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| *When a segment gets repeated, the font is light grey and you do NOT have to translate it.*  *Segments with a dark grey background are locked and edits made in these segments will not be uploaded.* |

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| en | ru | 1 | converter2 | Memsource |  | Memsource |

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| *ID* | *ICU* | *#* | *Source (en)* | *Target (ru)* |  | *Comment*  *(read only)* |

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| HnqyYgQQn5Ngee3p\_dc5:0 |  | 1 | File: |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:1 |  | 2 | Conrad Service Philosophy V3 (1) |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:2 |  | 3 | --- |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:3 |  | 4 | 00:00:03,795 --> 00:00:05,130 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:4 |  | 5 | My name is Laura Scofield. | Меня зовут Лаура Скофилд |  |  |
| HnqyYgQQn5Ngee3p\_dc5:5 |  | 6 | 00:00:05,130 --> 00:00:07,799 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:6 |  | 7 | I'm the general manager of the Conrad | Я являюсь генеральным менеджером Conrad |  |  |
| HnqyYgQQn5Ngee3p\_dc5:7 |  | 8 | in Washington, D.C.. | в Вашингтоне, округ Колумбия |  |  |
| HnqyYgQQn5Ngee3p\_dc5:8 |  | 9 | 00:00:08,341 --> 00:00:11,553 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:9 |  | 10 | I joined the hotel a year | Я присоединилась к отелю за год |  |  |
| HnqyYgQQn5Ngee3p\_dc5:10 |  | 11 | before it opened. | до его открытия |  |  |
| HnqyYgQQn5Ngee3p\_dc5:11 |  | 12 | 00:00:12,012 --> 00:00:16,182 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:12 |  | 13 | I was employee number one, and the hotel | Я была первым сотрудником, а отель |  |  |
| HnqyYgQQn5Ngee3p\_dc5:13 |  | 14 | was still a construction site. | все еще строился. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:14 |  | 15 | 00:00:16,558 --> 00:00:21,980 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:15 |  | 16 | I had the wonderful honor of building | Мне была дана прекрасная возможность создания |  |  |
| HnqyYgQQn5Ngee3p\_dc5:16 |  | 17 | this entire team, so we really were able | этой команды, поэтому мы смогли |  |  |
| HnqyYgQQn5Ngee3p\_dc5:17 |  | 18 | 00:00:21,980 --> 00:00:26,776 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:18 |  | 19 | to pick extraordinary individuals | подобрать видающихся людей |  |  |
| HnqyYgQQn5Ngee3p\_dc5:19 |  | 20 | who brought this hotel to life. | которые оживили этот отель. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:20 |  | 21 | 00:00:28,111 --> 00:00:30,739 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:21 |  | 22 | I've been in the luxury hotel industry | Я работаю в роскошной гостиничной индустрии |  |  |
| HnqyYgQQn5Ngee3p\_dc5:22 |  | 23 | for a very long time, | уже очень долгое время, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:23 |  | 24 | 00:00:30,739 --> 00:00:34,868 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:24 |  | 25 | actually ran one of our competitors | фактически, я управляла одним из наших конкурентов |  |  |
| HnqyYgQQn5Ngee3p\_dc5:25 |  | 26 | for 11 years here in Washington. | В течении 11 лет, здесь в Вашингтоне. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:26 |  | 27 | 00:00:35,285 --> 00:00:38,955 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:27 |  | 28 | And it really was my vision for this hotel | Именно мое видение заключалось в том, чтобы этот отель |  |  |
| HnqyYgQQn5Ngee3p\_dc5:28 |  | 29 | 00:00:39,456 --> 00:00:44,836 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:29 |  | 30 | that it embody everything a luxury | воплотил все, что должно быть в элитном отеле, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:30 |  | 31 | hotel should, but without the stereotype | но без стереотипов, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:31 |  | 32 | 00:00:44,836 --> 00:00:49,090 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:32 |  | 33 | that some luxury properties | которые присущи некоторым роскошным недвижимостям |  |  |
| HnqyYgQQn5Ngee3p\_dc5:33 |  | 34 | have of being stuffy and unapproachable, | которые кажутся формальными и неприступными |  |  |
| HnqyYgQQn5Ngee3p\_dc5:34 |  | 35 | 00:00:49,090 --> 00:00:51,551 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:35 |  | 36 | this this hotel was always meant to be | Этот отель всегда должен был быть |  |  |
| HnqyYgQQn5Ngee3p\_dc5:36 |  | 37 | 00:00:53,219 --> 00:00:55,305 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:37 |  | 38 | the epitome of anticipatory service, | быть воплощением предвидящего обслуживания, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:38 |  | 39 | 00:00:55,305 --> 00:00:58,600 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:39 |  | 40 | but delivered in a way | но предоставленного таким образом, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:40 |  | 41 | that is very genuine and from the heart. | что это очень искренне и исходит из сердца. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:41 |  | 42 | 00:00:58,600 --> 00:01:02,645 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:42 |  | 43 | So when we interviewed our team members | Поэтому, когда мы интервьюировали членов нашей команды, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:43 |  | 44 | to work here, | что бы работать здесь |  |  |
| HnqyYgQQn5Ngee3p\_dc5:44 |  | 45 | 00:01:03,104 --> 00:01:07,192 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:45 |  | 46 | we weren't necessarily | Мы не обязательно |  |  |
| HnqyYgQQn5Ngee3p\_dc5:46 |  | 47 | looking for tremendous experience | Искали огромное количество опыта |  |  |
| HnqyYgQQn5Ngee3p\_dc5:47 |  | 48 | 00:01:07,192 --> 00:01:09,569 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:48 |  | 49 | in the hotel business | в гостиничном бизнесе |  |  |
| HnqyYgQQn5Ngee3p\_dc5:49 |  | 50 | because we felt we could teach that | потому что мы чувствовали, что можем обучить этому. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:50 |  | 51 | 00:01:09,944 --> 00:01:13,948 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:51 |  | 52 | what we were looking for | Мы искали |  |  |
| HnqyYgQQn5Ngee3p\_dc5:52 |  | 53 | was just a really genuine desire to | искреннее желание |  |  |
| HnqyYgQQn5Ngee3p\_dc5:53 |  | 54 | 00:01:15,075 --> 00:01:17,619 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:54 |  | 55 | make an impact on our guests, | оказать влияние на наших гостей |  |  |
