

Facilitator's Guide

Coaching for
Service Success

Facilitator Guide



INTRODUCTION

Goal

The purpose of this module is to provide managers guidance on some essential leadership and coaching ideas to assist in the implementation of a new culture, procedure, or system. The six essential habits should be the focus of the manager's leadership routines for the 60 days following the initial training and implementation. The program is designed to be a conversation between the facilitator and managers and should involve extensive conversations and sharing of ideas.

Time

1 hour 52 minutes

Overview

The program involves the introduction or reminder of six simple coaching ideas or techniques essential to the successful introduction of a new culture, procedure or system. The six ideas focus on helping staff to take on, and understand, any new ideas or skills in the most effective manner following the training program. The training is designed as a catalyst, but the coaching following the training is the essential element to staff adopting the new habits introduced. The coaching, communication, and feedback habits featured in this program should be a part of any managers' leadership routine.

Materials Needed

- Pens
- Journals
- Binders with Cover

Icon Key

Activity



Explain



Lead Discussion



Ask



Read Quote



Transition



Trainer Note



Facilitator Guide



1



Time: 1 minute



Trainer's Note

Managers should have attended the Associate module training already. However, depending on their individual schedules, they may still need to attend this training. You might recognize managers, or not, so adjust your greeting appropriately.



Explain

Welcome (back). Now we are going to discuss your role as coaches in delivering a great customer experience for our guests coming through Tom Bradley International Terminal. Our role is to conduct training in being a catalyst for your staff's ability to improve their customer service and interaction skills. If we do our job correctly, we will light the fire for them to be better at what they do. Sustained excellence, however, comes from your ability to coach your people in the skills and ideas we present.

We have provided you with a Journal for this presentation to take notes in and to help you define your own leadership thoughts. Please utilize and make notes throughout our discussion.

Facilitator Guide



2

COACHING

"Leaders drive the service climate
and thus, the predisposition of
employees to satisfy customers."

—Excerpt from "Primal Leadership"

Time: *1 minute*



Explain

When it comes to the ability of your staff to satisfy Westfield customers, the most important point to recognize is that you are the cause of whether or not they are able to do this. You—the manager, the leader—are the single most important factor in an associate's ability, interest, and willingness to take care of our guests and ultimately fulfill our brand promise. It is you who drives the service climate or culture in which our associates work. We set the tone through our own actions, words, and attitudes. We set the tone through our priorities, our expectations, and what we do.

Over the coming months, this series of leadership learning experiences will focus on helping you adopt the habits and actions to create a premium experience for all those who coming through Tom Bradley International Terminal. Our first focus is on coaching, which is an important skill set in creating the right type of environment with your staff.



Transition

You drive the service climate, and *you* create an environment in which people "WANT" to take care of the customer.

Facilitator Guide



3



Time: *1 minute*

Explain



Leadership is often defined by a manager's ability to influence their staff; it is about getting your associates to do what you want them to do. The greater influence you have, the greater your leadership abilities.

We would argue that in a modern service environment, influence is not enough. Let's face it, you cannot make people be great with a guest, to be passionate about what they do, or to exert the level of effort required to fulfill our promise. As leaders you must get your associates to "want" to do all these things.

Modern leadership is not just about influence; it is now more about inspiration. Are you able to inspire your associates at Westfield to "want" to do what you want them to do—which is to fulfill our brand promise and take care of our guests? Once you are the catalyst within your associates, you must then coach them to continually improve and fine tune their abilities and skills. As we have indicated, we will help you to be the catalyst for your team's service skills. It will be your coaching that will deliver long-term improvement.

Transition



Let us consider our first set of skills.

Facilitator Guide



4

COACHING

- 1 Make Time for Communication
- 2 Explain the Why and What
- 3 Lead by Example
- 4 Listen to Understand
- 5 Provide Effective Feedback
- 6 Recognize a Job Well Done

Time: **3 minutes**



Explain

We have six key habits that will help you as managers to inspire your staff to “WANT” to take care of the guests.

