

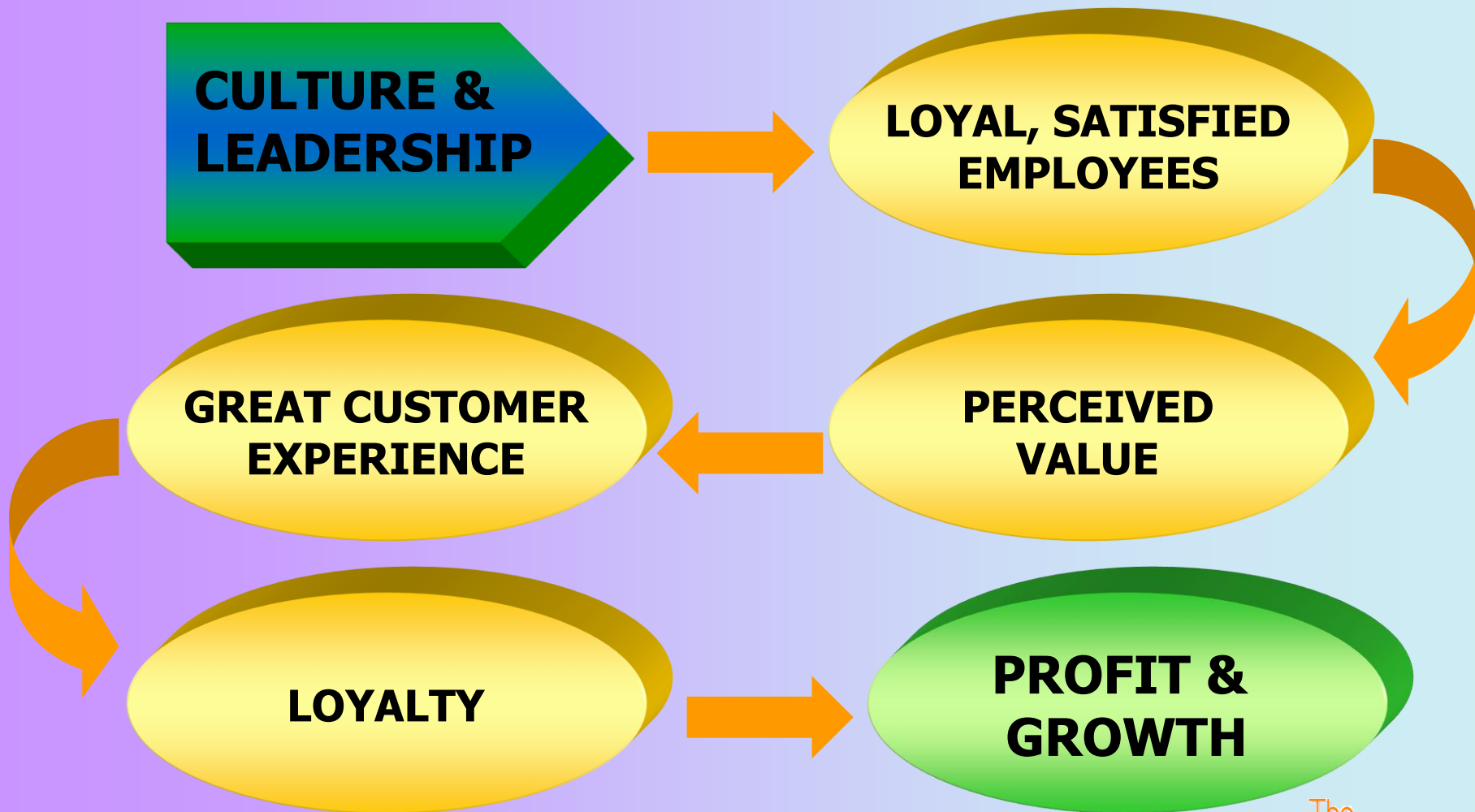
# How to Build and Sustain a Culture of Excellence

