Steering Committee Member. Let's see if we can figure out a way to bring that candidate on board before we say "no" to him or her. ***A major part of a great Leader's role is to create more Leaders.***

Hearing All Voices . . . This is a really good one. Everyone has an opinion. Most everyone can speak, but most people do not have a voice unless you allow them and encourage them to have a voice.

One of the best ways to ensure that you hear from everyone (his or her voice) is to know everyone well, to build a trusted, personal reputation for honesty, high integrity, and caring. Everyone has a reputation, and each person pretty much is responsible for what it is.

Being available for people when they need or want to see you, making people feel important and wanted, and showing total respect to all people in your actions and words are important traits and habits to have if you want to hear all voices. When you hear all of the voices, you make better decisions. When you hear all of the voices, you make fewer mistakes. When you hear all of the voices, you have everyone supporting whatever decision you make. ***To be heard and respected is one of our most wanted needs.***

The reason that there are wars going on around the world is that many people do not feel like they are being heard. When you ignore people, don't listen to them, or don't show respect to them, you will not hear their voices . . . and you are headed for trouble. They may not go to war or do something violent. They usually just become apathetic and give you about 20 percent of their capacity.

One of the best ways to build commitment is to make sure that each and every person has a VOICE . . . and that each and every voice is heard!

People will only let you hear their voice if they trust you 100 percent. Every day some of our team members are holding back their voices because they do not trust us. Safety and security are the basics in life for a healthy, respectful environment to take hold and thrive. The last few sentences, facts, or issues are the ones you don't often hear. When people trust you enough to tell you the entire story, then you are hearing their voices. ***Voice is not a sound; it is content.***

Speaking Up When Others Are Excluded . . . When you are in a responsible position, you need to be on the lookout for those persons who are being excluded for one reason or another. Maybe they are introverts and find it difficult to speak up. Maybe they don't speak your language well or maybe not at all. Maybe they dress differently and feel insecure in the group. Maybe they have low self-esteem and low self-confidence. Maybe they have had a bad experience in the past. Maybe someone is telling a joke that offends them.

There are lots of reasons that people are excluded in life. Excluding people and making them feel uncomfortable or not worthy is a really bad thing. We, as Leaders, need to really be on the ball to make sure that this is not happening on our watch. Take the time to look out for everyone and to put a stop to anyone's being excluded when you notice it or when it comes to your attention. Make sure that your team understands this issue well and that you set the example for total inclusiveness. Some exclusion is very subtle unless you are a "pay-attention wizard." When you start to look for it, you will find it—then have the courage to stop it.

Being Brave . . . Now here is the one that separates the good Leaders from the great ones. Courage is one of the leadership traits that can make more of a difference than anything else in the world in getting the right results.

I know, like you know, that we don't always do this very well, especially in corporate life. We end up not having our own voice for the same reasons that others don't have their voice, as I wrote about before.

We get good jobs, and we get good paychecks; and then we get insecure, and we end up not being as brave as we should be. That is a shame for sure. But when it comes to promoting an inclusive environment . . . and treating all people respectfully . . . and making sure that everyone has the opportunities that match his or her competency . . . these are areas in which we all have to stand up and be brave and make certain these things happen. *We have got to get this totally right because everything else depends on this being done well.*

If I don't tell Al the truth, the whole truth, and nothing but the truth, then he cannot make the best decisions—and he would not fully trust me. If he does not tell me the truth, the whole truth, and nothing but the truth, then I would not trust him . . . and if I didn't trust him, then I would not tell him the truth. Which comes first? The chicken or the egg? Or better said, which comes first, the chicken or the truth? I have no idea, but I know that as the environment gets better and I have more trust in someone, then I get braver. Most people will be as brave as YOU will let them be.

By now, you know that I am a fully enrolled believer that leadership is the silver bullet.

Over the last ten to twelve years, we have accomplished much. What we have done in good times and tough times can be attributed to our world-class leadership team. We are very good. Our Cast even gives us great scores on our Cast Excellence Survey each year. Each year we have improved. Last year we received a score of 6.10 on a 7.0 scale on the question, “Do you trust your Leader?” That is unbelievable in this day and age where many people in other companies don't even trust their leadership as far as they could throw them—and they can't throw a lot of them too far with all the baggage that they are carrying. *We are different . . . we are honest . . . we do care . . . we do serve our teams instead of expecting them to serve us. Great leadership has made a difference.*

Think on these two things. . .

Ask yourself frequently what you have done, exactly, to show that you are a strong advocate for inclusiveness at all levels. Grade yourself before your team grades you behind your back. You have got to do real things to get a high score on this question. You must have a point of view on this subject and communicate it frequently. YOU cannot stay silent on this subject or you risk people's deciding where you stand, which is very dangerous for a Leader.

Study very carefully your Cast Excellence results and look for indications of where you need to focus more on the subject of inclusiveness. Your team will give you a good report card on your survey, if you analyze it carefully and read between the lines.

A position of authority should be used to encourage people to have a voice, which will help an individual develop self-esteem and self-confidence. Shame on anyone who takes a person's voice away through intimidation or by ignoring that person thereby abusing one's position of authority. Don't take anyone's voice away—not your spouse's, not your partner's, not your direct reports', and for sure not your children's.

Social and cultural changes in America take a long time; and truthfully, we, as individuals, have very little control over that. Some, but not a lot! However, each of us can do a great deal to promote inclusiveness within our Company. As Leaders, the rest of the organization will take its cue from us if we consistently live inclusive values every day. *The bottom line is that an environment of inclusiveness can exist at the workplace long before it*

happens in American society at large.

There is no downside to inclusiveness. It is all upside for all parts of our business—and frankly, for our country!

Earlier I referred to an article that I wrote for **The Main Street Diary** entitled “The Soft Stuff Is Actually the Hard Stuff,” and I feel it is a great way to conclude my thoughts on this subject:

“What in the world is he talking about,” you might be asking right now, after reading the title of this article. “The soft stuff is the hard stuff.” What does that mean?

Sometimes in business, people talk about being nice to people as a soft thing . . . and that you should not spend too much time doing this because you need to get on with the hard stuff of making more money, being more productive, getting the costs down, enforcing the rules, keeping the labor in line, keeping the place cleaned up, and all of that other so-called hard stuff in our business.

Taking the time to be available for your team members might be classified as soft stuff, and it is kind of hard to measure what impact it has on the business anyway.

- Making your team members feel special,
- Treating them as individuals,
- Showing complete and unconditional respect to them,
- Spending time developing them and educating them, and
- Knowing their roles could all be in that soft category.

If you let it slip into that category in your mind and actions, you could talk yourself into thinking that you don’t have time to do that soft stuff with all of the hard stuff you are faced with every day. ***The fact of the matter is that if you don’t do the so-called soft stuff exceptionally well, you will never achieve the potential payout in the hard-stuff category.***

At the end of the day I have learned—and it did take me a while to learn this—***THE SOFT STUFF IS REALLY THE HARD STUFF.***

If we all spent more time figuring out how to do the so-called soft stuff really well, we would not have much hard stuff to do . . . because when you do the soft stuff well, your team will take care of the hard stuff . . . because they know exactly how to do it, and they will do it if they want to do it . . . and they will want to do it if you do the ***SOFT*** stuff well. Now you know the rest of the story.

If you are having trouble getting both the hard stuff and the soft stuff done in your life, then come to one of my monthly Time/Life Management Seminars to learn how to get it all done.

If you don’t have time to come to my seminar, then go on to the *My Disney TEAM* portal, Work tab, and scroll down to **The Main Street Diary** module where you will see a listing for resources, and there you will find the seminar in writing. Read one page a day. In about a month you will have some new soft knowledge that will help you get the ***SOFT*** stuff done in your life; or if you are anxious to be a Great Leader, then read the entire thing right away . . . and then study it over and over and over until you get it.

DISNEY GREAT LEADER STRATEGY
NUMBER 2 OF 12:
DESIGN YOUR ORGANIZATIONAL STRUCTURE FOR SUCCESS . . .
“BREAK THE MOLD!”

Organizational structure is critical because I believe that until you get the structure right, you can't get the best results even when you have an inclusive workplace.

If you have great people and a bad structure, the results will suffer. Great people will become frustrated with a poorly organized organization.

I always tell the Leaders out there to become familiar with *organizational structure*. Read about it and study it, and make sure that the structure you put in place is one that makes sense from the viewpoint of Cast Members and our Guests.

Be open-minded as a Leader, and be willing to re-create the *organizational structure* and to change the whole approach if necessary.

Be open-minded about giving some people more responsibility and others less as warranted, based upon their performance and potential.

Don't worry about the way it has always been. The way it has always been can be good, or it can be bad. Current ways of doing things need to be continuously challenged. One of the most important things in *organizational structure* thinking is to ***make sure that every individual clearly and completely understands what he or she is responsible for, what level of authority he or she has, and how he or she will be held accountable.***

This is a perfect place to talk about safety again. If you are a great Leader, you will make sure that all of the Cast Members that you work with clearly understand what they are responsible for in the area of safety, how they should use their leadership authority, and how they will be held accountable for performance in this area. Clarity is a wonderful thing. When we make things clear, our teams perform to or above expectations. Set high expectations in this area, and you will get results beyond your wildest dreams . . . and remember that dreams do come true at Disney.

This one is just as important at home or in a volunteer role as it is in business. I can tell you one of the best ways to have a smooth marriage (or any other relationship) is to understand who has what responsibility and how much authority. The downside is that many marriages and other relationships end in divorce or separation because of basic misunderstandings.

As far as at my home, I have the authority to go out and buy new shoes without my wife's involvement; but if I am buying a new car, I would involve her. I don't have the authority to clean out her closet or to make any decor changes to the house without her approval. I know it is my responsibility to take out the trash, to change the light bulbs, and a few other things. I have full authority in this area; and I am held accountable in a simple way by being reminded if I forget to do it.

I have far less authority at home than I do at work. As I am reminded from time to time at home with those sweet words, “You are not an Executive Vice President around here.” *Great Leaders* are also great followers.

With children it is critical to have clarity around responsibility, authority, and accountability I assure you. If you have children older than the age of two, you already know this. If you want them to make their beds, brush their teeth, and put away their toys, then you better be clear about it . . . or you will be doing it for them.

As I go through these strategies, I will give similar analogies to make simple points. More are coming later.

We have learned a lot about how to think about *organizational structure* since September 11. We have learned that there is great value in being creative and in considering all kinds of structure changes. September 11 pushed us to try new ways and to eliminate certain positions and levels. We really were pushed to scrutinize the number of people that it takes to get a job done.

No one should be able to hide in the organization. This simply means that each position needs to have real value, and you need to consider these questions:

- What would happen if we eliminated this position?
- What would happen if we redistributed this position’s direct reports to others who can handle more responsibility?
- What would happen if this position were a part-time position?
- Does the position create real value for our Company?
- What would happen if we outsourced this position’s responsibilities?
- What would happen if we changed our processes so that we would no longer need this position?
- What would happen if we automated this position so that it became self-service like the ATMs are for banks?

When thinking about *organizational structure*, evaluate how many meetings it takes to keep the operation running smoothly. One great meeting a month might be much more effective than one average or poorly planned meeting a week.

Let the people that attend the meeting have a say in evaluating the effectiveness and the efficiency of the meeting. Let them recommend changes. Be creative in making meetings more interesting so people will want to come and make sure they leave believing that the meeting was a good value for the time they spent attending.

The next thing to think about is the number of layers in the organization. Scrutinize the number of layers in the organization, and get as flat as you can. The more layers that information goes through, the more inaccurate it is. Deal directly with as many people as you can.

When people tell you they are overworked and cannot do more, try to figure out if they are truly overworked, or:

- Are they disorganized?
- Is the process getting in the way?
- Are we doing work that should be stopped because it no longer has the value it once did?
- Ask yourself if they could get the work done if you would give them more authority, which would save them time!

When people receive authority, they are getting a powerful thing. My point of view on authority is that if it is given to you and you don’t use it and use it in a responsible manner, then you are irresponsible. Remember that

responsibility and authority go hand in hand. You cannot give someone responsibility without giving that individual authority.

Each one of us is paid part of our salary for our opinion. You don't have to be in charge to have an influence on *organizational structure*. If you think you have a better way, write it up and present it to your Leader.

The structure should expedite taking care of our Guests, responding to Cast needs, and making business decisions. A good structure will expedite the communication process. In a great structure, people will say that they feel informed and that they know what is going on.

The most important thing in *organizational structure* changes is to remember that most anything will work if you want it to work, give it a chance, and keep a positive attitude. Remember that if it does not work, you can change it again.

Organizational structure is so important and often does not get the attention and scrutiny that it should from Leaders. I published a lesson in **The Main Street Diary** about the fall of the Roman Empire. Much of its decline had to do with not paying attention to *organizational structure* and making sure that it had the right people in the right jobs, which will be *Disney Great Leader Strategy* No. 3.

Don't repeat the mistakes of the Roman leadership. Pay attention to this important part of your ***responsibility*** as a Leader. It will pay off for all of us! Remember that this is called *Disney Great Leader Strategies*. These are the things that *great Leaders* will focus on. . . . Lee

Measures of the Success of *YOUR* Organizational Structure!

- Ease with which the operation runs in your absence.
- Ease with which decisions are made.
- Ability to get answers quickly and provide information to the team.
- Clarity of lines of ***Accountability, Responsibility, and Authority***.

Methods to Use to Evaluate Progress of *YOUR* Organizational Structure!

- Cast Excellence Survey Results
- Progress of Action-Planning Sessions
- Polling of Business Partners
- Progress on Guest Satisfaction Results
- Improvement in Your Business Results

DISNEY GREAT LEADER STRATEGY

NUMBER 3 OF 12:

MAKE SURE YOU HAVE THE RIGHT PEOPLE IN THE RIGHT ROLES!

In *Disney Great Leader Strategy* No. 2, I talked about the critical importance of getting the *Organizational Structure* right before you try to do anything else. Those who achieve a high degree of having an effective and

efficient *Organizational Structure* in place will, without a doubt, be able to achieve better results.

Disney Great Leader Strategy No. 3 is to ***Make Sure You Have the Right People in the Right Roles.***

Once you have the *Organizational Structure* in place, you are ready to put the right people in the right roles. ***This is one of the most important things that Leaders do.*** Hiring new people and promoting people to new levels of responsibility are **BIG** responsibilities. You want to do this very well and be very careful. Take your time and do this really, really well for your sake, their sake, and for our Company's sake.

If you follow the tactics in the *Disney Great Leader Strategies*, you will do a better job at selecting people. There are 18 tactics on how to do this one well. Some are more critical than others, but all are important. The more you do, the better the selection you will make.

First, you want to understand the deliverables for the job.

- What do you want this person to bring to the table?
- What do you want him or her to be able to accomplish?

Write this down so you are sure about what you are looking for. What kind of talent you need may change from time to time based upon different circumstances. This time you may need someone great at training, and the next time the role is open you may need a person who is really great with labor management or high-level computer-technical skills.

One thing to remember is that each time you have an opening . . . **you have the opportunity to create a challenging job.** This time you can add additional responsibilities to the new person's role. The replacement you are hiring does not have to be exactly like the person leaving. Look for opportunities to add additional talent and strength to your team. Add talents that you are missing on your team. Expand your thinking about people's capabilities. Don't just hire for the job.

Make sure that the candidate has the right level of expertise and experience so he or she can be successful.

The four areas you want to have competency in are:

1. Technical,
2. Management,
3. Technology, and last but not least,
4. Leadership.

Remember that management and leadership are two different things. Management is about the act of controlling, and leadership is about the ability to do the right things and to inspire the Cast.

When I speak of controlling, I am thinking about discipline and being organized . . . the ability to handle a lot of balls in the air at one time and to keep your promises, which is following up and doing what you say you are going to do and doing it fast.

There is a tape in the Company D stores that I made. I think it sells for a couple of dollars. If you go and buy one, you will hear an explanation of the differences between management and leadership. The tape is titled "*Inspiration—The Real Work of Leaders,*" and it can also be checked out from the Disney Learning Centers.

Think about the qualities of “the perfect candidate.” How would the perfect candidate look? Write down what the perfect candidate’s talents and competencies would be and then start from there for your search. You may never find the perfect candidate, but you will get a lot better candidate using this method.

Partner with Casting to ensure that you are using all of the available resources to assist you in your selection.

Select the best candidate and not the best available. Don’t get into the way of thinking that “I am going on vacation on Friday, so I had better pick one of these people so I can get this job filled.” We, as Leaders, are not in the business of filling jobs. Our role is to select the very best people in the world and develop them for even greater responsibility. Think about this person being your Leader one day.

Select by talent and not by résumé. Just remember who wrote the résumé. It may or may not be 100 percent accurate. It is estimated that 40 percent of résumés have exaggerations on them concerning:

- Previous titles,
- Job responsibilities, and
- Results that were achieved.

I once was interviewing a man, and his résumé said he worked for the state of Pennsylvania from 1977 to 1979 as a cook. I got deeper and deeper into what he did for the state, and finally he admitted that he was in prison for those two years. He was not even telling me a fib. He did work for the state of Pennsylvania, and his job was a cook. I am not saying that I would not hire him. I am just saying be careful and look for things that don’t sound or look right. You may be hiring someone who is not telling you the truth as a Leader in your organization. The lack of truthfulness may be worse than the original offense. Could you really ever trust someone who lied to you in the interview? What would he or she lie about in the workplace?

A big thing to consider is how the person will blend in with the current team.

- Does this person have good relationship skills?
- Is this person politically astute?

Not everyone can work at Disney. If they want to be totally in charge, this is the wrong place for them. We work as a team, and that is the only way this big organization can get it all done. It is way too complex for Lone Rangers. If you don’t believe this, try to put on a Disney Press Event or open your business by yourself.

Involve team members in the selection process. Let them interview the candidate as well. They will have different questions, interests, and observations than you will. Compare notes when everyone is finished.

This is the time to explain to candidates what their responsibilities will be, how much authority they have, and the accountabilities for the position. The bottom line is for them to understand what they can and cannot do. We are different from the rest of the world. Just ask anyone who has ever joined us if this is not true and how frustrating the first year was until everything fell in place. It takes time to figure it all out.

Use structured interviews when possible. We like to see the profiles. We don’t care how you look (except for *The Disney Look*) or where you are from. We want to know how you think and how you will lead.

Talk with people who have worked with this candidate in the last and current position if possible. Visit and

observe the operation the candidate currently manages. Is it clean? Are the employees well trained? Does the staff look and act professional? Is the parking lot clean? What you find there is what this candidate will bring here. A \$400 plane ticket to go and see his or her operation before hiring this individual is much cheaper than hiring a problem and then wishing for years that you had been more careful.

Quiz people on their knowledge. Ask people:

- “If this happened, what would you do?”
- “If that happened, what would you do?”
- Ask questions that need an explanation and not questions that can be answered by yes or no.
- “What would you do if you found out your Leader was doing something illegal or unethical?”
- “What would you do if a Cast Member came to you and said, ‘I have a drug problem, and I need your help?’”

Have people actively demonstrate their expertise as well. We once had an applicant apply for a Pastry Chef’s job. She said that she was an expert in wedding cakes; so we sent her into the pastry shop and told her to make a three-tier wedding cake. The cake was great, and we hired her.

We asked a Chef to make us the best hamburger and french fries he could. We gave him four hours to round up the ingredients, cook it, and serve it to us. I will never, ever forget that beautiful hamburger and fresh french fries . . . that golden toasted bun . . . those center-cut beautiful tomatoes . . . that fabulous slice of red onion cut just the right size . . . that crisp green lettuce . . . that wonderful seasoned mayonnaise and Dijon mustard . . . and just a dash of salt and pepper. That Chef ruined me for life. I’ve never had a burger like that again!

One of the hardest things to do and one of the most important things for Leaders to do is to remove wrong-fit talent. Yes . . . we should work with people and make sure they get the right training and the tools to perform their role. We should coach and counsel them to be sure; but at the end of the day, if people cannot or won’t do the job, then remove them. Either put them in a role they can perform; or if we can’t find that, then document their performance and terminate them with the assistance of Employee Relations. This really is the best thing for everyone concerned and especially those having to work for a poor Leader.

Use the *Disney Great Leader Strategies* as a tool for evaluating performance and for documenting the problems with performance. Use the *Disney Great Leader Strategy* document as well for making good people great . . . and great people even greater. . . . Lee

Measures of *YOUR Success on Disney Great Leader Strategy No. 3!*

- Demonstrate searching inside and outside the Company for the best candidate for the position.
- Demonstrate an ability to use all resources, including the JOBS System, Disney Profile, Profit & Loss Statements, and other data sources in the selection process.
- Demonstrate an ability to replace/recast wrong-fit talent.

Methods to Use to Evaluate *YOUR Performance and Suitability!*

- Number of times you’ve given your business card or Disney Casting Scout card to someone who you thought should be working for us.
- Effective use of the Performance Connection.
- Effective use of *Disney Great Leader Strategies*.
- Effective improvement in Business Results, Cast Excellence Results, and Guest Satisfaction.

DISNEY GREAT LEADER STRATEGY NUMBER 4 OF 12:

ENSURE THAT CAST MEMBERS ARE KNOWLEDGEABLE ABOUT THEIR ROLES!

This strategy is all about the responsibility of Leaders to train and develop their fellow Cast Members. We know, as parents, the importance of the development process for children; and it is the same for all of us. If you don't have children, you were a child; so you know what I am talking about.

If you want to do one thing to improve people's lives, then train and develop them. Education is power. The more you know and the more you can do are the things that will give you the best opportunity to continue to improve your life. Training and development are also two of the best ways to improve self-confidence and self-esteem in everyone. There is no worse feeling than being in a role and not knowing what you are doing. There is no better feeling than being confident and knowing how to perform your role well.

