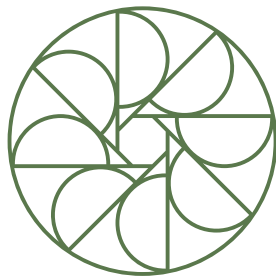


# Facilitator Guide



**PARK MGM**

**Brand Leadership**

# PARK MGM

## Park MGM – Brand Leadership










**Time:**  
2 hours

**Attendees:**  
Maximum 24 participants (managers) per session; 4 tables of 6

**Objective:**  
This module focuses on understanding the expectations of managers in being brand leaders for Park MGM. This module highlights the tools available for managers to lead the brand.

**Materials:**  
laptop, clicker, projector, PowerPoint, manager journals, win as much as you can activity sheets, screenplays, pens, flip cards

### Icon Key

Say/Do	Activity	Ask	Discussion	Key Point	Quote	Debrief	Trainer Note	Transition
								



# PARK MGM

1



## Welcome Slide Time: 30 Seconds



**Say:**  
Welcome to this module on brand leadership! We're excited to have you with us today as we cover some of the skills and attributes of a brand leader for Park MGM.



**Transition:**  
Let's take a look at what we'll cover today.



# PARK MGM

2

**Overview**

- Purpose
- Schedule
- Materials
- Expectations



## Overview

**Time: 2 Minutes**



### Say:

Brand Leadership is a 2-hour module that focuses on helping you, as managers, understand our expectations of you in being brand leaders throughout this transition process and afterwards as leaders for Park MGM. Today, we will focus on ideas and tools that you have at your disposal and the skills you'll acquire in order to lead the brand effectively. On the table in front of you, you'll see a manager journal. This journal is provided as an aid to help you stay engaged as an active participant while learning. Take detailed notes so that you can refer back to them over the next weeks and months. Within your journals, there is important information provided on how to deliver your **rehearsal** training sessions in November as well as how to lead your **daily team briefings**.



### Transition:

Let's get started with a review of our last module, Welcome to Park MGM.



# PARK MGM

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**Review of Brand Module**

- Importance of Brand
- New Ideas: Partners, Brand Elements and SHOW Basics
- Service Values: Connect, Create and Spark



## Review of Brand Module

**Time: 5 Minutes**



### Say:

In our Brand module, we discussed the important points for our team members to focus on during this transition.

- First, we discussed the importance of brand and how strong brands drive business and deliver value.
- We introduced the new Park MGM guest, and shared aspects that make our new guest unique.



### Ask:

What makes our guest unique?



### Do:

Lead discussion. Look for answers based around how the Park MGM guest would view their values and expectations.

- Why they gather: Our guest appreciates art, music and all types of culture, sports and shared activity.
- Values: Originality, quality over quantity, purposeful adventure and connection.



# PARK MGM



## Say:

- Next, we discussed the new ideas that make up Park MGM, including our partners, new brand elements, a focus on the SHOW Basics and the implementation of unique brand standards.
- Finally, we introduced our Park MGM service values: **connect, create and spark.**



## Ask:

How would you describe the importance of our service values: connect, create and spark?



## Do:

Lead discussion. Encourage participants to share their thoughts

- **Connect:** Every team member will make a genuine and personal connection with each guest. Great first impressions, engaging conversations and the sharing of stories and experiences are important parts of making our guests feel at home.
- **Create:** As we learn about our guests, we will look for opportunities to create moments that they can share with those most important to them. By utilizing our resources, knowledge and teams, we will own each guest experience and create moments that will impress our guests during each visit.
- **Spark:** Our guests are naturally curious and we will help them to make discoveries during their time with us. We will share our hotel's best insider experiences, how to find everything in our Neighborhood, and suggestions to experience a unique side of Las Vegas. These thoughtful and personal recommendations will wow our guests and leave a lasting impression every time.



## Transition:

Great discussion! Before we get started, let's do a quick activity to get your brains and bodies moving.



