



IMPROVE™

Viceroy Hotel Group

Elevating feedback in luxury hospitality



Impact

86%

of participants ask
for feedback at
least once a week

Scale

250

managers
across two
countries

Speed

Deployed over
3 months

The challenge

Luxury brands stand apart because they offer the “zag” to everyone else’s “zig.” High-end hospitality brand Viceroy knew that company culture could be a differentiating factor for discerning guests.

“We cannot pretend that our employees can deliver amazing guest experiences and not have a great environment in terms of what is happening in the back office,” says Roberto Vizcaino, Vice President of Learning and Development.

About three years ago, Viceroy changed its feedback model from a ratings-based, top-down approach to one that supports continuous conversations between managers and employees.

The science

- Our “threat and reward” responses drive much of our behavior.
- Conversational feedback puts you into a reward state. Traditional feedback can do the opposite.

“Today, you cannot expect to be a passive feedback receiver. We own our own growth and development.”

- Roberto Vizcaino, VP, Learning & Development





IMPROVE™

The Neuroscience
of Better Feedback

IMPROVE™: How It Works

- **Weeks 1 to 3:** Participants watch three 5-minute research videos in small groups for discussion.
- **Week 4:** Participants attend an interactive webinar to cement learning.

The solution

In late 2017, Viceroy began working with NLI's IMPROVE™ learning solution, scaling up feedback skills across the company. Based on the SCARF® model of social threat and reward, NLI's IMPROVE™ program is designed to facilitate a bottom-up feedback culture.

When employees ask managers for feedback broadly, explicitly, and often, the employee's sense of status and control is increased and the brain's threat response is regulated. People feel more comfortable sharing their views, which ultimately benefits employee performance and leads to better customer experiences.



94%

of participants feel
feedback is critical
for increasing
effectiveness
at work



100%

of participants
feel better prepared
to find feedback
opportunities

The results

After IMPROVE™, a full 100% of participants reported feeling more equipped to notice opportunities to ask for feedback, and 98% say they know how to ask and share what areas to build on. Each participant reported feeling more effective in their role thanks to the strategies they learned.

After the training was completed, NLI consulted with Viceroy's HR leadership team to ensure successful adoption and sustainment of learning.

"In the short-term, we got what we wanted [from NLI]," says Vizcaino, "but long-term, we now need to sustain the behavior to create the culture that we want."