# Ritz-Carlton *Gold Standards* of Customer Service



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#### Our conversation today

- ► A recent experience
- ► The Ritz-Carlton Model
- ▶ 12 Service Values
- ▶ What are we going to do differently tomorrow?



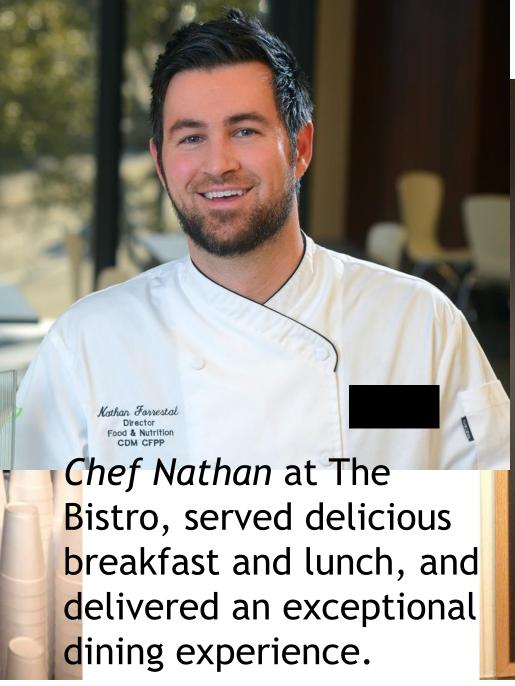
#### My recent experience...

Our first impression was a very warm and sincere greeting from the valet attendants.

...and valet parking was complimentary.







happy will make Others happy too."

- Anne Frank



Harold made the best white chocolate mocha, and served it with a warm and sincere greeting.

Joyce and Jennifer were the most accommodating concierge coordinators and called us by name.





Cory Countryman,
Chief Executive Officer

The leadership walks its talk and enlivens the culture.





Thank you for choosing Walnut Hill Medical Center as the place for you or your family to receive care. We pride ourselves on our goal to provide high quality, patient-centered care. If you have any questions or feedback, please feel free to contact me.

Cay Countrymer

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Chief Executive Officer
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Scott, Surgical Services Director Amy, O.R. Buyer Carmen, Surgical Services

Celina, Bistro Cashier Carmen, Surgical Services Brandy, RN (surgical prep)





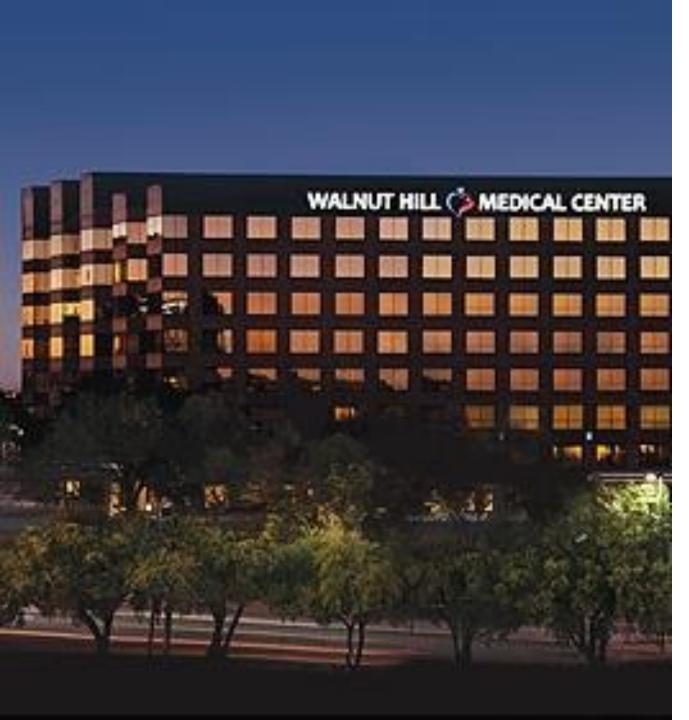
Laura, Nursing Student Monica, RN Lottie, RN

Dr. Patel ésiologist Anesthésiologist

Christine Aurse







All employees are trained to provide six *WE CARE* steps for communication and interactions with patients:

- Warm welcome and personalized greeting
- Empathize
- Communicate and connect
- Address the patient's concerns, questions and needs, both expressed and unexpressed
- Resolve and reassure
- End with a fond farewell

Human beings taking care of other human beings.