Another bad feeling is feeling like there is no future. Education, training, and development open doors for the future. I don't know how much time exactly that you should spend training and developing your fellow Cast Members, but I would say the answer is "a lot." This is one of the major responsibilities of *great Leaders*. Poor Leaders are not required to do this for obvious reasons.

If you want to give your children the best gift you could give them besides unconditional love, then make sure that they have great reading and math skills. Give them the gift of loving books and learning, and the odds of their having a successful life goes up dramatically.

As you review each one of the tactics below, think about how they apply to safety as well as to other parts of a Cast Member's and your areas of responsibility. We have a "**Top 10**" Daily Leadership Safety Accountabilities list that is important for all of us to be familiar with. The next few items come from that list and will be found throughout the *Disney Great Leader Strategies*.

Attend all safety-training classes for Leaders and require all Cast Members to attend any training assigned to them. ("Top 10," No. 6) As a Leader, make sure that *YOU* attend all safety-training classes for Leaders; and require all Cast Members to attend any safety training assigned to them. Be the role model for this.

Communicate best practices with your peers, share safety stories, talk about safety every day, and discuss safety trends and action plans with your Cast. ("Top 10," No. 7) Strong communication is vital to great development in the area of training and education. Encourage Cast Members to share stories among themselves.

Proactively walk and assess your area(s) to observe conditions and behaviors, identify prevention opportunities, take appropriate action, and communicate to your Cast Members. ("Top 10," No. 2) This is another excellent way to educate and train your Cast Members when you make it a priority to walk and assess your area(s), observing safety-related conditions and behaviors. As you identify prevention opportunities, take immediate appropriate action and communicate this action to your team. Everyone should be aware of what is

going on in his or her area when safety is involved.

Model safe behavior by understanding and actively engaging in the COACH model: Care, Observe, Act, Communicate, and Help. (“Top 10,” No. 1)

One of the very best ways to train, educate, and develop people is to be a great role model . . . so make sure you are modeling safe behavior by understanding and actively engaging in the COACH model:

Care . . . Show your team that you care by focusing on them and this subject of safety. Talk about it a lot to show that you really do care. Tell them that you care. You have to let people know what you are committed to and passionate about.

Observe . . . Your facility, your Cast behavior, and work practices should be observed closely when it comes to safety. Just taking a few minutes every day to observe people working will give you lots of things to correct. *Focus is a powerful leadership tool.*

Act . . . **If you are modeling great leadership, you will show that you care by acting as soon as you observe something that needs immediate correction—to avoid an incident or an injury.** *“Do it now”* is one of the most important management techniques we teach in my time management class. Timing is so important in many things in life, but it is vital and critical when you are dealing with the safety of others.

Communicate . . . **Great Leaders most often are great communicators who can find the right way to get the attention of others.** When you communicate: you want to teach, and you want the message to be heard. Find creative ways to communicate around safety issues. Great stories are a powerful way to communicate because they are easily remembered by the listeners. Remember that you have to communicate the same message points over . . . and over . . . and over for the message to get through.

Help . . . There are many ways to help people be safer and incident free. One way to help is to educate and teach; another way to help is to offer assistance—for instance, like showing someone how to lift something heavy. Another way to help is to be a great role model. Another way to help is to be clear around your expectations in the area of safety. Another way to help is to enforce the rules around safe work practices and safe work facilities.

If you do all of these things, you will be a great **COACH**. Remember that we, as Leaders, really are coaches. ***Be a great COACH!***

Make sure that expectations are clearly understood for the role. Tell the Cast Members what *YOU* expect in their performance and what they can expect from leadership. This clarity will put you on the spot to do the right things. There is nothing like letting everyone know what you believe in and where you stand. It will help you “walk the talk.”

Make sure you take the time to teach your Cast Members how and where to spend their time on the job. Teach them how we work when it is busy, and teach them what to do when it is slow. Teach them where to be and what to do in their particular roles. For instance:

- Everyone should be taught to be at his or her station when we open the ballroom doors for a function to welcome our Guests. No one should be backstage at this moment. If it is slow, we can always be organizing and cleaning our areas. We can spend more time with our Guests when it is slow and provide more individualized attention.

- Restaurant Managers should be in the dining room during the opening hours and not in the office.
- Chefs should be in the kitchen during open hours and not in the office.
- Front Desk Guest Service Managers should be at the Front Desk for most of the shift.
- Attraction Managers should be in their attraction at key times to make sure that all safety and other operational guidelines are being followed.
- Merchandise Managers should spend most of their time in the shops with their Cast and Guests.

Don't let Cast Members get used to being backstage or standing around talking to one another when they should be onstage serving our Guests.

Make sure that every single Cast Member understands our *Vision* and how it fits into his or her role, as well as understands the difference between his or her purpose and role. Both of these are published every week in **The Main Street Diary**. These concepts are very important to understand, and you should make sure that you take the time to clearly explain these concepts to each and every Cast Member on Day One . . . and remind them of these concepts often.

Read the Guest letters in **The Main Street Diary** to your teams at Pre-Shift and Homeroom Meetings. These letters are emotional and a tribute to the Cast for the wonderful job they do in taking special care of our Guests.

Cast Members should know the business and the strengths and the opportunities for improvement. This means that *YOU* need to tell them what we are good at and what areas we are weak in. Explain to them things like, "We have reoccurring difficulty keeping the queue lines clean when it is really busy; and I want you to focus on that." "We have some problems seating people on time on Saturday nights, and we are working on improving that." "Our strength is the quality of our food, and you can recommend anything on the menu with confidence."

Teach every Cast Member how not only to satisfy every Guest but how to exceed Guest expectations. Teach them about the **Four Guest Expectations** and how they can use these expectations to provide exceptional service. The **Four Guest Expectations** are:

1. Make Me Feel Special
2. Treat Me as an Individual
3. Respect My Children
4. Have Knowledgeable Cast Members

Teach them to get a Leader when they need one to satisfy a Guest or when a Guest is so difficult that they cannot handle it. Teach the Leader to respond quickly and fix the problem. Teach them how product knowledge translates to happy Guests.

One of the best ways to develop people is for leadership to be actively involved in coaching and counseling and educating the Cast. Teach your fellow Cast Members something new every day. Have a reputation as a teacher. When you really want to learn something, teach it. When you are known as a teacher and a developer of people, you will have more people wanting to work for you; and you will have *Disney Great Leader Strategy* No. 4 well under control.

Hold Pre-Shift meetings every day. A well-run, well-organized, 10-minute pre-shift meeting translates into more than 40 hours of training a year for every Cast Member. Work on improving your verbal presentation skills,

so you can inspire your team when you present to them. Show your passion for excellence.

Learn to conduct “skill” checks during the pre-shift meetings. For example:

- “Jullian, show the team how to present a bottle of wine, how to pour it, and describe this wine to the rest of the team.”
- “Margot, show me how you dispatch this ride. Take me through all of the procedures.”
- “Tristan, tell me what you know about this particular plush. Why should I buy it?”

Have people display for you their product knowledge. This ensures that they know, and the rest of the team learns this lesson too.

Conduct knowledge checks as well. For example:

- “Priscilla, what time does the *Magic Kingdom*® Park close tonight, and what time are the fireworks?”
- “Kate, what do you do if a Guest wants to cash a second-party check?”
- “Cherry, what do you do if a Guest says that he or she didn’t really like dinner?”
- “Cherry, what do you do if a child is lost? Who do you report this to?”

Always make sure you can do the work of the people you lead as much as possible. This builds credibility. You will never be as fast as they are, but they will appreciate your knowing how to do the work.

Ask yourself: Are the Front-Line Cast Members training Leaders . . . or vice versa?” The Front-Line Cast being involved in the early technical training of a new Leader is fine by the way; but shortly thereafter, the Leader should know how to do the work, establish credibility, and be in charge. It is okay, and it is a compliment to the Cast to tell them when you first arrive as a new Leader that you are counting on them to teach you what you need to know to be successful and teach you what you need to know so that you can support them.

Make sure you have a clear, well-developed training process that ensures that all Cast Members receive consistent training that maximizes their effectiveness on the job. Make sure that you are training from the operating guidelines.

Develop people, and keep a record of the people that have been developed and consider them for promotional opportunities.

Have a clear, well-defined process for keeping the Cast up to date on information. Communication vehicles like pre-shift meetings, bulletin boards, one-on-ones, *The Main Street Diary*, *Eyes & Ears*, and the *My Disney TEAM* portal are all good ways to keep everyone informed.

Gain knowledge and understanding of key processes of the overall business, not just of those within your span of control. Be inquisitive. Ask “why?” a lot to gain understanding. The better you understand it, the better you can teach it and support it.

Know what research is available and how to use it. Share it with your team. For example:

- Guest Comments
- Guest Letters
- Guest Satisfaction Scores
- Price/Value Ratings and Research

- Verbatim comments from our Guests
These are all available for your use.

Make sure every Cast Member knows what we are famous for and how important it is to do those things exceptionally well. Courtesy, friendliness, and cleanliness are key areas that we are world-famous for. Think about what you want your business to be famous for; then go about making it happen. Sincere Cast interaction and engagement with our Guests is one thing that we do better than anyone else in the world, but we need to do this even better in the future.

Work with your training team to make sure that all resources are being applied and are getting the proper results. Remember that the role of a Leader is to help more Leaders emerge. This is what *great Leaders* do, and they do it by developing people. Leadership Casting Call will help us all identify potential Leaders of the future. Future Leaders may not always be obvious at first glance. Get to know your people, and you will then spot the ones who have great potential and just need some development to get there.

Find ways to deliver on the ***Four Cast Expectations:***

1. Make Me Feel Special
2. Treat Me as an Individual
3. Respect Me
4. Make Me Knowledgeable, Develop Me, and Know My Job

Do these things, and you will help your fellow Cast Members, our Guests, our Company, and yourself more than you can ever imagine!

Remember, too, that our Company has a responsibility to develop our Cast Members; but at the end of the day, it is the responsibility of all Cast Members to go about getting themselves developed and ready for what they want.

Measures of *YOUR* Effectiveness!

- Number of classes/subjects you teach.
- Amount of time you spend educating “on the job.”
- Number of people you have developed and promoted under your leadership.
- Every Cast Member can explain our *Vision* and *Our Purpose and Role*.
- Cast Members understand the key drivers of Guest Service for their roles.

Methods to Evaluate *YOUR* Effectiveness!

- Guest Satisfaction Measurement and Guest Service Ratings—Percentage of Improvement.
- Cast Excellence Survey—Percentage of Improvement.
- Ask Cast Members to tell you what they think their responsibilities and authority levels are and what your expectations are of them.
- Spot-check service by doing physical observations and having others do it for you . . . so that you know the truth.
- Conduct periodic tests of Cast Members on technical knowledge (verbal/written).

Remember the old saying: “We are all born the same. It is education that makes us different.”

Here is a cute story that points out the importance of teachers.

A father says to his daughter, “What do you want to be when you grow up?” She says, “I want to be a teacher.” Her father says, “Honey, don’t you really want to be a doctor like me?” She says, “No. I want to be a teacher.” Her father says, “But, honey, doctors are really important. Without doctors many people would suffer and be sick.” The little girl says, “But, Daddy, without teachers there would be no doctors!”

Remember also that *as a Leader you have the power to help others have a better life and to reach their goals*. If you are a developer of people, you will be fondly remembered by many; and you will be responsible for others having a better life . . . and that is what leadership is all about: “Getting results by doing the right things.” . . . Lee

DISNEY GREAT LEADER STRATEGY

NUMBER 5 OF 12:

MAKE DRAMATIC LEAPS IN GUEST SERVICE!

Okay!

- Now you have the organizational structure set up right . . .
- You have selected the right people for the right roles . . .
- You have focused on selecting and developing them . . . and
- Now it is time for them to go to work and to *Make Dramatic Leaps in Guest Service* . . . and in Cast Excellence and Business Results.

If you ever wondered if you are in a leadership role to maintain or to make dramatic leaps, then this strategy is the one you have been waiting for. If you get offered a new role and the Leader tells you in the interview that he or she wants you to take this role and just to maintain things, then don’t take the position. *Great Leaders* don’t maintain anything. They want to make it better for our Guests, our Cast, and for our Business Results.

If everyone approached his or her new role—no matter what salary grade and no matter what the role—and had this attitude, we would have results even better than the excellent ones we already achieve. The best way to get ahead is to achieve great results . . . with the right leadership behaviors, of course.

In order to improve things, you need to know how good they are. **One thing you can do is to experience our product frequently as a Guest.** This is why I put on my really casual clothes, baseball hat, sun block, and head off to the parks, resorts, and other operations with my three grandchildren . . . to find out the truth. Going there and doing it is far more valuable than reading or hearing about it.

I assure you that reading about Europe, China, or India is one thing; but going there is a far different thing. You need to see it, touch it, feel it, hear it, and smell it to really understand it, whatever it is. Experience is one of the really great teachers in life. I remember the first time I ate a raw oyster. It is hard to describe it. You have to do it! That must be why my mother always said, “At least take one bite; and then if you don’t like it, you don’t have to eat it.”

If you don’t know the truth, then you don’t know what is great and what needs improving. This is a simple thing

but most important. How can you make a good decision if you don't know the facts?

Proactively review Safety Scorecard trends and measure your incident reduction and regulatory training progress against your targets. (“Top 10,” No. 3) While this strategy is about how to make dramatic leaps in service, it is also how to make dramatic leaps in safety for our Cast Members and for our Guests. Make sure that you proactively review Safety Scorecard trends . . . and measure your incident reduction and regulatory training progress against your targets. Safety is an area that we always want to make really dramatic leaps in lowering incident rates. If you focus on this, you will see the results of your actions in fewer incidents, less suffering, and less turnover.

Conduct Incident Prevention Analysis when an incident or a near miss occurs and take appropriate corrective action. (“Top 10,” No. 4) Make sure that you do this. Get involved, find out the cause, and take corrective actions so that it does not continue to happen or ever happen again.

Include safety objectives and hold yourself and your Cast accountable. (“Top 10,” No. 8) Safety should always be part of your daily routine—observe, take action, and correct. Keep safety top of mind at all times during the workday . . . or at home . . . or at play . . . and hold yourself and your Cast Members accountable.

Correct unsafe behaviors and conditions and consistently apply appropriate disciplinary action. (“Top 10,” No. 10) As a Leader, you *must* correct unsafe behaviors and conditions and consistently apply appropriate disciplinary action. I know this is a tough one, as we all feel sorry for someone who is injured; and it does not feel right sometimes to discipline a person, but I can tell you that if you do not have strong discipline around incidents that are caused by not following operating guidelines, then you will have more injured Cast Members. The only way to achieve excellence in anything is *Education and Enforcement* with doses of positive reinforcement and recognition.

As a Leader, you must be a role model for exemplary Guest service, as well as for Cast service, I might add. You must always respect our Guests, even the tough ones who are giving you a really bad time. Never say anything negative about one of our Guests. Your fellow Cast Members are watching your behavior and actions, which fashion their own attitudes as to what is right and wrong.

When the Guests are upset, they are not upset with you. They don't even know you. They are upset or disappointed with our not meeting their expectations—and we just need to stay focused on fixing their problem the best we can in a professional way. As one Cast Member put it, “When a Guest is not happy with you, he or she is mad at your nametag and not at you personally.”

Never get defensive or loud with our Guests. If you think you have won because the Guest walked away, you are wrong. Winning a disagreement with one of our Guests is a loss for all of us. *YOUR goal is to bring the Guest back to a state of being happy with us.* I know there will be exceptions, but they should be few and far between. There will always be a percentage of people who take advantage of us or who are totally unreasonable; but you don't want to start dealing with everyone in a harsh way because of a few exceptions. Be professional and courteous to the unhappy and unreasonable Guest as well.

Strive for 100 percent Guest Satisfaction and ensure that everyone on your team knows what is expected . . . without exception and without excuses. From time to time in the Olympics, there is a perfect 10; and I assure you that every Olympian is going for the gold. Silver is nice, but it is not gold! No one remembers who came in second in life. As they say, “Second is the first loser.” I am not talking about if you were the second born in your

family. I am talking about in competition. My second- and third-born grandchildren are the same winners as the first-born grandchild is.

There is a saying, “It is not whether you win or lose, it is how you play the game.” At Disney how you play the game is important, and we need to win. *I have no interest in being the second most “magical” place in the world, and I know you don’t either.*

Demonstrate zero tolerance for anything but great Guest service. Make being rude to Guests a federal offense. Being preoccupied and not paying attention to a Guest is a second-degree offense. Treat our Guests the way you would want to be treated if you had the problem they were having. Remember the **Four Guest Expectations**. No. 2 is “*treat me as an individual.*” How long should a Guest wait while you are having a conversation with another Cast Member? The answer is **zero seconds**.

We all need to have the attitude that we will always perform at our best . . . whether it is hot or cold outside . . . whether we have worked a double shift or not . . . whether we feel well or not . . . whether we had an argument at home this morning or not . . . whether we are upset with our Leader or not. *There is no good excuse for not being professional all the time. It is our role in the show. It is what great Leaders do! It is what is expected at Disney.*

Personally talk with the Cast to let them know what it will take to make dramatic leaps in service continuously.

- It will take things like being very careful about selection of Cast.
- It will take an excellent training program and product knowledge.
- It will take an attitude of everyone truly helping one another and working as a team with our Guests’ total experience being top of mind.
- It will take all of us insisting on quality in everything we do and not starting to take shortcuts.
- It will take all of us speaking up when something is wrong.
- It will take all of us doing **Take 5s** many times a day . . . really every chance we get.
- It will take all of us continually moving up in our ability to have sincere, professional, personal engagements and interactions with our Guests.
- We need to WOW every single Guest many, many times a day.

Doing the right thing takes courage; and by the way, courage is defined as “being afraid and doing it anyway.”

Make sure you understand what “world-class service” looks like from our Guests’ perspective. Our Guests are well traveled and have high expectations. Don’t use language like “you guys,” as in “Are you guys ready to order?” or “Where are you guys from?” Leave the guys out, and just use proper English.

The correct way to address a Guest is “Excuse me. Are you ready to order?” or “Where are you from?” I don’t know where this “you guys” came from, but I wish it would go back to wherever it came from and stay there. For most people, it is just a bad habit.

Conducting ourselves with the right professional etiquette is important because of who we are. Be careful what you say and do as they are watching us and judging us all the time. We all need to focus on proper manners and etiquette when we are onstage. These include not being preoccupied when we are in the presence of our Guests, smiling, saying thank you, looking for opportunities to surprise, delight, and wow our Guests. The 7 Guest Service Guidelines are perfect guidelines to follow.

Visit places known for “world-class service” to see what you can learn. Then bring that learning back to your operation, and ask yourself if your business is as good as it could be. Look for these world-class places inside and outside of our Company. Many best practices are right here at the *Walt Disney World®* Resort.

Don't worry about the “*not invented here*” philosophy. When you read the newspaper or a magazine or a trade publication, be on the lookout for good ideas that could be implemented here or that can be changed a bit and implemented here. If you find a better way, then implement it in your business.

Explain, teach, and support your Cast in service recovery. When the recovery takes place on the spot by someone empowered to do it, you are always better off. When the next level up has to get involved, they need to be available fast. With service recovery, quickness is important. The longer you make someone wait the angrier he or she will get.

When you are fast, it sends the message that you care. Learn to say:

- “I am sorry” and
- “I know how you feel” and
- “What can I do for you?” and
- “What did you have in mind?”

Silence is golden. Let the Guests or Cast Members vent, and then deal with them. When people are angry and yelling, they don't listen well and are unreasonable. When people start repeating themselves, they are ready for you to sprinkle them with “*pixie dust.*” Just wait until they get tired of yelling, and then work your “*magic.*”

Anticipate the kinds of problems that will occur in your business, and teach the Cast in advance what to do when they do occur. Not many new things happen in our businesses. Most can be anticipated because they are the normal things that have always occurred. At pre-shift meetings, make a list of the Top 10 and tell the Cast what to do when they happen. If you have to go to the Top 15 or Top 20, then do it. Prepare your team to be successful.

One of the most important things you can do is to make time in your calendar for in-costume experiences. This is where you learn the real truth. In costume doing it is far different than watching it being done. Do it for at least four hours. When you finish, you will appreciate your Cast Members, they will appreciate you, and you will have a long list of things you can do to improve that part of your business. I have never had a Cross-U experience that I did not think was a very valuable and productive use of my time. Front-Line Leaders need to do this often as well.

Don't ever get so important that you forget to do this. This one thing alone will improve your credibility with your fellow Cast Members, and you will have a reputation for knowing what is going on. *Credibility is everything in leadership positions.*

Be visible in your operation. Your team should see you every day. You should be in the thick of things—up to your elbows in the business—and then you will really get to know what is going on.

Read Guest letters frequently, and call or e-mail those Guests for further clarification on issues, problems, or subjects. Our Guests love us, and we can learn a lot from them. After all, they are the ones that we serve . . . so they know what they want and how we can do a better job for them.

Sometimes we are too close to things; and at first, you might think that a Guest or Cast suggestion makes no sense. It might not in the end, but listen and think about each one.

Understand and educate others as to the key drivers of Guest Satisfaction for your particular business.

The key drivers for us for a Front Desk of a resort are to be able to check in upon arrival and to provide special requests that our Guests have made—for example, a crib, or a refrigerator, or room location, or nonsmoking room. If we do that and we are really nice, friendly, and courteous, then we are in great shape. If we do a **Take 5** as well, then we have hit a home run! If we are nice, but it takes two hours to check in, our Guests will not be happy. If they have asked for a crib and we don't get it there fast, things will go downhill fast. **Fast, again, is important.** Every business has a few key drivers and a lot of other things that are not as important. *Focus on the key drivers;* and when you get those in good shape, start working on all the other things.

