

# DAILY HUDDLE

Be Confident – Be Empowered – Lead from the Heart

## INFORMATION

Arrivals/Departures - Departments – VIPS – Groups – Meetings - Local

## RECOGNITION

New Hires – Anniversaries – Birthdays - Shout Outs!

## COACHING

### TODAY'S FOCUS: Act Like an Owner

**Host:** To prepare, read through the material, print the story on the next page, and bring any supporting collateral, like a suggestion box form.

**Ask:** Do you know how Flammin' Hote Cheetos came to be? Let me share the story... (Read the below story.)

**Say:** That's a pretty incredible story!

**Ask:** What does it mean to you to "Act Like an Owner?" (Get answers)

**Ask:** Was it Richard Montañez's job to think about product creation? (No) If you had a great idea to make our company or hotel more successful would you have the courage to tell the CEO? (Why/why not) Would you feel comfortable coming and telling me or the GM?

**Ask:** Why do you think Richard Montañez had the courage to ask for a meeting with the CEO? (Because the CEO set the trust by telling them to Act Like an Owner.) Do we need to do anything here to create more trust? (Great time to remind them of programs and that leadership has an open door.)

**Ask:** If your name was on the building, how would you want the Market to look? How would you like the food to taste? How would you like the guests to be treated?

**Say:** Acting like an owner also means not just doing something because it's on a checklist, but thinking about WHY we do it and how it will impact our team and guests. For example: In another hotel, an associate in charge of the Market inventory and ordering noticed that the number one item sold in the Market was bottled water. So, they showed the GM this information and suggested adding more water options, larger bottles, premium brands, etc. This increased their sales and their guest satisfaction. That is a team member who is thinking like an owner.

**Ask:** What's in it for YOU if you Act Like an Owner? (Better work conditions/culture, opportunity, pride, and recognition, it feels good to contribute and help, the more successful my company, the more successful I can become, **my work is my signature, and I am the owner of my work!**)

**Say:** Not every suggestion will be put into practice, but each one has potential and can lead us to the next idea that WILL work! I (our leadership team promises to always make time to hear your ideas!

**Say:** A last thought: Montañez was born to a Mexican-American family and was one of ten siblings. He was raised in a migrant labor camp, and he dropped out of school and worked as a laborer before being hired at the age of 18 as a janitor for Frito-Lay. Most of the hotel leaders I know started in very humble positions. (Share your story)

These leaders moved up because they SHOWED UP like owners, they took every opportunity to learn, grow, and become the leader they're meant to be and in this industry, if you show up with the right attitude and give the right effort, like an owner, you too, can become a VP!

## GOALS

Daily Goal - Guest Service Goal -Follow-up from Yesterday

# FLAMMIN' HOT CHEETOS

Here is a short version of the remarkable story of Richard Montañez, a janitor at a Frito-Lay plant in California.

One day Montañez heard Roger Enrico, the CEO of Frito-Lay, share an inspiring message: to “act like an owner.” Montañez took this message to heart, and for almost ten years, while still working at the plant, tried to learn everything he could about Frito-Lay.

One day he asked a Frito-Lay salesperson if he could spend a day and learn about the sales process. The salesperson took Montañez to a Latino neighborhood where he noticed something that would eventually change his life.

As he helped restock the shelves, he noticed that the Lay's, Fritos, and Ruffles were all plain – in other words, no spicy products. And right next to their display was a shelf of Mexican spices.

Montañez wondered what Cheetos would taste like if dipped into chili powder and other spices, so he went home and made his own version of spicy Cheetos. He liked what he tasted and reached out to the Frito-Lay CEO to set up a meeting.

Somehow Montañez landed an appointment to meet with the CEO and other company executives. During the meeting, an executive asked, “How much market share do you think you can get?” Montañez nervously opened his arms wide and said, “This much!”

The CEO smiled at Montañez and said, “Put the mop away. You’re coming with us.” The rest is a corporate fairytale come true. Montanez became an executive and worked his way up to VP of multicultural sales for PepsiCo America, the holding company for Frito-Lay.