

MADISON SQUARE GARDEN[®]

— THE WORLD'S MOST FAMOUS ARENA[®] —

FACILITATOR GUIDE



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 introduce change to the team members and the key habits to implementing change.

Key Learning Elements:

- How to inspire action by explaining the what and why of change
- The five phases of adaptation and how leadership can help themselves and their teams through these phases
- Connecting emotionally with team members and coaching them toward success
- How to effectively deliver informal feedback
-

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 "Introducing Change". We are going to discuss some insights on how to introduce and implement change to your team members.

We have provided you with an Introducing Change placemat on which to take notes and solve problems. The Brain Games on the backside 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 Introducing Change, let's take a look back on our last module, which focused on Team Member Engagement.

2

TIME: 5 minutes

YOUR LEADERSHIP 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 RCMH?



Explain: We asked that you focus on utilizing the Team Member Engagement leadership habits with your team members whenever possible to make them successful. We asked you take note of how you have used these habits during your interactions with your team members and what the results have been. Let's talk through the situations in which you used these habits:

- 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: Great feedback. Let's move onto today's subject, Introducing Change.

INTRODUCING CHANGE

“The difficulty lies not so much in developing new ideas as in escaping from the old ones.”

- John Keynes, Economist



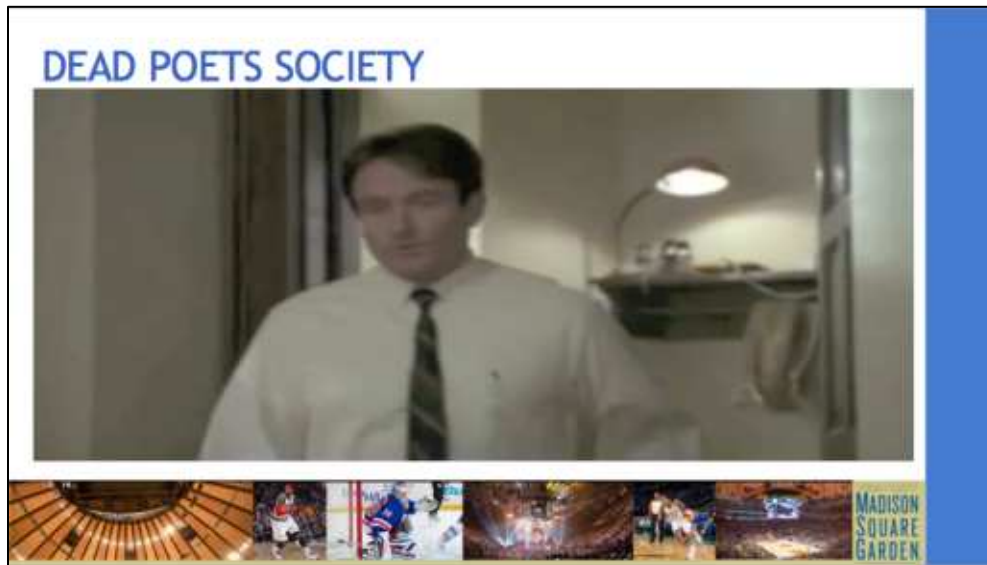
Explain: Today we will focus on something that you do quite often, implementing something new. This is an important session for you as leaders to understand because there is an expectation you will be changing and modifying expectations while leading your staff to embrace the Circle of Service Culture. It is the goal of this leadership team to ensure that all of our staff persevere through this challenging and sometimes frustrating process and come out the other side confident and capable team members, excited about our organization. To do that, it is important that each of you understand how new environments work, how people are affected, and what we are going to do to ensure the Circle of Service Culture is a success.



Let's see what it's like to make individuals look at things from a new and different perspective.

4

TIME:



Video: Play video “Captain my Captain”



Explain: If you are going to influence people and inspire them to do something different then this is an important role in Leadership. The test or the answer to the question as to whether you are a good leader comes from your staff and what they are willing to do for you and how they respect you. Are you making a difference? You will see it with your staff.



