

**MADISON SQUARE GARDEN**<sup>®</sup>

— THE WORLD'S MOST FAMOUS ARENA<sup>®</sup> —

# 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 discuss and understand how to engage and lead people with different interests and motivations to work.

**Key Learning Elements:**

- The difference between leadership and management
- How to connect with people from different generations
- How to build relationships with a diverse team
- The importance of respect and recognition

**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: 3 minutes



**Trainer note:** Welcome participants and ask them to fill out their name tent at their place setting before getting started. Also, we recommend having a welcome PowerPoint slide showing on the screen and music playing at an appropriate volume.



**Welcome and Introduction:** Good morning/afternoon. Thank you for joining us today. My name is \_\_\_\_\_, and I'm excited to spend this time with you. Welcome to our Supervisor Training session entitled "Team Member Engagement". We are going to discuss some insights on how to engage and lead people with from different generational backgrounds, which can determine different interests and motivations to work and being an effective member of a team.



**Explain:** Over the next two hours we will discuss the importance of how you must customize your approach to communication to fit the various needs of the team members that you lead as well creating effective team dynamics in support of our Circle of Service culture. Research shows that team members that feel engaged are far more committed to what the expectations are of what is going on around them. They are happier, more loyal and eager to take care of their guests in a manner that supports their fellow team members and therefore our Circle of Service culture.

We have provided you with a Team Member Engagement Placemat on which to take notes and solve problems. The Brain Games 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 begin our discussion on Team Member Engagement, let's take a look back on our last module, which focused on Effective Communication.

2

TIME: 10 minutes

## YOUR LEADERSHIP CHALLENGE

As an effective communicator, what are some examples of how you displayed these leadership habits?

- Remember to prepare for your communication opportunities with your team members using MASTER and see what kind of a difference it makes in the overall outcome.
- Be aware of the effectiveness of your presentation style and take note of your audience's reaction.
- How does your attitude play a role in creating the rapport amongst your team?



### Review of Module 3: Effective Communication



**Ask:** Can anyone talk about how they used MASTER to prepare for a communication session with your team members and what was the result?



**Trainers Note:** Review as required.



**Ask:** Were you aware of your own presentation style and did it have an impact on the engagement of your team members? What did you notice?



**Trainers Note:** Review as required.



## Facilitator Guide



**Ask:** Did you notice anything different in the way your team members interacted with each other and any team dynamics?



**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 style to consider. Before we do that, let's take a look back at those who have influenced your style.



3

TIME: 5 minutes



**Activity:** At your table, think about a leader or mentor from your past or present, someone who inspired you. What were the attributes that most affected you? Choose the one that stands out. Now each person share that attribute with the others at your table.



**Ask:** From the attributes that you shared, how many of you demonstrate those with your teams on a consistent basis? Would you consider those leadership traits?



**Answer and explain:** There are many characteristics that make up a good leader.



**Transition:** Let's take a look at the Leadership Habits that we will cover in this module to assist you with Team Member Engagement.

4

TIME: 2 minutes

## LEADERSHIP HABITS

1. Manager vs. Leader
2. Connecting with Different Generations
3. Building Team Relationships
4. Respect and Recognition



**Explain:** There are many important elements that go into creating team member engagement. Most of it has to do with your style of leadership and the way that you engage with your team members. For today's session, we will focus on four elements developed around the idea of how you operate as a leader.

- When looking to motivate and inspire your team as well as individual team members, are you telling them what to do or are you leading them in the direction you are looking for?
- Your teams are made of a diverse group of individuals. Beyond their own cultures and communication styles there are behavioral factors that are influenced by when they were born.
- Developing a healthy team dynamic has a direct relationship on creating happy and engaged team members.
- Knowing how to demonstrate respect and recognize for the desired Circle of Service habits and behaviors will create a workforce of engaged team members.





