



Westfield

Leadership 1
Coaching Journal

Westfield

THIS BOOK BELONGS TO:

MANAGER NAME

This series of learning exercises is meant to inspire you to make a difference as a manager with your staff. Inside you will find ideas to help you create memorable experiences for our guests, and space to record your own ideas and commitments.

LEADERSHIP

What is leadership?

MODERN LEADERSHIP

Why is modern leadership about inspiration and not just influence?

“Leaders drive the service climate and thus, the predisposition of employees to satisfy customers.”
—Excerpt from “Primal Leadership”

COACHING HABITS

What are some essential key habits that can inspire staff?

MAKE TIME FOR COMMUNICATION

What are some ways to make time for communication?

“Communication only happens if you make time for it.” —*SGEi*

Name some useful places for communication in the workplace.

“A desk is a dangerous place from which to view the world.” —*John le Carré, Spy Novelist*

EXPLAIN WHY AND WHAT

Explain why service and sales habits are important to staff?

Explain why service and sales learning experiences are important for staff?

Why are first impressions important in service and sales?

What is expected out of staff with first impressions?

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

LEAD BY EXAMPLE

Explain why it is important to lead by example.

“Leadership means setting an example. When you find yourself in a position of leadership, people follow your every move.”
—Lee Iacocca, Former CEO of Chrysler Corporation

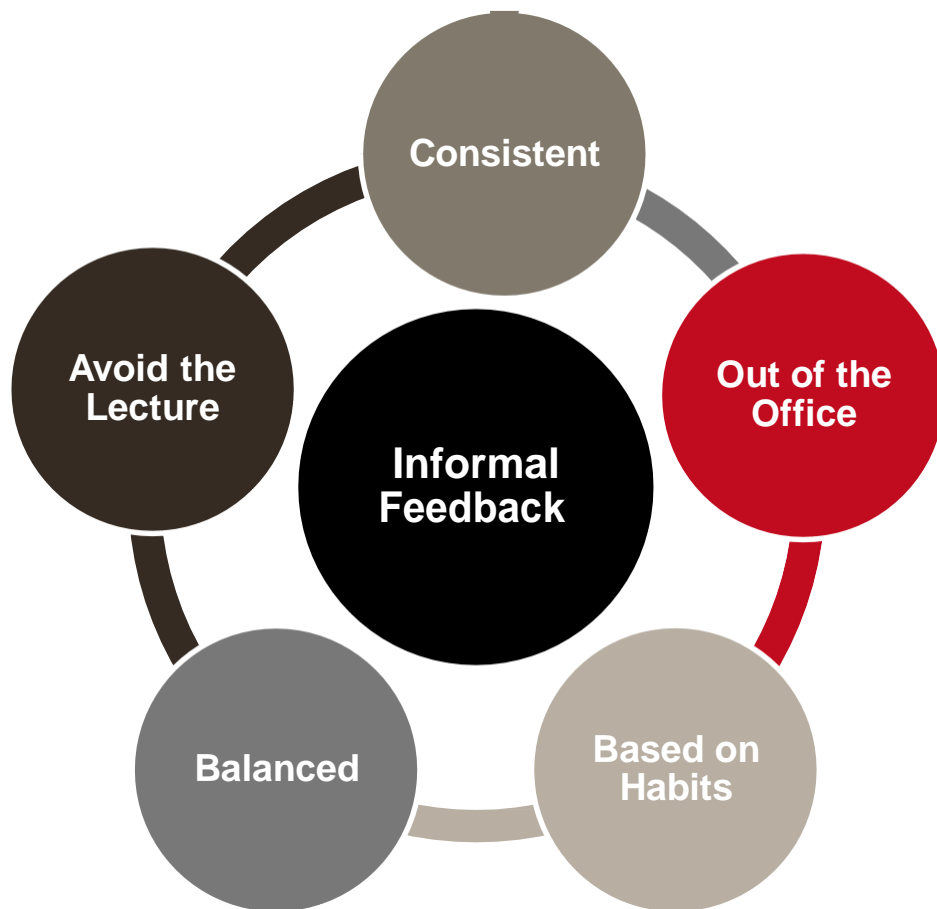
LISTEN TO UNDERSTAND

Why is listening important?

“Most people do not listen with the intent to understand; they listen with the intent to reply.”
—Stephen Covey, Author

PROVIDE EFFECTIVE FEEDBACK

Explain the five important elements of effective feedback.



INFORMAL FEEDBACK

Explain why a consistent process for providing feedback improves staff performance.

Give Reason for Feedback
“John, as you know, one of our habits is to be warm and welcoming. What does that mean to you?”

Provide an Example of the Observed Behavior
“I just observed your interaction with the last guests and you did not appear friendly or positive. Did you realize you did this?”

Highlight the Impact of the Behavior
“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?”

Was the behavior appropriate? Define Next Steps
“How can you ensure a better first impression with our guests?”

Thank Your Team Member
“John, thank you for supporting our goals. Please let me know if there is anything we can help you with.”

RECOGNIZE A JOB WELL DONE

Explain why it is important to provide recognition of a job well done.

“People may take a job for more money but they often leave it for more recognition.”
—Bob Nelson, Author

INTEGRITY IS EVERYTHING

Why is integrity your most valuable asset?

“Your most valuable asset as a leader is your integrity.”
—David Cottrell, Author of “Monday Morning Leadership”

