

## CASE STUDY:

### Know the ‘new and different’; then inspect.

Managers all too often fail to inspect the implementation of new behaviors. This inspection is a key difference between success and failure.

“The greatest enemy of communication is the illusion of it.”

– Pierre Martineau

Consider Cindy, the Operations Manager at a small hotel. She recognized the opportunity to increase the speed of check-in for guests, which would ultimately improve overall guest satisfaction. She had full confidence her plan would take her team to a new level. She called a meeting to communicate the plan with conviction. Most of the employees nodded their heads in agreement and “got on board”. This was the moment her plan was at the greatest risk.



What happened to Cindy is all too common among managers. Cindy failed to realize that less than half of the people in the meeting actually heard what she said. Too much unfamiliar lingo was used and many wondered when the meeting would end so they could get back to the many other tasks waiting for them. Of the other half that heard what Cindy said, only a few knew how the plan applied to their job functions. Of the small group that understood how their actions would impact the plan, only a handful actually went back to their desks and implemented the new behaviors to move the goal forward. Her plan ultimately cost more to implement and the desired results went unrealized. Here’s what Cindy learned and improved:

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**Clearly communicate the desired result.** One effective way is to share the current state, desired state, and value of the difference. For example, Cindy studied 100 guest check ins. She found that check-ins under 4 minutes had the highest overall guest satisfaction. She set 4 minutes as the desired state, shared that 14 minutes was the current state. The value of the difference would close the gap between their current and target guest satisfaction scores.

**Ensure everyone knows the behavior to implement, then inspect for execution.** Cindy trained her direct reports and then they modelled the behaviors until proficient. Those direct reports then trained front-line employees, inspected behaviors through observation, and tracked results to ensure positive gap closure to target. She also implemented feedback from front-line employees who found even more effective behaviors to increase check-ins.

# PUT IT TO WORK...

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What's your Next Big Project or Initiative?	Who are the key stakeholders	What's the Current State, Desired State, and Value of the Difference?	What's your Communication Plans	How will you inspect results are delivered on time and on budget?
<i>Increase Guest Satisfaction through faster check-in.</i>	<i>My team: Dale, Zander, Tommy.</i>	<i>Current State: 14 minutes Desired State: 4 minutes Those ten extra minutes equate to 10 points on the Guest Sat scores, which would put us 1 point above goal.</i>	<i>Review during weekly 1:1s with each team member to gain feedback, improvement ideas, and buy-in. Review during team, group meeting, set timelines, etc.</i>	<i>I will conduct indirect observations and job shadow team members next week. I will demonstrate the desired three behaviors, model, and show my scores and expect team members to be proficient by end of week.</i>