# PARK MGM

4

## Win As Much As You Can

- You and your team will choose either an X or a Y. In each round, the pay off depends on the pattern of choices made by the other teams
- In rounds 5, 8, and 10, you may confer with the other teams before making your decision

"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



## Win As Much As You Can

Time: 12 Minutes



### Trainer Note:

Divide participants into groups of 4 and have them spread out in the room. Once in groups, have each team select a team captain. Provide each team captain a score sheet and pen. Explain the instructions that are indicated next. After 10 rounds, have each team add up their total points. If they had played it perfectly, each team would have 25 points and the total group would have scored 100. Most likely, you will get teams with negative scores and your total team score is very low.



### Activity:

This activity is called Win As Much As You Can. The purpose of this activity is to do just that—win as much as you can.

For ten successive rounds, you and your team will choose either an X or a Y. In each round, the payoff depends on the pattern of choices made by the other teams. For example, if all 4 groups write/ choose X, then every team will earn -1 point. If 1 team chooses X and the 3 other teams choose Y, then the team that chose X will earn 3 points while the other 3 teams lose 1 point. After 10 rounds, we will see how much you can win. Please note that in rounds 5, 8 and 10, your team captain will be able to confer with the other team captains to talk about anything they want. Note you will only have 10 seconds to make your decision each round and when the captains meet, they will have only 20 seconds. We will move quickly. The captain must write his or her decision on the score sheet and also keep track of the points earned during each round.



# PARK MGM



## **Debrief:**

The idea of **Win As Much As You Can** is directed to you as a whole team, but because of being split into 4 different teams, many of you focused on your teams score rather than the big picture being conveyed. If each group had been focused on the bigger picture, then everyone would have chosen 'Y' and the whole group would have scored at least 100 points (compared to what they actually scored). This is often what we do in our departments. We often make decisions or do things that might be detrimental to other departments. We must come together as one Park MGM team instead of breaking apart. As the leaders, you are responsible for bringing all of your people together as one so we can truly be one property with one mission; to create a truly great brand.



## **Transition:**

Thank you all for your participation. Please don't share this activity with other managers who have yet to experience this module. Let's get started!





# PARK MGM

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## Brand Leadership

What is a Brand Leader?

How will we inspire our teams to deliver our brand promise?



**What is a brand leader?**

**Time: 6 Minutes**



**Say:**

This module is about becoming a **brand leader** for Park MGM and the benefit of your team.



**Ask:**

What is a brand leader?



**Do:**

Lead discussion. Look for answers like, “A brand leader supports the brand and is focused on delivering the promise made to our guests.”

**Say:**

Brand leaders inspire the overall mindset and attitude of their team to *want* to deliver the desired guest experience in the style of the brand and in line with its culture. As we learned in our brand module, we have a new type of guest that is expecting a truly genuine and authentic experience that is not typical of a Las Vegas property.



**Ask:**

How can we inspire our teams to deliver our **brand promise**?



# PARK MGM

**Do:**

Lead discussion. Encourage all participants to share their thoughts. Look for answers that include words like, “communicates, respects, cares for, inspires, or supports”.

**Debrief:**

Anything that makes our people “want” to deliver our brand promise is included in brand leadership. We have identified some behaviors in particular that will help ensure we deliver our brand promise on one that is of value and establishes loyalty.

**Transition:**

Let’s look at the expectations of a brand leader.



# PARK MGM

## 6

**6 Habits of an Effective Brand Leader**

1. Make Time For Communication
2. Explain Why & What
3. Lead By Example
4. Inspect What You Expect
5. Facilitate Rehearsals
6. Coach Your Team



## 6 Habits of an Effective Brand Leader

**Time: 2 Minutes**



### Say:

We've identified 6 habits that will make each of you effective brand leaders:

- Make time for communication
- Explain why and what
- Lead by example
- Inspect what you expect
- Produce the SHOW
- Coach your team

We must engage in each of these habits on an informal and regular basis to ensure we lead our teams through a successful transformation process. During our module today, we'll go into each of these in great detail and discuss how each of these make a difference for your teams. Ensure that you follow along in your manager journals throughout our module and review the tools that we've provided for each of these helpful habits.