| HnqyYgQQn5Ngee3p\_dc5:55 |  | 56 | 00:01:18,161 --> 00:01:22,582 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:56 |  | 57 | to help them discover our wonderful city, | поомочь им открыть для себя наш прекрасный город |  |  |
| HnqyYgQQn5Ngee3p\_dc5:57 |  | 58 | because we were so excited | потому что мы были настолько взволнованы всем, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:58 |  | 59 | 00:01:22,582 --> 00:01:27,337 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:59 |  | 60 | about everything that this building, | Что это здание, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:60 |  | 61 | this hotel, really meant for the city. | Этот отел, действительно значимый для города |  |  |
| HnqyYgQQn5Ngee3p\_dc5:61 |  | 62 | 00:01:27,337 --> 00:01:30,965 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:62 |  | 63 | It was just such a unique, modern building | Это было такое уникальное, современное здание, в течение всего времени. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:63 |  | 64 | that was very different for D.C. | Которое было непохоже на все остальные для Вашингтона |  |  |
| HnqyYgQQn5Ngee3p\_dc5:64 |  | 65 | 00:01:31,299 --> 00:01:35,470 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:65 |  | 66 | and we really wanted the culture | и мы действительно хотели, чтобы культура |  |  |
| HnqyYgQQn5Ngee3p\_dc5:66 |  | 67 | to to really lend itself to | действительно соответствовала |  |  |
| HnqyYgQQn5Ngee3p\_dc5:67 |  | 68 | 00:01:35,512 --> 00:01:38,264 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:68 |  | 69 | to the extraordinarily development | экстраординарному развитию, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:69 |  | 70 | that we're a part of | частью которого мы являемся |  |  |
| HnqyYgQQn5Ngee3p\_dc5:70 |  | 71 | 00:01:38,431 --> 00:01:40,391 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:71 |  | 72 | for very much from the beginning. | С самого начала. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:72 |  | 73 | 00:01:40,391 --> 00:01:43,770 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:73 |  | 74 | Our service | Наша философия обслуживания |  |  |
| HnqyYgQQn5Ngee3p\_dc5:74 |  | 75 | philosophy has always been to treat | заключалась в том, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:75 |  | 76 | 00:01:43,853 --> 00:01:47,899 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:76 |  | 77 | every guests like an individual, | чтобы относиться к каждому гостю как к индивидуальности, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:77 |  | 78 | You know, from the moment they walk in. | вы знаете, с того самого момента как они входят. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:78 |  | 79 | 00:01:47,899 --> 00:01:50,318 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:79 |  | 80 | We are listening to our guests. | Мы прислушиваемся к нашим гостям. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:80 |  | 81 | 00:01:50,318 --> 00:01:53,154 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:81 |  | 82 | We are listening | Мы ищем |  |  |
| HnqyYgQQn5Ngee3p\_dc5:82 |  | 83 | for a little nuggets of information | драгоценные кусочки информации |  |  |
| HnqyYgQQn5Ngee3p\_dc5:83 |  | 84 | 00:01:53,154 --> 00:01:55,782 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:84 |  | 85 | that allow us to personalize | которые позволяют нам персонализировать |  |  |
| HnqyYgQQn5Ngee3p\_dc5:85 |  | 86 | each and every stay. | Каждое пребывание. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:86 |  | 87 | 00:01:56,699 --> 00:01:58,785 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:87 |  | 88 | And we empower our team members. | Мы даем уполномочия членам нашей команды. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:88 |  | 89 | 00:01:58,785 --> 00:02:01,955 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:89 |  | 90 | They are able to spend money. | Они могут тратить деньги. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:90 |  | 91 | 00:02:01,955 --> 00:02:04,666 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:91 |  | 92 | They're able to do whatever it takes | Они могут делать все необходимое |  |  |
| HnqyYgQQn5Ngee3p\_dc5:92 |  | 93 | 00:02:05,083 --> 00:02:08,044 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:93 |  | 94 | not only to recover | Не только для того, чтобы восстановить |  |  |
| HnqyYgQQn5Ngee3p\_dc5:94 |  | 95 | 00:02:09,254 --> 00:02:10,130 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:95 |  | 96 | maybe service | возможно, сервиса |  |  |
| HnqyYgQQn5Ngee3p\_dc5:96 |  | 97 | 00:02:10,130 --> 00:02:14,384 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:97 |  | 98 | incidents that are less than perfect, | после неприятностей |  |  |
| HnqyYgQQn5Ngee3p\_dc5:98 |  | 99 | but also when things don't go wrong. | но и для того, когда все идет как надо. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:99 |  | 100 | 00:02:14,384 --> 00:02:18,596 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:100 |  | 101 | Just to create moments of joy | Для создания моментов радости |  |  |
| HnqyYgQQn5Ngee3p\_dc5:101 |  | 102 | for our our guests. | для наших гостей. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:102 |  | 103 | 00:02:18,596 --> 00:02:22,475 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:103 |  | 104 | Because when all is said and done, there's | Потому что, когда все уже сказано и сделано, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:104 |  | 105 | a lot of beautiful hotels in the world. | есть множество красивых отелей по всему миру. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:105 |  | 106 | 00:02:23,101 --> 00:02:25,395 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:106 |  | 107 | But really what makes the experience | Но, что делает опыт разным |  |  |
| HnqyYgQQn5Ngee3p\_dc5:107 |  | 108 | 00:02:25,603 --> 00:02:28,606 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:108 |  | 109 | different is the service | Это сервис |  |  |
| HnqyYgQQn5Ngee3p\_dc5:109 |  | 110 | and the personal touch. | И персональный подход. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:110 |  | 111 | 00:02:28,606 --> 00:02:31,276 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:111 |  | 112 | And that's really | И это то |  |  |
| HnqyYgQQn5Ngee3p\_dc5:112 |  | 113 | what we focus on here at the hotel. | На чем мы концентрируемся здесь в отеле. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:113 |  | 114 | 00:02:31,317 --> 00:02:33,611 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:114 |  | 115 | So one of the things we like to talk about | Одна из наших любимых тем для обсуждения |  |  |