1. **Make time for communication:** You must schedule time to talk with your staff or check in with them every month. This 10-15 minute informal meeting is necessary to check in on how your staff are feeling, what they are working on, and how you can help. While the meeting is informal, you need to schedule the time to ensure that it will happen.
2. **Explain Why and What:** We have to continue talking to the staff about why these service habits are important and why we must operate at this six star luxury level and what is expected from them as it pertains to the relationship habits we introduce.
3. **Lead by Example:** As managers you must walk your talk.
4. **Listen to Understand:** Some of our staff will take some time to adjust to these new skills and way of doing things. They might be nervous about the mystery shopping program We have to be understanding.
5. **Provide Effective Feedback:** We must be constantly coaching our staff. By giving them feedback in a consistent manner as a management team, we will develop our credibility and improve the guests experience while in Tom Bradley International Terminal.
6. **Recognize a Job Well Done:** We must be looking out for and reinforcing all the good behaviors and efforts from our team. It is easy for us to just focus on things that go wrong. We need to also capture our people doing things right. We must be saying thank you a lot.



Transition

Lets consider each habit in detail.

Facilitator Guide



5



Time: 30 seconds



Explain

Our first habit is to make time for communication.

Facilitator Guide



6

MAKE TIME FOR COMMUNICATION

Communication only happens if you make time for it.



Time: 4 minutes

Ask



What do we mean by “Communication only happens if you make time for it?”

Review answers and discuss



- We assume as managers that we are always communicating, but frequently the time and environment is not conducive to communication and therefore what was said was not heard or processed correctly.
- Some communication needs to happen one on one. In fact, we should be creating opportunities for all of our associates to meet one-on-one with us or their direct supervisor. Do not just assume your associates will come to you when they need to talk.
- While we say to our associates that they can come to us with anything at anytime, the ‘anytime’ element is difficult. We are often caught completing multiple tasks and when our associates come to us with something, it can be very easy to put them off and indicate you will catch up later. In management, ‘later’ never happens.
- Schedule time each day when you will be available in your office for your associates to stop by. It is a highly effective business practice that makes the “open door policy” quoted by so many managers a productive reality.

Facilitator Guide



Transition

As already suggested, your time to meet and talk with your associates only happens if you schedule it. We also need to ensure that you are available to your associates not just in your office. Communication needs to happen at your associates' desks, on the floor, in the operation or at their place of work any where in Tom Bradley International Terminal.

Facilitator Guide



7

REVIEW YOUR TEAM MEMBERS'
JOURNALS AND HABITS



Time: 1 minute



Explain

We developed the Journal for your staff with coaching in mind. During their session, we asked them to write down ideas and to think about the values. Review their thoughts when you meet with them. Understand where their comfort and confidence is or isn't with the different concepts. This is important for a coach to know.

Facilitator Guide



8

LEADERSHIP HABITS

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

—John le Carré, *Spy Novelist*

Time: 2 minutes



Ask

Why is a desk a dangerous place from which to view the world?



Discuss and Explain

You cannot just make time for communication in your office. You need to be out of the office, walking around and interacting with your associates every day. Schedule your “walk around time.” MBWA is an oft-cited management style. Management by Wandering/Walking Around refers to unstructured (though scheduled) time spent walking through your business operation and interacting with and checking in on how your associates are doing.

People will follow you if they believe you know what is going on. Having first-hand knowledge of the way our people perform, interact, and engage with each other is what will help you build your communication, your relationships, your connection, and it will direct the way you coach and develop your team. By getting out of the office, you show that you are approachable—which can be a significant issue for many managers.

Facilitator Guide



9



Time: 2 minutes



Explain

So here is our first habit that we need to make a priority as leaders. If we are going to make this six-star luxury experience a reality here at Tom Bradley International Terminal, we must make time to connect with our associates. As you heard in their session, we are telling your associates that you, as their managers, will meet with them one-on-one in the next 30 days and talk about their understanding of service and sales habits to TBIT customers. This meeting is critical. You need to start thinking about these meetings and get them scheduled. Please make time for communication.



Ask

Does anybody have any questions about this leadership habit?