## Facilitator Guide




**Transition:** Now let's take a look at the difference between being a manager (supervisor) and a leader at MSG.

5


TIME: 10 minutes

 **MANAGER VS. LEADER**

- Overall do you tend to be the “left” or the “right”?
- Do you have any attributes where you veer sharply away from your pattern?
- Can you identify where your approach is producing the desired results?
- Can you see where you might need to recalibrate your balance between Supervisor and Leader?



**Explain:** In our previous modules we have discussed the importance of your role as a leader, ambassador, coach and teacher in support of our Circle of Service culture which ultimately defines our brand. For the purpose of this module, we would like to focus on how you guide your team members. Are you more of a manager or a leader? Does that vary based on the task or project that you are working on? I am going to pass around this handout which will ask you to rate yourself on a few questions so that you can determine if you manage as more of a supervisor or leader here at MSG.



**Trainer Note:** Pass out the handout “Manager vs. Leader” and give the participants 4 minutes to complete. Give the group a countdown until there is one minutes left. Remind them that to answer the questions they must draw a line to determine which category they fall in.



## INSTRUCTIONS:

The right and left columns below contain correlating attributes for the Manager and Leader roles. The center column contains scales from 1 to 5, weighted towards one role or the other. Think about your average week at work as you go down the rows and circle the number that represents (on average) the balance of attention, energy, and time between the two attributes. Be honest in your assessment. Don't push the numbers.



**Explain:** The objective of this exercise is to provide you with a look at how you are balancing the roles of Supervisor and Leader. I am not going to ask you to divulge where you fall in these two categories, but it is important to be aware of your style. Just as in Module 3 we asked to determine your communication style, yet focus on being assertive as a leader, today we are going to ask you to focus on the attributes of being a leader for effective team member engagement



## Ask: (Reveal on PPT one at a time)

- Overall do you tend to be the “left” or the “right”?
- Do you have any attributes where you veer sharply away from your pattern?
- Can you identify where your approach is producing the desired results?
- Can you see where you might need to recalibrate your balance between Supervisor and Leader?

