

Infusing Hospitality Principles to Improve Service Delivery

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Program Overview

- ❖ Hospitality principles and how they can be applied to senior services
- ❖ Challenges of delivering extraordinary service to older adults
- ❖ Behaviors that define a Service Champion
- ❖ Service within, creating a culture of service

YOU Make a Difference

Think about your touchpoints—*What specific encounters do you have each day to provide amazing service?*

These are *opportunities*.

These are situations in which you can create a memory for a resident, family member, a colleague.

I. Five Principles of Hospitality

Your members, residents – think of everyone you encounter as someone who matters– your customer
“SERVICE is the rent we pay for living . . .”

(1) Know your Customer

What would make THIS customer say your service was “**fabulous**”??

Apply Curious Discovery to Avoid Assumptions – Observe!

- ❖ Does she have a favorite piece of jewelry, or watch, or shoes?
- ❖ Who is her closest friend in your senior community?
- ❖ What activities make her smile?

(2) Make Someone Feel Special

Think about service as an **emotional experience**.

- ❖ How do you want your customer to **FEEL**?
- ❖ What service experiences have YOU had that left you with positive and memorable emotions?

Personalize Service:

You serve older adults.

What are their special characteristics, and how does that affect the way you provide service?

Develop Relationships:

“My” cook, “My” caregiver, “My” physical therapist. Relationships are especially important during Covid. Examples?

(3) Make Service Distinctive – Your Goal is to “Delight”!

- ❖ Be creative! Have FUN!!
- ❖ Make a memory for someone
- ❖ Online/Covid requires resourcefulness

(4) Focus on the PLACE Where Service Occurs

- ❖ Not fancy; focus on comfort, safety
- ❖ The “third place” in restaurants

(5) Service *Recovery* is an Opportunity – Don’t Miss It!

- ❖ Take ownership of any service challenge
- ❖ Service recovery can strengthen loyalty

II. Challenges of Delivering Extraordinary Service to Older Adults

(From pre-program survey responses—thank you!!)

A. Delivering Service Virtually in the Time of Covid

- Encourage families to help prepare loved ones, instill positive attitudes
- Older adults need extra assistance: Buddies
- Maintain “service” attitude; not “my job,” but “my pleasure”
- Help older adults keep track of events
- Explore technologies (Alexa, virtual reality, robots, chatbots, iN2L)
- Nonverbal communication particularly important when remote/on line
- Don’t try to accomplish too much in virtual classes – 45 minutes max

B. Challenges of Calming a Difficult Customer

(from pre-program survey)

- Find a role model – who does this well?
- Stay calm
- Give choices whenever possible
- Try to de-escalate confrontation by focusing on the goal
- Repeat anything that you can agree on
- Redirect focus to something positive
- Come back later

III. Service Champion: Key Characteristics and Behaviors

Think about the people you know and work with.

Who would be your role model for service excellence—someone you consider a “Service Champion?”

*What **specific skills or characteristics** set them apart??
(These traits are often difficult to achieve through “training”)*

Characteristics of a Service Champion

Review the following list of 15 items and determine:

- 1) Which 3 characteristics are ***among the most important*** in your particular service environment?
- 2) Which 3 characteristics ***describe you best***?
- 3) Which characteristic ***would you like to develop*** further?

CHARACTERISTICS OF A SERVICE CHAMPION

1. **Courage** – act on their convictions, even if their position is not always popular
2. Openness – listen and consider a wide variety of ideas and perspectives
3. Flexibility – readily adapt to changing circumstances
4. Positive affect – take a positive approach
5. Enthusiasm – demonstrate high energy and motivation
6. **Proactive orientation** – take action to resolve issues or solve problems
7. **Resilience** – aren't easily discouraged
8. Self-efficacy – believe that they can be effective
9. Genuineness – communicate warmth and compassion
10. Trustworthy – are respected and trusted
11. **Emotional stability** – act consistently and fairly
12. **Internal locus of control** - take personal responsibility for their actions and decisions
13. High self monitor – are aware of how their behavior affects others
14. **High emotional intelligence – are sensitive to emotional meanings-- LISTEN**