As we talked about in our previous modules, are you telling them what to do or are you inspiring them to do the right things?

“Leadership has always been about influencing others. However the mere ability to influence is not enough. Leaders must also be able to inspire others.”



Explain: Leadership has often been defined as one’s ability to influence others. It was about your ability to make people do what you want them to do. In today’s modern work environment and our service economy, you cannot just make people do what you want them to do. You must evolve your definition of Leadership to be about your ability to make them “want” to do what you want them to do. Leadership today is defined by your ability to inspire and there is not time where inspiration is needed more than when an organization or company goes through significant change.



Let’s take a look at the Leadership Habits for this module to see how you can inspire while at the same time introduce new ideas to your teams.

6

TIME: 2 minutes



Explain: There are many important elements that go into introducing change to your teams. 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 to acknowledge that a change is in needed and in their best interest, it is your attitude and approach to the situation that can determine if it is a successful transition.
- Your teams are made of a diverse group of individuals with various backgrounds and years of service. They will each adapt in different ways so it is important that you understand the phases that they may go through.
- Keeping a healthy team dynamic has a direct relationship on your ability to reach them with your message and to support throughout the learning and implementation process.
- It is important for your team to know how they are doing and as a leader you owe them constructive feedback on their performance, especially something new has caused a major shift in the way things are done.



Transition: Now let's take a look at how you introduce something new and inspire your team to see it in a positive light.

7

TIME:



Explain: You have to be able to explain what is happening. You have to be able to explain what the new change is all about, be in full support and believable otherwise your team will see right through you and not buy into it. People also want to know the why, why the change is happening. If you leave your team members in the dark they will assume the worst, make things up and/or become very unproductive as they focus all their energies on what might or might be happening.



Ask: How do you keep your teams from wasting their energy speculating on the unknown?

Answer: You need to be as transparent as possible about the why and what will be expected of them once the change has been implemented:



Transition: Let's review what the main WHY is here at MSG?

8

TIME:

EXPLAIN THE WHAT OF CHANGE

What is our Circle of Service culture based upon?



Explain: In module 1 we discussed your role as Culture Champions in the support of our Circle of Service culture. It's the Why of all of our actions and the focus for all of our decisions that affect our guests as well as our team members.



Transition: Let's have one last look at the elements that make up our Circle of Service culture.

9

TIME:

CIRCLE OF SERVICE

<p>VISION WHAT WE WILL BE KNOWN FOR To be the premier provider of world-class live entertainment guest experiences!</p>	<p>VALUES WHAT IS IMPORTANT IN THE OPERATION Pride, Security & Safety, Respect, Quality, Teamwork, Fun, & Communication.</p>
<p>MISSION WHAT WE DO Excellent Service, Cherished Memories, & Loyalty.</p>	<p>MOTTO WHAT WE PROMISE OR INTEND TO DELIVER We serve with passion & pride— every guest, every time!</p>

The diagram shows three stylized human figures holding signs that say 'SMILE & GREET', 'ANTICIPATE & ASSIST', and 'THANK'. These three signs are connected by plus signs to a central circle labeled 'Three Steps of Service'.



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 MSG experience.



Trainer note: Review culture items on placemat as necessary.



Transition: Your focus in pre-event meetings and training sessions is to ensure that every person on your team knows what they need to do to be successful in our culture and how their actions support this culture.

10

TIME:

EXPLAIN WHAT & WHY

Your team will buy into our Circle of Service culture if they buy into you.





Explain: As we have agreed in all of our modules, your team will buy into our culture as well as whatever direction we need to give them, if they buy into you! You lead by example and your positive attitude sets the tone.



Ask: How do your team members know that they can buy into you?

Answer:

- As the leader, you must believe in a Culture first.
- As the leader, you must have a strong focus on a positive and optimistic future
- Your employees 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 staff to deliver.



