

Delivering Service With

Westfield STYLE

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Stories – I am an ambassador for the Westfield brand.


Ask: What does it mean to be an ambassador for Westfield?

Review answers and discuss: with your team the importance of knowing our brand, speaking positively about it, and living the Westfield EDGE values.

Ask: Can you give me an example of a time when you observed someone else acting as a great ambassador for Westfield when interacting with a guest?

Instructions: Take 2-3 stories.

Debrief: It is critical for us to represent Westfield well in all our interactions. You are often the only interaction our guests have with Westfield itself, beyond our retailers!



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2 Stories – Live The Story.

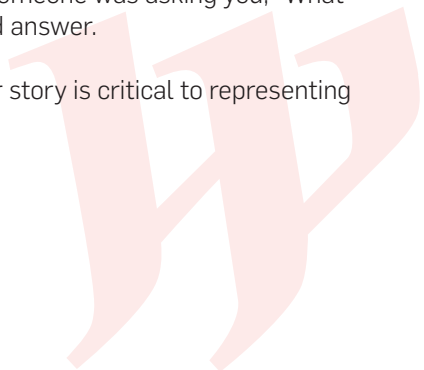
Read Quote: “Tell me a fact and I’ll learn. Tell me a truth and I’ll believe. But tell me a story and it will live in my heart forever.” – Unknown

Ask: What does this quote mean to you?

Review answers and discuss: the power of storytelling in creating memories for our guests, and creating loyal customers.

Activity: Partner up with someone and take a few minutes to tell each other your Westfield Story. If someone was asking you, “What is Westfield?” this is how you should answer.

Debrief: Knowing our brand and our story is critical to representing us as Westfield Ambassadors.



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3
Stories –

I am an ambassador for the Westfield brand.

Ask: Why is it important for you to be knowledgeable about our Westfield brand?

Review answers and discuss: As employees, you are the face of our brand. You are the team that greets our customers face-to-face on a daily basis.

Scenario: A guest approaches you and you engage in personalized conversation. You learn that they are from out of state and have never been to a Westfield Center. They are curious to know what other locations are out there, and what makes Westfield different from other malls.

Instructions: Pair up the group and have them come up with an appropriate answer to the scenario. After a few minutes, call on 2 pairs to role-play their answer to the guest.

Debrief: By being knowledgeable about our Westfield brand and living our story, you will be better able to serve our guests.

4 Stories – Live The EDGE

Ask: What is the Westfield EDGE, and what does EDGE stand for?

Review answers and discuss: The Westfield EDGE is a set of values that determines how we act and interact with each other and with our guests. EDGE stands for Employees Deliver Groundbreaking Excellence.

Ask: How does our Westfield EDGE set us apart from other companies?

Review answers and discuss: Our Westfield EDGE encourages us to act in an elevated manner. Internally, we have a strong focus on teamwork, which makes our customer service even more phenomenal. We emphasize the health and wellbeing of our staff so that they can better devote their energies to serving our customers. We are dedicated to being the best in our class, and that means listening to and recognizing great ideas.

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5 Stories – Live The EDGE

Ask: What are the four values associated with our Westfield EDGE?

Answer: Achieve, Collaboration, Innovative, Community

Instructions: Pair off group (or groups of 3-4) and give each one of the values. Instruct participants to come up with one example of someone living that value and one way that they can better represent that value themselves.

Debrief: To make Westfield the best it can be, we are relying on each of you to live the Westfield EDGE in all you do!



6 Teamwork – Keep It Safe

Ask: At Westfield, we are committed to keeping it safe. We follow the policy of “See Something, Say Something!” What are some suspicious things you need to look out for?

Review answers and discuss: Try to get as many answers as possible – some should include behaviors such as nervousness, carrying or trying to hide objects that could potentially be a weapon, running or walking very quickly out of the mall, hyperventilating, or setting down a package or bag and then leaving the area.

Debrief: Remember, we identify “suspicious behaviors,” not “suspicious people!”

Ask: What do you do if you notice suspicious behavior?

Review answers and discuss: Keep a safe distance away and report the concern to security immediately. Include a detailed description of the person or item in concern.

7 Teamwork – Keep It Clean & Keep It Green

Ask: To ensure Center success, we must ensure to keep it clean and green! Why is it important to work as a team to keep our Center clean?

Review answers and discuss: Part of making a great first impression is ensuring that our Center is clean, free of safety hazards, and well-maintained. Cleanliness looks good and keeps our Team Members and our guests safe!

Ask: What are things to look out for when keeping it clean (and working)?

Review answers and discuss: Try to get as many answers as possible – some should include wet floors/spills, lightbulbs out, fingerprints or smudges on doors and windows, supplies empty in bathroom, etc.

Ask: How should you handle these situations?

Review answers and discuss: You are empowered to handle issues on your own – if it is not something you are able to handle, reach out to the appropriate department contact.

