Module 1
"Beyond The Best" Guest Service

PREPARATION

- Review this module.
- Think of possible responses to the questions you will ask. This preparation helps in case employees have difficulty coming up with the answers. (Write your own questions or sample questions in the Notes section or fill in a worksheet if you wish.)

TIMING

- This module generally lasts 60 minutes. Suggested times for presentation of this module follow. Your timing may vary depending upon the amount of discussion from your employees.

Introduce Module	10 minutes
Group Discussions	25 minutes
Module Summary	15 minutes
Challenge Yourself	10 minutes

Notes...

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INTRODUCE MODULE

SAY: Welcome to our first module in the Beyond the Best guest service program.

SAY: We will be meeting every week for 60 minutes to talk about our Beyond the Best service philosophy, our guests' service expectations, and take you through a refresher of our Beyond the Best guest service standards.

GROUP DISCUSSIONS

SAY: We pride ourselves on the service we provide to our guests both internal and external. As a matter of fact, our Beyond the Best service is the cornerstone of our success. Our guests expect the same level every time they come to our property. We need to be consistent in the delivery of service and the seven service standards help us do that.

SAY: We learned the seven Beyond the Best service standards in orientation.

ASK: Who can tell me what they are?
(Listen for)

1. Everyone Is A Guest
2. It Is My Job
3. 10 and 5 Rule
4. Guest Opportunities
5. Let Them Hear Your Smile
6. Be Alert
7. Fond Farewell

ASK: Do you have a favorite place to go to for fun and entertainment, to shop, or to get service? Why? What is it about the store, shop, casino, supermarket, or restaurant that keeps you going back?

SAY: When we ask our guests, they tell us it is the employees. That means that they come back because of **YOU.**

SAY: Let's talk about the difference between the tangible things like gaming products, hotel rooms, and food that we offer our guests and the intangible things like courtesy, friendliness, and caring that we offer them.

GROUP DISCUSSIONS cont.

SAY: We are not just in the business of selling tangible things like gaming, hotel rooms, or food. It is the intangible services we provide that contribute MOST to our guests' experience. These services are not physical things, but rather actions, deeds or efforts.

For example, a meal served in the restaurant is certainly a tangible element of a guest's experience. However, our hospitality means more than just a good meal; it means surrounding the meal with a particular ambience, including the room's décor and the attitude of the staff. These intangible elements can be just as important to the guest as the tangible elements.

For the most part, when our guests leave our property, they generally have nothing to show for their visit. Guest service can't be touched, tasted, or even tried on for size. They leave with the memories of their experience.

SAY: Let's talk about the things that make our guests want to come to our property.

(Listen for)

- Our employees
- Cleanliness
- Location
- Friendliness
- Recognition (use of their name)
- Treated like family
- Feeling of safety
- Value for their money
- Variety of gaming choices
- Promotions
- Restaurant choices
- Integrity of the company

SAY: How may things on the list are tangibles? How many are intangibles?

ASK: Which ones do you have more power over? Why?

(Listen for)

- The intangibles, because we have control over how we treat our guests day after day. We have control over our attitude!

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MODULE SUMMARY

ASK: What is the benefit to the company if our employees have a positive attitude and our guests want to come back?

- Guest loyalty
- Free positive press (Guests will talk about us to others.)
- Revenue growth
- New properties
- Happy employees

ASK: What is the benefit to you when you have a positive attitude at work?

(Listen for)

- Job is easier
- Shift goes faster
- Less stress
- Tips are higher (if in a tipped position)
- Guests are happier
- Morale is higher
- More opportunities due to company growth

CHALLENGE YOURSELF

SAY: Today we talked about our Beyond the Best guest service philosophy and the expectations of our guests when they come to our property.

Next week we will talk about “The Cycle of Service.”

DO: Motivate them to continue using the best guest service skills today and every day.

SAY: What a great training session it was and THANK each employee for their participation today and for their hard work EACH and EVERY DAY!

Module 2
"The Cycle of Service"

PREPARATION

- Review this module.
- Think of possible responses to the questions you will ask. This preparation helps in case employees have difficulty coming up with their own answers. (Write your own questions or sample questions in the Notes section or fill in a worksheet if you wish.)

TIMING

- This module generally lasts 60 minutes. Suggested times for presentation of this module follow. Your timing may vary depending upon the amount of discussion from your employees.

Introduce Module	10 minutes
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INTRODUCE MODULE

SAY: Last week we talked about "Beyond the Best Guest Service." Why is it so important to us as an organization?

ASK: Who can tell me what it is?

SAY: Today we are going to discuss "The Cycle of Service" and how it helps us to create, maintain and increase guest loyalty.

ASK: Does anyone know what "The Cycle of Service" means?

GROUP DISCUSSIONS

DO: Introduce the Cycle of Service Model.

SAY: The best way of better understanding the guests' needs and expectations is to ask them. But before we do that, let's look at our service from the guest's perspective. We can do this by using the Cycle of Service.

Think of the Cycle of Service as a map of your property's systems broken down into increments, steps, decisions, duties, and activities, all designed to take the guest from the front door, through the property and back out the front door again.

The power behind the Cycle of Service is that it helps you see things that are unique from the guest's point of view. The more you can see, understand, and experience the same exact things that the guest experiences, the better equipped each of you will be to fix what needs to be fixed or expand on what is working well!

SAY: This means that you must identify each point of contact that your guest has with you at the beginning and go through the entire "service cycle" until the guest considers the service that they sought has been properly delivered to them.

REMEMBER: The guest's view of this can be very different from yours!

SAY: When you consider the Cycle of Service you must do it from the outside in! That is, you must use the guest's viewpoint of their contact with you and each employee that they make contact with.

ASK: When you think of a transaction that you handle with a guest, you look at it from the "inside out" - you see all of the steps that it took to give them the required service. BUT, the guest is not the least bit concerned about what it took to get them the superior service that they deserve!

GROUP DISCUSSIONS cont.

ASK: Why do we want to chart out a Cycle of Service for our guest?

Charting a service cycle allows you to ensure that you are seeing things from the guest perspective—from "the outside in".

