

## Learning & Development - Resolutions


<b>WHY</b>	<p>This course will not only reveal why we consistently fail with our New Year's resolutions, but will give you practical tools enabling you to be successful at implement change!</p> <p>Too good to be true? Caroline L. Arnold's book on MicroResolutions, <i>Small Move Big Change</i> offers relevant, accurate and practical methods to achieve this ambitious goal.</p>
<b>WHO</b>	<p><b>Audience:</b></p> <ul style="list-style-type: none"> <li>- Hospitality professionals of all levels</li> <li>- Anyone curious about people management</li> </ul> <p><b>Facilitator:</b></p> <ul style="list-style-type: none"> <li>- Self-learning</li> <li>- Managers of all levels</li> </ul>
<b>WHAT</b>	<p><b>Content includes:</b></p> <ul style="list-style-type: none"> <li>- The theory of successfully setting MicroResolutions, based on Caroline L. Arnold's book <i>Small Move Big Change</i></li> <li>- The practice</li> </ul> <p><b>Content length:</b></p> <ul style="list-style-type: none"> <li>- Approximately 45 minutes in this section</li> </ul>
<b>HOW</b>	<p>1<sup>st</sup> Read content and select what you believe to be useful for you/your team</p> <p>2<sup>nd</sup> Decide what element you/your team will apply and make a plan</p> <p>3<sup>rd</sup> Set a deadline for application to be reviewed</p> <p>4<sup>th</sup> Review results, amend methods according to specific needs and apply again until satisfied</p>
<b>PLUS</b>	<p><b>Internal resources:</b></p> <ul style="list-style-type: none"> <li>- The course on Motivation will dramatically help you/your team to implement systems and techniques taught in this section, as it will enable you/your team to understand yourself better.</li> </ul>

## The Theory – based on Caroline L. Arnold's book *Small Move Big Change*

- Why New Year's resolutions fail?
  - They aim at 'being that' rather 'doing' anything about it.
  - They cost us too much conscious effort = we depend on will power to achieve them
  - They go against our autopilot (who likes routine, hates change)
  - We are impatient about results
  
- What is the Key to success, MicroResolution?
  - Designed to reform a precise autopilot activity, and requires little willpower to succeed (transformation is a process, not an event)
  - Should be easy to keep
  
- How to make a MicroResolution?
  - Deconstruct the big idea and break it down into discrete behavioural change that will move the big idea into the right direction (less is more)
  - 'Doing it' is 'becoming it'! MicroResolution is an action: NOT something you commit to be, but you commit to do
  - MicroResolutions should be small, easy to achieve, bespoke, clear with what and when, and pay off immediately
  - Specifying a cue is part of making your MicroResolution explicit. Searching for a contextual cue, use an existing habit to trigger the new behaviour.
  - Only two MicroResolutions at the time, until each becomes completely automatic (creating new habits take 6 to 8 weeks). Stick to one for 4 weeks before revisiting size of commitment
  
- MicroResolution and Preferences
  - First we identify the need for a change
  - Then we take a MicroResolution to start tackling it, linking the new habit to an existing cue
  - Then, do it until it becomes a habit
  - Finally, it becomes a Preference (after a while) and part of our Identity
  - Then nostalgia for old routines will fade away
  
- The theory in a nutshell:
  - Focus on 'I will do \_\_\_\_' over 'I will be \_\_\_\_'.
  - Keep it small and achievable, not big and tough to keep to.
  - Willpower depletes, use autopilot to make any new habit.
  - Stick to no more than two micro-resolutions at a time.

## The Practice

### TRADITIONAL OBJECTIVES:

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- a. Sell more, make more money
  - b. Improve customer survey's scores
  - c. Decrease level of sickness
  - d. Improve staff retention and staff morale
  - e. Manage time better
  - f. Improve work/life balance

### MICRO-RESOLUTIONS:

- Train team to never ask 'if guests want to see the dessert list' + always bring menu and make a recommendation
- Train team to systematically suggest another drink when clearing empty glasses from table
- Let people try food/drinks

### POTENTIAL REVIEW:

- ⇒ At the end of the month, compare individual sales and reward best sellers
- ⇒ Observe and feedback on spot to fix behaviour and/or praise
- ⇒ Seat down and feedback team members for their performance every month

### EXAMPLES OF TRADITIONAL OBJECTIVES:

- a. Sell more, make more money
- b. Improve Mystery Dinner scores
- c. Decrease level of sickness
- d. Improve staff retention and staff morale
- e. Manage time better
- f. Improve work/life balance
- g. ...

### MICRO-RESOLUTIONS:

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