

**TEAM EXCELLENCE COMPETITION  
FIJI NATIONAL UNIVERSITY**



**THEME: INNOVATION FOR HIGHER  
PRODUCTIVITY**

**TEAM : NEURO-AVENGERS**

**Plantation Village Limited t/a Fiji Gateway Hotels**



**Welcome to the World of Growth Mindset**



# MEET THE TEAM BEHIND THE PROJECT: **NEURO-AVENGERS**

Riya Prasad Finance Manager



Barbara T. Analyst



Reyhan Dean- People &  
Culture Officer

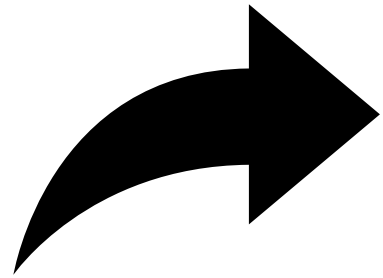


Akosita C  
Restaurant and Bar  
Manager



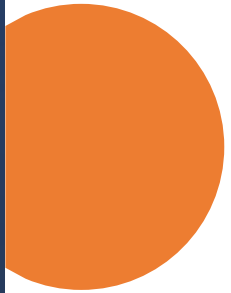
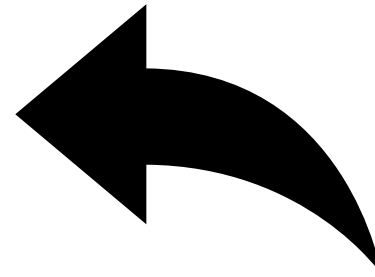
Siddhart Raj  
Learning and Capability  
Officer



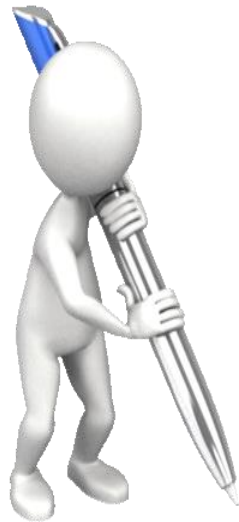


OUR PROJECT  
THEME:

MINDSET  
SHIFT





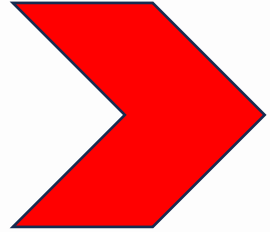


1. Introducing the project to the Organization- initial stage.
2. Selection of QC Members from various departments
3. Setting the Project target.
4. Theme selection
5. Problem Identification & Prioritization.
6. Understanding the problem.
7. Solution Formulation & Project Execution
8. Measuring effectiveness of Project.

# ROAD TO GOAL

## OUR GOALS PATHWAY TO OUR ORGANISATION

### VISION



### NEURO-AVENGERS GOAL

1. To shift from Fixed Mindset to Growth Mindset.
2. Foster a learning Culture for the Organizational
3. Create a Psychological Safe Space for everyone!



### FIJI GATEWAY HOTEL VISION

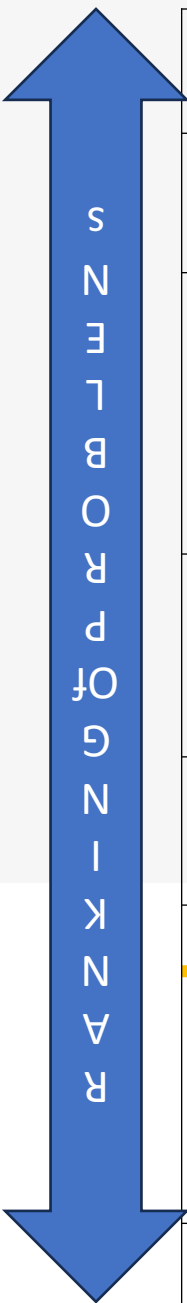
“To be the most popular friendly Fijian hotel in Nadi Airport area, offering comfort, quality, convenience and the widest range of guest facilities”.

# Problem Identification:

- A robust brainstorming session was conducted by the members of the Quality Circle team.
- Members did a thorough root cause analysis of the existing opportunities for further improvement
- Initially a total of 10 members were present for the Problem Identification meeting and thus the results are as such.



Department	Problems	Rating
Laundry	Operational issues. Time Management.	7/10
Reservation	Communication issues. Lack of Passion and Empathy. Stress Management.	9/10
Information Technology	Lack of Accountability. Communication and Etiquette.	8/10
Purchasing	Lack of initiative. Lack of empowerment.	8/10
People and Culture	Lack of Passion and Empathy. Lack of Motivation. Eagerness to learn - Stagnation.	9/10
Finance	Lack of Adaptation. Lack of Ownership.	8/10



Item No:	Department	Members Problems Per Department	Member: 1	Member: 2	Member: 3	Member: 4	Member: 5	Member: 6	Member: 7	Member: 8	Member: 9	Member: 10	Total	Voting	Ranking
1	Laundry	Operational Issues	1	1	2	1	1	2	1	6	1	1	17	6	6
		Time Management													
2	Reservations	Communication Issues	5	6	4	5	5	5	4	3	3	5	45	2	2
		Lack of Passion and Empathy													
		Stress Management													
3	Information Technology	Lack of Accountability	4	4	6	4	3	4	5	5	4	4	43	4	3
		Communication and Etiquette													
4	Purchasing	Lack of Initiative	3	2	1	2	2	1	2	1	6	2	22	5	5
		Lack of Empowerment													
5	People and Culture	Lack of Passion and Empathy	6	5	5	6	4	3	6	4	5	6	50	1	1
		Lack of Motivation													
		Eagerness to learn - Stagnation													
6	Finance	Lack of Adaptation	2	3	3	3	6	6	3	2	2	3	33	3	4
		Lack of Ownership													



# Problem Statement

The Post Covid Culture has brought around an environment which is Volatile, Uncertain, Complexed and increased Ambiguity in the workplace. This has caused hooked and Fixed Mindsets of our people and impacting overall performance of the business. Hence the purpose of this project is to do a feasibility study and collaborate with relevant stakeholders in the re-invigoration of a Growth Mindset.



# PROBLEM SELECTION:



1. The effective brainstorming session by our **Neuro-Avengers** team, collaboratively identified the following issues in their departments:

Department	Problems	Rating (Voting)
Laundry	Operational issues.	7/10
	Time Management.	
Reservation	Communication issues.	9/10
	Lack of Passion and Empathy.	
	Stress Management.	
Information Technology	Lack of Accountability.	8/10
	Communication and Etiquette.	
Purchasing	Lack of initiative.	8/10
	Lack of empowerment.	
Human Resource	Lack of Passion and Empathy.	9/10
	Lack of Motivation.	
	Eagerness to learn - Stagnation.	
Finance	Lack of Adaptation.	8/10
	Lack of Ownership.	