REMEMBER: Although some of these contact points may not seem the least bit important to you, the guest finds each one crucial to their entire experience while at our property.

DO: Let's look at a common experience that we all do and map it out along the Cycle of Service. Think about the last time you went to the movies and put yourself into the guest's shoes as we are walking through this example.

1. Find a parking space at the theater.
2. Wait in line to buy a ticket.
3. Buy your ticket.
4. Enter the theater, give your ticket to the ticket taker.
5. Wait in line to buy popcorn and soda.
6. Pay for the food.
7. Go to the restroom before the movie.
8. Go into the theater and find a seat.
9. Sit and watch the movie.
10. Leave the theater and go back to your car.

SAY: These ten steps represent a sample of your total guest experience at the movies. Fairly common for most of us. What you are experiencing are ten separate *Moments of Truth.*

DO: Introduce the Guest Service Score Card.

Explain the different grades and what they mean to all of the employees. Make sure to instill that we must keep the grade above "C" to keep our guests coming back.

SAY: The Guest Service Score Card is the mental note that we all use to decide whether we are going to return to a particular place of business or not, depending upon how we were treated - good or bad!

As you encounter each *Moment of Truth*, you are constantly making conscious and subconscious value judgments about each encounter. You are mentally using a Guest Service Score Card in your head and judging your entire experience on each one of these *Moments of Truth*.

Just as you are doing this, each time you encounter a guest, they are making mental notes on their Guest Service Score Cards and will decide whether to return to your property after examining the entire experience that they had while they were with you.

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MODULE SUMMARY

SAY: Today we have discussed “The Cycle of Service.”

ASK: Can you think of anything that we can do as a group to make each *Moment of Truth* more memorable with each and every guest?

CHALLENGE YOURSELF

Use this tip this week to challenge yourself:

Exceed our guests’ expectations and be ready to tell us how you did it next week!

DO: Discuss with the employees when the next session will be and motivate them to continue using the best guest service skills today and every day.

SAY: What a great training session it was and THANK each employee for their participation today and for their hard work EACH and EVERY DAY!

Beyond the Best Guest Services Training

Module 3
"The Moment of Truth"

PREPARATION

- Review this module.
- Think of possible responses to the questions you will ask. This preparation helps in case employees have difficulty coming up with their own answers. (Write your own questions or sample questions in the Notes section or fill in a worksheet if you wish.)

TIMING

- This module generally lasts 60 minutes. Suggested times for presentation of this module follow. Your timing may vary depending upon the amount of discussion from your employees.

Introduce Module	10 minutes
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INTRODUCE MODULE

SAY: Last week we discussed the "Cycle of Service."

ASK: Who can tell me what that means?

SAY: Today we are going to discuss "The Moment of Truth" and how it helps us to create, maintain and increase guest loyalty.

ASK: Does anyone know what "The Moment of Truth" means?

GROUP DISCUSSIONS

DO: Introduce the Moment of Truth Model.

SAY: A *Moment of Truth* occurs whenever and wherever there's guest contact. This is the moment when the guest forms a perception of the organization and its products or services. The goal for our organization is to manage these *Moments of Truth* so that guests' perceptions are always positive.

SAY: "A dissatisfied customer impacts customer acquisition by telling an average of 18 people about a negative experience, compared to 3 for a positive experience. The study also indicates that it costs 4 or 5 times more to attract a new customer than to keep an existing one."
Study by the Technical Research Assistance Program (TRAP)
September 1985

DO: Introduce the Service Model.

Explain that the Relationship -Task Model reminds us that in every interaction with a guest there are two factors to be considered: the Relationship level needs and the Task level needs.

SAY: The Task level is the work that needs to be done, such as answering guests' questions, giving them expected service, and getting guests what they need.

The Relationship level includes meeting and exceeding guests' needs for attention, courteous treatment and showing them that you care.

ASK: Why is it important to enter and exit all interactions with internal and external guests on the Relationship level of our Service Model?

It helps the guest feel cared about.

It begins and ends the interaction on a positive note.

GROUP DISCUSSIONS cont.

ASK: How can we increase guest loyalty by using the Service Model?

It helps us to have a better reputation, so when there is a choice, guests decide to stay with us.

When we address the Relationship side, guests feel important, like you care about them.

ASK: What experiences have you had using this concept with external and/or internal guests?

Guests are surprised that I would take the time to say something that is non-business related.

A guest once told me how nice it was to talk to a human being instead of a robot.

ASK: What types of barriers have you experienced when trying to use the Service Model?

Time constraints kept me from going into the Relationship level.

Some guests don't want to spend time on the Relationship level.

ASK: What are some ways to overcome any barriers?

Try to keep interaction in the Relationship level short.

Learn to use your own judgment to figure out when to use it and when it may not be appropriate.

ASK: Why is it important to balance both the Relationship and the Task levels?

The Relationship level without the Task level will not make guests happy.

The Task level without the Relationship level only earns us a "C" on our Guest Service Score Card.

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MODULE SUMMARY

SAY: Today we have talked about “The Moment of Truth.”

ASK: Can you think of anything that we can do as a group to make each Moment of Truth more memorable with each and every guest?

CHALLENGE YOURSELF

Use these tips this week to challenge yourself:

Make a guest feel like saying, “I was treated special and cared about!”

Ensure that the guest is so happy they will never want to go anywhere else.

Show concern on the relationship side before you attempt to fix the problem.

Make every “Thank You” **SINCERE!**

DO: Discuss with the employees when the next session will be and motivate them to continue using the best guest service skills today and every day. Ask them to write down or be ready to share experiences with everyone in the next training session.

SAY: What a great training session it was and THANK each employee for their participation today and for their hard work EACH and EVERY DAY!

Module 4
"What Creates the Guest's Perception"

PREPARATION

- Review this module.
- Think of possible responses to the questions you will ask. This preparation helps in case employees have difficulty coming up with their own answers. (Write your own questions or sample questions in the Notes section or fill in a worksheet if you wish.)

TIMING

- This module generally lasts 60 minutes. Suggested times for presentation of this module follow. Your timing may vary depending upon the amount of discussion from your employees.