Teamwork – Keep Communicating

Ask: To best assist our guests and fellow team members, we must ensure to communicate effectively! What are some important characteristics of communicating effectively with guests and team members?

Review answers and discuss: Look for answers about communicating via radio, communicating in Weekly Warm Ups, and communicating politely with guests.

Activity: Pair up your group and instruct them to role-play the following scenario to demonstrate effective communication techniques.

Scenario: You are assisting a guest when a call comes through on the radio. Your radio was too quiet to hear what the caller said, so you are unsure whether or not the call was for you. How can you demonstrate effective and professional communication via the radio, while acting as a great ambassador for Westfield?

Debrief: It is important to ensure your radio is ready to receive messages at all times. Ensure you are doing a sound check every 1-2 hours.

You –

I am responsible for delivering a friendly and memorable first and last impression.

Read Quote: "Two things remain irretrievable; time and a first impression." – Cynthia Ozick, novelist

Ask: What does this quote mean to you?

Review answers and discuss: First impressions are important – they can set the tone of your whole relationship with a person. People decide whether or not they want to get to know you by the value you set in your first impression.

Instructions: Have your group pair off and practice making a great first impression **over the phone**. Give each pair 3-4 minutes to practice, and walk around watching for all of the signs – facial expression, posture, the first words they speak, their tone of voice, and their overall attitude. Have 1 pair present their phone greeting to the rest of the group.

Debrief: On the phone, it is essential to ensure great tone of voice through your attitude, a smile, and great posture. You can really hear the difference in your voice when those things are not present!

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You – Make An Impression

Ask: Why are first impressions so important to get right the first time?

Review answers and discuss: You never get a second chance to make a great first impression. It takes 6 months of face-to-face contact to change a poor first impression, and we don't have that kind of face time with our guests!

Ask: What are some of the characteristics of a great first impression?

Review answers and discuss: Body language and facial expressions, grooming, the first words you use and your tone of voice, your greeting and the way you acknowledge approaching guests, and your overall attitude are just some of the things that formulate your first impression.

Ask: What can you work on today to improve your first impressions?

Instructions: Have each participant share one thing they will work on today.

You – Make An Impression

Ask: How important is your attitude at work?

Review answers and discuss: Attitude is your reaction to everything that happens around you. It is contagious – it affects how you feel and how you make others feel. Your attitude is a choice. Make sure you make the right choice!

Ask: What are some ways that you can ensure you start and end your shift each day with a positive attitude?

Review answers and discuss: Look for answers like, take deep breaths, practice your smile, stand up straight, be prepared for your shift, look good to feel good, etc.

Ask: What can you work on today to improve your first impressions?

Debrief: Let's all stand up straight and take 3 deep breaths to ensure we have a great attitude for this day!

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You – Make An Impression

Read Quote: "A person with a great attitude will always give you great service; a person with a poor attitude will always deliver poor service."

Ask: Why do you think this quote is true in the service business? Can you give me some examples of times you've caught your coworkers presenting a great attitude, giving great service, and making a great first impression on our customers?

Review answers and discuss: Try to get 3-4 responses from the group; if necessary, present your own and recognize someone on the team for their great attitude.



You – Make An Impression

Instructions: Take 3-4 volunteers and instruct them to stand with a bad attitude. Have one stand with folded arms and a scowl, have one leaning to one side, have one with hands in pockets looking down, etc.

Ask: What attitude are your coworkers communicating?

Review answers.

Ask: What things did you notice about them that create that attitude and that feeling?

Review answers.

Instructions: Have each volunteer then stand with correct posture, body positioning, and facial expression to create a positive first impression.

Ask: How does their attitude communicate now?

Review answers.

Debrief: Posture, body positioning, and facial expressions are a huge part of a first impression! Ensure you get yours right.

You – Make An Impression

Read Quote: "Smiling directly influences how other people respond to you. When you smile at someone, they almost always smile in return. And, because facial expressions trigger corresponding feelings, the smile you get back actually changes that person's emotional state in a positive way." – Carol Kinsey Goman

Ask: How important is a smile when engaging and acknowledging your customers?

Review answers and discuss: Smiles are contagious – and don't forget, we can tell if someone is smiling on the phone by their tone of voice!

Activity: Pass a smile on to your partner. How does the smile on your own face make you feel? How does your partner's smile make you feel?

Debrief: While we may not all have natural smiles on our faces, it is important to consciously make the effort to have a positive facial expression so we are approachable and engaging.

You – Make An Impression

Read Quote: "People's emotions are rarely put into words. Far more often they are expressed through other cues. The key to intuiting another's feelings is the ability to read the nonverbal channels like tone of voice." – Daniel Goleman

Ask: What tone of voice should we use with our guests?

Review answers and discuss: A proper tone of voice is friendly, pleasant, and upbeat.