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# Understanding “The Linkage”



*Adapted from Service Profit Chain Haskett, Sasser, Schlesinger*

**Culture is the sum of a  
company's shared values,  
beliefs, and norms of  
behavior**

*It's the way  
We Do Things  
Around Here*

# CULTURE IS

**Celebration and Reward**

**Training and Reinforcement**

**Measurement and Accountability**

**Standards and Expectations**

**Systems and Processes**

**Vision, Mission, Values**

**History and Traditions**

# What Does a Culture of Excellence Look Like?



# Five Keys for Developing and Aligning Your Culture with Your Goals



**#1**



**Be Clear  
About  
Goals  
and  
Strategies**



# Establish a Foundation for Success



# Our Company Success

**Employee  
Experience**

**Guest  
Experience**

**Business  
Practices**

**Loyalty Leaders**

**Our Company Culture**

**Our Vision / Mission / Values**





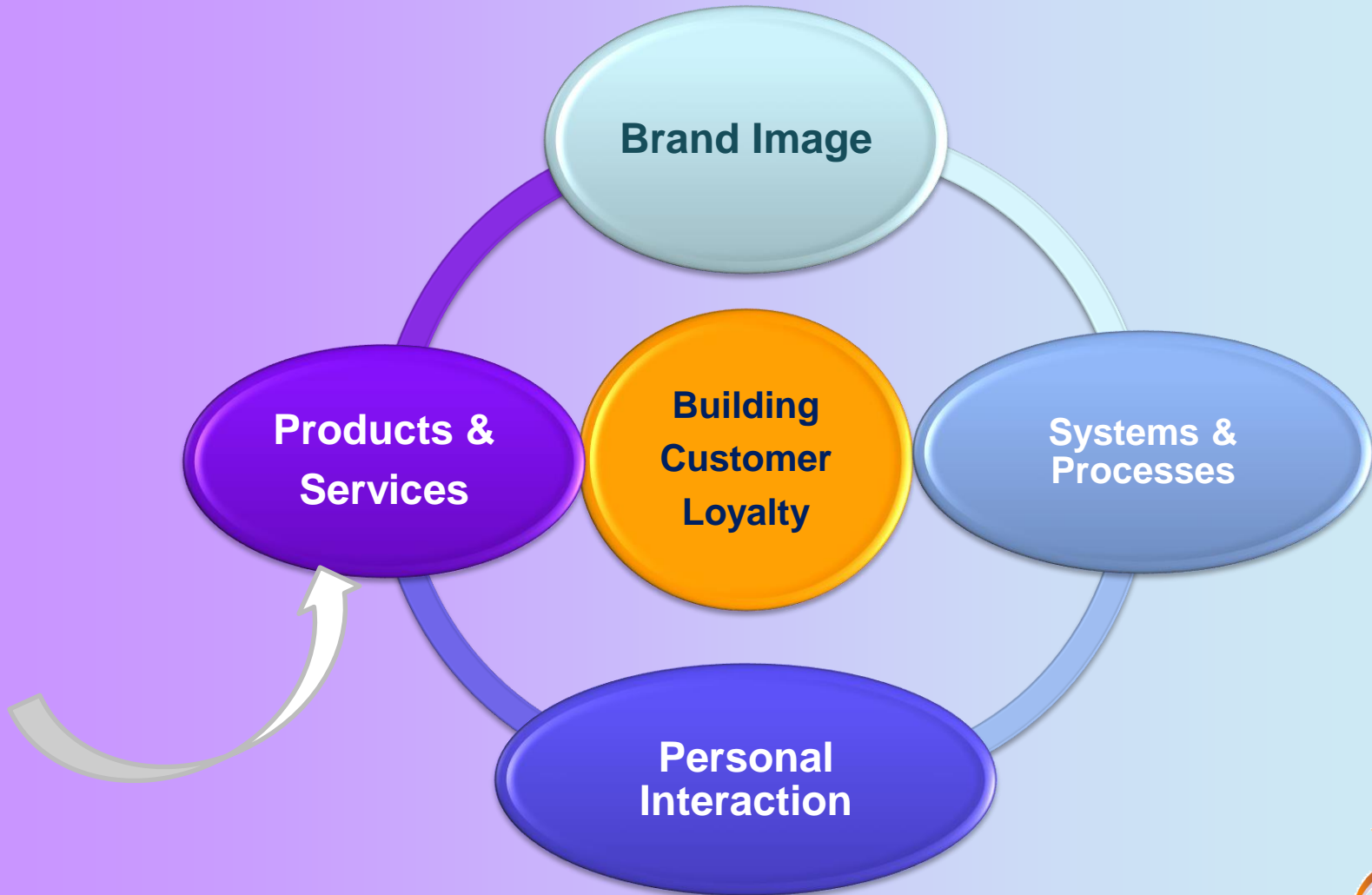
# Define Your Guest Experience Strategy

**“Our Guests Will *Experience* ...”**

- ...a sense of arrival**
- ...a welcoming environment**
- ...professional staff**
- ...immediate attention**
- ...unexpected delights**
- ...an invitation to return**