Introduce Module	10 minutes
Group Discussions	25 minutes
Module Summary	15 minutes
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INTRODUCE MODULE

SAY: Last week we talked about "The Moment of Truth."

ASK: Who can tell me what it is?

SAY: Today we are going to discuss "What Creates the Guest's Perception."

ASK: Can anyone tell me what creates the guest's perception?

GROUP DISCUSSIONS

SAY: When you think about what makes the guest's perception, what comes to mind?

The tone of your voice.

The way you stand or hold yourself.

ASK: There are three ways that we can look at a guest's perception. Can you name them?

By your body language.

Through your tone of voice.

By the words that you say.

ASK: Can anyone finish this familiar sentence?

"Actions speak _____ _____ _____."

Everyone knows that "actions speak louder than words."

We are familiar with that saying because it is so very true. Several years ago a UCLA professor, published a study in identifying how we communicate. This is what he discovered. When speaking to another person, our entire message is interpreted this way:

- 7 Percent of what is heard are the words that you say
- 38 Percent of what is heard in the tone of your voice
- 55 Percent of what is heard by your body language

GROUP DISCUSSIONS cont.

SAY: In a face-to-face interaction, your body language makes up 55% of the guest perception. Have you noticed a guest's attitude change because of the way you were standing while speaking with them?

You know, I had my arms folded and I could not figure out why the guest was not being more receptive to my words.

Our body language delivers the largest part of the message to the other person. The implications of this in Guest Service are enormous. If you are to be believed when apologizing to a guest you must pay particular care to *how you say what you say.* In other words, *your behaviors,* far more than your words, will determine what a guest really hears.

Even if you do not have direct contact with external guests, your behavior, no matter what your role in the organization, will ultimately have an impact on those that do, and therefore on our guests.

SAY: What percentage do you think your tone of voice would get if your body language is 55%?

If body language is 55%, then I would think that your tone of voice would be around 40%.

I think tone of voice would be more than body language.

SAY: Tone of voice actually makes up only 38% of what creates the guest's perception. But those are very good answers. What do you think the percentage is on the words that you say?

Maybe more than that. Let's say 60%.

I would think it would be close to 40%.

SAY: The words that you say make up only 7% of the guest's perception.

SAY: Over the telephone or radio, the tone of your voice goes up to 85% and the words that you use make up only 15% of what a guest perceives.

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MODULE SUMMARY

SAY: Today we have talked about “What Creates the Guest’s Perception.”

Remember: we must always look our best. Always appear approachable to our guests.

Watch your body language. A guest will not approach an employee for help if he/she thinks the employee is unapproachable.

Smile and use the 10 and 5 Rule. Always have a welcoming approach and acknowledge each guest with a friendly greeting.

Use your Beyond the Best guest service attitude to let our guests know we are happy they are here.

CHALLENGE YOURSELF

SAY: Pay attention to body language this week.

When we return next week we will go over what you learned from watching your body language and that of your employees.

DO: Discuss with the employees when the next session will be and motivate them to continue using the best guest service skills today and every day. Ask them to write down or be ready to share experiences with everyone in the next training session.

SAY: What a great training session it was and THANK each employee for their participation today and for their hard work EACH and EVERY DAY!

Beyond the Best Guest Services Training

Module 5
“Everyone is a Guest”

PREPARATION

- Review this module.
- Think of possible responses to the questions you will ask. This preparation helps in case employees have difficulty coming up with their own answers. (Write your own questions or sample questions in the Notes section or fill in a worksheet if you wish.)

TIMING

- This module generally lasts 60 minutes. Suggested times for presentation of this module follow. Your timing may vary depending upon the amount of discussion from your employees.

Introduce Module	10 minutes
Group Discussions	25 minutes
Module Summary	15 minutes
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INTRODUCE MODULE

SAY: Last week we talked about "What Creates the Guest's Perception."

ASK: Who can tell me what that means?

SAY: One of our seven service standards is "Everyone is a Guest." Today we are going to discuss "Everyone is a Guest," and how our relationships with one another affect our internal and external guests.

ASK: Who can tell me what this means?

GROUP DISCUSSIONS

SAY: "Everyone is a Guest" means that we Appreciate and Respect every employee.

This is something that we do every day. It is a huge part of why our Beyond the Best Culture is so strong!

ASK: What does this mean to you and why is it so important?

Employees feel good about coming to work.

Our guests benefit because employees feel good about themselves and what they do.

Our jobs are more enjoyable.

ASK: What happens if we do not appreciate and respect our "internal" guests?

ASK: What are the advantages of providing extraordinary guest service internally?

Makes it easier to get things done.

Working together as a group makes all of our jobs that much easier.

ASK: How do you feel when you are not shown appreciation or treated with respect?

ASK: Who would you say are some of your internal guests?

GROUP DISCUSSIONS cont.

SAY: Think about a time when you needed something from another department. Did you get what you needed? What happened? How did you feel?

ASK: What does helping another department get what they need have to do with this Service Standard?

ASK: What barriers might our guests say they face when they deal with our department?

Can't find anyone to help me.

Never gets information on time.

Answers are not consistent from one person to another.

ASK: What difficulties do we face when balancing the needs of several guests simultaneously?

We have to prioritize needs, yet each guest wants their need met first.

We do not always have the resources to do what every guest wants when they want it.

Some tips for practicing and using this Service Standard:

Let the people on your team know that you **Appreciate** their contribution!

Respect the opinions and viewpoints of others (even when you don't agree)!

Value our culture and the relationships that make it so strong!

Remember that doing the **Unexpected** builds guest loyalty...with our internal guests, too!

ASK: What are some examples of doing the unexpected for your fellow employees?

Helping without being asked!

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MODULE SUMMARY

SAY: Today we have talked about internal and external guests.

ASK: What can we do as a group to be sure we continue to use the best guest service with our internal as well as our external guests?

Be sure we use it with one another.

Put up posters, signs, etc.

CHALLENGE YOURSELF

MONDAY - Verbally **THANK** someone on your team for what they do!

TUESDAY - Verbally **THANK** someone on another team for what they do everyday!