Train your Cast Members in all aspects of Guest Service, from how to provide quality service, to product knowledge, to service recovery, to professional etiquette (Remember: NO “you guys”). Teaching how and when to approach a Guest is important. If the Guests are in deep discussion, you would not want to interrupt them at that moment to ask them how their soup is. At least wait until they have taken a bite. Train your Cast so well that they can perform their roles even if you are not there.

Teaching our Cast proper etiquette is important. I am from Oklahoma, and many people drank beer out of the bottle there. When I got to New York and worked at the Waldorf Astoria, I was taught not to wear a brown suit after 5 p.m. but to wear a tuxedo if I was going to be entering a function room where the Guests were in black-tie . . . and never to drink out of the bottle. That is what glasses are for. I was told, “You can do anything you want when you are not performing your role in the show. Remember our onstage and backstage concept.”

Etiquette is very important. We have to learn to judge every Guest as quickly as possible and deal with him or her as individuals. With some Guests you can be too familiar while others love this type of interaction. Learn to know the difference. Teach your Cast the difference.

Host informal sessions and meetings with Guests. Invite other Leaders to participate . . . share what you learn . . . and use those learnings to make dramatic leaps in service. Our Guests love to come to these kinds of things and to give us their feedback. I have an e-mail relationship with several of our repeat Guests and see them when they come down. Their feedback to me is invaluable.

Have the right team in place that understands Guest service and can immediately correct Cast performance, when needed.

One of the great things about working at the *Walt Disney World*[®] Resort is that we have tremendous resources. **Learn to fully utilize all of the tools and resources available to learn more about our Guests' needs and desires.** Sometimes Leaders think they need more people when in fact what they need is better-performing people.

The level of service in your business is pretty much a reflection of *YOUR* expectations and *YOUR* leadership. Did you know that where we have *great Leaders* with high expectations their business runs far better in all aspects than the one down the road with uninspired, average leaders? *Leadership counts when it comes to excellence.* It really is the only thing that can make a difference at home or in your professional life.

Remember the saying: “If you have flies in your operation, it is because you like flies.” You see, *great Leaders* would not put up with flies in their operation . . . even if they had to buy a thousand fly swatters and assign quotas to every Cast Member.

If you are in charge, then be in charge. Use your authority to make great things happen. If *YOU* want it to be great, it will be great. Never be satisfied. Always be looking for the better way. Be a pain in the neck about quality.

Look for new ways, both internally and externally, to better your best effort every day. There is always a better way. Do not fall in love with the way you do things and forget to look for the better way. This is called *progress*.

Try to visualize what the future state of things should and could be and then go about trying to make that future state come to pass. In the Olympics they call this setting a new world record. The Olympians are not there to maintain. They are there to do the very best they can, and that often surprises them because you never know how good you can be until you give your very best effort. One medallist had a liver transplant and still won . . . and you thought you had problems!

Remember this simple saying, “A Leader’s role is to do what has to be done, when it has to be done, in the way it should be done, whether you like it or not!”

If *YOU* continue to focus on the ***Four Guest Expectations*** of:

1. Make Me Feel Special
2. Treat Me as an Individual
3. Respect My Children
4. Have Knowledgeable Cast Members

and the ***Four Cast Expectations***:

1. Make Me Feel Special
2. Treat Me as an Individual
3. Respect Me
4. Make Me Knowledgeable, Develop Me, and Know My Role (job),

YOU will not have any problem in ***Making Dramatic Leaps in Guest Service*** and in all of the other aspects of your business and, for that matter, of your life! . . . Lee

Measures of *YOUR* Effectiveness!

- Guest Service Observations and Comments
- Guests Letters
- Local Guest Satisfaction Measures
- Guest Ratings
- Delivery on Key Drivers
- Cast Morale and Excitement in Working in *YOUR* Operation

Methods to Evaluate *YOUR* Effectiveness!

- Benchmarking

- Evaluation of Service by Others
- Evaluation of Service by Leaders
- Evaluation of Operation by Asking Others
- Personal Observation by *YOU*
- Cross-U Experiences

DISNEY GREAT LEADER STRATEGY NUMBER 6 OF 12:

IMPLEMENT EFFECTIVE, STRUCTURED PROCESSES FOR GETTING WORK DONE!

Now that we have our *Organizational Structure* right, for now anyway . . . and we have put the *right people in the right roles* . . . and we have *trained and developed* them . . . and we have taught them how to *make dramatic leaps* in results when they get to their new assignment, we are now ready to tackle what some may say is the boring part of leadership: making sure that we are ***implementing effective, structured processes for getting the work done.***

The world has a process for everything. There is a process for putting your trash out, including exactly what must go in the recycle bin and what can and can't be put out on certain days. It is very clear that you must cut your Christmas tree into four-foot lengths, or they won't pick it up . . . and on and on. You might call these rules or policies or guidelines or whatever—but what they really are, are processes for how we have determined that things should be done.

We have a process for how to order things and processes for how to do the payroll and processes for how a Guest is checked in to a resort. We have a process for everything.

Processes are good if they work from the Cast and Guest satisfaction standpoint. Some processes, while not totally satisfactory to everyone, are just plain-old necessary for control purposes. One I can think of is that we need to keep the cash locked up and secure if we want it to be around when we need it. The security processes at the airport are necessary, even if they are a hassle and take a lot of time. “Safety first” wins out every time.

The way I think of processes in need of evaluation is if you hear Cast Members or Guests saying that one of our processes is a real hassle, then it is the responsibility of the Leaders to work on seeing if that process can be altered or totally eliminated to make the process more satisfactory to people.

Leaders have the responsibility to identify the process problems and opportunities for improvement in their operation and act as quickly as they can to address and change processes so that they are not a hassle and that they make sense from a service and control point of view.

Ask the people doing the work and the Guests using our processes for their opinion. Get the Cast involved at every level to identify process problems and to help fix them.

Sometimes we are not sure if the elimination of a process will cause other problems—for example, control of assets. In that case you may want to do a 30-, 60-, or 90-day test to see if the new process can meet our control needs.

The ATM is one of the great process changes in America. I know some of you do not know life without an ATM machine on every corner around the world, but I remember having to go into the bank and wait in line to cash a check and make deposits. Automatic deposit also is an example of a huge process change; and now, even reviewing your bank accounts and other accounts online is a great process change.

Look for a resolution to, rather than the culprit of, the problem (what versus who). Spend time resolving rather than researching. This means find out what process made things go wrong and change that versus looking for someone to blame.

An example of this is when Guests say their room was not made up when they returned at 8 p.m. Don't go looking for a Housekeeper to blame. Review the processes that allowed this to happen. Fix the process, and you won't have to worry about who did or did not do something correctly. If someone is just not following the process, then coach that person.

This is another strategy where some of the “Top 10” Daily Leadership Safety Accountabilities fit. Certainly No. 4, Conduct Incident Prevention Analysis when an incident or a near miss occurs and take appropriate corrective action, is a process as is No. 5: Contact your injured Cast Members within the first 24 hours of the incident and engage in returning them to productive work, within their restrictions, as soon as possible. Once again, Leaders need to be directly involved when these incidents occur. Show your Cast Member that you care and are concerned with how to correct this in the future so that no one else is injured.

Take care of Guest feedback on your own versus delegating it further down the chain of command. When you do this, you will learn firsthand what processes are not working; and then you can take the responsibility to get that process fixed. Often Guests would tell us when they made their reservation that they needed a crib or refrigerator in their room. When they arrived and got to their room, there was no crib or refrigerator. It was 10 p.m., and the baby was out of control; and soon mom and dad were out of control and yelling at the Front Desk Manager.

The reason that these things were not in the room is that we had or have lousy systems to support the process of getting things requested in the room. Now we have much better systems to take care of these requests. When we go and fix the process we usually fix the problem. Future new systems will further improve processes in this area.

Great processes are required to make routine things happen consistently. The airlines are struggling right now to put in efficient, effective processes for boarding a plane safely. Yelling at the inspectors and firing them will not work. The process for boarding a plane safely has to be foolproof eventually or as close to perfect as possible. We all know that humans are a long way from perfect and that they can easily get distracted and often have really bad judgment. The solution will probably be mostly technology with human support.

Since September 11 everyone has looked at every process for everything related to security. There were a lot of bad processes in place. **Implement processes that work from the Cast, Guest, and budget point of view.** For security we had to increase the budget to fit the process required because Safety always wins out as number one.

Make sure that you go back and check processes three to six months later. Have they taken and are still in place, or have they reverted back to how they were before? The old saying, “what is expected must be inspected” is a good one to remember. Don't believe what people tell you. Go check for yourself. Don't be naïve.

To keep a process in place is hard. The easy part is documenting a process. The hard part is getting everyone to routinely follow it.

Scan weekly and daily reports for new ideas on processes that need to be changed. Most complaint letters are because of process failures. If you read the letters knowing this, you will have plenty to work on. We used to write to our Guests who complained. We now call them. This is a process change that was a win-win for us and for our Guests. A two-way conversation is always better than a one-way conversation, which is what a letter is. Many Cast complaints are process problems as well. Service failures are almost always process failures.

Great Leaders ask “why” a lot. “Why do we do it that way?” “Why can’t we change it?” Elevate questions and suggestions to whatever level you have to in order to accomplish the task. Expect resistance when you try to change an established process. Someone put that process in place. Some departments are more prone to put processes in place for legal reasons or financial control reasons; and many are good and need to be there; and some need to be altered or eliminated.

Great Leaders push through the resistance if they believe they are right. This is called courage. You may not get things changed every time, but you will get a lot more changed than Leaders without courage and the ability to stand up for what they believe. The *great Leaders* recommend solutions that are well thought out.

Conduct regular stop/start/continue discussions around current practices and processes. For example, “Let’s **stop** counting these daily and **start** counting them once a week, and let’s **continue** to train all of the Cast how to stack the dishes properly so that we don’t break as many. This seems like a better process than the one we had before.”

Involve yourself in industry-related associations and read industry-related publications to learn new approaches to processes. Visit other locations on property and elsewhere to find the better way and then implement it.

Keep up to speed on what others are doing externally and internally to improve processes. When you read Time, Newsweek, or the daily paper, look for stories about companies that have made break-through process changes using technology or other methods. Then think: “How can I use that idea in my business even if I changed it a little bit?”

There are hundreds of process issues that continually need to be challenged and studied for their effectiveness. E-mail alone is a process that has changed the world.

Processes such as electronic approval as well as things like reprimands, payroll processes, clocking-in and out, and on and on are the responsibility of leadership to be continuously improved.

Here is a story that illustrates why processes need to be continuously evaluated for their effectiveness.

I was the General Manager of a hotel once upon a time, and one morning a Guest came to my office and was very upset. He told me that he and his wife had decided to celebrate their 25th wedding anniversary in my restaurant last night. He said they ordered two lobster dinners and a nice expensive bottle of Chardonnay wine to go with their dinner. He went on to tell me that the lobsters came, but the wine had not been served yet (and by the way, you always pour the wine before you serve any course in a meal . . . this is a big rule that I learned from a very

tough restaurant manager when I was a waiter early in my career). They eventually got the wine, but by then they had eaten their dinner. I apologized and did some recovery by inviting them back for a re-enactment of their anniversary *on me*.

That night I went down to the restaurant pre-shift meeting and asked the servers to describe the process for serving a bottle of wine to a Guest.

They told me that when a Guest orders a bottle of wine they have to find the restaurant manager, and he or she has to open the securely locked wine cabinet that is right in the dining room. The manager will only give them a bottle of the wine if they have already rung up the price on a Guest check; and then they have to show the check to the manager, and then he gives them the wine. That was the *process*.

I told the servers the story about the Guest from the night before that had been in my office that morning very upset about receiving his wine after he and his wife had finished their dinner . . . and even worse it was their 25th anniversary. I asked the group, “Why do you think this happened?”

One of the servers raised his hand and said, “That was my party.” He said what happened is that the manager had gone to the storeroom and had not told anyone where he was going; and he had taken the key to the wine cabinet with him, and it took 25 minutes to locate him. By then the Guests had finished eating and were very unhappy.

I said, “Okay, let me explain the *new process* to you. When we open the restaurant every night, the manager will unlock the wine cabinet. When you need a bottle of wine for a Guest, you will ring it up and go and get it for yourself and serve it. At the end of the night, the manager will balance the wine cabinet with the wine key on the point-of-sale system. The manager will relock the wine cabinet when we close the restaurant for the night. The manager will also, from time to time at random, ask to see your checks that are open. If either the wine that you served to a Guest is not rung on the check or if you served a bottle of wine before ringing it up, you will be terminated. That is the *new process*!”

After that many parties actually consumed two bottles of wine with dinner. If you can’t get the first bottle, you really don’t need the second bottle.

My sales went up, Servers’ tips went up, Guest satisfaction went up, and my operating income went up. Everyone was happy! No one got terminated because I was very clear about the consequences for not following this process. I made this change without lengthy study and without a committee.

The reason the Guest came to see me was that I had had two-inch gold stickers made and put on the menus that said, “If you are not happy with any part of your experience in this restaurant, please contact the restaurant manager or me”; and I signed it Lee Cockerell, General Manager.

So, for goodness sake, please take part of your day, every day, to work on process improvement so that very few people will say it is a *hassle* to do business with us! . . . Lee

Measures of *YOUR* Effectiveness!

- What impact have changes had on quality time for coaching, counseling, and training the Cast?
- What impact have changes had on the amount of time Leaders spend with our Guests?
- How many ideas and suggestions have *YOU* generated for process improvements?

- Do Cast Members understand and support the processes and Operating Guidelines?

Methods to Evaluate *YOUR* Effectiveness!

- Survey the Cast. Do they see improvement?
- Survey the Guests. Do they see improvement?
- Evaluate the progress on Guest Satisfaction Measurement goals.
- Evaluate process improvement section of the Cast Excellence Survey.

DISNEY GREAT LEADER STRATEGY NUMBER 7 OF 12:

EXPLORE, PROBE, AND KNOW WHAT IS GOING ON IN YOUR ORGANIZATION . . . AND ACT UPON THE INFORMATION!

This really might end up being the most important strategy for Leaders or for parents.

- Do you think that the CEO of Enron, if he didn't know what was going on, now wishes he did?
- Do you think the parents who did not know their kids were building bombs in their room at home now wish that they did?
- How many times have you said, "I had no idea that was going on"? Who is responsible if you don't know what is going on in your area of responsibility? *YOU* know who!

Will you ever know everything? Of course not. Could you know more? Of course you could.

Do you think that Leaders and parents get handled and manipulated by others? Do you think that everyone tells you everything that is going on? Do you think your children will ever tell you everything? You will never be old enough to be told everything, I assure you. My mother never got old enough, and I am sure I am not old enough . . . and I am sure that you did lots of things that may have been wrong or inappropriate and never told your mom and dad either.

One thing is for sure, and ***Never Forget This:***

When you are in a leadership role, you get handled on purpose maybe and maybe not, but you do get handled. If you ever believe that everyone tells you everything that you should know, then you are very naïve . . . and some day you will be taking the Fifth Amendment. Your kids don't tell you everything, you didn't tell your parents everything, people don't tell their Leaders everything, and their Leaders don't tell them everything. It is just the way it is. So if you want to know more, you have to have a lot of ways to learn the truth. One way in which people don't tell you everything is that they just leave out part of the story. They don't lie. They just don't finish the story, or they leave out a really important part.

Cast Members often call me and tell me that they were terminated or disciplined unfairly. Almost 100 percent of the time when I get into the facts, I find that they have left out the most important part of the story . . . that they were treated fairly. From time to time we do find that a Cast Member was treated unfairly, but this is a rare exception.

Humans often rationalize the facts differently. We are all kind of wired to blame someone else for our mistakes and lapses in judgment. It is hard to admit your mistakes openly and honestly, but *great Leaders* do that and move on.

There are things you can do, though, to give yourself a lot better view of reality. See, the problem is that if you don't know the truth you cannot make the right decisions and take the right actions. So, it is a big deal to know what is going on because Leaders are supposed to be doing the right things.

You need many ways to stay informed. I know it is stressful sometimes to know the truth, and I know it causes extra work . . . but that is just one of the things that *great Leaders* do.

One of the best ways to know what is going on is to **establish comfortable relationships so that people at every level feel comfortable discussing an issue or topic with you.**

When people tell you things, don't shoot the messenger even if you feel like it. Remember that if you shoot the messenger, he or she can't give you any more messages. It's kind of like the story about the goose that laid the golden eggs. Be nice to that goose. Don't have it for dinner!

With our focus on safety, Leaders really need to know the truth and know what is going on. In this regard, you really need to be proactively walking and assessing your areas of responsibility looking for opportunities to find things that you can correct to avoid future incidences. When your Cast Members see you every day and see your interest in this area, they will help you with ideas on how to make the workplace even safer.

Make sure that you let everyone know you believe that everyone should be equal from an opinion standpoint and have access to leadership at all levels. *Be available* for people when they need you 24 hours a day. I know your parents were available to you 24 hours a day when you needed them. You will not die from a call in the middle of the night when someone needs you. Yes! It is one of the downsides of being a *great Leader*. Make sure your team has your phone number and, more importantly, know that it is okay to call you when they need you.

One study says you only need six and a half hours of sleep anyway; and if you sleep eight hours, your chances of dying early go up by 20 percent. If you sleep nine hours, your chances of an early death rise to 40 percent. You might be saving your life by getting a wake-up call in the middle of the night.

Be honest with yourself and know that you are not isolating yourself within the organization. Go into your kids' rooms from time to time to make sure there is nothing dangerous in there. Kids do the strangest things. My mom was like an FBI agent, so we never did blow up the house. Check your team out too to make sure that they are not doing anything that will cause the organization to blow up. This is a metaphor . . . "an implied comparison" . . . so relax.

One thing I do is always go to the office of the people I am meeting with; so when I want to see one of my direct reports, I go to his or her office. It takes some of my time; but that way I get to see them in their environment, and I get to see the people who work with them. Often this gives me an opportunity to talk with others in the area for a few minutes, and I often learn many things that way. This way I am visible. A lady last week told me that I looked younger and slimmer than in my pictures. That is reason enough to get out and about. I told her she could come to all of my meetings if she would just say that over and over again.

Regularly spend time with your direct reports discussing people, projects, processes, and profitability. Don't just ask them if everything is okay and let them say "yes." Everything is never okay. Tell me about each person who reports to you. Take me through the projects you are working on. Tell me what process improvements you are making. Tell me what areas of your financial statement you are worried about.

Insist on deadlines and due dates and hold people to them. "I need that back by 5 p.m. on Friday, December 12. If you need more time, tell me at least two weeks in advance."

Walk Cast and Guest areas several times a day. When you arrive, walk the locker room, changing rooms, wardrobe areas, and bathrooms to make sure they look great. Make sure they are clean, well maintained, and orderly. Your walking all of your areas first thing before you start to work will give you lots of things to focus on while you are at work.

Ask yourself if you would be proud to walk your areas with your vice president, or with me, or with Al. Would you use that restroom or shower? Make sure that they are cleaned and maintained so that you would be proud to use them.

If you do this every 24 hours, you will be able to measure progress and standards and fix things before they become an issue. Ask people if there is anything you can do for them as you walk around, and then record it in your planner and follow up. When you see them tomorrow or the next day, tell them what you did. This builds huge trust and credibility. We are always looking for ways to give feedback around action planning. This is a good way to do it on an individual level. When you do something for people, let them know about it. People don't always notice or know that something they brought up has been resolved.

Be visible in the work areas. Visit breakrooms, and talk informally with the Front-Line Cast. Listen intently; gather and share key information. When your fellow Cast Members see you often, they will have a better, more trustful relationship with you and tell you the things you need to know. If they see you only once a week or once a month, they will not have a comfortable relationship with you or be inclined to tell you something that may be very important. *YOU* have to prove you are trustworthy and that you will follow up . . . and then the *truth* will flow.

Hold breakfasts, lunches, dinners, or other forums on a regular basis with Cast Members and with Guests to learn what is going on firsthand. I used to do lunches; but in these more frugal times, they just get me—without the lunch—and that works fine too.

Look beyond the surface appearance of reports, comments, and feedback. Develop the skill of reading between the lines like your mom and dad did. When you know your people, you will know if there is more than they are telling you. Didn't your parents ever say, "What is it darling? What's wrong?" Look for personality changes and behavior changes. When people change their regular behavior, something is wrong. Your job is to find out what it is and fix it or help them fix it. It might be a business issue, and it might be a personal issue. Don't ignore it and wish later that you hadn't.

As they say, "Anyone who does not know their kids are taking drugs is not paying attention." I knew if my son even thought about doing something wrong when he was growing up, and I can spot the same behaviors in my grandchildren in a split second.

The ability to manipulate starts very young and becomes a problem if not dealt with early. Don't close one eye when people lie to you. My grandsons and granddaughter often tell me that they should have candy and that their mom said it was okay. I call them on it and tell them I am going to call their mother and check, and then they change their story and then I give them the candy anyway because I am their grandfather. They know that they are not to lie; or as they would say, "I think that is what she said."

Follow through on ideas and concerns people share with you. If you don't, they will stop sharing information with you. This means you must be organized, write things down, follow up, and get back to them with an answer. It may not be the answer they hoped for, but they will respect you for the follow-up. When you don't follow up, you send a message to people that their issue was not important and that they are not important. Credibility is all we have as Leaders. We either do what we say or we don't.

Demonstrate care, consideration, respect, sensitivity, and confidentiality. Keep your word, and keep your promises. Take a time-management course every month until you learn how to do this. It really does not matter how smart or talented you are if you can't follow up and get it done. This is called *discipline*.

Practice "Power Listening"! The best way to listen is to go to a place that is quiet, without interruptions, where you can focus on the person speaking with you. Sit close to the person, and focus on him or her and the issue. Take notes, and don't interrupt that person. You can do this at home too.