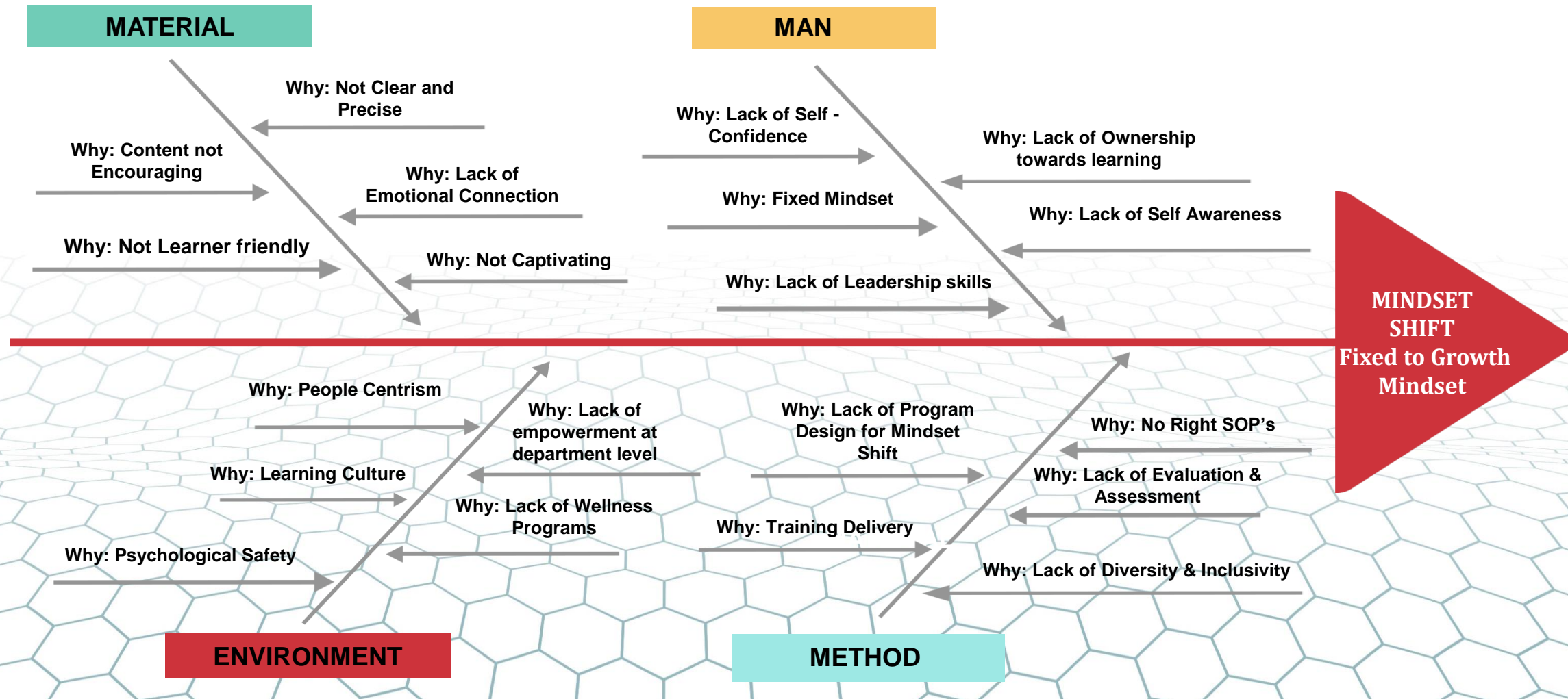


Upon thorough analysis of the departmental issues, the common solution reached by Neuro-Avengers Team was to implement **"MINDSET SHIFT"** in the organization.

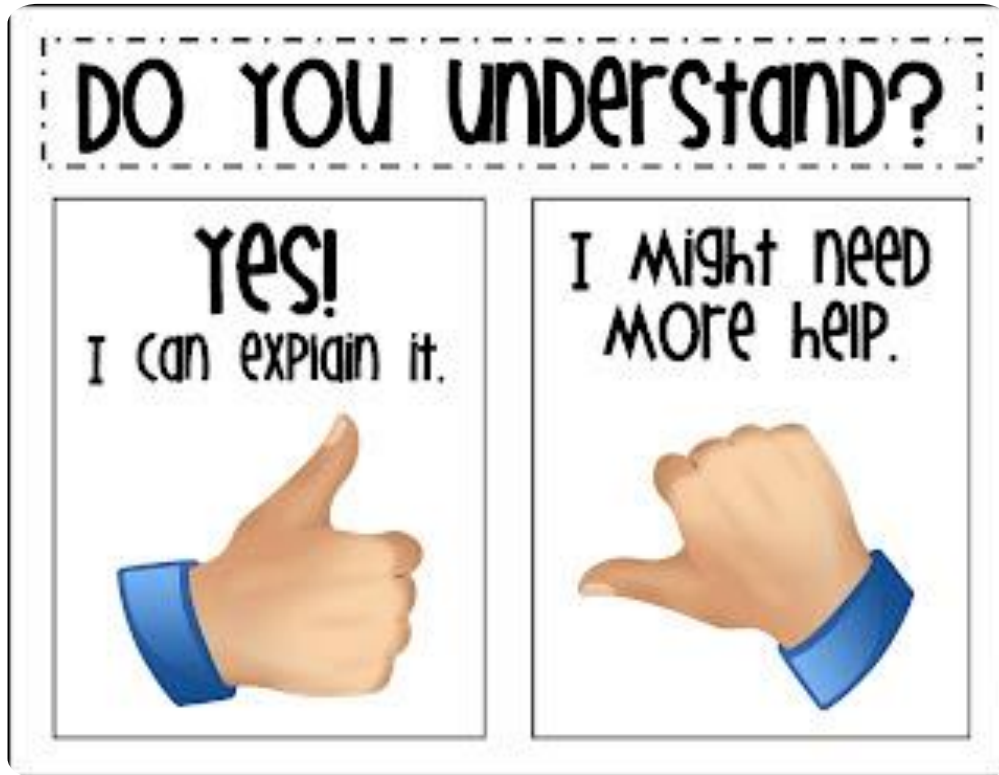


# CAUSE AND EFFECT DIAGRAM

## FISHBONE DIAGRAM











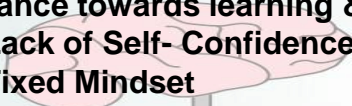





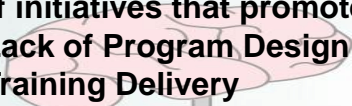





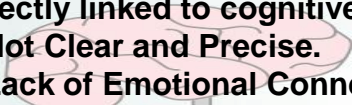





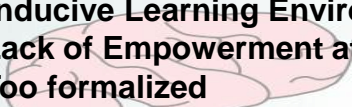



# Understanding the Problem:



- Upon second meeting the problem identified that impacts productivity is Employee Mindset/ Stagnation with the vote of 9/10.
- Employee Stagnation and Fixed Mindset tends to be a major issue faced by the organization as a result it impacts productivity due to the reason sufficient training has to be provided time and again to shift to a Growth Mindset and Vibrant Employees.
- Secondly, with such outcome of employee stagnation and fixed mindset, organization also tends to suffer with low motivated and esteemed employees scrapping less profit and growth. With a fixed mindset, the current stagnant employees would deem whatever they learnt years back is still in trend and believe it is the best-known resulting in downfall of an organizations marketplace.





