

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 work on how to understand different communication styles and how to communicate best in a one-on-one format. They will also work to understand how to manage conflict in a positive and appropriate manner.

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

Icon Key


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





1

TIME: 1 minute



 **Trainer Note:** This program is delivered directly after the team member training for supervisors. This presentation will run without a break.

 **Explain:** Welcome to Module 2 in your Leadership Series. We are now going to discuss your role as leaders in communicating effectively and managing conflict. We have provided you with a placemat for this presentation to take notes and help you define your own leadership thoughts. Please use the placemat to make notes throughout our discussion.

 **Transition:** Before we go any further, let's reflect on our Leadership Challenge from the last session.

2

TIME: 12 minutes

YOUR LEADERSHIP 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 that excel.



Ask: We asked you after the last session to talk with your staff about the importance of the Circle of Service Culture. Can anyone share their experiences and the reaction from their staff?



Trainers Note: Review as required.



Ask: We also asked you to observe your staff. Did anyone have the opportunity to do this? What did you notice?



Trainers Note: Review as required.



Ask: Did anyone provide any recognition?



Facilitator Guide



Trainers Note: Review as required. Please note if participants are not forthcoming with answers you need to stress that the challenges and application of these ideas in the operation are critical for their learning and development success.



Transition: There are many aspects of leadership to consider.

3

TIME: 30 seconds

LEADERSHIP

If I had to name a single all-purpose instrument of leadership, it would be communication.

MADISON
SQUARE
GARDEN

Read Slide: If I had to name a single all-purpose instrument of leadership, it would be communication.



Explain: There are many elements that define successful leadership and what makes a great leader. We have talked about some of them already in our last Supervisor Module. In this session, we are going to focus more on understanding communication styles, listening, building partnerships around conflict, and more on giving informal feedback.



Transition: There are many aspects of leadership to consider.

4

TIME: 1 minute

LEADERSHIP HABITS

1. Understand Various Communication Styles

2. Be Assertive with your Communication

3. Listen to Understand

4. Manage Conflict



Explain: There are many important elements in ensuring effective communication, defining not only *what* is being said, but also *how*. For today's session, we will focus on five elements developed around the idea of "communication."

- It helps to understand the various communication styles in yourself and others.
- Leaders are assertive in their communication style. By understanding the style of others, we can enhance our communication abilities through some proven strategies.
- We must listen to understand. Communication is not just about sending a message, but listening too.
- Know that disagreement is not only okay, but beneficial in creating better partnerships and unleashing creativity.



Transition: Let's talk about communication.

5

TIME: 2 minutes

COMMUNICATION

“The majority of problems in the work place are the result of faulty communication.”



Read: “The majority of problems in the workplace are the result of faulty communication.”



Ask: Why do you think this quote is true?



Review and Discuss.



Explain: When you consider communication is not only the most important tool as a leader, but for anyone who has to work together, it is easy to understand that faulty, wrong, or the misunderstanding of communication leads to problems. If we are going to be effective leaders then we need to be effective communicators.



Transition: Let’s begin by understanding communication styles.

6

TIME: 2 minutes



Explain: Communication styles are important in understanding why and how people say things. It will make you much more effective as a manager and leader. Understanding your own style will help you to become a better communicator.



Ask: How will understanding your own style help you be a better leader?



Review & Discuss.



Explain: By understanding your own style you can be aware of how others perceive you as a manager. It also allows you to adapt your style when needed to be more effective communicating with a certain type of person when the situation requires it. You can make other people respond better when you approach an issue with the style that is most appropriate at the moment.

7

TIME: 10 minutes

BASIC COMMUNICATION STYLES

Passive	Assertive	Aggressive
		



Explain: There are three basic style of communication - Passive, Assertive, and Aggressive.



Ask: What is a passive style?



Review and Explain: A passive style of communication puts the rights and ideas of others first.



Ask: What are the pros and cons of this style?



Review and Explain:

- Pros - considerate of others, respectful
- Cons - others will walk over you, will not be taken seriously, not considered a leader



Ask: What is an assertive style?



Review and Explain: An assertive style of communication stands up for oneself while still respecting others.



Ask: What are the pros and cons of this style?