### Transition:

Let's start with our first habit – make time for communication.



# PARK MGM

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## Habit 1: Make time for communication

Time: 3 Minutes



### Read Quote:

"The majority of the problems in the workplace are a result of faulty communication."



### Ask:

What does this quote mean to you?



### Do:

Lead discussion. Look for answers like, "There is a halt in the flow of productivity when we do not communicate effectively. Many problems happen when someone is not communicating effectively."



### Ask:

How will we, as managers, communicate effectively?



### Do:

Lead discussion. Look for answers like, "Keep it simple, ensure people understand, create times for listening."



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**Transition:**

Let's look at how we can communicate effectively.



### Effective Communication

**Keep communication simple and concise.**

**Use multiple forms of communication – speaking, emails, various meetings, memos, technology, one-on-ones, demonstrations, etc.**

**Check for understanding:**

- Do not just ask, "Do you understand?"
- Do not just ask, "Repeat back to me what I said."
- Ask them to explain what is expected in their own words
- Ask them to demonstrate what is expected



### Effective communication

**Time: 5 Minutes**



#### Say:

- Keep communication simple and concise. Don't over complicate your communications
- Use multiple forms of communication – speaking, emails, various meetings, memos, technology, one-on-ones, demonstrations, etc. You cannot limit your communication to just speaking. Managers fail when they believe that they send an email once or say something once and everyone will understand exactly what they mean. We have to check for understanding
- To check for understanding:
  - Do not just ask, "Do you understand?" Everyone usually says they do even when they do not
  - Do not just ask, "Repeat back to me what I said." Team members can usually repeat words said to them, even if they do not understand the material. Ask them to explain what is expected in their own words
  - Ask them to demonstrate what is expected.



#### Transition:

One other important way to ensure effective communication is to deliver an effective **daily team briefing**.



# PARK MGM

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## Habit 1: Make time for communication

**Time: 2 Minutes**



### Read Quote:

"The daily meeting was the core of my approach to managing."



### Say:

Communication only happens if you make time for it. It is very important – and we should therefore make time for it each day.

Rudy Giuliani is one of the biggest proponents of the daily meeting structure. He was mayor of New York City during 9/11 and even during all of the chaos, he never deviated from his morning meeting because he knew that it was his best opportunity to stress priorities with his staff and gather information from them.



### Transition:

Let's consider how to deliver an effective daily meeting.



# PARK MGM

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## Daily Team Briefing

**Keep it to 10 minutes or less**

Half of the meeting is dedicated to the **operation**. The other half should vary in the form of:

- Talking about **guest values and expectations**
- **SHOW Basics**
- Getting **feedback** from team members

**Energizing participants and keeping their attention**

Have team members lead these briefings



10

## Make time for communication

**Time: 5 Minutes**



### Say:

To deliver an effective Daily Team Briefing remember the following;

- Keep it to 10 minutes or less
- Half of the meeting is dedicated to the **operation**. The other half should vary in the form of:
  - Talking about **guest values and expectations**
  - **SHOW Basics**
  - Getting **feedback** from team members
- **Energizing participants and keeping their attention**
- Have team members lead these briefings

### Say:

In your journals, we have provided notes on how to lead your daily team briefings. These notes have been taken from the “Welcome to the Park” module so as your teams go through this training, you should be reinforcing important ideas every day in your meetings.



### Trainer Note:

Have participants see the briefing notes in the back of the journal.





# PARK MGM



**Transition:**

Let's reflect on this first habit.



# PARK MGM

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**Reflection: Make Time for Communication**

What do you need to do to ensure you make time for communication with your teams?