 <b>Categories</b>  FIXED MINDSET    GROWTH MINDSET	 <b>Root Cause</b>  FIXED MINDSET    GROWTH MINDSET	 <b>Risk Factor</b>  FIXED MINDSET    GROWTH MINDSET
 <b>Man</b>  FIXED MINDSET    GROWTH MINDSET	<b>Hinderance towards learning &amp; Development</b> <b>Why: Lack of Self- Confidence</b> <b>Why: Fixed Mindset</b> <b>Why: Why: Lack of Leadership skills.</b> <b>Why: Lack of Ownership towards Learning</b> <b>Why: Attitude &amp; Ego towards growth</b>  FIXED MINDSET  GROWTH MINDSET	<b>High</b>  FIXED MINDSET  GROWTH MINDSET
 <b>Method</b>  FIXED MINDSET    GROWTH MINDSET	<b>Lack of initiatives that promotes learning</b> <b>Why: Lack of Program Design for Mindset Shift</b> <b>Why: Training Delivery</b> <b>Why: No right SOP's</b> <b>Why: Lack of Evaluation &amp; Assessment</b> <b>Why: Lack of Diversity &amp; Inclusivity.</b>  FIXED MINDSET  GROWTH MINDSET	 <b>Medium</b>  FIXED MINDSET    GROWTH MINDSET
 <b>Materials</b>  FIXED MINDSET    GROWTH MINDSET	<b>Not directly linked to cognitive shift</b> <b>Why: Not Clear and Precise.</b> <b>Why: Lack of Emotional Connection</b> <b>Why: Not captivating</b> <b>Why: Not Learner Friendly</b> <b>Why: Content not Encouraging</b>  FIXED MINDSET  GROWTH MINDSET	 <b>Medium</b>  FIXED MINDSET    GROWTH MINDSET
 <b>Environment</b>  FIXED MINDSET    GROWTH MINDSET	<b>Not conducive Learning Environment</b> <b>Why: Lack of Empowerment at department level</b> <b>Why: Too formalized</b> <b>Why: Psychological Safety</b> <b>Why: Safe Space</b> <b>Why: Too theoretical</b>  FIXED MINDSET  GROWTH MINDSET	 <b>Medium</b>  FIXED MINDSET    GROWTH MINDSET



Causes	Solutions
<p>Man</p> <p>Lack of Learning Culture</p>	<p>The Neuro Avengers to work alongside with all key stakeholders in the the business in creating an atmosphere where the employees come to a state of self-actualization and take ownership for their own learning.</p> <ul style="list-style-type: none"> <li>- Implementation self-learning journals</li> <li>- Accreditation</li> <li>- Recognition</li> <li>- Appreciation mechanisms</li> <li>- Stepping out of the ordinary books to create for continuous lifelong learning and reflection.</li> </ul>
<p>Lack of Initiative that promotes learning</p>	<p>The Neuro Avengers to collaborate with the Leaders in the quest to create learning experiences which cultivates hype to building a culture of learning through various means such as:</p> <ul style="list-style-type: none"> <li>- Personalized invitation and engagements</li> <li>- Attractive agenda and outline</li> <li>- Stimulating activities for mindfulness and growth.</li> <li>- Motivational videos and clips to boost self-confidence and actualization.</li> </ul>
<p>Not directly linked to Cognitive Shift</p>	<p>A structural “Huddle Meet” set up which focus on Mindset Change Intervention and based on tapping into human cognition and Psychology, introduction of interventions such as</p> <p>Visual Therapy , Sound Therapy, Breathing Therapy, Strength Therapy, Cognitive Behavioural Therapy , Neuro-linguistic Programming , Emotional Intelligence and Agility Program, Building Gratefulness therapies.</p>
<p>Not Conducive Learning Environment</p>	<p>A Major Change and shift from Traditional Learning Environment to more of areas such as having wellness sessions in the Nature, powerful speakers around the world, Mindfulness activities, mind throbbing videos and life quotes on the Viber Communication Channels, images, visuals around property which portrays various narratives around the benefits of Emotional Agility and Intelligence.</p>

# Brainstorming

## *Decision Matrix*

Project Type	Urgency	Resources and Skills available to implement corrective action	Effectiveness and efficiency of implementation	Benefit of outcome	Total	Rank
Employee engagement – targeting Communication and Stress Management.	30	25	25	28	108	2
Transformation of Mindset- Enhancing Passion, Empathy, Motivation and Learning for Growth.	35	29	30	36	130	1
Taking Ownership and Accountability.	23	25	22	24	94	3
Facilities and Utilities	20	20	18	20	78	4







# GANTT CHART – THE NEURO-AVENGERS JOURNEY

Project Start/Year: 2023

PROJECT TITLE: MINDSET SHIFT [Stagnation to People Innovation]  
COMPANY NAME: Plantation Village Limited t/a Fiji Gateway Hotels

