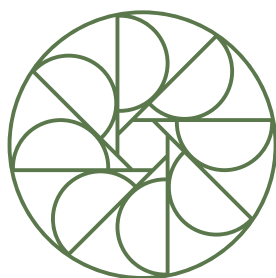


Journal



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Brand Leadership

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Park MGM Manager Journal

Park MGM Brand Leadership

“It marks a big step in your development when you come to realize that other people can help you do a better job than you could do alone.”

- Andrew Carnegie, Philanthropist

What is a brand leader?

How will you inspire our teams to deliver the Park MGM brand promise?

Six Habits Of An Effective Brand Leader

1. Make Time To Communicate

How will you communicate effectively?



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How will you deliver effective daily team briefing?

Reflection: What will you do to ensure that time is allotted for open communication with your teams?

“If I had to name a single, all-purpose instrument of leadership, it would be communication.”
- John W. Gardner, Author

2. Explain Why & What

“Where there is genuine purpose, people excel and learn, not because they are told what to do, but because they want to.”
- Peter Senge, Director of MIT Center of Organizational Learning



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Why is delivering our brand promise important? What is expected of you and your team members?

Reflection: What will you do to ensure you are explaining why and what?

“If I can’t explain it simply enough, I don’t understand it well enough.”
– Albert Einstein, Physicist

3. Lead By Example



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How do we set the example for our team members?

Reflection: What will you do to ensure you are leading by example for your teams?

“Your actions speak so loudly, I cannot hear what you are saying.”
– *Ralph Waldo Emerson, American Author*

4. Inspect What You Expect



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Reflection: What will you do to ensure you are inspecting what you expect?

“A desk is a dangerous place from which to view the world.”
– John Le Carr, *Spy Novelist*

5. Facilitate Rehearsals

Producer’s Guide To Leading Rehearsals

Why and What

As managers, you are responsible for leading your team through this transformation into Park MGM. Part of this transformation requires you to lead **rehearsals**. These rehearsals provide opportunities for your team to enhance their Park MGM and Neighborhood knowledge, as well as practice the expected behaviors when engaging with guests. These rehearsals will happen each week in the month of November. You are responsible for taking small groups of your team (no more than 12 at a time) and providing them with an hour of training based around the screenplays provided by position.

Schedule

Meeting 1: Handout screenplays. Walk each group through it and provide opportunities for questions. Review the tests located in the back of the screenplay. Explain that the answer to each question is located in the screenplay. Communicate that in weeks 2, 3, & 4 they will be given 1 of 3 tests on either Property, Brand or Neighborhood Knowledge. This will allow you, as a manager, to understand how much information your teams are absorbing.

Meeting 2: Team members will perform a series of role-plays listed in the back of the screenplay. Team members will complete Test I: Property Knowledge. Those who do not pass the test will test again the following week.



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Meeting 3: Team members will perform a series of role-plays. Team members will complete Test 2: Brand Knowledge. Those who do not pass the test will test again the following week.

Meeting 4: Team members will perform a series of role-plays. Team members will complete Test 3: Neighborhood Knowledge. Those who do not pass the test will test again the following week.

Meeting 5: Team members will perform a series of role-plays with managers to ensure necessary basics and behaviors are implemented.

If there are any team members unable to pass all 3 tests after 5 weeks, they will be required to go through additional rehearsals with their manager. They will be provided with as many opportunities as needed in December to pass each of the tests. If any team members are unable to pass all tests by the end of December, you will need to partner with your HR team to discuss how to best move forward.

Producer's Notes

Your role as a manager will be to coach your team through this transformation process. You are expected to spend the necessary time and make strong efforts to coach team members who may be struggling with retaining information or performing role-plays. The following information is included to provide a guide to how to lead these rehearsals.

Preparing For Rehearsals: It is important that you put time and thought into how you will conduct these rehearsals. Consider where these meetings will occur. With no more than 12 team members per session, you will be able to utilize various back of house spaces and offices. Ensure the space is properly set up with a place to sit, pens to write and copies of tests as required. Release the rehearsal schedule to your teams in advance and emphasize the importance of attending. Schedule your team members to attend the sessions. Create a great first impression with your team members by being well prepared and taking a positive approach towards the transformation.