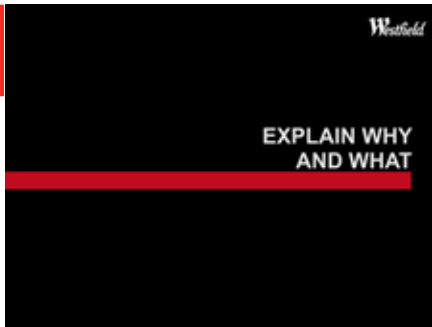
Transition

So when you meet, it is important that you are able to explain why this service training and our service and sales habits are important and what is expected of from your team.

Facilitator Guide



10



Time: 30 seconds



Explain

The second priority we have as leaders is to be able to explain why service and sales habits are so important and what is expected of each associate.

Facilitator Guide



11



Time: 6 minutes



Explain

We have to be able to explain why we are going through additional training to elevate our service and sales success.



Ask

Why is Westfield investing in the Mystery shops and training program?



Discuss and Explain

Exactly, so we can deliver the best airport experience of any terminal in the world. We must elevate ourselves beyond what has been done before because there is no terminal like Tom Bradley International Terminal.

Facilitator Guide



Explain

We also must be able to explain why these service and sales habits are important.



Ask

Why are these service and sales habits important?



Discuss and Explain

Because they define how we will act and interact with our guests in this six star premium environment.

Facilitator Guide

12



Time: 5 minutes



Explain

We also have to be able to explain what is expected of our staff. This is why it is important that you as managers go through the service and sales training. You must understand the concepts being reviewed with the staff so you can continue to explain them back in your stores, restaurants or operations.



Ask

Why are first impressions important in service and sales?



Discuss and Explain

The first 10 seconds of every interaction set the stage for making the guests feel good and ultimately getting a sale. In the first 10 seconds, the guest determine whether or not you are a good use of their time. In the airport environment this happens as the customer looks into the store as they walk past.

Facilitator Guide



Transition

Make first impressions the focus of your conversations over the next 30 days.

Facilitator Guide



13



Time: 5 minutes

Explain

“Communication is in the mind of the recipient. You’re just making noise if the other person does not understand you.” There is a common misconception among leaders and managers that as soon as they get a title, a position of influence, or power, they immediately become a good leader and a good communicator—that when they talk, people listen. And when they ask, people do. Unfortunately this is not always the case. The reality is that many times when the manager communicates, what is being said is not understood. This is why explaining the ‘why and what’ is so important. understand what is being said.

Ask

What else do you need to do to effectively communicate a message?

Review answers and discuss

- Be clear and concise. Remember the KISS principle.
- Use multiple mediums to communicate your message. Say it, write it down, and let people practice what they are being asked to do.
- Do not rely on email as your main form of communication.
- Ask for understanding. Ask your associates to explain what needs to happen and what they will do.

Transition

These are all correct. Let’s ensure we covered all the important elements to ensure understanding.

Facilitator Guide



14



Time: 4 minutes



Ask

“Your team will buy into service sales habits if they buy into you.” What does this really mean?



Review answers and discuss

- As the leader, you must believe in the habits first.
- As the leader, you must have a strong focus on a positive and optimistic future.
- Your associates must believe that you are sincere, authentic, and committed to delivering a great customer experience.
- As the leader, you must model the required behavior, attitude, and words that you want your staff to deliver.



Transition

When you explain why something is important and what is expected, your Westfield associates must feel that you believe and support service and sales habits. If they do not think you are 100% behind each of these, then they will think this is not a priority and merely a short term “flavor of the month” initiative.

Facilitator Guide



15

LEADERSHIP HABITS

EXPLAIN WHY AND WHAT

Explain why our culture is important and what is expected of each team member within that culture.



Time: 1 minute



Explain

We must be comfortable and confident in explaining why service and sales habits are important and why we must support our culture's foundation. As you meet with your associates, it is important to ensure their understanding, which will be dependent on how clearly and concisely we can explain 'why and what' and how believable we are in our explanations.



Ask

Does anybody have any questions regarding this leadership habit?

Facilitator Guide



16



Time: 30 seconds



Explain

Our next priority is to lead by example.