P

Project Selection

D

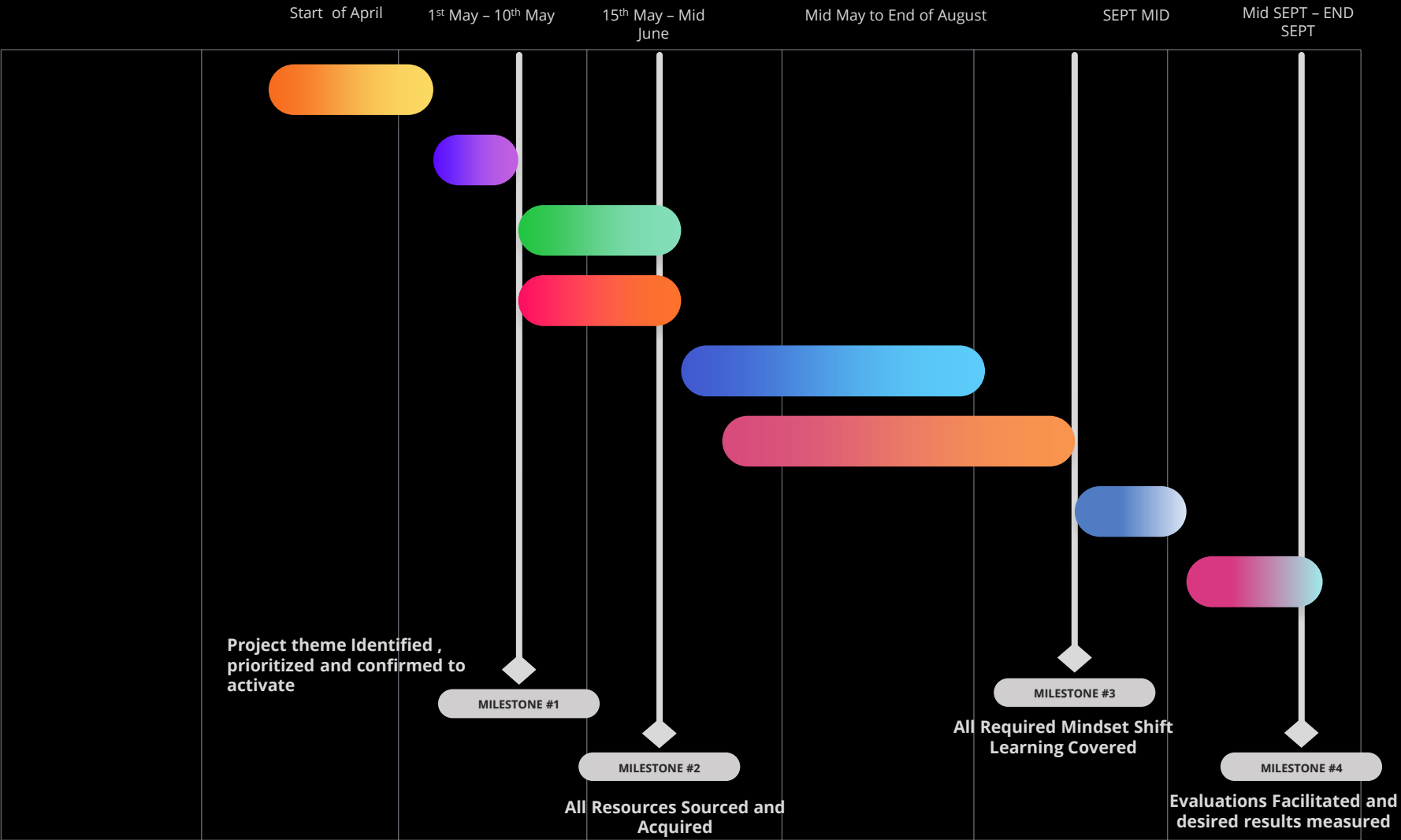
Project Implementation

C

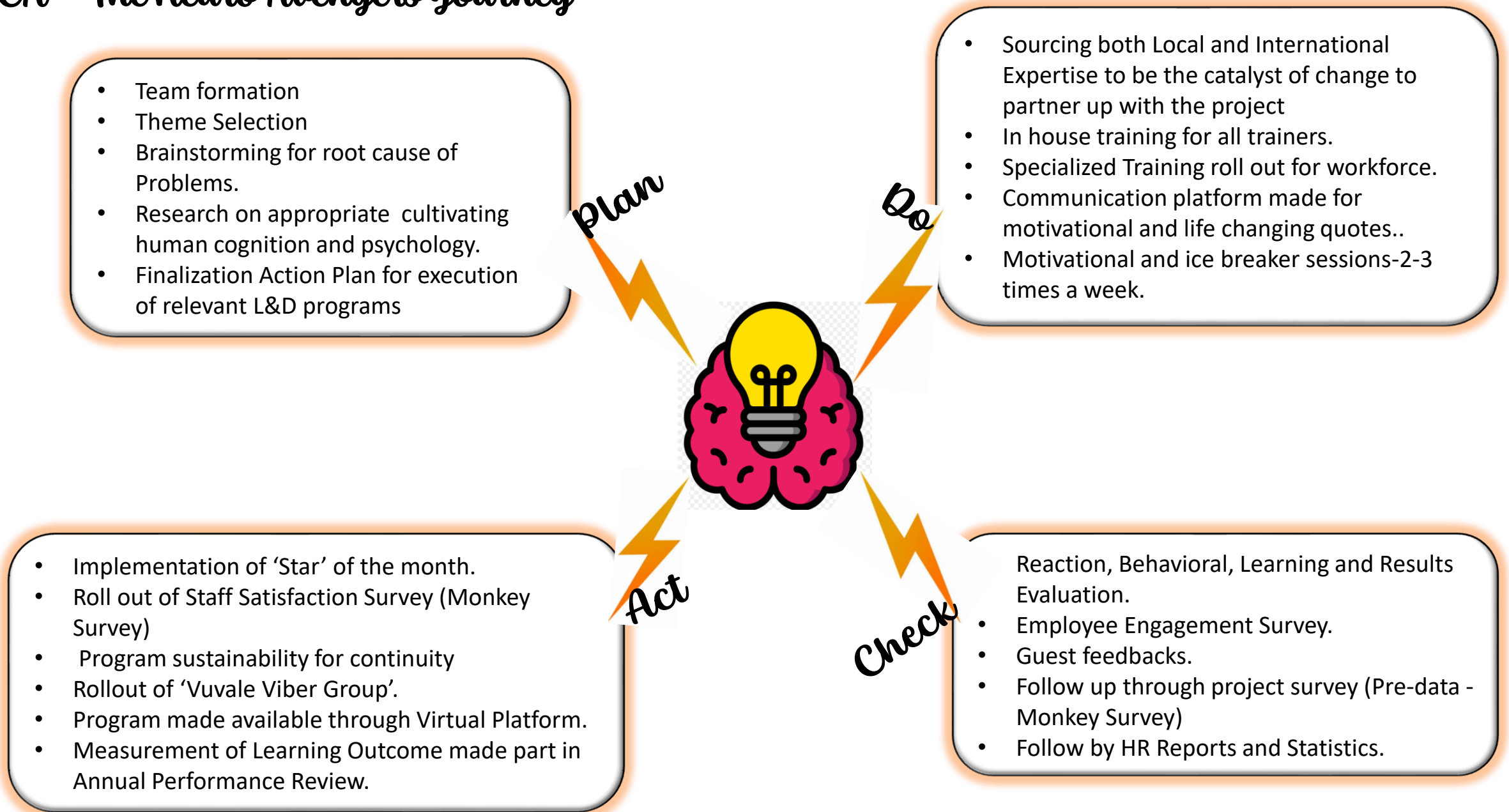
Project Analysis

A

Act & Standardization

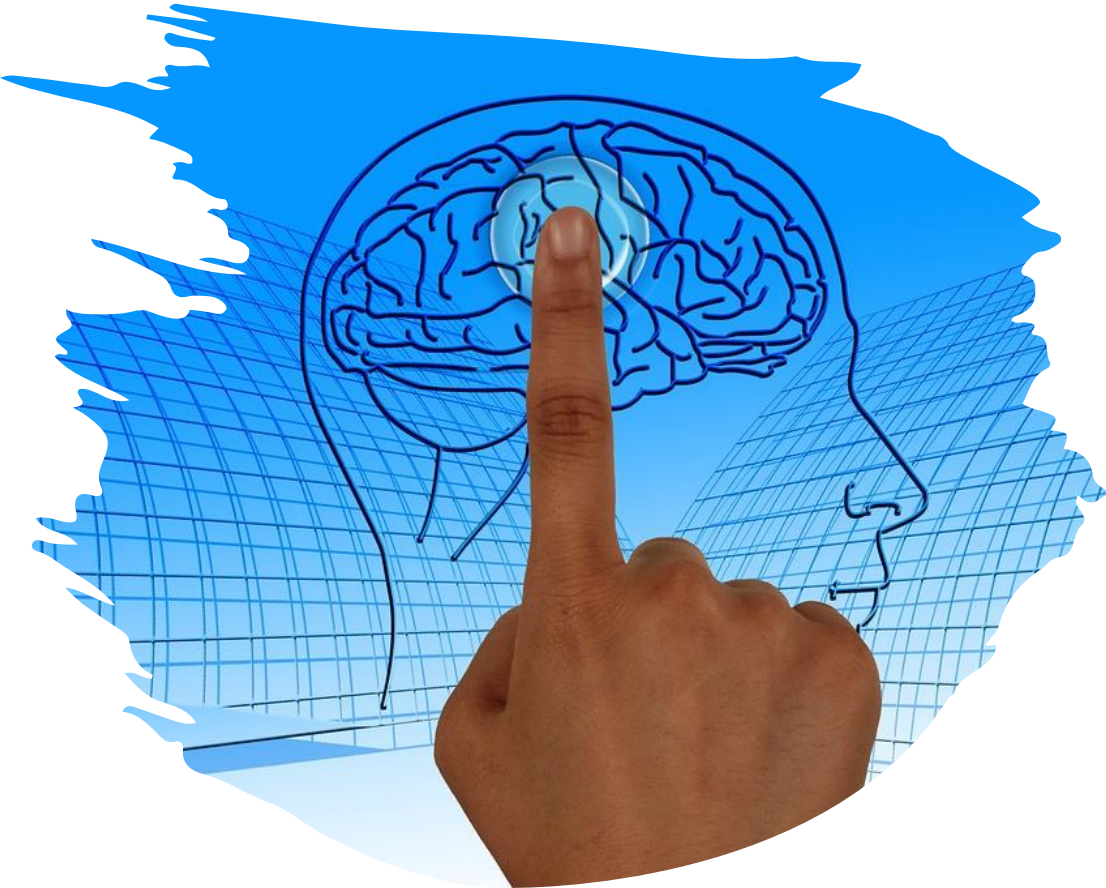


# PDCA – The Neuro Avengers Journey



## Why Mindset was important to change for our business ?

- Competition in the Tourism Industry
- People Retention
- Ownership/Growth
- Guest Retention/ Loyalty
- High need to evolved from being stuck/hooked and fixed to continuously learning and being self aware.



