WORKSHEET 2.15

Continual Improvement

Subchapter 2.15 · case in the book: Annecy

When you sit at a table after a year with your system, do the figures in front of you tell you what to change, or that all is well? And who in your hotel decides what forty events mean for the forty-first?

This worksheet turns the tools of the subchapter into a form you can fill in. The texts come from the book; the empty columns are for your own property. Adapt it before use: an unadapted checklist is exactly what the book warns against.

Practical application: what to do in your property

Step (from the book)	Done?	What we found / owner
No closed file without a lesson: The lessons-learned note becomes a mandatory field in the banquet form, without which an event's file is not closed and the events manager is alerted; invoices still go out within the contractual and statutory deadlines. The scale moves from goods receiving to the dishwashing area, so that every event is weighed, including the largest.		
The inspection right used: In December Thomas Berthier and Marc Lenoir inspect the agency's timesheets and accommodation, as the contract allows (1.15, 2.8).		
Asking who is coming: From January the hotel asks the organiser of every event, and for its own formats the guests themselves, whether anyone needs something in order to take part. The banquet form gains a field for it; Julien Favre proposed the question.		
Two reviews a year: The management review now takes place in April, before the season, and in October, after it, with a short look at each large event in the weekly banquet meeting between them.		

These steps are the book's method, not requirements of ISO 20121. Evidence can take whatever form suits the property; a separate document is needed only where an applicable requirement, or the property's own system, makes it necessary.

Verification Pact: what is believed, tested against the standard

What is commonly believed	What actually holds	Our position
Continual improvement means better indicators every year	Only partially true. What improves is the suitability, adequacy and effectiveness of the system (10.1); no rate is set	
The management review takes place once a year	No. Intervals suit the frequency and size of events (9.3.3); A.22: it need not wait	
The management review is a report to leadership	No. Its outputs are decisions, including on policy, objectives, purpose and values (9.3.3)	

What is commonly believed	What actually holds	Our position
The maturity matrix is the prescribed evaluation	No. A determined approach is required (9.3.4); Table A.5 is guidance	
Lessons are collected at the end of the season	No. Lessons from each event (9.1 c); lessons from change to the review (8.2)	
Conformity may be claimed only with a certificate	No. Self-declaration, client confirmation or third party (1 d)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Presenting an annual report instead of a decision paper, so that leadership thanks everyone and decides nothing.		
Calculating averages without the difficult evenings.		
Smoothing the maturity matrix, hiding the most useful question behind a polished mark.		
Confusing improvement with new projects before repairing what the audit found.		
Reviewing once a year when forty events lie in between.		
Certifying to dispose of a client's question.		
Leaving the route of demonstration to the general manager or to sales.		
Leaving achievements in people's memory instead of in forms, rotas and contracts.		

Operative synthesis

- **Is the review scheduled at intervals that suit our events calendar?: Clause 9.3.3 ties intervals to the frequency and size of events**
- **Does every figure state how many events it covers and which are missing?: An average without the difficult evenings shows only the easy ones**
- **Are the lessons from each event and from each change on the table?: Clauses 9.1 c) and 8.2 route them to the review**
- **Have several people assessed the guiding principles independently?: Divergent marks point to the most useful question**
- **Does the review end with decisions, names and dates?: Its outputs are decisions, not impressions**
- **Has the owner chosen the route of demonstration on the basis of the data?: The choice commits the hotel publicly**
- **Act on immediately. Before the next review, list what was not measured and put it on the first page, and ask each member of leadership to assess the guiding principles alone, with a reason for each mark.**

- **Plan for. Set two review dates a year around the events calendar, replace the annual report with a decision paper of no more than three pages, and decide the route of demonstration from the data.**
- **Monitor going forward. Check at each review whether earlier decisions have been fixed in forms, rotas and contracts, and whether the gaps on the first page are shrinking.**

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 8a «The Helm», subchapter 2.15. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 20121. It is not legal advice: the law that applies is that of the place where the property operates.