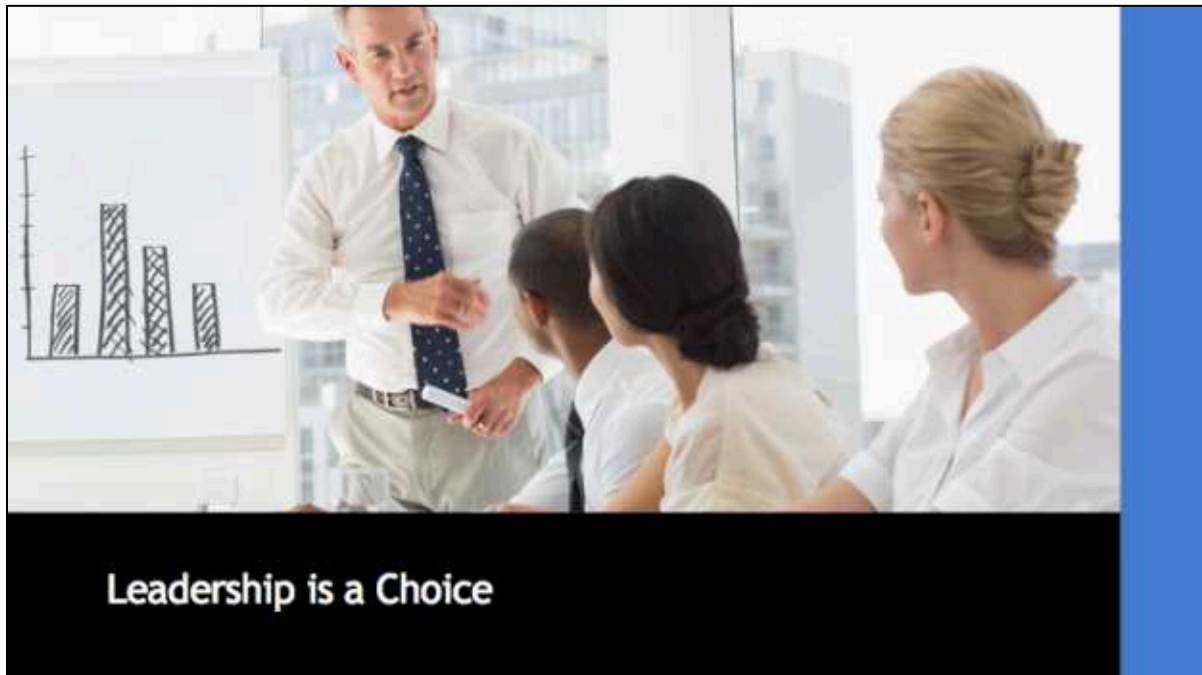


**Transition:** So how to you know when to be a manager and when to be a leader?



6

TIME: 3 minutes



**Explain:** There are times in your role that you have to manage the process and your teams in order to get things accomplished to create a world class experience for every guest, every time. In conjunction with that, you must be a leader that creates and environment in which your team members want to take care of our guests in a manner that supports our Circle of Service culture.



**Ask:** Is leadership a choice?



**Answer and explain:** In Module One, we agreed that attitude was a choice, and that we could choose the attitude that we show up with every day at work. The same goes for leadership. We can choose that we are going to lead our teams, create a sense of teamwork, and have an end result that is more consistent and productive,



**Ask:** What gets in the way of performing like a leader and therefore just acting like a supervisor?



**Answer and explain:**

- Not enough time to prepare
- Have to do things on the fly
- Easy to revert back to old habits when things get busy
- Have to lead a diverse group of people and not all actions reach these groups in the same manner
- Sometimes things just have to get done and I have to act like a boss



**Transition:** In the end, your team is craving leadership and some of the things that it brings to the workplace, making it the kind of environment that they like to work in.

7

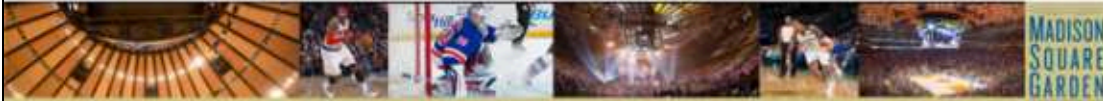
TIME: 3 minutes

## LEADERSHIP IS A CHOICE

### WHY PEOPLE FOLLOW

Research shows that people follow leaders for very specific reasons:

- Trust (honesty, integrity, respect)
- Compassion (caring, friendship, happiness)
- Stability (security, strength, support)
- Hope (direction, faith, guidance)



**Explain:** Your team members are looking for reasons to follow you and for things that will make them feel like they are part of your team, and the bigger team that makes up MSG. Research shows that people follow leaders for very specific reasons:

(Reveal on PPT one at a time)

- Trust (honesty, integrity, respect) - This takes into consideration our value of Respect (Module 1)
- Compassion (caring, friendship, happiness) - This can come about through empathetic listening (Module 2)
- Stability (security, strength, support)
- Hope (direction, faith, guidance)



**Transition:** Are these things reasonable to ask of as you go about your daily leadership responsibilities?



8

TIME: 3 minutes

“The task of the leader is to get their people from where they are to where they have not been.”

*-Henry Kissinger, Former U.S. Secretary of State*



**Read quote:** “The task of the leader is to get their people from where they are to where they have not been.”



**Ask:** What challenges do you have in making this a reality with your team members?



**Answer and explain:** As a leader we have many challenges to lead our diverse teams and we must understand what motivates each member of your team.



**Transition:** Let’s take a look at one aspect of what makes our teams so diverse.



9

TIME: 3 minutes



**Explain:** In today's work force, and here at MSG, the workforce is made up primarily of 3 generations.



**Ask:** Can you name the generations?



**Transition:** Let's take a look and see how close you were.



10

TIME: 10 minutes

## WHICH GENERATION ARE YOU?

Baby Boomer	Gen X	Gen Y
1946 - 1965	1966 - 1976	1977 - 1994



**Explain:** In today's work force, and here at MSG, the workforce is made up primarily of 3 generations, Baby Boomers, Gen X and Gen Y, also known as Millennials. Within each generation, there are different actions and behaviors that they respond to, what they are influenced by and their values and behaviors. Before we cover those in more detail, let's see what you think of these generations.