Mindset acts like a filter: it conditions a person's attitude.

Mindset gives an orientation and sets the direction.

Mindsets are self-deceptive and can create blind spots.

Wrong mindset may lead to self-sabotage





- According to the American psychologist Carol Dweck, Fixed mindset **is a way of thinking about your own intelligence and abilities.**
  - Specifically, it describes viewing your intelligence and abilities as innate and unchangeable. When faced with a task that seems too challenging, someone with a fixed mindset may think “There’s no way I can do that, so why bother trying?” This mindset is very outcome focused; instead of looking at failures as learning experiences, someone with a fixed mindset will feel that hard work, when yielding no direct result, was “all for nothing.”
  - Their successes and failures may also be an important part of how they define themselves, meaning that they may avoid taking risks so as to not make themselves look bad in the case that they should fail.
-

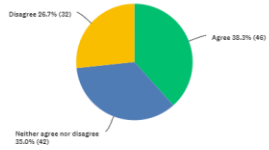


- A growth mindset is a concept developed by Stanford psychologist Carol Dweck who defines it as **“the belief that one’s abilities and intelligence can be developed through effort, learning, and perseverance.”** For those with growth mindsets, the focus is less on achievement and more on the development process.
- A growth mindset opposes a fixed mindset, characterized by the belief that one’s skills and talents are fixed traits that cannot be significantly developed or improved upon.

Q6

I always forgive and carry on rather than keeping grudges.

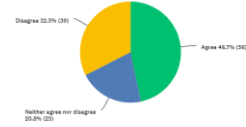
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Q2

I make mistakes but I learn from them.

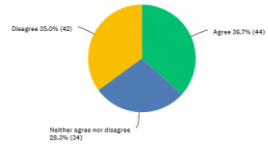
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Q5

I often turn negative experiences into opportunities for growth.

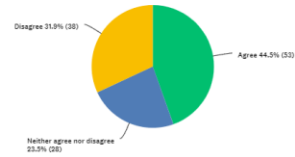
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Q3

I am willing to change with time?

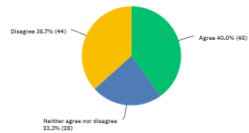
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Q1

I take criticisms as feedback for my growth.

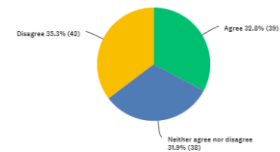
Answered: 100 Skipped: 0



Q4

I am willing to take risk and try new things even if there is a possibility of failure.

Answered: 119 Skipped: 1



Monkey Survey Platform was utilized during the project with a link sent to each of the team members at the Head Office and Fiji Gateway Hotel. This was designed to capture the ratio of positivity to measure self esteem and self awareness of Mindset, whether fixed or evolving.



# Our Problem Statement....

To shift from a Fixed Mindset to Growth Mindset.

## Project Objective:

- To eliminate a neglected learning culture that breeds conformity and stagnation, thus leading to disengagement of individuals.
- To re-look at current training practices and identify the best approach through a culture change program to bring about the paradigm shift in mind-set, enhancing employee engagement, guest engagement, creativity and innovation.
- To motivate and boost self-esteem of employees for self-actualization.

## Reason for Project Selection

- There was a major need to improve the behavioural changes to improve the guest service.
- Employee Disengagement
- Increase in competitors thus market demand increased.
- Due to the stagnation of members in the organization and their ability to produce and achieve goals and targets.
- To change the culture of believe that 'whatever I know is right and is best' to 'there is always room for growth'.

## Project Targets

- Increase revenue/GOP 5% higher to targets set
- Improve employee engagement survey score from 80% to 90%
- Increase loyalty guest capture ratio from 33% to 35%
- Transform the training culture to learning culture thus target set to conduct 95% employee training on Mindset Shift.
- Make learning easily accessible to every individual to upgrade their knowledge and skills.

# Solution Formulation and Project Implementation.

In response to combat the problem of '**Mindset Shift**' the QC Team with the green light from the organization developed the following trainings and participations for the Employees:

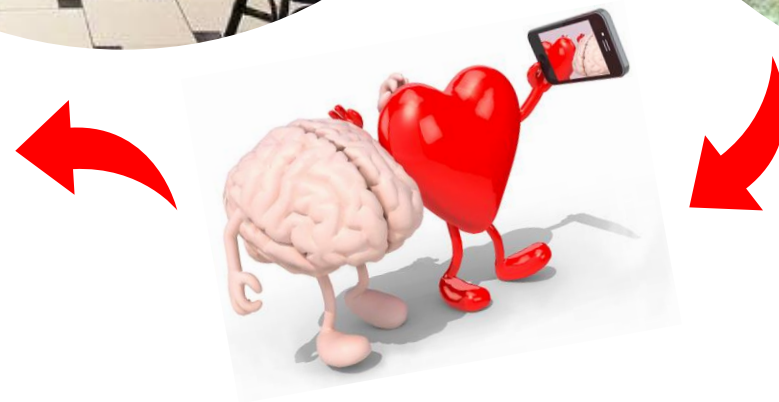


Transformative Trainings (Solutions)	Enablers
1. Monday Morning Huddles	Psychological Intervention
2. Guestology - Program + Graduation	L&D Team in conjunction with Leaders
3. Emotional Intelligence/ Agility	L&D + Leaders
4. Emotional Agility	USP Leadership Program/ Motivational Resources and Support accessible
5. Mindfulness & Meditation	Psychological Intervention
6. Psychological Safety @ workplace	GMLCQ
7. Kindness/ Empathy & Cognitive Behavioral Training	GMLCQ
8. Labor Management Consultation Cooperation	People & Culture Team Ministry of Labor
9. Neuro-Linguistic Programming	Sandra Aveleira Viljoen- Internation NLP Coach
10.Talk Therapies	In-House Counselor / Empower Pacific

## ***Brainstorm Decision Matrix on Mindset Shift program selection***

<b>Name of Program Available / Possibility of being sourced with potential to drive Mindset shift</b>	<b>Ease of Implementation 1-5 (25%)</b>	<b>Skills Available, Resources &amp; Technology 1-5 (25%)</b>	<b>Measurable Has all element of Unleashing growth 1-5 (25%)</b>	<b>Practicality of Outcome/ Return on Investment 1-5 (25%)</b>	<b>Total 100</b>
NLP – Neuro-linguistic Programming	(2) – 10%	(3) – 15%	(2)- 5%	(2) – 10%	(9) – 45%
Emotional Intelligence/ Service Culture Program Guestology	(3)- 15%	(3) – 15%	(3)- 15%	(3)- 15%	(12) - 60%
Psychological / Cognitive Intervention Programs inclusive of Various Mindfulness therapies and self-awareness programs	(3) – 15%	(4)- 20%	(4)-20%	(4)-20%	(15) – 75%

