



Resort Operations Summer of Awesome

Leadership Workshop 2022

Participant Workbook



RESORT OPERATIONS LEADERSHIP WORKSHOP

Objectives

- Plan for the most GUEST OBSESSED Summer EVER!
- Learn & grow as LEADERS to develop OURSELVES and our TEAMS
- Form a CONNECTION network of innovation, support, consistency and collaboration within Resort Operations
- Strengthen our Guest & Team-centric culture

Why Are We Here?


"Our goal is to make every guest at LEGOLAND feel valued and loved, by creating personal connections and understanding what matters to them, each and every moment."

What is Guest Obsession?

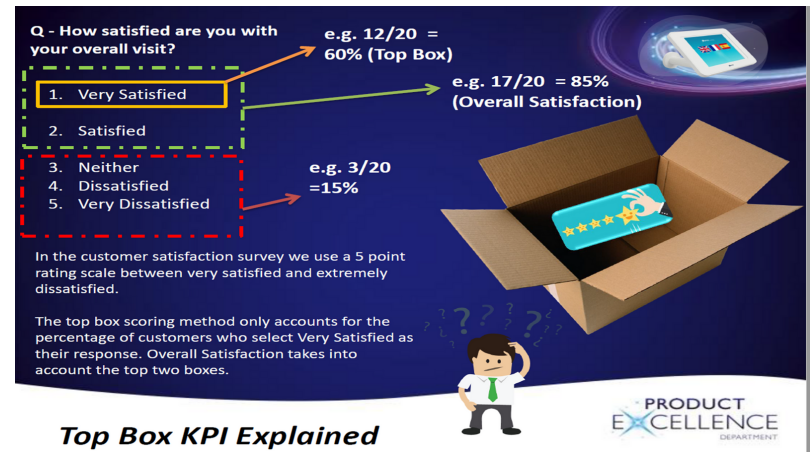
Business decisions with the guest in mind, backed up by our culture and behaviors!



Our Resort KPI's Explained

	Target 2022	Resort Total - YTD 2022	Resort Total - YTD 2019
Core KPIs			
Satisfaction Top Box \$\$\$	64%	73%	63%
Satisfaction	93%	94%	93%
Net Promoter Score \$\$\$	56%	61%	55%
Value for Money	7%	6%	8%
Operational KPIs			
Staff Friendly & Helpful	96%	95%	96%
Customer Service	90%	90%	89%
Customer Service Top Box \$\$\$	64%	68%	60%
Queuing Spoit My Day	17%	14%	18%
General Cleanliness	89%	90%	88%
Food Expectation	91%	92%	92%
Sample Size		23,295	15,926

But...What does KPI stand for?
KPI = Key Performance Indicators!



Guest Obsession



Gold Brick Standards

WHY DO WE NEED TO DEFINE WHAT 'EXCELLENCE' LOOKS LIKE?

- Clearly outlines the required standards to all stakeholders
- Provides a framework for 'Consistency & Best practice' for Operational Excellence
- A tool for identifying challenges & solutions (Continuous Improvement)
- Reinforces the required behaviors & goals – creates a culture of excellence

My Notes:

Guest Excellence Gold Brick Standards



- Identify the current successes and challenges for your assigned area. What do we do well and what do we not do well? These can be departmentally or as a Resort – big or small!
- What do you recommend the 'Gold Brick Standards' should include for your assigned area. What are the fundamentals we should ALL uphold as a Resort to drive Guest Excellence?

Action Plan



This image shows a single page of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page, leaving small margins at the top and bottom. There are no vertical margin lines, text, or other markings on the page.

From Peer To Leader

Typical First-Time Manager Challenges

In a Robert Half poll of 2,200 recently promoted first-time managers, in response to the question: What did you find most challenging about your new job?

- 32% - balancing individual job responsibilities with time spent overseeing others
- 19% - supervising friends or former peers
- 17% - motivating the team

Any long-time leader can tell you these are just a few examples of how you'll be tested. Expect your adjustment period to have ups and downs.

From Peer to Leader: Forbes Coaches Council's 17 Ways to Make a Smooth Transition

Congratulations, you've been promoted! All your late nights, big ideas and hard work have finally paid off, and your supervisor has entrusted you with the responsibility of leading a team.

As exciting as this time may be, many first-time leaders fail to consider the fact that they are now a step above their former peers, and may be directly in charge of people who were once at their same level. This shift has the potential to negatively impact the team dynamic with resentment and hurt feelings – but it doesn't have to be that way, with the right leadership strategies.

Members of Forbes Coaches Council shared their best advice for new leaders to help make a smooth transition from peer to manager.