## **Make time for communication**

**Time: 3 Minutes**



### **Ask:**

What do you need to do to ensure you make time for communication with your teams? Write your thoughts in your journal. You have 2 minutes.



### **Do:**

Have a few participants share their response.



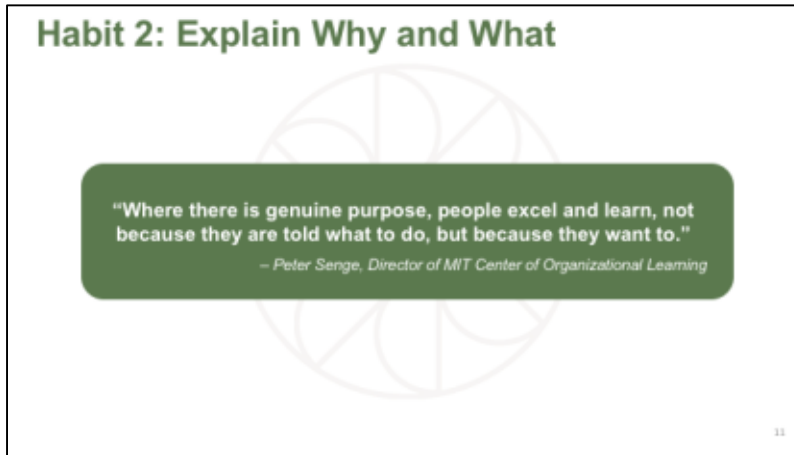
### **Transition:**

Let's talk about our next brand leadership habit, explain why and what.



# PARK MGM

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## Explain why and what

**Time: 2 Minutes**



### Read Quote:

"Where there is genuine purpose, people excel and learn, not because they are told what to do, but because they want to."



### Ask:

What does this quote mean to you as it relates to explaining why our teams must deliver the Park MGM brand promise?



### Do:

Lead discussion. Look for answers like, "If we explain to our teams why something is important or the purpose of doing something, then they are more likely to deliver for you."



### Debrief:

If you want to witness best efforts of your team in full effect regarding becoming Park MGM, then you must explain why the concept of brand is so important. We've reviewed this in our "Welcome to the Park MGM" module. We talked about how great brands that deliver their promise have the ability to control their prices, have more loyal customers as well as advocates and continue to be a first choice when options are available.



# PARK MGM



## **Transition**

Once we explain why, we must take it a step further and explain what is expected.

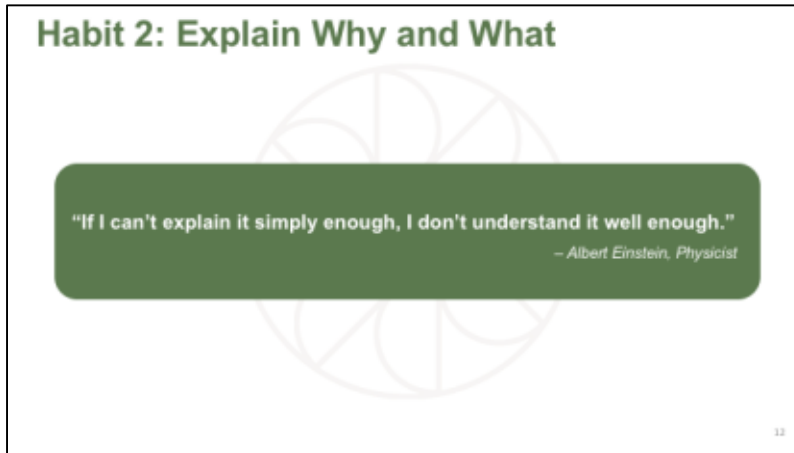


# PARK MGM

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**Habit 2: Explain Why and What**

**"If I can't explain it simply enough, I don't understand it well enough."**  
— Albert Einstein, Physicist



## Explain why and what

**Time: 2 Minutes**



### Read Quote:

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



### Ask:

Explaining why and giving a reason isn't enough. We must also explain what is expected of our teams. How can we explain what is expected of our teams?



