1) DESIGN YOUR ORGANIZATIONAL STRUCTURE FOR SUCCESS...BREAK THE MOLD

☐ Be an organizational architect.

☐ Be willing to re-create the structure and change whole approach if needed.

☐ Individuals should have clear responsibility, authority and accountability within the scope of their role.

☐ No one should be able to "hide" in the structure.

☐ Structure should expedite taking care of Guests, responding to Cast needs and making business decisions.

☐ Structure should expedite the communication process.

☐ Determine number of meetings needed to keep operation running.

☐ Scrutinize number of layers within the structure.

1 Determine reasonable ratios of management to hourly Cast.

☐ Evaluate/change number of direct reports per executive, managers, etc.

2) MAKE SURE YOU HAVE THE RIGHT PEOPLE IN THE RIGHT JOB

☐ Understand the deliverables for each job.

☐ Create challenging jobs. Expand your thinking about people's capabilities. Don't just hire for job.

☐ Make sure the candidates have the technical, leadership and management needed to run the business or perform well in their job.

☐ Assess the whole system when you hire for one job - "right fit" talent.

☐ Think about the qualities of a perfect candidate...how would they look?

☐ Hire the best, not the best available.

☐ Hire by talent, not by resume'.

☐ Perform a thorough evaluation of people - utilize all the resources and tools available, i.e. PRAXIS, Gallup Profiles, Profit and Loss comparisons, etc.

☐ Talk with people who have worked with candidate in their last and current position.

☐ Visit and observe the operation they currently manage.

☐ Quiz people on their knowledge.

☐ Have people actively demonstrate their expertise.

☐ Consider how the person will blend with the current team members.

☐ Make "hard" decisions to remove/recast "wrong fit" talent.
3) ENSURE CAST MEMBERS ARE KNOWLEDGEABLE ABOUT THEIR JOBS

☐ Ensure that expectations are clearly understood.
☐ Cast Members should know how to spend their time.
☐ Cast Members should know where to be at the right times.
☐ Cast Members should know the business, the strengths, and the opportunities for improvement.
☐ Cast Members should know how to satisfy/exceed the Guests’ expectations.
☐ Management should be actively involved in coaching and educating the Cast.
☐ Ask yourself, “Are Cast Members training managers or vice versa?”
☐ You must have a clear, well developed training process.
☐ Develop people and have a track record for people you have developed, for consideration in promotions.
☐ Have a clearly defined process for keeping the Cast up-to-date on information.
☐ Gain knowledge/understanding of key processes of the overall business, not just those within your span of control.
☐ Conduct pre-shift/start-of-day meetings.

4) MAKE DRAMATIC LEAPS IN GUEST SERVICE

☐ Experience our product frequently as a Guest.
☐ Role model exemplary Guest Service.
☐ Talk to Cast about what it will take to continuously make dramatic leaps in Guest Service.
☐ Understand what “World Class Service” is from a Guest’s perspective. Visit places known for excellence in service. (Ritz Carlton/Federal Express, etc.)
☐ Explain, train and support Cast in Service Recovery procedures.
☐ Make time on your calendar for “in-costume” experiences.
☐ Read Guest letters on a regular basis and respond personally.
☐ Train Cast in all aspects of Guest Service.
☐ Strive for 100% Guest Satisfaction and ensure that everyone on your team knows it’s expected.
☐ Host informal social sessions with Guests. Invite other executives to participate. Share the information.
☐ Have the right team in place who understand Guest Service and can immediately correct Cast performance, when needed.
☐ Demonstrate zero tolerance for anything but great Guest Service.
☐ Look for new ways both internally and externally, to better your best effort each day.
5) IMPLEMENT EFFECTIVE STRUCTURED PROCESSES FOR GETTING WORK DONE

- Identify the process problems and opportunities for improvement in your operation and act quickly to address and change processes.
- Ask the people doing the work to champion and administer improvement processes.
- Look for a resolution to, rather than the culprit of the problem (what vs. who). Spend time resolving rather than researching.
- Take care of Guest feedback on your own rather than delegate it to someone further down on the chain of command.
- Implement processes that “work”, from the Cast point of view.
- Check new processes three or six months later. Has it “taken” or reverted back to where it was before?
- Scan weekly reports for new ideas.
- Ask “why” more often. Why do we do that? Elevate questions and ideas to the highest level needed to accomplish the task.
- Conduct regular Stop/Start/Continue discussions around current practices.
- Involve yourself in industry-related associations and read industry-related publications. Explore new approaches.
- Keep up-to-speed on what others are doing (internal, external) to improve processes.