Facilitator Guide



17



Time: 1 minute



Explain

The former CEO of Chrysler, Mr. Lee Iacocca, sums it up well by saying, "Leadership means setting an example. When you find yourself in a position of leadership, people follow your every move." It is important that as leaders you understand that your actions speak louder than your words. You must set the example for your staff when it comes to our service and sales habits. You lose integrity as a leader when your actions contradict your words. If you lose integrity as a leader, then every time you try to communicate a message through your words, your associates will not hear you.

Facilitator Guide



18



Time: 8 minutes



Explain

As leaders, you must be conscious of leading by example in terms of delivering service and sales excellence. You must be focused on being the example for the habits we highlight with the associates in each of their sessions. Each session you must pay attention to the habits we review and consider how they apply to your ability to lead by example. Please note we do not just refer to leading by example with the customers but more importantly in your interactions with the staff.



Ask

How can we lead by example with each of the habits on the screen based on or interactions with our staff?



Discuss and review answers:

- You need to be prepared and ready each day. Be organized. Have a plan.
- Ensure your attitude is positive. Your attitude is the biggest influence on your associates attitudes.
- Do not lean or have poor posture when you are interacting with staff.
- Give them a smile and eye contact.
- Use appropriate words and tone. Welcome them each day.
- Ensure your grooming is polished every day.
- Say thank you to your team at the end of each day.



Transition

You must walk the talk when it comes to service and sales excellence.

Facilitator Guide



19



Time: 1 minute



Explain

If our habits are to be a reality, then it begins with us and requires us to show the way here at Tom Bradley International Terminal. William Johnson says, "If it is to be, it is up to me." We say: If your commitment is going to be, then it starts with you.



Ask

Does anybody have any questions about this leadership habit?

Facilitator Guide



20



Time: 2 minutes



Explain

It is important that we not only communicate correctly and set the example, but that we are aware that we must *listen to understand*.



Ask

Why is listening important?



Review answers and discuss the following:

- It shows respect to take time to listen to someone.
- It is important in helping people to work through issues or problems. You often do not have to give answers but by allowing them to voice their ideas or issues, they develop their own solutions.
- Critical to building relationships.
- Helps you understand who someone truly is and what is most important to them.



Transition

Listening is powerful as long as it is the right type of listening.

Facilitator Guide



21



Time: 4 minutes

Explain



When it comes to listening there are different levels at which we listen:

1. **Ignoring:** Obviously ignoring someone will not promote good communication or any type of listening.
2. **Pretend Listening:** This is when people pretend they are listening by nodding or looking at someone but are not paying attention as they think about other things. Children are very good at this, and unfortunately many adults. Note while accepted in children, it is not for adults.
3. **Selective Listening:** You only listen to what you want to listen to, which is often not what the speaker wants you to listen to.
4. **Attentive Listening:** This is good but does not necessarily promote understanding.
5. **Empathetic Listening.**

Ask



Who can give me a definition of empathetic listening?

Facilitator Guide



Review answers and explain

Empathetic listening is about taking a walk in someone else's shoes. It means you listen from their point of view and position so you can understand what they are truly saying. As we work with our associates on service and sales habits a reality, then we must be willing to understand any challenges and emotions our associates are experiencing as a result of our renewed emphasis.

Facilitator Guide



22

LEADERSHIP HABITS

LISTEN TO UNDERSTAND

Ensure you are listening to your associates and understanding their challenges and emotions.



Time: 1 minute



Explain

Our willingness to listen is an important way to inspire our associates and to understand any challenges that might be in the way of our ability to fulfill our service and sales habits.



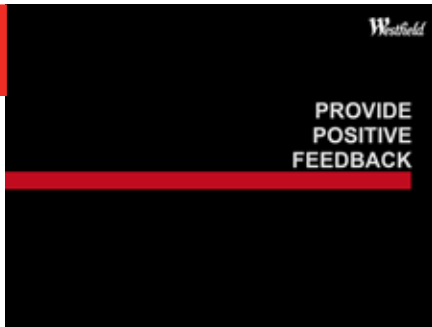
Ask

Does anybody have any questions about this leadership habit?

