

Experience Team Personas PoV by: Lisa Danno

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Executive Summary: The Experience Assistant position at Workspring has gone through a couple iterations in the last few years. They began as “hosts” and eventually did so much more, thought so much differently, and affected the guests in such a way that that title would not suffice. They are elemental to the guest experience and thus the title “Experience Assistant” was born. Their reporting structure has changed from reporting to an operations role then the Experience Manager, but through our Learning Cycles and structural shifts, we believe that for the iterative version of Workspring, they should report to the Center Manager. The personas in these roles have also changed over time from having people who are actors and part time florists to interns and employees of staffing companies. Through these iterations in the hiring of EAs as well as managers the types of people we have and the things they do has fluctuated. We would like to get to a persona that is very observant and customer centric and empowered to make a spectacular experience for a guest. We would like the Lead Experience Assistant to do just that--lead. The Lead EA should take ownership of the team, the day, the guests, and issues brought to his/her attention. Thus we have plotted out what we would do for a 10,000 sq ft location.

Central Question: What do we need the Experience Assistant and the Lead Experience Assistant to look like, behave like, come from, etc? What are the ideal profiles of these hires?

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Research: We wondered what was out there, what we could do, and what worked in the past vs what works today to shape the future. Through observation, interactions, guest feedback, & previous experience we explored.

Analysis & Synthesis Summary: Some of the patterns & themes discovered that lead to our insights were that we needed: flexibility, self-motivated people, natural curiosity, empathy, problem solvers, observant people, detail oriented people, interns, experienced individuals, leaders, team players, & cheerleaders.

Today: At 10,000 sq ft we would need approximately 5 EAs and 1 Lead Experience Assistant. We toyed back & forth about needing more and what would they do and how much would it cost us. Ultimately, we feel that this model works for us in a 10,000 sq ft with 1 Center Manager. This allows there to be enough work for everyone and gives us enough room to work with scheduling to flex and cover. It also gives us the type of person we are hoping to employ given what we hope to achieve with our observations and insights derived from the Experience Team to contribute to the progress of the business. Today, most of our EA team is made up of hospitality students and we use a staffing company to provide people as well. This has worked well from a budget standpoint and for the students who are looking for work.

Tomorrow: In the future, we hope to build on the types of EAs we have today. We would like to keep the internship program going, despite the advice of some, because hiring students and getting them hooked on Workspring early, understanding our culture, and being motivated to grow with us in the future is key. It allows us to develop and invest in people. We have found that we want to keep our employment open to all majors, not just hospitality, to continue to hire a varied team with lots of skills and interests to keep it fun, diverse, and moving forward. We would like to eliminate the staffing company option this year, as that is not sustainable for our model, plus, with the exception of 3 employees, we've not seen the caliber of persona that we are looking for for the EAs.

What we want in an EA:

- Can confidently explain ideas and processes, obtain feedback, help guests understand the interesting and intentional features of the space
- Problem solver who seeks continuous improvement
- Strong commitment to customer service
- Naturally observant and curious
- Ability to work effectively with others
- Confidence
- Has presence
- High energy
- Puts team and guests immediately at ease
- Ability to analyze situations and solve problems calmly, effectively, efficiently and professionally
- Sees patterns
- Is proactive
- Makes meaningful connections
- Displays and acts on empathy with the team leads & meeting guests
- Ability to think creatively and outside the box daily
- Constant problem solver
- Self motivated
- Detail oriented
- Ability to work in a high pressure, rapidly changing environment
- Flexible schedule and adaptability within a startup
- Takes direction well
- Has customer empathy
- Takes as much pride in cleaning, room setting, and inventory as he/she does in making a guest's day
- Basks in the idea of being the "face of the business"
- Ability to lift up to 50lbs

What we want in a Lead EA:

- Takes and uses feedback from the team
- Problem solver who contributes ideas
- Optimistic
- Strong commitment to customer service
- Naturally observant and curious
- Ability to work effectively with others
- Confidence

- Has presence
- Puts team and guests immediately at ease
- Ability to analyze situations and solve problems calmly, effectively, efficiently and professionally
- Is proactive
- Makes meaningful connections
- Displays and acts on empathy with the team leads & meeting guests
- Constant problem solver
- Self motivated
- Detail oriented
- Ability to work in a high pressure, rapidly changing environment
- Flexible schedule and adaptability within a startup
- Takes direction well and leads others with it
- Team player & cheerleader
- Able to manage guest and employee expectations
- Capable of coaching and counseling EAs
- Comfortable connecting with our team leads
- Has previous guest facing service experience
- Seeks advancement
- Leads standup meetings, attends BEO meetings, takes care of catering, planning/designing/advising of studio sets
- Basks in the idea of being the “face of the business”
- Ability to lift up to 50lbs

Realize Summary:

As of Spring 2016, we have a team of 4 interns and 1 Shiftgig employee. The interns are made up of 2 hospitality majors, 1 chemistry major, and 1 finance major. By the end of Q2, we'll have enough information to say whether this diversified approach has really furthered our business, whether or not we've gotten the quality of employee, we're looking for and whether they've had a genuine interest in our brand to want to stay on further or recommend us to employable friends.