



**He will cover you with his feathers, and under his wings you will find refuge;  
his faithfulness will be your shield and rampart. Psalm 91:4 NIV**

Horst begins this session with a sidebar to the original topic, sharing a story about how his mother changed a recipe [his favorite] that she had been executing with excellence for 40+ years. He used the story as an analogy to how political leadership in the USA was abandoning long held concepts of the rule of law based on the Constitution. A recipe change is ethical; but political leaders abandoning the rule of law is not. How does this analogy apply to running business?

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Horst wrote the three page paper “Ladies & Gentlemen Serving Ladies & Gentlemen” when he was 15 years old. That became the cornerstone of the Ritz-Carlton’s customer service model. This essay eventually had a profound global impact on the hospitality industry. What age were you when you first awoke to a vision that framed your work career?

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Horst states that mutual respect between leadership, staff and customers is critical to excellence. He goes beyond that to say that if we don’t define ourselves by excellence, then we are just servants. Share your thoughts on how that translates to your work. And/or how it should apply.

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Select the item above that would make the most impact or warrants immediate attention and answer the following questions:

1. Should I apply this concept or practice to my business or personal life?
2. Can I commit to a schedule to implement this application? [explain and discuss with the group, if necessary]

Comment:

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For as he thinks in his heart, so *is* he. Proverbs 23:7a NKJV



**Development Objectives:**

**Life, Leadership, Excellence, Kingdom**



**“Caring is service! How do you break it down?”**

Horst explains that his move from Germany to the US was prompted not by idealism; but the practical attraction of a job. He went on to explain how he experienced difficulty in cultural adjustments; but he moved up various stepping stones that prepared him for launching a new hotel in Atlanta that would raise the quality standard. The Lord often grows us through seasons of discomfort, even relocations. Share with your group events the Lord used to prepare you for your current work.

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Horst states that his wife Sherri wrote a prayer in the mid-1980’s that was ultimately fulfilled nearly 20 years later when the Ritz-Carlton was globally recognized as the highest rated brand in the hospitality industry. When he shared the prayer with his employees as he departed to form Capella, they thought the prayer had just been written. Do you have a prayer that you pray over your business or career? [share with your group] 20:03

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Horst reflects on a time in his career when *he thought that he knew what customers wanted*; but he pursued a *thoughtful, professional discovery process*. This was an important milestone in developing the Ritz-Carlton brand. What process do you pursue to discover the top 3-5 things your customer wants?

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Horst’s business development formula is: 1. Establish what the customer wants, 2. Develop processes to deliver what the customer wants—defect free & timely, 3. Deliver in an exemplary way, 4. Deliver through nice employees that want to serve the customer. Based on your experience, what is the greatest challenge in his formula?

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**They told him, "If you will serve these people today, humble yourself, and speak gently, then they will always be your servants." 1Ki 12:7**

For as he thinks in his heart, so is he. Proverbs 23:7a NKJV



**Development Objectives:  
 Life, Leadership,  
 Excellence, Kingdom**



**Do you see a man diligent in his business? He shall stand before kings;  
 he shall not stand before unknown men. Proverbs 22:29 MKJV**

Horst begins this segment [overlapping segment 2] saying: “Make them [customers] feel important to move them to loyalty. If you are a great company, the number 1 thing you will do is create customer loyalty.” Loyalty is defined as developed trust in your company/product. He identifies three kinds of customers: 1. Dissatisfied [like terrorists against your company], Satisfied [likes your product/service; but will consume other companies’ products/services, 3. Loyal [choosing to deal with you only.] How do you build that trust?

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Horst teaches that an excellent business must do three other things *in a way that cannot interfere with loyalty*: 1. Keep the customer, 2. Get new ones, 3. Get as much money as you can from each customer *without negatively impacting trust/loyalty*. **Important—if you do #3 without consideration for #1. What are the disastrous results if #3 is pursued in violation of #1?**

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**Horst passionately, emphatically states:** “Hiring for function is immoral. As Christians, we certainly should not hire people to fulfill functions. We should hire people to join our dream, our vision, our objective...Human beings cannot relate to orders and directions, yet that is what we do in business...Your vision should be an exciting dream of where you are going to be 3-5 years from now.” Share your thoughts regarding why he places such strong emphasis on these points? [Do you?]

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**Development Objectives:  
 Life, Leadership, Excellence, Kingdom**



# Business Leadership Group Discussion & Application Guide

Horst Schulze | Leading for Excellence | 4of4

*Where there is no vision, the people perish; but he who keeps the law, he is blessed.*

*Proverbs 29:18 MKJV*

*"It is immoral to hire people to fulfill functions, a chair has a function. We hire people to join us and be part of us; their job function is incidental. You hire a human being to be part of dream and part of a vision."--Horst Schulze*

Horst describes the typical first day of a new employee. How often do you think this happens? [try to relate through personal or observed accounts]

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Horst states: "The vision [you share] should be clear and beautiful, so that even if objectives are not ultimately accomplished, the journey can be beautiful." With your group, reflect on Proverbs 29:18, above and discuss how this verse connects with Horst's statement on vision.

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Horst holds up a small tri-folded card with Vision/Mission/Values/Objectives that employees learn in orientation, and then review on a repeating basis every 24 days. **Do you have anything similar? [Share with your group, even if you run a proprietorship, this can be an invaluable tool!!]**

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Horst wraps up his talk with a challenge: "Jesus said: Love your neighbor...Our employees are our neighbors...Are we better, more caring, more respectful {not compromising}, better coaches than non-Christian leaders?" Share with your group...

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