Sitting behind a big desk is the worst setup for listening. To make people feel comfortable, I always go out of my office to greet them and welcome them in. I don't have them escorted into my office like I am the king in waiting. This way I am immediately paying attention to them and not taking phone calls and continuing to work on something at my desk. It actually shocks many people in a positive way. It is intimidating enough for some people to go to a Leader's office, so you need to put them at ease. When you are meeting with people, try hard not to take phone calls or to be interrupted, even if you have to get a "Do Not Disturb" sign from Resorts and put it on your door.

One good question to ask at the end is, "What would you like me to do?" This will clarify the seriousness and next steps. If the person says, "Nothing. I just wanted you to know," versus saying, "I would like you to call everyone into this office and discuss it with them and get back to me by Monday before I call your boss or get a lawyer," then you will be clearer about what you may want to do next.

Great Leaders are great listeners, and great listening is fueled by curiosity. It's hard to be a good listener if you are not curious about people. The enemy of curiosity is grandiosity, which is the belief that you have all of the answers.

We talk about performance excellence a lot. The short explanation of what performance excellence is:

- ***First, great leadership behaviors, and***
- ***Second, Cast involvement.***

When you as a Leader practice great leadership behaviors as defined in *Disney Great Leader Strategies* and involve your fellow Cast Members in their work, you create an environment where everyone can and will perform in an excellent way and that is why we call it performance excellence.

Effectively utilize Performance Excellence Meetings, Homeroom Meetings, Pre-Shift Meetings, and other

forums to listen and to learn the truth. When I have a performance excellence round table with Cast Members, I have someone from my office take notes on a laptop so that I can focus all of my attention on the people talking; and then we follow up on every issue brought up and get back to them. This is the way to build credibility. A person in a leadership position without credibility is in big trouble.

Having a confidential voice mail and making sure the Cast have the number is another great way to listen.

Experiment with new concepts and ideas for 30, 60, and 90 days to see if a suggestion will work. You never know. Most suggestions are reversible if they don't work. Try things. The ones that are not reversible need the appropriate study before you implement them, such as major construction or promoting someone. Take more time to think these out and involve others to help you come to the right decision. When you involve others, the risk of a bad decision often goes down. Other points of view and experience are very helpful in solving problems. Just because you are the Leader does not mean that you are the smartest or that your idea is the best one.

Personally attend meetings where Guest Satisfaction and Cast Excellence data are being presented. Ask questions for clarity.

Communicate Guest and Cast data to your teams. Check to see if **communication boards are up to date with the latest ratings and action plans?** There is nothing better than posting the issues on a board and the actions that were taken to show Cast Members that we are listening and following up. ***You have to market your follow-up.*** Tell people that this is the issue they brought up, and here is what I did about it. This is the way that you build followers . . . and someone told me that there is one thing that all Leaders need the most, and that is followers.

Ask your Leaders and Front-Line Cast Members what they are measuring.

Schedule your priorities and plan your day to be out and about walking your operation observing, listening, and following up. Read **The Main Street Diary** every week without fail. There is good stuff in there, if I do say so myself. Share this information with your fellow Cast Members. Once again I want to remind you that the Guest letters alone are worth reading *The Diary*.

Thank your fellow Cast Members for giving you tough issues and feedback, and thank your Guests too. "Thank you for letting me know that," is a good phrase to say often as it shows that you are interested and not defensive.

Often I get comments from Guests telling me that some Cast Members were rude to them, or they did not deliver the right service that the Guests expected. I never argue with them or try to convince them that they are wrong. I thank them and tell them that I wish that all 58,000 Cast Members would behave themselves and do exactly what they have been trained to do. I assure them that this is my main focus . . . and that I appreciate their bringing it to my attention . . . and that I will follow up.

Every week I have Chris Bostick from my office go out into the operations to check on things for me from the perspective of a Guest. This gives me another perspective of *the truth*. We do a great job, but we are not as good as we sometimes think we are—and this knowledge alone will drive us to higher new levels of performance for our Cast, for our Guests, and for our Business Results.

Just yesterday I got the impression that everyone was exposed to **The Main Street Diary** in one of our operations.

The next Cast Member I saw I asked, “Have you ever heard of **The Main Street Diary?**” She said, “NO!” Now there is *the truth*.

Again observe your operation from the Guest and Cast points of view regularly. Experience it for yourself. **Learn the truth!** . . . Lee

Measures of *YOUR* Effectiveness!

- Number of hours spent in meetings listening to Front-Line Cast Members and Leaders.
- Number of Cast Members attending Homeroom Meetings and other forums.
- Number of Cast Members involved in measurement.
- The level of comfort Cast Members have in discussing issues with you, your Leader, and your Leader’s Leader.
- Time spent walking around your area of responsibility observing and getting to know your Cast and their concerns.
- Amount of time spent in career discussions with your Cast Members.

Methods to Evaluate *YOUR* Effectiveness!

- Percentage of change in Cast Excellence Survey results.
- Results from Homeroom Meetings and other forums where you learn things.
- Turnover rates.
- Number of Cast Members approaching you or calling you.

DISNEY GREAT LEADER STRATEGY NUMBER 8 OF 12:

ACTIVELY OBSERVE AND REACT TO THE PERFORMANCE OF YOUR DIRECT REPORTS—TAKE TIME FOR RECOGNITION, COACHING, AND COUNSELING!

Only four more to go after this one, and we will have covered all twelve *Disney Great Leader Strategies* . . . and then, at the very least, you will know what *Great Leadership* looks like at the *Walt Disney World*® Resort.

I am hopeful that one day every single Cast Member will be able to say, “I have a really *great Leader*.” We may never get there; but as they say, “We will die trying.” I figured out that this means that we will never give up trying and that since we will die one day, then we will die trying.

- We have gone through making sure that we are organized properly.
- We have learned how to be better at putting the right people in the right roles.
- We have learned that one of our main responsibilities is to develop others.
- We have learned that *great Leaders* make dramatic leaps in results.
- We have learned that *great Leaders* fix the process issues that cause hassles for our Guests and fellow Cast Members.
- We have learned that the really *great Leaders* have multiple strategies on how to know what is going on with *Disney Great Leader Strategy* No. 7,
- and now we are going to learn how very important it is to give candid feedback, which includes coaching and

counseling and the fuel that drives all of us: **Recognition** and **Appreciation**.

This strategy is one that we all need to learn to do better. Parents are often pretty good at this one. Some parents also fail here, as do many Leaders; and the results are sad because without great execution of this strategy people just don't perform, develop, and behave the way they should or could. This is one that many people look back on and say:

- "I wish I had been more firm with him," or
- "I wish that I would have recognized his excellent performance more often so he would have stayed with us and not quit," or
- "I wish I had told her I loved her more often and then maybe she might not have left me."

A lot of people are very good with children in providing recognition and encouragement. When a child puts one block on top of another, we always say "good job." Even when a child tries to put one block on top of the other and fails, we say, "Good job, try again." So most of us know how to do this. ***The problem is we just don't do it enough.***

One thing you can train yourself to do is to **always notice performance, both positive and negative, and provide feedback**. Feedback is a powerful thing, and it is hard to improve without it because we all have a hard time seeing our faults the way others see them. In the worst behaving person, you can find something positive if you look hard enough; and that is a start.

YOU, as a Leader, are a coach . . . so **coach and train Cast Members on better ways to perform their roles**. Even with the kids, you can say, "Here, let me show you how to do that." If you observe people doing something wrong and you don't correct it, then shame on you. If they know you saw them and didn't say anything, then they may assume the way that they are doing it is okay or that the behavior is okay. *Silence is consent.*

As I have said many times, my wife, Priscilla, has frequently said to me over the years, "Lee, be careful what you say and do today because they are watching you and judging you." With this in mind, remember that as a Leader you have to **actively and visibly role-model great performance**. *People learn from what they observe much more than from what they are told.*

Ensure that your teams know what great performance and performers look like. In the area of safety, this is a critical tactic. When we take time to recognize and reward Cast Members for the right behaviors and work habits and also use the appropriate discipline, we end up with better results. Remember, recognition is the fuel that drives great performance. Make sure that you are taking the time to **acknowledge and celebrate excellence in safety performance through positive recognition of both individuals and teams**. ("Top 10," No. 9).

One thing that you can never do as a Leader is to ignore or tolerate poor performance or poor behaviors. It will only get worse, I assure you, if you don't stop it in its tracks. Do it on the spot, or take the person in the office and be clear about what he or she did and explain the consequences if that behavior or performance continues. Like I always say, "When did your mom and dad deal with you when you had bad behaviors or poor performance? Did they do it on your annual performance review? . . . or on your mid-year check-in? . . . or at the next scheduled meeting?" Of course, they did not. They dealt with it right then, even if it was 2 a.m. Your future was much more important than their sleep. They did it because they love you, and you do it with your Cast Members because you respect them and you want to help them perform and behave properly not to mention that this is your responsibility when you take on a leadership role.

One college student said her dad did not even wait until she got into the house to deal with her coming home late. She said he was waiting out in the yard. I wish more of our Leaders would get out in the yard.

This is just as important when you talk about safety. It is very important to correct unsafe behavior and conditions and consistently apply appropriate disciplinary action. (“**Top 10,**” No. 10)

Give positive feedback right away too . . . and in the way Cast Members like to receive it. Some people don’t like public recognition and some do. When you send a note of appreciation, copy their Leader. This way they get double recognition, which is just like two dips of ice cream on the cone. It is just better!

At the end of the day, **coaching and counseling can go only so far; so there are times when Leaders have to weed out consistent non-performers.** Do this after you have coached and counseled them and disciplined them; and if you are seeing no improvement, at this point, they have terminated themselves.

With your kids, you have to keep working on it; as my son once told me, “You can’t fire your children, Dad. You have to develop them.”

If you want to be a *great Leader*, you have to pay attention. **Greet all people with whom you come in contact. Pay attention to the environment and your interactions with people. Be conscious of the impact of your presence.** You may not think you are a big deal, but some others might because of your position. Don’t ignore anyone by mistake or on purpose.

Make a point of remembering a person’s name and saying “thank you.” These are powerful, so use both often.

Actively and visibly participate in recognition processes; celebrate the victories!

Participate in and be visible at Cast Member events. As a Leader, you will be missed; and this sends the wrong message about what is important to you.

Spend meaningful time with your fellow Cast Members and direct reports. This is a big form of recognition.

Make a point of letting people know specifically what they are doing right. This we all know is called *positive reinforcement*. It works. It works on kids, wives, husbands, partners . . . and yes, they even use this technique at *Disney’s Animal Kingdom*® Theme Park to teach the right behaviors to the animals.

I try to send out many notes a day to people who do great things, telling them that what they did that was great and to keep it up.

A big form of recognition is to **unleash the potential of each Cast Member by providing developmental opportunities for him or her.**

Here is a story that originally taught me the importance of recognition: Once upon a time, I was the Director of Food & Beverage of a big hotel. We could serve a banquet on one floor for 2000 and on the other floor for 5000; and we often did. I had a Banquet Manager who worked for me who ran the service for these events. His

name was Eddie Towfigna. He was a real commander. He made every function run on time and kept up to 400 banquet servers organized and on their toes. I realized one day that without him I was dead. The next morning, after having this realization, I wrote him a letter and told him how great he was, how much I depended on him, and how much I needed him; and if he was ever going to leave me, to come and talk with me before making that final decision. I sent this letter to his home. A few months later I was invited to his home to have dinner with him and his wife Joyce. When we walked into their house, there was that letter framed and hanging in the foyer. At first I was a little embarrassed for some reason; but later I realized how important it was to recognize him and how proud it made him and his wife feel, or they would have hung it in the garage.

I could tell you a hundred stories like this . . . and I will tell you one more.

In 1987 I was the General Manager of a hotel. I had been there a week or so, and one day I walked into the ballroom where we were about to serve a luncheon for 500 Guests. I noticed a hole in one of the tablecloths from a cigarette burn. Yes! In those days people smoked everywhere. I called over the young woman who was the Banquet Captain and told her to change this tablecloth. She said, “Why?” I said, “Because it has a burn hole in it.” She said, “But it is very small, and I will just cover it up with the salt and pepper shaker.” I said,

“No. Change it.” She said, “But we are about to open the doors and let our Guests in.” I said, “Then you better hurry.”

Ten years later I got a letter from her informing me of the big job she has now. She said that she really believed that the day when I told her to change that cloth that I was crazy and unreasonable. She said that she was mad at me and did not like me for that. She said she watched me do crazy things like that for the next two years and that over the years she finally figured out that this was the way to lead. She said that looking back she had learned to do things right as a Leader from that experience with the hole in the tablecloth and that she just wanted to write to thank me for teaching her that lesson so long ago.

I, of course, did not even remember the incident; but it made a lasting impression on her and helped form her leadership style. There is no better feeling than the one you get from a letter like that; and by the way, she said that she does not dislike me anymore. She actually likes and respects me, she said.

Great Leaders are great at giving encouragement, and they are never satisfied.

Great Leaders learn to:

- Make People Feel Special
- Treat Them as Individuals
- Respect Them
- Develop Them, Make Them Knowledgeable, and Know Their Jobs

So that is the end of *Disney Great Leader Strategy* No. 8 . . . since I decided not to tell you the other 99 positive stories about how practicing this strategy can really make a difference for people under your leadership. . . . Lee

Measures of YOUR Effectiveness!

- Number of daily pre-shift meetings.
- Technical knowledge of Cast Members.
- Amount of time spent in Guest-contact areas.

- Amount of time spent with Cast Members.
- Visibility at Guest Satisfaction Measurement celebrations.
- Amount of discipline issued.
- Amount of time and effort developing your direct reports.
- Observations of the work environment—is it one of vitality and energy?
- Amount of time spent with homeroom/work team Cast Members.

Methods to Evaluate *YOUR* Effectiveness!

- Observations and evaluations by others, including your Leader.
- Personal discussions with Cast Members and others, including your Leader.

DISNEY GREAT LEADER STRATEGY NUMBER 9 OF 12:

EXPAND AND ACT UPON KNOWLEDGE AND EXPERIENCE OF THE BEST SERVICE AVAILABLE ANYWHERE!

We are proceeding in an orderly manner in the way that we think about how *great Leaders* get results versus the way that average or poor Leaders get results.

The point here is that great Leaders usually have a plan, and they follow that plan and stick with it through thick and thin until it becomes clear that additional change is required to continue to make a difference.

We started out making sure that we had:

1. The *Organizational Structure* set up right for success.
2. Then we discussed how to fill the boxes in the organizational chart by making sure we followed *Disney Great Leader Strategy* No. 3 by *having the right people in the right roles*.
3. After that we moved to the next logical step and that is *Disney Great Leader Strategy* No. 4, which is the *development and training of our fellow Cast Members and ourselves*.
4. Then we moved on to *Disney Great Leader Strategy* No. 5, which deals with the need for everyone to understand that when you have a new position you are there to *make dramatic leaps in the way things get done*.
5. After that we reviewed the boring, perhaps, but so important strategy that deals with leadership's responsibility to continually be *changing, adjusting, and fixing process problems* that are a hassle to our Guests and fellow Cast Members.
6. Next we reviewed one of my favorites and that is *Disney Great Leader Strategy* No. 7, which talks about all of the ways you need to work to *know what is going on* and to seek the truth.
7. Then we went over to *Disney Great Leader Strategy* No. 8, which is about what everyone wants and needs in life, and that is all about *recognition, coaching, and counseling*.

Now we will discuss how to stay on top of all of your responsibilities in the following four areas of:

- 1) Technical competence,
- 2) Management competence,
- 3) Technology competence, and
- 4) Leadership competence.

This one is titled *Expand and Act Upon Knowledge and Experience of the Best Service Available Anywhere*. This means to expand your knowledge and abilities in the four areas of competency listed above. This means to continually throughout your entire life keep expanding your knowledge and abilities so that you do not become known as that person who does not keep up and does not understand new and better ways to do things. These people are sometimes referred to as “dinosaurs,” as well as other things not to be mentioned here! We all know what happened to the dinosaurs when they could not adapt to changing times.

YOU and I and everyone else can become better in the technical knowledge of what we do. This simply means that a Chef can become a better cook over time if he or she focuses on it. The food will continually be getting better. The dancer can become a better dancer with practice. The Front Desk person can become more technically competent as he or she gets experience in the position.

We can become better managers over time as well. Management is defined as “the act of controlling.” This simply means that you have to be organized or someone around you has to be organized so that we do what we say we are going to do . . . and that we follow up . . . and get things done on time.

If you are a restaurant manager, then that restaurant needs to be *under control* from the way the phones are answered, to the way people are seated and greeted, to product knowledge of the staff, to the processes and operating guidelines that we use to run the restaurant. A restaurant with poor service or poor food is not under control. This is the same for an attraction, a merchandise store, parking, ticketing, custodial—and the list goes on.

Something that may not have even been mentioned a few years ago is the need for all of us to become continually more competent with technology. If we don’t understand it and use it, then we will not be using the best new ideas for technology solutions that can help our Guest service, our focus on Cast Excellence, and our Business Results. When you use it, you start to think about the possibilities.

Technology may not be the solution for everything in the future, but it will be the answer to many business improvements including Guest service and Cast Excellence, not to mention Business Results. When Guests can get the accurate information they want by serving themselves and when Cast Members can get the information they want when they want it by using technology, that will be a good thing. I think that printing your own paycheck stub online from home or changing your address without calling someone and being on hold for the rest of your life is a welcomed entrance into a new way of life; and in this way, technology is good. The good thing about technology is that it works (hopefully) 24 hours a day, 7 days a week, and 365 days a year. The *My Disney TEAM* portal is seldom rude, and the accuracy factor continues to go up dramatically.

The last area that everyone *can* improve in is leadership. If you focus on studying leadership and thinking about your own behaviors and your way of getting things done, *YOU* can improve.

Some ways to improve are:

Consistently ask yourself, “Do I have the best service in the business?”

You must know what the best looks like and how to apply it to your business. My thinking here is that it is hard to know what the best looks like if you have not seen it or have not experienced it. When you are out and about, look for excellence and then check to see if your business is as excellent.

Make sure that you understand how good you are in the area of safety compared to the rest of the world and to the rest of the *Walt Disney World*® Resort. How do you stack up in your area compared to others in your industry? Learn about best practices at other places and communicate and implement best practices into your business. (“**Top 10,**” No. 7)

If you are in the restaurant business, save up your money so that from time to time you can eat in the best restaurant in town . . . and when on vacation, eat at the best restaurant wherever you are.

Try different things; try things unfamiliar to you. Don’t always order a burger and a Bud. There are other wines in the world besides Merlot, Cabernet Sauvignon, and Chardonnay.

Try items you have never had before.

Don’t use the excuse that we are tight on spending right now and that you cannot expense it. *This is your education, and you do what you have to do to learn what you need to know to get ahead.*

No one is going to care when you tell them that your knowledge is weak because back in the early 2000s, times were tough, and “The Company” would not fund some things for you. The person you are telling this to will say, “Well, that’s too bad; but you still don’t get the job.”

You see people want to know what we know. They are not really concerned as to why we don’t know what is required to get and hold onto a position.

Expose yourself to the best—reflect on it, then act on it. High quality is often free. The cost of average service and great service is about the same. The difference is usually leadership focus.

Stay current with business and industry trends. Read! Read! Read! Be an expert in your business.

Go on best-practice trips. This can be as simple as going to the best places and observing what they are doing and asking questions. People will tell you a lot if you ask them. Some of the best practices are right here in Orlando and at the *Walt Disney World*® Resort.

Best ideas may come from businesses that are not exactly like yours. You may go to a fancy department store and get an idea for a display for food or to a great food store and get a great idea for a merchandise display or product.

Keep up with the pace of change in your business. Things are changing faster than ever. Read the paper every day and a magazine like Newsweek or Time and others to keep up with what is happening.

A few years ago did you think you would be eating sushi? Some of you are probably saying “no,” and I am still not eating it! Anyway, things change; and they change fast. If you would have told me years ago that people would pay 12, 15, or 20 dollars for a glass of wine, I would have not believed you.

Pin trading as an example was observed at the Olympics in Atlanta, and now it is a tradition at the *Walt Disney World*® Resort because one of our Leaders expanded his or her knowledge and acted.

Participate in professional networking. This means that you should purposely establish the right relationships

with the right people in your field, and keep in touch with them so that you have a broad range of professional contacts. Someone told me once to get to know a good lawyer and a good doctor long before you need them because eventually you will probably need them; and when you have long, good relationships with people, they take better care of you.

Read best practices bulletin boards for great ideas. The Productivity Team has a system of sharing productivity ideas across the property for example. Review our **Take 5s/Magical Moments** site on the *My Disney TEAM* portal for ideas on how to improve the Guest experience as an example.

Aggressively solicit input regarding the service provided by your team from others, and also solicit how your competitors are doing compared to you. Keep a keen eye on the competition and others. We are good, but so are they; and we want to learn from them what to do and what not to do.

The bottom line is that you must have an attitude and a clearly defined method for keeping up in this world that is changing so fast, since the alternatives of not keeping up are not very appealing. As you know, when you don't keep up, you get behind . . . and sometimes you even get lost . . . and no one can find you!

Encourage team members and Leaders to benchmark while on vacation and recognize the contributions that they bring back. I met a lady last night who runs a restaurant in New York City. She told me that after staying at *Disney's Grand Floridian Resort & Spa* for a week and experiencing our restaurants at the *Walt Disney World®* Resort she now realizes how much better her own restaurant could be . . . and that she plans to go back and make improvements after experiencing what could be done. This is a smart lady who understands this strategy very well.

This simply illustrates how you should get out of your "little world" and into the big world from time to time. It will be time well spent. This lady from New York City had a nice vacation and gained some great ideas for her business free of charge because she was paying attention and making notes of the things she liked and wanted to implement when she got back to her restaurant in New York City.