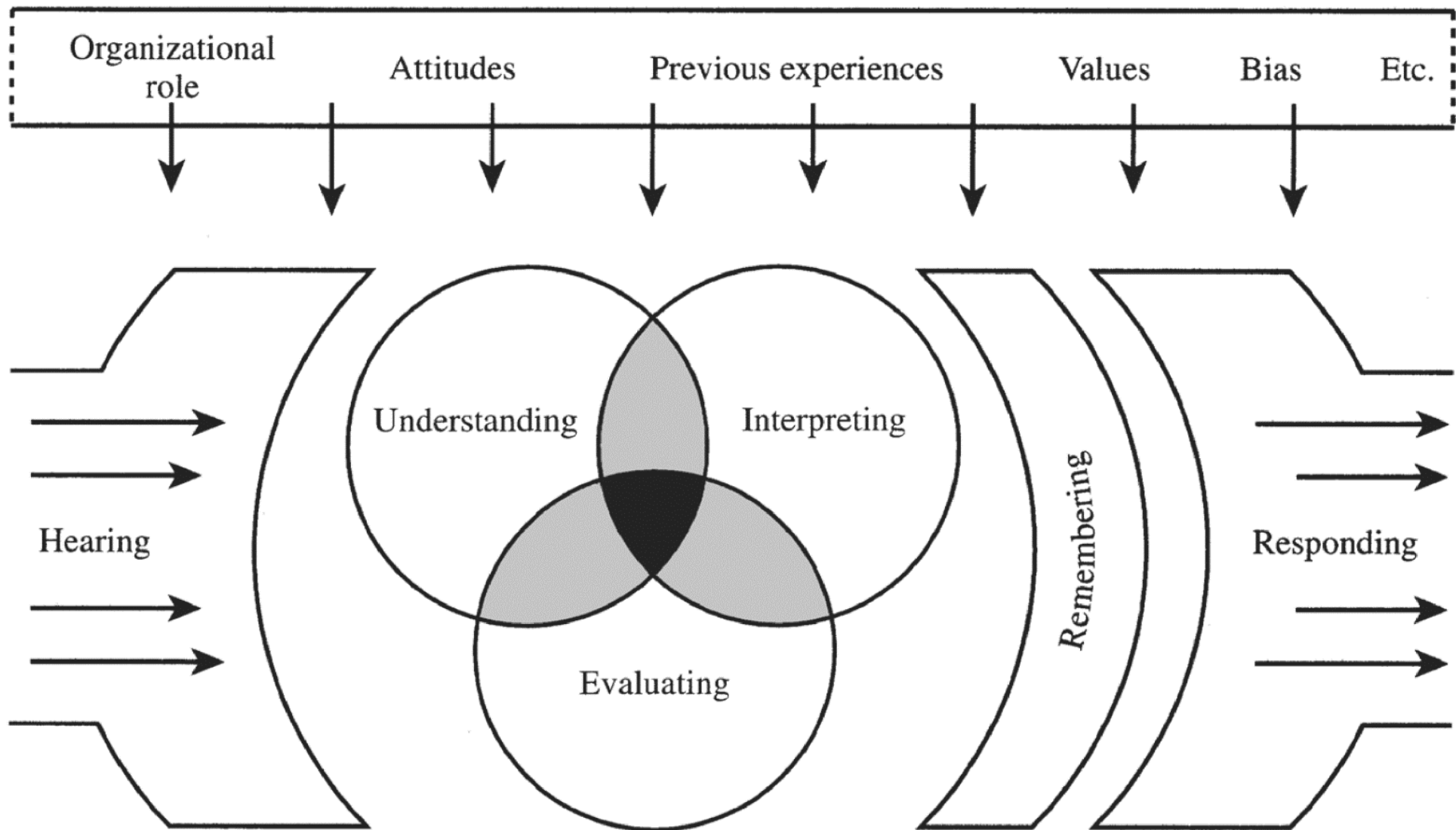
Listening: A High-Impact Service Skill For Senior Services

Brownell, J. *The Listening Advantage* (2020), *Listening: Attitudes, Principles, & Skills* (2019).