Transition: So as we remember the Why of our culture, how do we go about implementing something new, creating a change in the environment of your team members?

11

TIME:



Explain: So, let's begin with how to implement something new. This is important for you as leaders to understand because there is an expectation that at some point you will be leading your teams through a change such as introducing a new process or procedure. Whether we like it or not, introducing something new will cause everyone to react in different ways, and unfortunately some of those ways might not always be positive. It is the goal as leaders at MSG to ensure that all your staff persevere through this challenging and sometimes frustrating process and come out the other side confident and capable.



Transition: To do this successfully, it is important that each of you understand how environments work, how people are affected, and what we can do to ensure a successful change implementation.



12

TIME:

“I don't like to be out of my comfort zone, which is about a half an inch wide.”

- Larry David, Comedian



Read quote: “I don't like to be out of my comfort zone, which is about a half an inch wide.”



Ask: Why do most people not like to be out of their comfort zone, especially when it comes to change?



Explain: Change is often difficult because most people tend not to like to get out of their comfort zone. They are often afraid of the unknown, not being to master the new task or perhaps be made to look inferior in front of their peers. Those are only a few reasons as it is often personal for each individual.



Transition: Let's take a look a time when you were introduced to something new.

13

TIME:

YOUR ADAPTATION CHALLENGE



Think of a time you were introduced to something new...

How did it affect you and/or those around you?

How did you adapt?



Activity: We are going to do a little reflection exercise. I'd like you to think back to a time when you tried something completely new, or entered a new environment that posed new challenges. Think about a new job, a new school, maybe even having a child? Choose an example and write down your thoughts and feelings.



Trainer Note: Have the managers take a few minutes to write the answers to these questions on their placemats.



Ask: What was the nature of the change? (New job/position? Unexpected change in policy or process? New boss?) How did it affect you and/or those around you? How did you adapt to the new challenges?



Discuss: What was the outcome of your story? Was it positive? Negative? What would you do different if you could do it over again?



Trainer note: Similar challenges. Pitfalls. Keys to success.



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Explain: As we can see, being introduced to something new can be very difficult, and yet at the same time very compelling! It is our job as leaders to help our team members *embrace* new things and the challenges and benefits associated with it.



Transition: The reality is that this is easier said than done.

14

TIME:

YOUR ADAPTATION CHALLENGE



Adaptation...
Why is it sometimes difficult?
For our team members?



Ask: Why is adapting to something new, sometimes difficult for us and our team members?

Look for Answers:

- Uncertainty of outcomes.
- Fear of the unknown.
- Misunderstanding the reasons why something new is introduced.
- Takes us out of our comfort zone.

Discuss answers and review.



Explain: It's all those things! Something new and the associated changes can be a bit uncomfortable at its best and disruptive at its worst. Now if something new is challenging for us, it can become even more so for our team members. Remember they are usually not the instigators, but they are the implementers and have to deal with the outcomes. As leaders, we need to assure them that we are doing all we can to ease our team's natural discomfort of the adaptation process.



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Transition: Let's take a look at a model that highlights why new circumstances can be difficult to accept and can evolve into some real pain.

15

TIME:



Explain: The Comfort Zone is just as it says - comfortable. Nothing changes, everything stays the same, time flies as you repeat the same routines and processes. This can be similar to co-existing. It can be stable, usual, comfortable, and yet a bit dull. Something new brings discomfort, a feeling of instability, even if we agree the changes are warranted or necessary. We often prefer to live with 'frustrations we know' rather than the possible frustrations of the unknown! So naturally, we resist adapting and find reasons to keep things the same. It is human nature to seek the path of least resistance.

Explain: Something new will take us out of the Comfort Zone and into the LEARNING zone!



Ask: Why do you think it is called the Learning Zone?

Look for Answer:

- New circumstances require us to learn new skills, acquire different knowledge, or do things differently.
- The best way to navigate a new situation is to think of it as a learning experience, an evolution of skills, thoughts and experience.



