



core4

Connecting People. Uniting the world.
Leading our team.

Icon Key

Explain



Activity



Ask



Discussion



Key Point



Quote



Debrief



Facilitator/
Trainer
Note



Transition

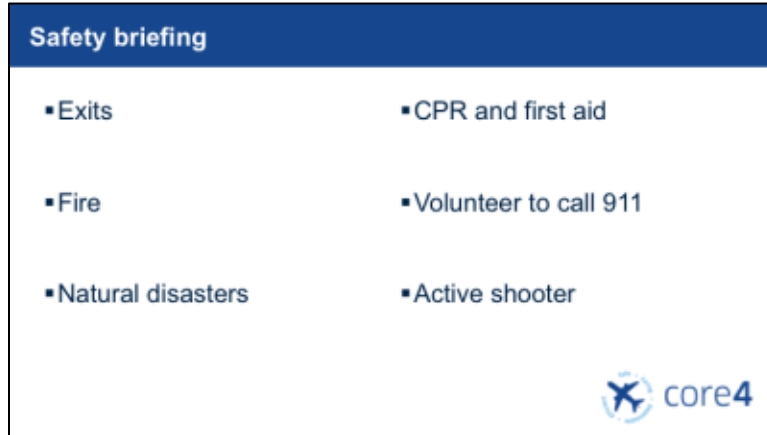


1



Play music as participants enter the room.

- Wake Me Up – Avicii
- Gotta Feeling – The Black Eyed Peas
- Uptown Funk – Bruno Mars
- Best Day of My Life – American Authors
- Beautiful Day – U2
- Coldplay – Sky Full of Stars
- Heroes – Wallflowers
- Start Me Up – Rolling Stones



Safety Briefing
Time: 1 minute



Explain:

- Exits
- Fire
 - Closest extinguisher
- Natural disasters:
 - In case of an earthquake, duck under a table (or another stable object), clasp your hands and use them to cover and protect the back of your neck and head.
- CPR and first aid:
 - If you are CPR or first aid certified and willing to assist in an emergency, please identify yourself.
- Select 911 caller
- Active shooter:
 - In the event of an active shooter, be prepared to run, hide, or fight as a last resort.



Transition:
 Play Video

3



Welcome & Introduction
Time: 1 minute



Play Video

1. Introduce core4
2. Support your supervisor team
3. Continue to develop your leadership skills



Welcome & Introduction

Time: 1 minute



Explain:

Introduce yourself

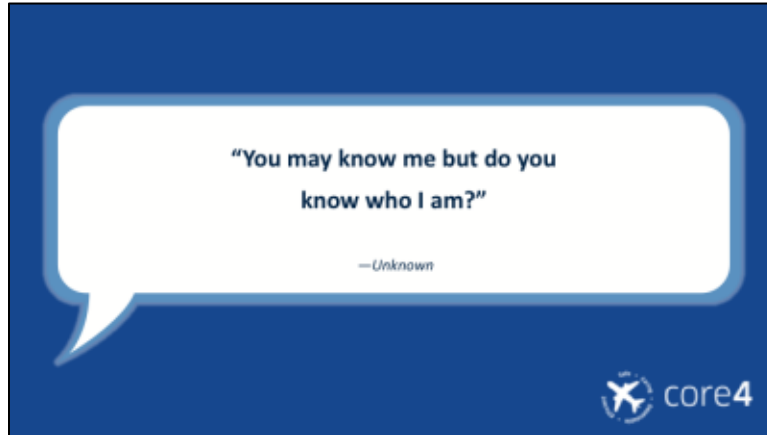
We have some key goals for the session today:

- To introduce and build comfort and confidence in our core4 Service Standards and accompanying behaviors being rolled out at your station/hub. This module does not exclude you from going through the full four hour core4 module, but it will provide you with the necessary insights and knowledge to inform and excite your teams over the coming weeks.
- Your supervisors went through a workshop in January that introduced them to the core4 programming and additional leadership development. For that development to continue and for them to lead the core4 rollout, they need your support. It is important that you are aligned with their efforts and support their leadership in the coming months.
- To continue to develop your leadership skills as we continue our Leadership Series Training. Most of you have already gone through “Trust Me”, “Talk with Me”, and “Everyday Recognition”. A lot of what you will hear today builds from those programs and ideas.



Transition:

I also want to ensure that you are also building better relationships with each other, so let's begin with a quick exercise to promote that idea.



Welcome & Introduction

Time: 7 minutes



Explain:

When I say “go”, I would like everyone to stand up, move around the room, and pair up with someone they do not *really* know (if at all). Utilize this whole room to move around until you have your partner. Once partnered up, just talk.



Trainer Note:

It will take a minute for everyone to partner up. If an extra person is remaining, have them form a threesome. Once everyone is partnered up, allow them to talk for about two minutes.



Explain:

Okay, so now that you are all paired up, I want you to think about the conversation you just had and, more importantly, what sort of first impression the other person made on you. Was there an instant connection? We know that people make a first impression on someone new in 10 seconds or less based on their vibe, body language, facial expressions, words, and dress. What was interesting, as I watched you, was that some people put their hands in their pockets, some who folded their arms, some who kept moving their feet, and some who turned slightly away from the other person—all indications that you were not comfortable with this simple introduction.

**Explain:**

Next, I would like you to turn your back to the same person, and I want you to tell each other what you are most passionate about in the world: what and who you love the most. Each person should talk for about 60 seconds. Go.

**Trainer Note:**

Allow them to talk for about two minutes. You will notice the energy in the room increase significantly.

**Explain:**

Wow, it seemed like some great conversations were going on just by the fact that the energy and noise in the room went up significantly. By a show of hands, who found out they had something in common with the other person? Of course, it is incredible how many things we *do* have in common when we have great conversations. We know that discussions about family, sports, hobbies, where someone is from, vacations, pets, or where someone went to school can elevate this feeling of being known and cultivate a relationship in as little as 60 seconds. One of our goals as a company this year is to improve the communication and collaboration amongst our stations and departments within that station. The best way to do this is for you, as the managers, to have better relationships with each other.

Explain:

Now, I want you to turn your back to the same person and talk about what challenges you have as a manager.

**Trainer Note:**

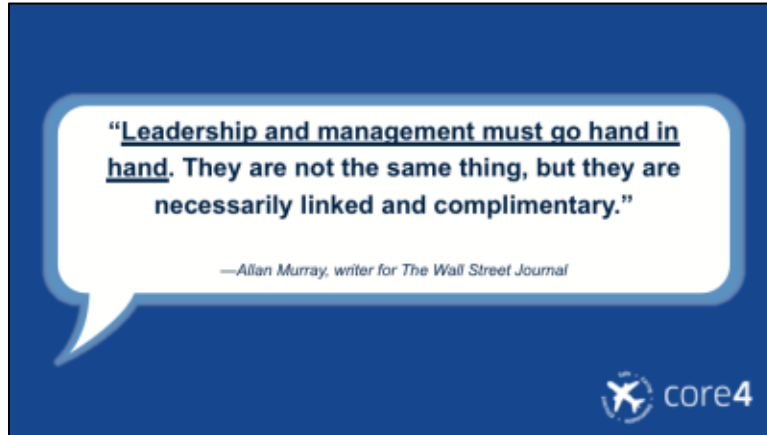
Allow two minutes for this interaction to occur.

**Explain:**

Who found themselves empathizing with the other person regarding their challenge? Who wanted to give advice to the other person? It is important to recognize that while we are from different divisions or departments, and responsible for different things, as managers, we are all faced with similar challenges. It is important to recognize that we are not isolated islands. Collectively, as a management group, we have tremendous power and support if we take advantage of it. It is essential that we ensure we are utilizing each other for ideas, as sounding boards, and as a source of learning.

**Transition:**

Let's begin by talking about management and leadership.



Management vs. Leadership

Time: 1 minute



Explain:

I want to begin talking about your management and leadership roles, which are both inexplicably linked and essential to any organization's success.

Explain:

Both management and leadership skills are required for a successful operation and business. As managers, you need both. The management skills of organizing, planning, and troubleshooting are critical to running your operation, but so is the ability to motivate your team to perform at their best and take care of our customers. While managers often exert power and control to get things done, leaders use influence and inspiration to work through others to get those same things done. While both of these skill sets are different, they are both critical to running our business and operations.



Transition:

Let's do a little exercise highlighting the critical management and leadership skills we must use in our daily routines.



Management vs. Leadership

Time: 12 minutes



Activity:

In your journals, you will have a list of management ideals and a list of leadership ideals. I want you to pick the three most essential ideals from each list that you believe you need to have or focus on as a manager running your hub/station. You will have just two minutes to do this on your own.



Trainer Note:

Ensure you call out time after two minutes.



Activity:

Next, I want you to think about the actual tasks that you do to make those management and leadership ideals a reality every day or week. It is important that you consider the task that you actually do rather than just an ideal. For instance, if you believe 'processes' are a critical management responsibility, then the task you might do is inspect your team to ensure they are following the correct processes and give feedback on their efforts. On the leadership side, if you think 'verbal communication' is a key responsibility, you might indicate that you prioritize daily briefings to share information with your team. I will give you two minutes to work on this as it is important to identify actual tasks. Note that if you cannot indicate the task required to bring that ideal to life, then maybe it is not as important as you thought.



Trainer Note:

Ensure you call out time after two minutes.

**Activity:**

Now, I would like you in your groups to spend six minutes talking through and agreeing on the three most important management ideals and tasks and the three most important leadership ideals and tasks. We will then compare what we all came up with.

**Trainer Note:**

After eight minutes, have each group report back what they came up with.

**Debrief:**

Each group will provide their insights.

**Explain:**

The ideals and tasks are not right nor wrong. All management and leadership tasks are equally important. As a manager, you need to complete both, but we want to stress that a lot of what we will talk about today is about your leadership priorities and activities. We will be addressing these topics today because, one, we feel that you do an excellent job managing the operation and do things right, but, as the next slide indicates, our staff are saying that leadership is most important to them and maybe what is most lacking.

**Transition:**

Let's listen to our staff.



Leadership
Time: 8 minutes



Explain:

The quote on the screen is from a United employee. They indicate that they feel like a thing that is transacted.



Ask:

How can we make our people feel like people, not things?



Debrief:

Review answers and discuss.



Explain:

The answer is found in the leadership responsibilities and tasks you listed were important in the exercise we just completed. We have to go beyond just controlling, organizing, and getting our people to complete their tasks. To make our frontline teams feel valued and not just a transaction, we need you to provide leadership with an emphasis on making them feel important, cared for, and respected. Let's face it—the old saying that employees don't leave jobs, they leave managers is as true today as it was 40 years ago when it was first said. In 2017, *Gallup* research suggests that 50% of people who quit cite managers as the reason why.



Trainer Note:

Click on the quote from a United customer.

**Ask:**

How does leadership influence customer service?

**Debrief:**

Review answers and discuss.

**Explain:**

We also know that leadership aligns with our ability to deliver exceptional service. When it comes to service, we know, as all of you do, that we cannot make our employees provide great service or take care of our customers, especially if we're not taking care of our employees. To deliver excellent service, your employees have to want to do this, and that comes from your ability to inspire and care for them. We know that when it comes to your employees making decisions, you will have to give up some of that control, not be so quick to solve every problem, and support their efforts. All of this is about leadership, not management. Your attitudes, actions, and words will determine how well our employees will deliver service to each customer. According to Daniel Goleman and Richard Boyatzis in their book *Primal Leadership*, “70% of employees perceive the service climate of their organization to be traced to the actions of their immediate manager.”

**Transition:**

It is important to note that by taking care of your employees, you will directly take care of your customers. Leaders focus on the right customers—their team.