| HnqyYgQQn5Ngee3p\_dc5:115 |  | 116 | is empowerment. | Это расширение уполномочий. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:116 |  | 117 | 00:02:33,653 --> 00:02:34,863 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:117 |  | 118 | You hear this word a lot, | Вы слышите эту фразу довольно часто |  |  |
| HnqyYgQQn5Ngee3p\_dc5:118 |  | 119 | 00:02:34,863 --> 00:02:37,782 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:119 |  | 120 | and I think it's really important | и я думаю, это действительно важно |  |  |
| HnqyYgQQn5Ngee3p\_dc5:120 |  | 121 | to define what empowerment looks like. | определять, как выглядит расширение полномочий. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:121 |  | 122 | 00:02:38,199 --> 00:02:41,119 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:122 |  | 123 | Empowerment is really the ability for you | Расширенные полномочия — это возможность |  |  |
| HnqyYgQQn5Ngee3p\_dc5:123 |  | 124 | to make a media | совершать медиа-действия |  |  |
| HnqyYgQQn5Ngee3p\_dc5:124 |  | 125 | 00:02:41,119 --> 00:02:44,122 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:125 |  | 126 | and appropriate actions | и предпринимать соответствующие действия в данный момент, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:126 |  | 127 | in the moment to take care of a guest. | чтобы позаботиться о наших гостях. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:127 |  | 128 | 00:02:44,414 --> 00:02:47,458 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:128 |  | 129 | It could be for a positive experience | Это может быть для положительного опыта, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:129 |  | 130 | to make their day better. | чтобы сделать их день лучше. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:130 |  | 131 | 00:02:47,458 --> 00:02:50,712 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:131 |  | 132 | It could be for when, unfortunately, | Это может быть в том случае, когда, к сожалению, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:132 |  | 133 | things go wrong and we need to do what | что-то идет не так, и нам нужно делать то, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:133 |  | 134 | 00:02:50,712 --> 00:02:53,798 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:134 |  | 135 | we call a service recovery | Что мы называем восстановлением сервиса |  |  |
| HnqyYgQQn5Ngee3p\_dc5:135 |  | 136 | or really win back the guest. | или заполучением клиента назад. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:136 |  | 137 | 00:02:54,048 --> 00:02:55,842 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:137 |  | 138 | They're coming in | Они приходят |  |  |
| HnqyYgQQn5Ngee3p\_dc5:138 |  | 139 | with certain expectations | с определёнными ожиданиями |  |  |
| HnqyYgQQn5Ngee3p\_dc5:139 |  | 140 | 00:02:55,842 --> 00:02:58,720 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:140 |  | 141 | and we have not met those expectations | И мы не соответствуем тем ожиданиям |  |  |
| HnqyYgQQn5Ngee3p\_dc5:141 |  | 142 | in those moments. | в такие моменты. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:142 |  | 143 | 00:02:58,720 --> 00:03:02,348 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:143 |  | 144 | It's really important not only to be able | Очень важно не только |  |  |
| HnqyYgQQn5Ngee3p\_dc5:144 |  | 145 | to get back to meeting their expectations | соответствовать ожиданиям |  |  |
| HnqyYgQQn5Ngee3p\_dc5:145 |  | 146 | 00:03:02,557 --> 00:03:05,560 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:146 |  | 147 | and fixing the issue that happened, | и исправлять случившиеся проблемы, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:147 |  | 148 | but we can't just stop there. | но мы просто не можем остановиться на этом. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:148 |  | 149 | 00:03:05,560 --> 00:03:08,771 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:149 |  | 150 | You have to go beyond that | Вы должны выйти за рамки этого |  |  |
| HnqyYgQQn5Ngee3p\_dc5:150 |  | 151 | to really win them back and truly | для того, чтобы действительно вернуть их |  |  |
| HnqyYgQQn5Ngee3p\_dc5:151 |  | 152 | 00:03:08,771 --> 00:03:09,856 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:152 |  | 153 | make them a guest for life. | и сделать постоянными гостями. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:153 |  | 154 | 00:03:11,024 --> 00:03:13,985 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:154 |  | 155 | So when you are thinking about empowerment | Поэтому, когда вы думаете об |  |  |
| HnqyYgQQn5Ngee3p\_dc5:155 |  | 156 | in your role and you're thinking | уполномочивании в своей роли и думаете |  |  |
| HnqyYgQQn5Ngee3p\_dc5:156 |  | 157 | 00:03:13,985 --> 00:03:17,864 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:157 |  | 158 | about empowerment as you go on a day | об уполномочивании на повседневной основе, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:158 |  | 159 | to day basis, you really are the experts. | вы действительно являетесь экспертом. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:159 |  | 160 | 00:03:18,156 --> 00:03:19,240 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:160 |  | 161 | You know, we talk about, | вы знаете, мы говорим, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:161 |  | 162 | 00:03:19,240 --> 00:03:21,242 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:162 |  | 163 | you know, for myself | что я |  |  |
| HnqyYgQQn5Ngee3p\_dc5:163 |  | 164 | as a director of training, | как директор по обучению, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:164 |  | 165 | 00:03:21,242 --> 00:03:23,953 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:165 |  | 166 | I don't really get to interact | не взаимодействую |  |  |
| HnqyYgQQn5Ngee3p\_dc5:166 |  | 167 | with my guests on a day to day basis. | с гостями на ежедневной основе |  |  |
| HnqyYgQQn5Ngee3p\_dc5:167 |  | 168 | 00:03:23,953 --> 00:03:25,580 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:168 |  | 169 | My guests are my team members. | Мои гости- моя команда. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:169 |  | 170 | 00:03:25,580 --> 00:03:29,751 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:170 |  | 171 | So my team is the one who's impacting | Так что моя команда — это те, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:171 |  | 172 | and interacting with every single guest | кто взаимодействует со всеми гостями, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:172 |  | 173 | 00:03:29,751 --> 00:03:31,211 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:173 |  | 174 | that walks into our doors. | которые заходят к нам. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:174 |  | 175 | 00:03:31,211 --> 00:03:34,923 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:175 |  | 176 | So I want to make sure that they have the | Я хочу убедиться, что у них есть |  |  |