Discuss answers and review.



Explain: By focusing on the opportunities of learning and advancing, and the positive outcomes of the adaptation process we can keep our teams from entering the pain zone. Remember it is natural for people to feel uneasy in new situations; we will discuss how to handle our teams later in this module.



Transition: Let's now talk about the different Stages of Adaptation that we and our team go through.

16

TIME:



Explain: In order to better understand how we can help ourselves and our teams through the adaptation process, let's take a look at the Five Phases of Adaptation, and discuss how each phase impact the big picture. Getting your teams' support and buy-in starts with understanding these five phases, as well as the emotions each phase typically provokes.

Before learning about this process, I would like to share a metaphor that I think will help us all get on the same page. I want you to think of our organization as a rubber band. I also want you to think of yourself as a rubber band.



Ask: What are rubber bands made to do?

Look for Answer: Stretch and hold things together.



Explain: Yes! Basically, rubber bands have a purpose: to hold things together. We are all rubber bands. If a rubber band is sitting on a table, is it serving a purpose? No, not really. A rubber band is only serving its purpose when it's stretched.



Explain: With that in mind, remember that it can't be stretched too much. When a rubber band stretches too far, what happens? It snaps, and then it's just a long piece of rubber, which is less useful than a rubber band.

If MSG were to never grow or find better ways to do business, we would all be rubber bands lying flat on a table. If we were to grow too fast and not take into consideration the limitations of its team members - its rubber bands - then it would snap. Our ultimate goal is to support growth and adapt to change, stretching just enough to serve a purpose, while also taking measures to ensure it's never too much.



Review: Now let's look at each stage of adaptation in detail. The stages are: Stagnation, Preparation, Implementation, Determination, and Fruition!



Trainer Note: Ensure that managers are capturing notes on these five phases on their placemats.

17

TIME:



Explain: Phase 1: Stagnation. A need for adaptation begins to emerge when a process or offering becomes cumbersome or outdated. Guests and/or team members begin to complain, and our competition is perceived to be “passing us by.” This is when those in the organization who are aware begin to push for adaptation and there are some serious conversations about the need to do something. There will be those in denial, who continue to suggest that everything is okay, but they quickly quiet down when they see the momentum for a new strategy building.



Ask: What might be some factors that bring about the need for change?

Look for Answers:

- Satisfaction scores, social media feedback, and revenues were decreasing.
- F&B and Retail concept might appear outdated and require an investment to update.
- Recognized an opportunity to increase revenues.
- See an opportunity to better serve our guests and to energize the experience.
- Turnover of managers and staff indicated that this was not a space to be proud of.



Discuss answers and review.



Trainer Note: Engage in discussion, look for answers and facilitate discussion.



Transition: Let's move to the next stage: Preparation.

18

TIME:



Explain: Next is Phase 2: Preparation. This phase begins when leadership decides an adjustment is necessary and announces the decision. Once the decision is announced, there is a lot of work that goes into getting everyone ready. Once the announcement is made, team member emotions will start to emerge, ranging from fear ("Will I still have my job?"), to anger ("This will affect me - I'm not sure how, but I know it will affect me"), to relief ("Thank goodness we're finally going to do something differently!"), to excitement ("Let's get going!"). At this stage, everyone begins to prepare for being taken out of their comfort zone. Some people will start to focus on the positives that come with the new circumstances, while others will focus more on the negatives. Every team member will be different, however, we know in a union environment that people will be outwardly required to be angry or upset at the idea of adaptation, even if some are internally more positive.



Ask: What do you think might make it difficult for you to plan for preparation?

- We have not had enough information given to us.
- It would be good to know more about what to expect.
- We are excited but it has been difficult to answer everyone's questions when don't have the answers.



Discuss answers and review.



Trainer Note: People always think they do not have enough information. It is important to ensure that the managers prepare their team members as much as possible with the knowledge that they have.



Transition: Now let's see if we are ready for implementation.