Leadership

Time: 1 minute



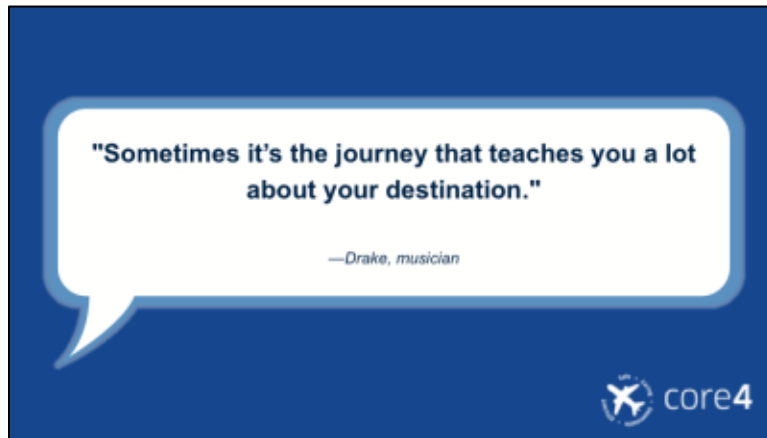
Explain:

Howard Shultz, the ex-CEO of Starbucks, suggests that by taking care of your employees first, they will, in turn, take care of our customers. As you will see in 2018, via our core4 Service Standards, Caring is an essential priority for us; however, if we are going to be successful in Caring for our customers, then we first must be successful in Caring for our employees. While we acknowledge that your management skills and expertise has been and always will be critical to our success, we see this as the next step in our journey, which requires us to ensure our leadership is on display.



Transition:

Let's consider our journey so far.



Our Journey
Time: 1 minute



Read Quote:

Sometimes it's the journey that teaches you a lot about your destination.



Ask Rhetorically:

So, what has the journey taught us so far about our destination?



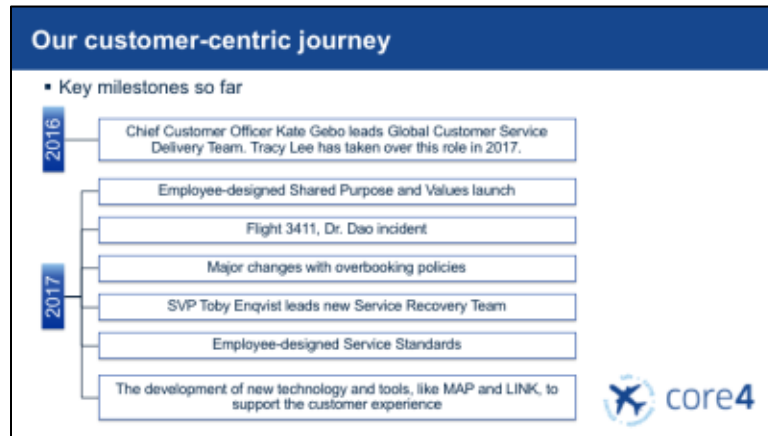
Explain:

What we have learned, and what makes what is a happening now and in the future so impactful and essential is that our company, our brand, and our culture are now defined and owned by all of us. **While in the past we have listened to you, never before have we activated all of us to make decisions, improve our reputation, and define our brand. As a result, some of our most important milestones in the last year were defined by all of us. We also must acknowledge that as a result of some of our mistakes, we have had to look at ourselves and rethink how we take care of our customers and allow you to make decisions.**



Transition:

Let's consider some important moments of our journey so far.



Our Customer-Centric Journey
Time: 4 minutes



Explain:

Since Oscar and Scott have come together, we embarked on a customer-centric journey. This journey has been about the transformation of our experience and that of our customers. While we have a lot more to do, as the feedback from our customers and you suggest, we have a lot of momentum right now and a lot to be proud of. **Let's consider what has happened so far under Oscar's leadership:**

2016

- Chief Customer Officer Kate Gebo leads our new Global Customer Service Delivery Team. For the first time in our history, we have **a single officer leading an aligned organization of all customer-facing groups reporting through one organization**. We already see the benefit of this organization through aligned communications, policies, procedures, and training. This responsibility and position were taken over by Tracy Lee in 2017.

2017

- Employee-designed Shared Purpose and Values launch. Typically, our Purpose and Values would have been designed by brand or marketing. This time it was different. **At Oscar's direction, a group of our employees developed our Shared Purpose and corporate Values, which were introduced to the company by Oscar in February 2017.**
- Flight 3411, the Dr. Dao incident, **our "watershed" moment. Our customer journey work was already in progress, but this incident has helped define our journey and brought clarity and focus to our mission.** While we had been



hugely successful in improving our on-time departure/arrivals, this event refocused us on how we need to care about our customers more. As you will see today, customer care is a big focus for the future.

- Significant changes to overbooking policies were implemented. **As a result of the 3411 incident, we have drastically reduced our overbooking targets and changed policies that drove problems at the gate (like last-minute crew bookings).** These changes have also had a significant impact on the wellness of our station teams, especially our gate agents.
- SVP Toby Enqvist began leading a new Service Recovery Team. This defined attention to service recovery is a first for us. Toby immediately expanded **the Customer Care team to address impending and current problems for our customers proactively.** This dynamic team is already making a difference for our customers and our frontline employees.
- Employee-designed Service Standards launch. **A group of 19 employees from different areas of the company, facilitated by the Disney Institute, formulated our new core4 Standards: Safe, Caring, Dependable, and Efficient, which we will introduce today.** Their development of this program is the first time our Service Standards have been developed by the employees who deliver them. In tandem with this, we are launching motivational and solutions-based training experiences, like today, for all frontline employees in 2018 and 2019. All frontline employees will have cross-departmental training experience, except pilots and flight attendants, who will receive their training in concert with their annual CQ training.
- In-the-moment care applications launch on MAP and LINK devices for CSRs and flight attendants. MAP and LINK devices allow these frontline employees to resolve customer problems in the moment. Rather than sending a customer to a desk or a phone number to call, the employee can resolve the issue for the customer at the first point of contact. **There has been a focus on developing additional technology, as requested by you, to support your efforts in delivering a better customer experience.** In addition to the MAP and LINK devices, we have introduced iPads for pilots and technicians, TC 75 (a scanner device for our RSE's to track baggage and pets), bag tracking added to the United App, which allows customers to monitor the status of their luggage, COMPASS (the passenger system for our contact centers to manage customer reservations), and AERO (a passenger system for our CSR's to manage lobby check-in, ticketing, and gate processes).

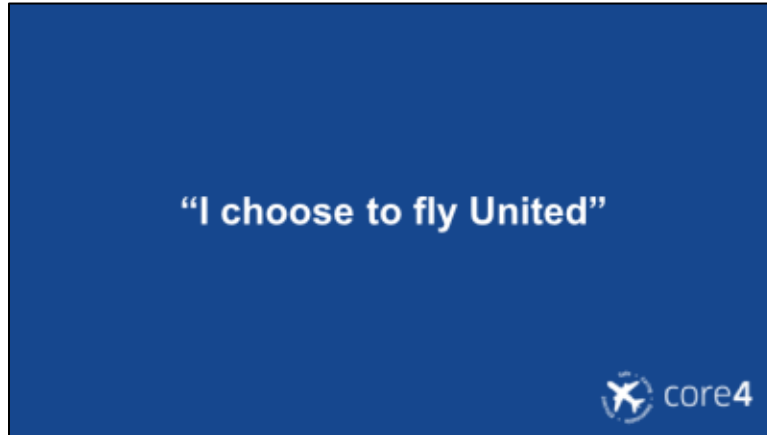
Explain:

As our timeline indicates, there have been some significant events, developments, and implementations over the past couple years that have created this opportunity for us to truly be the airline of choice and the best in the business. **Since the merger, we have struggled to define who we are, but under Oscar's and Scott's leadership, we realize the potential of all of you and our operations. With these two things coming together, we can confidently go after our goal of being number one. The timing is right for us to take the next step in our journey, a step that is about giving ownership back to you and, more importantly, to our employees.**



Transition:

The next step of our journey is about becoming the airline of choice.



Customer-Centric Journey

Time: 1 minute



Explain:

Being an airline of choice means our customers fly with us because they want to, not because they have to.



Transition:

Let's consider what else our customers want from us.



Customer-Centric Journey

Time: 2 minutes



Explain:

When customers look for an airline, they begin with some simple concerns:

- Do you fly where I want to go?
- Do you fly there when I want to go?
- Do you fly there at the right price?

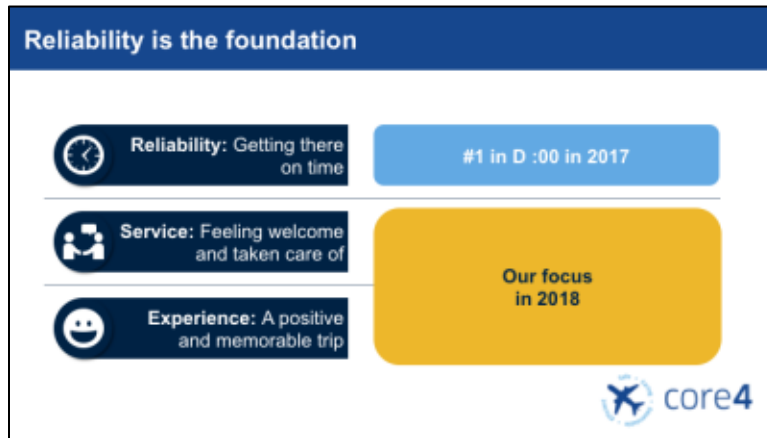
We recognize that in particular locations, at specific times, and at certain prices that we are not the airline for everyone. However, when all of these three elements are similar, what matters most to our customers? For our customers, they have told us that it is about:

- Reliability – do you have a reputation for getting me there on time?
- Service – do you have a reputation for making me feel welcomed and cared for?
- Experience – do you ensure that my overall flight experience is positive and even memorable?



Transition:

Over the past couple of years, we have done a fantastic job of improving our reliability.



Customer-Centric Journey

Time: 1 minute



Explain:

In 2017, we ranked #1 for on-time departures, which is something our customers have noted. We should all be very proud of these efforts.



Transition:

However, our customers are telling us that this is not enough to be their airline of choice.



Customer-Centric Journey

Time: 1 minute



Explain:

We know from our beat scores that our on-time performance has a ceiling, regarding the satisfaction it provides to our customers, at about 75%. However, when our customers feel cared for and enjoy a great experience, we achieve satisfaction scores that are more aligned with our goal of being the number one airline of choice.



Transition:

The next step in our journey is service—to ensure our customers feel genuinely cared for. In our effort to achieve this consistently, we conducted listening sessions with Oscar across our system to be provided feedback from you and our employees about how we can improve our service. Let's consider what they and you said and what we are doing now based on the feedback all of you provided.

Supporting you to deliver great service	
What you told us	Solutions
<p>Policies that make it difficult to serve our customers</p> 	<ul style="list-style-type: none"> Provide recommendations and guardrails on policies for our customers – relying on you and your teams to make the best decision
<p>I don't have the right tools to do my job</p> 	<ul style="list-style-type: none"> Deliver easy to use, time saving digital tools Incorporate field input in tool development



Customer-Centric Journey
Time: 1 minute




Explain:


- The first thing we heard was that our policies are complicated and make it difficult to serve our customers. As a result, we are now focusing on reworking many of our policies and focusing more on providing recommendations and guardrails regarding our customers. We recognize that we must rely more on you and your teams to make the best decision and own the customer interaction.
 - *Policy example: Aligned unaccompanied minor policy with the industry*
- Next, we heard that you do not have the right tools for your job. As we heard before, we have been working on introducing tools that are easy to use and will allow you to save time. We have been working with teams across our system to pilot and provide feedback on these to ensure we get your teams the right tools.
 - *Technology example: Inflight and CSR In the Moment Care apps, integrated feedback from flight attendants and CSRs*



Transition:

Click to next slide.