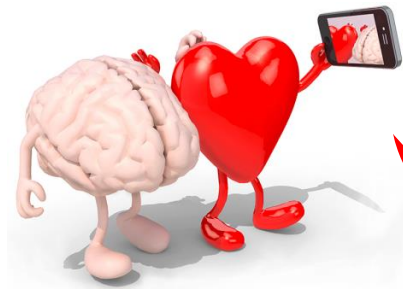




EMOTIONAL & MENTAL WELLNESS



- **NEURO-LINGUISTIC PROGRAMMING**

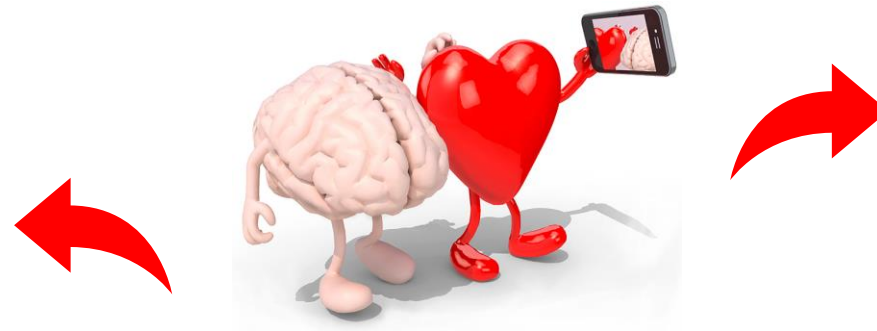




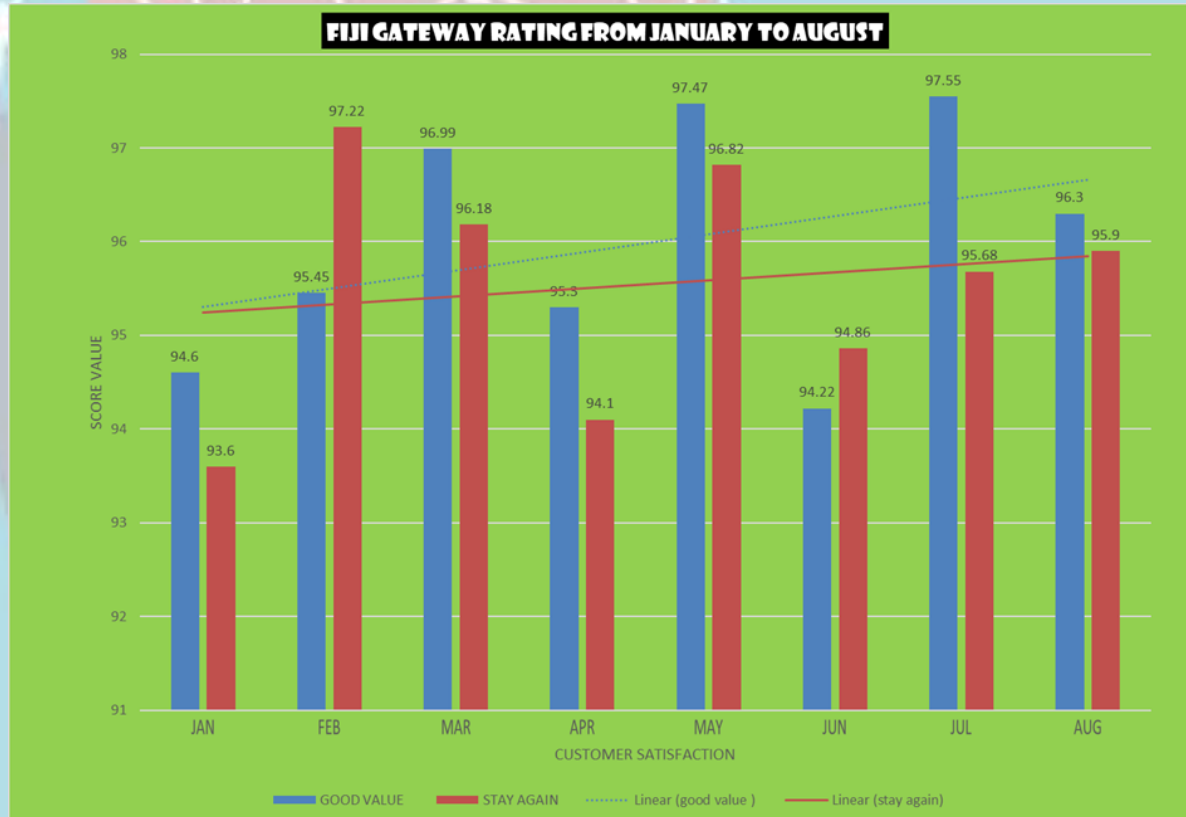




# STAFF RECOGNITION- EMPLOYEE OF THE MONTH

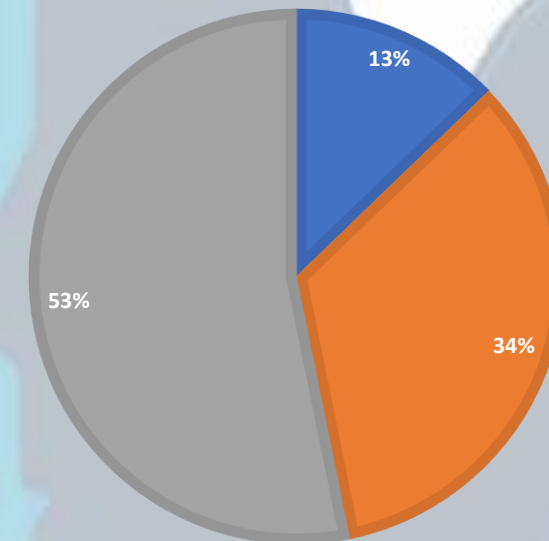


# Execution of Solutions Outcomes



## LEARNING & DEVELOPMENT - JANUARY TILL DATE

■ Total Trainings Conducted: ■ Total Trainings Duration: ■ Total Learning & Development Hours Produced:





Execution and  
Results of all  
Planned  
Programs to  
enhance a  
Growth Mindset  
for Leaders and  
our People.

	Target Participant Category	Total Numbers	Completion Target Set	Target achievement
1	Executives	7	100%	100%
2	Management & Supervisory	24	100%	90%
3	All other Hotel Members	109	100%	95%

A total of over 50K budget was assigned to accomplish acquiring of resources, tools, materials, specialized trainers/coach to concentrate on this project. The return has been enabling to the business with retention, team moral, engagement, returnee guest, promotions and a huge boost to the revenue of the Hotel.

# Leadership Commitment Project Standardization

The Annual Performance Review and the Probationary Review now has Transformational Learnings as a criteria of evaluation for all Hotel Employees.