19

TIME:



Explain: Phase 3: Implementation. Leaders will announce new initiatives, define new reporting lines, and mandate new processes. Activity is now underway. This is a challenging time because there are usually no immediate wins - only a lot of hard work. It is very important for the managers at this time to continually remind the team members of the desired and positive outcomes, because during implementation they seem like a long way off. It is important for managers to look for and create some quick wins for their teams, so looking for improvements in individuals and the team and completing new tasks successfully should get significant recognition. There will inevitably be a lot of mistakes occurring as people find their groove, which is why we need managers to remain calm and confident that the team will make it happen. This is a period when your attitude will have a terrific impact on your team!



Ask: Why is your attitude so critical at this phase in the process?



Discuss answers and review: Because you set the tone of how the rest of your team will feel about what is going on around them. Our team members mirror our behaviors and may question what is happening if you appear to be unsure.



Transition: Let's see what it means to show determination.

20

TIME:



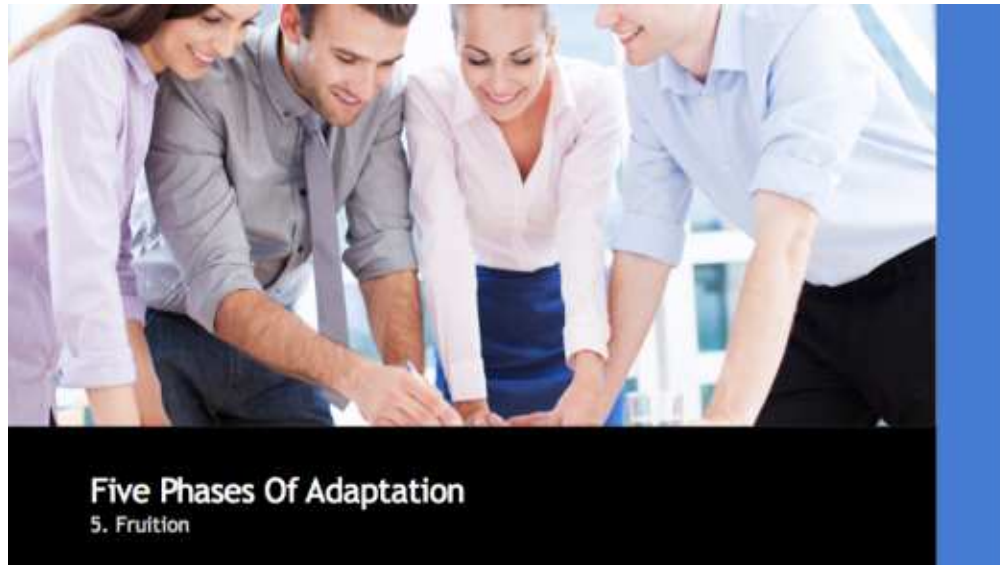
Explain: Phase 4: Determination. You are about to fully implement the change. At this stage things will begin to seem different, but the most significant alterations haven't taken a firm root yet. When working with new bosses, new rules, and/or new processes, people can become easily confused and make mistakes that can slow down the process. Guests will start to become vocal about what they like and do not like about the differences, which will impact the morale of the team. Our brand is at its most vulnerable point during this stage and requires determination from everyone, especially you as the managers. When those moments of team member and guest frustrations start to appear, it is critical that you, as a manager, are there to keep everyone calm and support your people. Leadership is required to set the example and support the team.



Transition: Let's move on to the final phase.

21

TIME:



Five Phases Of Adaptation

5. Fruition



Explain: In the end, you will arrive at Fruition. In this phase, the hard work starts showing tangible results, like increased efficiency and lower costs, promising new processes and procedures, more and happier guests, and a more positive working environment. Emotions during this phase will include confidence, optimism, and energy. It is important that, as you start to settle back into a routine, you continue to challenge the status quo and keep your teams learning. This will make it easier to introduce new things in the future.



Ask: What can we do to keep team members in the Learning Zone?

