3760 The Voice of the Employee Program

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

The cast that cannot speak honestly to leadership about what the operation is actually producing — what is working, what is breaking, what the Guest experience looks like from the floor — is a cast working in silence. That silence is expensive.

A formal VoE program is the internal mirror to the VoG program. Where VoG captures what Guests feel, VoE captures what the cast observes, experiences, and needs. Both use actual words, not aggregate scores. Both connect qualitative feedback to operational decisions. Both treat the person giving the feedback as someone worth hearing rather than a data point to be managed.

The cast member on the floor sees what the manager in the office cannot. They know which standard is not holding and why. They know which Guest left frustrated and what produced it. They know which process is creating friction and costing the operation covers it cannot afford to lose. That knowledge is available. Most operators never formally ask for it.

Build the VoE program as simply as the VoG program: a regular structured conversation — not a performance review, a genuine inquiry — where cast members are asked what they are seeing, what is working, what is not, and what they need to deliver the standard the operation is trying to hold. Then act on what they say. The cast that sees their feedback produce operational change becomes the cast that is invested in the outcome. The cast that speaks into silence eventually stops speaking — and then stops caring.

The VoE program is not a morale initiative. It is an intelligence system. The cast knows things the operator needs to know. Build the system to hear them.