I bet you can't wait until we review what *great Leaders* do when they practice *Disney Great Leader Strategy* No. 10: ***Partner Effectively and Successfully With Staff and Other Cross-Functional Partners.***

You already know if you do this well or not. Even if this is not one of your strengths, you can improve a great deal after you study this strategy. One of the most effective ways that work gets done at the *Walt Disney World®* Resort is through relationships. You may say that is not fair, and it may not be; but that is the way it is . . . so you can either change our Company culture, or you can change yourself! . . . Lee

Measures of *YOUR* Effectiveness!

- Number of new ideas you have had lately.
- Number of Guest Satisfaction Measurement improvements you have made.
- Number of trade journals you read and share.
- Product ranking compared to the best in the world.
- Service ranking compared to the rest of the world.

Methods to Evaluate *YOUR* Effectiveness!

- Guest Satisfaction Measurement results.
- Others' observations of your business and services.
- Guest letters.
- Doing Cross-U in costume.

DISNEY GREAT LEADER STRATEGY NUMBER 10 OF 12:

PARTNER EFFECTIVELY AND SUCCESSFULLY WITH STAFF AND OTHER CROSS-FUNCTIONAL PARTNERS!

We have now discussed in depth the first nine of the *Disney Great Leader Strategies*. Remember that these strategies are only for those who want to be *great Leaders*; so if that is not your goal, then don't waste too much of your time on these. I bet you hope your Leader is studying them, though. I think there is a message in there somewhere for all of us. What do you think people really think about your leadership style?

All bad Leaders eventually fail. They hold leadership positions, but they do not Respect, Appreciate, and Value Everyone. So in the end, they fall . . . and they fall fast . . . and they are usually taken down by their own followers and by their own poor behaviors.

Hitler was one of the worst leaders of all time. His leadership style, I think, shows how unless you respect, appreciate, and value everyone that you cannot be a *great Leader*. History is full of examples of not understanding this simple concept.

One thing is for sure, and that is you cannot get the results you want in the long run unless you have good, trusting partnerships with people in your business life and in your away-from-work life as well.

Partnership skills may be one of the reasons that some Leaders get such great results and are remembered fondly through the centuries while others fail because they do not develop strong relationships with people.

I remember one incident a few years ago where a Leader who had a bigger title than mine learned of some decision we had made in Operations, and it was an area in which he had some responsibility. We did not mean to leave him out of the loop, but somehow we had. I got a message to meet him at *Disney's Grand Floridian Resort & Spa* at 4 p.m.; and the message was that he was very upset with me. I met with him and told him the facts and apologized for not being on top of communicating with him properly on the issue.

The real reason that this worked out fine was that I had a very good relationship with him, and he considered me a good partner who was always trying to help him. This issue we were discussing was a business disagreement. Even after we talked that day, he did not totally agree with our decision; but he told me that he trusted me . . . and that I was a good partner . . . and that he would let the decision I had made go forward anyway. If we had been at odds with each other and did not have a good relationship, he could have pulled rank on me and reversed the decision. By the way, the decision turned out to be the right one—so there were no further issues around this one.

I would like to cover some of the ways that people show that they are good partners. The first thing is to **be available for people** when they need you or want to see you. Don't be one of these people that can't be seen for two months. Being available for people that need to see you is really important.

One time I had a sinus infection and called my doctor. The office staff said I could see him in two weeks. I told them I would be dead in two weeks with this infection. I never went back to that doctor again. I have a doctor now who has agreed upfront to see me within 24 hours from the time I call. I like her, and I recommend her to people. Recently, however, she decided not to take any more patients so she could spend more quality time with the ones she has. The Doctor who took two weeks to see is still taking patients.

Another story about being a good partner deals with my wife, Priscilla, who called me one day and asked me to come home because she was sick; and she needed me to pick up Margot from school that day since she had agreed to go out and get her. I had a meeting with Al at 4 p.m. on that day; and I told her I would cancel it and be there. You see being a good partner in marriage keeps you married, and I don't want to live alone. Al totally understood and told me that if he ever found out that I would not have gone home when my family needed me, that he would not be very happy with me. I was available when my partner needed me!

- Let me tell you a secret, and don't tell anyone: Policies and rules have a *little, tiny bit of flexibility*; and when you have great relationships with people, that policy or rule can be stretched in your favor just a little bit. It is called *giving someone the benefit of the doubt*.
- When you have a bad relationship with people, the rule or policy seems to have no flexibility. That is why I am always nice to the patrolman when he stops me for speeding. I am hoping for a break. Bad partners get few breaks in the world. One time on the Florida Turnpike, the Officer gave me a warning. I bet others got the ticket based upon their attitudes. I said "Yes, sir" several times to him.

Being available for others means **working together to make meetings happen in a timely way**. Leave time on your calendar for the unexpected as there is a lot of this in the world.

Show timely progress and resolution of projects in a quality manner, satisfying the goals and objectives. Keep people informed on a regular basis of how you are coming along with a project, and involve them too if you need help. Don't leave people out there wondering how far along you are in completing a project. They will appreciate occasional updates and won't have to worry about how it is progressing.

Live up to commitments you make to partners. This simply means to follow-through so you have to be somewhat organized. Saying you "*forgot*" sounds as though you are taking the Fifth Amendment. Forgetting is not a very good excuse, and it is way overused.

Return your phone calls and e-mails promptly. I can tell the disorganized people out there by the way they do this. There are a lot of phones in this country. I can't imagine why it takes someone three days to call someone back. Sounds like a time-management problem or a bad attitude to me. So, be sure to **get back to people when they ask you about issues**.

Don't avoid conflict and confrontation on tough issues. When you have a great relationship with people, you can have tough, difficult conversations on most any issue and still maintain the relationship and do the right thing.

My wife and I disagree from time to time, but we don't get divorced over it . . . or not talk to each other anymore . . . or go to bed mad over it. Great partners can have disagreements without fallout.

Stand up for what is right for Guests, fellow Cast Members, and for the business. First, this is your responsibility; second, it is the ethical thing to do, even if it is difficult.

Have the courage to fight the right battles. You don't have to win every battle, and you really don't have to start a battle over everything. *Give the benefit of the doubt* sometimes. That is what good partners do. If you take on every issue with the goal of winning, you will not have a partner for long at work or at home. As they say, "Save your bullets for the BIG battles."

Create relationships where you don't have them . . . by taking the responsibility for creating them yourself. Get to know the right people. Offer help to them to get the relationship going, and work on cultivating and keeping the relationship alive. Communicate a lot with people you want to have a good relationship with. Build a strong relationship with people like your doctor and other important people in your life.

My mother-in-law, "Sunshine," came to see us the first time when we moved to Florida. I noticed she left behind her bedroom slippers and robe. I figured out that she would be coming down a lot. I went to the store and had a brass plaque made that read, "**Sunshine Suite.**"

I put this on her bedroom door at my house. She told me later that if I were not her son-in-law she would adopt me; and by the way, she is a great mother-in-law. When your real name is "Sunshine," you have to be great. If you have a poor disposition and are pretty negative, you may want to legally change your name to "Sunshine." It might help.

Be open-minded and flexible. No one likes to deal with or spend much time with hard-headed, inflexible people who don't like any new ideas, concepts, or suggestions. Are you one of these people?

Remember that partnerships are important in all areas; for example, our vendors. We should have a good relationship with them. We should never be high-handed . . . or treat them poorly . . . or use our buying power to push them into an agreement that is not fair.

Welcome input and constructive feedback. The way you do this is to continuously remind people that you want this; and when they finally give you a little dose of it, you thank them . . . and you smile . . . and you don't get defensive . . . and you *don't shoot the messenger* . . . and over time they will learn that they can tell you anything. This process takes a while because what you are doing is **building trust** . . . and that takes time and consistency of behavior.

One way to be a great partner is to **ask for and offer help**. There is no bigger compliment than someone's asking you for help. Your offering help also builds a strong relationship.

Expand your sphere of influence at all levels. Get to know people in all areas and at all levels as much as you can. Get to know people long before you ask them for something. *The bottom line is that when everything is equal, people spend more time with and help out people they know.* When you know people, it is easier to access them when you need to.

Work toward making partners out of your adversaries. You can probably figure out who they are if you think about it for a while. They may not care for you . . . and you may not care for them . . . but if you need one another to get your job done . . . then be big enough to call them and invite them to lunch and say, “I don’t know how we got to this point, but I want to have a good working relationship with you; and if it is something I did, please let me know.” You don’t want to have a bunch of people who don’t want to work with you. That makes no sense at all . . . *because as a Leader without influence, you are in bad shape.*

Learn to focus on collaboration, rather than conflict, in solving problems with people. You do not always have to win. Give people a break and *give them the benefit of the doubt.* Again, save your bullets for the big battles and the big problems. Developing great relationships is like saving up bullets for the really big battles where you must win. Don’t use your authority and title to make people do the wrong things. Listen and involve others; and be willing to change your mind. “All of us are smarter than one of us,” said Ken Blanchard, the famous business author.

Great Leaders look for and network with other Leaders. If you are playing the role of the Lone Ranger, stop this. That was a movie. This is real life, and you cannot get it done alone. Remember, it is only lonely at the top . . . if you place yourself on a pedestal.

Use your influence and position to help others get what they want. Help other Leaders become better Leaders. When you learn to do these things, people will say nice things about you behind your back; and what is better than being referred to as a great partner? The two *Great Partners* at Disney were Walt and Mickey . . . and we have a Partners statue to prove it . . . and many of you have been awarded this honor as “Partners In Excellence.”

Next we will review *Disney Great Leader Strategy* No. 11: ***Demonstrate a Passionate, Professional Commitment to Your Role.*** This is where the rubber meets the road and separates the men from the boys and the girls from the women . . . and by the way, be sure to do a **Take 5** a few times every day this week! . . . Lee

Measures of *YOUR* Effectiveness!

- Results of collaboration.
- The effect of increased spheres of influence.
- Decrease of time required to resolve partner issues and conflicts.
- Decrease in the number of people needed to resolve issues and conflicts.
- What the “*word on the street*” is about *YOU*.

Methods to Evaluate *YOUR* Effectiveness!

- Talk with people on your team.
- Partner feedback (360-degree results) from Cast Excellence results or just ask your Cast how you are doing.

DISNEY GREAT LEADER STRATEGY NUMBER 11 OF 12:

DEMONSTRATE A PASSIONATE, PROFESSIONAL COMMITMENT TO YOUR ROLE!!!!!!

If you can't nail this one, *YOU* will never be great. In fact, *passion* and *commitment* go hand in hand.

I believe that *passion* has more to do with greatness than any other trait. *Passion* is contagious. *Passion* is the driving force that enables people to attain far more than they ever imagined. *Passion* gives you more personal physical energy.

At the *Walt Disney World*® Resort, we are blessed with huge numbers of Cast Members who are passionate about what they do every day. They demonstrate a passionate, professional commitment to their roles. They always find a way to “make it happen.”

There is a big difference in being interested in something and in being committed to do something. Committed means you will go all the way for what you believe in. Dr. Martin Luther King was not interested in the civil rights movement. He was committed to it. He actually went all the way and even gave up his life for what he believed in.

Some ways to think about this is: **Make sure your job is something you love to do.** If you don't love what you do, then start right now looking for another role. There are hundreds of roles at the *Walt Disney World*® Resort, and there must be one somewhere that can get you excited.

Be an eternal optimist about what *YOU* personally can do for the business. Our Company is made up of 58,000 of *YOU*. If each one of us does our very best, then that is all we can do. If *YOU* do your very best every day, *YOU* will make a difference in people's lives. Don't ever think that your vote does not count. Just look at the presidential election in 2000—every vote mattered.

Another way to demonstrate a passionate, professional commitment to your role is to **demonstrate personal ownership.** This means doing it right, and doing it right each and every time you do it. Do it right when no one is watching or will even know. Don't let anything or anyone get in your way. Stay with it until you get it done. Don't let other people's bad attitude affect you.

You have a reputation, and only *YOU* can control that reputation. Think of yourself as a brand. Are you a quality brand or a not-so-well-thought-of brand? Are you a Lexus, or an old car on your last legs? A Lexus is dependable, moves quickly, and is not too loud. Actually, it quietly performs year after year after year even when it is quite old with huge amounts of miles on it.

The biggest thing is to **have a positive attitude.** Some people are just wired to be positive, and some people have to work at it. When people ask me how I got to this position, I tell them that I am just as surprised as they are. In fact, if you went back and talked with my high-school teachers, they would be very surprised that Lee became the Executive Vice President of *Walt Disney World*® Operations. They would probably think that someone stole Lee's identity, which is a common crime these days. The fact of the matter is I believe that the main reason I have this position is because of my positive attitude.

When I started out at twenty years old in Food & Beverage, I was told I had to work New Year's Eve and then be back at 6 a.m. for inventory. I said, “Fine. No problem.” . . . and I smiled.

When I was told I had to work weekends, Christmas, Valentine’s Day, St. Patrick’s Day, April Fools’ Day, Mother’s Day, Memorial Day, Father’s Day, 4th of July, Labor Day, Thanksgiving, and my birthday, I said, “Fine. No problem.” . . . and I smiled.

It is true that I got a lot of experience along the way from performing a lot of different positions . . . and I relocated 12 times in my career for promotional opportunities and gained even further experience . . . and it is true that I traveled widely around the world and learned a lot more . . . but in the end, I would chalk up a lot of my success to just having a plain old good attitude.

Remember that saying: “Good attitude, good results; and bad attitude, bad results.”

My son and my grandchildren learned that you get a lot more with a good attitude than you do with a bad one. A few episodes of “time out” and they figured that out pretty quickly. As I told my grandson Jullian recently, “Just tell your mom that you are sorry and things will improve immediately.”

Another way I think about attitude is that ***people with a good attitude do not talk in a negative way about their company.*** They certainly can have recommendations and suggestions on how to improve things. I am talking about those people who sit around complaining about everything but do nothing about it or complain to someone who can do nothing about it.

I met with four Maintenance Cast Members, who instead of complaining to their fellow Cast Members, brought their issues right to me, face to face with a professional, candid approach. While we did not agree on everything, I now have a better understanding of their issues and they better understand my position . . . and that is a good place to be. We have mutual respect for one another’s point of view, and that is how progress begins on anything.

As they say, “If you want to complain about your health, then go see a doctor. If you want to complain about your job or your company, then go see someone who can do something about it.” This would be someone who has the authority to correct or change something. At the least you should be told why it is the way it is and why it can’t or won’t be changed. Telling people “*why*” is important. It is a form of respect.

In the area of safety, always be professional. If something in your area needs to be corrected, don’t sit around and talk about it. Go to the appropriate Leader or person who can make a difference and explain the situation. You will find that a professional organization is a safe organization because the leadership has a daily focus on safety.

One way to tell if you are on the right path and in the right role is by **being excited about coming to work versus excited about going home.** I would say—at a minimum—have equal excitement. People who don’t love what they do wake up in the morning, and their first thought is that they can’t wait until quitting time. They say things like, “I can’t wait until 5 o’clock to get out of here,” or “Thank goodness it’s Friday.” I tell you—and I am telling the honest-to-goodness truth—I love to get up at 5 a.m. and go to work . . . and I love to work all day long. I am so happy that I am happy.

I have had positions that I was not happy in, and I quickly got out of those positions in my career. The way I knew I was not happy was that I was getting bored and not starting any new projects and initiatives, and I was starting to go home earlier and earlier. I think I was in a bad mood too, as I recall my wife, Priscilla, telling me.

Another thing that professional, committed people do is to **spend the right amount of time, in the right ways, on the job.** This may mean going in on a Saturday or Sunday or late at night to see how your business is functioning. It may mean doing in-costume experiences to learn the truth. It may mean going and experiencing the product as a Guest and seeing for yourself how things are going. Sometimes it may mean working seven days a week in a crisis . . . and sometimes it may mean lots of hours during some critical times of a project or other situation . . . where your leadership, experience, and professional commitment are required.

Get people focused on the goal. Make sure they understand the vision and the mission. Make sure they understand how Guests, Cast, and Business Results must rise together. Make sure all of your Cast Members understand the difference between their purpose and their role. Talk about these things until you are blue in the face, and then talk about them some more.

Seeing dead people is not the sixth sense as was portrayed in the movie *The Sixth Sense*. That was a movie. Having a sense of humor is really the sixth sense after hearing, seeing, feeling, tasting, and smelling. **Lighten up the workplace for people. Find ways to break the monotony and routine for people. Create elements of surprise.** If we are not having fun, we will not be doing our best work. Don't be Mr., Ms., or Mrs. Serious all of the time.

Take your responsibility seriously but don't take yourself too seriously. Don't start believing you are Mr., Ms., or Mrs. Big Deal. Don't be self-centered. Don't fall in love with your title. Some Leaders have watched too much television and behave like some of those folks in those business movies. They sit around pushing buttons on their phones and saying things like get me Mr. Big Shot on the phone or get me a cup of coffee.

I personally make all of my own phone calls, and that way I get to know the assistants as well. I often get calls from executives around the world, but it's not them on the other end when I pick up the phone. It is their assistant, and I get to talk to them a while until the caller picks up. Actually, often I just speak with the assistant and don't need to leave a call-back message. This saves me time as well. Some might say that making your own calls is unproductive. It might be for some people—but not for me. I get to see how the phone is answered, how many times it rings, and how I am treated when they don't expect me to be on the line. It's one way to think about this subject, anyway. I also get to listen to great Disney music when I am on hold.

If you are in our business and you are a professional, committed, passionate Leader, then you will be **spending time with Guests out in the operation and on the phone, taking their calls, and calling them to see what is going on.**

As a matter of fact, one way to demonstrate your commitment is to **deal with “the most difficult Guests in the world” yourself.** Take the call. You will learn a lot. You will learn things that will improve your business. You will be glad to get an opportunity to turn one of our Guests around if that Guest is not happy with us.

Don't always delegate this. Remember that the Guests are not mad at you or upset with you. They are upset with a situation. After all, they don't even know you as I said before; so don't get defensive with them. Just try to bring them back around to where they love us again. I know! I know! Some Guests can be impossible, but they are a rare exception. When you resolve a difficult situation for one of them, you have a lifelong family story to tell. Always, always, always be polite, professional, cool, and calm. Be a Leader.

Experiencing our product frequently as a Guest shows your passion, professionalism, and commitment. It shows that you really want to know the truth and to know how good we really are. We have many Leaders that

do not get out and experience our product often enough.

As Kevin Myers told me once: “We are not as good as we think we are sometimes,” and that thought has really stuck with me. We are good; but when you go out, you will find lots of opportunities to improve what we do . . . and that is what professionals who are passionate and committed do. They are never totally happy. It is kind of a curse. They sometimes drive people crazy.

Sign up for Cross-U no matter where you work, and get out there and find out where the opportunities are. By the way, it is fun too.

Interacting with our Guests is really a very satisfying experience as most of our Guests are just in awe of what we do. They basically want our jobs. They think that we have the best deal in town and the nicest people they have ever seen and met . . . and you know what, they are right.

Professionals do the right things for the right reasons. You can't be a part-time professional and be professional only part of the day. There are many unprofessional people in professional positions. *Professional is the attitude and behavior and not the title. Our Cast performs professionally even when they are not happy with a Company decision or their own Leaders' decisions. Our Cast stays focused on the “main thing”: our Guests.*

Professionals hold people accountable for performance and results. Give your fellow Cast Members feedback, both positive and negative. Be clear about what their responsibility is, what their authority is, and what they will be held accountable for.

Tell people what is going to happen to them with continued poor performance and bad behaviors. Help poor performers get better. Give them every opportunity; and if they can't perform at expectation, then put them on a plan to document the required performance improvement needed. They will either improve, or they will have to leave the Company eventually through resignation or termination. The quicker you deal with poor performance, the higher the odds are that the individual will turn around his or her performance, which is our goal.

When did your Mom or Dad deal with your bad behaviors and attitude? When they told you to be in at 11 p.m. and you came in at 1 a.m., when did they deal with it? Did they wait until your annual review? your mid-year check-in? or your weekly meeting? My mother dealt with it right then, and she was very clear about what would happen if improvement was not made. I heard her loud and clear and did not repeat many acts of disobedience and violation of the house rules.

You want to deal with performance issues right when they happen so that the problem is fresh in everyone's mind.

As I told you earlier, one young lady who told me her dad did not wait in the living room for her to come in late. He was out in the yard waiting. I told her that I wish more of our Leaders were out in the yard.

Your parents did it because they loved you. Leaders do it because they respect their people and want them to be successful. If your Leader knows you are not performing and does not say anything to you, then it sounds like he or she does not respect you as he or she should.

Your goal is to correct the behavior and the performance. It is one of your main responsibilities as a Leader and as a parent.

The people you really want to pay attention to are the high performers. Tell them often how much you appreciate them and how much you depend on them. *Great Leaders* need encouragement just as much as any other person; and by the way, *great Leaders* can find a dozen jobs every morning. If you appreciate them, then tell them.

I told Al that he could not give me excessive positive feedback. I am just as insecure as the next person. Positive feedback improves self-esteem and self-confidence dramatically. It is the fuel that drives performance for all people.

Walk the operation daily teaching, coaching, and counseling. When you see people doing something incorrectly, step over and show them the correct way. When you hear someone talking to another person and saying something that could be said in a more effective way, step over and say: “What you said to that Guest was okay; but next time you may want to say it this way instead, and I think you will get a more positive response.” Then tell that person the right way. When you see people doing something right, tell them also. “That was perfect the way you handled that Guest.”

Every time you come into contact with your fellow Cast Members you have an opportunity to teach them something or to give them some coaching, counseling, or feedback—just as your mom and dad used to do because they wanted you to be as good as you could be.

Keep raising the bar! **Set continuously higher performance expectations for those that report to you.** Set goals for everyone on your team, and encourage them to set even higher levels for themselves.