Review and Explain:

- Pros - Confident, sees others as equals, high self confidence
- Cons - Maybe seen as too confident or too high a self esteem, could be seen as arrogant



Ask: What is an aggressive style?



Review and Explain: An aggressive style of communication attempts to manipulate others.



Ask: What are the pros and cons of this style?



Review and Explain:

- Pros - Gets things done quickly
- Cons - Loud and pushy, disrespectful, ignorant of others' feelings, creates fear in others



Transition: Great. Let's review each style.

8

TIME: 4 minutes

	Passive	Assertive	Aggressive
Definition	Puts rights of others first	Stands up for self while respecting others	Attempts to manipulate others
Implies to Others	"I think I'm inferior."	"I think we are equal."	"I think I'm superior."
Verbal Styles	Apologetic	Firm, confident	Loud, pushy
Non-Verbal Styles	Stooped posture, looking away	Relaxed, looks directly at others	Staring, tense, points finger
Potential Consequences	Disrespect from others	High self esteem, respect from others	Anger, fear, disrespect from others

Basic Communication Styles

Trainers Note: Review styles on the screen.

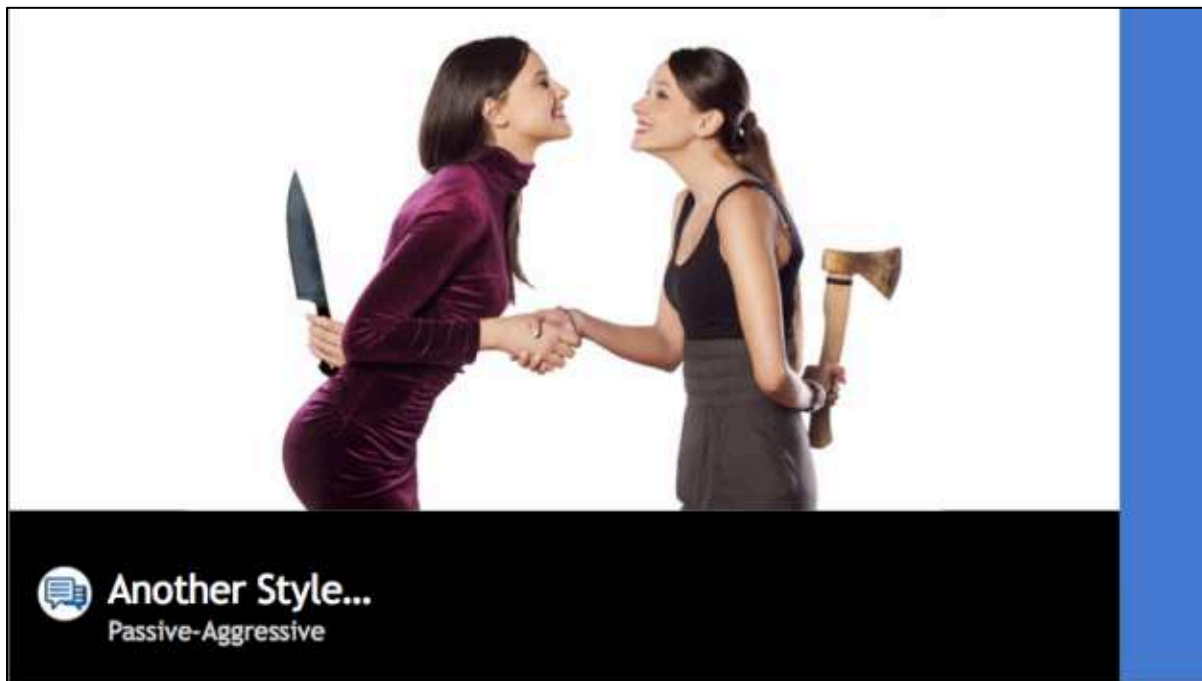
Ask: Any questions?

Review as Required.

Transition: There is one more style we need to review. Does anyone know what it is?

9

TIME: 2 minutes



Ask: What is a passive-aggressive style?



Review and Explain: A passive-aggressive style of communication appears agreeable and supportive, but demonstrates procrastination, stubbornness, resentment, sullenness, or deliberate, repeated failure to accomplish requested tasks. This style avoids direct confrontation.



