

28 POINTS TO ACHIEVING QUALITY HOSPITALITY MANAGEMENT

by Jeff Coy, ISHC

Special Report

What is quality? First, I studied how IBM, a manufacturer, won the national quality award. Then I applied those concepts to the service industry. When Ritz Carlton won the Malcolm Baldrige award, I listened to Horst Schultze talk about how they were reducing employee errors to fewer than 67 per one million customer transactions. I listened to hospitality consultants Linda Novey-White and Judy King talk about customer service concepts. I asked John Coolidge to show me how his SQS could track hotel customer satisfaction fast and affordably.

You can't achieve quality hospitality management by reducing it to one of David Letterman's Top 10 Lists, but it can put you in the right frame of mind. I went back to review 28 points espoused by quality forerunners Edward Deming and Philip Crosby. Then, I rewrote them for the hospitality industry. If you manage a hotel or a hotel company, here's my 28 Points for Achieving Quality Hospitality Management to get you in the right mind set:

1. TELL EVERYONE CONSTANTLY THE PURPOSE OF YOUR BUSINESS: *Tell them what business your hotel is really in and why.*
2. ASK EVERY EMPLOYEE TO PLEDGE THEIR ALLEGIANCE: *Ask every employee constantly to state the purpose of your hotel and business philosophy.*
3. STOP CORRECTING MISTAKES: *Redesign the system. Do it right the first time!*
4. DON'T DO BUSINESS WITH THE LOWEST BIDDER: *Price isn't everything!*
5. IMPROVE CONSTANTLY THE SERVICE DELIVERY SYSTEM:

Always make it better.

6. START IMMEDIATE TRAINING ON THE JOB: *People learn best by doing.*

7. DEFINE LEADERSHIP AND MAKE LEADERS: *Leaders make things happen.*

8. CREATE AN ENVIRONMENT WITH NO FEAR: *It's OK to make a mistake if you learn something from it.*

9. TEAR DOWN THE WALLS AND BARRIERS BETWEEN DEPARTMENTS: *Put everybody together so everybody can see and hear what everybody is doing.*

10. FORGET ABOUT EMPTY SLOGANS AND NUMBER GOALS: *Just focus on delivering better service and total customer satisfaction.*

11. DON'T MANAGE BY OBJECTIVE: *Ask customers what's important. Do what is important to customers. Ask them how well you performed. Then do it better.*

12. RESTORE THE PRIDE OF SERVICE: *Catch employees in the act of doing something right. Publicly praise those bright moments of truth. When mistakes happen: Privately, ask employees how dull moments can be made brighter.*

13. PUT A HIGH VALUE ON LOVE OF LEARNING: *Start now a vigorous program of education and self-improvement. Share new things youve learned!*

14. PUT EVERYONE IN CHARGE OF CREATING THE MAGIC: *Repeat the pledge of allegiance: "I am personally responsible for delivering positively outrageous service and creating satisfied customers."*

15. MAKE IT CLEAR TO EVERYONE WHERE YOU STAND ON QUALITY.

16. FORM TEAMS TO FOCUS ON AREAS THAT NEED IMPROVEMENT: *Give them a problem and ask them to solve it. Then, get out of the way!*

17. MEASURE AND GRAPH PROBLEMS THAT ARE OUT OF CONTROL: *Ask employees to evaluate objectively and suggest corrective action.*

18. DEFINE THE COST INGREDIENTS OF MISTAKES AND DEFECTIVE SERVICE: *Explain what costs can be eliminated by doing it right the first time. Develop this into a management tool.*

19. RAISE THE QUALITY AWARENESS OF ALL EMPLOYEES: *Focus their concerns on achieving your brand's quality standards. Focus their efforts on improving your hotel's quality reputation.*

20. RESOLVE FOREVER THE PROBLEMS THAT ARE IDENTIFIED: *Don't just correct the problem. Redesign the system so the problem won't happen again.*

21. PLAN AND ACT TO ELIMINATE ALL MISTAKES: *Strive for perfection.*

22. SET A DATE WHEN THE SYSTEM WILL WORK PERFECTLY: *Work to that day.*

23. DEFINE THE TRAINING EVERY EMPLOYEE WILL NEED TO MAKE THE SYSTEM WORK PERFECTLY: *Teach, demonstrate and continuously measure improvement.*

24. ASK EMPLOYEES TO SET PERSONAL AND TEAM GOALS FOR IMPROVEMENT: *Convert their pledges and commitments into actions. Measure their progress. Praise their positive efforts. Reward their achievements.*

25. OPEN YOUR DOOR AND MAKE IT EASY FOR EMPLOYEES TO TALK WITH YOU: *Ask them what difficulties they face in keeping their pledge to improve. Help them remove those barriers.*

26. APPRECIATE EMPLOYEES WHO PARTICIPATE IN QUALITY IMPROVEMENT: *Give praise and public recognition for personal and team improvement.*

27. CELEBRATE EVERY LITTLE SUCCESS WITH EVERYONE: *Bring people together to share quality improvement and customer satisfaction ratings.*

28. KEEP IT GOING: *The quality improvement process is continuous.
Always ask yourself: How can we make it better?*

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