

Now Run It With Your Team

01 The gap is the point

Function heads score their own function before seeing yours. Where the numbers differ, that difference is the conversation.

THE 45-MINUTE TEAM EXERCISE

0–5 MIN Before the meeting

Each function head scores only their own function, alone. The leader scores all six.

→ Two sets of scores.

5–15 MIN Reveal

Put them side by side. Where leader and head differ by a stage or more, that function goes first.

→ The 2–3 biggest gaps.

15–35 MIN Dig into each gap

What does each side see? What tell settles it? What is the one next step — its cost, owner, and who wants it?

→ Agreed stage + one next step.

35–45 MIN Decide

Pick ONE function to move this quarter: the action, owner, date, and the tell that proves it moved.

→ One commitment. Re-score every quarter.

02 3 or 4?

If a person has to touch it for the loop to close, you are a 3 — however good the AI is in the middle.

45 minutes, one leader, and the person who actually runs each function.

03 Who wants it?

A function nobody wants does not move. One person doing it alone is a single point of failure, not a stage.

The Team Scorecard

Circle a stage 1–4

FUNCTION	LEADER · HEAD	AGREED	ONE STEP TO NEXT STAGE	OWNER · DATE · WHO WANTS IT
Supply & onboarding	L 1 2 3 4 H 1 2 3 4	☐		
Operations	L 1 2 3 4 H 1 2 3 4	☐		
Guest experience	L 1 2 3 4 H 1 2 3 4	☐		
Owner relations	L 1 2 3 4 H 1 2 3 4	☐		
Finance	L 1 2 3 4 H 1 2 3 4	☐		
Revenue management	L 1 2 3 4 H 1 2 3 4	☐		
Marketing & distribution	L 1 2 3 4 H 1 2 3 4	☐		

Marketing & distribution wasn't scored in the room: where you list, how your listing reads to search engines and AI assistants, and what your direct channel does on its own.

AI assistant

Gives you a draft or an answer — a chat window, or a button in your software.

AI agent

Takes actions on its own — sends, assigns, reprices — within rules you set.

Connected AI

Your assistant reads, and sometimes acts in, your own systems — no copy-pasting.

The layer nobody scores

Your data sits under every function. If your tools read from one place you control, any function can move. A 2 in four functions? Your next step is probably not inside any of them.

1 Supply: Acquisition & Onboarding

AUDIT QUESTION

How many human hours does it take to bring one new home from first contact to live listing?

1 UNACCEPTABLE

New owners come from referrals; the pitch is a conversation and a rough number; going live takes weeks of back-and-forth.

How you know: one person's inbox is the pipeline.

2 CAPABLE

Someone uses an AI assistant to draft the pitch and the listing text; a person still researches, sends and chases every step.

How you know: the pitch deck is AI-drafted, but every number in it was looked up by hand.

3 ADOPTIVE

Leads are scored and followed up automatically; the listing text, photo order and checklists are generated; a person reviews before go-live.

How you know: a new owner gets a data-backed estimate the same day, without anyone building it.

4 TRANSFORMATIVE

From first contact to live listing runs itself — outreach, revenue estimate, contract, upload — and the owner's first human conversation is with the person who closes.

How you know: you can say how many days from signature to live, and it is under a week, without adding staff when you double.

The human job at stage 4: only a human wins an owner's confidence — and decides which owners you do not want.

What one company did: an operator cut onboarding from three weeks to five days by letting the listing, checklist and welcome pack generate from the inspection notes; the humans kept the site visit and the contract conversation.

2 Operations

AUDIT QUESTION

When a turnover goes wrong at 4pm on a Saturday, who — or what — notices first?

1 UNACCEPTABLE

Schedules live in a spreadsheet or a group chat; you learn about a problem when a guest complains.

How you know: the ops manager's phone is the system.

2 CAPABLE

AI writes the checklists and reminders; a person still assigns every job and chases every cleaner.

How you know: the checklist is AI-generated, but a human still texts each cleaner.

3 ADOPTIVE

Jobs are assigned and routed automatically from the booking calendar; issues are flagged before check-in; a person handles the exceptions.

How you know: a cancelled booking re-plans the cleaning schedule with nobody touching it.

4 TRANSFORMATIVE

Turnovers, supplies and repairs run without a dispatcher; one person owns the rules (who, when, how much) and steps in when the system says so.

How you know: you doubled units without adding a dispatcher.

The human job at stage 4: AI keeps the trains running; humans make the stay feel looked after — and decide what “clean enough” means.

What one company did: maintenance requests used to land with one person who read each one and texted whoever seemed right. They are now auto-classified into ten categories, routed against who is actually clocked in and has the right skills, and assigned, with a follow-up message to confirm the job was picked up. That is the move from 2 to 3 in one function, and it took no new headcount.

3 Guest Experience

AUDIT QUESTION

What share of guest messages does a human still type from scratch?