Ask: What are the pros and cons of this style?



Review and Explain:

- Pros - there are none!
- Cons - leads to office politics and rumor-mongering



Explain: This style should not be tolerated as it can disrupt or even break apart a team.



Transition: So, which style are you?

10

TIME: 30 seconds

WHAT COMMUNICATION STYLE IS MOST EFFECTIVE FOR A LEADER?

Passive-Aggressive

Assertive

Passive

Aggressive



Ask: So, which communication style is most effective for a leader?



Review and Explain: Exactly, an assertive communication style is most desirable in a leader.



Transition: Unfortunately, this style of communication is not always found.



11

TIME: 30 seconds



Explain: As we just discussed, ideally we want to be assertive as leaders.



Transition: However, let's be sure by understanding our most common style of communication.

AN EFFECTIVE COMMUNICATION STRATEGY

Good communication skills require you to be aware of your own style and know how to respond to other styles.

- Allows you to be aware of how others perceive you.
- When necessary, you can adapt your style to meet the needs of the moment or the person you are communicating with.
- You do not need to change with every person you communicate with.
- You can make others more comfortable by emphasizing the mode that fits the situation or person.



Explain: Understanding your own style will help you to become a better communicator.

By understanding your own style you:

- Can be aware of how others perceive you as a manager.
- Adapt your style when needed to be more effective communicating with a certain type of person when the situation requires it.
- Do not need to be a chameleon; you need to be consistent as a manager, but sometimes changing gears makes you much more effective.
- Can make other people respond better when you approach an issue with the style that is most appropriate at the moment.




Transition: So let's learn more about how to approach each of the four styles most effectively.

13

TIME: 5 minutes

Effective Communication Techniques	
If Their Style Is Passive	<ul style="list-style-type: none"> • Ask how he/she feels or what he/she thinks. It's important to validate what he/she is saying. • Do not interrupt or belittle them. • Paraphrase; "If I understand you correctly, you are saying that." • Be aware of non-verbal signals you are sending. • Praise any effort the passive person makes to express feelings. • Address issues directly, but in a friendly manner. Say something like: "I am interested in working together with you to come up with a solution."

 **Bridging Communication Styles**



Explain: On your placemats, read about the effective communication techniques to use with a passive communicator. Highlight anything you think is important for you to remember.



Trainers Note: Provide 1 minute.



Ask: What did you learn about effectively dealing with this style of communication?



Review and Discuss.



Trainers Note: Provide a 3 minute discussion.



Facilitator Guide




Transition: Let's go to the next style.

14

TIME: 5 minutes

Effective Communication Techniques	
If Their Style Is Assertive	<ul style="list-style-type: none"> • Be direct, honest, and to the point. • Keep stories and details to a minimum unless requested. • If in writing, use bullets to convey points. • Make eye contact - but don't overdo it, that's just creepy! • Try to keep the emotions out of it, especially in business.

 **Bridging Communication Styles**



Explain: On your placemats read about the effective communication techniques to use with an assertive communicator. Highlight anything you think is important for you to remember.



Trainers Note: Provide 1 minute.



Ask: What did you learn about effectively dealing with this style of communication?



Review and Discuss.



Trainers Note: Provide a 3 minute discussion



Transition: Let's go to the next style.

15

TIME: 5 minutes

Effective Communication Techniques	
If Their Style Is Aggressive	<p>Bridging Communication Styles</p> <ul style="list-style-type: none"> Go through the conversation in your head several times before you approach the aggressive. Overcome your fear and approach them boldly. If he/she is speaking loudly, increase your volume to ensure you are heard, but remain calm and rational and make eye contact. When approaching a difficult subject, begin your statements with phrases, such as "I feel...", "I want...", and "It makes me feel..." to take the focus off of the aggressor and take ownership of your part. Asking questions throughout the conversation and repeating the answers shows him you are listening and helps reinforce what is said during the conversation.

Bridging Communication Styles



Explain: On your placemats read about the effective communication techniques to use with an aggressive communicator. Highlight anything you think is important for you to remember.



Trainers Note: Provide 1 minute.



Ask: What did you learn about effectively dealing with this style of communication?