Developing you as leaders and building a learning culture for service	
What you told us	Solutions
<p>Insufficient time to lead and develop our teams</p> 	<ul style="list-style-type: none"> Provide effective tools and minimize administrative tasks
<p>Managing competing priorities of service, reliability, and efficiency</p> 	<ul style="list-style-type: none"> core4 service framework and improved learning workshops Continuing learning exercises



Customer-Centric Journey
Time: 1 minute



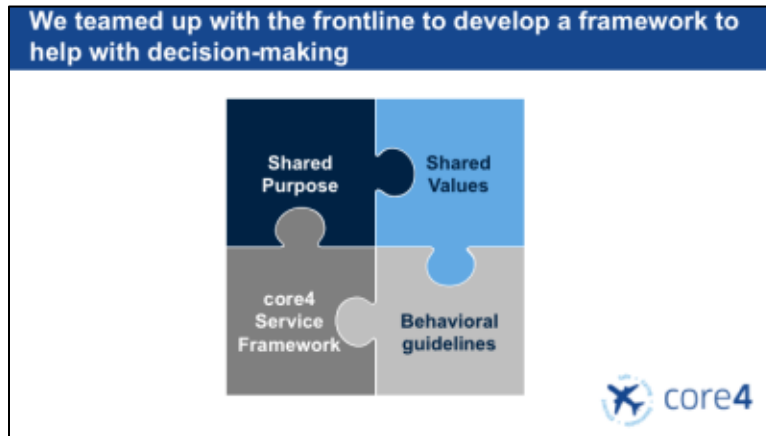
Explain:

- We also heard that you did not have time to lead your teams due to an abundance of administrative tasks. Again, we have focused on providing you with tools and considered where there are opportunities to remove unnecessary administration.
- *Leadership example: Providing training and materials for daily briefings (coming in 2018) and EPS*
- We also heard you and our teams tell us that when it came to delivering service, there were competing priorities regarding caring for our customers and our reliability and efficiency. As a result, we had a group of employees work on developing our service framework, our core4, which is designed to simplify our service approach and provide a clear and consistent hierarchy for making decisions.



Transition:

Let's talk about our core4.



Our core4

Time: 1 minute



Explain:

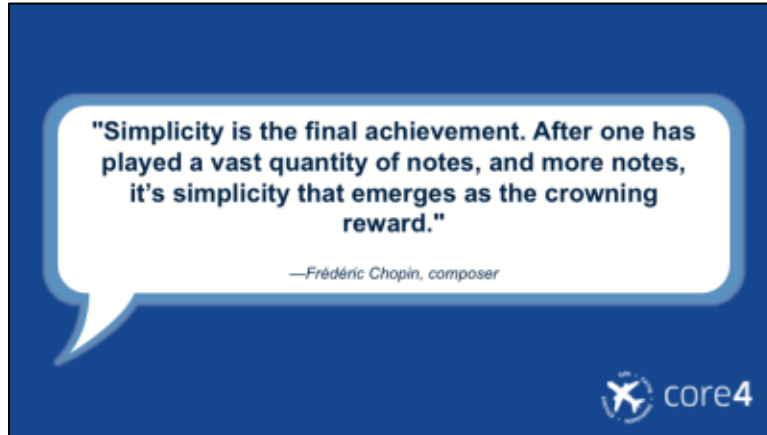
We must first begin with our Shared Purpose and Values. Our Shared Purpose of “Connecting people. Uniting the world” is what brings us together and drives us to be our best. It’s our reason for being and operating. It’s our “North Star” in everything that we do. We have come to recognize that if we are on purpose but off task, then we are still doing the right thing. Our Values define what we should aspire to with our customers and each other every day. Along with our Shared Purpose, they form the foundation on which our company is based on. If our Shared Purpose and Values define what we want to be, then our core4 and the associated Behavioral Guidelines define how we are going to get there.

As managers, it is important to note that the first reason why our core4 is so important is that it helps us bring our Shared Purpose and Values to life.



Transition:

The next reason why our core4 is so important is that it simplifies our approach to service.



United Service Standards

Time: 1 minute



Explain:

When it comes to service, you are probably thinking, “Oh no, not another ‘flavor of the month’ program. Not more acronyms and ideas to prioritize.” We heard you. When it comes to service, we have given you many philosophies and priorities over the years. We realize this might have been a little much. As the quote from the famous Composer Frédéric Chopin suggests, the real achievement of any composition is its simplicity. We have recognized that this must also be a goal for us with our processes, our rules, and our service. We will hear more in 2018 about the updates to our policies and procedures and how we have simplified a lot of what we do.



Transition:

However, for today, let's try and simplify service for you.



United Service Standards

Time: 2 minutes



Trainer Note:

Click to begin the slide, loading all words.



Explain:

When it comes to service, we have provided a lot of ideas over the past couple of years, many of which we have listed up there on the screen. You probably feel overloaded at times asking yourself, “What do they really want me to do?” We get it. And when we considered everything we have introduced and asked you over the past three years, our heads spun too. So we asked a group of 19 United employees to work with the Disney Institute to simplify our approach to service. This is what they came up with.



Trainer Note:

Click to start the animation for words dropping away, leaving the four Service Standards.



Explain:

After reviewing all that we do, they came up with our core4, our four Service Standards, which encompass our priorities for working with our internal and external customers. These four Service Standards define how we deliver excellent service and make the right decisions. These are our service priorities. As we will see, these words and ideas are nothing new, but with these as guides, we are going to focus on driving simplicity and consistency throughout the company to deliver on our Shared Purpose and Values in the coming year.



Transition:

Let's consider what each Standard means.



Our core4: Safe
Time: 2 minutes



Play Video



Transition:

For our Safe standard, we expect every employee to protect themselves, their teams, and our customers.

Safe

We protect ourselves, each other, and our customers from harm or injury by:

- Putting safety first
- Being aware of my workplace and surroundings
- Knowing and following all safety policies and procedures
- Voicing and reporting any safety concerns and taking action to correct them



 core4

Safe

Time: 1 minute



Explain:

We will create a Safe workplace by:

- Putting safety first
- Being aware of our workplace and surroundings
- Knowing and following all safety policies and procedures
- Voicing and reporting any safety concerns and taking action to correct them



Activity:

Let's have the next group define Caring for us.




Transition:

Let's consider what Caring means.



Our core4: Caring
Time: 2 minutes

 **Play Video**

 **Transition:**
For our Caring standard, we expect every employee to be kind and sensitive.

Caring

We show United values by being kind, sensitive, and compassionate to customers and fellow employees by:

- Being approachable
- Being mindful and compassionate
- Attentively listening to, understanding, and connecting with everyone's needs
- Taking ownership and creating solutions for our customers



 core4

Caring

Time: 1 minute



Explain:

We will go above and beyond to deliver excellent experiences by:

- Being approachable
 - Providing a proper welcome
 - Smiling
 - Making eye contact
 - Speaking with a positive tone
 - Having open body language
- Being mindful and compassionate
- Attentively listening to, understanding, and connecting with everyone's needs
- Taking ownership and creating solutions for our customers



Activity:

Let's have the next group define Dependable for us.



Transition:

Let's consider what Dependable means.



Our core4: Dependable

Time: 2 minutes



Play Video




Transition:


For our Dependable standard, we expect every employee to be reliable.

Dependable

We develop trust by being reliable and consistent with the quality of our performance by:

- Holding myself accountable to the goals, objectives, and vision of United
- Following through on my commitments and providing feedback in a timely manner
- Being proactive and tackling challenges
- Taking pride in my appearance as a representative of United





Dependable
Time: 1 minute



Explain:

We will be reliable and consistent by:

- Holding ourselves accountable to the goals, objectives, and vision of United
- Following through on our commitments and providing feedback in a timely manner
- Being proactive and tackling challenges
- Taking pride in our appearance as representatives of United



Activity:

Let's have the next group define Efficient for us.



Transition:

Let's consider what Efficient means.



Our core4: Efficient
Time: 2 minutes



Play Video



Transition:

For our Efficient standard, we expect every employee to do their job efficiently.

Efficient

We create excellence by conducting ourselves in an organized and efficient manner by:

- Staying focused
- Anticipating customer feedback due to operational issues
- Communicating accurate and timely information
- Considering the impact of my actions on others
- Identifying opportunities to improve and report issues
- Being resourceful and using resources responsibly




Efficient

Time: 2 minutes



Explain:

We will do our job efficiently by:

- Staying focused
- Anticipating customer feedback due to operational issues
- Communicating accurate and timely information
- Considering the impact of our actions on others
- Identifying opportunities to improve and report problems
- Being resourceful and using resources responsibly



Trainer Note:

Ensure each participant gets a core4 card.



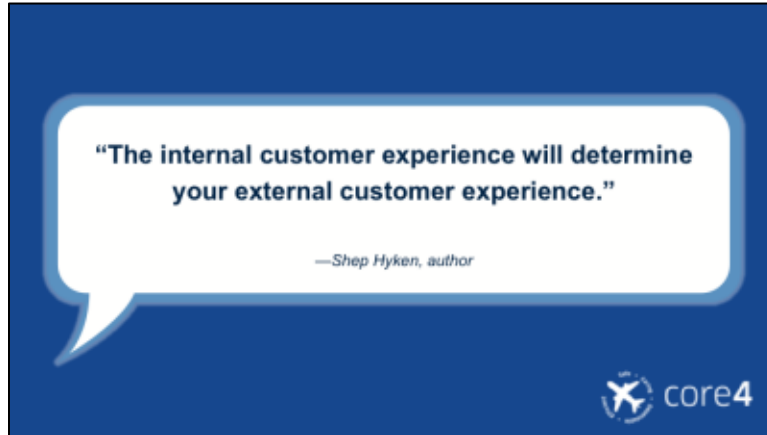
Explain:

Hopefully, we realize that many of us are already exhibiting these Standards and behaviors every day. However, by introducing these Standards and corresponding behaviors, we want to help ensure we are all consistently operating this way. **We have provided you with a core4 card that has each of the Standards and guiding behaviors on it. It is crucial that everyone, our employees, and you carry this card at all times.** These cards will become the source of many conversations moving forward. Remember, our core4 provides us with clear expectations around how to deliver great service and an excellent customer experience.



Transition:

These standards do not only apply to our external customers, the passengers. They also apply to our internal customers.



United Service Standards

Time: 1 minute



Explain:

Our core4 Service Standards are applicable for how we treat each other too. Great internal customer service is critical to our success and will determine how we treat our external customers, the passengers. It is important to note that, as managers, your internal customers are your employees and, as we will discuss later, how you treat them will make all the difference in how we treat those who fly with us. Another reason our core4 is so vital to us is that it will promote greater collaboration and communication amongst our employees and teams. When it comes to delivering a better customer experience, we need everyone to be working together. Our goal of better collaboration and communication is the reason we are inviting all of our teams to our core4 training and why we have emphasized teamwork and collaboration throughout this session.



Transition:

Our final reason why our core4 is so important is that it provides us a clear and deliberate hierarchy on how to make decisions.



core4 Service Standards Hierarchy

Time: 3 minutes



Explain:

When it comes to service decisions, we should consider all four Standards because every situation will be slightly different and may require us to consider all four Standards, rather than being one-dimensional as we have done so in the past. Remember, when it comes to making decisions, we do not have to be 'either/or', rather, we can be 'and', meaning that we can be Safe, Caring, Dependable, and Efficient when it comes to making decisions for our customers.

While we want you to consider all four elements when making a decision, if you ever find yourself stuck, the four Service Standards are arranged into a hierarchy that will help us avoid irreconcilable tiebreaks, which will allow everyone to make empowered decisions and deliver a consistent and positive experience.

The hierarchy is:

1. Safe
2. Caring
3. Dependable
4. Efficient

This means that when making a decision, being Safe with our customers and each other is always our first priority. What is most significant moving forward is that we have made Caring next, over being Dependable and Efficient. The Dr. Dao incident made us realize that we need to reprioritize how we care for our guests. We have done a



fantastic job in the past couple of years being Dependable and Efficient; however, we may have done so at the expense of not prioritizing care for our customers. We are not saying the being Dependable and Efficient are no longer important, what we are saying is that whenever you get stuck, be willing to put the care of our customers above these standards. We know this is a significant shift, one that will take some time for us to get used to and, in some cases, get better at. However, we know that for our customers, it is the right thing to do and necessary for us to become the airline of choice. So, as managers, we need your help in getting this message across to our teams.



Transition:

Let's talk more about Caring.



Showing That We Care
Time: 3 minutes

**Explain:**

When all things are equal, such as safety and reliability, our customers have told us that if we are going to be their airline of choice, then we must make Caring a priority. And this is why our focus for 2018 is to show that we care consistently.