Leading Discussions: Discussions are a great way to stimulate thinking. When engaging your audience in discussions:

- Call upon at least three people by name for input
- Ask audience members what they thought of the previous person's answer
- Provide your own thoughts and get feedback
- Thank the group for their collaborative discussion
- Recap main and correct ideas



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Leading Role-Play: Role-play provides opportunities for your team members to practice the expected behaviors based on provided scenarios. When facilitating a role-play:

- Get your audience into pairs (or a threesome)
- Suggest that individuals work with someone new
- Assign one person to play the employee while the other plays the customer
- Have them swap positions after 2 minutes
- Demonstrate the ideal answer or reply
- Oversee that everyone is practicing
- Be willing to demonstrate or have a pair demonstrate the ideal outcome

Testing: Testing is an important part of certifying team members during the transition to become Park MGM. Questions and information needed to pass the tests are provided in each team member’s screenplay. It is important that you have printed copies of each test that will be handed out and used in each session. You will collect these tests once completed and review them to ensure the answers are correct. Each team member should score at least a 90% on the test to pass.

Rehearsals provide opportunities for all types of learners to be involved and grasp the new information. Ensure that you realize when someone is struggling and try different methods to help them understand the information. It is important to realize that everyone processes new information in different ways.

Communicating Effectively: “The single biggest problem in communication is the illusion that it has taken place.”-George Bernard Shaw, Playwright

Accomplish effective communication by:

- Explaining what rehearsals are and why they are important
- Discussing the certification process and rehearsal schedule in the **daily team update**. It is important to explain to team members that the tests are designed to let managers know who needs more assistance in becoming Park MGM, rather than a way to determine who should and should not be a part of the transition.
- Making yourself available and accessible to your team
- Listening to understand and addressing concerns
- Providing meaningful feedback

Reflection: What will you do to ensure your training sessions are effective and motivating?



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Daily Team Briefings:

Instructions: Use the following questions during your **daily team updates** to start the conversation around the Park MGM brand.

Briefing 1

Explain:

As we transition from Monte Carlo to Park MGM, it is important that we understand the Park MGM story so we can share it with our guests.

Ask:

Who can tell me what Park MGM is all about?

Manager's Note:

Review answers and discuss with your team. Look for answers pertaining to how Park MGM is a gathering place that implements an authentic service style and fosters a culture of community.

Debrief:

Park MGM will be unlike anywhere else in Las Vegas. By collaborating with acclaimed partners, we will introduce a resort that features new guestrooms, restaurants, lobbies, casinos, pools, spas, unique meeting rooms and nightlife. We will inspire our guests to gather, socialize and experience our beautiful and vivacious resort.

Briefing 2

Explain:

We partnered with exceptional ensemble to create an experience unlike any other in Las Vegas. One of our partners is Sydell Group.

Ask:

Who is Sydell Group and what will they bring to Park MGM?

Manager's Note:

Review answers and discuss with your team. Look for answers about who Sydell is and information about NoMad Hotel.

Debrief:

- Sydell Group establishes hotels dedicated to thoughtful design, a residential feel, impressive service and a quality F&B experience
- Each project is inspired by the architecture, neighborhood and the community in which the property is located



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- They collaborate with talent in F&B as well as retail spaces to create special guest experiences.
- Sydell Group has 4 distinct brands: NoMad, Line, Freehand and Saguaro. They have a diverse portfolio of properties in New York, Los Angeles, Miami, Chicago and more.
- Their philosophy is to be inspired and collaborative

Briefing 3

Explain:

Our service values: **connect**, **create** and **spark** demonstrate how to act and interact with our guests and each other.

Ask:

What does connect mean? How can we connect with our guests?

Manager's Note:

Review answers and discuss with your team. Look for answers around making personal connections with our guests.

Debrief:

We must make personal connections with our guests through great first impressions, engaging in meaningful conversations and sharing stories. These are essential components in making our guests feel at home.

Briefing 4

Explain:

Our service values guide how we act and interact with our guests and each other. These include **connect**, **create** and **spark**.

Ask:

What does create mean? How can we create something special for our guests?

Manager's Note:

Review answers and discuss with your team. Look for answers around creating moments that are customized for the guest to share with those most important to them.