### Do:

Lead discussion. Look for answers like, "We need to communicate in ways that our team will understand. We have to reinforce the training that is being delivered."



### Debrief:

We must reinforce the importance of SHOW Basics and delivering the expectations our guests have of us.



### Transition:

Let's talk about what explaining why and what really looks like.



# PARK MGM

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**Activity: Explain Why and What**

In your journals, write *why* delivering our brand promise is important and *what* is expected of team members every time they interact with our guests



**Activity: Explain why and what**  
**Time: 10 Minutes**



**Say:**

In your journals, write *why* delivering our brand promise is important and *what* is expected of team members every time they interact with our guests.



**Trainer Note:**

Provide participants 5 minutes to write their responses. Call time, then have 3 participants share their responses.



**Debrief:**

We must deliver our brand promise consistently. In our brand module, we explained that when a customer cares about a brand, they are willing to choose it over other options. They will spend more time, money, drive further and wait longer for the service or product and will recommend it to others. This is exactly how we want our Park MGM guests to feel about us.

What we expect is for each team member to uphold our Host Habits:

- Smile and be the first to greet guests and each other
- Give guests the right of way
- Show guests where to go, escorting when possible
- Take pride in yourself and the appearance of Park MGM



# PARK MGM



We also expect each team member to deliver the SHOW Basics

- S – Smile & Greet
- H – Hear Their Story
- O – Own the Experience
- W – Wow! The Guest



**Transition:**

Let's reflect on this habit.



# PARK MGM

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**Reflection: Explain Why and What**

What do you need to do to ensure you are explaining why and what?



## **Reflection: Explain why and what**

**Time: 3 Minutes**



### **Ask:**

What do you need to do to ensure you are explaining why and what to your teams? Write your thoughts in your journal. You have 2 minutes.



### **Do:**

Have a few participants share their response.



### **Transition:**

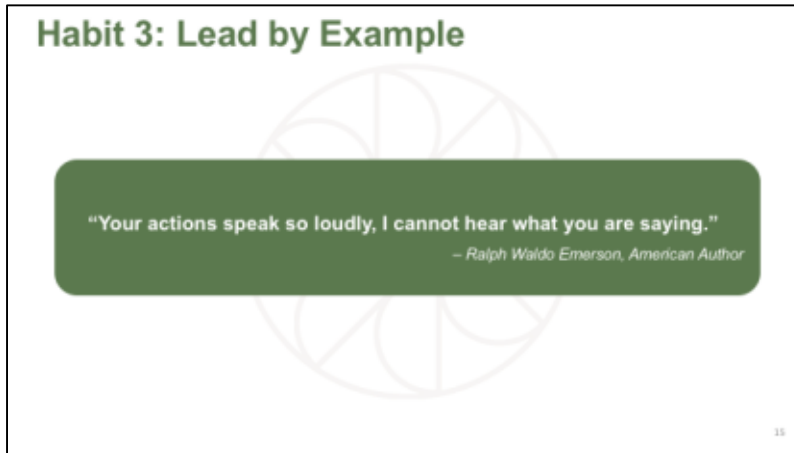
Let's look at our next habit, leading by example.





# PARK MGM

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## Habit 3: Lead by example

Time: 4 Minutes



### Read Quote:

“Your actions speak so loudly, I cannot hear what you are saying.”



### Ask:

What does this quote mean in terms of leading by example?



### Do:

Lead discussion. Look for answers like, “It is important to show with our actions that we support the brand. We set the example when it comes to attitude and behaviors for our teams.”



### Ask:

Why is it important that we lead by example?



### Do:

Lead discussion. Look for answers like, “If our actions are not aligned with our words, then we will lose credibility and respect from our team.” We can’t ask our team members to deliver something that we are not willing to deliver ourselves.”



# PARK MGM



## **Debrief:**

We must walk our talk so that our team members see that we are committed to our new brand. We will do this through utilizing our SHOW Basics with guests and with our teams.