WEDNESDAY - Leave a note of **Appreciation** for someone on your team.

THURSDAY - Find someone who needs your **Smile**!

FRIDAY - **Introduce Yourself** to a new employee!

DO: Discuss with the employees when the next session will be and motivate them to continue using the best guest service skills today and every day. Ask them to write down or be ready to share experiences with everyone in the next training session.

SAY: What a great training session it was and THANK each employee for their participation today and for their hard work EACH and EVERY DAY!

Module 6
“The 10/5 Rule”

PREPARATION

- Review this module.
- Think of possible responses to the questions you will ask. This preparation helps in case employees have difficulty coming up with their own answers. (Write your own questions or sample questions in the Notes section or fill in a worksheet if you wish.)

TIMING

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INTRODUCE MODULE

SAY: Last week we talked about "Everyone is a Guest."

ASK: Can anyone tell me what that means to them?

SAY: Today we are going to talk about the "10 and 5 Rule."

ASK: Can someone tell me what it is?

GROUP DISCUSSIONS

ASK: Have you ever walked into a store or business and been ignored? Have you ever gone out to dinner and no one says hello to you or approaches your table after you are seated? How did it feel? Did you feel welcomed?

SAY: On the flip side, how does it feel when you are greeted by a smiling person? Did you feel welcomed?

At first contact, it is important to make the guest feel welcomed, not like an imposition.

The 10 and 5 Rule helps us to make contact with our guests on a personal level. Saying, "Welcome to (Property name)" shows the guests that we are happy they chose our property over another one.

A smile costs nothing. If you know it, use the guests name whenever possible. Everybody wants to be remembered, especially if they are guests that visit frequently.

How well do you know your guests? Are there guests whose names you know? How can you find out the name of a guest?

Introduce yourself and ask the guest their name.

Look on their credit card.

Check their luggage tags.

Look on their players card.

ASK: What happens when you take the initiative to greet a guest or fellow employee first?

GROUP DISCUSSIONS cont.

SAY: When greeting a guest, you only have 5 seconds to make a good first impression. Therefore, the way you approach your guest will have a lasting impact on them and will likely drive the direction of your relationship with them from that point forward.

Here are some tips to give you an advantage when greeting guests:

Have a positive attitude. Keep your conversation lighthearted, but professional. Maintain a positive attitude while conducting business with them. This is a great way to create a lasting business relationship.

Greet each guest with their name. Greet them using their name, and make sure you continue using it throughout the conversation. Don't overdo it, but using their name puts them at ease and helps them feel as if you care about them personally as well as professionally.

SMILE. Keep smiling. This helps keep things friendly and upbeat throughout the course of the business conversation.

Shake hands properly. Regardless of your gender, make sure you have a firm handshake. A firm handshake exudes confidence in yourself, your company, and in your ability to transact business effectively.

Make steady eye contact. Along with a strong handshake, steady eye contact is very important in making an excellent first impression. Throughout the conversation, make sure you look your guest in the eye as much as possible without seeming overbearing. This will help you to appear confident and will develop trust within your client as you continue working with them.

DO: Re-introduce the Service Model from Module 3 - "The Moment of Truth."

SAY: Remember the Relationship -Task Module reminds us that in every interaction with a guest there are two factors to be considered – the Relationship level needs and the Task level needs.

The Task level is the work that needs to be done, such as answering questions, giving them expected service, and getting guests what they need.

The Relationship level includes meeting and exceeding guests' needs for attention, courteous treatment and showing them that you care.

Notes...

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MODULE SUMMARY

ASK: What would keep you from using the 10 and 5 Rule?

SAY: Today we discussed the impact that great guest service has on a guest and their relationship with us.

We can see how the seven standards that we first learned in orientation are used throughout each department and all positions each and every day.

CHALLENGE YOURSELF

USE THEM ALL!

1. Be FIRST to smile and say hello.
2. Go out of your way to make someone of another culture feel welcome.
3. In the back-of-the-house, say hello first, this is what makes our back-of-the-house better than anywhere else!
4. Hold the door for someone!

SAY: **REMEMBER** that the 10/5 Rule is crucial to our culture and our culture is what sets us apart from any other property!

DO: Discuss with the employees when the next session will be and motivate them to continue using the best guest service skills today and every day. Ask them to write down or be ready to share experiences with everyone in the next training session.

SAY: What a great training session it was and THANK each employee for their participation today and for their hard work EACH and EVERY DAY!

Module 7
"It Is My Job"

PREPARATION

- Review this module.
- Think of possible responses to the questions you will ask. This preparation helps in case employees have difficulty coming up with their own answers. (Write your own questions or sample questions in the Notes section or fill in a worksheet if you wish.)

TIMING

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INTRODUCE MODULE

SAY: Last week we talked about our Beyond the Best service standard of the "10 and 5 Rule."

ASK: Who can tell me what this means to them?

SAY: Today, we are going to talk about the service standard, "It Is My Job."

ASK: Who can tell me what this means?

GROUP DISCUSSIONS

SAY: We are all on the same Team. Ensure our guests are <u>completely</u> satisfied with their visit!

ASK: Most of us have experienced someone telling you, "Sorry, it's not my job!" or "I don't know!"

Did you get what you needed? How did you feel? Did you go back there?

When you say, "I don't know," your guest often hears it as, "I don't have the information you want, and I'm not going out of my way to get it." By offering to find the answer to your guests' questions, even if doing so means taking a little extra time researching or checking with another department, you score service points for going the extra mile.

SAY: When we use this service standard, how does it help us create loyalty?

SAY: They know we are eager to help them.

We will never tell them, "It is not my job. I don't know."

Employees know they can count on each other to get the job done and satisfy our guests!

We prove to our guests that they made the right choice by coming to our property.

"I am not sure. Let me find someone who can help you."

GROUP DISCUSSIONS cont.

SAY: When a guest asks you to do something that you don' t have the authority or knowledge to carry out, become a catalyst by leading the guest to the person or department who can help you take care of the guest opportunity.

ASK: What do you say if you don't know the answer?

