

MADISON SQUARE GARDEN[®]

— THE WORLD'S MOST FAMOUS ARENA[®] —

FACILITATOR GUIDE



Objective: LRA/SGEi has designed a series of modules for the supervisors utilizing current content and ideas generated by the supervisor roundtable meetings. Each module will last two hours long and form a collective supervisor-training program. There will be five modules in the program. Each module will require supervisors to complete tasks both within the classroom format and back in the operation. There will also be a recap/debrief aspect at the start of each module.

Time: 2-Hours

Overview: Supervisors will review and discuss the key elements in the CoS culture, ensuring they can explain the fundamental elements of the culture to team members.

Key Learning Elements:

- Discuss the difference between Vision, Mission, Motto, Values, and Three Steps of Service
- Explain each culture element comfortably and confidently
- Understand the context in which to use the elements in their event duties and team member conversations
- Teach back key ideas

Materials Required:

- Projector & screen
- Flip cards for the group exercises
- Individual placemat for notes
- Pens
- Beverages
- Culture cards

Icon Key

Activity	Explain	Lead Discussion	Questions and Answers	Read Quote	Key Message	Trainer Note	Review	Transition



1

TIME: 1 minute



Welcome and Introduction: Good morning/afternoon. Welcome! Thank you for joining us today. My name is _____, and I'm excited to spend this time with you.



Explain: We are excited to begin our supervisor development series of modules with Culture Champion - how explain, leverage, and lead the Circle of Service Culture.

We have provided you with a Circle of Service Placemat on which to take notes and solve problems. The brainteasers on the back side of your placemat will keep you guessing as you exercise your brain throughout the session. We will give you the answers at the end.



Transition: Before we talk about the Circle of Service Culture, let's talk about customer experience.

THE IMPORTANCE OF CUSTOMER EXPERIENCE



2010: “36% of companies expect to compete mostly on customer experience.”

2016: “89% of companies expect to compete mostly on customer experience.”

—Gartner, 2014



Explain: Customer experience is one of the most important elements on which all brands compete today. As Gartner indicates from its 2014 study, next year more than 89% of companies believe they will compete mostly on customer experience. Compare this to 36% from just 5 years ago.

It has been said, “Customer experience is the new marketing.”



Ask: What does that mean?



Discuss and Answer: In today’s modern world where social media, feedback sites, and online communities significantly influence customer spending, the experience you offer and how people write about that experience is more influential than any advertising you could make.



Transition: So how good of an experience do you offer your customers? Well it might not be as good as you think.



Explain: In 2012, Bain & Company research found that 80% of companies believe they deliver a superior customer experience.



Ask: Any idea what that percentage was when they surveyed their customers?



Explain: Just 8%. While we think we deliver a great experience, our guests might think differently. And whether we like it or not, how your guests think is critical to your brand and reputation.



Ask: What is the biggest influence on how people think about their experience with you?



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Discuss and Answer: While the show or game (the product) is important, research shows that the people who deliver the product (you or your staff) have just as big of an influence on how people view their overall experience.



Transition: And this is why culture matters; it is directly impacting the experience your guests and your reputation with your guests and fans.

“Culture is the behavior of your company and its people. It forms your reputation, and your reputation is your brand.”

— *Dave Allen, Digital Strategist*



Explain: This quote from Digital Strategist and Author, Dave Allen, captures this thinking very well. You have to remember your brand is being defined from your people. Brands might be defined from the outside by the customers but they are built from the inside via your people.



Ask: So culture seems pretty important. Can anyone tell me what they think it is?



Discuss and Answer: Culture is the mindset and attitude of everyone within a group, team, department, or company. This mindset drives the behaviors exhibited every day. Companies that are aligned culturally are six times more successful than those that are not, according to recent research. Understanding and feeling a part of the corporate culture determines to a large degree whether or not staff feel engaged and connected in the workplace. It is also a predictor of whether or not customers are advocates for the brand. As the saying goes, “How can your customer love your brand if your employees do not?”

As supervisors on the front line with your staff, you have a responsibility to ensure that the mindset and attitude is in the right place to deliver a great guest experience. This is why it is so important that you are able to understand, communicate, and give feedback around the Circle of Service Culture. This is why you must be a Culture Champion.



Transition: And so here at _____, the team members are defining the guests’ experiences through their mindset, attitudes, and behaviors, which are all being influenced and inspired by the Circle of Service Culture. Let’s consider this in more detail.

5

TIME: 30 seconds



Explain: Our Circle of Service is made up of five distinct elements:

- Vision - What we are known for as a venue.
- Mission - What we do.
- Motto - What we promise.
- Values - What we believe in that guides our behavior.
- Service Model - How we deliver the Madison Square Garden experience.

