

## UK leaders in service.....

### The Background

We were really excited when we were asked to work with a large chain of pub/restaurants, to make service within their business as synonymous as 'Italian and fashion' and 'German and efficient'. Service in the UK does not have the reputation as being world class and we had a chance to support their aspiration to become the service leaders in their industry sector.

A project plan became pivotal; identifying what needed to happen to achieve the business objective, with very tough expectations and measures. Mystery guest feedback needed to improve by 18% in 4 months and ultimately they were aiming for 100% compliance on their service measures! The ability to use service to increase turnover and control costs (such as labour), became clearer as the research and project plan evolved.

We didn't do all the work. The project team developed excellent systems to improve recruitment, training and retention of staff to support this service culture. Our challenge was to ensure it was successfully cascaded through the business.

### The Directors and Senior Team

We began by working with the business in developing the project plan. Then we ran a 2 day experiential event using our superb activities for the Directors and Senior Managers in the business. Their full commitment was needed. We also had to identify the issues and barriers that existed which would inhibit the success of the culture change.

During the facilitated reviews (we were very challenging) it became apparent that to achieve their objective, some of their habitual ways of working needed to change.

Their biggest challenge was to delegate more - giving away the decision making as well as the 'doing' to their teams. The business had, without question fantastic, committed, hard working Managers however they ran around like blue arsed fly's 'doing' a lot - investing very little time in leading or developing their teams of very capable people.

Very specific action plans were developed for each individual and a robust system to follow these up was implemented.

The next step was to be with the operational managers!

### The Operational Managers

No surprise, their challenges were exactly the same as the Directors and Senior Managers! They too recognised the need to adopt a more 'hands off' approach to allow them the time to actually 'lead' the service culture change. Again the action planning was central to their success, ensuring things happened at work as a result of their event.

### The Results

Comments from the post programme evaluation forms:

- "What a fantastic experience, totally empowering & motivating me to go onward and train my team."
- "Two days ago I was being sick and scared of what was about to happen. I'm leaving (the program) positive, empowered, excited, no longer scared and now I am confident again. Happy re-motivated and never again to be scared of the unknown or the challenge!"
- "Jam packed but well planned and useful. The consultants pushed you to think into things further and then how to apply them at work."

Success is being monitored monthly against the measures identified in the project plan. 'Mystery guest' feedback achieved a 9% improvement within 2 months with 40% of the business achieving 100% quality scores after the first month's visits—with 7 months to achieve the objective!

### What Next

As a result of the positive impact we had on this project we have been asked to replicate it for all newly appointed managers and as part of the business succession planning programme, developing managers for the future.

### Can we help you?

**Are you facing a challenge? Need to talk? Want support?**

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