Look for Answers:

- Use daily pre-event and to introduce training and new ideas.
- Keep asking the team how we can get better. Continue challenging the status quo.
- Keep listening to your guests to find out what they are looking for that creates the highest satisfaction.
- Keep challenging your team members to come up with new ideas to increase guest satisfaction and revenues (conflict to partnering).



Discuss answers and review.



Ask: What questions do you have about the Five Phases of Adaptation?



Discuss answers and review.



Transition: Let's think a little more about how we can support our team members during this process.



22

TIME:



Explain: Another role in inspiring change is to connect emotionally with your team members and to coach them toward success. This is a habit that we need to make a priority as leaders. We must be comfortable and confident in explaining **why** the change is important, why we must embrace it, **what** you need from your employees and **how** you will be there to support your team through the process.



Transition: One way to do this is to connect with them on an emotional level.



23

TIME:

“You cannot expect to move people with action unless you first move them with emotion.”
-John C. Maxwell, Author



Read quote: “You cannot expect to move people with action unless you first move them with emotion.”



Explain: John Maxwell’s quote successfully encapsulates the element of *connect emotionally*. Your team will buy into the change if they buy into you and connecting with them lets them know that you are there to support and lead them. It’s about trust.



Transition: So what does your team need from you?



24

TIME:



Ask: But how can we do that, successfully in an impactful way? How *do* you connect emotionally with your staff?

Look for answers: Mention highlights that might have been missed.

- Give them time
- Talk to them
- Be approachable
- Build a relationship
- Demonstrate honor and respect
- Know their name, their position, and recognize them
- Acknowledge their contributions
- Express gratitude for their hard work
- Be a positive influence
- Mentor/coach
- Value what they value
- Include them in decision-making



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Explain: All of those elements are correct and all very important. However, when it comes to change there are a couple of considerations we want to highlight as very important.



Transition: Right now let's focus on the important elements in connecting emotionally during the change process.

25

TIME:

CONNECT EMOTIONALLY

- Respect your team.
- Acknowledge emotions.
- Cultivate your approachability.
- Be a trustworthy leader.



Explain: A while back the *Wall Street Journal* published an article on the reasons that leaders fail. At the top of the list was a person's inability to effectively relate to others. What most people really want is to be listened to, respected, and understood. But without establishing the connections that allow you to relate to others with ease, there's no common ground to stand on. Being able to relate to others and make an emotional connection can be hinged around three elements: Acknowledge emotions.



Transition: Let's take a closer look at each of these elements.



26

TIME:



Explain: Respect is one of our values and we have discussed how to show respect in Module 4.



Ask: What do we mean by being respectful when it comes to introducing change?

Look for answers and discuss:

- Treat your team as you would want to be treated
- Practice empathetic listening
- Speak in a tone and show body language that shows that you are open and understanding.



Explain: No one will be inspired to change by someone who does not respect them.



Transition: Let's move on to the next consideration.

27

TIME:



Acknowledge Emotions



Ask: What do we mean by acknowledge emotions?

Look for answers and discuss:

- Even within one team member, sadness over abandoning long-held ways of doing business may compete with the excitement about the new way of doing something. It is important we let everyone know these emotions are normal and to be expected.
- As a leader, we must become an outlet for those emotions, so we can manage the emotions. We must encourage team members to come to us if they get frustrated, need to vent or want to express themselves.
- As the leader it is okay and often reassuring to your team that you also have mixed emotions regarding the opening process and what is happening. You can then encourage your team, like you to seek out insight and advice from the opening team and to also keep everything in check.



28

TIME:



Cultivate Your Approachability



Explain: Cultivate means to "improve by training or education".



Ask: What do we mean when we say that leaders need to be approachable?