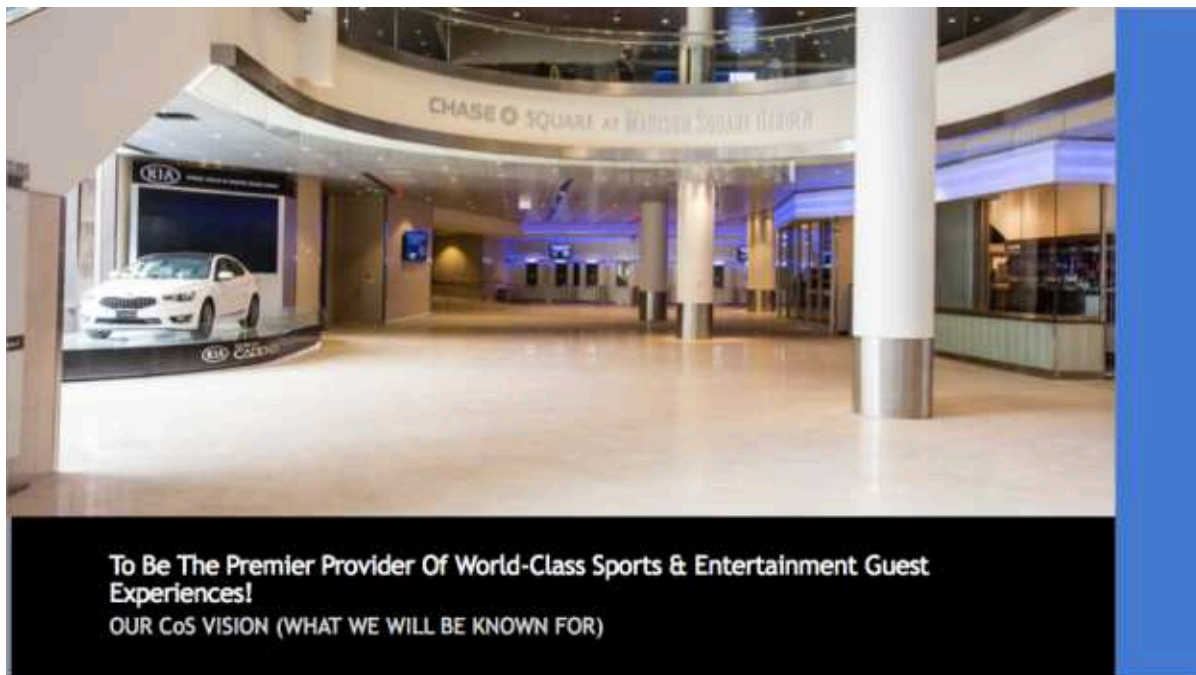


Transition: So let's talk Circle of Service.



6

TIME: 3 minutes



Explain: The core of every culture is the vision. It is what we want to be known for as a business.



Ask: How do your team members in their daily routines ensure MSG is the premiere provider of world-class sports and entertainment guest experiences?



Discuss and Review:

- Make guests feel welcomed.
- Make guests feel safe.
- Ensure all guests are allowed to enjoy the experience by minimizing disruptions and frustrations.
- Maintain cleanliness and organization.
- Assist willingly, not begrudgingly.
- Invite guests back.
- Get engaged with guests and have fun.

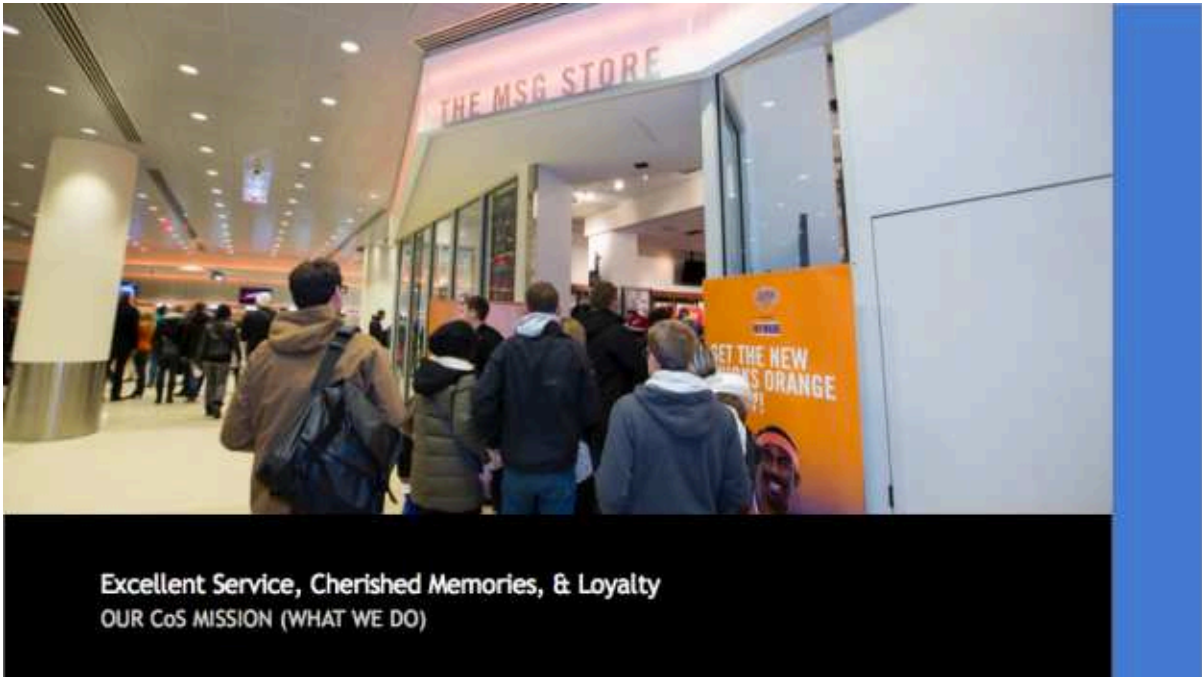


Transition: Remember to write some notes. You will be required in the second half of this session to present back your understanding of these different cultural elements. Let's talk about mission.



