

# **SHUT UP AND LISTEN!**



## **ASSESSMENT QUESTIONS**

**1. DOES YOUR ORGANIZATION PRIORITIZE HOSPITALITY, EVEN IF YOU ARE NOT IN A TRADITIONAL HOSPITALITY-BASED INDUSTRY?**

**2. IS IT EASY FOR CUSTOMERS TO APPROACH YOU WITH THEIR COMMENTS OR CONCERNS?**

**3. HOW WELL DO YOU ACCOMMODATE REASONABLE CUSTOMER REQUESTS? DO YOU (OR YOUR STAFF) TEND TO SAY NO MORE THAN YES?**

**4. DO YOU UNDERSTAND YOUR COMPETITION—AND YOUR CUSTOMERS—WELL ENOUGH TO KNOW WHY A CUSTOMER MAY BUY FROM A COMPETITOR INSTEAD OF YOU?**

**5. IS THE RANGE OF CHOICES THAT YOU OFFER YOUR CUSTOMERS BROAD ENOUGH TO ATTRACT PEOPLE FROM MULTIPLE DEMOGRAPHICS?**

**6. EVALUATE YOUR OPERATING CYCLE—THE GAP OF TIME BETWEEN EXPENDITURE AND REVENUE—WITH REGARD TO WORKING CAPITAL. DOES YOUR COMPANY ROUTINELY STRUGGLE TO FILL THAT GAP? OR DO YOU HAVE ADEQUATE WORKING CAPITAL FOR PEAK PERFORMANCE THROUGHOUT THE ENTIRE CYCLE?**

**7. REVIEW THE TERMS OF YOUR PROPERTY LEASE. DOES IT CONTAIN A CLAUSE ALLOWING YOU TO CANCEL OR BUY OUT YOUR LEASE, OR TO SUBLEASE, IF YOU DON'T MEET REVENUE PROJECTIONS?**

**8. ARE YOU UP-TO-DATE WITH ALL THE FINANCIAL NUMBERS—NOT JUST A FEW “ESSENTIALS”—ASSOCIATED WITH YOUR BUSINESS? DO YOU GENERATE DAILY, WEEKLY, AND MONTHLY BUDGETS?**



9. IDENTIFY THE 95 PERCENT OF YOUR OPERATION THAT YOU DO WELL, AND CONSIDER ELEMENTS MISSING FROM THIS LIST TO BE THE “5 PERCENT” YOU NEED TO ADDRESS. WHAT “5 PERCENT” ELEMENTS ARE YOU SURPRISED TO DISCOVER? WHAT ARE THE SEEMINGLY INSIGNIFICANT OR INSURMOUNTABLE ISSUES THAT YOU’VE BEEN AVOIDING OR PUTTING OFF?

10. EVALUATE THE SKILLS THAT YOU AND YOUR TEAM MEMBERS BRING TO THE TABLE. DOES YOUR COMPANY CULTURE ENCOURAGE EVERYONE TO BE HONEST ABOUT THEIR STRENGTHS, AND TO SEEK FEEDBACK IF NEEDED?

11. DOES YOUR TEAM REFLECT A VARIETY OF COMPLEMENTARY STRENGTHS? OR IS THERE A GAP IN YOUR PERSONNEL SKILL SET? DO TOO MANY PEOPLE ON YOUR TEAM HAVE THE SAME SKILLS?

12. DURING UPSWINGS, DO YOU MAKE IT A PRIORITY TO BUILD WORKING CAPITAL?

13. DURING DOWNSWINGS, DO YOU HAVE ENOUGH WORKING CAPITAL TO TAKE ADVANTAGE OF OPPORTUNITIES AS THEY COME YOUR WAY? OR DO THEY PASS YOU BY BECAUSE YOU LACK LIQUIDITY?

14. DO YOU TEND TO SPEND A LOT OF TIME CHASING DEALS? OR DO YOU PRESENT FAIR AND HONEST “WALK-AWAY OFFERS,” THEN WAIT PATIENTLY FOR THE DEALS TO CHASE YOU? HOW DOES YOUR APPROACH HELP GROW YOUR BUSINESS?

15. IS EVERYONE ON YOUR TEAM AS MOTIVATED AS YOU ARE? HOW DOES YOUR TEAM COMBAT FEELINGS OF COMPLACENCY?

16. DO YOU EXPECT YOUR TEAM TO COMMUNICATE WITH HONESTY AND STRAIGHTFORWARDNESS? DO YOU TAKE TIME TO MODEL THIS TYPE OF COMMUNICATION?

**17. HOW DO YOU DEMONSTRATE TO YOUR TEAM THE VALUE OF CONFIDENCE, CREATIVITY, AND THE ABILITY TO THINK ON ONE'S FEET?**

**18. DO YOU TEND TO HIRE PEOPLE WHO ARE MORE TALENTED THAN YOU, OR LESS TALENTED? DO YOU ALLOW INTIMIDATION OR PRIDE TO PREVENT YOU FROM HIRING THE BEST PERSON FOR THE JOB?**

**19. ARE YOU OPEN TO LEARNING FROM YOUR TEAMMATES, NO MATTER THEIR RANK?**

**20. WHAT IS YOUR METRIC FOR DETERMINING WHETHER OR NOT TO MOVE IN A NEW DIRECTION? DOES YOUR COMPANY SOLICIT FEEDBACK FROM CUSTOMERS FIRST?**