"I do not work in that area, but I would be happy to get you the answer."

ASK: How can we work together to ensure that our guests are completely satisfied with their visit?

SAY: Know the property layout.

Have a commitment to anticipate the guest's needs.

Have a willing attitude to deliver to the guest.

Be proactive in reporting any maintenance issues immediately so they can be resolved as soon as possible.

LISTEN to the guest. Identify and exceed their needs.

Be CONSISTENT in the delivery of guest services.

Personally keep the property exceptionally clean.

Extend yourself to lend a hand whenever possible to whomever needs it.

Let the guest know you enjoy them and your work.

Be pleasant and courteous.

Prove to the guest that they made the right choice by coming to your property.

Always treat your fellow employees as guests.

SAY: Guests sometimes ask you for things that are a little outside of company policy or procedure. At such times, quickly passing them off to your supervisor/manager is tempting. Instead, focus on what you can do to help them. If your supervisor/manager does need to be involved, take the initiative to go to him/her yourself and return to the guest with a solution in hand. Doing so makes you the service hero in the guest's eyes.

SAY: Stopping to help a guest when you are in the middle of serving another guest isn't always easy. Sometimes we say, "I'm busy right now" to the guest, which is like saying, "Why are you bothering me? Can't you see I'm busy?" By saying instead, "I'll be with you in just a moment," just this little sentence, along with a pleasant tone of voice, lets your guest know that you are aware of his/her presence and will be back to help soon.

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MODULE SUMMARY

DO: Have the employees share and discuss their responses.

ASK: What can we do as a group to be sure we continue to use It Is My Job?

REMEMBER that we are all on the same team.

Take personal ownership of the **ENTIRE** guest experience.

Learn the sequence of service for all hotel positions to enhance team work.

Remember the guest service Interaction model.

CHALLENGE YOURSELF

Pick at least three challenges:

1. When a guest asks for directions, offer to walk the guest to the destination.
2. Push in 10 slot chairs while on the floor.
3. Approach a guest, internal or external, that looks as if they need help.
4. Ask a fellow employee if they need help.
5. If you notice paper on the floor, pick it up!
6. Know the layout of your property so that you can tell guests where to find what they need.
7. Be pleasant, helpful and courteous when guests come to you with an opportunity.
8. Make a personal commitment to anticipate the guest's need. Don't wait to be asked.

DO: Discuss with the employees when the next session will be and motivate them to continue using the best guest service skills today and every day. Ask them to write down or be ready to share experiences with everyone in the next training session.

SAY: What a great training session it was and THANK each employee for their participation today and for their hard work EACH and EVERY DAY!

Module 8
"Guest Opportunities"

PREPARATION

- Review this module.
- Think of possible responses to the questions you will ask. This preparation helps in case employees have difficulty coming up with their own answers. (Write your own questions or sample questions in the Notes section or fill in a worksheet if you wish.)

TIMING

- This module generally lasts 60 minutes. Suggested times for presentation of this module follow. Your timing may vary depending upon the amount of discussion from your employees.

Introduce Module	10 minutes
Group Discussions	25 minutes
Module Summary	15 minutes
Challenge Yourself	10 minutes

Notes...

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INTRODUCE MODULE

SAY: Last week we discussed "It is My Job."

ASK: Can anyone tell me what that means to them?

SAY: Today we are going to discuss "Guest Opportunities" and how it helps us to create, maintain, and increase both internal and external guest loyalty.

DO: Can anyone tell me what a guest opportunity means to you?

GROUP DISCUSSIONS

SAY: Resolve all guest opportunities before our guests leave the property. Anticipate their needs and do the **UNEXPECTED**!

DO: Introduce The Communication Model.

ASK: There are three ways to look at things, The Way I See It, The Way You See It and The Way It Is.

SAY: Does everyone remember "The Way It Is" or Communication Model?

Because of each employee and guests' past experiences and beliefs, there may be differences between the way we see things, and these differences can interfere with communication between each other.

That is why the Communication Model is so important when dealing with guests. It reminds us that differences in perception are neither right nor wrong, just different.

Everyone responds differently to interactions with others. These differences can lead to stress. Negative emotions can stay with you until you pass them on to someone else. We talked about the Stressed Out Model in Module 4 - What Creates the Guest's Perception.

ASK: What experiences have you had using this concept with external and/or internal guests?

ASK: Have you run into barriers when applying this model, and if so, what happened?

GROUP DISCUSSIONS cont.

SAY: All employees need to learn how to make situations more positive for our guests.

We need to learn how to resolve problems with a guest without going to a Supervisor or Manager.

Determine how to seek help when responding to a request.

Employees should learn effective ways to handle requests when you cannot say “yes”.

Everyone needs to learn an effective method of an effective recovery.

Learn how to use the Empathy skill that you were taught to deal with a guest who is upset.

Learn the tools available to resolve guest opportunities.

All employees must be able to distinguish the difference between sympathy and empathy.

DO: Explain HOW the employees can achieve some of the aforementioned ways to deal with guest opportunities.

Be informative about all facilities without being asked.

All employees are empowered by Management to resolve guest opportunities immediately.

Use empathy to show that you care about how the guest feels and you understand and acknowledge their feelings.

SAY: Why resolve guest opportunities?

There are many reasons why guests stop visiting our property:

1% Pass Away

3% Move Away

5% Form Other Interests

9% For Competitive Reasons

14% Due to Product Dissatisfaction

68% Because Someone was Rude, Indifferent, or Discourteous to Them.

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MODULE SUMMARY

DO: Have the employees share and discuss how they have dealt with a guest opportunity.

ASK: What can we do as a group to be sure we continue to use “The Way It Is” Model?

“Be sure we use it with one another.”

“Put up posters, signs, etc.”

CHALLENGE YOURSELF

This week, challenge yourself to look at things from someone else’s point of view. Be it an internal or external guest. If they are “complaining” about something, put yourself in their shoes and see how differently you perceive the situation.

DO: Discuss with the employees when the next session will be and motivate them to continue using the best guest service skills today and every day. Ask them to write down or be ready to share experiences with everyone in the next training session.