Activity: Ask for volunteers to greet you in a negative tone of voice – this could be bored, frustrated, sad, annoyed, distracted, or any other negative attitude.

Ask: How did it make you feel to use that tone of voice? For me as the recipient, I can tell you, I didn't like it very much!

Activity (cont.): Next, ask for different volunteers to greet you in a positive tone of voice, like they would if you were a guest.

Debrief: How much better did it make you feel to say or hear a positive greeting? We must ensure to use these positive tones of voice with our guests at all times to create a positive first and last impression.

You – Make An Impression

Ask: What is the 10-5 Rule for engaging and acknowledging our guests?

Review answers and discuss: The 10-5 Rule brings together all the elements of the “Make An Impression” habit we discussed in orientation. When a guest is within 10 feet of us, we make eye contact, smile, and acknowledge the guest. When they are within 5 feet, we greet them warmly.

Activity: Everyone get into pairs and stand about 15-20 feet apart. Person A should walk toward Person B. At 10 feet, Person B should acknowledge Person A with eye contact and a smile; at 5 feet, provide a greeting. Then, switch roles. Repeat a few times until I call time.

Coach’s Note: Walk around and watch groups as they practice the 10-5 Rule, making suggestions and giving feedback as needed.

Debrief: Great job, everyone! Ensure that you use the 10-5 Rule in all guest interactions.

You – Make A Statement

Ask: An important part of our first impression is how we look. What are some of the important characteristics of good grooming?

Review answers and discuss: Ensure the following answers are covered: appropriate uniform or professional attire; clean and well-fitted clothing; clean shoes; properly groomed face and hair; clean-shaven faces for men; clean teeth, breath, hands, and fingernails; conservative amounts of jewelry, perfume/cologne, and makeup.

Ask: Why is it important to ensure you Make A Statement with good grooming?

Review answers and discuss: The way you look is a huge part of your first impression with our guests, and if you don't care about your grooming, your customers will care little about you. You represent Westfield! Ensure to look the part.

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You – Make A Difference

Ask: One way we Deliver Service with Westfield STYLE is through making a difference by practicing excellent service habits and manners. What are some of the ways we make a difference in our service?

Review answers and discuss: Look for answers including the following: open doors for others, allow guests to enter elevators or escalators first, provide directions with an open palm and three steps, escort guests whenever possible, and stand up and come out from behind a desk when speaking with a guest.

Instructions: Pair off your group and read them the following scenario. Give partners 3-4 minutes to create a role play for the scenario that represents Delivering Service with Westfield STYLE and making a difference.

Scenario: You see a woman walking out of a store with her two children. She is carrying one child, trying to balance a purse and a couple of shopping bags, and reaching for her older child who is walking slowly behind, shuffling her feet.

Listen & Respond –

I actively listen and quickly respond to all customer verbal and non-verbal requests.

Read Quote: “A typical business hears from only about 4% of its dissatisfied customers. 96% will just go away, and 91% of those will never come back.” – Ruby Newell-Legner

Ask: Why do you think 96% of dissatisfied customers don't talk to anyone about their concerns?

Review answers and discuss: Ensure all of the following answers are covered:

- They don't know who to complain to
- They think no one will care or do anything to help
- They think it will take too much time
- They have already decided not to come back
- They don't want to be “that person” who complains

Ask: What can we do to ensure we help these guests who aren't verbally complaining or making requests?

Review answers and discuss: It is important to keep our eyes open and notice facial expressions and body language of guests. It is also important to listen and overhear conversations between guests that may seem frustrated or upset.

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20 Listen & Respond – I actively listen and quickly respond to all customer verbal and non-verbal requests.

Ask: One of the important habits involved in Delivering Service with Westfield STYLE is to Own It. This means you are expected to actively listen, quickly respond, and “own” all customer verbal and non-verbal requests. Why is it important to actively listen and respond to all of our guests in a timely manner?

Review answers: Active listening shows that we care about our guests' experiences.

Instructions: Pair off your group and read them the following scenario. Give partners 3-4 minutes to create a role play for the scenario that represents actively listening and responding to a guest's request.

Scenario: A guest comes up to you and asks, “I can't seem to find the restroom.”

Debrief: Ensure you quickly and appropriately respond to this guest by escorting them if possible, and if not, gesturing with an open hand and giving clear directions.

21 Listen & Respond – I actively listen and quickly respond to all customer verbal and non-verbal requests.

Ask: What is the acronym that we use to remind us how to respond to a guest complaint?

Review answers and discuss: E.A.T. E stands for empathize, A stands for apologize, and T stands for thank.

Instructions: Pair off your group and have them practice using appropriate verbiage for E.A.T. Walk around the room and find a pair that is practicing perfectly, and have them present their E.A.T verbiage to the group.