| HnqyYgQQn5Ngee3p\_dc5:176 |  | 177 | the guidelines and the empowerment | руководство и уполномочивание |  |  |
| HnqyYgQQn5Ngee3p\_dc5:177 |  | 178 | 00:03:34,923 --> 00:03:37,842 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:178 |  | 179 | and the ability to take care of the guests | и возможность заботиться о гостях, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:179 |  | 180 | when they see them in the moment. | когда они видят их в данный момент. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:180 |  | 181 | 00:03:38,092 --> 00:03:40,845 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:181 |  | 182 | They're the experts | Они, это эксперты |  |  |
| HnqyYgQQn5Ngee3p\_dc5:182 |  | 183 | who run their operation every single day. | которые работают каждый день. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:183 |  | 184 | 00:03:41,012 --> 00:03:43,223 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:184 |  | 185 | Just like you'll be | Также как и вы |  |  |
| HnqyYgQQn5Ngee3p\_dc5:185 |  | 186 | the expert of your own operation. | эксперт в собственной деятельности. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:186 |  | 187 | 00:03:43,723 --> 00:03:45,975 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:187 |  | 188 | You'll know what you can do, | Вы знаете, что можете сделать, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:188 |  | 189 | what you can't do. | Что не можете сделать. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:189 |  | 190 | 00:03:45,975 --> 00:03:48,811 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:190 |  | 191 | And this is really just designed | Это действительно создано |  |  |
| HnqyYgQQn5Ngee3p\_dc5:191 |  | 192 | to give you that sense of | чтобы дать вам это |  |  |
| HnqyYgQQn5Ngee3p\_dc5:192 |  | 193 | 00:03:49,145 --> 00:03:52,607 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:193 |  | 194 | understanding and confidence to be able | Понимание и уверенность, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:194 |  | 195 | to make these decisions in the moment. | Чтобы принимать эти решения мгновенно. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:195 |  | 196 | 00:03:52,607 --> 00:03:57,111 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:196 |  | 197 | Every single night, | Каждую ночь |  |  |
| HnqyYgQQn5Ngee3p\_dc5:197 |  | 198 | our front office puts out reports | Наш ресепшн публикует отчеты, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:198 |  | 199 | 00:03:57,111 --> 00:03:59,364 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:199 |  | 200 | and one of them is our Service | И один из них наш отчет |  |  |
| HnqyYgQQn5Ngee3p\_dc5:200 |  | 201 | Recovery report. | О восстановлении сервиса услуг. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:201 |  | 202 | 00:04:00,240 --> 00:04:05,036 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:202 |  | 203 | And we really we view service recovery | И мы рассматриваем восстановление сервиса |  |  |
| HnqyYgQQn5Ngee3p\_dc5:203 |  | 204 | not as a bad report card, | не как плохую оценку, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:204 |  | 205 | 00:04:05,036 --> 00:04:08,915 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:205 |  | 206 | but as an opportunity | а как возможность |  |  |
| HnqyYgQQn5Ngee3p\_dc5:206 |  | 207 | to create guests for life. | приобрести постоянных клиентов. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:207 |  | 208 | 00:04:08,915 --> 00:04:11,918 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:208 |  | 209 | Because sometimes | Потому что иногда, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:209 |  | 210 | when you turn a negative situation around, | когда вы обращаете негативную ситуацию в свою пользу |  |  |
| HnqyYgQQn5Ngee3p\_dc5:210 |  | 211 | 00:04:12,252 --> 00:04:15,797 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:211 |  | 212 | you actually end up with | в конце концов вы получаете |  |  |
| HnqyYgQQn5Ngee3p\_dc5:212 |  | 213 | an even more loyal customer in the end. | еще более преданного клиента |  |  |
| HnqyYgQQn5Ngee3p\_dc5:213 |  | 214 | 00:04:16,339 --> 00:04:18,508 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:214 |  | 215 | So we we take it very seriously. | Поэтому мы очень серьезно относимся к этому. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:215 |  | 216 | 00:04:18,508 --> 00:04:21,010 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:216 |  | 217 | We we ensure that every single | Мы убеждаемся, что каждая |  |  |
| HnqyYgQQn5Ngee3p\_dc5:217 |  | 218 | 00:04:21,970 --> 00:04:22,929 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:218 |  | 219 | issue from the day | проблема, возникшая накануне, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:219 |  | 220 | 00:04:22,929 --> 00:04:25,515 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:220 |  | 221 | before is logged | регистрируется |  |  |
| HnqyYgQQn5Ngee3p\_dc5:221 |  | 222 | on our service recovery report, | в наш отчет о восстановлении сервиса, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:222 |  | 223 | 00:04:26,266 --> 00:04:29,310 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:223 |  | 224 | and that includes from all areas | и это включает все области отеля: |  |  |
| HnqyYgQQn5Ngee3p\_dc5:224 |  | 225 | of the hotel housekeeping, front | уборка номеров, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:225 |  | 226 | 00:04:29,310 --> 00:04:32,188 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:226 |  | 227 | desk, valet parking, food and beverage. | ресепшн, парковка, ресторан. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:227 |  | 228 | 00:04:32,605 --> 00:04:35,817 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:228 |  | 229 | So everyone feeds any issues | Так что каждый передает любые проблемы |  |  |
| HnqyYgQQn5Ngee3p\_dc5:229 |  | 230 | to our front desk team | нашей команде на ресепшене, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:230 |  | 231 | 00:04:35,817 --> 00:04:40,363 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:231 |  | 232 | and we put this report out every night | и мы публикуем этот отчет каждую ночь, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:232 |  | 233 | and every morning at 9 a.m., | а каждое утро в 9 часов |  |  |
