

CASE STUDY **2**

VISION:

A legendary south beach resort of 2300 Team Members, 54 departments (identified as the largest resort property on the Eastern Seaboard) was slated to experience the opening of two venues with a newly hired executive group and Human Resources department.

INITIATIVE:

Launch a property-wide leadership development improvement plan including executive engagement strategy, the implementation of an automated guest satisfaction feedback system, visible departmental action-plans and property-wide engagement/improvement initiatives.

EXECUTION:

Designed/delivered an organization-wide training and development plan including executive strategy, leadership development via the Gold Standard Leadership succession program (a program that identifies and trains the resort's best performers) and execute a Team Member professional development program property-wide on the behaviors that highly correlate to the guest's likelihood to recommend the property - which was identified as the most significant weight when measuring where to invest efforts for best results.

CRITICAL FOCUS:

Within the hospitality industry, employee engagement is essential. Interactions must be seamless in order to provide the best possible experience for the guest. Daily transactions require timely and accurate decisions while maintaining the chosen culture atmosphere. The executive group decided on three top goals of the organization, ensured every department was aware of the those goals via local (departmental) and global (executive) goals via team action-plans and mentoring individuals. To ensure the behaviors were aligned, an extensive training program was launched focusing on leadership, trust building and time management including top down transparency with key goals and consistent recognition of the achievement of the goals via daily line-ups and internal communications.

RESULTS:

- Achieved historical records in revenue, reduced turnover and achieved a 5% increase in employee engagement.