Examples of processes/Improvement opportunities
- Administrative work
- Dealing with non-performers
- Signature authority
- Reprimands
- Payroll
- Clocking in/out

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

- Establish comfortable relationships where people at any level feel comfortable discussing an issue or topic with you.
- Everyone should be equal from an opinion standpoint and have access to management at all levels. Be accessible.
- Know you’re not isolating yourself within the organization.
- Regularly spend time with direct reports discussing people, projects, processes and profitability.
- Insist on deadlines and due dates and hold people to them.
- Be visible in the work area. Visit break rooms and informally talk with the front line Cast. Listen intently, gather and share key information.
- Hold breakfast, lunch, or dinners (or other forums) on a regular basis to learn what’s really going on.
- Look beyond the surface appearance of reports, comments, and feedback. Develop skill of reading between the lines.
- Follow through on ideas and concerns people share with you.
- Demonstrate care, consideration, respect, sensitivity and confidentiality; keep your word.
- Effectively utilize Circles of Excellence.
- Schedule your priorities - plan your day.
- Observe your operation from the Guest and Cast’s point-of-view, regularly.
- Experiment with new concepts for 30-60-90 days and monitor results.
7) ACTIVELY OBSERVE AND REACT TO THE PERFORMANCE OF YOUR DIRECT REPORTS -
TAKE TIME FOR RECOGNITION, COACHING AND COUNSELING

☐ Always notice performance, positive or negative, and provide feedback to your Cast.

☐ Coach and train Cast on better ways to perform their job.

☐ Actively and visibly role model great performance.

☐ Publicly and privately recognize improved/great performance. Team should know what great
performance/performers look like.

☐ Don’t tolerate poor performance, or ignore performance issues.

☐ Counsel and discipline non-performers. Weed out consistent non-performers.

☐ 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.

☐ Make a point of remembering a person’s name and a “thank you”. They are powerful. Use both.

☐ Actively and visibly participate in recognition processes.

☐ Participate in, and be visible at Cast Member events.

☐ Ask for, and offer help.

☐ Expand your sphere of influence at all levels.

☐ Work toward making adversaries your partners.

☐ Focus on collaboration, rather than conflict, in problem-solving.

☐ Great leaders have good one-on-one relationships and good multi-relationships.

8) EXPAND AND ACT UPON KNOWLEDGE AND EXPERIENCE OF THE BEST SERVICE AVAILABLE ANYWHERE

☐ Consistently ask, “Do I have the best service in the business?”

☐ Know what the best service looks like. Know how to apply it.

☐ Expose yourself to the best - reflect on it, then act on it.

☐ Stay current with industry/business trends.

☐ Take sabbaticals; go on best practice trips. (Ritz Carlton, Federal Express, Johnny Rockets,
Home Depot, etc.)

☐ Keep up with the pace of change in your industry.

☐ Participate in professional networking.

☐ Read the Disney Best Practices Bulletin Board. Share and use the information you find.

☐ Look at ways to apply new concepts to your operation.
9) PARTNER EFFECTIVELY AND SUCCESSFULLY WITH STAFF AND OTHER CROSS-FUNCTIONAL PARTNERS

☐ Be available for people.
☐ Work together to make meetings happen in a timely way.
☐ Show timely progress and resolution of projects in a quality manner, satisfying the goals and objectives.
☐ Live up to commitment to partners.
☐ Return phone calls, cc:Mail, pages, etc.
☐ Get back to people when they ask you about issues.
☐ Don't avoid conflict and confrontation on tough issues. Stand up for what is right for Guests, Cast, and business.
☐ Have the courage to fight the right battles.
☐ Create relationships where you don't have them.
☐ Be open-minded and flexible.
☐ Welcome input and constructive feedback.
☐ Ask for, and offer help.
☐ Expand your sphere of influence at all levels.
☐ Work toward making adversaries your partners.
☐ Focus on collaboration, rather than conflict, in problem-solving.
☐ Great leaders have good one-on-one relationships and good multi-relationships.

10) DEMONSTRATE A PASSIONATE, PROFESSIONAL COMMITMENT TO YOUR JOB

☐ Make sure your job is something you love to do.
☐ Be an eternal optimist about what you CAN do for the business.
☐ Demonstrate personal ownership.
☐ Have a positive attitude.
☐ Be excited about coming to work vs. excited about leaving.
☐ Spend the right amount of time, in the right ways, on the job.
☐ Spend enough time on the job (earlier, later, day, night, third shift, Saturday, Sunday).
☐ Get people focused on “the goal.”
☐ Find ways to break the monotony and routine for people. Create elements of surprise. Lighten the workplace environment for people.
☐ Spend time with Guests.
☐ Deal personally with “the worst Guests in the world.”
☐ Experience our product frequently as a Guest.
☐ Interact with Guests via in-costume work experiences.
☐ Do the right things for the right reasons.
☐ Hold people responsible for performance and results.
☐ Pay attention to high performance Cast Members.
☐ Walk the operation teaching, coaching, counseling.