Look for answers and discuss:

- Be available to team members during the opening.
- Observe team members in training and look for emotion, concerns, negative attitude, etc.
- Be understanding in your listening. Just because someone is frustrated does not mean they are bad. Change affects everyone differently.
- We need to lead by example, completing new processes, behaviors, attitudes and verbiage.
- Communicate constantly.
- Take the time to informally check in with your team members. Have lunch or coffee with them. Walk them out at the end of an event.



Explain: Your ability to relate to your people determines how open you will appear to your staff, your level of approachability, and how much the person is going to make himself/herself available to connect.



Ask: What can you do to ensure your staff perceives you as “approachable”?

Look for answers: And highlight points they might have missed.

- Respond to mistakes and failure as opportunities in disguise.
- Spend time with your staff.
- Be a listener.
- Don't get upset when people bring you bad news. (They will stop bringing you any news.)



Transition: Do not be someone with whom your people do not feel they can share information. You must be approachable in order for the relationship to exist.

29

TIME:

BE A TRUSTWORTHY LEADER

“Among the most essential qualities of human spirit are to trust oneself and build trust with others.”

- Mahatma Gandhi



Explain: This concept comes from Gandhi, “Among the most essential qualities of human spirit are to trust oneself and build trust with others.” If your people trust you, they will follow you. But they won’t follow someone they don’t trust. So we need to take a look at the trust we place in our staff, but we also need to take a look at whether we ourselves are trustworthy.



Ask: What are the essential qualities of being trustworthy?

Look for answers: Consistency, credibility, competence, connection, character... (Highlight any points they may have missed.)



Explain: Trust is the most fragile of all human qualities. It is difficult to earn, and easy to lose. But trust is essential in all good relationships. And in the workplace, you won’t follow somebody you don’t trust. So as a leader, you have to build that trust with your people. You can do this, most effectively, by first being someone who is trustworthy.



Ask: Any questions or comments about how to make that emotional connection with your people? **Address questions.**



30

TIME:



Coach and Connect



Explain: In this third habit it is important that you coach your teams as part of their adaption and on-going development. This process starts with connecting with your employees taking into consideration their communication style as well as their specific generations' needs that we covered in Module 4.



Explain: When we think about the whole idea of coaching and development, we want to talk about five areas in particular.

- **Promote Training:** The most important and easiest way to foster continual growth, evolution, and change within the organization is to have a learning organization.
- **Empower and Delegate:** For your own sanity, and for the needs of your staff, you've got to be empowering them to make decisions on their own. Empower and delegate.
- **Provide Feedback:** Honestly, this is the number one area where managers are failing the modern workforce today. Managers are not comfortable outside of their office giving feedback to their staff, and so we want to talk about that and give you a model that we hope you will find value in using here at the dealership.
- **Recognize a Job Well Done:** We talked about this at length in Module 1, but recognition is a huge motivating factor for people.
- **Address Poor Performance:** And here we're talking about holding accountable those individuals who do not perform, or who do not buy into your Circle of Service culture.



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Transition: While these are all important elements of coaching, we are going to focus on your need to provide feedback to your employees during this implementation of change.



32

TIME:



Explain: As a leader, you owe it to your employees to let them know how they are doing. Withholding feedback will impair their ability to feel that they positively impact our Circle of Service culture.



Transition: So, how does it work?

33


TIME:



Explain: Feedback is a mutual conversation that follows a predictable process designed to improve performance. Feedback can be either formal or informal. Today we will focus on informal feedback. Feedback should be specific and be aligned with our Circle of Service culture. If we were to ask your staff when they most commonly receive feedback on job performance, we probably hear the same answer from about 80% of your employees—which is only when they've done something wrong. While feedback for improvement is required, there must be a balance. If you are only known for giving feedback when things go wrong, you will no longer be able to positively inspire performance. There must be a balance of feedback for improvement and feedback which recognizes a job well done. While we are probably very good and noticing when something goes wrong, how often are we noticing and recognizing all those things that go right.



Transition: So how do we go about giving effective feedback?