**Activity:** At your table, come up with 5 characteristics or stereotypes of each generation. We are looking for your current perception of each. You can use the space provided on your placemat to take notes. You will have 4 minutes.



**Ask:** What questions do you have before we begin?



**Trainer note:** Circulate to ensure that groups are merely writing down what they currently think and not trying to come up with textbook answers.



**Ask:** What were the stereotypes that you came up with for Baby Boomers?



**Answer and explain:** Baby Boomer - 1946-1965

Parents together, see boundless opportunities, optimistic, Vietnam, JFK, MLK, war, protest or go to war, Post-Vietnam, Government distrust, economic struggles, less optimistic economically, and socially,



**Ask:** What were the stereotypes that you came up with for Gen X?



**Answer and explain:** Gen X - 1966-1976

Lost Generation, latchkey kids, daycare, divorce, social dropouts, and most educated to date. WIIFM (What's In It For Me?) Pragmatic with marriage, children and life.



**Ask:** What were the stereotypes that you came up with for Gen y?

Gen Y - 1977-1994 (aka Echo Boomers and Millennials)

Larger population than Gen X, sophisticated, cynical, tech savvy, diverse, love their music, gaming, and gadgets. They have seen it all.



**Ask:** So are there any generations that we have left out of the conversation?



**Answer and explain:** Those individuals born before 1930 - 1946 are known as traditionalists and those born after 1994 are the 9/11 generation. While there are members of these generations in the workforce, for the purpose of today's conversation we will focus on the three listed on the screen.



**Transition:** So now that we have gotten our stereotypes out in the open, let's take a look at the actual characteristics of each.



11

TIME: 5 minutes

## BABY BOOMERS: 1946-1965

Influenced By:	Their Values and Behaviors:	What They Respond To:
<ul style="list-style-type: none"> <li>Parents stay together</li> </ul>	<ul style="list-style-type: none"> <li>Loyal</li> </ul>	<ul style="list-style-type: none"> <li>Responsibility</li> </ul>
<ul style="list-style-type: none"> <li>Stay-at-home moms</li> </ul>	<ul style="list-style-type: none"> <li>Work hard, play hard</li> </ul>	<ul style="list-style-type: none"> <li>Feedback and appreciation</li> </ul>
<ul style="list-style-type: none"> <li>Vietnam</li> </ul>	<ul style="list-style-type: none"> <li>Life-long learning</li> </ul>	<ul style="list-style-type: none"> <li>Training</li> </ul>
<ul style="list-style-type: none"> <li>JFK, MLK</li> </ul>	<ul style="list-style-type: none"> <li>High Ideals</li> </ul>	<ul style="list-style-type: none"> <li>Rewards tied to performance</li> </ul>
<ul style="list-style-type: none"> <li>Civil rights</li> <li>Women's rights</li> </ul>	<ul style="list-style-type: none"> <li>"How do I fit into the organization?"</li> </ul>	<ul style="list-style-type: none"> <li>Need lots of external stimulation</li> </ul>



**Explain:** On your placemats, read about the characteristics of Baby Boomers. Highlight anything you think is important for you to remember as you think about leading a team member from this generation.



**Trainers Note:** Provide 1 minute for the group to review this generation.



**Ask:** What did you learn about how you might effectively lead someone from this generation?



**Answer and Explain:** Here are some key factors to remember:

- They have a strong work ethic
- Try reasonable and compromising approaches to them
- Let them know that they are needed and valued
- Treat them with respect and clearly explain your point of view