**Play Video****Transition:**

Let's think about some ways in which we can show our customers that we care.



Showing That We Care

Time: 1 minute



Explain:

Remember, the only bad decision is not to make a decision or take action at all. We will not always be right, but no one will ever say we did not try. In the end, as long as we work together, have each other's back, and make decisions with the customers in mind, we will be alright.




Transition:

Let's remind ourselves what this looks like.



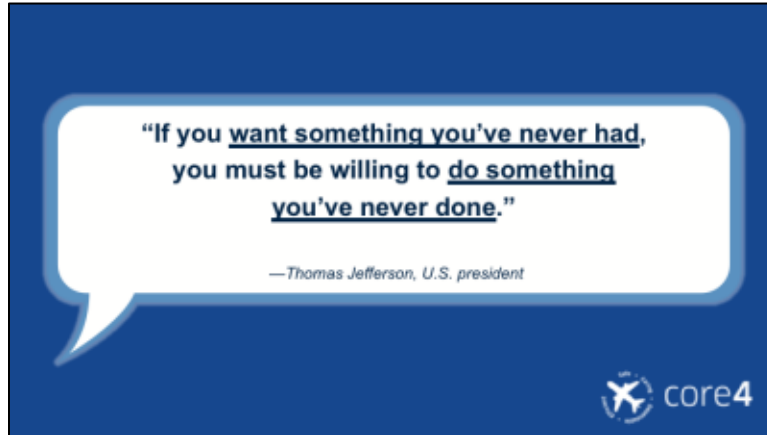
Showing That We Care
Time: 2 minutes

 **Play Video**

 **Transition:**
Let's enjoy a 20-minute break.



Break
Time: 20 min.



Leadership

Time: 8 minutes



Explain:

Let's talk about your role as leaders.



Activity:

Now that you have heard about our core4 Service Standards, please discuss in your teams what leadership behaviors, tasks, and ideas you will need to take on to implement our new core4 at your station/hub successfully. You will have five minutes to discuss your ideas. We will share some of our ideas next.



Trainer Note:

They have five minutes to share ideas in their groups. Ensure they are talking about specific ways they can support the rollout and communicate the importance of the new service framework. At the end of five minutes, have each group provide their ideas.

They should discuss ideas like:

- Opportunities to talk about our core4, such as in briefings and meetings
- Leading by example
- Getting their staff to training
- Ensuring everyone at the station knows about the focus on Caring
- Giving feedback to staff on core4

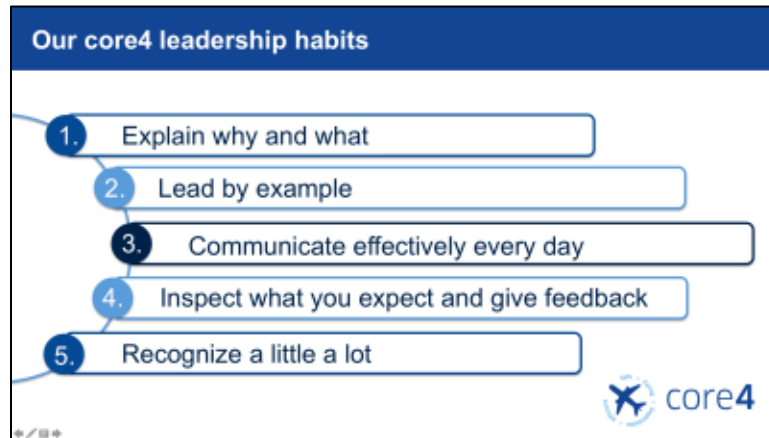


Explain:

Great job on identifying some essential leadership tasks.

**Transition:**

We also have identified five key leadership habits to help introduce, reinforce, and sustain our new service framework. They were aligned with some of the ideas you just suggested and are a continuation of the leadership ideas and development provided in the past 18 months through “Talk with Me” and “Everyday Recognition”.



Communication Habits

Time: 1 minute



Explain:

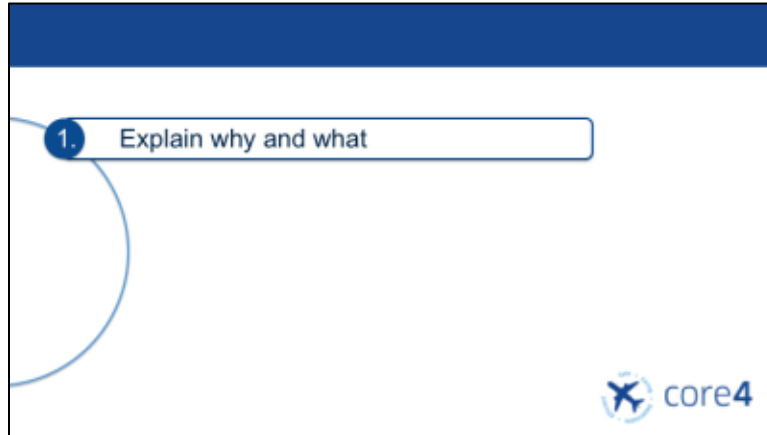
We're going to focus on five leadership habits for the rest of this breakout session:

- Explain why and what
- Lead by example
- Communicate effectively every day
- Inspect what you expect and give feedback
- Recognize a little a lot



Transition:

Let's begin by explaining "Why and What".



Explain Why and What
Time: 1 minute



Explain:

As managers, our first priority is to be able to explain to our teams why our core4 is important and what is expected of each person and position.




Transition:


Let's look at how we should NOT introduce or talk about our core4 Service Standards.




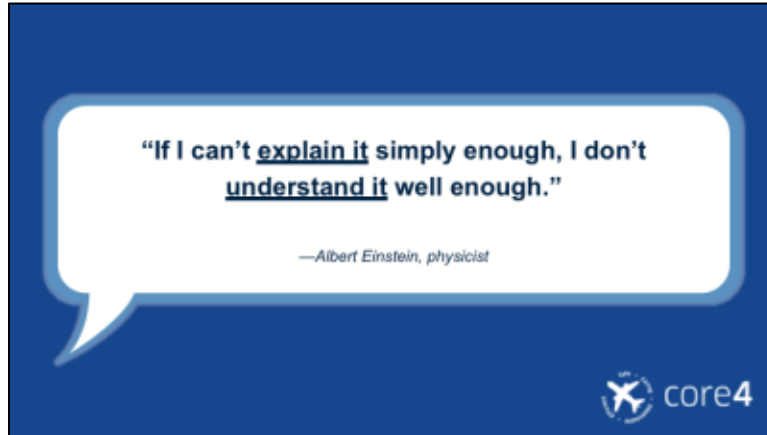
Have Confidence and Energy
Time: 2 minutes

 **Play Video**

 **Ask Rhetorically:**
 Have you ever seen someone deliver a message with the same lack of energy? And, based on how they read the message, did you feel that it was important or that the manager/person delivering it believed in what they were saying?

 **Explain:**
 If we are not energized when we talk about the new Service Standards, then our teams will not believe that the Standards are important or that we are behind them. You cannot get up and talk like this, “(in a deadpan unemotional voice) Our new Service Standards are fundamental to us at United because they define our priorities and help us make decisions.” Former GE CEO Jack Welch has said, “The world belongs to the passionate leaders—people who not only have enormous amounts of energy but who can energize those whom they lead.” We need you to energize our teams, and it begins with the energy you use to talk about our new core4.

 **Transition:**
 Now let’s talk about the importance of “Why and What”.



Explain Why and What

Time: 7 minutes



Explain:

Whenever we introduce something new, we must be able to explain *why* it is important. We must be able to explain to our teams why they should utilize our core4 Service Standards.



Discussion:

In your groups, come up with your reason as to why these Service Standards are so important. Think about what was explained yesterday as we introduced the Service Standards and what we talked about earlier today. You will have five minutes to come up with your reasoning.



Trainer Note:

Have each table debrief their ideas.



Transition:

Let's consider "Why".

Why our core4 is important

- Our core4 defines our priorities for making effective decisions and delivering positive customer experiences.
- By utilizing our core4 Standards and guiding behaviors, we are providing simple and clear considerations for how we can bring our Shared Purpose and Values to life.
- By aligning all teams with our core4, we will improve the consistency with our customers and the communication and collaboration with each other.




Why Our Service Standards Are Important

Time: 2 minutes



Explain:

Our Service Standards define our priorities for making effective decisions and delivering positive customer experiences. By utilizing the Standards and associated behaviors, we are providing simple and clear considerations for how we can bring our Shared Purpose and Values to life. By aligning all teams with the Standards, we will improve our consistency with our customers and our communication and collaboration with each other. We are emphasizing the importance and reasons why our Standards are important to our teams in advance of the training. Our goal is to have your teams already understand why the Standards are essential before any training begins.



Transition:

Now, let's consider what we expect from our teams.



Why and What
Time: 7 minutes



Explain:

Once we have explained *why* our Standards are important, we need to be able to explain *what* is expected of our teams regarding the four Standards.



Discussion:

In your groups, come up with what you expect your employees to do with each of the Service Standards. As you come up with your answers, ensure you are writing notes in your journal. You will have five minutes to discuss.



Trainer Note:

Have each table debrief their ideas.



Explain:

You have developed some pretty good expectations for your team, but it is important not to overthink this. We have already provided clearly defined expectations, which are the Behavioral Guidelines we introduced today with our core4.



Transition:

These are also outlined on your core4 cards. Everyone pull out your core4 cards if you have not done so already. Hold them up.



core4 Card

Time: 1 minute



Explain:

Please ensure you are using these cards to talk about what is expected of everyone in our company. The behaviors outlined define the expectations we have. Please use these to ensure we are using the same language and striving for consistency in our behaviors.



Transition:

Let's reflect on what we need to do to be able to explain "Why and What".



Why and What
Time: 2 minutes

**Explain:**

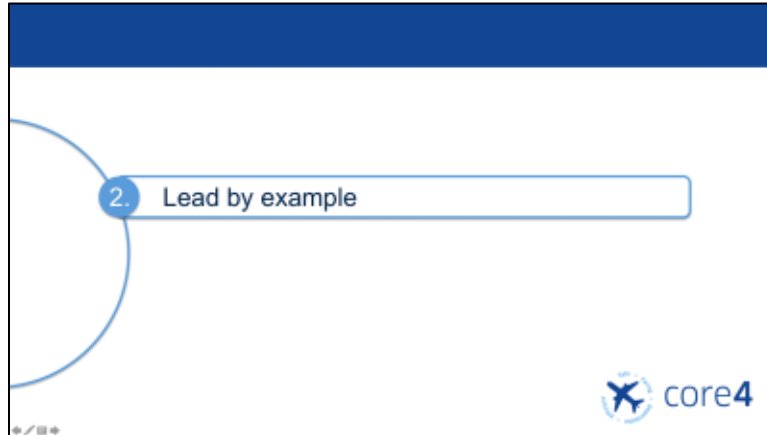
In your journals, write down three things you need to remember to do to ensure your messages are understood and that you can explain why our core4 Service Standards are important and what is expected of your teams.

**Trainer Note:**

Ensure managers are writing in their journals.

**Transition:**

Now, let's now talk about the importance of Leading by Example.



Lead by Example

Time: 1 minute



Explain:

As managers, our next priority is to lead our teams by example in implementing our core4 Service Standards. Now, I am sure you have heard “lead by example”, where you would be the example to your customers of what you want your teams to do. This will focus on how you utilize the Standards and Behavioral Guidelines to interact with your team.



Transition:

Let's consider how we want you to Lead by Example.



Lead by Example

Time: 8 minutes



Explain:

The best way to communicate what you believe in is through your actions rather than your words. As Philosopher Ralph Waldo Emerson said, “Your actions speak so loudly, I cannot hear what you are saying.”



Discussion:

In your groups, discuss how you can lead by example through each of the Service Standards. You will have five minutes to come up with your list of ideas. It is important that you write notes during this discussion. Also, keep in mind that leading by example with the Service Standards is not just about doing it with your external customers. You will have a more significant impact when you apply the Standards to your internal customers, which in this case is your employees.