Review and Discuss.



Trainers Note: Provide a 3 minute discussion.



Facilitator Guide




Transition: Let's go to the next style.

16

TIME: 7 minutes

Effective Communication Techniques	
If Their Style Is Passive-Aggressive	<ul style="list-style-type: none"> • Confront the behavior without attacking the person on a personal level. • Encourage direct communication by using clarifying statements when you detect resentment. • Praise any efforts the person makes to share feelings or thoughts openly. • Use the broken-record technique. This technique involves repeating what you are saying on multiple occasions so the passive-aggressive person hears you. • Use nonverbal communication to your advantage.

 **Bridging Communication Styles**



Explain: On your placemats read about the effective communication techniques to use with a passive-aggressive communicator. Highlight anything you think is important for you to remember.



Trainers Note: Provide 1 minute.



Ask: What did you learn about effectively dealing with this style of communication?



Review and Discuss.



Trainers Note: Provide a 3 minute discussion



Facilitator Guide



Ask: Any questions about communication styles?

Answer as required.



Transition: Great hopefully that will help in your communications with your staff. Now lets consider some situations and have you consider some techniques you have just learned and how to apply them.

LET'S PRACTICE

You hear that a team member is telling everyone that you are playing favorites to certain team members with their schedule and hours. You have asked the team member before if there is any issue with their schedule and they have indicated “no”. They seem to be exhibiting a passive-aggressive style of communication.



Activity: On your own review the style the team member is displaying and consider how to speak with them in an assertive style. Consider the techniques listed on your placemat. After a minute we will discuss as a group how best to speak with them.



Explain: “You hear that a team member is telling everyone that you are playing favorites to certain team members with their schedule and hours. You have asked the team member before if there is any issue with their schedule and they have indicated ‘no’. They seem to be exhibiting a passive-aggressive style of communication.” How should you approach them to talk about what you have heard?



Trainer Note: Have the participants review the notes on their placemats for a minute. Then have a discussion for 2 minutes about how to approach that team member most effectively.

18

TIME: 4 minutes

LET'S PRACTICE

You have found a team member in an unauthorized area. You have spoken to them the previous week about being in unauthorized areas and they responded with an aggressive response of, "Why don't you trust me?"



Activity: On your own review the style the team member is displaying and consider how to speak with them in an assertive style. Consider the techniques listed on your placemat. After a minute we will discuss as a group how best to speak with them.



Explain: "You have found a team member in an unauthorized area. You have spoken to them the previous week about being in unauthorized areas and they responded with an aggressive response of, 'Why don't you trust me?'" How should you speak with them now?



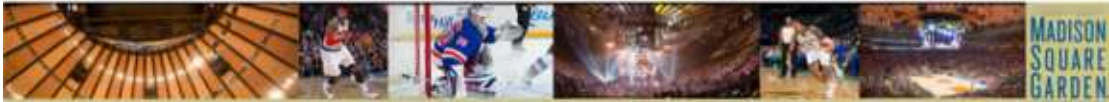
Trainer Note: Have the participants review the notes on their placemat for a minute. Then have a discussion for 2 minutes about how to approach that team member most effectively.

19

TIME: 4 minutes

LET'S PRACTICE

You have to speak with a team member who recently approached a celebrity and asked them for their autograph. This team member is usually very polite and considerate of others and will avoid any confrontational conversations.



Activity: On your own review the style the team member is displaying and consider how to speak with them in an assertive style. Consider the techniques listed on your placemat. After a minute we will discuss as a group how best to speak with them.



Explain: “You have to speak with a team member who recently approached a celebrity and asked them for their autograph. This team member is usually very polite and considerate of others and will avoid any confrontational conversations.” How should you speak with them now?



Trainer Note: Have the participants review the notes on their placemats for a minute. Then have a discussion for two minutes about how to approach that team member most effectively.



Transition: Great job. Now let's think about our listening skills.

20

TIME: 1 minute



Explain: It is important that we not only communicate in the right style, but that we are aware that we must *listen to understand*.



Ask: Why is listening important?

Look for answers:

- It shows respect to take time to listen to someone.
- It is important in helping people to work through issues or problems. You often do not have to give answers. By allowing them to voice their ideas or issues, they develop their own solutions.
- It is critical to building relationships.
- It helps you understand who someone truly is and what is most important to them.