# PARK MGM

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**Activity: Lead by Example**

In your journals, write how you can lead by example with our teams to bring our SHOW Basics and the guest's expectations to life with them.



## Activity: Lead by Example

**Time: 10 Minutes**



### Say:

Consider how we, as managers, can lead our teams by example through utilizing SHOW Basics and applying them to the expectations our guests have of us. Write your notes in your journal. You have 5 minutes.



### Trainer Note:

Emphasize the importance of leading by example for your *internal* guests (i.e., team members). Give groups 5 minutes to write notes, then call on a few people to share.



# PARK MGM



## **Debrief:**

We must bring the brand values to life with our teams, not just with our guests. To do this, we must be genuinely happy to see our team members each day and take pride in our appearances, offices, desks and hotel. We must show our staff simple courtesies such as offering them the right of way and always saying thank you. We must escort our team members whenever possible and get to know them so that we can share stories and build meaningful relationships.

As learned in our last module, we can use the SHOW Basics to help our team members throughout the change process, as well as during our day to day interactions by smiling and greeting them during every opportunity. We must hear their story, get to know and relate to them.

If we only lead by example with our guests and not with our team members, then we are NOT leading by example.



## **Transition:**

Let's reflect on this habit.



# PARK MGM

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**Reflection: Lead by Example**

What do you need to do to ensure you are leading by example?



## Reflection Time: 3 Minutes



### Ask:

What do you need to do to ensure you are leading by example? Write your thoughts in your journal. You have 2 minutes.



### Do:

Have a few participants share their responses.



### Transition:

Let's take a look at our next habit.



# PARK MGM

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## Habit 4: Inspect what you expect

Time: 6 Minutes



### Read Quote:

"A desk is a dangerous place from which to view the world."



### Ask:

What does this quote mean to you as a leader?



### Do:

Lead discussion. Look for answers like, "As a manager, you have to get out of your offices and from behind your desks to really understand what is happening with your team and guests."



### Ask:

Why is it important that we are actively a part of the operation?



### Do:

Lead discussion. Encourage the whole group to share their thoughts.



# PARK MGM



## **Debrief:**

We must be a part of the operation in order to assess how our team members are performing the SHOW Basics and are pleasantly exceeding guest expectations. We must observe and provide feedback to ensure our team members are delivering our brand promise. We must ensure that our new brand standards are being implemented correctly. As a group, we must care for our new brand, property and other assets. We will not deliver our promise if all of the managers are leading from their offices. It is critical over the coming months to be active alongside our teams.



## **Transition:**

Let's reflect on what it takes to inspect what you expect.



# PARK MGM

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**Reflection: Inspect What You Expect**

What do you need to do to ensure you are inspecting what you expect?



**Reflection: Inspect what you expect**

**Time: 3 Minutes**



**Ask:**

What do you need to do to ensure you are inspecting what you expect? Write your thoughts in your journal. You have 2 minutes.



**Do:**

Have a few participants share their responses.



**Transition:**

Let's take a look at our next habit, produce the SHOW!





# PARK MGM

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### Habit 5: Facilitate Rehearsals

- Review your producer notes
- Schedule every team member to go through 1 hour per week in the month of November
- Ensure every team member has their screenplay



The image shows a green book cover with the Park MGM Las Vegas logo at the top and the text 'Screenplay Lobby Host' at the bottom.

## Habit 5: Produce the SHOW

Time: 20 Minutes



### Say:

As a leader in this transformation process, you have a unique opportunity to provide ongoing feedback to your team through leading the “Practice by Position” module.



### Trainer Note:

Hand out a copy of the screenplay to each participant and review each page. Explain the content, tests and role-plays. Review the **producer notes** in the journal where you will find plenty of information about what happens during each session and how to properly deliver various aspects of the rehearsals. Remember that rehearsals are scheduled for November and consist of 5 weeks of 1 hour sessions. Make sure that you answer all questions. If you don't know answers to select questions, please pass the questions on to executive teams.