7

TIME: 3 minutes



Explain: The mission is what we do. It is our fundamental business.



Ask: What things can we do for our guests to deliver excellent service?



Discuss and Review:

- Greet all guests warmly.
- Give them a smile.
- Show them the way with an open palm. Walk a few steps.
- Answer their questions considerately.
- Show patience.



Transition: Remember to write some notes. You will be required in the second half of this session to present back your understanding of these different cultural elements. Let's talk about our motto.



8

TIME: 3 minutes



Explain: The next element is our motto, which is what we promise to our guests and intend to deliver.



Ask: How do we show our passion and pride to every guest?



Discuss and Review:

- Use a warm tone of voice.
- Be energetic.
- Make recommendations when asked.
- Speak positively about the Garden, your manager, and your peers.
- Clean up and organize when appropriate. Take care of the Garden.

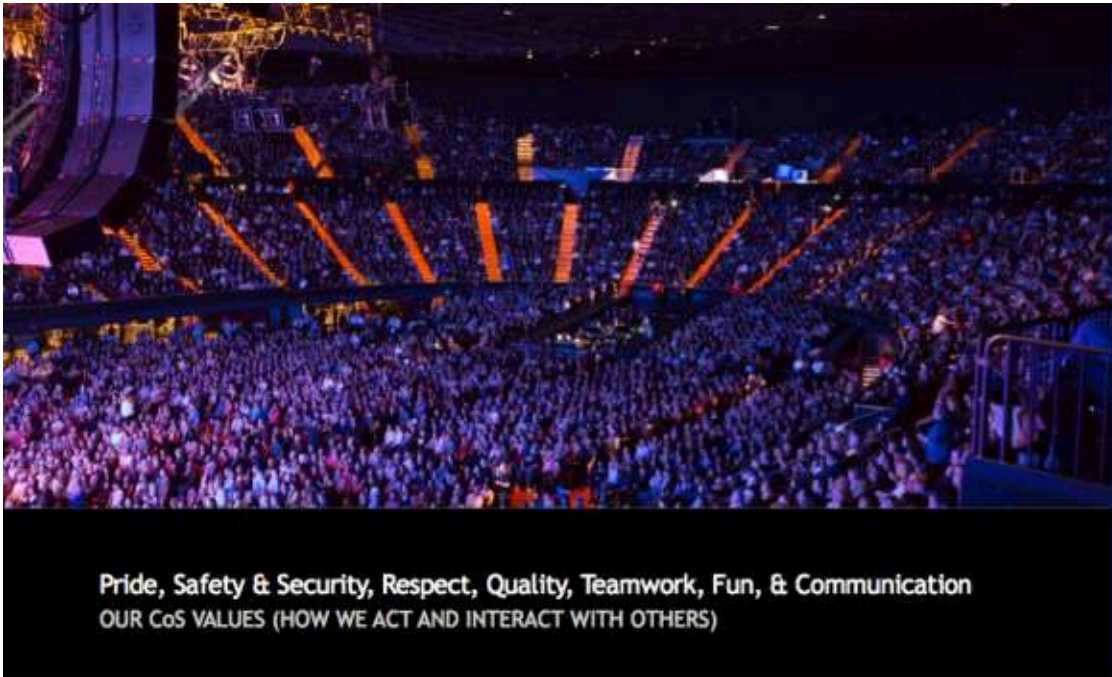


Transition: Remember to write some notes. You will be required in the second half of this session to present back your understanding of these different cultural elements. Let's talk about our values.



9

TIME: 30 seconds



Explain: Our values are the next element in our culture. They define how we should act and interact with others. Our values are the expectations every team member who works with MSG has of the experience. We must all be committed to honoring our values in everything we do.



Transition: Let's consider our values in more detail.

10

TIME: 12 minutes

THE PREMIER GUEST EXPERIENCE
OUR CoS VALUES DEFINE OUR BEHAVIOR

1 PRIDE

2 SAFETY & SECURITY

3 RESPECT

4 QUALITY

5 TEAMWORK

6 FUN

7 COMMUNICATION

MADISON SQUARE GARDEN



Explain: The perception of our brand is significantly influenced by employee behavior, which is why these values are so important. By making these behaviors the focus of how we approach our work, our guests, and each other, we can achieve consistency throughout the guest experience and support the growth and success of the Garden's reputation.



Ask: Why are each of these values so important to us at MSG?



Discuss and Review:

- **Pride:** When we are proud of where we work we will feel connected and loyal to our brand and to those around us.
- **Safety & Security:** Our guests expect their entertainment or sports experiences to be safe and to feel secure. These are important feelings for our guests.
- **Respect:** When we are respectful, we treat and speak to others politely and with courtesy. This makes people feel good. Respect is something everyone wants and deserves.
- **Quality:** When we are consistent in all that we do, we meet the expectations of our guests and deliver the experience they expect and desire.
- **Teamwork:** When we are collaborative, we are focused on helping others and working together. Regardless of whether we like someone or not, we will treat them professionally and respectfully.
- **Fun:** We have to love what we do to enjoy it and have fun with others. If we do not love what we do then we will never put in the effort required to deliver a great guest experience.
- **Communication:** The purpose of communication is to deliver a message, but if the other person does not understand our message then we have not really communicated. We are just making noise if others do not understand what we say.