Discuss and Review.



Transition: Listening is powerful as long as it is the right type of listening.



LISTEN TO UNDERSTAND

“Most people do not listen with the intent to understand; they listen with the intent to reply.”

—Stephen R. Covey



Read Slide: Most people do not listen with the intent to understand; they listen with the intent to reply.



Explain: When we do not really listen to our team members, we are not able to develop relationships with them, get their insight and ideas, or understand what they need from us.



Ask: Who can tell me some other poor listening habits that we may engage in?



Review and Discuss:

- Not paying attention, multi-tasking
- “Pseudo-listening”
- Listening, but not hearing
- Rehearsing
- Interrupting
- Feeling defensive
- Listening for a point of agreement or disagreement



Explain: There are five types of listening levels:

- Ignoring - obviously ignoring someone does not promote good communication or any type of relationship.
- Pretend Listening - this is when people pretend they are listening by nodding or looking at someone, but are not actually paying attention as they think about other things. Children are very good at this and unfortunately many adults are as well. Note that while accepted in children, it is not for adults.
- Selective Listening - this is when you only listen to what you want to listen to, which is often not what is most important.
- Attentive Listening - this is good, but does not necessarily promote understanding.
- Empathetic Listening.



Ask: Who can give me a definition of empathetic listening?



Facilitator Guide



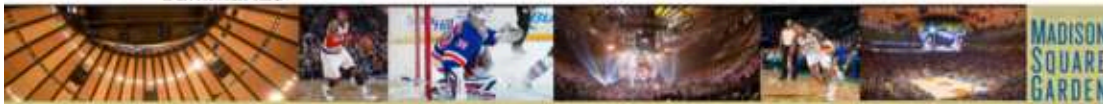
Discuss: Empathetic listening is about taking a walk in someone else's shoes. It means you listen from their point of view and position so you can understand what a team member is truly saying and needs. Through empathetic listening, we understand what and who is most important to our staff. This allows us to understand if they are having challenges or have needs of us.



Transition: We must make listening to our team members a priority.

EFFECTIVE LISTENING TECHNIQUES

1. **Help the speaker**
 - Give feedback
 - Reduce distractions
 - Prepare to summarize
2. **Stay focused**
 - Full attention
 - Eye contact
 - Try to learn something
 - Watch body language
3. **Capture the message**
 - Take notes
 - Clarify to understand
 - Summarize



Explain: As leaders we can help others communicate by being an empathetic listener and following these simple techniques.



Trainers Note: Review slide.



Ask: Any questions? (Review as required.)



Transition: Let's move on to our next leadership priority.



24

TIME: 30 seconds



Explain: Our next priority is to manage conflict.

25

TIME: 2 minutes



Explain: There are three types of Relationships that might exist between ourselves and another - Conflicting, Co-Existing, and Partnering. A conflicting relationship is one where there is a lot of disagreement in the relationship. Co-Existing is when you tolerate the other person by avoiding the relationship. Partnering is a positive relationship where both parties are focused on positive outcomes. Ideally we want every relationship to be one of partnership.



Ask: Which do you think is worse conflicting or co-existing?



Review and Explain: Conflict is actually preferred to co-existing. In fact in high performing companies, it is seen as beneficial when conflict is present as long as it is managed correctly.



Transition: Let's talk about the dangers of co-existing.

26

TIME: 4 minutes

THE DANGERS OF CO-EXISTENCE

Does a situation exist because you are co-existent about it?



Ask: Why is co-existing dangerous?



Discuss and Review:

- Feelings and emotions build up to a point of no return.
- People become disengaged and non-performing.
- Nothing gets accomplished.



Ask: Is there a relationship you can think of that is co-existing? Describe the relationship? Discuss feedback.



Trainers Note: Have an example ready to share.



Facilitator Guide



Transition: So, rather than co-existing lets consider conflict and why that is beneficial to a relationship.



27

TIME: 5 minutes

CONFLICT IS OKAY

“The work of the leader is to get conflict out into the open and use it as a source of creativity.”

