



GREAT LEADER STRATEGIES

1) DESIGN YOUR ORGANIZATIONAL STRUCTURE FOR SUCCESS...BREAK THE MOLD

- Be an organizational architect.
- Be willing to re-create the structure and change whole approach if needed.
- Individuals should have clear responsibility, authority and accountability within the scope of their role.
- No one should be able to "hide" in the structure.
- Structure should expedite taking care of Guests, responding to Cast needs and making business decisions.
- Structure should expedite the communication process.
- Determine number of meetings needed to keep operation running.
- Scrutinize number of layers within the structure.
- Determine reasonable ratios of management to hourly Cast.
- Evaluate/change number of direct reports per executive, managers, etc.

2) MAKE SURE YOU HAVE THE RIGHT PEOPLE IN THE RIGHT JOB

- Understand the deliverables for each job.
- Create challenging jobs. Expand your thinking about people's capabilities. Don't just hire for job.
- Make sure the candidates have the technical, leadership and management needed to run the business or perform well in their job.
- Assess the whole system when you hire for one job - "right fit" talent.
- Think about the qualities of a **perfect candidate**...how would they look?
- Hire the **best**, not the best available.
- Hire by talent, not by resume'.
- Perform a thorough evaluation of people - utilize all the resources and tools available, i.e. PRAXIS, Gallup Profiles, Profit and Loss comparisons, etc.
- Talk with people who have worked with candidate in their last and current position.
- Visit and observe the operation they currently manage.
- Quiz people on their knowledge.
- Have people actively demonstrate their expertise.
- Consider how the person will blend with the current team members.
- Make "hard" decisions to remove/recast "wrong fit" talent.



3) ENSURE CAST MEMBERS ARE KNOWLEDGEABLE ABOUT THEIR JOBS

- Ensure that expectations are clearly understood.
- Cast Members should know **how** to spend their time.
- Cast Members should know **where** to be at the right times.
- Cast Members should know the business, the strengths, and the opportunities for improvement.
- Cast Members should know how to satisfy/exceed the Guests' expectations.
- Management should be actively involved in coaching and educating the Cast.
- Ask yourself, "Are Cast Members training managers or vice versa?"
- You must have a clear, well developed training process.
- Develop people and have a track record for people you have developed, for consideration in promotions.
- Have a clearly defined process for keeping the Cast up-to-date on information.
- Gain knowledge/understanding of key processes of the overall business, not just those within your span of control.
- Conduct pre-shift/start-of-day meetings.

4) MAKE DRAMATIC LEAPS IN GUEST SERVICE

- Experience our product frequently as a Guest.
- Role model exemplary Guest Service.
- Talk to Cast about what it will take to continuously make dramatic leaps in Guest Service.
- Understand what "World Class Service" is from a Guest's perspective. Visit places known for excellence in service. (Ritz Carlton/Federal Express, etc.)
- Explain, train and support Cast in Service Recovery procedures.
- Make time on your calendar for "in-costume" experiences.
- Read Guest letters on a regular basis and respond personally.
- Train Cast in all aspects of Guest Service.
- Strive for 100% Guest Satisfaction and ensure that everyone on your team knows it's expected.
- Host informal *social* sessions with Guests. Invite other executives to participate. Share the information.
- Have the right team in place who understand Guest Service and can immediately correct Cast performance, when needed.
- Demonstrate zero tolerance for anything but great Guest Service.
- Look for new ways both internally and externally, to better your best effort each day.

5) IMPLEMENT EFFECTIVE STRUCTURED PROCESSES FOR GETTING WORK DONE

- Identify the process problems and opportunities for improvement in your operation and act quickly to address and change processes.
- Ask the people doing the work to champion and administer improvement processes.
- Look for a **resolution** to, rather than the **culprit** of the problem (what vs. who). Spend time **resolving** rather than **researching**.
- Take care of Guest feedback on your own rather than delegate it to someone further down on the chain of command.
- Implement processes that "work", from the Cast point of view.
- Check new processes three or six months later. Has it "taken" or reverted back to where it was before?
- Scan weekly reports for new ideas.
- Ask "why" more often. Why do we do that? Elevate questions and ideas to the highest level needed to accomplish the task.
- Conduct regular **Stop/Start/Continue** discussions around current practices.
- Involve yourself in industry-related associations and read industry-related publications. Explore new approaches.
- Keep up-to-speed on what others are doing (internal, external) to improve processes.