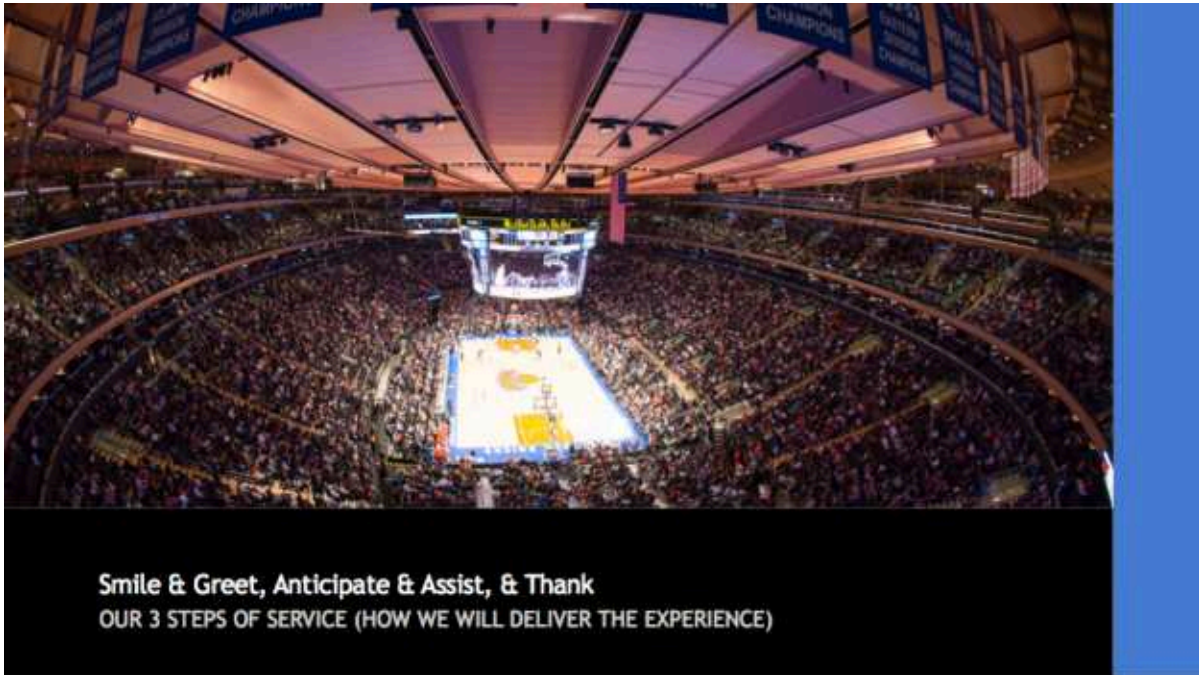


Transition: Let's think about our Three Steps of Service.



11

TIME: 30 seconds



Explain: The final element in our culture is our service model, which is how we deliver the experience to our guests. Our service model focuses on making great first impressions, making every effort to help each guest have a great experience, and ensuring we always show our appreciation (and never take guests for granted).



Transition: Let's review the three steps of service in detail.



Explain: Our service model is the foundation of how we make our guests feel good, and our ability to deliver a world-class guest experience.



Ask: What does it mean to smile & greet?

Answer and Explain: Make welcoming eye contact with guests, engaging them before they engage you. Warmly greet all guests. Acknowledge waiting guests.



Ask: What does it mean to anticipate & assist?

Answer and Explain: Be friendly and proactive; offer assistance with a “can do” attitude. Practice good listening skills. Anticipate guests’ needs.



Ask: What does it mean to thank?

Answer and Explain: Smile and make eye contact. Thank guests first. Welcome comments and feedback. Provide a warm invitation to return. Bid goodbye.



Transition: As supervisors you must be the experts of our culture. Expertise requires that you are able to teach others with a sense of comfort and confidence.



13

TIME: 5 minutes

“Those that can, do.
Those that understand, teach.”

- Aristotle



Explain: An important part of our role as supervisors is to teach. To do that we need to understand. So let's take a moment to stretch and to do a little teaching.



Activity: Everyone stand up and partner up with someone. Go! Now, this is a simple task. Each person will have two minutes to review with the other person the important elements of our MSG culture. This will include the Vision, Mission, Motto, Values, and Three Steps of Service. You can focus on all of these or the most important.



Trainer Note: Have everyone pair up as quickly as possible, creating a threesome if required. Have them move all around the room. As they begin, continually encourage them to talk about the culture. After two minutes have them swap.

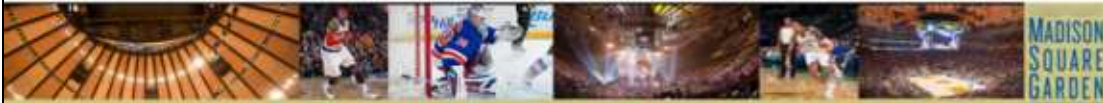
This gets people moving if they have been sitting for a while before moving on to the next section.



Transition: As supervisors, you must be be comfortable and confident talking about our Circle of Service Culture. We must be Culture Champions.

CULTURE CHAMPION

A Culture Champion inspires the mindset and attitude of their staff to 'want' to deliver the desired customer experience in the style of the brand and in line with the culture.



Explain: Leadership is often defined by a manager's ability to influence their staff; it is about getting your team members to do what you want them to do. The greater influence you have, the greater your leadership abilities.

However, in a modern service environment, influence is not enough. Let's face it, you cannot make people be great with a guest, to be passionate about what they do, or to exert the level of effort required to fulfill our brand promise. As leaders, you must get your team members to "want" to do all these things.

