WINNER

ORGANISATIONAL LEARNING EFFECTIVENESS

ACCOR HOTELS AND HUMAN COMMUNICATIONS PROPLEDINGLY BY ACCOR

n 2012, Accor called on Human
Communications to help its team
to create a customer experience
that would allow hotel employees
to reconnect with customers, and
disconnect from the scripts and
checklists. Far from the typical hotel
training programs, service standards and
customer service processes, Human
Communications and Accor drew on
research from across all Accor's hotels and
spent time with business leaders.

Peopleology by Accor is a new way of thinking about, understanding and connecting with people. It started as a learning initiative but soon became the foundation of the company's culture. The program was designed to help employees understand what makes people tick and why people do the things they do - a new way of thinking and being.

Accor recognised that to cut through the sea of beige that can be typical of a big hotel landscape it needed breakthrough thinking and a bold new vision. Accor wanted to move from traditional hotel structures, rulebooks, service rituals and checklists to an infrastructure that was designed to truly support guests and put them at the heart of every action.



(L-R): Jeanne Marshall, AITD Board Director; Dianne Morgan, Accor; Samantha Allen, Human Communications; John Timson, Accor; Debbie Simister, Accor and Sarah Salkild, Human Communications.

An opportunity lay in seeing the human behind the room number. Accor wanted customer experiences to be memorable moments, and to do this the company needed to implement a cultural change project that focussed on behaviour and placing customers' needs above policies and procedures. This involved creating a distinctive intentional service culture that permeated the entire organisation from hotels to head office.

The vision and content for the program was based on robust science and research underpinned by Maslow's Hierarchy of Needs – a model for explaining the basic drives of human behaviour. Seven unique principles were developed each based on the fundamental human needs of Maslow's Hierarchy.

In 2012 Accor commenced launch of the program, immersing over 140 Hotel General Managers and 100 Human Resource Managers in *Peopleology by Accor* in each major city across Australia. More than 200 Peopleologists were trained by the in-house training team, as part of the Leaders Train the Trainer Program, who then delivered a four hour condensed version of the program to their hotel teams

A presentation, book, activity worksheets, workshop material and a video were designed to be bold and speak as loud as the content. Accor team members are given a 12 Week Journal to capture their learning and observations after the initial Peopleology immersion, as new behaviours were being put into practice.

To date over 12,000 Accor employees have qualified as Peopleologists and Peopleology has been integrated across the business with employees sharing their stories on Yammer, the internal communications platform. This tool allows hotels to share their unique Peopleology moments and success stories and this has been a critical element in creating a culture shift.

All new employees at Accor, regardless of their position, complete the program before commencing their day-to-day role. The entire business is now underpinned by the program, including a guide that helps managers identify the best potential Peopleologists when recruiting.