1. Hold One-On-One Meetings

Help people ease into the transition by having one on one meetings with the new team members. Lay out the vision for the team and seek input from each person. Understand their desires, frustrations and expectations. Gain their trust with inclusivity. Use your insider knowledge of people's pain points to alleviate those concerns now that you are a step closer to the decision makers. -*Gia Ganesh, Gia Ganesh Coaching*

2. Set Your Boundaries

People who go from buddy to boss tend to treat their team like friends. Set clear expectations from the start. As peers, you would go out for happy hours, but now as manager, you should only stay for one drink or simply not go. Avoid gossip and water cooler conversations. Remain highly approachable, but show through your behavior that you are now their manager. You can be friendly without being a friend. - *Loren Margolis, Training & Leadership Success LLC*

From Peer To Leader

3. Keep Your Peers In The Loop

Many people fear being promoted and worry about how they would handle peers when they become subordinates. This is a fallacy. They were peers before, and if you are to succeed, they need to stay as that. They need to understand your role has changed, so recruit them in helping you transition. Connect more and send the ego for an errand. - *Magdalena Bak-Maier, Make Time Count Ltd*

4. Communicate, Communicate, Communicate

Be available, empathize and listen intently to what is in your former peer's hearts. A change in their status and way of relating to you has undergone radical change, and the uncertainty can be emotionally stressful. Let them know you have their back and that your relationship matters. Communicate your vision, ask for input and follow up with how their input made a difference for you. - *Lori Darley, Conscious Leaders LLC*

5. Think About Your Influence

John Maxwell says, "Leadership is all about influence, nothing more, nothing less." Work hard at what you do. Those around you will see it and you will gain influence. Influence cannot be mandated. It must be earned. Don't fall into being a manager; become a leader. - *MaryAnne Gillespie, Red Apple Coaching*

6. Find Your First Follower

Your team isn't going to emulate you. Your team will take their cues from your first follower. How does your first follower challenge you and support you? This first follower will be your greatest advocate during the storming phase that will certainly come as you transition from peer to boss. This will be your greatest opportunity to have a team of courageous followers. - *Dean Miles, Bridgepoint Coaching & Strategy Group*

7. Share The Success

No one makes progress without help and collaboration from others. It's important to acknowledge your co-workers who have been part of your success journey. Acknowledge them publicly, if possible. This helps to establish your brand as an authentic leader who appreciates collaboration, colleagues and employees. - *Barbara OMalley, Exec Advance LLC*

8. Be Confident

You're getting the new role for a reason. You're good. You bring things to the table that will help you be an amazing leader. Your team needs you to move forward confidently while making it clear to them you value their engagement to create something great. Trust them to contribute. Help them play to their strengths. Do what you uniquely can do and allow them to own their unique roles as well. - *Tim Ressmeyer, Ressmeyer Partners*

From Peer to Leader

9. Set Clear Expectations

When transitioning roles to leading your peers, set expectations as their new leader. Open and transparent dialogue is key. Keep the language and feedback real. Understand how your peers like to be coached and set your expectations on how you'd like to be coached. - *Joyel Crawford, Crawford Leadership Strategies*

10. Empower Your People

Moving from peer to management means you probably know a lot about what's unpopular inside the group. This opens a tremendous opportunity for you to showcase your leadership skills. Meet one-on-one with your team and truly listen to their ideas and complaints. Empower them to come up with and/or champion solutions. The more you allow your team to shine, the more you shine as a manager. - *Lucie Yeomans, YourCareerAlly.com/Sick Resumes*

11. Get In The Trenches With Them

Even as you lead the ranks, don't forget that you are still a part of the ranks. Leadership does not negate you from getting in the trenches with those you lead. Your peers need to be able to see you lead and still know that you relate to them. You don't have to prove yourself. You received the promotion for a reason. Own it. - *Maleeka T. Hollaway, The Official Maleeka Group, LLC.*

12. Learn How To Develop Expertise In Others

You're often promoted above your peers because of your exceptional expertise, but now is the time you must begin to let that expertise go. Your role now is to develop critical thinking and leadership among your former peers. Have conversations with your direct reports to understand how you can be most effective in supporting them in their success as experts and becoming future leaders. - *Jenn Lofgren, Incito Consulting*

13. Re-Introduce Yourself In The New Role

Set the reset button to help people get to know you as their leader. Share things your team may not know, like how your background has formed your values, how you define high performance, pet peeves or how your directs can best let you know if they disagree with you. Open it up to questions at the end. Be open and transparent, while confidently sharing your leadership style and strengths. - *Bonnie Davis, Destination Up*