# Facilitator Guide



**Trainers Note:** Provide a 3 minute discussion and encourage note taking.

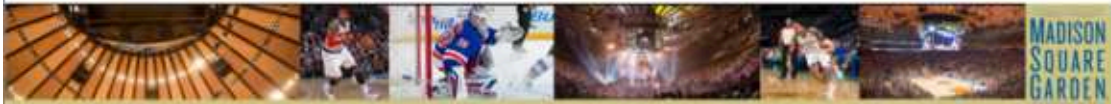


12

TIME: 5 minutes

## GENERATION “X”:1966-1976

Influenced By:	Their Values and Behaviors:	What They Respond To:
<ul style="list-style-type: none"> <li>Latch-key kids</li> <li>Day care</li> </ul>	<ul style="list-style-type: none"> <li>Entrepreneurial spirit</li> </ul>	<ul style="list-style-type: none"> <li>Expect to be involved</li> </ul>
<ul style="list-style-type: none"> <li>Divorce</li> <li>Most educated</li> </ul>	<ul style="list-style-type: none"> <li>Focus on making money</li> </ul>	<ul style="list-style-type: none"> <li>Interesting work assignments</li> </ul>
<ul style="list-style-type: none"> <li>Operation Desert Storm</li> </ul>	<ul style="list-style-type: none"> <li>Tackles challenges</li> </ul>	<ul style="list-style-type: none"> <li>Take them seriously</li> </ul>
<ul style="list-style-type: none"> <li>Personal computer</li> </ul>	<ul style="list-style-type: none"> <li>Seeks involvement</li> </ul>	<ul style="list-style-type: none"> <li>Flexible schedule</li> </ul>
<ul style="list-style-type: none"> <li>Civil rights</li> <li>Women’s rights</li> </ul>	<ul style="list-style-type: none"> <li>Confident</li> <li>Ambitious</li> </ul>	<ul style="list-style-type: none"> <li>Fun, spirited workplace</li> </ul>



**Explain:** On your placemats, read about the characteristics of Generation Y. Highlight anything you think is important for you to remember as you think about leading a team member from this generation.



**Trainers Note:** Provide 1 minute for the group to review this generation.



**Ask:** What did you learn about how you might effectively lead someone from this generation?



**Answer and Explain:** Here are some key factors to remember:

- Independent and self-sufficient. These were latch-key kids
- When giving assignments, give clear, precise instructions and deadlines
- Listen to their ideas
- Flexibility is key
- Work/life balance is important.



**Trainers Note:** Provide a 3 minute discussion and encourage note taking.

13

TIME: 5 minutes

## GENERATION "Y": 1977-1994

Influenced By:	Their Values and Behaviors:	What They Respond To:
<ul style="list-style-type: none"> <li>• Most adult-supervised kids</li> </ul>	<ul style="list-style-type: none"> <li>• Confident, brash, bold</li> </ul>	<ul style="list-style-type: none"> <li>• Working in teams</li> </ul>
<ul style="list-style-type: none"> <li>• Rewarded and recognized</li> </ul>	<ul style="list-style-type: none"> <li>• Eager to learn</li> </ul>	<ul style="list-style-type: none"> <li>• Listening to them</li> <li>• Involving them</li> </ul>
<ul style="list-style-type: none"> <li>• Closest to parents</li> </ul>	<ul style="list-style-type: none"> <li>• Loyal to self</li> </ul>	<ul style="list-style-type: none"> <li>• Treating them as adults, equals</li> </ul>
<ul style="list-style-type: none"> <li>• 9/11, Iraq, Afghanistan</li> </ul>	<ul style="list-style-type: none"> <li>• Cynical and skeptical</li> </ul>	<ul style="list-style-type: none"> <li>• Flexible schedule</li> </ul>
<ul style="list-style-type: none"> <li>• The Internet</li> <li>• Social Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Doesn't like hierarchy</li> </ul>	<ul style="list-style-type: none"> <li>• Having as few "rules" as possible</li> </ul>



**Explain:** On your placemats, read about the characteristics of Generation Y. Highlight anything you think is important for you to remember as you think about leading a team member from this generation.



