



# HOW TO LEAD A HOSPITABLE TEAM

By Chantal Verhoeve & Roos van der Woude

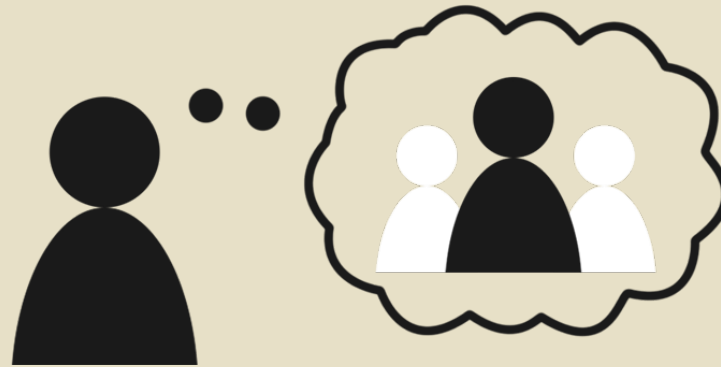
# What are we going to do today?



- Learning goal: Being able to give structured feedback
- What are your expectations?

# Theory on giving structured feedback

- McKinsey feedback model
- Observation
- Interpretation
- Effect



# Observation

- Be specific
- Only stay to your observation
- Don't include emotions

Use sentences such as:

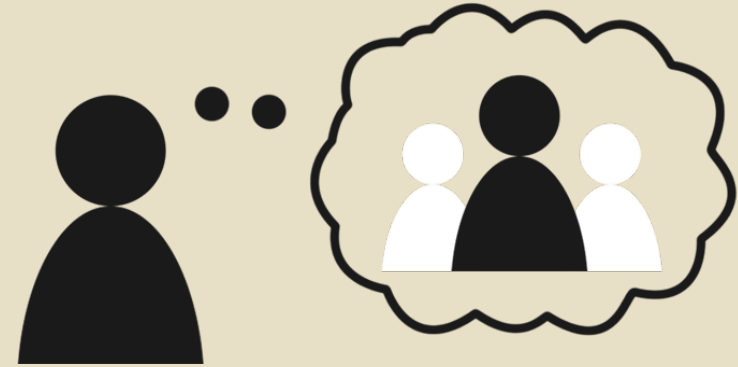
“Yesterday during service, I've noticed you were using your phone”

When stating your observation use words such as:

I observed/noticed/have seen/heard that/read that/saw you doing etc



# Interpretation



In this part, you explain how the observation comes across to you – how you interpretate the behaviour

- “This makes me think you are not interested.”
- “Because of that behaviour it comes across you are bored”

# Effect

- Here you state what effect the behaviour has on you, the team and/or service delivered to the guests
- “As an effect, the team has to work harder”
- “When guests notice you are using your phone during service, it has an unprofessional outlook”



# Example of Structured Feedback

“Yesterday during service, I noticed you were using your phone while a guest was talking to you. This came across as you were not interested in the guest and that your mind was somewhere else. As an effect, the guest was not satisfied and it is likely he will not return in the future.”