Debrief: It is important to empathize appropriately by saying, "I understand how you feel," apologize sincerely by saying, "On behalf of my Center, please accept our apologies," and thank graciously by saying, "Thank you for letting us know."

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Listen & Respond – Own It

Instructions: Pair off your group and read them the following scenario. Give partners 3-4 minutes to create a role play for the scenario given. Remind them to practice E.A.T. and “Own It.”

Scenario: A guest approaches you angrily. She says, “The counters in the bathroom are soaking wet, and my purse is ruined!”



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23 Listen & Respond – Own It

Instructions: Pair off your group and read them the following scenario. Give partners 3-4 minutes to create a role play for the scenario given. Remind them to practice E.A.T. and “Own It.”

Scenario: You are walking down the corridor and approach a guest who flags you down. He says, “My daughter lost her stuffed monkey. She can’t remember where she left it, and I’ve gone through 2 stores already trying to find it.”



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Listen & Respond – Own It

Instructions: Pair off your group and read them the following scenario. Give partners 3-4 minutes to create a role play for the scenario given. Remind them to practice E.A.T. and “Own It.”

Scenario: A pair of guests walk in from outside the Center, clearly flustered. “There was no parking anywhere!” one guest exclaims. “We had to park clear across the street and walk.”



Educate & Recommend – Know My Surroundings

Ask: Why is it important to be knowledgeable about our Center and surrounding neighborhood?

Review answers and discuss: It is important to be able to give directions and make recommendations to our guests accurately. It personalizes their experience and makes them feel positively toward you, because you went above and beyond to help them.

Ask: What are some important facts about our Center and environment that you need to know?

Review answers and discuss. Ensure answers cover the following:

- Center and retailer hours of operation
- Location of Center in relation to major landmarks such as airports, major streets, bus stops, and other important city destinations
- Cross streets of Center and establishments close by
- Items available inside the mall and what retailer offers those items
- Location of bathrooms, retail shops, and kiosks

Debrief: It is important to know these important facts about our Center to best serve our guests. Don't forget that we also have a Westfield app that can help you and your customers with questions, as well as offer information on events and activities as well as exclusive deals and offers.

Educate & Recommend – Know My Guests

Ask: How can we get to know our guests?

Review answers and discuss: We should ask them meaningful questions, listen actively, and observe them to notice things about them.

Read Quote: “Questions are the spark plug of conversations.” –
Nicholas Boothman

Ask: What topics should we try to ask questions around to have meaningful conversation and learn important and useful information about them?

Review answers and discuss. Ensure the following topics are included:

- Family, children, or pets
- Hobbies and interests
- Sports played or teams followed
- Colleges
- Where they are from or where they grew up
- Vacations or travel plans

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Educate & Recommend – Know My Guests

Explain: The modern guest is always looking for something uniquely for them. When we make personalized recommendations, we exceed our guests' expectations for their experience at our Center!

Instructions: Pair off your group and read them the following scenario. Give partners 3-4 minutes to determine 1-2 great personalized recommendations for locations in the Center that the guest would enjoy. Walk around the room and listen to the pairs as they work; choose 2-3 to share their ideas for recommendations.

Scenario: I am the adventurous, free-spirited type, and I love to find new and interesting things to wear that compliment my personality.

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Educate & Recommend – Know My Guests

Explain: The modern guest is always looking for something uniquely for them. When we make personalized recommendations, we exceed our guests' expectations for their experience at our Center!

Instructions: Pair off your group and read them the following scenario. Give partners 3-4 minutes to determine 1-2 great personalized recommendations for locations in the Center that the guest would enjoy. Walk around the room and listen to the pairs as they work; choose 2-3 to share their ideas for recommendations.

Scenario: I am searching for a housewarming gift with an international flair for new neighbors that have just moved onto our block.

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Educate & Recommend – Know My Guests

Explain: The modern guest is always looking for something uniquely for them. When we make personalized recommendations, we exceed our guests' expectations for their experience at our Center!

Instructions: Pair off your group and read them the following scenario. Give partners 3-4 minutes to determine 1-2 great personalized recommendations for locations in the Center that the guest would enjoy. Walk around the room and listen to the pairs as they work; choose 2-3 to share their ideas for recommendations.

Scenario: My son has birthday money to spend. He is searching for an outdoor toy or activity that he could do with his friends.

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Educate & Recommend – Know My Guests

Explain: The modern guest is always looking for something uniquely for them. When we make personalized recommendations, we exceed our guests' expectations for their experience at our Center!

Instructions: Pair off your group and read them the following scenario. Give partners 3-4 minutes to determine 1-2 great personalized recommendations for locations in the Center that the guest would enjoy. Walk around the room and listen to the pairs as they work; choose 2-3 to share their ideas for recommendations.

Scenario: We could really use a bite to eat. Can you recommend a restaurant that has a nontraditional lunch menu?