

# Ritz-Carlton

## *Gold Standards of*

# Customer Service



THE RITZ-CARLTON®  
HOTEL COMPANY, L.L.C.

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# Our conversation today

- ▶ A recent experience
- ▶ The Ritz-Carlton Model
- ▶ 12 Service Values
- ▶ What are we going to do differently tomorrow?



# My recent experience...

Our first impression was a very warm and sincere greeting from the valet attendants.

...and valet parking was complimentary.

The artwork and décor was lovely, and the facility had uncompromising levels of cleanliness.



"Quality is  
not an act,  
it is a habit."  
- Aristotle



***Chef Nathan*** at The  
Bistro, served delicious  
breakfast and lunch, and  
delivered an exceptional  
dining experience.

"Whoever is  
happy will make  
Others happy too."  
- Anne Frank



*Harold* made the best white chocolate mocha, and served it with a warm and sincere greeting.

*Joyce and Jennifer* were the most accommodating concierge coordinators and called us by name.





*Cory Countryman,*  
Chief Executive Officer

The leadership  
walks its talk and  
enlivens the  
culture.



**Thank you for choosing Walnut Hill Medical Center** as the place for you or your family to receive care. We pride ourselves on our goal to provide high quality, patient-centered care. If you have any questions or feedback, please feel free to contact me.

A handwritten signature in black ink that reads "Cory Countryman".

**Cory Countryman**  
Chief Executive Officer  
972.863.6001  
[Cory.Countryman@WalnutHillMC.com](mailto:Cory.Countryman@WalnutHillMC.com)



*Scott, Surgical Services Director  
Amy, O.R. Buyer  
Carmen, Surgical Services*

*Celina, Bistro Cashier  
Carmen, Surgical Services  
Brandy, RN (surgical prep)*



*Laura, Nursing Student  
Monica, RN  
Lottie, RN*



Dr. Patel -  
Anesthesiologist

Christine -  
Surgical Nurse



Dr. Gerhard Maale -  
Orthopedic Surgeon





All employees are trained to provide six **WE CARE** steps for communication and interactions with patients:

- Warm welcome and personalized greeting
- Empathize
- Communicate and connect
- Address the patient's concerns, questions and needs, both expressed and unexpressed
- Resolve and reassure
- End with a fond farewell

*Human beings taking care of other human beings.*



THE RITZ-CARLTON®  
HOTEL COMPANY, L.L.C.

# Definitions

- ▶ **Credo** - philosophy, doctrine, formula of belief
- ▶ **Motto** - a sentence, phrase, or word expressing the spirit, purpose, or guiding principle of an organization, and often inscribed on a badge, banner, etc.
- ▶ **Service** - an act of helpful activity
- ▶ **Basics** - something that is fundamental; an essential ingredient, principle, or procedure

# The Ritz-Carlton Credo

- ▶ The Ritz-Carlton is a place where the *genuine care* and comfort of our guests is our *highest mission*.
- ▶ We *pledge* to *provide* the *best service* and facilities for our guests who will always enjoy a warm, relaxed yet refined ambience.
- ▶ The Ritz-Carlton *experience* enlivens the senses, instills well-being, and *fulfills* even the *unexpressed wishes* and *needs* of our guests.



# The Ritz-Carlton Motto

*We are  
Ladies and Gentlemen  
serving  
Ladies and Gentlemen.*

*Practice teamwork* and *lateral service*  
to create a positive work environment.

# Three Steps of Service

1. A *warm* and *sincere greeting* - use the *guest's name*

--No one ever heard a better word spoken than their own name.

2. *Anticipation* and compliance with guest *needs*

--Room attendant sees the champagne is in a container with mostly melted ice and immediately returns with ice

3. *Fond farewell* - give guests a warm good-bye and use their *names*



# The Ritz-Carlton Basics

## *GROUP ACTIVITY*

Study 1 of the 19 Basics and share how you currently practice it or will implement it in your office or organization.

# 12 Service Values

- ▶ Read the list and where it says ‘Ritz-Carlton’ change that to your *department* or *district*.
- ▶ Change the word ‘guest’ to *employee, applicant, student, parent, or volunteer*.
- ▶ The list of 12 starts with a declaration of the *corporate (district)* mindset that *you (the employee)* are proud TO BE *Ritz-Carlton (insert district or department name)*.
- ▶ ***The brand, the experience, IS YOU!***

# 12 Service Values

1. I build strong relationships and create Ritz-Carlton guests for life.
2. I am always responsive to the expressed and unexpressed wishes and needs of our guests.
3. I am empowered to create unique, memorable and personal experiences for our guests.
4. I understand my role in achieving the Key Success Factors, embracing Community Footprints and creating The Ritz-Carlton Mystique.

# 12 Service Values

5. I continuously seek opportunities to innovate and improve The Ritz-Carlton experience.
6. I own and immediately resolve guest problems.
7. I create a work environment of teamwork and lateral service so that the needs of our guests and each other are met.
8. I have the opportunity to continuously learn and grow.

# 12 Service Values

9. I am involved in the **planning** of the work that affects me.
10. I am proud of my professional appearance, **language** and **behavior**.
11. I **protect the privacy and security** of our guests, my fellow employees and the company's confidential information and assets.
12. I am responsible for **uncompromising levels of cleanliness** and creating a **safe and accident-free environment**.

