



# **The New Gold Standard: 5 Leadership Principles for Creating a Legendary Customer Experience Courtesy of the Ritz-Carlton Hotel Company**

*Joseph A. Michelli*

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Courtesy of the Ritz-Carlton Hotel Company Joseph A. Michelli  
Discover the secrets of world-class leadership!**

When it comes to refined service and exquisite hospitality, one name stands high above the rest: The Ritz-Carlton Hotel Company. With ceaseless attention to every luxurious detail, the company has set the bar for creating memorable customer experiences in world-class settings. Now, for the first time, the leadership secrets behind the company's extraordinary success are revealed.

*The New Gold Standard* takes you on an exclusive tour behind the scenes of The Ritz-Carlton Hotel Company. Granted unprecedented access to the company's executives, staff, and its award-winning Leadership Center training facilities, bestselling author Joseph Michelli explored every level of leadership within the organization. He emerged with the key principles leaders at any company can use to provide a customer experience unlike any other, such as:

Understanding the ever-evolving needs of customers  
Empowering employees by treating them with the utmost respect  
Anticipating customers' unexpressed needs and concerns  
Developing and conducting an unsurpassed training regimen  
Sharing engaging stories from the company's employees--from the corporate office and hotels around the globe--Michelli describes the innovative methods the company uses to create peerless guest experiences and explains how it constantly hones and improves them.

*The New Gold Standard* weaves practical how-to advice, proven leadership tools, and the wisdom of experts to help you create and embed superior customer-service principles, processes, and practices in your own organization.

## **The New Gold Standard: 5 Leadership Principles for Creating a Legendary Customer Experience Courtesy of the Ritz-Carlton Hotel Company Details**

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## **From Reader Review The New Gold Standard: 5 Leadership Principles for Creating a Legendary Customer Experience Courtesy of the Ritz-Carlton Hotel Company for online ebook**

### **John says**

I was pleasantly surprised by this book. Though I am not naturally inclined to read business books, I found that this one to be accessible and to flow well throughout the book. While most business books I have read spend too much time talking about mission statements and vision statements and other corp-speak that sounds good on paper, but rarely makes it into practice, this book showed how the ladies and gentlemen of Ritz Carlton make it happen on a day to day basis.

The real difference for that organization is that the "Gold Standard" is not the new flavor of the month, but rather an imbedded ideology. It seems to me that the main way that this happens is through the empowerment of the employees to act in a way that is best for their customers, which in turn builds self-reliance, faster resolution of issues and all-around better service.

The other key indicator is that the push is not from the top-down, but permeates the institution. Top-down edicts rarely work because you need numbers and the buy-in of the employees to build an ideology, not the mandates of those in charge.

In many ways this book shows what I have always thought about leadership. Show people where they should go and then let them find their own way there. If they get stuck, a nudge along the way will help, but carrying them there will not achieve the character-building necessary to get them to the next step.

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### **Rafik Farouk says**

Leaders and CEO that has a vision to lead at a very high standard must learn a few lessons from this excellent true story.

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### **Anthony says**

I work in hospitality industry and had a chance to talk to people from Ritz Carlton, including one General Manager.

After reading this book, as well as book by Bill Marriott I fell in love with the business. It is such a well-organized system.

I would like to point out several ideas:

The importance of listening

Continuous improvement- borrow ideas from other industries

The role of a leader is to support. Treat employees as you treat guests, if not better

Create a clear mission statement and credo. Continuously praise desired behavior through daily briefings.

Tell stories where employees went an extra mile to deliver that superior service

Create a training program and certify everyone to perform in his/her position- this gives both confidence to employees as well as pride in what they do. It also helps when it comes to disputes. A well-defined job scope makes it easier to evaluate performance

The main job of a manager is to choose people with the right attitude and skills, train them, show clear direction (what you want them to do, how their performance will be evaluated, explain and reinforce credo), praise for good work and give immediate feedback when things go wrong

Empower employees. Give them opportunity to make their own decisions. This creates trust

The most important element in the business is trust

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There are many more lessons learnt from this book. It is an excellent resource for anyone whose work relies heavily on interpersonal relationships.

### **Jeremy Piehler says**

This book is good. I was hoping for a more technical read on the Ritz-Carlton business empire. There are moments of brilliance and clarity, but overall I thought that there were too many stories and anecdotes as opposed to principals and systems of thought.