— Jan Carlzon, Ex CEO of Scandinavian Airline Systems



Ask: Why is conflict considered bad?



Review and Discuss: Conflict is considered bad because:

- It can be emotional and uncomfortable.
- There is often considered a loser in the outcome.
- Some people naturally do not like disagreement.



Explain: While conflict within a group is often considered dangerous or bad, and thereby avoided, the reality is that conflict handled properly can elevate a team to even greater success and it leads to partnership.



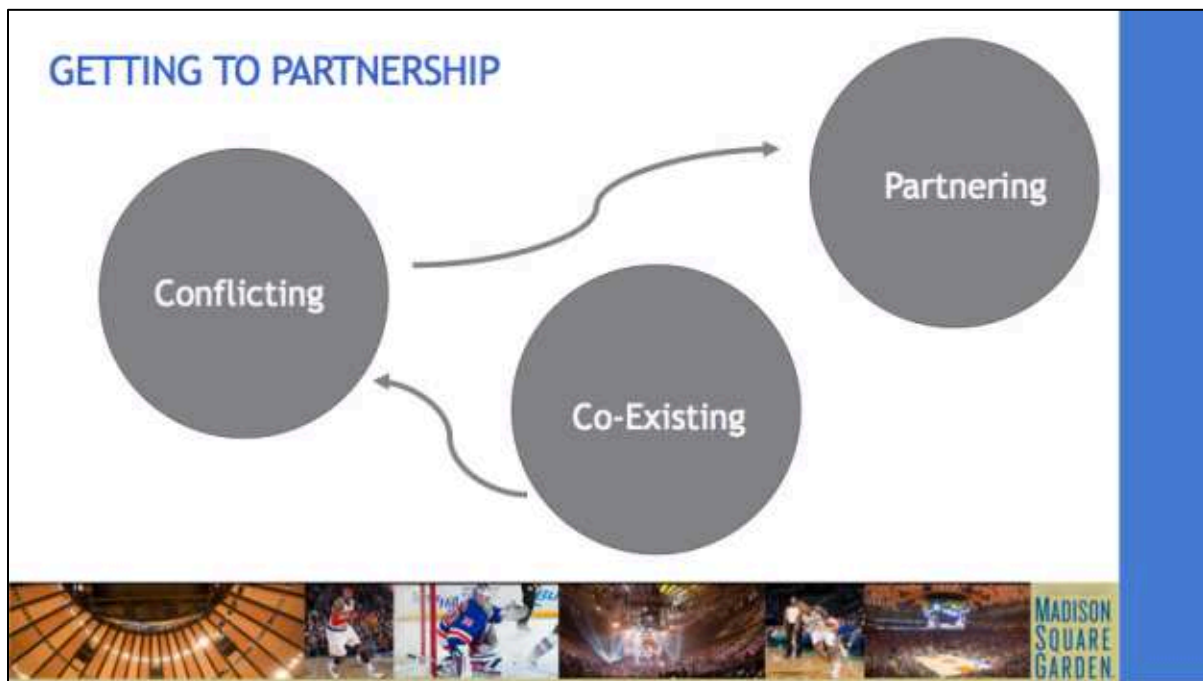
Explain: It is important to understand that conflict is natural and normal. It is normal for conflict, disagreement, and promotion of conflicting ideas to occur within creative, successful, and industrious teams. Within such a group a lack of conflict is a sure sign that the group is not being open or honest with each other and hence not reaching its potential as a team. When conflict is suppressed, the anger and frustrations build up to the detriment of the team and its members. Because conflict is natural it can be resolved naturally - through open and honest communication. People are taught to hide their true feelings, differences in opinions, and values for many reasons. As a result they do not speak up openly and honestly. Once the team is comfortable communicating with each other they can work towards resolving any conflict or disagreement.



Transition: Without conflict a team will co-exist and never be able to reach an ideal level of partnership. In fact to get from co-existing to partnership we often have to get conflict out in the open.

28

TIME: 4 minutes



Explain: As long as we can manage conflict, we can move relationships from co-existing to a partnership most effectively.



Explain: So how do we move a conflicting relationship to a partnership, in other words how do we manage conflict effectively?



Ask: Who can tell me some effective conflict management techniques they have found useful in the past?



