



The Come Back Effect **LEADER GUIDE**

“Jason and Jonathan provide a powerful guide to help you create a culture! My hope is this book impacts you at a heart level, where it affects how you serve not only on Sunday but every day!”

CHRIS DARLEY, owner/operator, Chick-fil-A, Atlanta, Georgia

KNOW THE GUEST, AND THE GUEST WILL WANT TO KNOW YOU.



Thank you for purchasing *The Come Back Effect*! We've created this guide to help you walk your teams through the content of the book in a small-group setting. Before you hand out reading assignments, however, encourage your people to read through these questions to guide their preparation. Some of the questions require ample time for thinking and reflection, so make sure you give your teams the space they need to be ready.

—JASON YOUNG AND JONATHAN MALM

CHAPTER 1

FOCUS ON FEELING AS MUCH AS FUNCTION

What do you think about the authors' distinction between "service" and "hospitality?" What do you see as differences between those two terms?

In some environments, "service" seems rooted in the experience of the person serving—how they feel about doing their job. How does "hospitality" flip that notion on its head? Who and what is the focus when people seek to be hospitable?

The authors present two questions to help us think about hospitality: How do you want your guests to feel? And, how do you want your team members to feel? What are your answers to these questions? Why?

HOSPITALITY

is about the *feeling*.



CHAPTER 2

CREATE A CULTURE, NOT A JOB TITLE

In your opinion, what is the culture of your organization? Is it one of hospitality? Why?

The authors state that leadership sets the tone for culture. What are some things leaders can do to make a culture more hospitable, not just for guests, but for staff?

What signs, signals, or insights do guests provide about the culture of your organization? How can you take that information and influence a cultural shift?



CHAPTER 3

KNOW THE GUEST

What kind of information does your team or organization gather about your guests? What other kinds of information do you think would be beneficial for creating a more hospitality-focused team?

What is your team policy for processing feedback from guests who have different reactions to the same experience? How do you handle conflicting information from guests?

Do you agree with the authors that small changes made weekly are more beneficial than big changes made sporadically? What kinds of weekly adjustments have made a noticeable difference in your experience?



CHAPTER 4

BE FULLY PRESENT

The authors identified three key areas where being present is essential: mentally, physically, and emotionally. Which of these areas do you feel you're most present? Why?

Which of those three areas might be a place where you find it easy to disconnect? Why?

The authors provided a list of ways to be fully present with a guest. Which of those suggestions do you find most helpful? What other suggestions would you add to the list and why?

BEING FULLY PRESENT
is about being aware of both
yourself *and* the guest.

CHAPTER 5

THINK SCENE BY SCENE

How does it change your perspective to think of the guest experience as a story rather than a to-do list? In what ways can that shift in perspective make you more hospitable?

In your opinion, what scenes does your team do well? What scenes need work? Give context to your answer.

Would you say you agree or disagree with the authors' statement that "The guest is the hero in the story of their visit; your role is the sidekick?" Why do you feel that way?





CHAPTER 6

RECOVER QUICKLY

Share about a time that you or a team member turned a bad experience into a good one. What steps were taken to turn that experience around? What lessons did you take away from that interaction?

What are some of the barriers people face that prevent them from recovering quickly after a mistake? How can your team or organization overcome those barriers to help team members feel confident in the face of failure?

The authors discuss the need for equipping teams to deal with inevitable breakdowns. What tools are available to your team for a quick recovery in those situations? What tools do you think could be added?

CHAPTER 7

OBSERVE DETAILS, BECAUSE EVERYTHING COMMUNICATES

How intentional are you about the experience you provide your guests? Where do you put most of your focus? What areas do you tend to devalue or ignore?

To what level are you willing to be inconvenienced for your guests? What would it take for you to raise that tolerance?

Think through the physical spaces your guests experience, and rank, on a scale from 1-5, how well those spaces engage the five senses. (Any ranking below a four is an opportunity for improvement.) Where are you missing opportunities to add value to your guests?

**Hospitality is a process,
but you shouldn't make your
guests *feel* processed.**

CHAPTER 8

REJECT “JUST OKAY”

The authors ask a challenging question: “Are you calling something first-class service that should be the bare minimum?” How do you answer that question? Why?

The chapter highlights five areas where people typically settle for less than the best. Of those five, where are you most tempted to settle for “just okay?” Why do you think that is?

How do you define excellence? What ideas from this chapter would cause you to revise your definition? Why?



CHAPTER 9

CHOOSE VALUES OVER POLICIES

Which would you rather have: a clear set of rules or a clear set of values? Why?

Which does your team have: a clear set of rules or a clear set of values? Why?

What are your values? What about your team's? Take some time to make a list of shared values for your team and have someone write them down.

The strongest way to influence culture is through leadership, trust, and treating team members with empathy.

CHAPTER 10

REACH FOR SIGNIFICANCE

How do you define significance? What does that look like practically in how you approach your role within the team?

Look at the key questions the authors provided for creating a culture of significance. How would you answer each?

- Why do people volunteer?

- How can we focus on enhancing the significance of each guest?

- What are the needs of every volunteer?

What Bible verse would you say best summarizes how God feels about you? What does that verse communicate to you about your significance?