# Everything Speaks

# Customer Experience



# Create a Loyalty Mindset

*Good Service is expected,  
Loyalty is earned with every  
interaction*



5X

11%



Source: Strategic Planning Board



**#4**

# **Plan Your People Practices to Encourage Growth and Loyalty**



# Employee Experience - ENGAGEMENT



**TREAT  
EMPLOYEES  
LIKE THEY  
MAKE A  
DIFFERENCE  
AND THEY  
WILL.**

**“”**

**Jim Goodnight**  
CEO, SAS



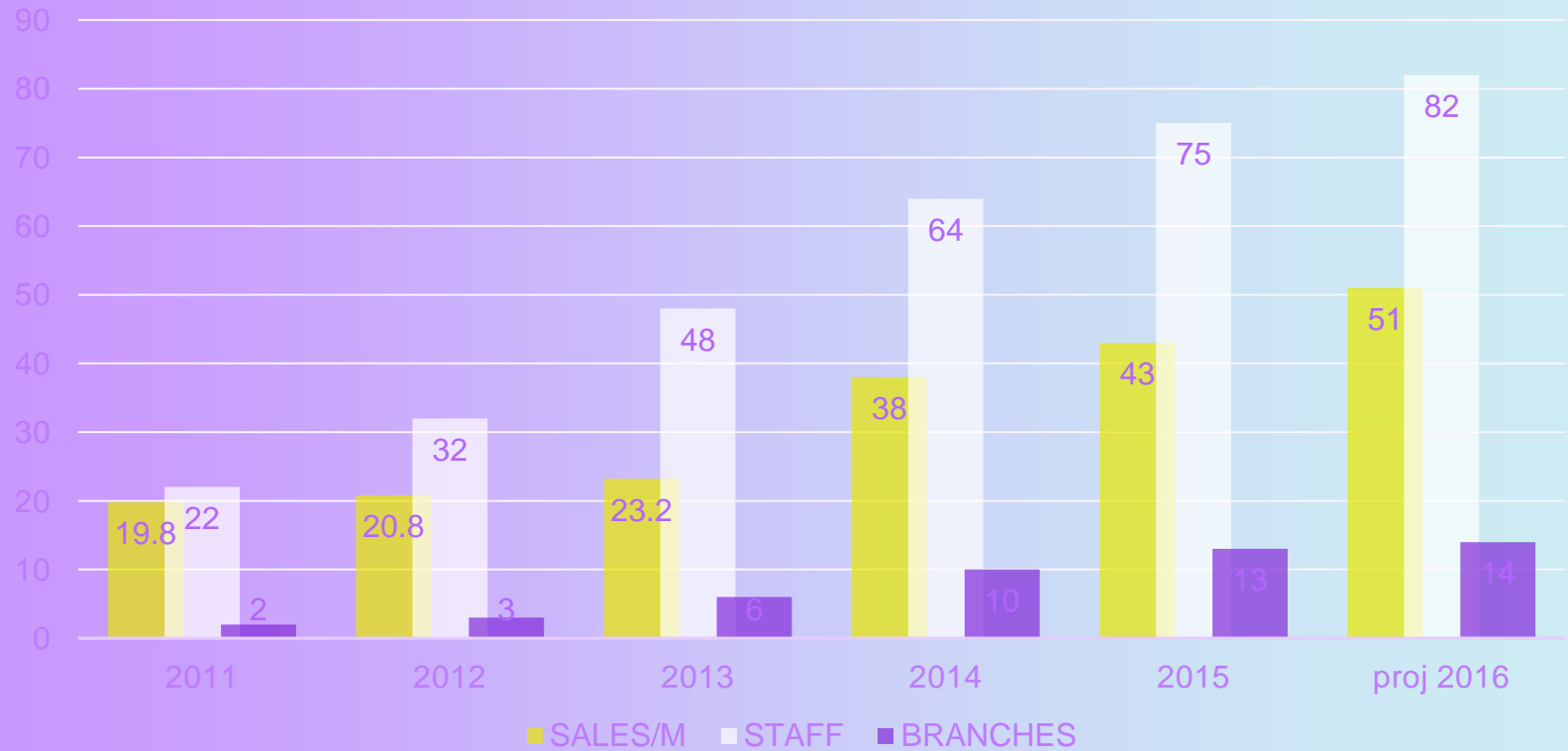
# The Case for Culture Building

Small Company  
Strong Culture

Explosive Growth

Raise the Bar

## Five Year History – 2016 Projections



# Strategies

- **Ensure the story of the history is told**
- **Build on the Core Values**
- **Be clear about expectations**
