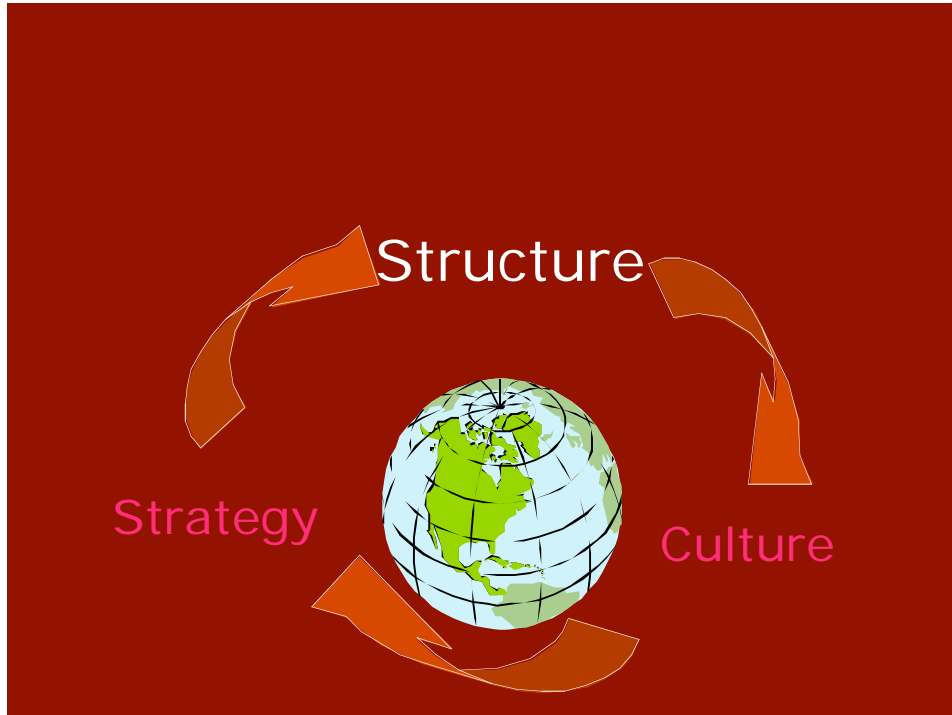




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Understanding and Building Culture

At Miick & Associates all begins with understanding Culture, what we want, need, and aspire to on a daily and career basis.

Holding this model consistently, next comes 6 active steps that support strategies, replace structures and ever build and evolve Culture.

In all 6 steps (shown below) Wilbur's model of integral wholeness is held with equal fervor to support balance and ongoing, exponential growth of individuals as well as business.



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The Miick version of the 6 Sigmas of service (*and* success):

Taking GE's 6 Sigma model for success, are there 6 Sigma's for the restaurant and hospitality industry? I believe so. With 6 Sigma's, risk is for the most part, taken out of our business proposition.

Sigma 1: Understand who we are *really* and what we do:

Knowing who you are, and *why* you do what you do (*really*) ties the 6 Sigma's together. The leaders I know that revisit their Purpose and Values daily are successful; period. They know why they hire who they do; they know *what* they *must* train and *why*; they know how to communicate in a way that supports their team to feel accepted, supported and successful. Last, they support ongoing learning to constantly improve what they do and how they do it. Purpose provides the who we are core strength, values provide guide rails to effective decision making, and clear Vision, provides the goal on "*Purpose*". This core beginning supports literally nothing that stops the ultimate success of the work environment.

Sigma 2. Proactive Fiscal Systems

There are three components of proactive fiscal systems:

a. Look off the bow not the stern

Waiting for your financial statement to tell you how you did this period, is akin to looking off the stern of your boat as you sail through treacherous waters. Instead, look off the bow.

Track major cost of goods and labor, daily against budget. Costs as well purchasing and receiving tied to budget are then adjusted daily to flow with up or down surge in business. "Week to date" costs are tracked against inventory totals for a match. Assessment can be made each day to anticipate the week; each week to anticipate the period, each period to anticipate the year. Unless you are asleep, there is no way to NOT hit budgets.

b. Invest in retention instead of turnover

Most of our industry anticipates staff turnover at over 165% per annum. As an alternative create a line item for ongoing training, ongoing team development, treat your people with respect and watch retention grow. Clients tracking the Miick 6 Sigma are running less than 25% turnover with net operating profit 50% or more above industry average.

c. Create an ownership attitude with profit sharing

Set up real profit sharing on a period-to-period basis. 6 Sigma approach is to create an ownership attitude by interacting with management and staff as owners, sharing fiscal information, training those interested in profitability, reaping the benefits with you. Imagine 100 ownership eyes in your business instead of yours alone.



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Sigma 3. Hiring Systems That Define Excellence

A *partial* list of "6 Sigma" action steps:

1. Define what "great" means for me and my company!
2. Rather than asking what goals an applicant has for themselves in the next five years, find out what excellence means to the applicant. Be specific. Be work specific. Use role plays to actually see their performance. If I've defined excellence in my company clearly, then the whole point of the 6 Sigma interview is to compare the applicant's definition of excellence with mine. As the interviewer I then constantly monitor this relationship.

As mentioned in Sigma 2, the tangible outcome of this process is turnover at 25% or less in an industry with over 165% turnover. This result translates to thousands of dollars over the course of 1 year. This leads us to Sigma 4.

Sigma 4. Training that begins with results

To quote Stephen Covey, "Begin with the end in mind"!

1. Define the response you want to hear from your guests. Ask yourself, "What are the behaviors we need to see and feel to get these guest responses?" Be as specific as possible!
2. Train the behaviors that you've defined. You'll end up with a staff that performs!

Have training build on itself. How does what is trained today tie to what was trained yesterday. An Interactive process in which each behavior, each piece of learning, builds on the previous: minute by minute, second by second adds to the retention.

Sigma 5: Effective Communication

Ask yourself if there is "Safe Space" where Leaders, managers, and team members communicate openly and honestly. This is more than an open door. It is the ability to speak with respect, using data rather than meaning making or labeling.

This skill set adds to team member retention and is seen as a tangible team member benefit provided by the company.



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Sigma 6: BE a learning organization

The paradox in a learning organization is that “who’s right” is not as valued as the team being effective. Leaders and team members alike are acknowledged as not perfect, yet all players are driven to learn, then apply “next steps” effectively.

This environment celebrates open honest communication, builds on training and supports better choices in hiring. All these components add to high team member retention, amazing ongoing performance, constant learning about guest connection, better training, and drive for excellence in top and bottom line performance in all areas of operation.



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