Facilitator Guide



23



Time: 30 seconds



Explain

A critical aspect of reinforcing our service and sales habits is through our ability to provide feedback to our associates with regards to how their actions, attitudes, and words are meeting our expectations.

Facilitator Guide



24



Time: 8 minutes



Explain

Feedback is a mutual conversation that follows a predictable process designed to improve performance. Feedback can be either formal or informal. We are most familiar with formal feedback which occurs as part of a performance appraisal, disciplinary action, or formal award process.



Ask

Has anyone had a performance appraisal before or received disciplinary action, or even recognition and been surprised by what was said?

<Review feedback. Provide your own if none is forthcoming>



Explain

The reason for the surprise might have been because there was lack of informal feedback which would have provided you insight into how you were doing. Informal feedback is the most important element in giving the formal mechanisms their credibility. There are some important elements to keep in mind when delivering informal feedback:(cont'd on next page)

Facilitator Guide



1. Informal feedback should not be delivered in the office. It can be delivered in the operation, at the associate's desk, or while working alongside them. It is not emotional and is really just a form of training. Informal feedback delivered in the operation, or on the floor should be immediate, relevant, and fair.
2. Feedback should be aligned with the principles and the culture of the organization. It is important in the 60 days after the associates go through the Impressions Matter session that we are giving feedback on the principles and behaviors, attitudes, and words expected. We should always provide a reason for the feedback and this should be based around our principles.
3. We need to be balanced. It is important that we are recognizing when people are following the principles and when they can improve. We cannot just be giving feedback when they do not do something or could do better. If you are only known for giving feedback when things go wrong, you will no longer be able to positively inspire performance. While we are probably very good and noticing when something goes wrong, how often are we noticing and recognizing all those things that go right.
4. "Avoid the lecture" means that instead of explaining everything to the associate, place the responsibility for the feedback on them. Ask them questions which require a response.
5. We must be consistent with this feedback, which means giving feedback to everyone and being consistent in the delivery process.



Transition

The key to effective feedback is to have a consistent process for its delivery. Many managers do follow a consistent process and, as a result, are not effective or confident in delivering informal feedback. A process has been used over the years which has allowed managers to be comfortable and confident in this important skill.

Facilitator Guide



25



Time: 8 minutes



Explain

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

1. The first step requires that you give a reason for the feedback. Always begin with a "Why." Managers often jump right into feedback without putting the feedback into perspective. In the coming weeks, we would like to ask you to utilize the principles as your basis for providing feedback. This will allow you to open with, "**John, as you know, one of our habits is to be warm and welcoming. What does that mean to you?**" <ask> Any questions?
2. The next step is to tell the associate exactly what you saw or heard. An example would be "**I just observed your interaction with the last guests and you did not appear friendly or positive. Did you realize you did this?**" <ask> Any questions?
3. The next step is to ask the associate what impact this behavior has on the customer or their team. "**What sort of impact do you think that had on those guests? Would you want to interact with someone who was not warm or welcoming?**" <ask> Any questions?
4. The next step involves asking the associate how he/she can avoid this in the future. "**How can you ensure a better first impression with our guests?**" <ask> Any questions?
5. The final step is to thank the associate for their support of our service and sales habits. "**John, thank you for supporting our goals. Please let me know if there is anything we can help you with.**" <ask> Any questions?

Facilitator Guide



Explain

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



Transition

Let's practice.

Facilitator Guide



26



Time: 5 minutes



Activity

Everyone should get in pairs. One of you will play the role of the associate, and the other person will play the role of the manager. Let's take three minutes to practice this scenario. When you're finished, whoever is playing the employee should provide some feedback to the person playing the manager about how you think they did.



Trainer note

Go back to the previous slide so the participants can see the process on the screen. After three minutes switch to the next screen and walk them through how you might provide this feedback. Once you have reviewed the example on the screen allow them another three minutes to practice.

Facilitator Guide



27



Time: 4 minutes



Explain

Okay let's take a quick look at how we might handle this situation.



Review slide

Now it does not need to be exactly like this but if you are struggling, use this as a guide. Let's continue to practice.