GIVE FEEDBACK

1. Give Reason for Feedback.
2. Provide an Example of the Observed Behavior.
3. Highlight the Impact of the Behavior.
4. Was the Behavior Appropriate? Define Next Steps.
5. Thank Your Team Member.



Explain: Delivering informal feedback can be one of the most challenging responsibilities for a manager. But it doesn't need to be so. Just as we explained a moment ago, feedback is nothing more than a conversation that follows a predictable process. If you can utilize the process we've outlined for you here, you can immediately begin delivering more effective feedback. Let's review this five-step process.

- The first step requires that you give a reason for the feedback. Always begin with a "Why." Managers often jump right into feedback without putting the feedback into perspective. In the coming weeks, we would like to ask you to utilize the training on Circle of Service as your basis for providing feedback. This will allow you to open with, "Remember talking about the importance of teamwork as part of our Circle of Service culture, and our vision to be the provider of world-class live entertainment guest experiences?"
- The next step is tell the employee exactly what you saw or heard. An example would be, "I happened to notice that you walked right past your coworker who needed help and you didn't say a word to him. Did you realize you did this?"



- The next step is to ask the employee what impact this behavior has on the customer. “If you were your colleague and in need of help and your coworker just walked past you, what does that say to you about the team mentality?”
- The next step involves asking the employee how he/she can avoid this in the future. “So what can we do to ensure this does not happen in the future?”
- The final step is to thank the employee for their commitment to our brand and the customer experience.

Notice how we place the burden of correction and resolution on the employee. Remember, feedback is a two-way conversation. This means you’re asking questions rather than correcting or lecturing. This process can be used for feedback for improvement as we just demonstrated, or it can be used to recognize a job well done.



Transition: Let’s practice.

35

TIME:

LET'S PRACTICE

- For the past week, you have been observing an employee who has been very negative with co-workers.
- You heard the person say to another co-worker, "This place is going downhill."



Activity: I'd like to ask everyone to pair up with someone else. We are going use the scenario on the screen.

One person will play the employee, and the other will play the role of the manager. We're going to take three minutes to practice at least one of these scenarios between you. And don't worry if you don't have enough time to practice both, you'll have an opportunity to switch roles during the next exercise. And remember, focus on giving feedback on our Circle of Service culture.



Trainer note: Once pairs are formed and they have read the scenario, put the "Give Feedback" slide up so that they can follow the steps that are outlined. After 3 minutes, ask the groups to switch roles.



Ask: How was that practicing giving informal feedback?



Transition: Now you have seen the four habits necessary to implement something new in an effective manner.

36

TIME: 2 minutes

LEADERSHIP HABITS: INTRODUCING CHANGE

1. Inspire Action
2. Adaptation Challenge
3. Connect and Coach
4. Provide Feedback



Trainer note: Review the four Leadership Habits.



Ask: So now what will you do?



37

TIME:

CHANGE LEADERSHIP

“You do not build a reputation on what you say you are going to do.”

- Henry Ford, Automobile Maker



Explain: We have come to the end of or 5 Supervisor Modules. We covered a lot of information together on how to be Culture Champions, teachers, managers and most important Leaders for our employees. We have asked for your commitment after each module and to report back on how you have used these new tools to more effectively lead your teams. As we end this module, we have an important survey for you to complete. From here, it is now up to you on how to proceed. Remember, your actions speak louder than words. Good luck and we will be checking in with you soon!

Thank you!



38

TIME: 2 minutes

BRAIN GAMES ANSWERS

The lines are the same length.

Envelope

$888+88+8+8+8=1000$



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



39

TIME:



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



40

TIME: 3 minutes

SURVEY SAYS...



Explain: Before you leave today, we need your honest feedback on this series of supervisor development training modules. Your feedback is important to ensure that we have met the needs of you and your fellow leaders. This survey may look familiar as it is the same one from Module 1 with two additional questions about your overall experience. Please fill out this survey and when you are finished, place it face down in the center of your table.



41

TIME: 1 minute



Explain: Thank you!