SAY: What a great training session it was and THANK each employee for their participation today and for their hard work EACH and EVERY DAY!

Module 9
“Let Them Hear Your Smile”

PREPARATION

- Review this module.
- Think of possible responses to the questions you will ask. This preparation helps in case employees have difficulty coming up with their own answers. (Write your own questions or sample questions in the Notes section or fill in a worksheet if you wish.)

TIMING

- This module generally lasts 60 minutes. Suggested times for presentation of this module follow. Your timing may vary depending upon the amount of discussion from your employees.

Introduce Module	10 minutes
Group Discussions	25 minutes
Module Summary	15 minutes
Challenge Yourself	10 minutes

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INTRODUCE MODULE

SAY: Today we are going to discuss "Let Them Hear Your Smile" and how it helps us to create, maintain, and increase internal and external guest loyalty.

DO: Read the brief review of Let Them Hear Your Smile.

SAY: Sounding professional on the telephone and the radio is so important to forming a positive impression of the organization.

SAY: Guests form their opinions of our property in many ways. Some people are surprised to learn that those opinions are often affected as much by how guests hear us speak as they are by what they see us do.

GROUP DISCUSSIONS

DO: Ask employees to describe a time when they listened to someone who sounded unprofessional. (This could be on the telephone, in person or some other way.)

What did the person say that made you think that?

How did the person sound?

ASK: What do you think it takes to sound professional or to make a positive impression when you speak?

Clear, pleasant voice.

Patience.

Taking the time to meet the guest's needs.

Not being gruff or short when you are in a hurry.

ASK: What is the difference between sounding professional on the telephone and sounding professional on the radio?

Telephone should be cheerful and chatty.

Radio should say only what needs to be said.

ASK: Since the guest cannot see you, why would you care what they think about how you sound on either a telephone or a radio?

The image affects how they see the whole company.

I don't want to sound like a jerk.

ASK: In what ways will your opinion of the company be affected if other employees do not sound professional around you?

It will embarrass me.

It makes me not want to work here as much.

I used to hear that where I worked before, and I didn't like it.

GROUP DISCUSSIONS cont.

- **Tone of voice.** Identify voice tones that are appropriate on the telephone and in person.

  "Good afternoon. This is ___, how may I help you."

  Bored - Grumpy - Smiling - Impatient - Angry - Business like

- **Putting a call on hold and/or transferring a call**. Learn how to place calls on hold, greet guests on the telephone and how to transfer a call.

  Ask permission. "May I place you on hold while I check?"

  Don't leave the guest on hold for more than 30-45 seconds without checking back with them.

  When you get back to the guest, thank them for waiting. "Thank you for holding, I have the information you asked for."

  Let the guest know who they are being transferred to. "May I transfer your call to Mr. Toms in Marketing? He will be able to give you that information."

  If possible, stay on the line to be sure the transfer goes through okay.

SAY: While different from a telephone, radio etiquette is equally important for creating positive impressions.

SAY: The telephone isn't the only way that people hear our voices. Radios can be heard by a lot of guests in addition to the person you are speaking to.

ASK: In what ways is a professional sounding voice different on a radio?

More business-like, less cheerful.

To the point with no chit-chat.

DO: Ask employees for examples of the kind of conversations and requests they make or receive on the radio.

Ask for examples of making those calls in a way that a guest might consider unprofessional.

Then, ask how to improve the way those radio calls sound. Concentrate on concise communication with a pleasant sounding voice.

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MODULE SUMMARY

SAY: As you can see, sounding professional on the radio includes being clear and to the point while still sounding pleasant and helpful. It doesn't take extra time, and it helps the guest see us as the place they prefer to be. That helps build guest loyalty.

SAY: Whether you are speaking on the telephone or a radio, everyone who hears you forms an impression of you and the organization. Your tone of voice is often the most powerful message you send. By keeping a smile in your voice, you can create a positive impression no matter what you are talking on.

CHALLENGE YOURSELF

Practice saying "Good Morning" (Afternoon/Evening) to each and every internal and external guest that you come into contact with for the next week.

Be prepared to discuss how it made you feel. Did it make you smile more often, did it give you a lift to your day? Or, did you say it in a tone of voice that your guests could tell that you didn't actually mean it?

DO: Discuss with the employees when the next session will be and motivate them to continue using the best guest service skills today and every day. Ask them to write down or be ready to share experiences with everyone in the next training session.

SAY: What a great training session it was and THANK each employee for their participation today and for their hard work EACH and EVERY DAY!

Beyond the Best Guest Services Training

Module 10
"Be Alert"

PREPARATION

- Review this module.
- Think of possible responses to the questions you will ask. This preparation helps in case employees have difficulty coming up with their own answers. (Write your own questions or sample questions in the Notes section or fill in a worksheet if you wish.)

TIMING

- This module generally lasts 60 minutes. Suggested times for presentation of this module follow. Your timing may vary depending upon the amount of discussion from your employees.

Introduce Module	10 minutes
Group Discussions	25 minutes
Module Summary	15 minutes
Challenge Yourself	10 minutes

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INTRODUCE MODULE

SAY: Last week we talked about "Let Them Hear Your Smile."

ASK: Can anyone give me some examples of what that means?

SAY: One of our seven Service Standards is "Be Alert." Today we are going to discuss "Be Alert."

ASK: Who can tell me what "Be Alert" means?

GROUP DISCUSSIONS

SAY: EVERYONE's safety is EVERYONE's responsibility.

SAY: The objectives of "Be Alert" are the following:

To provide a safe environment for our guests and employees.

To protect our guests and employees from accidents and recognize/correct any safety hazards.

SAY: Another objective of this session is to identify underage guests.

Every employees' responsibility is to ask for identification from anyone who looks under the age of 30. We card anyone who looks under the age of 30.

Anyone who knowingly serves a minor alcohol is guilty of a misdemeanor by state law.

Under age drinking and gambling can have a serious effect on a teenager's future.

If a guest is under the age of 21, the employee will immediately ask the guest to leave the gaming and/or bar area and notify Security of the guest's whereabouts.