Trainer Note:

Have each table debrief their ideas.



Transition:

While it is expected that you will demonstrate the behaviors defined by the Service Standards with our customers, it is more important to understand how you will demonstrate them with your employees during your interactions with them.

I'll strive to create a safe workplace for my team by:

- Putting safety first
- Being aware of my workplace and surroundings
- Ensuring that my employees follow all safety policies and procedures
- Asking for and collecting any safety concerns from my employees and taking action to correct them immediately
- Creating an environment where my employees feel safe to talk to me about anything




Lead by Example: Safe
Time: 1 minute



Explain:

I'll strive to create a safe workplace for my teams by:

- Putting safety first
- Being aware of our workplace and surroundings
- Reminding and ensuring that my employees follow all safety policies and procedures
- Asking for and collecting any safety concerns from my employees and taking action to correct them immediately
- Creating an environment where my employees feel safe to talk to me about anything





Transition:

Let's consider Caring.

I'll go above and beyond to deliver excellent employee experiences by:

- Being approachable to my team
- Being mindful and compassionate with my employees
- Attentively listening to, understanding, and connecting with my employee's needs
- Taking ownership and creating solutions for my employees as needed





Lead by Example: Caring
Time: 4 minutes



Explain:

I'll go above and beyond to deliver excellent employee experiences by:

- Being approachable. Your staff must feel comfortable bringing you good *and* bad news. You can't get upset at the messenger when you are given news you do not want to hear. In 1988, an American cruiser shot down a civilian airplane over the Persian Gulf. This incident hurt U.S.-Middle Eastern relationships significantly, yet it could have been avoided if the crew on the cruiser had felt comfortable speaking to the captain. From the subsequent inquiries into the incident, it was found that at least a half-dozen people on the ship's bridge knew that they were about to fire on a civilian aircraft. When asked why they didn't speak up, the six crewmen unanimously said that it was not their place or position to correct the captain of the ship. Upon further investigation, the captain was found to consider himself always right and always knew what was going on. He openly chastised any person who contradicted his way of thinking. As we roll out the new Service Standards and enable your staff to make decisions for the customer, we have to be ready for them to make mistakes or do things we might not agree with. We can't get upset or shut them down. We must support and coach them on how they could have made a better decision. We can't have our staff only communicate good news to us. We need them to feel comfortable bringing anything to our attention, which is why it's crucial for you to be approachable. As a manager, being approachable means that you must provide a proper welcome every day to your staff by smiling, making eye contact, speaking in a positive and appropriate tone, and having open body language.



- Being mindful and compassionate.
- Attentively listening to, understanding, and connecting with my team's needs. Empathetic listening is the most powerful form of listening because it promotes understanding. It requires us, as managers, to put ourselves in our employees' shoes. Unfortunately, when we become too busy and focused on other priorities, we stop truly listening. We find ourselves selectively listening or pretending to listen. Technology has become a barrier to effective listening that we have to be aware of. How many times have you listened to an employee while reviewing your phone or computer? Listening and multitasking are not a good combination, yet according to employees, this is what happens.
- Taking ownership and creating solutions for my teams as needed.



Transition:

Let's consider Dependable.

I'll be dependable with my employees by:

- Holding myself accountable to and educating them on the goals, objectives, and vision of United
- Following through on my commitments and providing feedback to my employees in a timely manner
- Being proactive and planning for any employee challenges in advance
- Taking pride in my appearance as a United manager



Dependable



Lead by Example: Dependable

Time: 2 minutes



Explain:

I'll be dependable with my employees by:

- Holding myself accountable to and educating my teams on the goals, objectives, and vision of United. Ensure your teams are familiar with the Shared Purpose and Values. As our foundation, it is important that all of our teams know who we strive to be.
- Following through on my commitments and providing feedback to my team in a timely manner. We will talk more about giving feedback soon, but it is critical to reinforce our core4 when we are telling our teams what they can improve on and what they do well.
- Being proactive and planning for any challenges in advance.
- Taking pride in my appearance as a United manager. How can you talk to your staff about their dress and grooming if you do not have pride in yourself?



Transition:

Let's consider Efficient.

I'll do my job efficiently by:

- Staying focused on my employees and their needs
- Anticipating employee feedback due to work-related issues
- Communicating accurate and timely information to my employees
- Considering the impact of my actions on my employees
- Collaborating with my employees to identify opportunities to improve
- Being resourceful and using my resources and team responsibly



Efficient



Lead by Example: Efficient
Time: 2 minutes



Explain:

I'll do my job efficiently by:

- Staying focused on my team and their needs. Remember, as we discussed yesterday, your team is your most important customer—you must stay focused on them.
- Anticipate employee feedback, questions, and concerns due to work-related issues and company actions. When something affects the employees' mindset and effort at work, you should be prepared with responses that show that you care.
- Communicate accurate and timely information to your team. We will talk about our daily briefings shortly, but it is critical to effectively communicate every day.
- Consider the impact of your actions on your team. Your actions, words, and behaviors have a direct effect on how your team feels about coming to work. Consider what that impact looks like today and whether you could be a better leader.
- Collaborate with your team to identify opportunities to improve and report issues. At least once a month, talk about opportunities to improve the way work is done in your area.
- Be resourceful. Use your resources and team responsibly. Take care of those resources. You will need them.



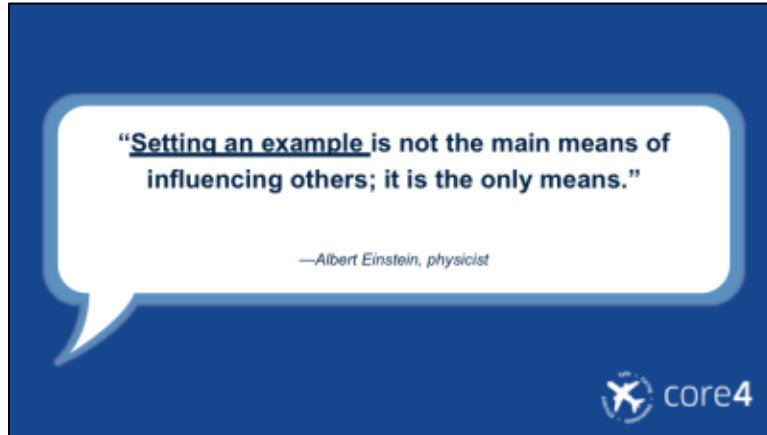
Explain:

Take the Service Standards and behaviors and consider how they apply to your customers and your employees. To lead by example, you cannot just be great to our external customers—you have to be great to your team.



Transition:

Let's reflect on what we need to do to Lead by Example.



Lead by Example

Time: 2 minutes



Explain:

In your journals, write down three things you need to remember to do to ensure you lead by example.



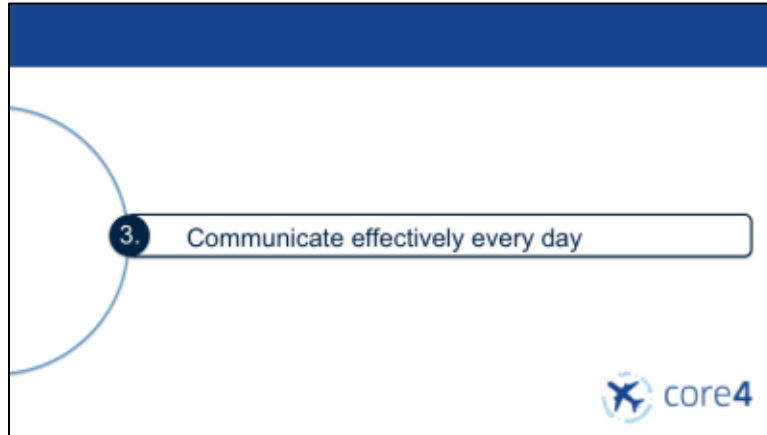
Trainer Note:

Ensure managers are writing in their journals.



Transition:

Let's talk about communicating every day.



Communicate Effectively Every Day

Time: 1 minute



Explain:

As managers, our next priority is to communicate effectively every day. Communication may be our most important communication tool, so it is important that we utilize it effectively every day.



Transition:

Let's begin by considering how challenging our role can be when communicating with others.



Communicate Effectively Every Day

Time: 2 minutes



Play Video



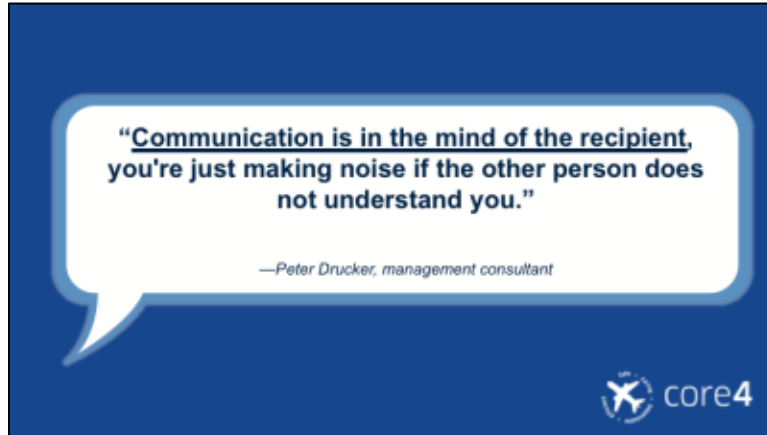
Explain:

As you can see by the video, the challenge is to be understood by our staff and those we work with. If we are not understood, then we are not communicating effectively.



Transition:

How do we ensure we are understood?



Communicate Effectively Every Day

Time: 8 minutes



Discussion:

In your groups, talk about things you do when communicating with your employees to ensure your messages are understood. Discuss how to effectively communicate. **Utilize some of the ideas from the SPEAK model that were introduced in the “Talk with Me” workshop.**



Trainer Note:

Have each table debrief their ideas.



Transition:

Let's consider some important ways to ensure effective feedback. Write these in your journals if they were not a part of your team's discussion.

Ensuring you are understood

- Start with the outcome in mind
- Present the message; keep it simple and get to the point
- Ensure the timing and environment are right
- Check for understanding:
 - Ask the right questions
 - Encourage feedback
- Communicate via multiple channels; don't just rely on email
- Communicate your priorities every day




Communicate Effectively Every Day

Time: 6 minutes



Explain:

To ensure we are understood, keep the following in mind:

- Start with the outcome in mind. Always ask yourself what the purpose of the communication is before you communicate. Without purpose or a meaningful outcome, the communication may be unnecessary.
- Present the message; keep it simple and get to the point. Don't complicate messages with too much information or ideas that are open to interpretation. Sometimes we can communicate a lot, but most of it has little to do with the actual point you want to make. Ensure that the purpose of the communication is clear to those you are communicating with.
- Ensure the timing and environment are right. Avoid communicating when it is busy or in a place with many distractions.
- Check for understanding. You need to ensure you are checking that what you are communicating is, in fact, understood. Ensuring you are understood is about asking the right questions.
 - “Do you understand?” is not the right question. 99% of people will always say they do even when they do not.
 - “Repeat back what I said” is also not an effective way to check for understanding. Most people can repeat the words you are saying.
 - To ensure understanding, we must have our staff explain what was said in their own words, or even better, ask them to demonstrate what they will do.
- Communicate via multiple channels. Don't rely on just speaking, emails, or meetings. You need to communicate in various ways to ensure everyone can understand you.



Email is helpful for reinforcing information or sending data. It is not appropriate to communicate emotions, even with emojis.

- Communicate your priorities every day.

Explain:

Hopefully, you recognize many of these points were discussed in the “Talk with Me” workshop and the SPEAK model. We must continue to learn how to communicate more effectively with our teams as it is our most valuable leadership tool.