- **Redefine standards**
- **Improve all processes**
- **Invest in professional development**

# Actions

- **Establish the WorkForce Academy**
  - Create a video of the history and traditions
  - Develop a two-day orientation program
  - Launch LMS
  - Build management development curriculum





**#5**

# Define and Expect Role Model Leader Behaviors

**Every individual is telling a  
story about what he or  
she believes.**





**Be Passionate**

**Be Clear**

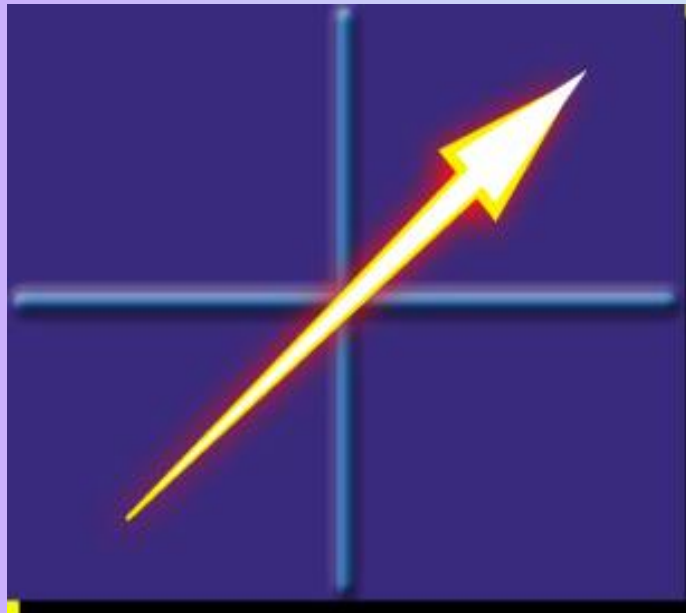
**Be Encouraging**

**Be Trustworthy  
and Accountable**

# Leadership Accountability Matrix



Behaviors



- Business Results +

**Leaders will get the  
behavior they  
demonstrate  
and tolerate**

*An Oberle Group Philosophy*