**Trainers Note:** Provide 1 minute for the group to review this generation.



**Ask:** What did you learn about how you might effectively lead someone from this generation?



**Answer and Explain:** Here are some key factors to remember:

- Want to prove themselves
- Communicate job instructions clearly and be specific
- Like to use technology and multi-task
- Provide them with challenges whenever the opportunity presents itself to make work more interesting
- Scheduling flexibility



**Trainers Note:** Provide a 3 minute discussion and encourage note taking.





14

TIME: 30 seconds



**Leadership Habit: Building Team Relationships**



15

TIME: 3 minutes

“Coming together is a beginning,  
keeping together is progress, working  
together is success.”



**Explain:** As the quote says, working together is success and that is the optimal output of any team. Your team members have already been assigned to you, therefore your team has been established. And remember in Module 2 we talked about the 3 stages of team and that Conflict was sometimes necessary to get a team to the desired state of Partnering. The question you must now ask yourself about each member of your team, is will the team be successful with this person on it? While you are the leader, the success of the team is everyone’s responsibility.



**Ask:** Does your team know it’s purpose and how it fits into the overall success of the operation at MSG?



**Answer and explain:** While you might assume they do, chances are they may not always see the bigger of their combined efforts.



## Facilitator Guide



**Transition:** Let's see how you look at teamwork. Begin to pass out "Win as Much as You Can" handout.



16

TIME: 20 minutes



**Activity:** You will need to create 4 teams for this activity. Distribute a “Win as much as you can” worksheet to each team member. Have each team select a leader, who is responsible for writing and telling their team’s answers.



## Explain:

- The purpose of this game is for the team to win as much as you can. To do this each group needs to determine, in 10 seconds or less, whether they wish to choose X or Y.
- As you can see on your sheet, there are 10 rounds to this activity.
- The payoff schedule shows what each group gets based on the four possible scenarios. Remember the goal is for the team to win as much as it can, so study the pay off schedule quickly as a team. You have 30 seconds.
- We are ready to begin. When I say go, you have 10 seconds to decide X or Y. You must write the group's decision down. I will then quickly ask whether you chose X or Y. Based on each team's answers, we will total up your point score which you should also note on your paper. You will notice for rounds 5, 8 and 10 that your score increases or decreased tremendously by multiplying the score you get with the numbers indicated.



**Trainer note:** For rounds 5, 8 and 10, take the groups leaders off to the side and give them a chance to confer on how to get the highest score. Chances are, at least one team will not stick to the agreement.



**Discuss:** If the groups had focused on working together, then a total score of 100 could have been attained by the team. Anything less than that indicates that the group was not considering themselves as one team. The goal was to win as much as you can. When you got into your teams you naturally assumed that this meant win as much as you can as individual teams. This is typical in a business where different departments see themselves as trying to do their best without consideration for the total team.



**Transition:** So let's look at some other dynamics that you may have noticed during this activity.



## Win as much as you can

For 10 successive rounds you and your team will choose either an X or a Y. Each round's payoff depends on the pattern of choices made by team members.

PAYOFF SCHEDULE TO THE RIGHT:

4 Xs	Lose 1 point each
3 Xs 1 Y	Lose 1 point each Lose 3 points each
2 Xs 2 Ys	Win 2 points each Lose 2 points each
1 X 3 Ys	Win 3 points each Lose 1 point each
4 Ys	Win 1 point each

In rounds 5, 8 and 10, you may first confer with the other team members before making your joint decision as before.

	Your Choice	Teams Pattern of Choices	Payoff	Balance
1	X      Y	___X      ___Y		
2	X      Y	___X      ___Y		
3	X      Y	___X      ___Y		
4	X      Y	___X      ___Y		
5	X      Y	___X      ___Y	Bonus Round: Payoff x 3	
6	X      Y	___X      ___Y		
7	X      Y	___X      ___Y		
8	X      Y	___X      ___Y	Bonus Round: Payoff x 5	
9	X      Y	___X      ___Y		
10	X      Y	___X      ___Y	Bonus Round: Payoff x 10	



17

TIME: 3 minutes



**Ask:** Aside from the appointed leaders, did anyone notice other members of your team trying to lead and have influence over the decisions being made?