Be a Leader who on a daily basis **shares your enthusiasm and pride in Disney with your fellow Cast Members and our Guests.** We represent the best product and brand in the world, and we should all be proud of that and show that pride in our actions and words.

Leaders lead by example. Remember, *YOU* are always under a microscope.

Leaders are *authentic*. You earn the trust and respect of the people you work with when you know who you are and when you “walk the talk.” Who believes in Leaders who don’t believe in themselves? Don’t be weird . . . behave all day long!

Remember that all of these strategies can fit into your personal life as well. When you review them, just think for a minute how these things also fit into your entire life.

As I have told all of you before my wife, Priscilla, has told me for years: “Lee, be careful what you say and do today. They are watching you and judging you.”

And last, but not least, **energize others with your excitement for performance excellence.** If you want to brief yourself on all of the aspects of performance excellence at the *Walt Disney World*® Resort, then review the February 25, 2001, Special Edition of **The Main Street Diary** . . . and listen to the audiotope “Inspiration—The Real Work of Leaders” that is for sale in the Company D stores. This will help you understand the reasons why you should be so proud of our Company, and it will give you some thoughts on how to deliver inspirational messages to your fellow Cast Members who, hopefully, are your followers . . . **because the one thing that a Leader needs for sure is followers.** Look back from time to time to see if people are with you. . . . Lee

Measures of *YOUR* Effectiveness!

- Be present on the job at all hours of the day and night when required.
- Consistently question, and never be satisfied with the status quo.
- You are the expert; be knowledgeable about the business.
- Your team clearly understands your purpose and goal.
- Your workplace is one of vitality and energy.
- You and others can vividly recall the last time you had spontaneous fun.

Methods to Evaluate *YOUR* Effectiveness!

- One-on-one discussions between your Cast and Leader, Organization Development team, or other management.
- Observations of the workplace by Disney management and Front-Line Cast Members.

DISNEY GREAT LEADER STRATEGY NUMBER 12 OF 12:

UNDERSTAND AND DEMONSTRATE MASTERY OF BUSINESS FUNDAMENTALS!

Getting started right is half the battle. All one has to do is really mess up in the first few days or weeks of a new leadership position and people remember that for years and years and years.

We know that we know how to serve our Guests in Operations. We are world-class at it . . . and really world famous! If you ask anyone in the world where the most famous place is for friendliness and courtesy and attention to detail, he or she will always have the *Walt Disney World*[®] Resort at the top in the No. 1 position. After all, we are the No. 1 vacation destination in the world for a reason. Since most of our Guests are repeat Guests, the reason we are No. 1 is that we do the best job of anyone in the world . . . or they would not be coming back.

The second thing we know is that we also know how to lead and manage our fellow Cast Members. We work hard at creating an environment where they can do their best and where they can show off their Disney knowledge. The Cast Excellence results year after year show that we do a great job of leading. I know there are Leaders out there who still need to be more committed to *great leadership*; but all in all, we have a strong team.

The third thing that is so important after serving our Guests and leading our Cast at world-class levels is to be able to manage and understand our business so that we are getting the best business results possible. I know you know this; but just as a reminder: the business climate in the world is difficult and uncertain right now, and we will continue to have to tightly control spending and staffing, forever I suspect. It really is a new millennium, and everything is moving faster . . . and with the Internet, we have a whole new world for marketing and selling our product and for reducing our costs—but so does everyone else.

We could all have reasons, I am sure, to become negative as we see that we are having to work harder and harder in leadership positions (1) to not only serve our Guests, but also to hit our profit targets, and (2) to keep our

fellow Cast Members motivated, inspired, and focused on performing their role in the show with excellence every day.

One thing I know for sure, when I have those infrequent moments of “*pixie dust*” leaving my brain, that this is the best place to be . . . and it does not get better than this. Call your friends in other companies and ask them how green the grass is in their company.

We are very fortunate to have the premiere brand in the world; and in difficult times, we are still the No. 1 vacation destination in the world.

So, as you are faced with difficult challenges that sometimes seem unreasonable, put on your positive hat and lead. Your attitude will be the No. 1 thing that sets the tone for how we continue to be successful in achieving our *Vision*. This requires us to work our “*magic*” every day . . . have Guest Satisfaction that exceeds expectations . . . and have Cast Excellence, which simply means that we focus on making this a workplace where our fellow Cast Members are made to feel special, treated as individuals, respected, and developed.

Leadership today is more important than it has ever been in business and is the silver bullet that will ensure that we achieve all of our goals. It is easy to lead in good times. It is the true test of your leadership in these times. *Be great!*

Some of the things that you can and should do for yourself and your team are as follows:

Share the mission, vision, and brand essence so that your team understands them and can apply them practically to the business. Each business has a *Vision* and *Brand Essence* just like the *Walt Disney World*® Resort does. Ask your executive for it if you have not seen it. Every week in **The Main Street Diary** the first section is the *Vision* for the *Walt Disney World*® Resort.

The *Brand Essence* describes the way we want our Guests to feel. The Brand Essence for *Walt Disney World*® is:

“*Walt Disney World*® is a magical passage into a world of fantasy and adventure. Here, we can wish upon a star, experience the impossible, and bring our dreams to life. Together, treasured friends discover a wonderland that dazzles, delights, and renews through all the seasons of a lifetime.”

Our Guests do feel this way, and they tell us every day in person and in the thousands of Guest letters that we receive.

Make sure that you **understand your business unit’s strategic plan and the strategic plan of the *Walt Disney World*® Resort**. If you don’t, ask your executive to put together a presentation for you so that you can clearly articulate the plan and get others excited and committed to it. If there is something you don’t understand or something that you think you need to know, then ask for it.

Develop specific core strategies and action plans that support and integrate with the business unit and the *Walt Disney World*® strategic direction. Core things are those things you do that give you a competitive advantage. They are hard to replicate by the competition. They are things like FASTPASS® that are expensive and complicated; and we were the “first to market” with this concept. Being first gives you a clear and long-lasting competitive advantage. McDonald’s® is a great example of coming out first with *fast food*. *McDonald’s*® is still the leader more than 50 years later.

Walt Disney was the first to come out with theme parks, and we are still the Leader 50-plus years later. By the way, it takes courage to be first.

I believe that things like **Safety** and **Security** will be—if they are not already—a competitive advantage for us in this world we now live in.

I believe that **Making Every Guest Feel Special** will be a competitive advantage for us in this world that is starving for this kind of feeling. We know how to do it.

I believe that **Treating Every Guest as an Individual** will be a core competitive advantage . . . and with the implementation of Destination Disney, we will fully realize this advantage. We already know how to do this. Technology will make us better.

I believe that **Knowledgeable Cast Members** create a core competitive advantage in a world where this is the exception, and we know how to do this.

Just like for our Guests, we can create key core competitive advantages similar to the ones above through leadership and commitment. *Hiring and retaining the best* created a huge core competitive advantage for us.

Continuously improving our core business processes will create competitive advantage. Destination Disney and FASTPASS® are two examples. The *My Disney TEAM* portal has the potential to be a core business process, depending on how we continue to develop it; and it will give us a way to become great communicators quickly and to have self-service processes.

So **think** a lot about *CORE* and *COMPETITIVE ADVANTAGE*.

Some simple examples that are part of our strategy are to grow part of our operating income each year through productivity and cost savings . . . and part of our strategy is to improve the Guest experience through high-involvement Cast interaction with our Guests. We call this our **Take 5s** and **Magical Moments**.

Other strategies include improving the value for our Guests who stay on-site in our resorts versus off-site; and we are in the middle of trying to figure out exactly what that means. Things like free transportation have value, and we will continue to try to figure out what other things will bring Guests on-site. Theming of our resorts has value.

I think there are between five and eight really important things in each business; and if you get those right, then the rest fall into line. For instance,

- If you check in Guests at our resorts efficiently . . . and provide them with the information they require . . . and then check them into a clean room that is kept clean during their stay . . . you have accomplished the core items for your business.
- When you put a towel animal and other fun surprises in the rooms, then you are moving up the chart to additional things above core—but these things are really important as well, as they make the real difference between Disney and the rest of the world. *The little things* in life add up and matter. If all of our Cast Members are courteous, friendly, engaging, and professional, then we have hit a home run.

Sit down with your team and try to figure out where your business is going; break it down into components; analyze it; and then plan the next steps on how to make your business better. If you need help with the analysis, then ask for help. We have many experts at Disney in Finance, Organization Development, and Human Resources as well as other staff departments. You are not alone here. *Great Leaders* use their resources to gain

even better performance.

Be aware of global trends that may impact your business both for the better and for the worst. *Reading* is one of the best ways to keep up with global trends and current events that may impact your business. Read a weekly news magazine and *USA Today* every day to keep up with what is going on.

Things like airline prices, oil prices, polls of attitudes, inflation, interest rates, the stock market, international crisis, exchange rates, crime, and on and on, give you leading indicators of what might affect your business. The more you know, the better your intuition . . . and the better your ability to make a good business decision.

Identify and focus on the top priority in your business and fix it. Spend lots of time on the top priority. Sometimes fixing the top priority fixes other things too. If you fix check-in and clean rooms, then you don't get complaint letters . . . and you don't lose repeat business.

Just like in a restaurant, the priority for the Chef is great food. In the dining room, it is knowledgeable, friendly, and courteous service. Do these well, and the restaurant will do well. Great places, you will find, hold up much better in recessions. Get into your financial statements and Guest Satisfaction Measurement data and look for those big opportunities.

Read and understand the financial section of the newspaper. Many of these are available on-line by the way. **Read our Company's annual report. Understand the relevance of both to your business.**

Understand and use reports you are receiving; otherwise, stop receiving them. If you don't understand them or what action to take based on them, then ask someone to explain them to you.

Be clear, decisive, and deliberate in moving toward your goal. Expect resistance from time to time—but don't be stopped if you think you are right.

Understand the budgeting process. Know how to interpret budget reports and how to apply them to your business, including flex budgeting, forecasting, and productivity.

Get involved in Operating Labor Management issues and help get the deployment system right, so it works for everyone. Let's continue to fix it and tweak it and not think that we should just throw it out. *Anything we focus on gets better and better.*

Consider financial obligations, costs, and their impact when making decisions. There are few small decisions at the *Walt Disney World*® Resort because of our tremendous volume of transactions, Guests, and Cast. A penny in cost could cost us an additional \$500,000 a year in expense. We serve a lot of people.

Use available resources to make timely decisions. Develop them if they are inadequate. When you are having trouble making a decision, ask for help. **Know how to use your resources effectively.**

Help your team understand how decisions made in your area integrate with the needs of the Guests, Cast, and business. Teach your team to approach decision-making in the same balanced way.

Don't be a fence sitter. Be decisive and make tough choices. When we make decisions, we always consider the impact on the Guests, the impact on the Cast, and the impact on the Business Results. This is what we like to call

the *three-legged stool*. It cannot stand on two legs.

Proactively explain the logic and process behind your decisions. Decisions at the *Walt Disney World*[®] Resort are not easy; but as long as you make calculated decisions by weighing the impact of Guest, Cast, and Business Results, then you have followed the right formula for decision making.

There is often no clear right decision. There are often almost-right decisions, and you can be sure that someone will not be happy with every decision you make as a Leader. ***All you can do is to be thoughtful, involve others, and then do your best.*** Also be ready to reverse a decision if it turns out that you were wrong. That is the sign of a really *great Leader*.

Invest the time and energy and get started early enough to thoroughly research and analyze issues to make good business decisions. Question, question, question! Ask “Why?” a lot. Why are we doing this? What results do we expect to get from this decision? What will happen if we don’t do it? Could we do just part of it now and the rest later? Is this reversible if we don’t like the outcome?

Evaluate how you’re spending your dollars. Are you getting what you paid for? Review your costs and invoices regularly. You might be shocked at what you are paying for some things.

Have in place good internal controls in your operation, and audit them frequently to make sure they are working. Ask someone else to audit them for you, and you audit their business in return to see if you can find weaknesses in controls, procedures, and operating guidelines. Start at the back loading dock. Are we getting everything we are paying for? This is an area that needs to be under tight controls.

Understand the impact of theft and shrinkage in your business. *It is real,* and it will be the person you least expect.

Continually look for ways to get work done at a lower cost with more effectiveness. There will always be a better way over time.

Know where and when to take risks and when to be cautious. If a decision is high-risk or not reversible, then take a lot more time to figure out the right answer.

Partner with others to seek new ideas and drive business changes. Some of the best ideas are right here at the *Walt Disney World*[®] Resort—in another department that you might not know about.

Know the metrics that drive your business, and have measures in place to chart progress. We have some of the best business resources in the world at the *Walt Disney World*[®] Resort in people and in systems. *Use these resources often and freely* to enhance your results in getting the best Business Results possible.

If you really want to be competent in this area and you need to be, then take finance courses inside and outside the Company. For some of you, go as far as getting your MBA.

And last, but not least, think about how you would **operate the business if it were your own.** I know that we don’t do a lot of things with this in mind, but each of us can continually challenge the way we do things and make significant progress over time.

Measures of *YOUR* Effectiveness!

- Team's ability to understand and apply goals, both short- and long-term, and priorities to daily business.
- Level at which actions and decisions of the Cast reflect the business plan.
- The ability of Cast Members to understand and interpret area reports.
- The questioning nature within the area by Cast Members to gain understanding and their resulting ability to know the business and contribute to improved financial performance.

Methods to Evaluate *YOUR* Effectiveness!

- Percentage of improvement in financial performance.
- Informal discussions with the team to determine the level of understanding of the business plan.
- Performance metrics.

So those are my points of view on *Disney Great Leader Strategies*. I hope you will find this to be helpful in your own career and personal development. Strive to be the greatest Leader you possibly can . . . and don't ever underestimate the difference you can make by being a great Leader! . . . Lee

Note: *Disney Great Leader Strategies* . . . An Explanation of Tactics is available on CD at Company D.

Reference:

“Top 10” Daily Leadership Safety Accountabilities

1. Model safe behavior by understanding and actively engaging in the COACH model: Care, Observe, Act, Communicate, and Help.
2. Proactively walk and assess your area(s) to observe conditions and behaviors, identify prevention opportunities, take appropriate action, and communicate to your Cast Members.
3. Proactively review Safety Scorecard trends and measure your incident reduction and regulatory training progress against your targets.
4. Conduct Incident Prevention Analysis when an incident or a near miss occurs and take appropriate corrective action.
5. Contact your injured Cast Member within the first 24 hours of the incident and engage in returning them to productive work, within their restrictions, as soon as possible.
6. Attend all safety-training classes for Leaders and require all Cast Members to attend any training assigned to them.
7. Communicate best practices with your peers, share safety stories, talk about safety every day, and

discuss safety trends and action plans with your Cast.

8. Include safety objectives in Day-to-Day Accountabilities for all Performance Development Plans and hold yourself and your Cast accountable (specific goals can also be included in the Performance Objectives section as stretch goals).
9. Acknowledge and celebrate excellence in safety performance through positive recognition of both individuals and teams.
10. Correct unsafe behaviors and conditions and consistently apply appropriate disciplinary action.

THE MAIN STREET DIARY

"It All Started on Main Street, U.S.A., in 1955. Keep the Main thing, the Main thing- and the Main thing for WALT DISNEY WORLD® Operations is the Guest and Cast."

VOL. I NO. 19

FEBRUARY 25-MARCH 10, 2001

EXTRA

THE WHOLE STORY

EXTRA-EXTRA -- READ ALL ABOUT IT

Special Edition

WHY WE DO WHAT WE DO
AND
HOW WE DO WHAT WE DO

NEVER BEFORE SEEN IN ONE PLACE

CONNECTING . . . THE . . . DOTS . . .

WHY WE DO WHAT WE DO

- ❑ We do it for the children of all ages from around the world.
- ❑ We do it because we believe in family, fantasy, and magic; and we love to make people happy.
- ❑ We do it because Disney is the only place in the world where people of all races, ages, creeds, religions, convictions, languages, sexual orientation, gender, and physical challenges can come together to have fun without worrying about the real world.

We do it most of all for them . . .

- ❑ For the young brother and sister so excited they can't sleep the night before going to Disney.
- ❑ For the family who just adopted two children and the first place they took them to celebrate is Disney.
- ❑ For the single mom from up north who is working

two jobs so she can take her children to the *Walt Disney World®* Resort.

- ❑ For the young family who is selected to be the Grand Marshals in the 3 o'clock parade.
- ❑ For the CEO of a famous American company that slips out of his own meeting to go ride Buzz Lightyear with his grandson.
- ❑ For the mom and dad who show their children where they first saw Mickey Mouse when they were little.
- ❑ For our good friend Henry that taught us a few things because of a broken monorail train.
- ❑ For the 85-year-old woman whose dream was to go to Africa on Safari and then to Asia to see tigers.
- ❑ For the young boy whose dream was to play on the same field as the Atlanta Braves.
- ❑ For the young girl who can't stop laughing because a giant dog sneezed a "real sneeze" all over her glasses; and the next day, bugs were after her in The Tree of Life.
- ❑ For the teenagers who are having the time of their lives riding our coaster through the freeways of Los Angeles over and over and over after just falling 13 stories in an elevator at a nearby hotel.
- ❑ For the war veteran who takes off his hat and puts his hand over his heart and cries at the flag-raising ceremony in the *Magic Kingdom®* Park, which was in his honor and arranged by his daughter as a surprise.
- ❑ For the grandparents who show their grandchildren the bench they sat on while their grandchildren's parents rode Space Mountain 25 years ago.
- ❑ For the children whose last wish is to go to *Walt Disney World®* Resort and to meet Mickey Mouse.
- ❑ For our Guests from the United Kingdom who are burned to a crisp from the sun and still in the pool on a 40-degree day, and they are happy.
- ❑ For our Guests who are in AWE of their themed resort and the wonderful Cast that welcomes them home.
- ❑ For the family who just visited the Pooh store and World of Disney at Downtown Disney and finished the day with the magic of Cirque du Soleil and can't wait to go back and see it all again.
- ❑ For the Japanese couple who met at Tokyo

Disneyland and got married at the *Walt Disney World®* Wedding Pavilion and rode in Cinderella's coach to *Disney's Grand Floridian Resort & Spa*.

- ❑ For the young boy who went to *Disneyland* in 1955 and could not wait to grow up so he could work for Disney.
- ❑ For the family of four generations who take their first cruise on the *Disney Magic* and their second one on the *Disney Wonder* to celebrate a 50th wedding anniversary.
- ❑ For the couple who took their children to the Spaceship Earth icon to show them where mom and dad met while waiting in line 12 years ago.
- ❑ For the man who met his best friend from grade school at The Tree of Life.
- ❑ For the young boy who will one day meet his mate for life under the Sorcerer's Hat icon by chance.
- ❑ For the mother who cries the first time she shows her 4-year-old daughter Cinderella Castle and then cries again when they meet Cinderella.
- ❑ And for the lifelong memories we create for our welcome Guests and *cherished friends* from all around the world . . . that is *WHY WE DO WHAT WE DO*.

And now, "*On With the Show*" . . .

HOW WE DO WHAT WE DO

We have several very powerful foundational concepts that we follow to "DO WHAT WE DO." It is critical that all leaders understand these deeply so they can set the right example as great Disney leaders . . . and so leaders can share these with all of our Cast Members to enhance their ability to perform their *ROLE IN THE SHOW* at the highest level possible.

The following are these concepts with examples of how they play out in real life. Some of the examples are comments from Cast and Guests that show how these concepts look from their point of view when we do them well.

Please take the time to not only read this—but to read it and to study it often—as these really are things that enable us to "*DO WHAT WE DO*."

PERFORMANCE EXCELLENCE

(originally developed in 1994)

Our Company's success in the entertainment business is directly attributed to the individual contributions of our entire team of Cast Members. It all started on Main Street, U.S.A., in 1955 at the *Disneyland®* Park. We have a history of being the best at what we do, and it's up to us to continue this legacy.

Therefore, it was felt that it was very important that we define our daily goal of exceptional performance, so that we may all share a common foundation and expectation of how we intend to work together in the future. As with anything that is put to paper, we had to give it a name. We chose "*PERFORMANCE*" because we're an entertainment company and "*EXCELLENCE*" because we believe it's synonymous with "*DISNEY*." It's that simple.

Performance Excellence is all about . . .

- ✓ Exceeding Guest expectations
- ✓ Everyone getting involved
- ✓ Breaking down barriers
- ✓ Sharing information and suggestions
- ✓ Working smarter
- ✓ Trying new ways to do things
- ✓ Listening to others
- ✓ Being a team player

The test here is for all Cast Members to read this and just test themselves with the question: Do I display the professional attitude and behaviors that are expected of me as a *Walt Disney World®* professional????

OUR COMMITMENT

As *Walt Disney World®* Cast Members, we are reminded daily that we work for a Company whose product holds very SPECIAL meaning for millions of people throughout the world. We take great pride in knowing that we represent a great legacy and a continuing success story.

The *Walt Disney World®* Resort has a worldwide reputation, and our reputation is simply what we are famous for. We are famous for:

- ✓ Courtesy and Friendliness (*we invented it*)
- ✓ Attention to Detail (*like no place on earth*)
- ✓ Cleanliness (*Walt's vision*)
- ✓ The Disney Look in our Appearance Guidelines (*we have a role and look like it*)
- ✓ Themed Attractions (*no one does it like we do*)
- ✓ Food & Service (*renowned*)
- ✓ Merchandise (*creates tangible memories*)
- ✓ Live Entertainment (*creates the "magic"*)
- ✓ Themed Resorts (*one of a kind*)
- ✓ Themed Water Parks (*the best in the world*)
- ✓ Sports Complex and Recreation (*really special*)
- ✓ Landscaping (*known around the world*)
- ✓ Safety (*safest destination in the world*)
- ✓ Teaching, training, and educating (*what makes it all come true*)

We are lucky to be famous for so many things, and we

should continuously remind ourselves and our fellow Cast Members that we have much to be proud of and a big reputation to maintain. We should especially review these with new Cast Members, so they know they are part of a world-class organization, that we are counting on them to help us maintain this reputation, and, above all else, that we are committed to creating memories that will last a lifetime.