Review and Discuss.



Transition: Let's consider some effective techniques.

EFFECTIVE CONFLICT MANAGEMENT TECHNIQUES

- 1 - Avoid arguing for the sake of arguing or being heard.
- 2 - Don't argue from an emotional view point. Approach the situation or task logically.
- 3 - Avoid changing your mind to reach agreement or avoid conflict. Support only solutions that you can at least agree in part.
- 4 - When reaching a decision avoid conflict reducing techniques such as majority voting, averaging, or trading.
- 5 - When there is initial agreement, do not assume that the answer is correct. Discuss the reasons for the decision and explore all possibilities.
- 6 - Ideally done behind closed doors, but once the doors are open everyone must be united with the decision.



Explain: As leaders we can help manage conflict by using these techniques.



Trainers Note: Review slide.



Ask: Any questions? Review as required.



Transition: Let's now revisit how to give effective feedback to staff.

30

TIME: 30 seconds

OUR LEADERSHIP 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?



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?

Explain: If we are going to make the values 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.

OUR LEADERSHIP HABITS

1. Understand Various Communication Styles
2. Be Assertive with your Communication
3. Listen to Understand
4. Manage Conflict



Explain: There are many important elements in ensuring effective communication. Let's recap our discussions.

- It helps to understand the various communication styles in yourself and others.
- Leaders are assertive in their communication style. By understanding the style of others, we can enhance our communication abilities through some proven strategies.
- We must listen to understand. Communication is not just about sending a message, but listening too.
- Know that disagreement is not only okay, but beneficial in creating better partnerships and unleashing creativity



Transition: It is important that we build our leadership integrity in all of these habits.

32

TIME: 3 minutes



LEADERSHIP

Your most valuable asset as a leader is your integrity.



Read Slide: Your most valuable asset as a leader is your integrity.



Explain: As leaders, you must demonstrate integrity in what you say and do. Leadership requires consistency of actions, attitude, and words - all the time, and in every circumstance. Integrity is your most valuable asset. It's also an easy thing to lose.



Trainers Note: Flip back to the previous screen.



Ask: How do you think we lose our integrity under each of these leadership elements?

Look for answers:

- **Understand Various Communication Styles:** Actively recognize the styles of self and others to be a better communicator and leader.
- **Be Assertive with Communication:** Adopt an assertive communication style to be an effective leader. Know how to communicate against other styles.
- **Listen to Understand:** We need to understand any emotions and challenges our team members are facing regarding the execution of the values. We must put ourselves in their shoes so we can understand them better. We must listen to their ideas and follow up with them on their insights.
- **Manage Conflict:** Have a positive attitude towards conflict and allow it to happen. Communicate openly and honestly to move past any disagreements.



Ask: Any questions?



Discuss Answers and Review.



Explain: If you do not have integrity, then you are not able to motivate your teams to do what you want them to do. You also ensure that the values do not become a part of our culture and fail in our own guest-oriented commitment.



Transition: Remember, integrity and credibility are the result of doing what we say we are going to do and, unfortunately, there is often more saying than doing.

YOUR CHALLENGE

Communicating and Managing Conflict:

- Be aware of the various communication styles that others around you engage in.
- Practice empathetic listening.

You will report back your observations in our next session.




Explain: We ask that you become more aware of the different communication styles that you are utilizing and those you interact with are utilizing. This can be at home or at work. Begin recognizing and then utilizing the techniques discussed to communicate with them most effectively. We ask that you also practice empathetic listening, being better at understanding what someone says to you. When we next meet we will discuss how you did.




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

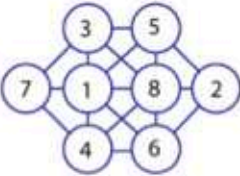
34

TIME: 1 minute

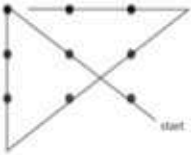
BRAIN GAMES ANSWERS



There are 10 faces




Answer: 35



What is half of two plus two?

The answer is either 2 or 3. It depends on how you read the question.



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



35

TIME: 2 minutes

SURVEY SAYS...



Explain: Before we leave we would like you to provide us any feedback and ideas for future training.



36



Explain: Thank you!