# 12 Service Values

- ▶ These are reviewed continually.
- ▶ It's not enough to have an orientation meeting, give the employee the manual, and think the job is done.
- ▶ Daily focus is paid to one of these service values.
- ▶ Without this the Ritz-Carlton is just another luxury brand chain, defining itself by the facilities, the amenities, the plushness of the bed.
- ▶ Years ago the decision was made to *OWN the niche of GUEST SERVICE*, and to have their brand defined by that. All else will follow.

# 12 Service Values

- ▶ The Ladies and Gentlemen at The Ritz-Carlton *live the Service Values*.
  - ▶ A commonly used phrase is: “That’s not Ritz-Carlton.” This is not used to police colleagues. Rather it’s used to invoke a common goal of upholding a culture that is maintained, preserved and enlivened by every employee.
- ▶ When we have a well-articulated culture that is enlivened, we will find more clarity and unity within our organization, and we will set ourselves up for greater success.

# From The Ritz-Carlton Leadership Center

*“Your culture must be enlivened every day. It’s not enough to talk about your organizational culture...”*

Diana Oreck, Vice President  
The Ritz-Carlton Leadership Center

- ▶ We must find a way for our culture to go from employees’ heads to their hearts.
- ▶ When employees internalize the culture they then “live” the culture consistently.
- ▶ We know we have a timeless culture when the leader moves on, but the culture lives on.



# From The Ritz-Carlton Leadership Center

## 1) Is our culture visible?

- ▶ At The Ritz-Carlton, every employee has a Credo Card that includes:
  - ▶ The Credo
  - ▶ The Motto
  - ▶ The Employee Promise
  - ▶ Three Steps of Service
  - ▶ The Service Values
  - ▶ The Pyramid with the Key Success Factors, Mission and Vision of The Ritz-Carlton
- ▶ Posters of the Motto, Credo, and Employee Promise are posted at every hotel.

# From The Ritz-Carlton Leadership Center

## 2) When are new employees introduced to our culture?

- ▶ New employees at The Ritz-Carlton learn about the mission, vision and values throughout orientation.
- ▶ They're given Credo cards on the first day and are asked to memorize the Credo.
- ▶ On the third day of orientation, new employees are asked to recite the Credo in front of the group.

# From The Ritz-Carlton Leadership Center

## 3) Do our employees talk about *we* or *us vs. them*?

- ▶ Do our employees feel like administrators and the front line are working together to fulfill our mission?
- ▶ Or do our employees feel a disconnect?
- ▶ 2 Service Values that foster a collaborative atmosphere:
  1. “I am involved in the planning of the work that affects me.”
  2. “I create a work environment of teamwork and lateral service so that the needs of our guests and each other are met.”

# From The Ritz-Carlton Leadership Center

4) Do employees understand their role in upholding our culture?

- ▶ The Service Values at The Ritz-Carlton establish accountability because they all start with “I.”
- ▶ The Service Values carefully and concisely spell out each person’s role in enlivening and living the culture of The Ritz-Carlton.

# From The Ritz-Carlton Leadership Center

## 5) Are our employees engaged?

- ▶ The Ritz-Carlton not only measures employee engagement, but also conducts follow-up meetings to ensure that any shortcomings are being addressed.
- ▶ When employees see that their feedback results in improvements, they feel valued.
- ▶ This makes employees more vested in our organization and more committed to upholding our culture.

# From The Ritz-Carlton Leadership Center

## 6) Is leadership walking its talk?

- ▶ One of the primary ways that The Ritz-Carlton enlivens its culture is through a morning meeting called *Daily Line-up*.
- ▶ This meeting happens at every Ritz-Carlton around the world.
- ▶ All leaders, including Hervé Humler, the President and Chief Operations Officer at The Ritz-Carlton participate in this daily meeting.

# From The Ritz-Carlton Leadership Center

7) Do employees know the difference between their **function** and their **purpose**?

- ▶ The Ladies and Gentlemen - the employees of The Ritz-Carlton - understand that their highest mission is the “genuine care and comfort of our guests.”
- ▶ Their job function may be bellman, desk clerk, or housekeeper, but their purpose is to provide legendary service.
- ▶ Having a common purpose unifies our team and strengthens our culture.

# From The Ritz-Carlton Leadership Center

**8) Does management create strategic plans without employee input?**

- ▶ Each year, The Ritz-Carlton creates a SWOT (Strengths, Opportunities, Weaknesses and Threats) that feeds into the strategic plans.
- ▶ The Ladies and Gentlemen all participate in this SWOT process.
- ▶ This collaboration reinforces that we are all responsible for the maintenance and development of The Ritz-Carlton.



# From The Ritz-Carlton Leadership Center

9) When creating long-term plans, does our organizational culture impact decisions?

- ▶ When The Ritz-Carlton develops long-term plans, the Key Success Factors (the five goals that they focus on to support their culture and brand) guide the decision-making process.
- ▶ The Ladies and Gentlemen are encouraged to weigh every decision against the Key Success Factors to ensure that the organization remains true to its mission.

# From The Ritz-Carlton Leadership Center

10) When we open a new school or department, how is our culture being shared at the new location?

- ▶ When The Ritz-Carlton opens a new hotel, Hervé Humler, the President and COO at The Ritz-Carlton, or Bob Kharazmi, Global Officer, Worldwide Operations at The Ritz-Carlton Hotel Company, LLC fly to the new hotel and introduce the culture to the new employees.
- ▶ They believe that the best way to maintain a strong culture is to have the founders share the inspiration and impetus behind the culture.

*What will we do  
differently tomorrow?*

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