### THE RITZ-CARLTON® HOTEL COMPANY, L.L.C.

#### **Definitions**

- ► Credo philosophy, doctrine, formula of belief
- ► Motto a sentence, phrase, or word expressing the spirit, purpose, or guiding principle of an organization, and often inscribed on a badge, banner, etc.
- Service an act of helpful activity
- ► Basics something that is fundamental; an essential ingredient, principle, or procedure

#### The Ritz-Carlton Credo

- The Ritz-Carlton is a place where the *genuine* care and comfort of our guests is our *highest* mission.
- ► We *pledge* to *provide* the *best service* and facilities for our guests who will always enjoy a warm, relaxed yet refined ambience.
- ► The Ritz-Carlton *experience* enlivens the senses, instills well-being, and *fulfills* even the *unexpressed wishes* and *needs* of our guests.



### The Ritz-Carlton Motto

We are

Ladies and Gentlemen serving

Ladies and Gentlemen.

Practice teamwork and lateral service to create a positive work environment.

#### Three Steps of Service

- 1. A warm and sincere greeting use the guest's name
  - --No one ever heard a better word spoken than their own name.
- 2. Anticipation and compliance with guest needs
  - --Room attendant sees the champagne is in a container with mostly melted ice and immediately returns with ice
- 3. Fond farewell give guests a warm good-bye and use their names

#### The Ritz-Carlton Basics

#### **GROUP ACTIVITY**

Study 1 of the 19 Basics and share how you currently practice it or will implement it in your office or organization.

- ► Read the list and where it says 'Ritz-Carlton' change that to your *department* or *district*.
- ► Change the word 'guest' to employee, applicant, student, parent, or volunteer.
- ► The list of 12 starts with a declaration of the corporate (district) mindset that you (the employee) are proud TO BE Ritz-Carlton (insert district or department name).
- ► The brand, the experience, IS YOU!

- 1. I build strong relationships and create Ritz-Carlton guests for life.
- 2. I am always responsive to the expressed and unexpressed wishes and needs of our guests.
- 3. I am empowered to create unique, memorable and personal experiences for our guests.
- 4. I understand my role in achieving the Key Success Factors, embracing Community Footprints and creating The Ritz-Carlton Mystique.

- 5. I continuously seek opportunities to innovate and improve The Ritz-Carlton experience.
- 6. I own and immediately resolve guest problems.
- 7. I create a work environment of teamwork and lateral service so that the needs of our guests and each other are met.
- 8. I have the opportunity to continuously learn and grow.

- 9. I am involved in the planning of the work that affects me.
- 10. I am proud of my professional appearance, language and behavior.
- 11. I protect the privacy and security of our guests, my fellow employees and the company's confidential information and assets.
- 12. I am responsible for uncompromising levels of cleanliness and creating a safe and accident-free environment.

- ► These are reviewed continually.
- ▶ It's not enough to have an orientation meeting, give the employee the manual, and think the job is done.
- ▶ Daily focus is paid to one of these service values.
- ▶ Without this the Ritz-Carlton is just another luxury brand chain, defining itself by the facilities, the amenities, the plushness of the bed.
- ➤ Years ago the decision was made to *OWN the niche of GUEST SERVICE*, and to have their brand defined by that. All else will follow.

- ► The Ladies and Gentlemen at The Ritz-Carlton *live the* Service Values.
  - A commonly used phrase is: "That's not Ritz-Carlton." This is not used to police colleagues. Rather it's used to invoke a common goal of upholding a culture that is maintained, preserved and enlivened by every employee.
- When we have a well-articulated culture that is enlivened, we will find more clarity and unity within our organization, and we will set ourselves up for greater success.

