



How to Really Build Teamwork: Getting Everyone on the Same Page of Service

We've recently explored how you can help build teamwork and, consequently, cause your team to deliver service excellence! Getting everyone on the same page is not that difficult, if you actually have a page to get on. The challenge is creating that "page"—a page that everyone can then begin to read from together!


The process begins by identifying the most important values of your organization. What do you—the leader—see as non-negotiable when it comes to guest service and hospitality levels? How do you want team members to treat one another before they even think about taking care of their guests?

Below are several elements to help you write the first draft of this "Same Page" document! Remember it's all about helping team members understand expectations and making them accountable. Keep it short and simple. This will help you communicate your service philosophy and also make it easier to form a team around the concept. Think of this one pager as an introduction to the

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play book that a football team would use to execute their game plan.


A one-pager should include:

- Service vision. What does the picture of service excellence look like for every employee?
 - Shared understanding of service standards. List your specific service expectations.
 - Level of commitment you will hold team members accountable for delivering on the picture you've created.
 - Clear understanding that everyone is treated the same way... **fairness** is the key word here!
 - Belief that everyone shares in the reward. Everyone has a seat at the celebration table!
- First Step:** Take a look at your existing company policies and even the training materials that you have developed. In between the lines, you will likely find the important words that will help you write the first draft of your one-pager! 

By **Ron Yudd**

Put It To Work

It's critical to understand the difference between "external" and "internal" marketing. What you do externally to attract guests — from newspaper ads to TV and radio spots — isn't nearly as important as what you do internally to get them to come back. Before you waste money on external-marketing schemes, you should invest an equal, if not greater amount, on solidifying your internal marketing, whose principal components are the quality of guest service your staff provides and the marketing message you communicate to guests while they're right there with you.

It's impossible to build repeat business if you're in the habit of building up guests' expectations, only to pull the rug out from those expectations once you get the guests in the door. Your success rides on your staff's ability to exceed the "Great Expectations" of guests entering your operation. You can start by delivering — over-delivering, in fact — on the promises made in your marketing materials. 


Excerpted from **Slam Dunk Marketing: From Rim Shots to Results**, Red Book Solutions. Call **800-207-8140** to order or see more at www.RedBookSolutions.biz/F5410.html.

Training Tip

Team meetings give you an opportunity to train, to coach and to inform. Whether it's a brief pre-shift meeting or a longer session, your role as the facilitator is to define objectives for the meeting and manage the time and discussion to ensure those objectives are met.

Recognize that different people learn in different ways. If you're presenting complicated material such as detailed product knowledge for a new line of specialty drinks, be sure you offer it in a variety

of ways. Describe the new products for those staff members who learn through listening, and hand out a job aid with all the necessary information for those who learn best by seeing the information written down.

To resist tangents, use a white board or flip chart to create a meeting "parking lot." This allows important off-the-topic discussions to be tabled, but not forgotten. Be careful not to treat the parking lot as simply a formality. End the meeting with a review of the to-dos and parking lot items. 

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