If a minor is caught in the act of gambling or drinking alcoholic beverages, Security will be contacted immediately.

It is everyone's responsibility to look for minors in the casino.

Minors are not allowed to loiter in or about any room or premises wherein any licensed game, race book, sports pool or pari-mutual wagering is operated or conducted.

SAY: The most popular forms of gambling for minors are, in any given order:

Card playing, Sports betting, Slot machines, Bingo

GROUP DISCUSSIONS cont.

SAY: Underage gamblers have twice the risk as adults for developing gambling problems.

Between 3.1 and 8.4% of adolescents have shown seriously harmful patterns of compulsive gambling activity within the last year.

Approximately 50% of adult gambling addicts first gambled when they were under the age of 21.

If an unescorted child is found in the casino, please contact Security immediately.

Steps for asking for identification:

- Greet the guest politely
- Be professional
- Stay calm, even if the guest gets upset
- If you need assistance, call your Supervisor or Security
- Thank the guest for his/her cooperation

ASK: How can we meet the objectives of "Be Alert"?

SAY: By Security and Safety Awareness:

Take the initiative to resolve minor hazards if you can (i.e. spills, etc.).

Immediately report any suspicious people you encounter to your supervisor or security.

REMEMBER It Is Your Job!

Never give out any type of guest information.

Keep all computer reports and information about guests in secure locations.

Never announce a guest's room number within hearing range of other guests.

Check for and report any safety hazards you observe to the appropriate department or your supervisor.

Guest/Employee Accidents or Injuries:

Call Security and your supervisor immediately to inform them of the incident.

Maintain a calm and confident appearance on incident scene.

Emergencies:

Know the location of the nearest Fire Exit, Fire Extinguisher and First Aid Kit.

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MODULE SUMMARY

SAY: Today we have talked about the service standard, Be Alert.

ASK: What can we do as a group to be sure we continue to practice this safety standard every day.

CHALLENGE YOURSELF

SAY: For the next week, Be Alert, and see if you notice any minor in the casino of your property:

If you do, use these steps for asking for identification:

Greet the guest politely

Be professional

Stay calm, even if the guest gets upset

If you need assistance, call your Supervisor or Security

Thank the guest for his/her cooperation

Next week we will discuss any situations that you came into contact with.

DO: Discuss with the employees when the next session will be and motivate them to continue using the best guest service skills today and every day. Ask them to write down or be ready to share experiences with everyone in the next training session.

SAY: What a great training session it was and THANK each employee for their participation today and for their hard work EACH and EVERY DAY!

Module 11
"Service Recovery/Offering Options"

PREPARATION

- Prepare for the session by reviewing the module prior to meeting with your employees.
- Think of possible responses to the questions you will ask. This preparation helps in case employees have difficulty coming up with their own answers. (Write your own questions or sample questions in the Notes section or fill in a worksheet if you wish.)

TIMING

- This module generally lasts 60 minutes. Suggested times for presentation of this module follow. Your timing may vary depending upon the amount of discussion from your employees.

Introduce Module	10 minutes
Group Discussions	25 minutes
Module Summary	15 minutes
Challenge Yourself	10 minutes

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INTRODUCE MODULE

SAY: Last week we discussed "Be Alert."

ASK: Did you all pay attention to your surroundings this past week? Did you notice more about the property and your employees?

SAY: Today we are going to discuss "Service Recovery and Offering Options" to our guests.

GROUP DISCUSSIONS

SAY: Service recovery is an immediate acknowledgement of and a response to a guest's concern that is handled with sensitivity, respect, and professionalism. Service recovery requires taking responsibility for solving the opportunity in a timely manner.

You see it, you own it, you fix it! Service recovery is not assessing blame, being judgmental, or something that can wait for an other day.

Service recovery is a tool to recognize, prevent, and correct unmet expectations.

Research has shown that "customers" who have had a service failure resolved quickly and properly are more loyal to a company. Guests make long-lasting judgments about us by the way we recover from mistakes. These judgments can be positive or negative. If we don't handle mistakes well, we actually reinforce bad feelings about us. When something goes wrong, we are in danger of losing the guest. Some businesses lose 10 to 15% of their volume each year because of poor service and poor recovery.

When we effectively practice service recovery, we are creating loyal guests who will be so satisfied that they will tell anyone who will listen about the wonderful service your property provided. Nothing is as powerful as a personal recommendation from a satisfied guest.

Service recovery - solving a guest's problem and sending them away singing your praises - creates word-of-mouth advertising that is 10 times more powerful than advertising and 20 times cheaper!

ASK: When should you use service recovery?

SAY: Service recovery is needed whenever a mistake has been made or the guest perceives a mistake has been made.

ASK: Have you ever experienced poor service or a problem with a product? Think about your own experiences with service or product problems. Did you get a quick acknowledgement of the problem, apology, speedy resolution or maybe even compensation for your trouble? What happened? How did it make you feel?

SAY: Let's look at an easy way to provide GREAT service recovery.

GROUP DISCUSSIONS cont.

SAY: There are six basic steps to service recovery. We are going to use the R.E.L.A.T.E. model to remember them.

Recognize the Concern: The very first thing you have to do is recognize that you have an "opportunity." This is the chance to turn a perceived wrong into a right. Look for non-verbal cues that may indicate dissatisfaction. This is an opportunity for you to resolve the situation before the dissatisfied guest becomes even more unhappy. Say, " I sense that you are concerned about…" or "You seem upset about something."

Empathize: Put yourself in the guest's place. How would you feel? Would you be angry or disappointed? Be sure to let the guest know you get it. Say, "I can see how this must be frustrating for you."

Listen: It's time to focus 100% on the guest. Make eye contact and listen patiently. "Be There" for the guest. Your facial expressions and tone of voice should show concern. Acknowledge what has been said. Ask questions if you are not clear. Say, "Can you describe what your concerns are?"

Apologize: Negative situations can be saved with a simple, "I'm sorry…." You are apologizing on behalf of your company, even if we are not at fault. Show your commitment to our Beyond the Best service by saying, "I'm sorry that was your experience."

