WORKING MATERIAL 2.13 · CHAPTER 2 — THE OPERATIONAL PERSPECTIVE · SETTING: LA FORTUNA, COSTA RICA

Measuring with What Is There: Meters, Complaints and Reviews

Source: Francesco Dore, The Helm and the Lens, Volume 9a — The Small Property, subchapter 2.13 (book page 361)

GUIDING QUESTION

How do you know whether your house worked better this month than last? And if you had only five minutes, which figure would you look at first?

1 · Verification Pact: market claims against the standard

Copied from the book. The last column is for your property: what holds here, and how you know it.

What is claimed	Binding?	What actually holds	In our property
You need an indicator system with software	No	The house must determine what, how and when it measures and evaluates (9.1)	
An annual guest survey is mandatory	No	The harmonized structure prescribes no method; the house chooses one	
The platform score is your customer satisfaction	No	Reviews are one source among several; method and timing are the house's to determine (9.1)	
Measurement results must be retained	Yes	Documented information as evidence of the results (9.1)	
Complaints count only when written	No	The house determines what it measures; spoken complaints are a source like any other	
Complaints must be analysed for satisfaction	Only partially true	This is advice in the ISO handbook for small enterprises (2016), not a requirement	

2 · Common mistakes — a self-check

Tick each mistake you recognise in your own property, and note where it shows.

☐ Taking the platform score for the result, and steering by a figure whose making the house does not know.

☐ Reading every evening and never evaluating: the annoyance is daily, the decision never comes.

☐ Counting only written complaints, so the empty book is mistaken for satisfaction.

☐ Looking at the meters only with the annual bill, when the start of extra consumption can no longer be found.

☐ Comparing absolute figures across a full month and a half-empty one.

☐ Recording too many figures, so that after three months nobody fills in the table.

☐ Counting complaints but not praise, and so not knowing what to keep.

☐ Measuring without drawing a conclusion: a sheet without a decision is statistics, not part of the system.

3 · A Checklist for Measuring with What Is There

The book's checklist, with a column for your own answer.

Question	Why it matters	Our answer
Is it written down which figures we record each month and where they come from?	The house must determine what it measures and by which method (9.1)	
Does the same person read the meters on a fixed date?	Readings at random times cannot be compared	
Do we convert consumption and complaints to a reference such as guest nights?	Only then can a full month be compared with a quiet one	
Is there a place where spoken complaints and praise are counted?	In a small house most complaints are spoken	
Do we evaluate reviews by theme at a fixed time?	A score whose making we do not know is a signal, not a measurement	
Does every monthly sheet end with a decision?	Results are evaluated, and they feed the management review (9.1, 9.3)	

4 · What would show this is working

Questions drawn from the subchapter's reading of the standards and its practical application. Clause numbers in brackets point to the harmonized structure or the standard the subchapter names; where the evidence lives, and the sheets named, are this book's method, not a requirement of any standard.

Question	Where the evidence lives	Seen?
Is it written down which figures are recorded each month, from which source, and by whom (9.1)?	The monthly sheet's list of lines and sources	☐
Are the meters read on a fixed date by the same person, and evaluated by a fixed day (9.1)?	The monthly sheet, with reading and evaluation dates	☐
Are consumption and complaints converted to a reference such as guest nights?	The "evaluated as" column of the monthly sheet	☐
Are spoken complaints and praise counted, with a keyword and no name?	Tally cards by the coffee machine and in the linen room	☐
Are reviews read on one fixed day and counted by theme?	The review-themes line of the monthly sheet	☐
Does every monthly sheet end with a decision in the margin, and do the year's sheets go to the review (9.1, 9.3)?	Monthly sheets in the folder; the review record	☐

> *What this sheet is not: no management-system standard prescribes this form, and filling it shows conformity with nothing. It is a working aid drawn from the book; the standards' own texts govern the real case, and legal duties are established with competent local expertise. Independent material; not affiliated with or endorsed by ISO or any certification, accreditation or scheme-owning body. The standards' own texts prevail; legal duties must be confirmed locally.*