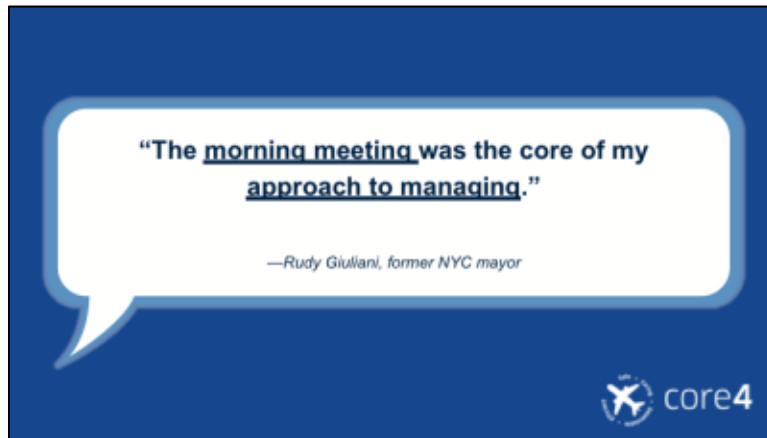
Trainer Note:

There is time to include any stories that might help bring these points to life for the managers.



Transition:

Let's talk more about communicating your priorities every day.



Communicate Effectively Every Day

Time: 1 minute



Explain:

It is crucial that we are communicating every day. When you stop communicating your priorities on a daily basis, they stop becoming priorities. Your daily briefings are your best opportunity to communicate the priorities of the operation, the brand, and our new Service Standards. However, based on what we have seen and heard, the daily briefings have become inconsistent, too focused on the operation, and not interactive.

We know you all have different definitions of what a daily briefing looks like, and it does change depending on your position and environment. However, one of the important tools we have to reinforce our Service Standards is ensuring that they become one of the priorities in the meetings you have every day.



Transition:

Let's consider some of the best practices that we collected from some of you on what makes a daily briefing most effective.

Best practices for daily briefings

- Make it interactive
 - Ask, "What do you need from me to be successful?"
- Check grooming, safety equipment, and attitudes
- Involve your staff in delivering aspects of the briefing
- Always finish with a thank-you or some recognition
- Devote at least three minutes to discussing our core4 Service Standards
- Tell stories
- Utilize posters, core4 cards, and briefing cards as talking points




Best Practices for Daily Briefings

Time: 5 minutes



Explain:

Best practices for an effective daily briefing:

- Make it interactive—allow your team to ask questions
 - Ask your teams, **“What do you need from me to be successful?”**
- Check grooming, safety equipment, and attitudes. All three are critical aspects of our Service Standards. Under Safe, we discuss the importance of our safety equipment; under Dependable, we discuss having pride in our appearance; under Caring, we must have the right attitude to connect with our customers.
- Involve your staff in delivering aspects of the meeting. We heard that some of the best daily briefings occur when our frontline employees are responsible for the meeting. We encourage you to have your employees deliver at least a portion of every meeting.
- Always finish with a thank-you or some recognition. One of the challenges with recognition and saying “thank you” is that it often does not resonate with many staff because it is delivered at the wrong time. During the daily briefing, when the team is focused on you, is the best time to say “thank you” to the whole team or individual team members. Remember, you must tell them why you are saying “thank you”.
- Devote at least three minutes to discussing the Service Standards. We are asking something new from you. We need you to talk about the Service Standards or Behavioral Guidelines every day in your daily briefings. Remember, the moment we stop talking about something is the moment it is no longer a priority.



- Tell stories. The best way to bring the behaviors and Standards to life is by telling personal stories. Ask your team for examples of when they demonstrated one of the behaviors with a customer. Always have your own stories ready to bring a point to life.
- Utilize posters, our core4 cards, and briefing cards as talking points in your meetings.

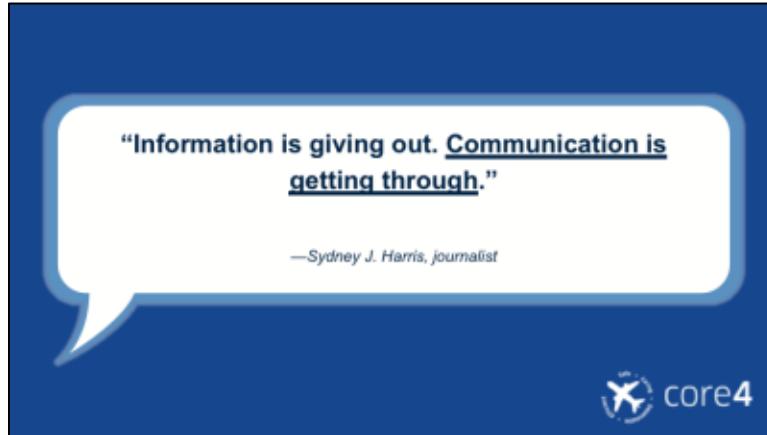
Explain:

To help you with your daily briefings, we have provided your supervisors with some information regarding the Service Standards, Behavioral Guidelines, Shared Purpose, and Values. They are designed to provide their teams with 26 three-minutes lessons. We know there's more information to be communicated in the briefing, but we ask you to dedicate at least three minutes, via the briefing cards, to keep the conversation on our core4 front and center in 2018.



Transition:

Let's practice using your cards.



Communicate Effectively Every Day

Time: 2 minutes



Explain:

In your journals, write down three things you need to remember to do to deliver a great daily briefing. Think about how you deliver a briefing now and what you are going to do to make it better in the future.



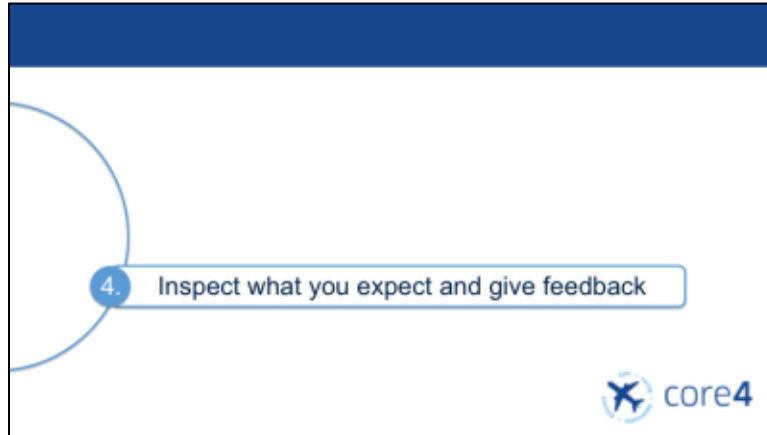
Trainer Note:

Ensure managers are writing in their journals.



Transition:

Let's talk about providing informal feedback.



Inspect What You Expect and Give Feedback

Time: 1 minute



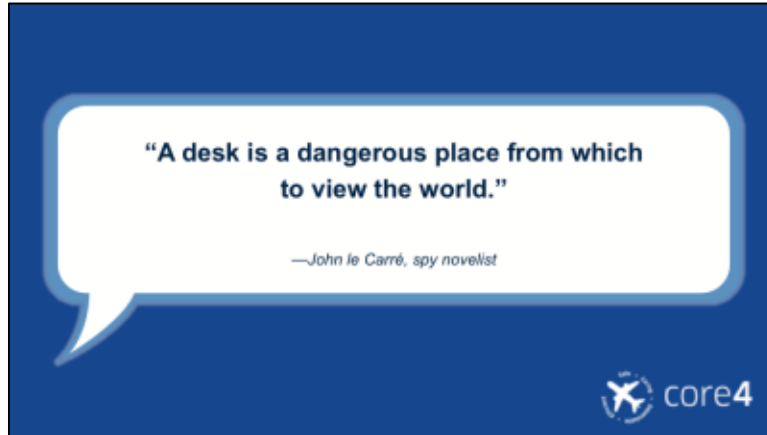
Explain:

As managers, our next priority is to inspect what we expect every day. When it comes to the Service Standards and guiding behaviors, it is important we are observing our teams in action.



Transition:

The key is to ensure that we are out of our offices and away from our desks.



Inspect What You Expect

Time: 1 minute



Explain:

To inspect what you expect, you must be out of your office and away from your desk. As the quote suggests, the desk is a dangerous place from which to view the world. The desk is generally not in the operation. From your desk, you may not truly know what is happening with your team and how they are performing. From your desk, you are relying on reports to explain performance and what your team brings to you. As we discussed earlier about being approachable, sometimes your team will not bring you all the news you need to hear. As a result, leading from your desk is not an effective leadership strategy. For our core4 to take hold, we need you to be in the operation inspecting what you expect. By getting out, you also create opportunities to observe your team in action, support them when things get busy, and give them feedback as necessary.



Transition:

Feedback is probably the most important aspect of our core4 implementation.



Give Feedback
Time: 8 minutes



Discussion:

In your groups, discuss some of the elements that you believe are important when giving your employees constant feedback (casual, daily conversations to reinforce or improve performance) in the operation. You will have five minutes to come up with ideas. **You might recall some of the ideas discussed in the “Talk with Me” workshop around coaching and the GROW model. Keep in mind that what we are talking about here is how to give effective constant feedback required to develop our employees.** You will have five minutes to discuss your ideas.



Trainer Note:

Have each table debrief their ideas.



Transition:

Okay, so let’s see if you came up with some ideas similar to mine.

Informal feedback

- Timely
- Fair
- Consistent
- Balanced
- Based on questions, not statements





Informal Feedback

Time: 1 minute



Explain:

When it comes to informal feedback, remember that it must be:

- **Timely:** You must be in the operation to see or hear what is going on. Informal feedback cannot be given more than an hour after the fact.
- **Fair:** Consider if there were circumstances that caused the behavior. If our people are unable to perform because of a lack of information, resources, staffing, or tools, then maybe we have to consider the fact that we did not set the person up to perform as they should.
- **Consistent:** You have to be consistent with feedback, not just providing it to certain people at certain times of the day or week.
- **Balanced:** Remember to provide positive or reinforcing feedback as often as you do feedback for improvement. Many times, employees only hear from their manager when things go wrong. It is essential that we recognize and reinforce all the times our staff does something right.
- **Based on questions, not statements:** Often, as managers, we lecture our staff when providing feedback. The best feedback is when we can ask questions and put the burden of the lesson on the employee, not you. Ask your staff questions to help them learn.




Transition:

Let's consider what informal feedback might look like. We are going to provide you with a model that is used by many of the top service organizations in the world. It has found to be an excellent guide for managers to deliver effective feedback. We encourage you to utilize this model with your teams as you have casual and comfortable conversations with them regarding their performance.

Informal feedback model

1. Introduce yourself and get their name if you're not familiar with them
 - "Hi, my name is (name). What is your name?"
2. Give a reason for the feedback
 - "(Name), you know we have been focusing a lot lately on Caring."
3. Highlight what you observed or heard
 - "I happened to see the interaction with your last customer, and as you began the interaction, there was no smile or warm welcome. Did you realize that this made you seem not very approachable?"
4. Ask how the behavior impacted the customer
 - "How do you think that made the customer feel?"
5. Ask the employee what should happen next
 - "How can you ensure you seem more approachable in the future?"
6. Thank them for making a difference
 - "Thanks for being aware of this and making an effort to deliver a more caring experience for our customers in the future."



Informal Feedback Model

Time: 5 minutes



Explain:

We have placed the informal feedback model on page 19 of your journals, so please review this as we talk through it now. When it comes to informal feedback, you can use the following six steps:

- Introduce yourself and get the name of the person you are going to address if you are not familiar with them. You will sometimes be required to give feedback to an employee you do not know. However, many times, this step will not be necessary as you will most likely know the person you are talking to. Though, as a manager, you may see some behavior from an employee who is not part of your immediate team that needs feedback .
 - Example: **"Hi, my name is (name). What is your name?"**
- Give a reason for the feedback. Many times, an employee does not understand the reason for the feedback because the manager immediately jumps into what they observed. Orienting all feedback around our core4 and guiding behaviors is essential as it will ensure our people do not see our core4 as a program or initiative, rather the new normal.
 - Example: **"(Name), you know we have been focusing a lot lately about Caring."**
- Highlight what you observed or heard. The most effective feedback happens when you, as the leader, observes or hears the behavior you want to reinforce. However, understand that many staff may not be aware (or don't want to be aware) that they



behaved or spoke in such a way that did not correspond with our core4 initiatives. It is a good idea to ask the staff member if they were aware of what they did.

