

The Pacesetter Way

It is everyone's individual responsibility to appropriately encourage and help all associates consistently follow these behaviors.

7. Do the Right Thing and Do it Right the 1st Time: Make quality your personal statement. The goal is to get things done right, not simply get things done. Take the extra time and don't take short cuts. Always ask yourself, "Is this my best work?" Everything you touch has your signature. **Sign in bold ink.**

You are out at lunch with your family. The server comes over and takes your drink order. He tells you the daily specials and asks you if you are ready to order. You say yes. The server starts with the person to the left of you. He takes their order and continues around the table. You are last, which is great because you could use that extra minute. You were still debating between two items. You look up to realize that the server is taking the order of the person to the right and you are next. You also notice that he is not writing anything down. You know your order is not that complicated, but you do have a few minor modifications. You have had to send meals back one too many times to feel good about adding a 4th order to a memorized list of meals. The server takes your order and you keep your fingers crossed that it all comes out okay. You ordered a cheeseburger medium rare without mayo or tomatoes. The server leaves to put in your orders only minutes later to return and ask, "How did you want that burger cooked again?" Of course, your burger comes out medium rare and, oh yeah, it has mayo.

I have never understood why some servers do not write down their customer's orders. I would much rather know that my food is going to be right than to be fascinated by someone with a great memory trying to show off. This is a prime example of where I see service issues exist because a shortcut is taken. Some times its careless errors and other times no error is made because it is caught but it takes an extra 5 minutes to enter the order due to having to go back and ask questions.

How often do we go through life on auto pilot versus doing something with intent? There are times that I find myself going through the motions. I have done the same task so many times, I believe that I could do it blindfolded. It may seem like I must be super-efficient and in some ways that may be the case. I am also a lot more likely to make careless mistakes. Careless mistakes lead to redoing work which ultimately makes me much less efficient.

We only have one opportunity to do something right the first time. If it isn't done right the first time then we have to do the work or partial work all over again, which inevitably takes more time than had we slowed down and been thorough the first time. There are several common things that lead to not completing something right the first time:

- 1. Rushing: We often rush because we are impatient. Rushing leads to careless errors and/or less than quality performance.*
- 2. Not being prepared: Take the time to slow down and get organized before starting a task. Many times, we jump in to realize that we do not have the tools or resources readily available to us. When was the last time you set out to complete a task, got started, and realized that you needed to stop because you were missing something you needed?*
- 3. Stopping and starting: This either leads to gaps in work or duplicate efforts. It is easy to forget where you left off and have to refocus. This can lead to careless errors or it can lead to reviewing and/or redoing work that's already been done. (Interesting side note: I stopped and started while writing this email and actually had a typo "caress errors" above instead of "careless errors" thus proving my point.)*
- 4. Multi-tasking: not providing the attention necessary to the task at hand often leads to careless errors.*

5. *Taking short-cuts: It may be faster to skip a step in the process, but there is a reason that step was put there. Skipping steps or taking shortcuts usually leads to errors and having to go back and redo your work. If you feel as though a process can be simplified, don't decide to simplify it on your own, work with others to improve the process so that it can be consistently simplified for everyone to follow. This will ensure that the reason for its original existence does not get lost in the simplification.*

*Note: Doing the right thing right the first time **DOES NOT** mean never taking risks so that you never make mistakes. It means avoiding careless mistakes. It means being proud of everything you touch knowing that you are handing something of quality to the next person down the line. Intentionally taking calculated risks is a good thing. It leads to innovation and new ideas. While a new idea may not pan out, you are proudly signing in bold ink that it was yours and you think it should be tried.*

Remember, you only get one opportunity to do the right thing the 1st time.



Aviva Leebow Wolmer
Chief Executive Officer