**Answer and explain:** In any given team there are natural leaders who are willing to jump in and make decisions and those that are willing to sit back and let others make those hard decisions. They are those that prefer not to make decisions but have no problem jumping in to do whatever “heavy lifting” that needs to be done. Those that as a rule do neither can become challenges to the group in reaching a place of partnering. One way to get your team from co-existing to partnering, is to reward the members of your team that are contributing on various levels to ensure the overall team success. This will also point out to those who are not pulling their weight that these are the desired habits and behaviors that you are looking for.



## Facilitator Guide



**Transition:** At RCMH/MSG it is important that we work as one complete team to ensure we are creating a world-class experience for every guest, every time. That includes respecting the self-esteem of those around us.





18

TIME: 5 minutes



## LEADERSHIP HABIT: RESPECT AND RECOGNITION

“I cannot conceive of a greater loss  
than the loss of one’s self-respect.”

- Mahatma Gandhi



**Ask:** What do you think this quote means?



**Answer and explain:** In Module One, we reviewed Respect as one of our values: 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.



**Ask:** What are some ways that you can show respect to your team members?



**Answer and explain:** Respect is when we focus on and promote the strengths, successes and positive attributes of others. We show respect to team members in the way we talk to them, and about them. A successful team is quick to promote it's members; strengths, opinions and abilities rather than focusing on their inadequacies.

The types of recognition that we have talked about in the last few modules also play an important role is showing not only that you recognize the efforts of your team members, but shows them that you respect their place on your team as well as within the organization. For the most part it is important for individuals to not only feel recognized, but valued as a part of something.



19

TIME: 5 minutes

“Leadership and Management must go hand in hand. They are not the same thing, but they are necessarily linked, and complimentary.”

*-Allan Murray, Writer for The Wall Street Journal*



**Read:** “Leadership and Management must go hand in hand. They are not the same thing, but they are necessarily linked, and complimentary.”



**Explain:** Now that you have explored the variations between times when you must be a manager versus when you must be a leader, we hope that you understand the importance that they both play in leading a successful team. Let’s focus on leaderships traits as we wrap up this module.



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



## Facilitator Guide



**Explain:** If we are going to make our Circle of Service culture a reality for every guest, every time, we must be focused on the habits we have discussed today in leading and inspiring your teams. There are of course many other leadership tasks to perform but these habits will matter the most.

20

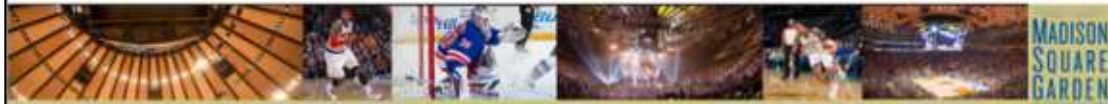
TIME: 5 minutes

## YOUR CHALLENGE

### Team Member Engagement:

- Be aware of times that you are performing as a leader vs. times that you are a manager.
- When dealing with individual team members, how did you adjust your approach based upon their generation? How did it influence the situation?
- How did you get your teams to focus on not just their efforts, but how they plug into the entire team experience that is MSG?

You will report back your observations in our next session.



**Explain:** We ask that you focus on utilizing these four leadership habits with your team members whenever possible to make them successful. Over the next few weeks, take note of how you have used these habits during your interactions with your team members and what the results have been. When we come back for our next module we will be asking each of you to describe a situation in which you used a habit and what was the outcome.

- When looking to motivate and inspire your team as well as individual team members, are you telling them what to do or are you leading them in the direction you are looking for?
- Your teams are made of a diverse group of individuals. Beyond their own cultures and communication styles there are behavioral factors that are influenced by when they were born.
- Developing a healthy team dynamic has a direct relationship on creating happy and engaged team members.
- Knowing how to demonstrate respect and recognize for the desired Circle of Service habits and behaviors will create a workforce of engaged team members.