<b>Ratfe</b> HOTELS & RESORTS		Document Name: Capability Framework Document Type: Framework Document Source: Learning and Capability Approved By: Altaab Khan
Observable Behaviors		
1.	<b>Capability</b> <b>Attendance &amp; Punctuality:</b>	Clearly appreciates that absenteeism and lateness put pressure on team members and affects productivity, honesty. <ul style="list-style-type: none"><li>Is punctual, however is productive.</li><li>Practices a work balance life.</li><li>Calls in when getting late or sick in a timely manner.</li><li>Keeps a good line of communication.</li><li>Presenteeism - is focused and present</li></ul>
2.	<b>Customer Focus:</b>	Making customers and their needs a primary work focus, takes responsibility for customer satisfaction and loyalty. Is receptive and empathizes with internal/external customer complaints, requests or demands. <ul style="list-style-type: none"><li>Proactively engages with guests with an open body language.</li><li>Makes guest and their needs a primary focus in fulfilling their job responsibilities and resolving guest.</li><li>Is conscious of grooming and creating first impressions.</li><li>Encourages guests to use the tools that measure satisfaction.</li><li>Promotes products and guest services to meet the needs of the guest.</li><li>Uses digital means to the benefit of the guest.</li><li>Embodies the brand service spirit in all activities.</li></ul>
3.	<b>Communication</b>	Communicates clearly (written and spoken), is inclusive, collaborative, involved and positive. <ul style="list-style-type: none"><li>Asks questions to achieve the best possible outcomes in accomplish goals.</li><li>Embraces change.</li><li>Demonstrates a desire to learn new skills, knowledge, and practice to progress.</li><li>Asks questions to identify expectations.</li><li>Is solution focused.</li><li>Quickly identifies the core problem.</li><li>Knows how to deal with and communicate on team and guest issues.</li></ul>
4.	<b>Innovation</b>	Generates innovative solutions in work situations, tries different and new ways to deal with work problems and opportunities. Contributes creative improvements to the Company's product/services process and products. <ul style="list-style-type: none"><li>Suggests creative ideas and innovative solutions to drive incremental revenue and or decrease expenses.</li><li>Is aware of his/her working environment and those of the competition and the market.</li><li>Looks for opportunities to upsell or cross sell.</li><li>Is proud of own achievements and recognizes the effort of others.</li><li>Takes an active interest in the hotel and other departments.</li><li>Is responsible for seeking opportunities to grow the revenue of the business, increasing productivity and / or minimizing loss or expenses.</li></ul>
5.	<b>Applied Learning</b>	<ul style="list-style-type: none"><li>Applies new job-related information in a timely manner, e.g., learns to operate new equipment or computer.</li><li>Takes part in required training activities and applies the learning experience at work.</li></ul>

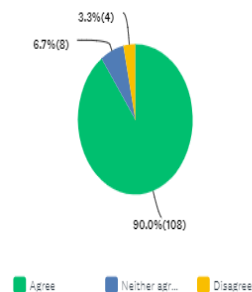
- Hotel Manager/CEO opens every Transformational Learning session sharing her view and experience on how she was able to unleash mindset shift to empower, encourage and reinforce.
- Mindset shift learnings has been approved as one of the key Service Culture program for the Hotel for better productivity and guest satisfaction.
- Mindset shift learnings has been approved to be a vital part of our onboarding pathway and this has been reviewed and included in our Training Policy endorsed by our board.

# Results - Tangibles

Q1

I take criticisms as feedback for my growth.

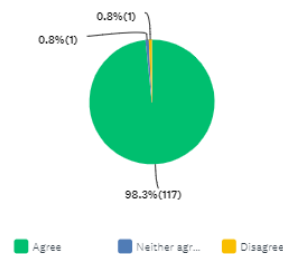
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Q2

I make mistakes but I learn from them.

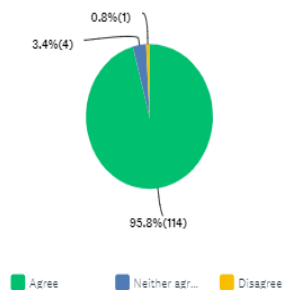
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Q3

I am willing to change with time?

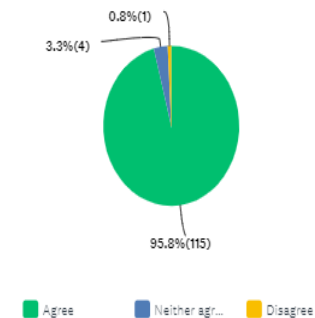
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Q4

I am willing to take risk and try new things even if there is a possibility of failure.

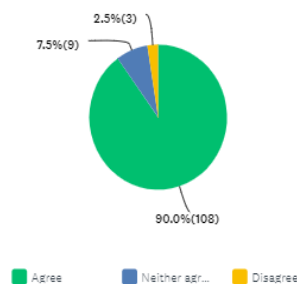
Answered: 120 Skipped: 0



Q5

I often turn negative experiences into opportunities for growth.

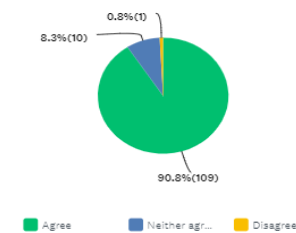
Answered: 120 Skipped: 0



Q6

I always forgive and carry on rather than keeping grudges.

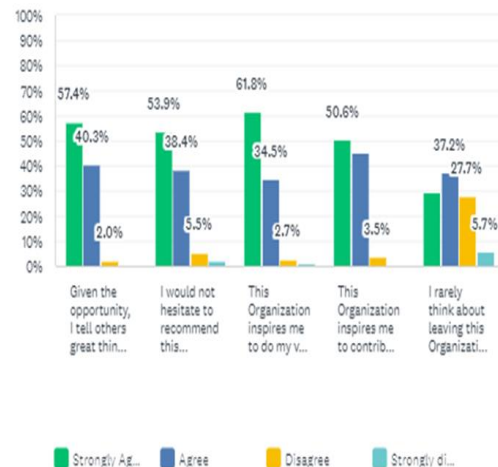
Answered: 120 Skipped: 0



# ROI - Staff Engagement

## Engagement

Answered: 405 Skipped: 1

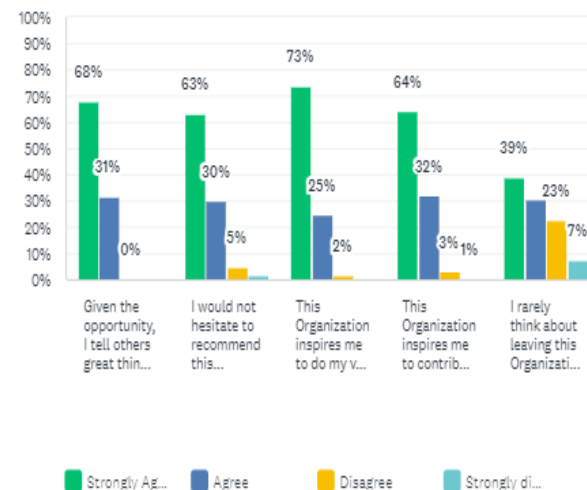


**BEFORE**

Fixed  
Mindset

## Engagement

Answered: 457 Skipped: 0



**AFTER**



POINTS ALLOCATION TABLE

CRITERIA	POINTS AVAILABLE	POINTS AWARDED
<b>[I]. TRAINING DESIGN &amp; PLAN:</b>	<b>[33.00]</b>	
A Training Needs Analysis	20.00	19.52
B Training Plan	13.00	13.00
<b>[II]. TRAINING IMPLEMENTATION:</b>	<b>[38.00]</b>	
C Training Staff	6.00	6.00
D Training Facilities	5.00	5.00
E Execution of Training Plan	27.00	27.00
<b>[III]. SPECIFIC AREAS OF TRAINING:</b>	<b>[17.00]</b>	
F Induction Training	3.00	3.00
G Occupational Health & Safety Training	4.00	3.14
H Employment Relations Training	4.00	4.00
I Management & Supervisory Development	6.00	6.00
<b>[IV]. EVALUATION:</b>	<b>[12.00]</b>	
J Evaluation of Training	12.00	12.00
<b>TOTAL</b>	<b>100.00</b>	<b>98.66</b>



✓ Training Grants Returns of 98.66%

Evaluated and Pending Recognition  
at the FBEA Awards -11 November

Gold Prize Winner for Learning &  
Development by the ANZ  
Excellence in Tourism Awards