Take Responsibility: You may simply be the target of a guest's frustration or anger. Even so, you must take responsibility. Remember, you see it, you own it, you fix it. Show a sense of urgency and offer solutions. Focus on what you CAN do to resolve the opportunity. Say, "This is what I can do for you." Sometimes you just cannot fix it. In this case, ALWAYS find someone who can.

Explain What You Are Going To Do: Tell the guest what you intend to do to address the concern. Get their "buy in." Say, "This is what I will do." Then DO IT! Its' that simple. You've made a commitment to the guest. Make sure that you complete the tasks to fulfill the promise.

SAY: **Mistakes happen.** Employees can cause them, guests can cause them, or they can just happen! Regardless of what goes wrong or who is to blame, what is important is that the guest enjoys the experience they came to us for.

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MODULE SUMMARY

SAY: Today we have talked about Service Recovery.

ASK: Why is it important? How does Service Recovery help us create loyal guests? What happens if we don't RELATE to our guests?

What can we do as a group to be sure we continue to use Service Recovery to ensure that our guests keep coming back?

CHALLENGE YOURSELF

SAY: Use these phrases to help you with Service Recovery this week. Pay attention to the guest's response.

MONDAY - "I appreciate your patience."

TUESDAY - "Thank you for your understanding."

WEDNESDAY - "Please accept my apology."

THURSDAY - "I am happy to help you."

FRIDAY - "What else can I help you with today?"

DO: Discuss with the employees when the next session will be and motivate them to continue using the best guest service skills today and every day. Ask them to write down or be ready to share experiences with everyone in the next training session.

SAY: What a great training session it was and THANK each employees for their participation today and for their hard work EACH and EVERY DAY!

Module 12
"Fond Farewell"

PREPARATION

- Review this module.
- Think of possible responses to the questions you will ask. This preparation helps in case employees have difficulty coming up with their own answers. (Write your own questions or sample questions in the Notes section or fill in a worksheet if you wish.)

TIMING

- This module generally lasts 60 minutes. Suggested times for presentation of this module follow. Your timing may vary depending upon the amount of discussion from your employees.

Introduce Module	10 minutes
Group Discussions	25 minutes
Module Summary	15 minutes
Challenge Yourself	10 minutes

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INTRODUCE MODULE

SAY: Last week we spoke about "Service Recovery/Offering Options."

ASK: Can anyone give me some examples of Service Recovery?

SAY: One of our seven service standards is "Fond Farewell." Today we are going to discuss "Fond Farewell" and how our relationships with one another affect our internal and external guests.

ASK: Who can tell me what "Fond Farewell" means?

GROUP DISCUSSIONS

SAY: Sincerely thank our guests for their visit and invite them to return.

SAY: The objectives of this module are the following:

Learn how to deliver a warm and sincere closing with the guest.

Build our guest loyalty.

SAY: A survey conducted recently by LRA Worldwide, found some statistics that while tragic, shouldn't really shock any lodging industry professional.

- 39% Of hotel guests were not welcomed upon arrival.
- 19% Of guests experienced a delay of more than one minute before being acknowledged.
- 45% Of guests never have their name used during check-in.

Getting our employees to create hospitality requires us to do more than just forcing them to use a series of scripted action steps.

Great service means more than just, "Greet the guest, use their name three times, smile a lot and have eye contact."

Hospitality Is More Than A Communications Technique.
Hospitality is a culture; a way of life. The way in which we treat others, whether they are our guests, other employees, Supervisors/ Managers or vendor-partners, is a reflection of our personal values and ideals.

GROUP DISCUSSIONS cont.

Hospitality Means Caring "About "As Well As Caring "For" Others. We need to remind all employees that "Room 201" is really a fellow human being just like us. She is definitely someone's daughter, probably someone's friend, boss, employee, wife and/or mother.

Hospitality Means Greeting Others More Than Half-Way.
Despite the stereotypes that the level of service we receive varies by state, geographic region or country, the biggest factor impacting the level of service received is attitude. In other words if the guest is friendly and relaxed they generally receive friendly, personalized service.

Help your employees understand that life is all about choices. Each person is an infinite choice maker and has a lot more control than they realize. While we cannot always pick and choose the attitudes of our guests, we definitely CAN determine how we react to them. By letting go of resentment and choosing acceptance, we achieve a Teflon-like coating against their negativity.

Understanding That Excellent Service Is Fun!
It makes work easier. In the end, when we create a culture of hospitality at our workplace, we experience tremendous personal gains. Of course we all know intellectually that great services equals repeat business equals a profitable company equals job security. But there is so much more. When we truly commit ourselves to connecting with our guest, either internal or external and anticipate their needs in advance, work will be more fun for all stakeholders including ourselves and that woman, mom, wife, daughter and friend standing across the front desk from us asking for extra towels. You know her, she's the one we used to call "Room 201."

SAY: To meet the objectives, we must do the following:

Sincerely encourage the guest to return to the property.

Give the guest a warm and sincere Thank You for staying at the property.

Inquire about the guest's stay.

Ask if there is any other way to be of service to the guest.

ASK: How does giving the guest a Fond Farewell help create guest loyalty?

Sometimes it comes from one extraordinary, dazzling experience that they have while at the property.

We have the opportunity to make an emotional connection with our guests every day.

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MODULE SUMMARY

SAY: Today we have talked about the service standard, Fond Farewell.

ASK: What can we do as a group to be sure we continue to give our guests a Fond Farewell each and every visit?

CHALLENGE YOURSELF

This week, let's use the Webster's definition of hospitality: **Treating guests with warmth and generosity.**

Rather than trying to script-out just the right words for our employees to say when interacting with guests, let's all realize that when we give generously and unconditionally of ourselves in guest interactions, more often than not we will receive positive energy back many times over.

So this week, let's everyone try to do just that and next week we will talk about what results we encountered.

Give a warm goodbye and use names whenever possible.

DO: Discuss with the employees when the next session will be and motivate them to continue using the best guest service skills today and every day. Ask them to write down or be ready to share experiences with everyone in the next training session.

SAY: What a great training session it was and THANK each employee for their participation today and for their hard work EACH and EVERY DAY!