3760 The Voice of the Employee Program

People Fieldbook · https://kb.jeffreysummers.com/docs/3760-the-voice-of-the-employee-program-2/

The Demand

This week you build a formal VoE program as the internal mirror to VoG, because the cast on the stage sees what the office cannot — which standard is not holding, which Guest left frustrated and why, which process is costing covers the operation cannot afford to lose — and that knowledge stays unused until you build the structure to hear it.

The Work

1. Design the structure this week: a regular, structured conversation with cast members that is a genuine inquiry, not a performance review. Set the cadence — weekly, biweekly, whatever fits your building — and put it on the calendar.
2. Write the core questions: what are you seeing, what is working, what is not, what do you need to deliver the standard the operation is trying to hold. Use these words with the cast, not a survey form.
3. Run the first session this week. Capture actual words, not scores. Do not aggregate the feedback into a number before you have acted on the substance.
4. Pick one piece of feedback from this week's session and make a visible operational change because of it. Tell the cast member directly that their input produced the change.
5. Schedule the next cycle before this week ends. A VoE program that runs once is not a program.

By Friday, run one real VoE conversation and act on one piece of what you hear.