Debrief:

We must create special experiences for our guests by utilizing our resources, knowledge, and teams to create moments where guests feel valued and impressed during each visit.



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Briefing 5

Explain:

Our service values guide how we act and interact with our guests and each other. These include **connect**, **create** and **spark**.

Ask:

What does spark mean? How can we spark something for our guests?

Manager's Note:

Review answers and discuss with your team. Look for answers around sharing insider information that leads our guests to discover something new.

Debrief:

Our guests are naturally curious and we will be the spark for them to make pleasant discoveries during their time spent with us. We will share our hotel's best insider experiences, such as how to find everything in our Neighborhood, favorite restaurants and other suggestions about how to take advantage of Las Vegas' best. These thoughtful recommendations will leave a lasting impression every time.

Briefing 6

Explain:

Park MGM will welcome a new type of guest. This group of guests are known as the **Culture Collective**.

Ask:

Who can tell me about the Culture Collective guests and what they expect from us?

Manager's Note:

Review answers and discuss with your team. Look for answers around the guests being interested in art, literature, music, culinary and other meaningful experiences. Look for answers around the fact that our guests expect genuine and authentic service experiences.

Debrief:

Culture Collective guests share a consistently open and curious outlook. These guests gather to satisfy their needs to explore diverse experiences, ideas and make connections that enrich their lives and broaden their comfort zones. They are confident and value quality over quantity as well as value purposeful adventure.

Expectations from the Culture Collective point of view:

- Be genuinely happy to meet me
- Take pride in your appearance, work space and hotel
- Show me simple courtesies, such as offering me the right of way



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- Get me to where I need to be, escorting when possible
- Let me hear your story to learn what makes you interesting

Briefing 7

Explain:

Park MGM offers many unique features that will surprise and entertain our guests.

Ask:

Who can tell me some of these Park MGM features?

Manager's Note:

Review answers and discuss with your team. Look for answers around the hotel's overall design aspect, art program, lobby, guest rooms, restaurants, meeting center, NoMad and Park Theater.

Debrief:

There are many wonderful aspects for our guests to experience. It is important that we are knowledgeable about these aspects so that we can share this information with our guests. Study your screenplays so you become comfortable and confident with all that Park MGM has to offer.

Briefing 8

Explain:

Food & Beverage is a top priority of Park MGM. Our chefs were selected based on being collaborators, as well as chefs, who will reveal their distinct points of view to Las Vegas.

Ask:

Who can tell me about the restaurants at Park MGM?

Manager's Note:

Review answers and discuss with your team. Look for answers around Primrose, Bavette's, Eataly and NoMad.

Debrief:

Our F&B offerings provide guests with a variety of handcrafted options. Review your screenplays to learn more about each restaurant and what makes them so unique.

Briefing 9

Explain:

Park MGM is located in the heart of the Las Vegas Strip, which conveniently immerses guests around top of the line entertainment.



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Ask:

Who can tell me about our Neighborhood?

Manager's Note:

Review answers and discuss with your team. Look for answers around what comprises the Neighborhood (including art, restaurants, shops, T-Mobile Arena, The Park, Park Theater, NYN, and Toshiba Plaza).

Debrief:

There are many exciting amenities in the Neighborhood and it is important that we share them with our guests.

Briefing 10

Explain:

No matter what our role is with Park MGM, we can all create memorable moments for our guests.

Activity:

Work with a partner and explain how you will enhance the guest experience through meaningful conversation.

Manager's Note:

Provide each pair with a different type of guest. Pick from the following list:

- A couple celebrating their 10th wedding anniversary
- A business traveler who has a busy week of meetings but, is staying a few days extra to have some fun
- A group of friends who are in town for a bachelorette party
- A family who is in Las Vegas for the first time
- A group of friends who are in town for a reunion and want to experience the best that Las Vegas has to offer

Provide 3-5 minutes for the pairs to come up with something that they could do to create a memorable moment.

Debrief:

We can create memorable moments for our guests by simply recognizing the special occasion being celebrated. A simple “congratulations” or “happy anniversary” goes a long way. Remember to engage in meaningful conversations and make personalized recommendations. We want our guests to know that we are genuinely happy to meet them, care and that we appreciate their choice to visit Park MGM.

