

The Santa System Consulting Process

What follows is an overview of Lenn’s Santa System consulting process. This process focuses on aligning five cultural components that determine success. Those components are:

- **PURPOSE.** Why we exist (your service promise)
- **PRIORITIES.** How we behave and when we respond (your expected behaviors and decision-making guidelines).
- **PEOPLE.** Who we serve (your employee and customer relationships).
- **PLATFORM.** Where we perform (your stage and performance steps).
- **PROCESS.** What we follow (your procedures).

The system has variable steps. Depending on the specific organization’s needs, some or all of the steps may be required. It’s a fluid sequence where each step can be shortened or elongated. The steps may occur sequentially, simultaneously, or in a different order. All are inspired by our hands-on experience at Walt Disney World and were successfully applied to improve other organizations’ results, including hospital, health insurance, utility, and grocery.

Santa System Consulting Steps

STEP ONE. Identify your *Purpose* in serving customers, clients, students, or your community.

- Collect and examine data to discover what your customers, employees, and independent providers really expect from you.
- Validate those expectations with leadership, other customers, employees, and independent providers.
- From those expectations, identify the underlying reason you are in business.
- Develop a service *Purpose Statement* based on that reason.
- Validate that *Purpose Statement* with leadership, customers, employees, and independent providers.
 - Insurance example – “We care, protect, and connect.”
 - Grocery example – “We grow community.”

STEP TWO. Define your desired *Behavior Priorities*.

- With your *Purpose* defined, determine what attributes employees and independent providers need to exhibit to deliver your purpose.
- Develop competencies that all team members should demonstrate.
- Validate those competencies with leadership, employees and providers.
- Launch revitalized management competences and accountabilities.
- Launch a revitalized appraisal system.
 - Walt Disney World Leader Example – Positivity, Knowledge, Accountability
 - Walt Disney World Employee Example – Positivity, Respect, Magic, Effort

STEP THREE. Define your desired *Operating Priorities*.

- Determine the key operational components critical to daily success.
- Prioritize those components so that any person in any position and make appropriate decisions without having to seek manager approval.
- Run scenarios to verify the *Operating Priorities* guide in any situation.
- Validate the *Operating Priorities* with leadership, employees, and providers.
 - Hospital example – Safety, Courtesy, Show, Efficiency
 - Health insurance Example – Ethics, Empathy, Economy, Efficiency

STEP FOUR. Prepare your People for a culture makeover.

- Launch culture makeover communication tools.
- Develop and deliver an introductory workshop for directors and above.
- Develop and deliver leadership culture change training for all leaders.
- Develop and deliver a *Priorities* expectations workshop for existing employees.
- Script or outline expected responses in specific situations.
 - Hospital Examples – What to say to guests on an elevator, how to explain a procedure, how to refuse a guest demand, how to direct a vendor

STEP FIVE. Revitalize your investment in People

- Align the hiring process with *Purpose* and *Priorities*.
- Develop candidate assessment and interview tools.
- Develop and deliver a revitalized new hire orientation.
- Align local orientations and on-the-job training with the new cultural values.
- Launch or revitalize the Corporate University
 - Select members for a Board of Regents.
 - Develop career paths for each job profile.
 - Select and train instructors.
 - Roll out career paths and University offerings.

STEP SIX. Restage your Platform

- Launch a “fourth wall” *Platform* staging philosophy.
- Identify and turn “show miss” situations into “show hit” successes.

STEP SEVEN. Streamline *Process* to align with the stated organizational values.

- Involve all your *People* in finding and fixing issues that impede service.
 - Launch or revitalize a service recovery process.
 - Launch or revitalize improvement processes.
 - Launch or revitalize a themed recognition and rewards program.
 - Launch or revitalize communication tools.
 - Celebrate a complete a Santa System makeover.

*What kind of leader gives a visitor more
than he can give most of his team members?*

–Santa Claus