Modern leadership is now more about inspiration. Are you able to inspire your team members to "want" to do what you want them to do—which is to fulfill our brand promise and take care of our guests? Once the fire is ignited within our team members, we must continue to inspire and then coach them to continually improve and fine tune their abilities and skills.



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As a Culture Champion you are responsible for inspiring the mindset and attitudes of your team members to want to deliver the desired customer experience of the MSG brand.



Transition: Let us consider the set of skills to be covered.

CULTURE CHAMPION HABITS

1. Explain the Why & What
2. Lead by Example
3. Inspect What You Expect
4. Recognize Cultural Fit

Explain: There are many important elements in ensuring you are a good leader. For today's session, we will focus on four elements important for you to be leveraging our culture to inspire our people to deliver great guest experiences.

- We must ensure we clearly explain why our culture is important and what is expected of the team members.
- We must always lead by example, communicating through our attitude and actions.
- We must inspect what we expect. We must be observing what our staff are doing and how they are interacting with our guests.
- We need to say “thank you,” and recognize a job well done. We must utilize the Memory Makers program.


Transition: Let's begin by discussing your ability to explain Why and What.





16

TIME: 30 seconds



 Explain the Why & What

 **Explain:** The first priority we have as leaders is to be able to explain why our guest-oriented culture is so important and what is expected of each team member.

 **Transition:** Let's begin with the why.

17

TIME: 2 minutes



“““ EXPLAIN WHY

If you want your people to go all out on something, then you must explain why that something is important.




Explain: We must be able to explain to our team members why our Circle of Service is so important to us.



Ask: Why is the Circle of Service Culture so important?

Look for answers:

- Our culture is what makes us special and unique.
- It defines for us what makes the experience at MSG so special.
- It defines how we interact with each other.
- It is the mindset and attitude we have about our interactions with our guests. This attitude influences our behaviors which will define the reputation of our Arena/Theater



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Discuss Answers and Review





Transition: Great job! Once you define why something is important, you must explain what is expected.

18

TIME: 22 minutes

“” EXPLAIN WHAT

If you can't explain it simply, you don't understand it well enough.


Read Slide: If you can't explain it simply, you don't understand it well enough.



Explain: Equally important is your ability to explain what is expected by being a part of our culture. You must be experts in describing what is required as part of the Circle of Service. In your groups you will now work to come up with some quick explanations for your team members regarding what is expected from them.



Activity: In your groups (place them into groups of 6 if they are not already) we want you to come up with a short 2 minute presentation/overview of what you believe is expected from our team members if we consider all aspects of our Circle of Service Culture. For instance if you consider our Vision, you might say the expectation is that we must do everything to help ensure the product is showcased in the best possible way. Or if you considered the 3 Steps of Service, you might say the expectation is to create a great first impression with each guest, have a positive attitude, smile,



ensure our body language, facial expressions, and tone of voice are positive and welcoming, our words are friendly, and our grooming and hygiene clean and organized. We want you to review all the Circle of Service cultural elements and identify the 5 most important expectations in your group's opinion. We recommend talking about all the different expectations and then choosing those that will impact the guest visiting the Arena/Theater the most. You will have 10 minutes to discuss and write up the five most important topics. Note, one person will then present their group's ideas back to the whole team.



Trainers Note: Ensure all the teams are reviewing all the cultural elements and are identifying the 5 that matter the most. Give them 10 minutes, indicating when 5 minutes are left. Walk amongst the teams and ensure they are writing down their ideas on the flip cards. After 10 minutes have the 5 groups present their ideas to the whole team. Remind everyone to take notes as they listen to the debriefs. We have highlighted the things to look for below.

Expectations they might bring up:

- **Vision:** We must ensure that, to be the leading provider of sports and entertainment experiences, we are all working to deliver this at every event or game. We must do everything to help ensure the product is showcased in the best possible way. We have to be the best at what we do with our interactions with each guest.
- **Mission:** We must work diligently to ensure that what we provide to our guests is excellent, so that memories are created and every guest wants to come back.
- **Motto:** We expect team members to present themselves and the Garden in the best possible way. They need to be energetic with each interaction rather than just going through the motions.
- **Pride:** Talk positively, look good, be confident.
- **Safety & Security:** Be diligent, always on the look out for things that may deter from the safety and security of each guest.
- **Respect:** We must treat our guests and each other how we would like to be treated. We must show effort, be friendly, and show that we care.
- **Quality:** We ensure that we deliver the best experiences by delivering our best. We do not allow poor products or services to be delivered to our guests.
- **Teamwork:** We collaborate together to help out where needed, support as required, and make each person feel a part of the team.
- **Fun:** We ensure that we have a positive work environment that makes each guest feel good.
- **Communication:** We communicate to understand so we keep things simple, accurate, and do not just rely on emails. We make time to listen.
- **3 Steps of Service:** We must create a great first impression with each guest, have a positive attitude, smile, ensure our body language, facial expressions, and tone of voice are positive and welcoming, our words are friendly, and our grooming and



Facilitator Guide



hygiene is clean and organized. We must use our experience to anticipate our guests' needs and to assist them with anything they need. We must deliver a great final impression by wishing our guests a fond farewell.





Transition: Great job with your expectations. Now the question is - do you believe them?

19

TIME: 3 minutes

“” BE BELIEVABLE

Your team will buy into our culture if they buy into you.