1 UNACCEPTABLE

Every message is typed by a person; replies wait for someone to be free; nothing is offered unless the guest asks.

How you know: response time depends on who is on shift.

2 CAPABLE

AI drafts the reply; a person reads and sends each one; a bot answers the simple questions.

How you know: a human still reads every message before it goes out.

3 ADOPTIVE

Routine messages are answered and sent on their own, day and night, within rules you wrote; upsells are offered automatically; a person gets the ones that need judgement.

How you know: guests get answers at 2am and you only see the escalations in the morning.

4 TRANSFORMATIVE

The stay is managed end to end — arrival, requests, issues, extensions — with a person stepping in for emotion, complaints and the moments that make a review.

How you know: you can name the person who reviews last week's AI conversations and changes the rules.

The human job at stage 4: the system handles routine; the human creates loyalty — and hears what the guest did not write.

What one company did: an operator let AI answer everything before check-in but routed every message containing “disappointed”, “refund” or “review” to a human; complaints dropped, and so did the hours spent on messaging.

4 Owner Relations

AUDIT QUESTION

When the algorithm drops a peak-season rate, how does the owner find out — and from whom?

1 UNACCEPTABLE

Owners get a statement and a generic email once a month; they hear from you when something goes wrong, or when they call.

How you know: owner reports are built by hand from several screens.

2 CAPABLE

AI drafts the monthly update and a market comparison; a person edits and sends it; hard questions still go “back to the office”.

How you know: the update is AI-written, but the numbers were pasted in by a person.

3 ADOPTIVE

Every owner gets a plain-language explanation of their month, generated from your pricing and booking data, with a person reviewing the sensitive ones; owners can ask questions and get answers from the data.

How you know: when a rate drops below last year, the owner gets the reason before they ask.

4 TRANSFORMATIVE

Owners at risk of leaving are spotted before they call; growth plans and explanations are produced automatically; the human conversation is about trust and the next property.

How you know: you know which owners are at risk this quarter without anyone telling you.

The human job at stage 4: owners believe humans, not dashboards — the human job is turning data into confidence.

What one company did: an operator replaced the hand-built monthly report with an AI-written narrative on top of the statement; owner calls after rate changes fell, and the revenue manager got a day a month back.

5 Finance

AUDIT QUESTION

How many days after month-end do owners get their statements?

1 UNACCEPTABLE

Bookkeeping is manual; payouts are reconciled by hand; errors are found by owners or vendors.

How you know: month-end is a week.

2 CAPABLE

AI categorises transactions and matches payouts; a person checks and closes every month.

How you know: the categorisation is automatic, but every line is still eyeballed.

3 ADOPTIVE

Reconciliation, anomaly flags and reports run on their own; cash is forecast; a person reviews what is flagged and signs off.

How you know: you find out about a wrong payout before the owner does.

4 TRANSFORMATIVE

The books close themselves in near real time; payouts and compliance checks run on rules; the finance lead spends their time on decisions, audits and negotiation.

How you know: owner statements go out within days of month-end, without overtime.

The human job at stage 4: the system keeps the books; humans set direction — and trust accounting stays a human signature.

Why this one is stubborn: this is the function where automation gets furthest and still stops. Categorisation and payout matching can be fully automated and a human will still close every month and read every line, because the judgement depends on which owner it is, on what went wrong last time, and on context that lives in somebody's head rather than in one system. Being a 2 here is not a failure of tooling. It is usually a sign that the context has never been written down anywhere a machine can read it.

6 Revenue Management

AUDIT QUESTION

Who reviews prices before they go live — and what would happen if nobody did for a week?

1 UNACCEPTABLE

Prices are set by season a few times a year; nobody looks at the market or the booking pace.

How you know: last year's prices are this year's prices.

2 CAPABLE

A pricing tool recommends; a person applies it and sets basic rules (minimum stays, weekends); the rules are rarely revisited.

How you know: somebody still reviews every price before it goes live.

3 ADOPTIVE

Prices update daily on demand signals; an assistant reads your whole account, tells you each morning which listings need a look, and answers questions about your own settings; a person reviews and decides.

How you know: you open the tool to see what needs you, not to check everything.

4 TRANSFORMATIVE

Pricing, restrictions and channel settings adjust themselves within limits agreed with owners; the revenue manager sets strategy, audits the settings, and tells the story.

How you know: prices moved overnight inside limits you agreed with owners, and nobody approved them one by one.

The human job at stage 4: the algorithm took the calculations; the revenue manager moved up into strategy, trust and storytelling — and into auditing what the machine does.

The trap on this function: buying an AI revenue manager does not make you a 4. Today's tools read your account, find the problems and recommend — then wait for you. A human closes the loop, so you are a 3: a real step up from 2, but not the top. Stage 4 starts when the loop closes without you, inside limits agreed with your owners.