| HnqyYgQQn5Ngee3p\_dc5:233 |  | 234 | 00:04:40,363 --> 00:04:45,285 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:234 |  | 235 | we meet as a management team and review | мы встречаемся как команда менеджеров и обсуждаем |  |  |
| HnqyYgQQn5Ngee3p\_dc5:235 |  | 236 | every single service recovery. | каждую восстановленую услугу. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:236 |  | 237 | 00:04:45,285 --> 00:04:49,080 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:237 |  | 238 | And that service recovery, you know, | И это восстановление сервиса, вы знаете, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:238 |  | 239 | we never want to see this happened | мы никогда не хотим видеть, чтобы это происходило |  |  |
| HnqyYgQQn5Ngee3p\_dc5:239 |  | 240 | 00:04:49,080 --> 00:04:51,958 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:240 |  | 241 | without what was done about it. | без указания на то, что было сделано для его решения. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:241 |  | 242 | 00:04:52,250 --> 00:04:54,836 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:242 |  | 243 | We expect any member of our team, | Мы ожидаем от каждого члена нашей команды, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:243 |  | 244 | if they encounter a guest | если они встречают гостя |  |  |
| HnqyYgQQn5Ngee3p\_dc5:244 |  | 245 | 00:04:54,836 --> 00:04:58,256 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:245 |  | 246 | with an issue that they own it, | С проблемой, которая принадлежит им, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:246 |  | 247 | they don't pass it along. | они не передают ее дальше. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:247 |  | 248 | 00:04:58,298 --> 00:05:00,133 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:248 |  | 249 | There's no let me get my manager. | Нет "позвольте мне вызвать моего менеджера". |  |  |
| HnqyYgQQn5Ngee3p\_dc5:249 |  | 250 | 00:05:00,133 --> 00:05:03,928 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:250 |  | 251 | That is probably the worst thing | Это, вероятно, худшее, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:251 |  | 252 | you could ever hear being said. | что вы можете сказать. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:252 |  | 253 | 00:05:03,928 --> 00:05:07,348 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:253 |  | 254 | We expect | Мы ожидаем, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:254 |  | 255 | everyone to own what they encounter. | что каждый будет брать на себя то, с чем столкнулся. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:255 |  | 256 | 00:05:08,057 --> 00:05:11,978 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:256 |  | 257 | So when we log our service recovery, | Поэтому, когда мы регистрируем наше восстановление сервиса, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:257 |  | 258 | we expect there to be a resolution | мы ожидаем, что будет решение, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:258 |  | 259 | 00:05:11,978 --> 00:05:15,940 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:259 |  | 260 | on their and what we talk about as a team | и то, о чем мы говорим как команда, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:260 |  | 261 | is, is it sufficient? | Достаточно ли это? |  |  |
| HnqyYgQQn5Ngee3p\_dc5:261 |  | 262 | 00:05:15,982 --> 00:05:20,028 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:262 |  | 263 | What kind of mindset is our guest | Какое настроение у нашего гостя, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:263 |  | 264 | and do we need to follow up further? | и нужно ли нам продолжать следить за ним? |  |  |
| HnqyYgQQn5Ngee3p\_dc5:264 |  | 265 | 00:05:20,361 --> 00:05:24,240 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:265 |  | 266 | We also want to make everybody else | Мы также хотим, чтобы все остальные |  |  |
| HnqyYgQQn5Ngee3p\_dc5:266 |  | 267 | in the hotel aware that something happened | в отеле знали, что что-то случилось, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:267 |  | 268 | 00:05:24,240 --> 00:05:28,619 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:268 |  | 269 | so that we can be very mindful of | чтобы мы могли очень внимательно относиться к |  |  |
| HnqyYgQQn5Ngee3p\_dc5:269 |  | 270 | of that guests moving forward to make sure | этому гостю в будущем, чтобы убедиться, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:270 |  | 271 | 00:05:28,661 --> 00:05:29,996 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:271 |  | 272 | the rest of this day is perfect. | что остаток дня будет безупречным. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:272 |  | 273 | 00:05:31,164 --> 00:05:32,874 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:273 |  | 274 | So it's very much | Так что это очень сильно |  |  |
| HnqyYgQQn5Ngee3p\_dc5:274 |  | 275 | 00:05:32,874 --> 00:05:36,878 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:275 |  | 276 | taking that stigma away of something bad | убирает ту стигму, что что-то плохое |  |  |
| HnqyYgQQn5Ngee3p\_dc5:276 |  | 277 | happened. | случилось |  |  |
| HnqyYgQQn5Ngee3p\_dc5:277 |  | 278 | 00:05:37,503 --> 00:05:40,965 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:278 |  | 279 | You know, everybody, you know, | Вызнаете, все знают, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:279 |  | 280 | run for cover and defend yourself. | что нужно бежать в укрытие и защищаться. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:280 |  | 281 | 00:05:40,965 --> 00:05:43,092 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:281 |  | 282 | That's not the culture we have here. | Но здесь, это так не работает. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:282 |  | 283 | 00:05:43,092 --> 00:05:45,887 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:283 |  | 284 | It's very much | Мы очень хотим знать, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:284 |  | 285 | we want to know where we're going | куда мы движемся, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:285 |  | 286 | 00:05:45,887 --> 00:05:48,222 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:286 |  | 287 | to work as a team to resolve it. | чтобы работать в команде и решать это. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:287 |  | 288 | 00:05:49,182 --> 00:05:52,143 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:288 |  | 289 | And we really look at our team to listen | Мы очень серьезно относимся к тому, чтобы наша команда слушала |  |  |