Ask: “Your team will buy into our culture if they buy into you!” What does this really mean?

Look for Answers:

- As the leader, you must believe in the culture first.
- As the leader, you must have a strong focus on a positive and optimistic future.
- Your team members must believe that you are sincere, authentic, and committed to the culture and values.
- As the leader, you must model the required behavior, attitude, and words that you want your MSG team members to deliver.




Discuss Answers and Review.

A horizontal banner at the top of the page features a collage of sports-related images: a basketball arena's wooden floor, a basketball player in a white jersey, a hockey player in a blue jersey, a basketball player in a white jersey, and a basketball player in a white jersey. The text "Facilitator Guide" is overlaid on the left side of the banner in a white, sans-serif font.


Facilitator Guide



Transition: When you explain why something is important and the expectations, your team members must feel that you believe and support the values. If they do not think you are 100% behind each of these values, then they will think this is not a priority, and merely a short-term “flavor of the month” initiative.

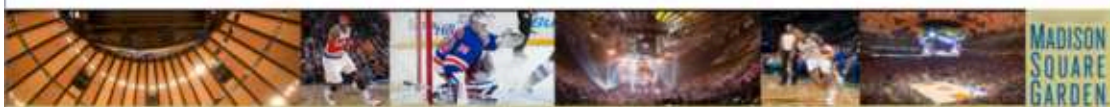


CULTURE CHAMPION HABITS



1. Explain Why & What

Explain our CoS vision, mission, motto, service model, and values, and why they play a vital role in MSG's future success.




Explain: We must be comfortable and confident in explaining why our values, mission, vision, motto, and service model are important and why we must support our culture's foundation. As you meet with your team members, it is important to ensure their understanding, which will be dependent upon how clearly and concisely we can explain why and what, and how believable we are in our explanations.



Ask: Does anybody have any questions regarding this culture champion habit?

Answer Questions.



Transition: Let's talk about leading by example.



21


TIME: 30 seconds



Explain: Our next priority is to lead by example.



22

TIME: 30 seconds

 **CULTURE CHAMPION HABITS**

2. Lead by Example

Leadership means setting an example. When you find yourself in a position of leadership, people follow your every move.


Read Slide: Leadership means setting an example. When you find yourself in a position of leadership, people follow your every move.



Explain: It is important that, as leaders, you understand that your actions speak louder than your words. You must set the example for your team members when it comes to our values and Three Steps of Service. You lose integrity as a leader when your actions contradict your words. If you lose integrity as a leader, then every time you try to communicate a message through your words, your team members will not hear you.



Explain: Our service model is the foundation of how we make our guests feel good, and our ability to deliver a world-class guest experience.



Ask: Let's consider how we can role-model the important behaviors, attitudes, and ideas found in each of our steps. How would you set the example for each of these steps with your personal actions, attitudes, and words and how you interact with your team members? Remember, this is less about how you would do this for a guest, and more about how this can be brought to life in front of your team members.



Trainer Note: Ensure the managers are focusing on how they set the example with specific actions, attitudes, and words; not about just providing another definition. They need to provide examples. Encourage them to write notes on their placemat. Go around the room getting a couple of examples for each step. If they are struggling, be willing to provide your own ideas.



Examples:

Smile & Greet: Make welcoming eye contact with team members, engaging them before they engage you at the start of an event. Warmly greet all team members at the start of an event.

Anticipate & Assist: Be friendly and proactive; offer assistance with a “can do” attitude. Practice good listening skills. Anticipate staff needs. Assist staff as needed, especially new staff.

Thank: Smile and make eye contact. Thank team members at the end of the event. Welcome comments and feedback on anything that could be done better.



Transition: We must role model the three steps of service if we are going to bring it to life with each team members.

24


TIME: 1 minute


 **CULTURE CHAMPION HABITS**




Walk your talk. Let your actions and attitude exemplify the values of MSG.



 **Explain:** If our service promise is to be a reality and our commitment fulfilled, then it begins with us and requires us to show the way. William Johnson says, “If it is to be, it is up to me.” We say: If your commitment is going to be, then it starts with you.

 **Ask:** Are there any questions regarding leading by example?
Answer as Required.

 **Transition:** Let’s talk about inspecting what we expect.



25

TIME: 30 seconds



Inspect What You Expect



Explain: Our next habit is to inspect what we expect.

“Trust but verify.”

— Russian Proverb



Ask: What does it mean to trust but verify?



Discuss and Answer: This proverb means that while you should trust your team members to deliver on their Circle of Service promises, you should always verify that what you expect is in fact happening.



Ask: How do you as supervisors inspect what you expect from your team members with our Circle of Service Culture?



Discuss and Answer: You must be watching them interact with guests. You have to look at your operation and people not to see if it is or they are functioning but to see if they are in fact delivering something memorable.





Transition: This is critical to our success.




27

TIME: 1 minutes

 **CULTURE CHAMPION HABITS**



3. Inspect What You Expect
Ensure that the behavior you expect from your team members is being delivered to our guests.



Explain: As supervisors we must be constantly looking at our team members and considering whether or not they are delivering on our Circle of Service promise.



Ask: Are there any questions regarding inspecting what you expect?

Answer as Required.



Transition: Let's talk about recognizing our team members.

28

TIME: 3 minutes



Explain: Our final habit is about recognizing a job well done, specifically when our team members bring our culture to life with our guests.