✓ Trip Advisor - #1 Nadi Hotel 2023

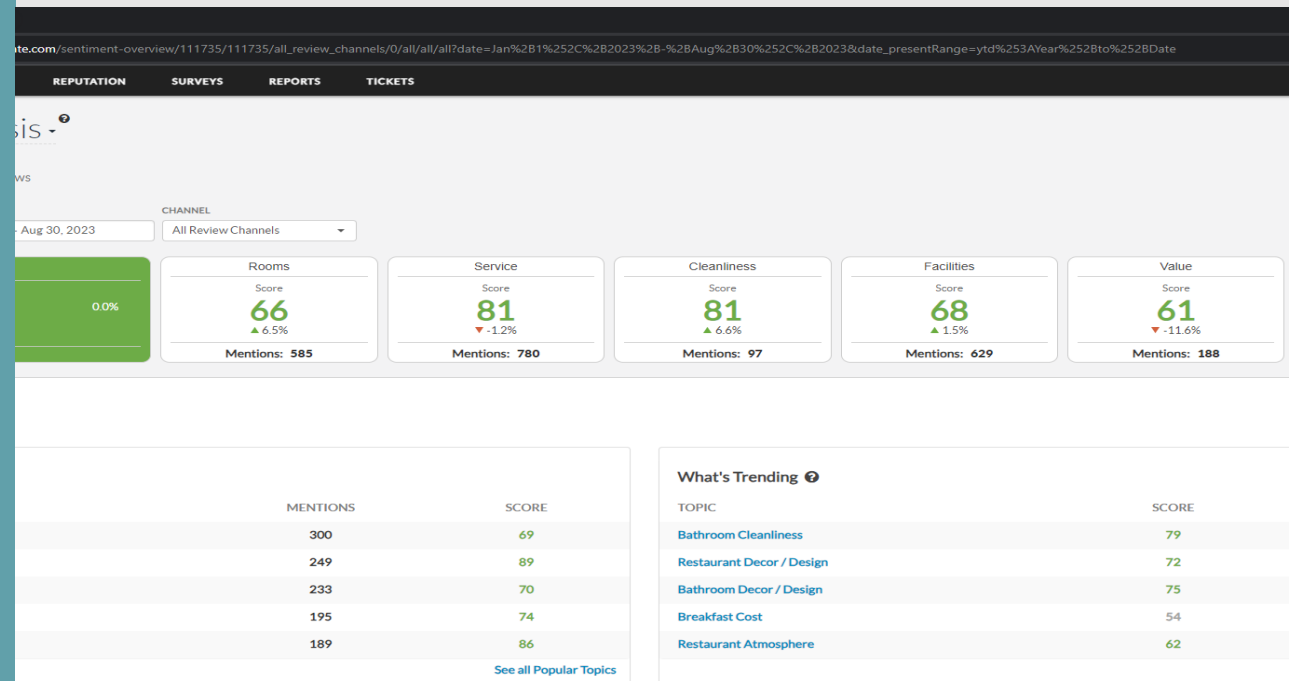
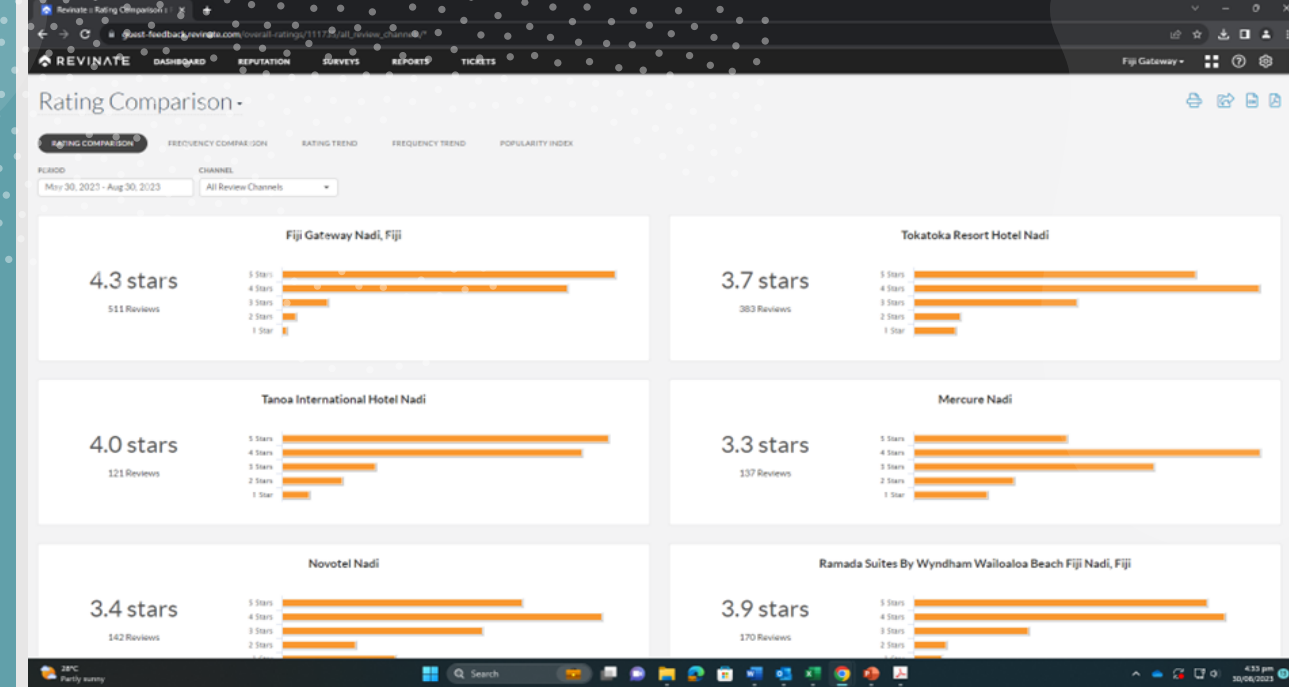
✓ Traveler's Choice Award for Top 10% in the World

✓ Kayak Travel Awards- Based on outstanding  
feedback from guests

The below data demonstrates our Service Standards derived from our Guest Feedbacks. This is from 1<sup>st</sup> of January 2023 till 30<sup>th</sup> of August 2023  
Fiji Gateway Hotel: **81%**  
The hotel has invested in a Guest Feedback Platform to capture and measure guest sentiments called REVINATE.

The Fiji Gateway Hotel has had a phenomenal growth of Revenue and Profit for the year 2023. Not only that, there has been a high number of returnees, employee recognitions, and internal promotions.

The Hotel has been soaring higher than competitors in the market, hence the award and recognition of being #1. Out of 39 Hotels in Nadi.





1. Changes from accommodation small plastic bottle Shampoo, Conditioner, Body Wash to Dispenser type. This has totally removed purchase of small plastic bottles where dispenser bottles are refill and reusable.
2. Changes from Plastic Straws to Paper Straws.
3. Changes from Plastic PC Jams/Sauce to Paper PC Jams/Sauce.
4. Changes from Plastic Takeaway Containers, Cups, Plates and Glass to Paper Takeaway Containers, Cup, Plates and Glass.

Fiji Gateway's CSR to Environment & Sustainability



The company has invested in a “**Learning Hub**” Curriculum to support the Youths from the Malololevu Village such as Solevu. This is a 6 Months Cadetship to provide opportunity for 22 Youths who finished from high school, and some are drop-outs. This Cadetship prepares them for employment in the Tourism industry. During the end of this curriculum in April 2024, the passionate ones will be further supported for higher education via local Universities. Some of them will be employed by the Resorts as well. During their learning period, they provided intensive technical and soft skills development by the Training and Development Team. They are also paid Training Allowances and provided transport assistance to and from the villages plus uniforms and meals.

The next set of cadets will be selected once again in 2024 after completion of the current one.





**Your organizational mindset makes or breaks success. What your employees think is what your organization becomes.**

**T H A N K Y O U**

