

Insights from Horst Schulze of The Ritz-Carlton

Video Notes

Discussion Questions

1. What are your takeaways from this video?

- a. In what ways do you think Horst's approach to excellence may be *un*conventional?

Read Proverbs 29:18; *“Where there is no vision, the people are unrestrained, but happy is he who keeps the law.”* (NASB)

2. Horst emphasized the importance of casting a vision to better engage staff. In what ways do you believe the clarity of vision impacts the quality of service?

a. What sort of business and individual decisions might be better directed by everyone on the team if they clearly knew the company vision? How might your business be improved if each employee championed your company vision?

3. Read Mark 12:31, *“The second is this, ‘You shall love your neighbor as yourself.’ There is no other commandment greater than these.”* Many may think about loving their customers, but this motto can be valuable if applied to employees as well. What ways might you love your employees and how might this impact the quality of your services?

a. Horst identified three things all customers want: 1) Defect-free service 2) Timely service 3) Treated nicely. On a scale of 1-10, with 10 the best, how would you rate your company in each of these areas? In what ways could you improve?

Defect-free service (__ rating) _____

Timely service (__ rating) _____

Treated nicely (__ rating) _____

4. Horst mentioned that his employee turnover rate was only 18% compared to the industry average of 100%. Based on the qualities he described, why do you believe his turnover was so much lower? How do you believe lower turnover translates into better customer service?

5. What did you learn from Horst’s discussion about handling customer complaints? What might you implement into your own practices?

Going Deeper

This section is an extension of the above materials and is designed for a deeper study/devotion on your own. The Bible is the best resource that can be used to guide our personal and business lives to glorify God. In this segment, you will be provided a scripture. After reading, indicate either: (1) *how to* use it as a guide in developing a more excellent work environment, or (2) *how it is* already practiced by giving an example.

Ecclesiastes 2:24-26 (NASB) *“There is nothing better for a man than to eat and drink and ^[a]tell himself that his labor is good. This also I have seen that it is from the hand of God. ²⁵ For who can eat and who can have enjoyment without ^[a]Him? ²⁶ For to a person who is good in His sight He has given wisdom and knowledge and joy, while to the sinner He has given the task of gathering and collecting so that he may give to one who is good in God’s sight. This too is vanity and striving after wind.”*

Luke 10:38-42 (NASB) *“Now as they were traveling along, He entered a village; and a woman named Martha welcomed Him into her home. ³⁹ She had a sister called Mary, who was seated at the Lord’s feet, listening to His word. ⁴⁰ But Martha was distracted with ^[a]all her preparations; and she came up to Him and said, “Lord, do You not care that my sister has left me to do all the serving alone? Then tell her to help me.” ⁴¹ But the Lord answered and said to her, “Martha, Martha, you are worried and bothered about so many things; ⁴² but only one thing is necessary, for Mary has chosen the good part, which shall not be taken away from her.”*

Leviticus 23:3 (NASB) *“For six days work may be done, but on the seventh day there is a sabbath of complete rest, a holy convocation. You shall not do any work; it is a sabbath to the Lord in all your dwellings.”*

Philippians 4:8-9 (NASB) *“Finally, brethren, whatever is true, whatever is honorable, whatever is right, whatever is pure, whatever is ^[a]lovely, whatever is of good repute, if there is any excellence and if anything worthy of praise, ^[a]dwell on these things. ⁹ The things you have learned and received and heard and seen in me, practice these things, and the God of peace will be with you.”*