Ask: Has anyone ever personally experienced the power of recognition? Who would like to share their experience and why it had such an impact on you?



Trainer Note: Be ready with your own story if you don't have a volunteer. Thank the participant for sharing and recount the specific reasons the recognition was impactful. Optional: Record reasons on a flipchart.



Transition: Let's take a few minutes to understand the power that recognition has to influence your team members.

29

TIME: 4 minutes



 **RECOGNITION**

Why:

- Increased productivity
- More profitable
- Higher customer satisfaction scores
- Increased retention rate
- Higher overall satisfaction with MSG





Ask: Why is recognition such a powerful coaching tool?



Review answers and discuss.

Click: Recognition is a very powerful tool. When used effectively:

- It has the power to engage team members and emotionally connect them to MSG.
- Research has proven that engaged employees are more productive, profitable, more client-focused, safer, and more likely to withstand temptations to leave a company.
- Recognizing and rewarding our team members in a way that is personal and meaningful is a vital leadership behavior.



Transition: Now that you understand the importance of recognition, let's focus on how to implement it successfully.



30

TIME: 4 minutes

 **RECOGNITION**



How:

- In the moment
- Results based
- Appropriate
- Meaningful
- Valuable
- Frequency



Explain: Once you understand the power of recognition, it is time to put it to work for you.



Ask: Who can tell me some of the important ways to ensure that recognition is most effective?

**Discuss and Answer:**

- In the moment - catch people doing exemplary work and acknowledge their work and efforts. Be specific and make it personal.
- Results based - recognition is most effective when it's a direct response to a goal or business result. For example, observing MSG service behaviors and values with guests, innovation, teamwork, hitting goals, etc.
- Appropriate in volume/scale - recognition should match effort and results.
- Meaningful - you have to mean it when giving team members recognition or else it loses the human touch.
- Valuable - Tied to the employee's perception of value - while money is appropriate much of the time, there are other effective motivators.



Trainer Note: Reveal the slide and discuss each of the key points.



Transition: The Memory Maker Recognition Program is a great way to recognize and reinforce all of the good things our team members do each day. Please ensure you take advantage of this and nominate your team and those on other teams who make a difference in your business each day. As managers, it is our job to recognize the efforts of our teams.



Explain: The Memory Makers Recognition Program has been at MSG for a long time, and many people in this room might already have earned Champion Pins. When we recognize a team member's efforts, it makes all of our team members try harder. It lets our teams know that we at MSG are dedicated to upholding our values, and that our venue appreciates the hard work of our team members. Here is a reminder about the steps to follow in our Circle of Service to recognize our team members:

- Acknowledge exceptional service behaviors in your teams - Don't be afraid to congratulate other managers on their hard work, too. We all enjoy encouragement.
- Provide processes and tools to encourage great service - If your teams or fellow managers need assistance in retail outlets, restaurants, or on the floor, you should be willing to help. Don't allow a department separation to stop you from helping another manager's teams.
- Motivate team members - You should be motivating one another as managers by setting a good example for your teams.



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- Awards - When you notice a team member in another manager's department excelling, make sure you tell his/her manager. This ensures that everyone is getting the recognition they deserve, because as a single manager you cannot be in all places at once.



Transition: So, who has made a difference with this program?

32

TIME: 5 minutes



MEMORY MAKERS AWARDS

The three Memory Makers Recognition Program awards are:

- Thank You Cards
- Memory Makers Pins
- Champion Pins

The slide also features a photograph of three men holding blue t-shirts that say "NEW YORK HOCKEY".



Explain: The Memory Makers prizes range from a simple and sincere thank you card, to a Champion Pin. These are all great ways to say “thank you.”



Ask: Who can tell me how they have used the Memory Makers program to have a positive impact with our team members?

Share Stories.



Transition: Great job! Remember, people might take a job for more money, but they often leave a job for a lack of recognition. Ensure that you are using the Memory Makers program to help recognize all of the good things our team members do every day. Set for yourself a goal

33

TIME: 1 minute

 **CULTURE CHAMPION HABITS**

4. Recognize a Job Well Done

Recognize a job well done by saying “thank you” whenever the opportunity arises.



Explain: Now we’ve learned the importance of recognizing a job well done and how it fits into the MSG culture.



Ask: Does anyone have any questions regarding this Culture Champion habit?



Transition: So, those are our critical habits to being a Culture Champion.



Our Culture Champion Habits

“Great success only comes when you focus on what really matters. Are you spread all over the place or are you focused on the few things that will bring the greatest rewards?”

— Jack Welch, Former CEO of General Electric



Read slide: Great success only comes when you focus on what really matters. Are you spread all over the place or are you focused on the few things that will bring the greatest rewards?



Activity: Go around the room and ask each person what priority they are taking away from this session to do with their staff.



Trainers Note: Have everyone stand up and form a huddle. After people have shared, provide them their Culture Card. Advise that these should be kept on them at all times at work and will be required at each of the future training sessions.



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Explain: If we are going to make our culture a reality, we must be focused on the habits we have discussed today. There are of course many other leadership tasks to perform but these habits will matter the most. Ensure you keep your Culture Cards on you at all times to remind you about what is important in the guest's experience. Also, ensure you bring these cards with you for each session we do together.



Transition: We have a challenge for you before we meet again.