| HnqyYgQQn5Ngee3p\_dc5:289 |  | 290 | 00:05:52,143 --> 00:05:55,605 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:290 |  | 291 | to the guest, to apologize to the guest, | гостей, извинялась перед ними |  |  |
| HnqyYgQQn5Ngee3p\_dc5:291 |  | 292 | 00:05:56,022 --> 00:05:59,317 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:292 |  | 293 | and then to really come up with a solution | и предлагала реальные решения, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:293 |  | 294 | that's meaningful. | которые имеют значение. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:294 |  | 295 | 00:05:59,817 --> 00:06:02,904 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:295 |  | 296 | So if you travel a lot | Если вы много путешествуете, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:296 |  | 297 | and something happens, you | путешествуете и что-то происходит, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:297 |  | 298 | 00:06:03,279 --> 00:06:09,952 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:298 |  | 299 | my pet peeve is when a hotel just throws | то моя главная жалоба заключается в том, что многие отели |  |  |
| HnqyYgQQn5Ngee3p\_dc5:299 |  | 300 | a bunch of loyalty points at you. | Просто раздают вам бонусные балы. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:300 |  | 301 | 00:06:10,078 --> 00:06:10,453 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:301 |  | 302 | All right. | Хорошо. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:302 |  | 303 | 00:06:10,453 --> 00:06:14,999 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:303 |  | 304 | And for some people, loyalty points | Да, для некоторых людей бонусные баллы |  |  |
| HnqyYgQQn5Ngee3p\_dc5:304 |  | 305 | are great, but that's not meaningful. | Но это не имеет значения. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:305 |  | 306 | 00:06:16,167 --> 00:06:21,547 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:306 |  | 307 | You know, if you had a terrible meal | Знаете, если у вас был ужасный ужин |  |  |
| HnqyYgQQn5Ngee3p\_dc5:307 |  | 308 | in a restaurant just being thrown | в ресторане, то просто |  |  |
| HnqyYgQQn5Ngee3p\_dc5:308 |  | 309 | 00:06:21,547 --> 00:06:25,051 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:309 |  | 310 | loyalty points is not genuine | бонусные балы является искренним |  |  |
| HnqyYgQQn5Ngee3p\_dc5:310 |  | 311 | and it's not from the heart. | и не от сердца. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:311 |  | 312 | 00:06:25,051 --> 00:06:27,845 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:312 |  | 313 | So so what we really try and challenge | Поэтому мы действительно пытаемся призывать |  |  |
| HnqyYgQQn5Ngee3p\_dc5:313 |  | 314 | our team to do | Нашу команду к тому, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:314 |  | 315 | 00:06:27,845 --> 00:06:30,973 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:315 |  | 316 | is to find a service recovery | чтобы найти подходящий способ восстановления обслуживания, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:316 |  | 317 | that's appropriate | который будет соответствовать |  |  |
| HnqyYgQQn5Ngee3p\_dc5:317 |  | 318 | 00:06:31,307 --> 00:06:35,019 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:318 |  | 319 | for the incident that happened | произошедшему инциденту |  |  |
| HnqyYgQQn5Ngee3p\_dc5:319 |  | 320 | and really turns the experience around. | и действительно изменит опыт гостя. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:320 |  | 321 | 00:06:35,478 --> 00:06:37,480 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:321 |  | 322 | And we we give them | Мы даем |  |  |
| HnqyYgQQn5Ngee3p\_dc5:322 |  | 323 | 00:06:38,106 --> 00:06:41,526 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:323 |  | 324 | absolutely | абсолютную |  |  |
| HnqyYgQQn5Ngee3p\_dc5:324 |  | 325 | the freedom to come up with that. | свободу для придумывания таких решений. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:325 |  | 326 | 00:06:41,526 --> 00:06:43,569 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:326 |  | 327 | And the freedom to do what's necessary. | И эта свобода необходима. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:327 |  | 328 | 00:06:43,569 --> 00:06:48,491 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:328 |  | 329 | And in the three years we've had this hotel open, I've never had anybody abuse it. | За три года работы этого отеля мы никогда не сталкивались с злоупотреблением этой свободой. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:329 |  | 330 | 00:06:49,784 --> 00:06:51,786 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:330 |  | 331 | We we've never | Мы никогда |  |  |
| HnqyYgQQn5Ngee3p\_dc5:331 |  | 332 | 00:06:52,120 --> 00:06:55,289 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:332 |  | 333 | had to, you know, take someone aside | не были вынуждены отводить кого-то в сторону |  |  |
| HnqyYgQQn5Ngee3p\_dc5:333 |  | 334 | and say that was too much. | и говорить, что это было слишком. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:334 |  | 335 | 00:06:55,540 --> 00:06:59,919 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:335 |  | 336 | You know, if you really trust the people | Если вы действительно доверяете людям |  |  |
| HnqyYgQQn5Ngee3p\_dc5:336 |  | 337 | that are on your team and your culture | в своей команде и ваша культура |  |  |
| HnqyYgQQn5Ngee3p\_dc5:337 |  | 338 | 00:07:00,378 --> 00:07:04,215 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:338 |  | 339 | is very much genuinely | действительно |  |  |
| HnqyYgQQn5Ngee3p\_dc5:339 |  | 340 | caring for the guests, | заботится о гостях, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:340 |  | 341 | 00:07:04,215 --> 00:07:07,718 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:341 |  | 342 | I think, you know, it's | то это, на мой взгляд |  |  |
| HnqyYgQQn5Ngee3p\_dc5:342 |  | 343 | it's the best way to go. | лучший путь. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:343 |  | 344 | 00:07:08,344 --> 00:07:11,556 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:344 |  | 345 | So what I think is really special | Я думаю, что особенность |  |  |
| HnqyYgQQn5Ngee3p\_dc5:345 |  | 346 | about Laura is that she does trust | Лауры в том, что она доверяет своим |  |  |