Examples of processes/Improvement opportunities

- Administrative work
- Dealing with non-performers
- Signature authority
- Reprimands
- Payroll
- Clocking in/out

6. EXPLORE, PROBE AND KNOW WHAT IS GOING ON IN YOUR ORGANIZATION AND ACT UPON THE INFORMATION

- Establish comfortable relationships where people at any level feel comfortable discussing an issue or topic with you.
- Everyone should be equal from an opinion standpoint and have access to management at all levels. Be accessible.
- Know** you're not isolating yourself within the organization.
- Regularly spend time with direct reports discussing people, projects, processes and profitability.
- Insist on deadlines and due dates and hold people to them.
- Be visible in the work area. Visit break rooms and informally talk with the front line Cast. Listen intently, gather and share key information.
- Hold breakfast, lunch, or dinners (or other forums) on a regular basis to learn what's really going on.
- Look beyond the surface appearance of reports, comments, and feedback. Develop skill of reading between the lines.
- Follow through on ideas and concerns people share with you.
- Demonstrate care, consideration, respect, sensitivity and confidentiality; keep your word.
- Effectively utilize Circles of Excellence.
- Schedule your priorities - plan your day.
- Observe your operation from the Guest and Cast's point-of-view, regularly.
- Experiment with new concepts for 30-60-90 days and monitor results.

7) ACTIVELY OBSERVE AND REACT TO THE PERFORMANCE OF YOUR DIRECT REPORTS - TAKE TIME FOR RECOGNITION, COACHING AND COUNSELING

- Always notice performance, positive or negative, and provide feedback to your Cast.
- Coach and train Cast on better ways to perform their job.
- Actively and visibly role model great performance.
- Publicly and privately recognize improved/great performance. Team should know what great performance/performers look like.
- Don't tolerate poor performance, or ignore performance issues.
- Counsel and discipline non-performers. Weed out consistent non-performers.
- Greet all people with whom you come in contact. Pay attention to the environment and your interactions with people. Be conscious of the impact of your presence.
- Make a point of remembering a person's name and a "thank you". They are powerful. Use both.
- Actively and visibly participate in recognition processes.
- Participate in, and be visible at Cast Member events.
- Ask for, and offer help.
- Expand your sphere of influence at all levels.
- Work toward making adversaries your partners.
- Focus on collaboration, rather than conflict, in problem-solving.
- Great leaders have good one-on-one relationships and good multi-relationships.

8) EXPAND AND ACT UPON KNOWLEDGE AND EXPERIENCE OF THE BEST SERVICE AVAILABLE ANYWHERE

- Consistently ask, "Do I have the best service in the business?"
- Know what the *best* service looks like. Know how to apply it.
- Expose yourself to the best - reflect on it, then act on it.
- Stay current with industry/business trends.
- Take sabbaticals; go on best practice trips. (Ritz Carlton, Federal Express, Johnny Rockets, Home Depot, etc.)
- Keep up with the pace of change in your industry.
- Participate in professional networking.
- Read the Disney Best Practices Bulletin Board. Share and use the information you find.
- Look at ways to apply new concepts to your operation.

9) PARTNER EFFECTIVELY AND SUCCESSFULLY WITH STAFF AND OTHER CROSS-FUNCTIONAL PARTNERS

- Be available for people.
- Work together to make meetings happen in a timely way.
- Show timely progress and resolution of projects in a quality manner, satisfying the goals and objectives.
- Live up to commitment to partners.
- Return phone calls, cc:Mail, pages, etc.
- Get back to people when they ask you about issues.
- Don't avoid conflict and confrontation on tough issues. Stand up for what is right for Guests, Cast, and business.
- Have the courage to fight the right battles.
- Create relationships where you don't have them.
- Be open-minded and flexible.
- Welcome input and constructive feedback.
- Ask for, and offer help.
- Expand your sphere of influence at all levels.
- Work toward making adversaries your partners.
- Focus on collaboration, rather than conflict, in problem-solving.
- Great leaders have good one-on-one relationships and good multi-relationships.

10) DEMONSTRATE A PASSIONATE, PROFESSIONAL COMMITMENT TO YOUR JOB

- Make sure your job is something you love to do.**
- Be an eternal optimist about what you CAN do for the business.**
- Demonstrate personal ownership.
- Have a positive attitude.
- Be excited about coming to work vs. excited about leaving.
- Spend the right amount of time, in the right ways, on the job.
- Spend enough time on the job (earlier, later, day, night, third shift, Saturday, Sunday).
- Get people focused on "the goal."
- Find ways to break the monotony and routine for people. Create elements of surprise. Lighten the workplace environment for people.
- Spend time with Guests.
- Deal personally with "the worst Guests in the world."
- Experience our product frequently as a Guest.
- Interact with Guests via in-costume work experiences.
- Do the *right* things for the *right* reasons.
- Hold people responsible for performance and results.
- Pay attention to high performance Cast Members.
- Walk the operation teaching, coaching, counseling.