A Few Facts About Listening

- ❖ Most healthcare workers **think they are good listeners**
- ❖ Most people **rate themselves as better listeners** than do their coworkers (survey)
- ❖ Listening a key skill for those working with older adults (new employees & senior executives/decision makers)
- ❖ **Perceptions** of listening matter
- ❖ Listening = Ability + **Willingness**
- ❖ Can only observe **indicators** of listening

Individual Listening Filters



Focus on the “Right Stuff”
Factors Affecting What You Hear

Open-mindedness

Attitude

Intelligence

Stress

Listening Environment

Fatigue

Gender

Previous Experiences & Personal Interests

Emotions

A Service Champion's Listening Challenges

H What do you need to hear? Practice Curious Discovery:
Pay Attention to the “right stuff”!

U Individual Differences & Diversity – Personalize & Promote Customer **Understanding**

R Keep Promises - Remember to do what you say you'll do

I Emotional Intelligence & Empathy –
Listen to **interpret** nonverbal & contextual messages (emotional intelligence)

E Listen for ethical dimensions & fair assessment – **Consider** what you hear with an open mind to make informed decisions

R Did you listen? – Your employees decide based on your – **Response**

Listening - Rate Yourself

3 = Never, 2 = Sometimes, 1 = Often

- ___ 1. Is it unusual for me to ask a question when someone is explaining something to me?
- ___ 2. Is it typical for me to give advice immediately when an employee is experiencing some difficulty?
- ___ 3. Do I frequently find myself trying to listen when I'm engaged in another activity?
- ___ 4. When I am listening at work, do I find I am easily distracted by the things going on around me?
- ___ 5. When listening, do I become impatient if they take too long with their question or comment?
- ___ 6. Do I tend to interrupt when I think I know what someone is going to ask?
- ___ 7. Generally, do I speak more than I listen?
- ___ 8. Does my listening behavior change according to the people involved?

Excellent: Score of 19 – 21

Good: Score of 16 – 18

Keep working! Score of 15 or below

Regardless of your score, the skills of active listening will help you improve your focus and hear your employee's message—both words and feelings—more accurately.

Be Aware of How Others Behave: Be Aware of How YOU Communicate

Nonverbal Indicators

❖ **Body Orientation, Posture, and Distance**

❖ **Eye Contact**

❖ **Body Tension and Movement**

❖ **Facial Expression**

❖ **Voice and Minimal Reinforcers**

❖ **Touch**

See Handout

Emotional intelligence

“EQ”

- 1) Emotional perception, **identify emotions** through nonverbal cues.
- 2) Understand emotions; solve emotional problems and **interpret complex feelings or blends of emotions**.
- 3) Emotional management; open to feelings and able to **turn negative emotions into positive learning opportunities**.

IV. Service Within

**You Can Influence
Your Organization's Service Culture**

Clarify Service Standards and Expectations

- * Tell stories that communicate what “Excellence” means in your culture.

Can you tell a story about a time when someone delivered extraordinary service, went out of their way to make sure an older adult or customer was delighted?

- * Ensure your team is on the same page with service
- * Make standards simple & visible
- * Celebrate service initiatives

SERVICE CHAMPION: A Little Help From Our Friends

Answer the following questions:

- 1) What are your primary job responsibilities?
- 2) Who ***depends on you*** to do their job?
- 3) What do they need from you? Are you always reliable?
- 4) ***Who do you depend on*** to do your job well?
- 5) What type of support do you need from others?
- 6) How do you show your appreciation?

Imagine Working in your Ideal Service Culture:

What do you *see*?

What do you *hear*?

What are you *feeling*?

What are you *doing*?

SERVICE CULTURE

What 3 adjectives *best describe the service culture you just imagined?*

What do you love about your current service culture—*what do you want to encourage & strengthen?*

1. challenging

2. flexible

3. fun

4. Innovative

5. intense

6. family friendly

7. hectic

8. traditional

9. conflict averse

10. fair

11. team-oriented

12. service-driven

13. agile

14. adventurous

15. competitive

16. conservative

17. confusing

18. rewarding

19. compassionate

20. safe

V. Addressing Service Challenges