| HnqyYgQQn5Ngee3p\_dc5:346 |  | 347 | 00:07:11,556 --> 00:07:14,142 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:347 |  | 348 | her, her leaders, her team members. | лидерам и членам команды. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:348 |  | 349 | 00:07:15,435 --> 00:07:18,646 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:349 |  | 350 | It doesn't matter what position you're in, | Независимо от должности, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:350 |  | 351 | if you come up with a solution | если вы пришли к решению |  |  |
| HnqyYgQQn5Ngee3p\_dc5:351 |  | 352 | 00:07:18,646 --> 00:07:22,567 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:352 |  | 353 | to make something right | как сделать что-то правильно |  |  |
| HnqyYgQQn5Ngee3p\_dc5:353 |  | 354 | for a guest or surprise a guest, | для гостя или удивить его, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:354 |  | 355 | 00:07:22,567 --> 00:07:24,735 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:355 |  | 356 | you know, we'll make | мы обязательно сделаем |  |  |
| HnqyYgQQn5Ngee3p\_dc5:356 |  | 357 | we'll make it happen for them. | это для них. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:357 |  | 358 | 00:07:24,735 --> 00:07:27,613 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:358 |  | 359 | And if there's a discussion afterwards, | и если возникнет обсуждение после этого, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:359 |  | 360 | you know, about | например, про |  |  |
| HnqyYgQQn5Ngee3p\_dc5:360 |  | 361 | 00:07:27,613 --> 00:07:29,574 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:361 |  | 362 | maybe this could have been | то, что это могло бы быть |  |  |
| HnqyYgQQn5Ngee3p\_dc5:362 |  | 363 | a different solution, then, | другое решение, тогда, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:363 |  | 364 | 00:07:29,574 --> 00:07:31,325 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:364 |  | 365 | you know, that conversation will be had. | обязательно проведем это обсуждение. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:365 |  | 366 | 00:07:31,325 --> 00:07:33,870 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:366 |  | 367 | But the worst thing you can do is | Но самое худшее, что вы можете сделать, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:367 |  | 368 | 00:07:33,870 --> 00:07:37,081 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:368 |  | 369 | is like shoot down somebody | это просто отбросить идею человека, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:369 |  | 370 | that's trying to come up with something | который пытается придумать что-то, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:370 |  | 371 | 00:07:37,331 --> 00:07:42,336 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:371 |  | 372 | to make make things right for a guest | чтобы все было хорошо для гостя, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:372 |  | 373 | because that person is putting that energy | потому что этот человек прикладывает усилия |  |  |
| HnqyYgQQn5Ngee3p\_dc5:373 |  | 374 | 00:07:42,336 --> 00:07:46,966 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:374 |  | 375 | and they're doing the work necessary | и делает необходимую работу, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:375 |  | 376 | to, like, make things smooth again. | чтобы все снова стало гладко. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:376 |  | 377 | 00:07:47,175 --> 00:07:50,428 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:377 |  | 378 | And we want to be able to like, | И мы хотим, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:378 |  | 379 | get that creative juices flowing. | чтобы у нас была возможность  развивать творческий потенциал. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:379 |  | 380 | 00:07:50,428 --> 00:07:54,432 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:380 |  | 381 | So what's really nice is that again, | То, что действительно хорошо, это то, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:381 |  | 382 | we've never been told no and she | что нам никогда не говорили "нет", |  |  |
| HnqyYgQQn5Ngee3p\_dc5:382 |  | 383 | 00:07:54,849 --> 00:07:57,852 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:383 |  | 384 | she will make things happen | и она сделает все возможное, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:384 |  | 385 | and she'll go to ownership and say like, | она обратитца к владельцам и скажет |  |  |
| HnqyYgQQn5Ngee3p\_dc5:385 |  | 386 | 00:07:57,852 --> 00:07:58,686 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:386 |  | 387 | we had to do this. | «Мы должны сделать это». |  |  |
| HnqyYgQQn5Ngee3p\_dc5:387 |  | 388 | 00:07:58,686 --> 00:08:00,104 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:388 |  | 389 | I think it's the most | Я думаю, что самым |  |  |
| HnqyYgQQn5Ngee3p\_dc5:389 |  | 390 | 00:08:00,104 --> 00:08:03,733 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:390 |  | 391 | the most important use of your time | важным использованием вашего времени |  |  |
| HnqyYgQQn5Ngee3p\_dc5:391 |  | 392 | is that meeting, because you have, | является эта встреча, потому что |  |  |
| HnqyYgQQn5Ngee3p\_dc5:392 |  | 393 | 00:08:04,442 --> 00:08:08,613 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:393 |  | 394 | especially in a industry where you rely on | у вас есть, особенно в отрасли, где вы полагаетесь на |  |  |
| HnqyYgQQn5Ngee3p\_dc5:394 |  | 395 | other departments and each other | другие отделы и друг на друга |  |  |
| HnqyYgQQn5Ngee3p\_dc5:395 |  | 396 | 00:08:09,947 --> 00:08:13,242 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:396 |  | 397 | for 30 minutes, you have the attention | в течении 30 минут, у вас есть это внимание |  |  |
| HnqyYgQQn5Ngee3p\_dc5:397 |  | 398 | of everybody you need in the hotel. | всех, кто вам нужен в отеле. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:398 |  | 399 | 00:08:13,242 --> 00:08:14,202 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:399 |  | 400 | So I'll give you an example. | Я приведу вам пример. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:400 |  | 401 | 00:08:14,202 --> 00:08:19,874 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:401 |  | 402 | The other day we actually had guests | Как-то раз, у нас были гости, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:402 |  | 403 | whose breakfast order was like going up | заказавшие завтрак, но заказ не был выполнен, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:403 |  | 404 | 00:08:20,249 --> 00:08:24,253 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:404 |  | 405 | and it was because our server was up | потому что наш официант |  |  |