OUR VISION

The *Walt Disney World*® Resort will always be dedicated to making dreams come true. In this magical world, fantasy is real and reality is fantastic. A wonderful sense of community awaits, where all are greeted as welcome Guests and become *cherished friends*. For all who work and play here, the *Walt Disney World*® Resort will be a source of joy and inspiration.

This is a very actionable *VISION*, and all Cast Members should be taught what they need to be doing in their roles for it to be realized day in and day out . . . forever. Reviewing the wonderful letters we receive from our Guests each week and sharing them with the Cast will reinforce how important each Cast Member's role is to our continued success, no matter where each one of them works. (Refer to the February 4, 2001, edition of **The Main Street Diary** for a complete analysis of our *VISION*.)

OUR DISNEY CULTURE

We have a rich heritage, traditions, quality standards, and values which we believe are critical factors to our success.

This foundation, as well as certain traits and behaviors, create a unique environment, which we call the *DISNEY CULTURE*. We will seek to understand and cultivate our culture and challenge ourselves to model the behaviors that it represents.

The above statement should help *YOU* understand what your personal responsibility is in maintaining our culture. Cultures are fragile and can become better or can become worse. It is up to us to make sure it lives on long after we are gone.

WE RESPECT THE DISNEY HERITAGE AND TRADITIONS

- ✓ We are committed to a friendly and informal work environment.
- ✓ We show our pride and respect for the Disney product and legacy.
- ✓ We emphasize "family" entertainment.
- ✓ We are committed to teaching and educating the Cast.

- ✓ We pursue synergistic opportunities.
- ✓ We emphasize recognition.
- ✓ We protect the public's trust in Disney.

This list of items represents our *HERITAGE* and our *TRADITIONS* and is what each of us has to be doing all of the time. These are personal responsibilities; and unless everyone does them, some day we will not be known for them. It is in our hands to continue the *HERITAGE AND TRADITIONS* of the *Walt Disney World*® Resort.

WE SHARE THESE DISNEY VALUES

HONESTY	We deal with each other in a sincere and straightforward manner.
INTEGRITY	We act in a manner consistent with words and beliefs.
RESPECT	We treat others with care and consideration.
COURAGE	We pursue our beliefs with strength and perseverance.
OPENNESS	We share information freely.
DIVERSITY	We respect, appreciate, and value everyone (R.A.V.E.).
BALANCE	We strive for stability and vitality in our lives.

These Disney *VALUES* are ones that all people in the world would hope to work under, and we should be proud that these are our values. These values are either a list or a reality, and we are the only ones who can ensure that they are a reality. As we make decisions and deal with each other, we need to hold these values close to our heart and cherish them. An organization without these kinds of values is not where you want to be.

WE ENSURE THE DISNEY QUALITY STANDARDS

These quality standards should be top of mind and used for decision making.

SAFETY	We put safety FIRST to provide secure, safe experiences for our Cast and Guests.
COURTESY	We give friendly, personalized service and treat every Guest as a VIP.
SHOW	We deliver flawless and professional presentations every day for every

Guest.

EFFICIENCY We strive for the fastest and most effective systems, processes, and procedures in order to provide a quality Guest experience.

While it is true that we have to do all four of the Disney Quality Standards on a daily basis, the point is that we **never** select *efficiency* above *safety*. We are always *courteous*, even under extreme pressure; and we always strive to put on a perfect *show*. **YOU** are expected to use these four standards to help **YOU** make prudent decisions that align with our *VISION*.

WE DEMONSTRATE THESE DISNEY TRAITS AND BEHAVIORS

- ✓ We enjoy making our Guests happy.
- ✓ We care about our fellow Cast Members.
- ✓ We work as a team.
- ✓ We deliver quality.
- ✓ We foster creativity and innovation.
- ✓ We encourage risk taking, realizing that mistakes may happen.
- ✓ We are attentive to every detail.
- ✓ We find enjoyment and fun in our work.
- ✓ We assume responsibility beyond our individual roles.
- ✓ We are emotionally committed to Disney.

These are excellent traits and behaviors for people to have and are highly valued at the *Walt Disney World®* Resort. If you cannot believe in and demonstrate these traits and behaviors, this is not the place for you. Take a minute to check the ones **YOU** do, and then make a commitment to make continual improvement on the others.

THE GUEST EXPERIENCE CYCLE

We have learned that it is important that we all are thinking about the Guest Experience in the same way. The Guest Experience Cycle was developed to do just that. There are five parts to this cycle, and they are:

- ✓ **ANTICIPATION** - "We are going to Disney World and it will be perfect!"
- ✓ **WELCOME** - "Be excited that we are here - warm, kind, and welcoming"
- ✓ **THE EXPERIENCE** - "It's Great!"
- ✓ **FAREWELL** - "We are leaving; appreciate us and thank us"
- ✓ **SAVORING** - "We loved it and we want more soon."

Anticipation

Anticipation is something we all do for many experiences in our lives. A trip to the *Walt Disney World®* Resort is really special. Guests save for a long time to come here. They anticipate that everything will be perfect from their room location request, to special requests like a crib in the room to simple things like every Cast Member being perfect. We need to continue to meet their expectations and or communicate more carefully with some Guests about what we can make happen and what we might not be able to make happen. Clear communication is one key to defusing disappointment.

Welcome

The **Welcome** is an area where we can all be great. We need to be clear with every single Cast Member about our expectations in this area. From the arrival in the driveway of a resort to the **welcome** at an ice cream cart, we can all do better here. We all have the ability to be more focused on our Guests by noticing where they are from, by seeing a license plate to noticing a child's Atlanta Braves baseball cap and mentioning it. We should always speak first with a big warm **welcome**. Some welcomes will be themed.

The Experience

This we do well from a meal to a ride to a show. We are always trying to improve the **Experience** at the *Walt Disney World®* Resort. If we make the **Welcome** and **Farewell** a 10 and give our Guests a great **experience**, then we will be even more fabulous than we already are.

Farewell

We have numerous opportunities to give a fun, warm, sincere **Farewell** to our Guests as they exit a show, a ride, a restaurant, or even an ice cream or merchandise cart. Sometimes these **farewells** will be themed to the experience like we do at Tower of Terror or the Haunted Mansion.

Savoring

When our Guests **anticipate** a wonderful visit with us, and then they arrive and receive warm **welcomes** everywhere they go, and then **experience** our fabulous products and services including individual **farewells** at every point of contact with all of us, they literally **savor** their visit and cannot wait to come back and get more.

**Anticipation → Welcome → Experience →
Farewell → Savoring . . .**

FOUR GUEST EXPECTATIONS (from Cast Members)

1. Make me feel special.
2. Treat me as an individual.

3. Respect my children.
4. Have knowledgeable Cast Members.

These are four excellent ways to think about how we serve our Guests. This is the way that you make Guests become *cherished friends*. We all know how to make people feel *SPECIAL* if we want to. Treating people as *INDIVIDUALS* is hard, but it is possible when we care. It is the most desired thing in today's world of rules and policies, where the inclination for everyone is to say "no" without offering alternatives. *RESPECTING* children is the one way that you can make parents happy. You do this and you have friends for life in the child and the child's parents. Having *KNOWLEDGEABLE* Cast Members is one of the basic responsibilities of an organization. This is done through teaching, training, excellent communication, and using technology.

FOUR CAST EXPECTATIONS

(from their leaders)

1. Make me feel special.
2. Treat me as an individual.
3. Respect me.
4. Make me knowledgeable, develop me, and know my role (job).

We all want what the Guest wants. We want to be made to feel *special* at work by our leader and fellow Cast Members. We all want to be treated as *individuals* when we have a problem, an issue, or a need. All people in the world want to be *respected* for who they are, and it is the main responsibility of leaders to *develop* people and to set the example.

OUR LEADERSHIP

In our commitment to *PERFORMANCE EXCELLENCE*, we expect our leaders to set an example for us as we work together.

EFFECTIVE LEADERS OF PERFORMANCE EXCELLENCE

- ✓ Share the *Walt Disney World®* Resort *VISION* and *CULTURE* with the Cast.
- ✓ Share their enthusiasm with pride in Disney with the Cast.
- ✓ Energize others with their excitement for *PERFORMANCE EXCELLENCE*.
- ✓ Display decisiveness and a sense of urgency in achieving goal and objectives.
- ✓ Encourage creativity and risk-taking.
- ✓ Promote teamwork to accomplish our business objectives.
- ✓ Set challenging goals which are realistic, clear, and measurable.
- ✓ Hold themselves and other Cast Members

- accountable for their performance.
- ✓ Unleash the potential of each Cast Member by providing developmental opportunities.
- ✓ Listen intently to diverse opinions.
- ✓ Communicate honestly and frequently, soliciting feedback and suggestions from Cast Members at all levels of the organization.
- ✓ Interject a sense of humor, fun, and enjoyment in their work.
- ✓ Set the stage and work with others to produce the show.
- ✓ Celebrate the victories.
- ✓ Always set a personal example of excellence.

None of these *EXPECTATIONS* for leaders are unreasonable. As leaders, we need to set the example because everyone is watching us every minute to see if we "walk the talk." Remember to always be careful about what you do and what you say; because when you are a leader, everyone is watching *YOU* and judging *YOU*. The Guests are watching all of us too to see if we are performing our *ROLES IN THE SHOW*. Remember what Captain Hook said: "Walk the talk, or walk the plank."

OUR GOAL

We, the *Walt Disney World®* Resort team, are dedicated to achieving *PERFORMANCE EXCELLENCE*. This simply means that each of us will strive to excel each day in the fulfillment of our individual roles and responsibilities as well as the achievement of our *VISION*. We will accomplish this in an environment consistent with the *DISNEY CULTURE*.

We know that *PERFORMANCE EXCELLENCE* requires us to continually challenge ourselves to try new methods and find ways to work smarter and more efficiently. We will contribute our suggestions to improve our workplace, knowing that our team effort is the most important factor contributing to our success as a Company.

" . . . many hands and hearts and minds generally contribute to anyone's notable achievements. We share, to a large extent, one another's fate. We help create those circumstances which favor or challenge us in meeting our objectives and realizing our dreams."

- Walt Disney

PERFORMANCE EXCELLENCE was developed in 1994 to help all of us understand the *Walt Disney World®* culture. It simply tells us who we are and where we came from so we can understand it, teach it, support it, and talk about it with Cast Members, both current and new. *PERFORMANCE*

EXCELLENCE also serves as a guide, a map, a compass, or a guiding light to the way we should work together and the way that we should lead. It basically lays out clear expectations for all of us.

This was initially rolled out to the executives by the president of Walt Disney Attractions and then to all Cast Members at the *Walt Disney World®* Resort by our president.

OUR PURPOSE AND OUR ROLE

(. . . the implied promise we have made to the people of the world that everything will be perfect!)

There are hundreds of roles (jobs) at the *Walt Disney World®* Resort, but there is only ONE PURPOSE for all of us, and it is "to make sure that every Guest who comes to the *Walt Disney World®* Resort has the most fabulous time of his or her life."

Our results will be directly related to how well our Cast Members understand OUR PURPOSE and how well they perform their *ROLES IN THE SHOW*.

ROLE IN THE SHOW

Our purpose is the implied promise we have made to the world that everything will be perfect, and our role is to fulfill that promise . . . this is *ROLE IN THE SHOW*.

This is an important concept to understand for ALL leaders because it is **your responsibility** to translate this concept to every single Cast Member no matter what his or her role is at the *Walt Disney World®* Resort.

There are hundreds of *ROLES* (jobs), but there is only one purpose for us all, and that is "to make sure that every Guest who comes to the *Walt Disney World®* Resort has the most fabulous time of his or her life." Here's what *YOU* as leaders have to do to make sure that all of our Cast Members understand the connection between their roles, our purpose, and the connection of these things to Guest Satisfaction and our *VISION*.

YOU need to CLEARLY explain to **ALL** Cast Members that, if they fail to perform their *ROLES IN THE SHOW* at a clearly outstanding level, the Guest experience will suffer within a few minutes, a few days, a few weeks, a few months, or a few years . . . depending upon which role each Cast Member has. The level of experience that each Guest has is in each one of our hands no matter what our role or whether or not we come in direct contact with our Guests.

YOU must make all Cast Members understand that what they do eventually affects the Guest experience. The most obvious example is our characters. They know their roles (performance theming and all), they perform their roles, and they clearly know the direct impact on Guest Satisfaction. They never get out of their roles. They always maintain the magical Guest experience.

I think a good backstage example for this is Textile Services, where leadership has made every Cast Member understand his or her connection to our Guests:

Cast Members who understand the importance of perfection, who put sheets through the ironer, can see that sheet in their mind's eye three days from now--on a bed in one of our resorts. They see the Guests pulling back the bedspread and finding a clean, crisp, stain-free, no-holes sheet waiting for them. Performing their roles properly three days before created an excellent Guest experience, and the Guest did not even know it.

Another example would be an impolite Office & Technical Cast Member who did not respectfully and cheerfully take care of a Cast Member's problem, putting the Cast Member in a bad mood. Then the Cast Member goes onstage, is preoccupied with the problem, does not pay attention to performing his or her role, and the Guests notice this behavior.

The Engineering Cast Member who does not properly maintain the air conditioning unit six months before it breaks down at a wedding reception on a hot August night directly affects Guest satisfaction and our ability to reach our *VISION*. We are **ALL** connected, and **ALL** of our roles are important.

When you, as a leader, have been able to teach and convince all of your Cast Members that they are critical to achieving our *VISION*, then you have achieved the *ROLE IN THE SHOW* concept:

- ◆ The role is ironing the sheets.
- ◆ The purpose is to make sure that every Guest who comes to the *Walt Disney World®* Resort has the most fabulous time of his or her life.
- ◆ *THE ROLE IN THE SHOW* concept is when Cast Members understand this connection and how they, through performing their roles with excellence, contribute to the purpose.

It is just that simple, and this same concept works for every single role. If *YOU* have difficulty explaining any role's connection to Guest Satisfaction, please call me; and I will help you. I have thought a lot about this. Some of you may say, "He has thought too much

about it."

If the President and the Steering Committee of the *Walt Disney World®* Resort fail to put the right strategies in place—our Guests' experience will suffer in the next 5 to 10 years or sooner. If they do the right things, we will excel.

If the Executive Vice President and Senior Vice President of Operations don't work as a team and fail to identify and focus on the right initiatives at the right time to improve the Guest and Cast experience and the Business Results—the Guest and Cast experience will suffer in the next 2 to 3 years or sooner. If they do the right things, we will be fabulous.

If the Vice Presidents and General Managers of Operations fail to support and implement the initiatives in a timely fashion and fail to sustain the initiatives by working together to create consistent operating guidelines and practices—the Guest and Cast experience and Business Results will suffer in the next year or sooner. If they do the right things, we will have record results.

If Support Partners don't perform their roles with excellence—Guest Satisfaction, Cast Excellence, and Business Results will suffer anywhere from this minute to months and years out. If they do the right things, our business will be exceptional.

If the Operations Managers, Area Managers, and Guest Service Managers ignore or don't manage the initiatives in a timely way and lead their Cast properly— the Guest and Cast experience and Business Results will suffer today. If they do the right things, our results will be world-class.

If the front-line Cast do not perform their roles at the highest level possible and with excellence—the Guest and Cast experience and the Business Results will suffer this very minute, as the Cast and Guests come into contact with each other and our product. This is called the "*moment of truth*." Will we live up to our *VISION* and deliver on our implied promise that everything will be perfect? Will we meet or exceed our Guests' expectations? If they do the right things, the answer will be "yes."

At the end of the day, it is **ALL** of the Cast who create the magic by delivering on the implied promise of perfection that our brand makes to the world . . . "that when you come to the *Walt Disney World®* Resort, you will have the most fabulous time of your life." That is the basic expectation of our Guests.

So, I hope you can see how we **ALL** depend on one another to make the show we call "*Walt Disney World®*" a SMASH hit every day as we put on performance after performance.

Each leader has to find a way to sit down one-on-one and explain this connection to each and every Cast Member. You must reach all of their hearts and minds, so they will perform their roles at the highest level possible, day after day, just like all professionals do. *YOU* have to *INSPIRE* them. *YOU* have to make the logical and emotional connection for them. *YOU* have to make them feel special, treat them as individuals, respect them, develop them, make them knowledgeable; and *YOU* have to know their jobs so that *YOU* can support them both emotionally and physically when they need *YOU*. If the Cast is made to feel special, respected, and important, then that is the way they will make our Guests feel; and they will perform their roles at the highest level even when their leader is not around.

You cannot command and demand the Cast to perform at the highest level possible. You have to *TEACH* and *INSPIRE* them to do so. After you tell all of your Cast Members how important they are the first time, then you have to tell them again and again, over and over, how important they are to the show and how we depend on them. **If you do not teach, respect, and inspire the Cast, you have no hope of achieving excellence for the Guest or for the Cast.**

Every role has a few critical things that have to be done *FLAWLESSLY* if the Guest experience is going to be *FABULOUS* and exceed Guest expectations. Figure out what these "*moments of truth*" are . . . and then teach your Cast how to perform them consistently . . . and then monitor these key areas frequently for compliance to the standards that have been set. It is a never-ending cycle, and you never get finished.

It's a big responsibility for every leader to be able to connect the role to the purpose for every Cast Member. Use every skill and resource at your disposal. Reading Guest letters to the Cast is a good way to *INSPIRE* them. The more *YOU* read to them, the more *inspired* you will be about what we do here; and when you get *inspired*, you will be able to *INSPIRE* the rest of the Cast. If you believe . . . they will believe, I believe. (Do you believe that sentence?)

Making people feel important . . . and treating them like individuals . . . and making them feel special . . . and respecting them . . . and developing them . . . is the fuel that drives exceptional performances, for which we are world-famous and have no peers.

SEVEN SERVICE GUIDELINES FOR GUESTS

(Just tell them why this is important!)

The Seven Service Guidelines for Guests are really

simple, as long as we teach each and every Cast Member:

- ✓ **WHY** we have each guideline.
- ✓ **WHAT** it means to our *heritage and traditions*.
- ✓ **HOW** it fits into who we are and what we are famous for.

1. MAKE EYE CONTACT AND SMILE

This is a way to acknowledge Guests and to make them feel special and to send the message that you know they are there. This is the perfect way to have a “one second” interaction with our Guests. Looking a Guest in the eye and smiling is a positive interaction. If this happens hundreds of times a day our Guests are *WOWED*.

2. GREET AND WELCOME EACH AND EVERY GUEST

We are in the hospitality and entertainment business. Smile! We are famous for our *courtesy* and friendliness. We invented it. Walt said, “Keep it clean and friendly, and everything will work out just fine even after Disney” (meaning himself). He was right!

3. SEEK OUT GUEST CONTACT

Look for opportunities to approach Guests. They love interacting with Disney Cast Members. Share your Disney knowledge with them. This is often the highlight of their visit. Go to them. Do a *TAKE 5* or involve them in a *MAGICAL MOMENT*.

4. PROVIDE IMMEDIATE SERVICE RECOVERY

Find a way to make the situation better. Be sincere. Say you are sorry and mean it. Don't be sarcastic, rude, or defensive, as this is not part of your role. Look for some alternatives. Ask your leader for assistance. Don't say “no” until you have tried everything else; and then it should be the leader who says “no” as the last resort. These are our Guests; and by the way, we do make mistakes.

5. DISPLAY APPROPRIATE BODY LANGUAGE

Don't lean. Smile and look happy, as this is your *ROLE IN THE SHOW*. Don't be preoccupied. Focus on the Guest. Have a pleasant look on your face. As far as Guests are concerned, we are always happy, because this is part of our *ROLE IN THE SHOW*.

6. PRESERVE THE MAGICAL GUEST EXPERIENCE

Don't get out of *role*, ever! Be courteous, friendly, and helpful—even under pressure. Be professional at all times, no matter what. We, as

leaders, need to stay in *role* as well—which means always be professional. Never get defensive or rude with Guests. The louder they get, the quieter and calmer you get. Don't take it personally because they don't even know you. They are usually upset because we have not delivered on their expectation, whether it is reasonable in your mind or not. Are some Guests going to try and take advantage of you to get something free? Yes, they are; but they really are the exception. So let's not start out by treating people as if they were dishonest. Someday, the dishonest ones will have to answer to a higher leader than us. It's not the Guest's fault that we set the expectation that we are perfect. Treat them as you would a *cherished friend*, and that is what they will become. This is what sets us apart from the rest of the world. Remember that the “*moment of truth*” is when the Guest comes in contact with you. YOU are Disney.

7. THANK EACH AND EVERY GUEST

This is a common courtesy that is not so common in the world anymore, and it really is appreciated by everyone. Do it with sincerity and a smile.

So, there you are. Always tell people why you want them to do something, and the chances of their doing it go up dramatically. Constantly remind the Cast of your expectations for following these guidelines. **JUST BE CLEAR.**

EIGHT CAST SERVICE GUIDELINES FOR LEADERS OF LEADERS

1. GREET EACH OF YOUR DIRECT REPORTS EACH DAY

Why Do We Do This? Because it is common courtesy and builds the relationship between you and them. The routine of being seen together and working together sends the message that you are a team. It is common courtesy. It sets an excellent example.

2. WELCOME NEW DIRECT REPORTS ON THE FIRST DAY AT WORK

Why Do We Do This? Because when people have a new leader, they are apprehensive; and this is one way you can make them feel welcome and determine how you prefer to work together. Introduce them to the rest of the team, and tell them how glad you are to have them on board. This should be an upbeat day for the new leader; and you should dedicate most of the day to getting them settled in properly, so they go home the first night being glad that you are their new leader.