35

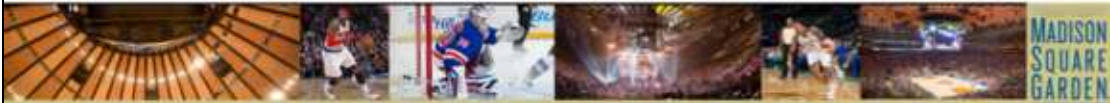
TIME: 1 minute

YOUR CHALLENGE

As a Culture Champion:

- Talk about the why and what with your staff.
- Observe your staff as they interact with guests to see if they meet our expectations.
- Recognize those who excel.

You will report back your observations in our next session.



Explain: We ask that you focus on talking about the Circle of Service Culture with your team members whenever possible. It is just as important that you hear yourself talking about it as your team members. We also want you to be observing your team and their ability to deliver something memorable to our guests. When we come back for our next module we will be asking each of you to describe a situation you observed that met our cultural expectations and one that did not. It is critical that you are able to see what is happening with our team members. Don't forget to recognize your people when you see them doing something great.




Transition: Let's review our brainteasers before you go.

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TIME: 1 minute

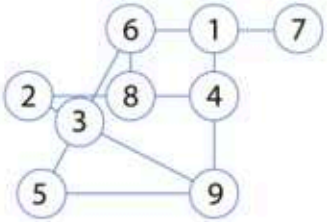
BRAIN GAMES ANSWERS



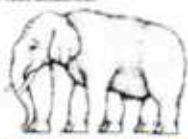
Answer: Ghostlike

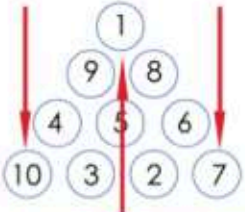
Common words: elk, Ghostlike, frike, ik, lang, kilis, kilt, kit, like, stik, sk, skit, stoke.

All words: elk, ekk, Ghostlike, frike, hakes, hoglike, hoke, hokes, hokiest, hokk, hokks, ik, iks, ikg, kigs, koks, kotoi, ketols, shet, shi, khis, kils, kilos, kit, kilis, kites, kith, kithie, kithon, kiths, kils, kuel, kowls, kohi, kohis, kot, lok, los, loks, likes, lioest, oko, okoh, okohs, okes, shok, shrik, sike, siks, skag, skelg, sk, skit, skite, soke, stoke, tke, tkes, toke, tokes, tok.



Elephant:
The only correct elephant leg in the drawing is the back left leg. That leg is completely intact, but the others aren't. The others have had their feet removed and placed between the original four legs, so that he has four original legs, only one with a foot attached.



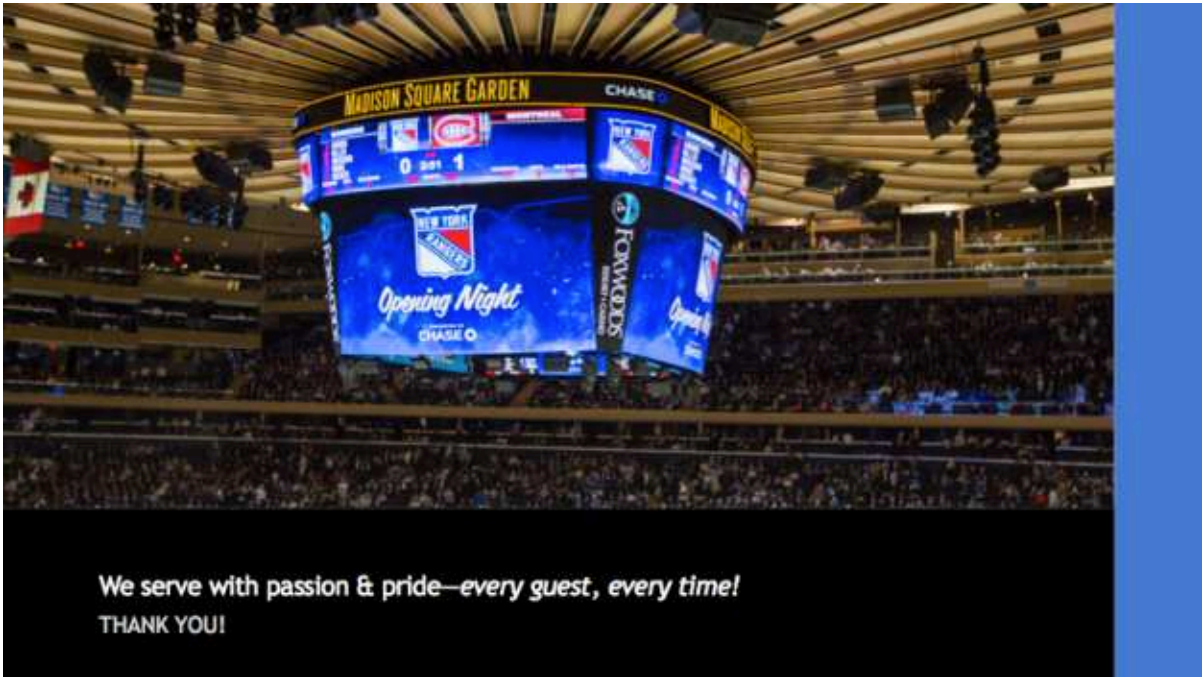




Explain: Before we leave let's review the answers to the Brain Games for those who were getting frustrated with these today.



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Explain: Remember that you do not build a reputation on what you say you are going to do. It is now about what you actually do. Good luck, and thank you for your engagement today.