| HnqyYgQQn5Ngee3p\_dc5:405 |  | 406 | picking up trays | собирал подносы |  |  |
| HnqyYgQQn5Ngee3p\_dc5:406 |  | 407 | 00:08:24,545 --> 00:08:28,132 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:407 |  | 408 | and our order taker couldn't | а оператор по приему заказов не мог |  |  |
| HnqyYgQQn5Ngee3p\_dc5:408 |  | 409 | get in touch with the server. | связаться с официантом. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:409 |  | 410 | 00:08:28,758 --> 00:08:31,052 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:410 |  | 411 | And so we're looking at each other | И мы стоим смотрим друг на друга |  |  |
| HnqyYgQQn5Ngee3p\_dc5:411 |  | 412 | around the table going, Well, | вокруг стола и говорим: ну почему у них |  |  |
| HnqyYgQQn5Ngee3p\_dc5:412 |  | 413 | 00:08:31,636 --> 00:08:34,805 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:413 |  | 414 | why don't they have a communication device | нет коммуникационных устройств, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:414 |  | 415 | so that they can call them and say, | чтобы позвонить им и сказать: |  |  |
| HnqyYgQQn5Ngee3p\_dc5:415 |  | 416 | 00:08:34,805 --> 00:08:36,015 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:416 |  | 417 | Come back down? | вернись вниз? |  |  |
| HnqyYgQQn5Ngee3p\_dc5:417 |  | 418 | 00:08:36,015 --> 00:08:36,599 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:418 |  | 419 | Our I.T. | Наш ИТ |  |  |
| HnqyYgQQn5Ngee3p\_dc5:419 |  | 420 | 00:08:36,599 --> 00:08:37,391 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:420 |  | 421 | guy was there. | специалист был там. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:421 |  | 422 | 00:08:37,391 --> 00:08:40,102 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:422 |  | 423 | We immediately | Мы сразу же |  |  |
| HnqyYgQQn5Ngee3p\_dc5:423 |  | 424 | said, okay, let's research it. | сказали: хорошо, давайте разберемся с этим. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:424 |  | 425 | 00:08:40,436 --> 00:08:42,522 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:425 |  | 426 | Okay. | Хорошо. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:426 |  | 427 | Apparently | Оказалось, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:427 |  | 428 | the devices broke the other day. | что устройство сломалось на днях. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:428 |  | 429 | 00:08:42,522 --> 00:08:45,274 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:429 |  | 430 | No one reported it within that meeting. | Никто не сообщил об этом на встречи. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:430 |  | 431 | 00:08:45,274 --> 00:08:46,692 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:431 |  | 432 | We resolved everything. | Мы все решили. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:432 |  | 433 | 00:08:46,692 --> 00:08:47,985 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:433 |  | 434 | It was a great use of time. | Это было рациональное использование времени. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:434 |  | 435 | 00:08:47,985 --> 00:08:49,445 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:435 |  | 436 | It it stopped | Это избавило |  |  |
| HnqyYgQQn5Ngee3p\_dc5:436 |  | 437 | 00:08:49,445 --> 00:08:52,114 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:437 |  | 438 | you know, the room service department | отдел обслуживания номеров |  |  |
| HnqyYgQQn5Ngee3p\_dc5:438 |  | 439 | having to make five phone calls. | от необходимости делать пять телефонных звонков. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:439 |  | 440 | 00:08:52,990 --> 00:08:55,576 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:440 |  | 441 | We resolved it | Мы все решили |  |  |
| HnqyYgQQn5Ngee3p\_dc5:441 |  | 442 | all right then and there in the meeting. | прямо тогда там на встречи. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:442 |  | 443 | 00:08:55,576 --> 00:08:58,329 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:443 |  | 444 | So it's a tremendous use of time | Так что это невероятное использование времени, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:444 |  | 445 | 00:08:58,329 --> 00:09:01,874 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:445 |  | 446 | because you communicating with everybody, | потому что ты общаешься со всеми, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:446 |  | 447 | you need to at that moment. | кто нужен, в данный момент. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:447 |  | 448 | 00:09:02,583 --> 00:09:06,212 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:448 |  | 449 | Same thing when we have big events | То же самое происходит, когда у нас большие мероприятия, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:449 |  | 450 | and we maybe need all hands on deck. | и нам могут потребоваться все силы. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:450 |  | 451 | 00:09:06,671 --> 00:09:09,674 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:451 |  | 452 | We'll talk about the event, | Мы обсудим мероприятие, |  |  |
| HnqyYgQQn5Ngee3p\_dc5:452 |  | 453 | We'll talk about the timing of the event. | мы обсудим его время проведения. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:453 |  | 454 | 00:09:09,674 --> 00:09:13,469 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:454 |  | 455 | We'll talk about when we need people | Мы обсудим, когда нам нужны люди |  |  |
| HnqyYgQQn5Ngee3p\_dc5:455 |  | 456 | in the lobby to help us direct. | в холле, чтобы помочь нам направить гостей. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:456 |  | 457 | 00:09:13,719 --> 00:09:15,221 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:457 |  | 458 | You know, it all gets resolved. | Все решается. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:458 |  | 459 | 00:09:15,221 --> 00:09:18,975 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:459 |  | 460 | It saves multiple emails | Это экономит множество электронных писем |  |  |
| HnqyYgQQn5Ngee3p\_dc5:460 |  | 461 | and multiple phone calls. | и звонков. |  |  |
| HnqyYgQQn5Ngee3p\_dc5:461 |  | 462 | 00:09:18,975 --> 00:09:30,111 |  |  |  |
| HnqyYgQQn5Ngee3p\_dc5:462 |  | 463 | And it's really just the best | И это действительно лучшее |  |  |
| HnqyYgQQn5Ngee3p\_dc5:463 |  | 464 | use of your time on a daily basis. | использование вашего времени на ежедневной основе. |  |  |