3. CONDUCT WEEKLY CHECK-INS WITH NEW

DIRECT REPORTS DURING THE FIRST 90 DAYS

Why Do We Do This? The first 90 days is critical to making sure they understand everything they need to know to perform their roles. Tell them to write down every question they have and bring it to your weekly meeting. Make sure they understand that there are no dumb questions. There is an old saying that "You can be a fool once or all of your life." Ask questions.

4. CONDUCT MONTHLY ONE-ON-ONES WITH NEW DIRECT REPORTS

Why Do We Do This? This is the time for them to review issues with you dealing with PEOPLE, PROJECTS, PROCESSES, AND PROFIT. This should be your agenda. They should be prepared to address each issue with updates, decisions, requests for approval, and recommended solutions. These meetings should be one to two hours to get into the detail. The first one or two meetings should be to review our foundational concepts, including *Disney's Great Leader Strategies* and *Performance Excellence*. It takes four hours to review this document line by line and have discussion around it if the leader is newly promoted or new to our Company. *YOU* are the *TEACHER*.

5. CONDUCT TEAM MEETINGS WITH YOUR DIRECT REPORTS ON A CONSISTENT BASIS

Why Do We Do This? Because the best work gets done through teams, and the teams have the responsibility to bring consistency in leadership behaviors, management decisions, and operating practices. This is a good time to identify and discuss initiatives and work as a team on how to accomplish them by assigning responsibility and due dates. This is the way that teams stay on the same page and work together to get things done in a timely manner . . . Drive for *CONSISTENCY*.

6. SHADOW THE OPERATION IN COSTUME WITH CAST MEMBERS AT LEAST FOUR HOURS EVERY QUARTER

Why Do We Do This? One of the Cast Expectations is for their leaders to know their roles, and the best way to know their roles is to work alongside them. Experience the work through the eyes of the Cast and Guest perspective. Learn from the Cast. Let them teach you what they know, and you teach them what you know. Look for issues and problems that you can fix for them using your authority.

Why Do We Do This? Because it shows respect. It's the only way you will really understand their roles, both emotionally and physically. It builds credibility, it shows humbleness, and it shows teamwork. *YOU* will learn a lot here that you

cannot learn by watching or reading. Every time I cross-u, I observe many things that can be improved, and it helps me to better understand our business as well as Cast and Guest issues; and I need that perspective when I have to make decisions that will affect Cast and Guests.

7. CONDUCT AN AREA WALK-THROUGH WITH DIRECT REPORTS EVERY TWO WEEKS AT A MINIMUM

Why Do We Do This? Because a new set of eyes sees things differently, plus it is your responsibility to set direction for the unit. The old saying, "Two eyes are better than one" also means, "Four eyes are better than two." Each one of you has different skills, so take advantage of that power. Routine is so important to Operations, and this routine will improve the business faster. You will be setting expectations during these walks, so don't ignore any issues that need correction. Expect deficiencies to be completed either the next week or on an agreed-upon due date. *ROUTINE* works miracles.

8. HOLD DIRECT REPORTS ACCOUNTABLE FOR DELIVERING CAST SERVICE GUIDELINES

Why Do We Do This? There are three things that are important in leadership relationships:

- ✓ Clear Responsibility
- ✓ Clear Authority
- ✓ Clear Accountability

This just means that I *clearly* know what I am and am not responsible for. I know how much *authority* I have to make decisions. I know when I have to get approval; and I know what the consequences are for not performing, which is *ACCOUNTABILITY*.

If you get these things crystal clear between you and your direct reports, both of you will perform better and the organization will feel this clarity. Make sure the whole team is doing this. One of the biggest complaints from Cast Members is that the operating guidelines, policies, and procedures are enforced differently depending on which leader is on duty. Don't let this be the case in your Operation. This is a lack of discipline and leadership.

SEVEN CAST SERVICE GUIDELINES FOR FRONT-LINE LEADERS

1. GREET EACH CAST MEMBER ON YOUR SHIFT EACH DAY

This is as simple as saying "Hello" and asking the Cast how they are doing and is there anything *YOU* can do for them.

Why Do We Do This? Because it makes them

feel special, and welcome, and part of the team. It's common courtesy. It sets an excellent example. It builds self-esteem and self-confidence when you pay attention to another person.

2. WELCOME NEW CAST MEMBERS ON THEIR FIRST DAY AT THE WORK LOCATION

Anticipate their arrival. Make them feel welcome. Introduce them to others.

Why Do We Do This? Because it makes them feel special, and it is treating them as individuals. This is a scary place on the first day. Give them the Welcome Card with your name and phone number on it, and encourage them to use it. Each time you meet with them ask to see their welcome card. If they don't have one, give them another one.

3. CONDUCT WEEKLY CHECK-INS (at the least WITH NEW CAST MEMBERS (daily is even better) DURING THE FIRST 90 DAYS

This provides an opportunity for individual attention to each Cast Member, just as you want from your leader. The length of the check-in is not as important as getting these done in the beginning.

Why Do We Do This? Because it will enhance the relationship between the two of you when you discuss personal and professional development one-on-one. This makes them feel special, treated as an individual, and respected. If you dig deep and get to know them, you have a better chance of retaining them. People value relationships more than anything else in the world whether they will admit to it or not. Every human wants to feel important and respected.

4. CONDUCT MONTHLY ONE-ON-ONES WITH EACH CAST MEMBER IN YOUR HOMEROOM

Why Do We Do This? This provides an opportunity for individual attention for each Cast Member. The length of the session can vary. The purpose is to enhance the relationship and to discuss personal and professional development.

5. CONDUCT A DAILY COMMUNICATION UPDATE WITH YOUR CAST MEMBERS IN PRE-SHIFT MEETINGS

This is communication from the leader to the Cast regarding daily key messages.

Why Do We Do This? This is a way to develop, teach, and educate the Cast and to fulfill their expectations that you will develop them and improve their roles and product knowledge. Having knowledgeable Cast Members is one of the *FOUR GUEST EXPECTATIONS* . . . and one of the *FOUR CAST EXPECTATIONS* is to be

knowledgeable.

6. SHADOW THE OPERATION WITH YOUR CAST MEMBERS IN COSTUME FOR AT LEAST FOUR HOURS EVERY MONTH

Experience the work environment through the Cast and Guest perspective. Learn from the Cast. Let them teach *YOU* what they know, and *YOU* teach them what you know. Look for issues and problems that you can fix for them using your authority.

Why Do We Do This? It shows respect; it's the only way you will know their roles both emotionally and physically; it builds credibility; it shows humbleness; and it shows teamwork. You will learn a lot here that you cannot learn by watching or reading. Doing this one thing may gain you more insight into your business than anything else.

7. SPEND A MINIMUM OF 60% OF EACH DAY INTERACTING WITH CAST MEMBERS AND GUESTS

This still leaves you 4 hours for other things. Be visible and helpful. Several of the other six guidelines can be accomplished at this time.

Why Do We Do This? Because Disney Operations' leaders lead from the frontlines and this ensures that we keep the *Main* thing . . . the *Main* thing, which is the Cast and our Guests. All of us, including me, need to continually evaluate where and how we spend our time to be the most effective we can be. If you think water is in short supply, take a look at your time. Use time wisely. Plan your day; and at least at the end of the day, you will know what you did not get done.

If you can get into the habit of following these guidelines you will have greater Guest Satisfaction, better Cast Excellence results, improved retention, and better business results.

LEADERSHIP COMPETENCY

The Leadership Competencies were developed to give leaders a clearer idea of the top things that were identified as critical for Disney leaders. They are part of our evaluation through the Cast Excellence process and can help all of us understand where we need to improve our performance as leaders.

Review each question on the Leadership Survey. Where your results are low, work out a plan to improve in that area. There are numerous resources at Disney to assist you in improving your performance. Review all of the *Disney's Great Leader Strategies* to learn how to improve. Try to also get a mentor who will be honest with you and work with you to improve

any leadership weaknesses you have in this area.

WHAT IS A COMPETENCY?

Competencies are the knowledge, skills, and key behaviors all salaried Leaders must demonstrate to achieve the business objectives of The Walt Disney Company. Eight competencies have been identified that apply to all Company business units, and an additional four were selected for Walt Disney Parks and Resorts in recognition of the unique and special business needs of the segment. The following competencies take effect October 1, 2006.

The Walt Disney Company Competencies

1. Think Strategically – Develop a game plan for success

- Envisions an inspiring future direction
- Develops clear and consistent strategies to achieve the vision
- Leverages synergy opportunities across functions and businesses
- Makes sound business decisions that balance competing priorities
- Examines issues from a broad perspective, considering impact beyond immediate scope
- Identifies key business opportunities and challenges
- Uses knowledge of the Company's products and services to meet customer needs and financial targets

2. Inspire Creativity and Innovation – Generate breakthrough ideas to improve performance

- Creates an environment that encourages creative thinking and supports risk taking
- Proactively looks for new opportunities
- Takes risks and manages them intelligently
- Facilitates the exchange of ideas and creation of new ones
- Transfers ideas and successes across boundaries
- Challenges the status quo
- Conceives creative ideas to solve problems or meet objectives

3. Build Teams – Align people to a shared purpose

- Provides appropriate direction, resources, and environment needed for success
- Proactively recruits, retains, and develops a diverse range of talented people
- Provides challenging work assignments and developmental opportunities
- Addresses performance issues and takes appropriate action
- Recognizes and reward the achievements of others
- Strengthens others through mentoring and feedback

- Supports productivity and morale of the team
- #### 4. Build Relationships – Cultivate relationships
- Establishes critical external alliances
 - Engages colleagues across the organization to optimize performance
 - Manages the needs of diverse stakeholders
 - Facilitates win-win situations
 - Resolves conflicts effectively
 - Interacts well with people who have different backgrounds and work styles
- #### 5. Communicate Effectively – Inspire, influence, and inform others
- Obtains full engagement through inspiring communications
 - Provides appropriate rationale and context to drive commitment
 - Effectively persuades others to support ideas and plans
 - Tailors messages appropriately to the audience
 - Invites diverse points of view
 - Listens and asks questions to ensure understanding
 - Conveys relevant information in a candid and timely manner
- #### 6. Champion Change – Advance new initiatives that align with business strategy
- Articulates a compelling business case for change
 - Leads the change effort from inception to the attainment of desired results
 - Builds commitment to change
 - Coaches others through change
 - Supports new initiatives
 - Demonstrates flexibility in response to changes
 - Remains productive despite uncertainty
- #### 7. Drive Results – Deliver timely, high-quality work that adds value
- Translates strategy into specific priorities, objectives, and action plans
 - Develops appropriate metrics to assess business performance
 - Manages projects, processes, and resources to produce desired outcomes
 - Holds self and others accountable to high-performance standards
 - Achieves high levels of customer satisfaction
 - Analyzes problems effectively and takes action to resolve
 - Uses technology to facilitate better results
 - Keeps commitments
- #### 8. Exhibit Professional Excellence – Act as a role model for others
1. Pursues excellence with integrity, passion, and courage
 2. Sets a good example for others
 3. Shows consistency in words and actions
 4. Learns from personal and organizational

- experiences
- 5. Strives for self-improvement
- 6. Maintains composure under pressure
- 7. Earns the trust and respect of colleagues, partners, and customers
- 8. Treats others with respect

The Walt Disney Parks and Resorts Competencies

1. **Embrace Disney Heritage and Values** – Respect and communicate the heritage and traditions of our Company
2. **Promote Workforce Diversity and Inclusion** – Value, embrace, and model inclusive behaviors that support all aspects of our work
3. **Deliver Excellent Service** – Deliver magical and memorable experiences by role modeling exemplary service.
4. **Demonstrate Technical and Functional Competence** – Pursue technical/functional excellence in a specif profession or line of business

LEADERSHIP COMPETENCIES AT A GLANCE

CAST EXCELLENCE

- ✓ Demonstrate a Passion for Disney Excellence and Diversity
- ✓ Develop Effective Relationships
- ✓ Develop High-Performance Teams

GUEST SATISFACTION

- ✓ Understand our Guests/Clients
- ✓ Deliver Guest/Client Satisfaction

BUSINESS RESULTS

- ✓ Demonstrate Business Savvy
- ✓ Deliver Value-Added Results

CAST EXCELLENCE

DEMONSTRATE A PASSION FOR DISNEY EXCELLENCE AND DIVERSITY

- ✓ Leaders must show their passion for Disney by talking about it to their fellow Cast Members. They must demonstrate it with excellent work and be a role model for setting the example in the areas of leadership behaviors and the proactive public support of Diversity in all parts of our business.
- ✓ Never talk in a negative way about our Company.

- ✓ Talk a lot about "*The Disney Difference*," our *VISION*, and our *ROLE and PURPOSE*.
- ✓ Remember to be careful about what you say and do because as a leader everyone is watching you and judging you.
- ✓ Review *Disney's Great Leader Strategies* No. 9 to learn how to improve in this area.

DEVELOP EFFECTIVE RELATIONSHIPS

- ✓ The real way work gets done and important things are accomplished is through strong relationships.
- ✓ The best leaders have good one-on-one relationships and good multi-relationships.
- ✓ Focus on getting things accomplished through people and not through having to use your authority to make people do things.
- ✓ Review *Disney's Great Leader Strategies* No. 9 and *The Four Guest and Cast Expectations* to learn how to improve in this area.

DEVELOP HIGH-PERFORMANCE TEAMS

- ✓ This is the most important thing a leader can do. One smart leader cannot get the same results that a smart team can.
- ✓ Review *Disney's Great Leader Strategies* No. 2 to learn how to improve in this area.

GUEST SATISFACTION

UNDERSTAND OUR GUESTS AND CAST

- ✓ Without this understanding, you cannot make the best decisions for our Cast or Guests.
- ✓ Review the *Seven Guidelines for Cast Service for Front-Line Leaders*, the *Eight Guidelines for Cast Service for Leaders of Leaders*, and *The Four Expectations of our Guests and Cast*.
- ✓ Review your Cast Excellence results and GSM data carefully, looking for opportunities to understand our Guest and Cast.
- ✓ Review *Disney's Great Leader Strategies* Nos. 6, 8, and 10 to learn how to improve in this area.

DELIVER GUEST/CLIENT SATISFACTION

- ✓ It does not matter how smart you are or how much you know if you don't deliver what our Guests and clients want from their points of view.
- ✓ Never confuse meetings and activity with getting results. Being nice is nice. Being clear and getting results is critical. Listen to Guests and clients.
- ✓ Review *Disney's Great Leader Strategies* Nos. 4, 5, 6, 8, 9, and 10 to learn how to improve in this area.

BUSINESS RESULTS

DEMONSTRATE BUSINESS SAVVY

- ✓ To be a competent leader, you need to be competent in delivering Guest Satisfaction, Cast Excellence, and Business Results.
- ✓ Don't think of one of these as more important than another one because the only way we can be successful is to do all three.
- ✓ They must rise together. This is why leadership is hard.
- ✓ Review *Disney's Great Leader Strategies* Nos. 1, 5, 6, and 11 to learn how to improve in this area.

DELIVER VALUE-ADDED RESULTS

- ✓ At the end of the day, the best leaders deliver results that are unexpected from them and often not even realized by others as a possibility.
- ✓ These leaders look beyond the data. They think about new and better ways to do things, and they have a high ability to push through resistance and to make tough decisions quickly.
- ✓ They are clear about their expectations, which sometimes might seem by others to be unreasonable or not possible.
- ✓ They take prudent risks; and when they fail, they take the responsibility for the failure.
- ✓ They frequently do the work that moves the organization to the next level.
- ✓ They do not wait for direction. They set direction whether they have the authority or not.
- ✓ They know how to use all of the resources at their disposal to do multiple things at one time.
- ✓ Review all of *Disney's Great Leader Strategies*, *The Four Guest and Cast Expectations*, our *VISION*, and our *Role and Purpose* as starting points on how to improve in this area.
- ✓ If you are not competent, you are incompetent. There is no "kind of competent" for our leaders.

WALT DISNEY WORLD® OPERATIONS STATEMENT OF PURPOSE

"*Walt Disney World®* Operations is a proud family of diverse, talented, and *inspired* Cast Members. We are driven to create a world where we can *flawlessly* deliver magical Disney experiences to each Guest. We create *heartfelt memories* that will last a lifetime."

Because we have organized *Walt Disney World®*

Operations into one team, including all onstage and backstage areas, it was felt that a *Walt Disney World®* Operations Statement of Purpose was important to spell out specifically what Operations does that is different from other parts of our Company. This is the team that directly touches the Guest. The Operating team delivers the magic and creates the memories. This purpose provides:

- ✓ A common understanding of who we are . . . "A proud family of diverse, talented, and *inspired* Cast Members."
- ✓ What we do . . . "Create a world that *flawlessly delivers* magical Disney experiences to each Guest."
- ✓ Why we do it . . . "We create *heartfelt memories* that last a lifetime."

The word "family" in this statement means the aspects of a family that include responsibility, nurturing, teaching, health, happiness, and fun.

This statement is meant to be used to align decisions and help determine priorities for the Operations team that will deliver on the *OPERATIONS STATEMENT OF PURPOSE* and our *VISION*.

DISNEY'S GREAT LEADER STRATEGIES

"In times of drastic change, it is the learners who inherit the future. The learned usually find themselves equipped to live in a world that no longer exists."

- Eric Hoffer, U.S. Philosopher
(1902-1983)

Disney's Great Leader Strategies was developed in 1995 as a resource to help leaders understand what leadership looks like from those being led. It provides 11 strategies that, if studied, internalized, practiced and taught, will make *YOU* a better leader and our organization stronger. It provides a common-sense document to develop performance improvement plans for leaders that range in performance rating from Unsatisfactory (U) to Clearly Outstanding (C).

The theory here is that everyone can get better, even the "*Great Leaders*." When these strategies are practiced, our three critical success factors of Guest Satisfaction, Cast Excellence, and Business and Operational Results all rise. It provides ways to measure the performance of an individual in each strategy, and it provides recommended resources and reading material to improve performance.

We know that great leadership at all levels is the "silver bullet." We know that we can't achieve great

results without "Great Leaders."

DISNEY'S GREAT LEADER STRATEGIES

(available on the *Walt Disney World*® Intranet)

- 1) Foster an Inclusive Environment.
- 2) Design your organizational structure for success . . . "break the mold."
- 3) Make sure you have the right people in the right jobs.
- 4) Ensure that Cast Members are knowledgeable about their jobs.
- 5) Make dramatic leaps in Guest service.
- 6) Implement effective, structured processes for getting work done.
- 7) Explore, probe, and know what is going on in your organization and act upon that information.
- 8) Actively observe and react to the performance of your direct reports—take time for recognition, coaching, and counseling.
- 9) Expand and act upon knowledge and experience of the best service available anywhere.
- 10) Partner effectively and successfully with staff and other cross-functional partners.
- 11) Demonstrate a passionate, professional commitment to your job.
- 12) Understand and demonstrate mastery of business fundamentals.

The *Disney's Great Leader Strategies* can teach you those common-sense things that "Great Leaders" do that set them apart from the rest. Our Guests and fellow Cast Members deserve "Great" leadership. We are counting on YOU to be a "Great Leader."

SUMMARY

"**What** we do and **How** we do it" are really important. What we do at the *Walt Disney World*® Resort is very special. As the most famous, most visited vacation destination in the world, we have no peers.

Our product, our ambience, and our Cast make up something that no one has been able to replicate—and many have tried.

Our Cast is our competitive advantage without a doubt. Our leadership is the "silver bullet" that provides leadership in a way that *INSPIRES* all of us to perform our individual roles every day the very best we are capable of.

"Great Leadership" and Cast involvement are the two things that ensure we always exceed our Guests' expectations . . . and make this a wonderful place for all who work here as well.

ALL leaders have the responsibility to understand and

practice these foundational concepts to the best of their ability every day, as they make decisions . . . and to teach them to the Cast through formal instruction, as well as setting the ultimate example as leaders at all times.

For a clearer understanding of these foundational concepts, they are explained through storytelling, Guest letters and comments, and letters from the Cast in **The Main Street Diary** every week. If you have not read previous copies, go back and pull them up on the *Walt Disney World*® Intranet. You can access them from the home page by clicking on **The Main Street Diary**, and then click on "Archives" at the top of the page in the Table of Contents.

There is also a tape I recorded called *Inspiration--The Real Work of Leaders* and a tape on *Disney's Great Leader Strategies* that explain these foundational concepts in more detail using stories to make the points memorable.

The stories, letters, and comments from the Cast and our Guests are powerful and will make you feel *great* about what you do and make you proud of our organization.

One thing I know for sure is that every single Cast Member is critical to achieving our *VISION*, so remember that:

"A leader's role is to do what has to be done, when it has to be done, in the way it should be done, whether you like it or not."

This simply means to "**DO THE RIGHT THINGS.**" . . . Lee

PS: Someone recently told me that this is all too complicated and too much for our leaders to understand. I believe that everything is hard until it's not hard anymore.

For years I did not fully appreciate these wonderful foundational concepts. They were often just words on a page or a new memo flying by. These concepts were not explained properly so that I knew what I was supposed to "DO" with them. The call to action was not there.

When I started spending more time with Cast Members and Guests, listening to them . . . and more time experiencing the product . . . and more time reading Guest letters, something started to happen; and one day I woke up and got it. The light came on for me!

This stuff is not hard anymore because I decided to

get into it and find out what was in there, and I want to tell you this: You need to get in here with me as soon as possible because it is really beautiful in here . . . and once you see it, you will know for sure that what we do is create dreams, make memories, make fantasy real and reality fantastic for not only our Guests and *cherished friends*, but for ourselves as well. . . . Lee

Lee Cockerell
Executive Vice President, Operations
Walt Disney World® Resort