Trainer note

Have them do three more minutes of practice.



Transition

Now let's practice in a situation where the feedback is to recognize a job well done.

Facilitator Guide



28



Time: 5 minutes



Activity

Let's stay in our pairs and do another role play. This time when you notice a positive first impression.



Explain

One person will play the associate, and the other will play the role of the manager. We're going to take three minutes to practice this scenario between the two of you. The person playing the associate should provide feedback to the person playing the manager about how they did in following the process we outlined.



Trainer note

Have them begin. After three minutes, switch to the next screen and walk them through how you might provide this feedback. Once you have reviewed the example on the screen, allow them another three minutes to practice.

Facilitator Guide



29



Time: 4 minutes



Explain

Okay, let's take a quick look at how we might handle this situation.



Review slide

Now it does not need to be exactly like this but if you are struggling, use this as a guide. Let's continue to practice.



Transition

Great job everyone! Please utilize this model if you struggle with giving feedback. Feedback plays a critical role in ensuring the principles become a reality and ingrained part of our culture.

Facilitator Guide



30

LEADERSHIP HABITS PROVIDE EFFECTIVE FEEDBACK

Give informal feedback to our team
members on our values.



Time: 1 minute



Explain

Our willingness to listen is an important way to inspire our associates and to understand any challenges that might be in the way of our ability to fulfill our commitment and follow our principles.



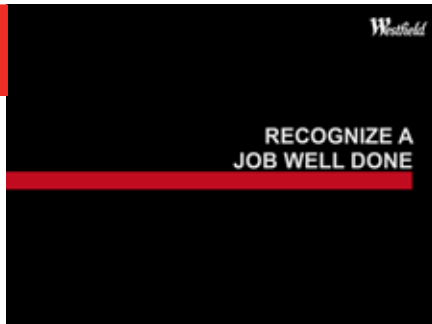
Ask

Does anybody have any questions about this leadership habit?

Facilitator Guide



31



Time: 4 minutes



Explain

A critical aspect of reinforcing our commitment and the principles is through our ability to provide feedback to our associates with regards to how their actions, attitudes, and words are meeting our expectations.



Ask

How can we recognize our associates?

Discuss and review answers:

- **Say thank you.**
- **Give associates a pat on the back.**
- **Recognize them as part of the formal associate award program (programs will vary).**
- **Know what motivates them and provide it when appropriate.**
- **Provide them with opportunities or challenges to improve their abilities.**
- **Ensure senior managers are aware of their performance and efforts.**
- **Spend time with them talking about their career goals.**



Ask

How well do we do at recognizing our associates?

Facilitator Guide




Discuss answers and explain

While we assume we do a good job, the reality is, we may not be as consistent or as diligent as we should. (transition to next screen)

Facilitator Guide



32

RECOGNIZE A JOB WELL DONE 

TOP FORMS OF RECOGNITION AND USAGE:

1. A personal thanks (42%).
2. A written thanks (24%).
3. Promotion/pay raise based on performance (22%).
4. Public praise (19%).
5. Morale building meetings (8%).

Study by Dr. Gerald Graham, Wichita State University

Time: 5 minutes



Explain

Studies conducted at thousands of work sites have shown that the best forms of recognition are based around the idea of saying thank you. There should be no surprise there. What may be surprising is the amount of times it is actually occurring or is being perceived as occurring by our associates. The % after each form of recognition is how often in various studies that form of recognition actually occurs. Let's just take the 'thank you' example. Now I believe we as managers say thank you a lot more than 42% of the time when appropriate. I believe that the real problem is not in saying the 'thanks' but how it is being said.



Ask

What sort of things might be happening that is enduring our associates do not hear us when we say 'thank you'?



Discuss answers and explain

- We might not be sincere.
- We might say it so much that it has lost its value.
- We are not emotionally connected with our associates so even when we say thanks all they hear is "Wha, Wha, Wha."
- We say thank you at a bad time, when there are a lot of other things going on and the associates are distracted.
- It is said generally so the associates do not think it is about them.
- We say it well after the event or action occurred thereby losing some of its relevance.