- Example: **“I happened to see the interaction with your last customer, and as you began the interaction, there was no smile or warm welcome. Did you realize that this made you seem not very approachable?”**
- Ask how the behavior impacted the customer. This is a critical question. We want the employee to give the lesson—not you—so ask them how they think it affected customer (or would have affected the customer if they do not believe they acted in such a way). Even if the employee does not believe they acted in a certain way, the lesson is still applicable. Rather than accuse the employee, ask them hypothetically how this would affect the customer.
 - Example: **“How do you think that made the customer feel?”**
- Ask the employee what should happen next or how they can improve their behavior. Again, let the employee provide the lesson rather than you suggesting what needs to happen. Ask them what words, behaviors, or actions they could practice in the future to avoid (or do again if it was positive) in the situation you just observed or heard.
 - Example: **“How can you ensure you seem more approachable in the future?”**
- Thank them for making a difference, whether now or in the future. It is important to know that the purpose of this type of conversation is to reinforce the desired habits and to inspire your staff to use or continue to use them in the future. Make the conversation positive and always finish with a thank-you.
 - Example: **“Thanks for being aware of this and making an effort to deliver a more caring experience for our customers in the future.”**



Transition:

Does everybody understand? (This is obviously the wrong question to ask based on our previous lesson, but have some fun with them as they all nod their heads). Now, it's not that I don't believe you, but let's practice to ensure you understand. I want everyone to stand up and find a partner at the table next to them. Okay, everyone stand and pair up.



Trainer Note:

Ensure everyone partners with someone from a different table. If there is an odd number, create a threesome. Ensure this done quickly.

Informal feedback scenario

You observe an employee from another department talking with a customer (internal or external). The customer asks the employee for some help and the employee replies, "Sorry, I can't help with that. I can get a manager, if you want."




Informal Feedback Scenario

Time: 1 minute



Activity:

In your pairs, one person will play the United employee, and the other will be the manager. I will provide the scenario on the screen, and you will each have four minutes to practice in each role (so two minutes per person). Give each other feedback after your partner practices. Assume for this scenario that you do not know the person, so you will need to start with introductions (as outlined in step one).



Trainer Note:

Allow the pairs to read the scenario. Then, click to the next screen to view the model.




Transition:

Let's put our model up on the screen.

Informal feedback model

1. Introduce yourself and get their name if you're not familiar with them
2. Give a reason for the feedback
3. Highlight what you observed or heard
4. Ask how the behavior impacted the customer
5. Ask the employee what should happen next
6. Thank them for making a difference



Informal Feedback Model

Time: 8 minutes



Trainer Note:

Allow four minutes for the pairs to practice. After four minutes, you can click on the verbiage and provide the teams with some example verbiage. After you have reviewed the verbiage, allow them two more minutes to practice. Then allow the trainers to give feedback to their teams for about a minute.

Trainer Note:

Initially, they will only have the model to follow, so you will need to encourage them to think about the correct verbiage to utilize. They have two minutes each to practice. Ensure they swap roles. Provide feedback as you listen to them practice. Once the verbiage example appears on the screen, allow the pairs to practice one more time in each role. You will then have a minute to give feedback to both of your tables/teams.



Explain:

When it comes to informal feedback, you could use the following six steps and verbiage. Remember, this is just a suggestion:

- Introduce yourself and get their name if you're not familiar with them
 - **“Hi, my name is (name). What is your name?”**
- Give a reason for the feedback
 - **“(Name), you know we have been focusing a lot lately about Caring.”**
- Highlight what you observed or heard



- **“I happened to see that previous interaction with your customer, and I heard you tell them you couldn’t help them. Why do you think you could not help?”**
- Ask how the behavior impacted the customer
 - **“How do you think that made the customer feel?”**
- Ask the employee what should happen next
 - **“What could you do in the future to make our customers feel like you really do care?”**
- Thank them for making a difference
 - **“Thanks for being aware of this and making an effort to show our customers that you care.”**



Activity:

Okay, practice again. And ensure you are following our model and utilizing the outlined approach. You have another three minutes to practice and get some feedback from your trainer.



Transition:

Remember to ask questions when giving feedback, which will ensure that you have your employees think—an important aspect of habit reinforcement. Great job. Let’s try another one.

Informal feedback scenario

You observe your supervisor miss an opportunity to show that they care by anticipating the challenges of a family travelling with their young children for the first time.




Informal Feedback Scenario

Time: 1 minute



Activity:

In your pairs, one person will be the United employee, and the other will be the manager. I will provide the scenario on the screen, and you will each have four minutes to practice in each role (so two minutes per person). Give each other feedback after your partner practices. **For this scenario, assume that you know the person so you do not need to introduce yourself, but you should still use the employee's name.**



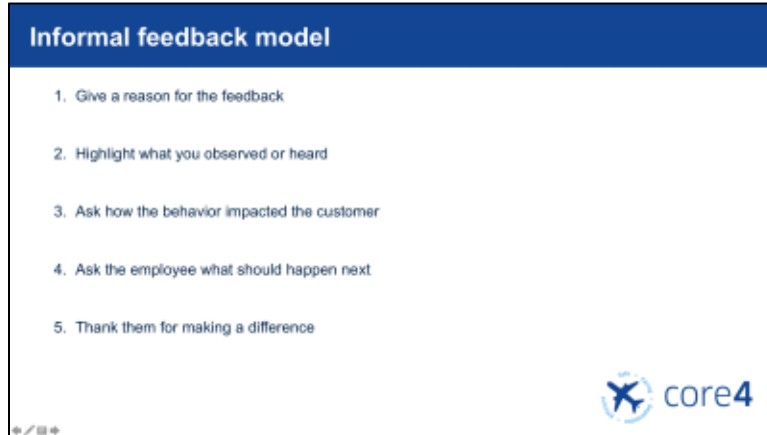
Trainer Note:

Allow for a minute for the pairs to read the scenario. Then, click to the next screen to view the model.



Transition:

Let's put our model up on the screen.



Informal Feedback Model

Time: 8 minutes



Trainer Note:

Allow four minutes for the pairs to practice. After four minutes, you can click on the verbiage and provide the teams with some example verbiage. After you have reviewed the verbiage, allow them two more minutes to practice. Then allow the trainers to give feedback to their teams for about a minute.

Trainer Note:

Initially, they will only have the model to follow, so you need to encourage them to think about the correct verbiage to utilize. They have two minutes each to practice. Ensure they swap roles. Provide feedback as you listen to them practice. Once the verbiage example appears on the screen, allow the pairs to practice one more time each. You will then have a minute to give feedback to both of your tables/teams.



Explain:

When it comes to informal feedback, you could use the following five steps, assuming you know the person and verbiage. Remember, this is just a suggestion:

- Give a reason for the feedback
 - **“(Name), you know we have been talking a lot lately about Caring.”**
- Highlight what you observed or heard
 - **“I happened to watch your interaction with that family a few minutes ago and saw that you missed a great opportunity to make a positive impact**



on them and show that you care. Can you think of how you could have made a positive impact when dealing with that family?"

- Ask how the behavior impacted the customer
 - **"If you had reassured them, how do you think that would have made them feel?"**
- Ask the employee what should happen next
 - **"What could you do in the future to bring our Service Standard of Caring to life?"**
- Thank them for making a difference
 - **"Thanks for being aware of this and making an effort to deliver an excellent experience for our customers."**



Activity:

Okay, practice again. And ensure you are following our model and utilizing the outlined approach. You have another three minutes to practice and get some feedback from your trainer.



Transition:

Great job. We know this may be very new for some of you, so it will take some time to get the steps correct and get used to asking questions. However, we encourage you to keep practicing. Let's try one more. This time, we will practice positive reinforcement.

Informal feedback scenario

An employee from another team delayed a flight by seven minutes last night so a family of four could make the last flight out. Even though it departed late, the flight arrived on-time at its destination. You heard the family sent a note complimenting and thanking the employee.




Informal Feedback Scenario

Time: 1 minute



Activity:

In your pairs, one person will play the United employee, and the other will be the manager. I will provide the scenario on the screen, and you will each have four minutes to practice in each role (so two minutes per person). Give each other feedback after your partner practices. Assume for this scenario that you know the person.



Trainer Note:

Allow for a minute for the pairs to read the scenario. Then, click to the next screen to view the model.




Transition:

Let's put our model up on the screen.

Informal feedback model

1. Introduce yourself and get their name if you're not familiar with them
2. Give a reason for the feedback
3. Highlight what you observed or heard
4. Ask how the behavior impacted the customer
5. Ask the employee what should happen next
6. Thank them for making a difference



Informal Feedback Model

Time: 8 minutes



Trainer Note:

Allow four minutes for the pairs to practice. After four minutes, you can click on the verbiage and provide the teams with some example verbiage. After you have reviewed the verbiage, allow them two more minutes to practice. Then allow the trainer to give feedback to their teams for about a minute.

Trainer Note:

Initially, they will only have the model to follow, so you need to encourage them to think about the correct verbiage to utilize. They have two minutes each to practice. Ensure they swap roles. Provide feedback as you listen to them practice. Once the verbiage example appears on the screen, allow the pairs to practice one more time each. You will then have a minute to give feedback to both of your tables/teams.



Explain:

When it comes to informal feedback, you could use the following five steps, assuming you know the person and verbiage. Remember this is just a suggestion:

- Introduce yourself and get their name if not familiar with them
 - **“Hi, my name is _____. Are you John?”**
- Give a reason for the feedback
 - **“John, you know we have been focusing on using our Service Standards. I heard you made a great decision last night.”**
- Highlight what you observed or heard

- **“I heard you delayed a flight so a family of four could make their connection home.”**
- Ask how the behavior impacted the customer
 - **“How did the family feel when they made their flight? How did you determine that delaying the flight was the best possible decision for that customer and everyone else onboard?”**
- Ask the employee what should happen next. In this case, you want to understand how you can help the employee continue to behave in this manner.
 - **“What can we do to help support you more in your role?”**
- Thank them for making a difference
 - **“We really appreciate your attitude and approach. Thanks for making great decisions that support our goal of being the airline of choice.”**



Activity:

Okay, practice again. And ensure you are following our model and utilizing the outlined approach. You have another three minutes.



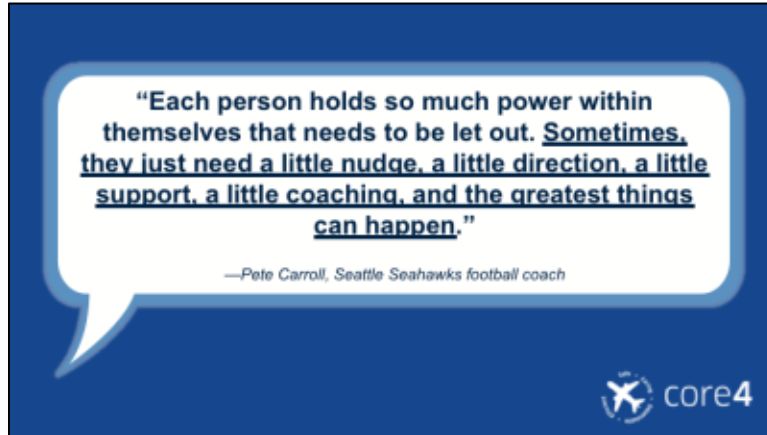
Explain:

As you can see, we can use this model to provide feedback for both improvement and positive feedback. Providing informal feedback is such an important part of our role as managers. Thank you for making this a priority as we implement our new Service Standards.



Transition:

Let's reflect on inspecting what we expect and providing informal feedback.



Inspect What You Expect and Give Feedback

Time: 2 minutes



Explain:

In your journals, write down three things you need to remember to do to ensure you are providing effective informal feedback that aligns to our core4 and guiding behaviors.



Trainer Note:

Ensure managers are writing in their journals.



Transition:

Thank you for a great breakout session.



Recognize a Little a Lot
Time: 5 minutes



Explain:

As managers, our last leadership habit is based on recognition. Recognition is a powerful opportunity to reinforce what is important, make people feel good, and improve individual performance. While people work for money, they will go the extra mile when we recognize, praise, or reward them. Recognition helps build trust and positive relationships with our employees. Recognizing our employees will make them feel safe and give them the confidence to make the right decisions because they know they have your support.