"Your culture must be enlivened every day. It's not enough to talk about your organizational culture..."

Diana Oreck, Vice President The Ritz-Carlton Leadership Center

- ► We must find a way for our culture to go from employees' heads to their hearts.
- ► When employees internalize the culture they then "live" the culture consistently.
- ► We know we have a timeless culture when the leader moves on, but the culture lives on.

- 1) Is our culture visible?
- ▶ At The Ritz-Carlton, every employee has a Credo Card that includes:
  - ► The Credo
  - ► The Motto
  - ► The Employee Promise
  - ► Three Steps of Service
  - ► The Service Values
  - ► The Pyramid with the Key Success Factors, Mission and Vision of The Ritz-Carlton
- ▶ Posters of the Motto, Credo, and Employee Promise are posted at every hotel.

- 2) When are new employees introduced to our culture?
- New employees at The Ritz-Carlton learn about the mission, vision and values throughout orientation.
- ► They're given Credo cards on the first day and are asked to memorize the Credo.
- ▶ On the third day of orientation, new employees are asked to recite the Credo in front of the group.

- 3) Do our employees talk about we or us vs. them?
- ▶ Do our employees feel like administrators and the front line are working together to fulfill our mission?
- Or do our employees feel a disconnect?
- ▶ 2 Service Values that foster a collaborative atmosphere:
  - 1. "I am involved in the planning of the work that affects me."
  - 2. "I create a work environment of teamwork and lateral service so that the needs of our guests and each other are met."

- 4) Do employees understand their role in upholding our culture?
- ► The Service Values at The Ritz-Carlton establish accountability because they all start with "I."
- ► The Service Values carefully and concisely spell out each person's role in enlivening and living the culture of The Ritz-Carlton.

#### 5) Are our employees engaged?

- ► The Ritz-Carlton not only measures employee engagement, but also conducts follow-up meetings to ensure that any shortcomings are being addressed.
- ▶ When employees see that their feedback results in improvements, they feel valued.
- ► This makes employees more vested in our organization and more committed to upholding our culture.

#### 6) Is leadership walking its talk?

- ▶ One of the primary ways that The Ritz-Carlton enlivens its culture is through a morning meeting called *Daily Line-up*.
- ► This meeting happens at every Ritz-Carlton around the world.
- ► All leaders, including Hervé Humler, the President and Chief Operations Officer at The Ritz-Carlton participate in this daily meeting.

- 7) Do employees know the difference between their function and their purpose?
- ► The Ladies and Gentlemen the employees of The Ritz-Carlton understand that their highest mission is the "genuine care and comfort of our guests."
- ► Their job function may be bellman, desk clerk, or housekeeper, but their purpose is to provide legendary service.
- Having a common purpose unifies our team and strengthens our culture.

- 8) Does management create strategic plans without employee input?
- Each year, The Ritz-Carlton creates a SWOT (Strengths, Opportunities, Weaknesses and Threats) that feeds into the strategic plans.
- ► The Ladies and Gentlemen all participate in this SWOT process.
- ► This collaboration reinforces that we are all responsible for the maintenance and development of The Ritz-Carlton.

- 9) When creating long-term plans, does our organizational culture impact decisions?
- When The Ritz-Carlton develops long-term plans, the Key Success Factors (the five goals that they focus on to support their culture and brand) guide the decisionmaking process.
- ► The Ladies and Gentlemen are encouraged to weigh every decision against the Key Success Factors to ensure that the organization remains true to its mission.

- 10) When we open a new school or department, how is our culture being shared at the new location?
- When The Ritz-Carlton opens a new hotel, Hervé Humler, the President and COO at The Ritz-Carlton, or Bob Kharazmi, Global Officer, Worldwide Operations at The Ritz-Carlton Hotel Company, LLC fly to the new hotel and introduce the culture to the new employees.
- ► They believe that the best way to maintain a strong culture is to have the founders share the inspiration and impetus behind the culture.

## What will we do differently tomorrow?

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