**Transition:** Let's review our Brain Games.



21

TIME: 2 minutes

### BRAIN GAMES ANSWERS

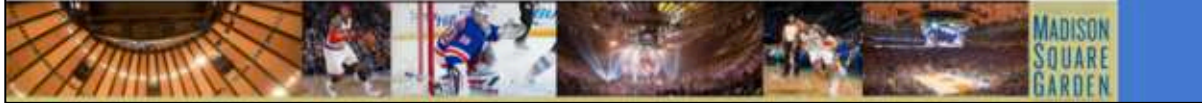


9:30

**MONDAY**

T	O	I	R
R	I	O	T
P	P	P	P
A	N	E	A
L	E	M	L

He takes the chicken and then comes back.  
 He then takes the fox and brings the chicken back.  
 He then takes the corn and comes back.  
 Finally he takes the chicken again.




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



22

TIME: 30 seconds



**Explain:** Remember that we serve with passion & pride, every guest, every time. Good luck, and thank you for your engagement today.





23

TIME: 3 minutes

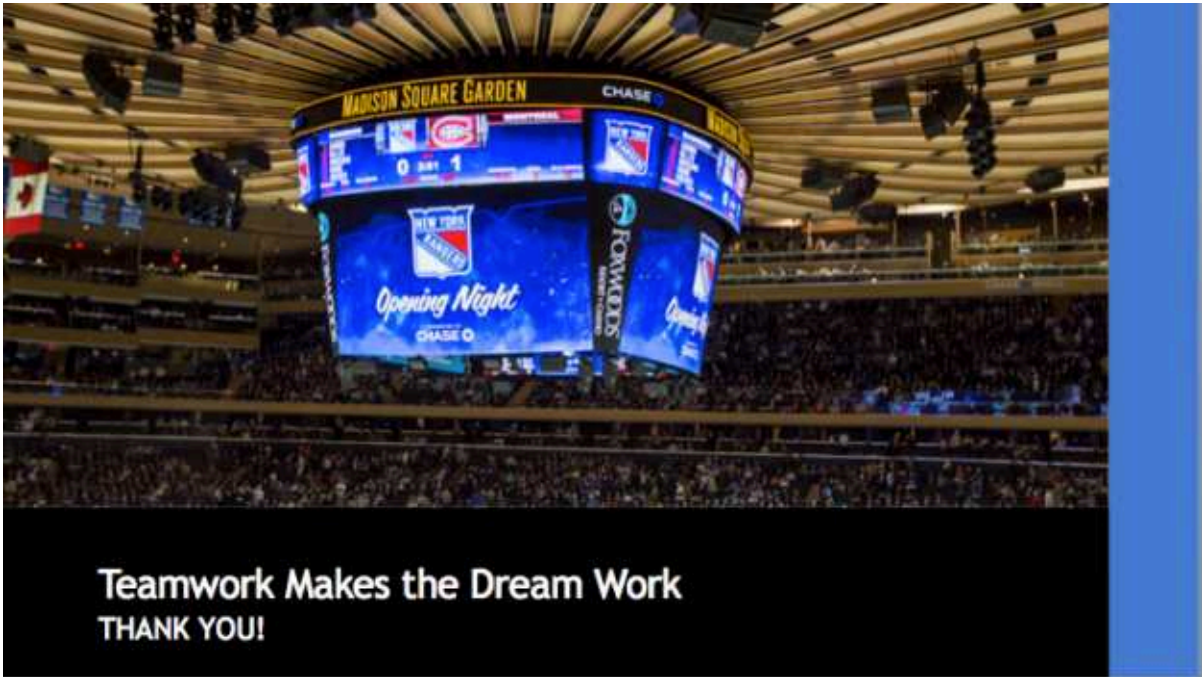
SURVEY SAYS...



**Explain:** Before you leave today, we need your honest feedback on today’s training session. Your feedback is important to ensure that we are meeting the needs of you and your fellow leaders. Please fill out this survey and when you are finished, place it face down in the center of your table.



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Explain: Thank you!