Facilitator Guide



Explain

As you can see there are a lot of things we need to think about in ensuring our associates recognize when we say thank you. You must be relentless in the recognition process and remember one of the top forms of recognition is actually spending time with our associates when they do something.

Facilitator Guide



33



Time: 30 seconds



Explain

Recognition is an important part of the coaching process during the opening and post opening process. We must be sincere, consistent, and personal with our staff because whether we like it or not, many times the lack of it is the reason many people leave a job.

Facilitator Guide



34

LEADERSHIP HABITS RECOGNIZE A JOB WELL DONE

Recognize a job well done by saying
"Thank you" whenever the opportunity
arises.



Time: 1 minute



Explain

Our ability to recognize our staff in a way that is meaningful to them is a very important part of the coaching role.



Ask

Does anybody have any questions about this leadership habit?

Facilitator Guide



35



Time: 30 seconds



Explain

General Electric's former CEO Jack Welch says, "Great success only comes when you focus on what really matters. Are you spread all over the place or focused on the few things that will bring the greatest rewards?" If we are going to make the principles and commitment a reality, we must be focused on the habits we have discussed today. There are of course many other leadership tasks to perform but these habits will matter the most.

Facilitator Guide



36

COACHING

1. Make Time for Communication
2. Explain the Why and What
3. Lead by Example
4. Listen to Understand
5. Provide Effective Feedback
6. Recognize a Job Well Done

Time: 4 minutes



Explain

These are probably not new, and they are not particularly difficult, but they do require your focus and some discipline.



Ask

Any questions on these six habits?



Answer

Address questions as required.

Facilitator Guide



37



Time: 5 minutes



Explain

As leaders, you must demonstrate integrity in what you say and do. Leadership requires consistency of actions and words—all the time, and in every circumstance. Integrity is your most valuable asset. It's also an easy thing to lose.



Trainer note

Read quote and then flip back to previous screen.



Ask

How do you think we lose our integrity under each of these leadership elements?

Facilitator Guide



Explain

1. **Make Time for Communication:** We will/have told our associates that you will meet with them over the next 30 days to discuss their service and sales habits. If that does not happen, this program loses its integrity.
2. **Explain Why and What:** If we cannot explain clearly and do not believe in service and sales habits, then it will soon become obvious with our team members that we are not committed.
3. **Lead by Example:** If we are not going to walk our talk, then we are communicating that service and sales habits are not important.
4. **Listen to Understand:** We need to understand any emotions and challenges our associates are facing regarding the execution of the service and sales habits. We must put ourselves in their shoes so we can understand them better.
5. **Provide Feedback:** If we are not going to give feedback about the principles, then we are not going to evolve performance and actions.
6. **Recognize a Job Well Done:** We must be active in recognizing when an associate delivers on service and sales habits. We must promote the success and ensure we are noting it.



Explain

If you do not have integrity, then you will not be able to motivate your staff to do what you want them to do. You will also ensure that service and sales habits do not become a part of our culture and fail in our own customer first commitment.



Transition

Remember integrity and credibility are the result of doing what we say we are going to do and unfortunately there is often more saying than doing.

Facilitator Guide



38

PROVIDE EFFECTIVE FEEDBACK

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

—Henry Ford, Automobile Maker

Time: 30 seconds



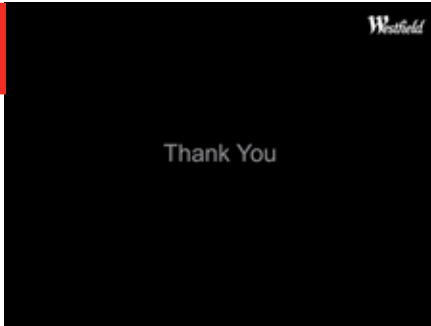
Explain

You do not build a reputation on what you say you are going to do. It is now about what you do. Please take some time to consider the habits we have discussed, get your mind ready to focus on these priorities, and most importantly get ready for success in coaching your staff at Tom Bradley International Terminal.

Facilitator Guide



39



Time: 30 seconds



Explain

Thank you for all your efforts and participation today.