### Say:

The producer notes provide you with all of the information you will need to successfully run training sessions with your teams.



### Trainer Note:

Provide a few minutes for managers to review the screenplays in their groups and discuss among themselves. Walk around the room and answer any questions the group has.



# PARK MGM



**Transition:**

Let's reflect on this habit.



# PARK MGM

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**Reflection: Facilitate Rehearsals**

What will you do to ensure your rehearsal sessions are effective and motivating?



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## Reflection: Produce the SHOW

**Time: 3 Minutes**



**Ask:**

What will you do to ensure your rehearsal sessions are effective and motivating? Write thoughts in your journal. You have 2 minutes.



**Do:**

Have a few participants share their responses.



**Transition:**

Let's review our last habit, coach your team.



# PARK MGM

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**Habit 6: Coach Your Team**

"Each person holds so much power within themselves that needs to be let out. Sometimes they just need a little nudge, a little direction, a little support, a little coaching, and the greatest things can happen."  
— Pete Carroll, Seattle Seahawks football coach

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## Habit 6: Coach your team

**Time: 4 Minutes**



### Read Quote:

"Each person holds so much power within themselves that needs to be let out. Sometimes they just need a little nudge, a little direction, a little support, a little coaching, and the greatest things can happen."



### Ask:

What does this quote mean to you?



### Do:

Lead discussion. Look for answers like, "Coaching our staff will bring out the best in them."



### Debrief:

As brand leaders, we must provide feedback on what our team does well and what can be improved upon.



### Say:

We will be learning about coaching and feedback in the next 2 modules you will attend.



# PARK MGM



**Transition:**

Lets wrap up our lesson!



# PARK MGM

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**Conclusion**

What are you going to focus on to ensure you are a great brand leader for Park MGM?



## Conclusion Time: 7 Minutes



### Ask:

What are you going to focus on to ensure you are a great brand leader for Park MGM?



### Activity:

Have participants write commitments in their journals. Allow for 3 minutes of quiet reflection, then have each participant share 1 thing that they have committed to doing.



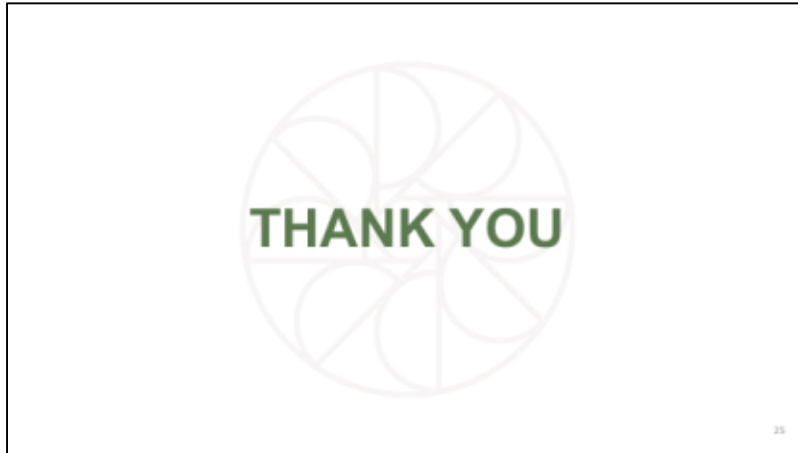
### Trainer Note:

Remind managers that their team members should have received a Culture Card at the Welcome to Park MGM training module. Emphasize the importance that team members need to have it on them and managers should ask questions about it each day. Explain that managers must get their teams familiar with the three service values, Host Habits and the expectations of our guests. Provide a reminder about the date of the next training session.



# PARK MGM

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## Thank You

Time: 2 minutes



### Say:

Thank you all for your engagement and participation today! We know that by completing this training session, you'll become strong brand leaders for Park MGM.



### Ask:

Are there any questions?



### Do:

Address questions. **End Session.**