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### **E says**

An inside look at the Ritz-Carlton

Even if you've never stayed at a luxurious Ritz-Carlton hotel, you are likely to know of the hospitality chain's sterling reputation. Few companies enjoy such powerful brand recognition; after all, the word "ritzy" has become part of the English vocabulary. Incredibly, no one ever wrote a corporate biography about The Ritz-Carlton, and its secrets of success and service, until Joseph A. Michelli took on this project. He details the five principles Ritz-Carlton employees follow to create a memorable, or "wow," customer experience. He shows how the company's leaders teach the "Ladies and Gentlemen" on its staff to live its mission and precepts. Michelli uses quotes and examples to illustrate every point (and is still supporting his position long after the reader's neck is sore from nodding in agreement). Yes, it really is all that. *getAbstract* believes this book offers any businessperson a valuable case study in excellence and service.

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### **Michael says**

The New Gold Standard is one of the best books I've read on management and customer service. While distilling an incredible amount of great information, it also ignites your mind to create new, exciting ideas for your own circumstances.

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This book is a wonderful tool and inspiration for anyone looking to achieve a higher level of leadership and customer satisfaction.

## **Josh Franklin says**

After reading this book, I will definitely try out a night at a Ritz Carleton hotel..... when and if i have the money...

But I will also take many of the lessons from the success of the Ritz-Carlton Hotels with me into my life as a rabbi. Michelli does a great job of weaving in narratives and principles of the RC's success. He creates a vivid portrait of the Ritz Carleton experience from top to bottom. This book is for anyone who wants to learn how to expand the way that they think about customer service, hospitality, and business. The book is well written, and thought provoking. Definitely worth the read.

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## **JENNIFER says**

Worth the read if you are in a client-facing enterprise and wish to set a standard for your client's experience. It was a little repetitive, as if the author was trying to cram in as many anecdotal survey results as possible.

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## **Jay says**

Another excellent case study and analysis by Dr. Michelli of a high-service company. Here, the author documents the Ritz Carlton hotel chain. While listening to the audiobook, I did not remember the “5 leadership principles” mentioned in the title, but when I reviewed them on the Amazon “look inside” peek at the book’s contents, I can see why I didn’t remember them – they are pretty obvious. The 5 principles are define and refine, empower through trust, it’s not about you, deliver wow, and leave a lasting footprint. As I review this list, I can recall examples of all of these principals at work at the Ritz through Michelli’s descriptions. This book seemed a lot like the last Michelli book I read, about the Mercedes Benz US sales operations. Both of the subjects have a lot of employees and take the high end of their marketplaces. They both charge high prices and can afford to implement methods that may not be cost efficient, but that can increase goodwill of the customer, aiming for repeated sales. From these books you learn that both companies use relationship building as a key to their business. There are great anecdotes throughout this book, including stories about the creation of Ritz’s external training center and curriculum, employee empowerment to fix customer’s problems, and having all employees understand and live the company credo. There were many memorable examples, but the one I will likely remember most is a story about a Ritz restaurant being called out of the blue by a community member asking for recommendations for where they could buy an allergy-free cake. The Ritz employee made the cake himself.

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## **Natalie says**

Inspiring stories of great service. Loved most of the anecdotes.

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## **Miro Nguyen says**

A detailed glance into the Ritz-Carlton world that can also be transformed into other business so that all can offer and be offered top-notch care and customer service. The world is truly a better place with Ritz-Carlton.

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### **Rhonda Sue says**

Very good information on how to run a quality centered organization or excellence. I recently stayed at a Ritz Carlton and recall many of the employees saying "my pleasure." I enjoyed reading about how the Ritz fosters a culture of excellent customer service throughout their international hotels from bottom up. I hope to bring some of this knowledge to the organizations I'm involved with.

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### **Keisha Kennedy says**

There are lots of great tid bits to be gathered from this book that I think if followed could help a company go from good to great! I'm very excited to implement some of the new gold standard into my business and for my employees!

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### **Tommy Kiedis says**

Joseph A. Michelli provides the principles and practices that drive the exceptional customer service of the Ritz-Carlton brand.

Why I gave this book five stars: Michelli provides the behind-the-scenes look including the good and the bad of Ritz-Carlton. Principles are clear. Illustrations abound. Penetrating questions are asked. If one wants to enhance "customer experience" The New Gold Standards provides exceptional practical help without being overly prescriptive.

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### **Cameron says**

This was okay. There's a few good points in here, but if anyone wants to read it, I would recommend just skimming and reading only the sidebars. But ignore the biographical ones, just look for the ones with resources in them. Reading crappy books has put me in a foul mood.

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