Ask:

What are the things to remember when recognizing your employees? Remember, many of you have recently gone through “Everyday Recognition”, so remember what was discussed in that module.



Debrief:

Review answers.



Transition:

Let's see how we can recognize our employees.

Effective recognition

- Timely
- Personal and specific
- Sincere
- Focused on behaviors
- Consistent




Recognize a Little a Lot
Time: 2 minutes



Explain:

Effective recognition should be:

- Timely. The closer we can recognize the employee to the event occurring, the more effective the recognition will be.
- Personal and specific. Connect the recognition to the person or team and be specific on why they received the recognition.
- Sincere. You cannot think that just by saying “thank you” a lot that you are recognizing your employees. If its just an act of ticking the box, and your employees feel it is just something that you do regardless, then the thank-you or recognition will not be sincere.
- Focused on behaviors. Moving forward, we want to tie our recognition to our core4 standards and guiding behaviors, which will reinforce the behaviors we want to see in our teams and each other
- Consistent. We cannot just recognize our people when we feel like it. It must become a part of our managerial routines.

Hopefully, you can see that these ideas are aligned with our notes on effective informal feedback. As we discussed, we can use our informal feedback model to recognize behaviors that we see.



Transition:

Let's talk about BRAVO.



BRAVO

Time: 1 minute



Explain:

Not only is recognition a hugely important part of leadership, but it's also something our employees have been requesting more of (at least, that's what they're telling us in the Pulse surveys). So, we've developed a new mobile-friendly application to make recognition easy and, to increase its impact, we have made it social.

I hope you all have the BRAVO/HighGround app already on your devices.



Transition:

In fact, to help practice us and add to the momentum of recognizing our employees, we're all going to give it a go.

<p>Here's how it works:</p> <ol style="list-style-type: none"> 1 Access the Bravo website or app (See instructions to the right) 2 Click on the recognition box and type in an employee's name 3 Select an "Everyday" or "Shared Values" badge 4 Write a meaningful note 5 Click "Give Recognition" <p>★ Employee receives instant recognition notification</p>	<p>Accessing Bravo:</p> <p>Company-issued devices</p>  Open the HighGround app and sign in using your Flying Together credentials. <p>Personal mobile devices</p> <p>One-time authentication process:</p> <ol style="list-style-type: none"> 1. Visit the Apple App Store or Google Play. 2. Download the HighGround app, but do not open it. 3. Go to Flying Together > Recognition > Bravo or use the web address Ft.usa.com/Bravo 4. On the Bravo landing page, click on the link to access the Bravo platform. 5. When the HighGround app opens, sign in again using your Flying Together credentials. <p>Access Bravo directly through the HighGround app for all future use.</p> <p>Computer</p> <p>Go to Flying Together > Recognition > Bravo or Bravo.usa.com</p>
---	---

BRAVO

Time: 5 minutes



Explain:

- First, let's sign into the BRAVO app.
- Think of an employee who already embodies our core4 standards and makes a difference every day. Click on the recognition box and type in their name.
- Once you find them and make a match with their picture pick a badge.
 - Select the "Everyday" badge for someone who embraces and practices our core4 every day. Or, you can use the "Shared Values" badge if you want to recognize them for helping us make our Shared Purpose and Values a reality. Keep in mind that the Shared Values badge is limited to five badges per quarter and those who receive these badges will have the opportunity to win some big prizes, so only use this badge when you want to make a big deal about someone.
 - Now, remember the specific action and the specific impact that the employee made. Just type a short note that acknowledges it, which shows that you appreciate their effort and the impact it made. The goal is to be specific, so they know that what they did made a positive impact.
 - Click "Give Recognition".

It's pretty simple, really. The key is noticing when these things are happening and being timely about recognizing your employees.

**Activity:**

I will give you four minutes to work your way into the app and to recognize some employees who are making a difference. Let me know if you have any questions accessing the app.

**Explain:**

BRAVO is not a substitute for giving recognition face-to-face, but it's a great way to share that recognition with the whole company and to memorialize it.

**Transition:**

Let's reflect on Recognition.



Recognize a Little a Lot

Time: 2 minutes



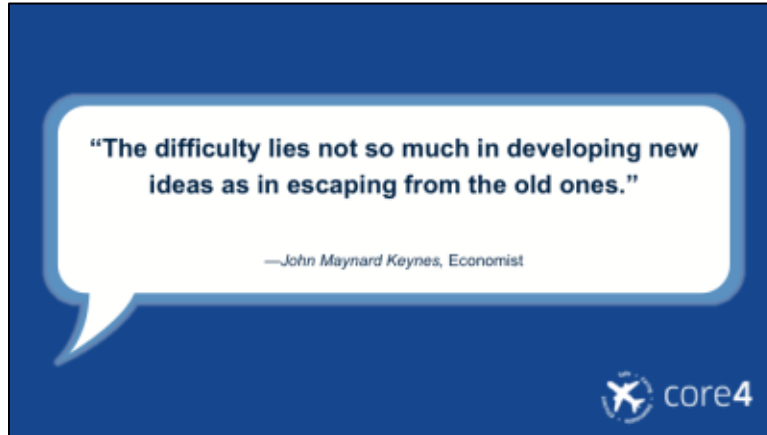
Explain:

In your journals, write down three things you need to remember to do to ensure you are giving effective feedback and recognizing the efforts and ability of your teams as it pertains to our core4.



Transition:

Thank you for recognizing our teams. A little recognition goes a long way to ensure our core4 habits become how we all operate. And now we would like to recognize some of you.



Leadership Habits

Time: 2 minutes



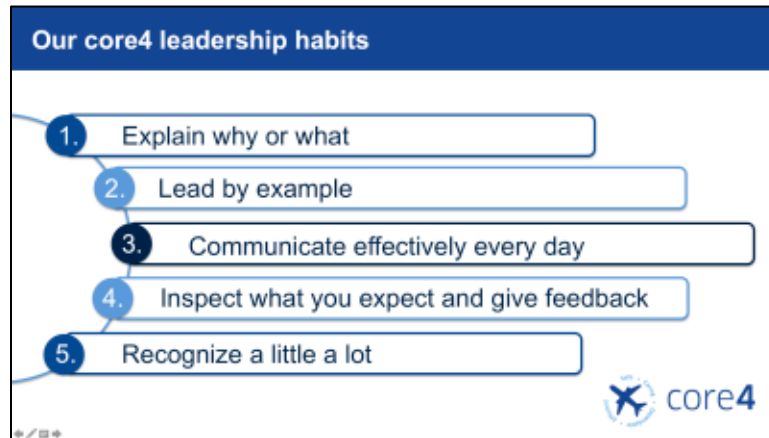
Explain:

Remember, while some of these habits were very familiar to you and the ideas we discussed or presented were things you are already doing, our goal for 2018 is consistency, which is what we are striving for with our core4 Service Standards, and it is what we are looking for from you. These leadership habits are crucial to the implementation and reinforcement of our core4 habits. **We will learn about your leadership abilities over the next 12 months more than any other time in our history because your leadership will be a direct reflection of whether or not your teams adopt our core4.** We also understand that many of you have operated and lead in a certain way for many years and that what we are asking you may be a little different. While it may be difficult, it is not impossible, and we are confident you all have the ability to make this transition. The real question will be whether or not you want to. Escaping the habits that have made you successful in the past is never easy, but it is important for our next step in this journey. We thank you in advance and appreciate all of your efforts.



Transition:

Let's recap our Leadership Habits.



Leadership Habits

Time: 1 minute



Explain:

The five leadership habits we discussed today are:

1. Explain why and what
2. Lead by example
3. Communicate effectively every day
4. Inspect what you expect and give feedback
5. Recognize a little a lot



Transition:

Hopefully, you have a lot of notes about how you are going to make these a part of your normal management routines because the success of improving our service disposition relies on it.



Leadership Habits

Time: 5 minutes



Explain:

Your leadership will influence your team's ability to deliver on our Shared Purpose and Service Standards more than any other factor. As the quote by Blake Morgan indicates, our customer's experience tells us everything we need to know about what's under the hood. What's under the hood of our company is you and your leadership. We will know which managers in our company are brought in and onboard and who is just trying to buy their time. In the coming year, we will look at how we are taking care of our customers and their satisfaction as a sign of each station's leadership. We are investing heavily in your leadership and success this year and ask that you be the catalyst that takes our teams to the next level.



Activity:

In your journals, I want you to write down three things that you are committed to doing to be a better leader at your station to support our core4 and your team. What were your 'a-ha's' from this session? You have two minutes to write your thoughts.



Trainer Note:

Depending on time and numbers, have each participant share some thoughts.



Transition:

Thank you for sharing. Let's talk about what happens next with our core4.



Our core4 Rollout

Time: 2 minutes



Explain:

We have a number of activities planned in 2018 for the rollout of the new core4 Service Standards. It all begins with Stimulation.

- Stimulation. This is about preparing your team for our core4 rollout.
 - First, we need you to begin talking about our core4 Service Standards, why they are important, and what is expected. We have asked our supervisors to take the lead on this, but they need your support and probably some gentle reminders.
 - We need you to Lead by Example. Adjust your leadership habits to reflect our core4 Service Standards.
 - We will host a kick-off event for each location at the start of the training to get your teams excited about the rollout at your station. The date for your kick-off event is _____
- Training. There will be a number of training sessions to help introduce our core4 Standards and guiding behaviors to your station/hub. The dates for your training are _____
- Socialization is how we remind our teams of their priorities.
 - Our primary tool in reinforcing our core4 habits will be through our daily briefings. Utilize the briefing card ideas provided to the supervisors and ongoing reminders sent to them and you via CONNECT. We have plenty of information to keep our core4 message alive.



- Look for United Service Tips over the summer to provide quick ideas on our team's most significant questions and needs. We will introduce these Service Tips in our core4 training and continue to provide you with these tips throughout the summer and beyond.
- Ensure our teams carry their core4 cards, and you talk about our core4 every day in your briefings, with your feedback, or just in conversation.
- An essential part of the coaching process is the feedback we provide our teams every day. Without these casual conversations happening, we will never get our teams and the service of United to where we need it to be.
 - Provide informal feedback in the operation every day on our core4 Standards and guiding behaviors.
 - Provide feedback to your supervisors on their efforts in giving feedback to their teams.



Transition:

The goal is that throughout 2018 we will build a movement around core4.



Start a Movement

Time: 3 minutes

Play Video

Explain:

We are asking you to be that shirtless dancing guy, the lone nut who is willing to get up and stand out, focused on nurturing your first followers, your supervisors. They received an excellent introduction to our core4 program, and we have asked them to be those first followers. So we ask that you embrace them, recognize them, and show everyone that what we are asking for is already happening. If you focus on your supervisors, then they will focus on their employees, and this is how we will start our core4 movement.

One of the most significant mistakes a leader can make as they start a movement is to focus too much on those who do not want to change. Don't make this mistake. There will always be those who resist and don't want to change. We will get to them eventually, but as managers, the biggest impact you will have is to cultivate followers and highlight all the great things that are already happening here at United.

Transition:

While the video may have suggested that leadership is overvalued, we think it is the most important aspect of the next step of our journey.



core4 Leadership Habits

Time: 1 minute



Explain:

We believe your leadership is more important than anything else this year and in the future. The impact, influence, and inspiration you can bring to our frontline teams and supervisors every day are going to make a difference in this next step of our journey. The question is not whether you are you a leader; the question is how good of a leader are you to your employees, supervisors, and teams.



Transition:

In 2018, we will know how good your leadership is.



Closing

Time: 2 minutes



Explain:

Remember that when all is said and done, more is always said than done. This is just a reality of life. For United to take the next step in its journey, for our frontline teams to own their customer, their operation, and to take on our core4, we need you to get things done. For our supervisors to develop as leaders, we need you to get things done. For you to be better leaders, we need you to get things done.



Ask:

Are you going to get things done?



Trainer Note:

Get a very loud commitment.



Explain:

Well, it's up to you. But I promise, if you want to, we are going to get a lot of things done together this year.