14. Tap Into A Strong Support Network

As you transition into a new role, your relationships will change. It is important to have strong thought partners (who are not your current peers) who can help you think through the challenges you will face. During this transition, you will also recast your existing relationships. It is important for your peers to understand you value them and how you see the transition and ask for their input. - *Maureen Metcalf, Metcalf & Associates, Inc*

From Peer to Leader

15. Don't Make It Awkward

The more natural you are about the promotion, the easier the transition. Remember, it is only awkward if you make it feel that way, so be empathetic to everyone involved and communicate! Get your colleagues' buy-in and be authentic and transparent with your former peers consistently. Ask for feedback and bring the team along with you. - *Tanya Ezekiel, CareerCoach.com*

16. Become A Better Servant

So many people try to become a leader after being bestowed a title. Even in the military, we saluted the rank but gained confidence in others by how we treated people and served others. Being in charge means more responsibility and more service to others, not less service and more authority over others. If you gain authority, then become a bigger blessing to those who you serve. - John O'Connor, Career Pro Inc.

17. Capitalize On Your Established Relationships

Like every business relationship, people love to work with others they know, like and trust. Why would that change now, with your new title? Let go of hierarchical designations and capitalize on the solid and established relationships you've already developed in ways that those who now work for you want to help you succeed! - Carol Egan, Immersion Health

Forbes Coaches Council

Forbes.com

Jun 29, 2017

"Becoming a manager for the first time is not always an easy transition. More than simply adjusting to a new role, moving into a supervisor position requires adapting to others' work styles and needs."

Tim Hird

Executive Director
Robert Half Management Resources

Leading By Example: Manager vs. Leader



Is a good Manager always
a good Leader?

What's the Difference?

MANAGER

LEADER

My Notes:



Leading By Example: Manager vs. Leader

What kind of leader do I want to be?



“

Being a good listener is absolutely critical to being a good leader; you have to listen to the people who are on the front line.

– Richard Branson

”



“

People who are truly strong lift others up. People who are truly powerful bring others together.

– Michelle Obama

”

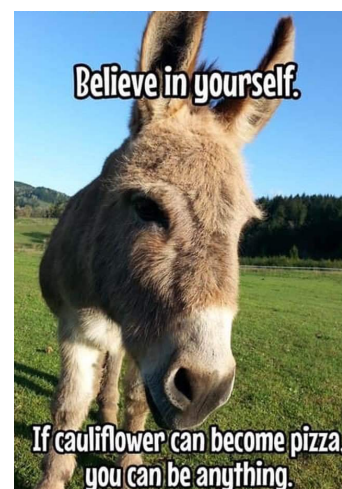
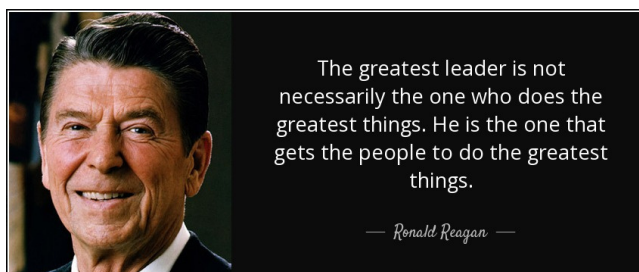


“

A leader is one who knows the way, goes the way, and shows the way.

– John C Maxwell

”



My Action Plan:

What are the most important attributes and qualities you want to define who YOU are as a leader?

Team Obsession: Motivating Your Team

Consider:

How can we provide MCs with more autonomy?

How can we increase feedback?

How can we make sure people see the results of their work?

How can we help MCs see that their work positively affects our guests?

My Notes:

My Action Plan: Write down 3 ways you will motivate your team.

1.

2.

3.



The Power of Positive Recognition

Tell someone in the room something positive about another MC.

It is now *your* responsibility to pass this info onto that individual and notice the power of positive feedback!

My Notes:

My Action Plan: **List 3 people you are going to send your next BrickCoin to!**

1.

2.

3.

Managing in the Moment

My Notes:

This image shows a full page of white paper with horizontal black ruling lines. The lines are evenly spaced and run across the width of the page, typical of notebook or legal stationery. There are no margins, text, or other markings on the page.

4 Components of a Coaching Conversation

- Observing
- Listening
- Questioning
- Giving Feedback

These are all equally crucial to the success of a coaching conversation; there is no hierarchy or order to them as they can all come into play at some point during the conversation.

Brick-sized conversations in-the-moment expand the number of pats on the back, suggestions, observations, questions, goal setting, examination, preparation checks, micro-roleplaying, reminders, and other touches that are shared during any given time period.

The increased quantity of these touches helps build rapport and trust between the two parties, whether they are direct reports, peers, or your direct supervisor, and help *improve performance*, and help keep the employee *consistent, focused, and on-point*.

My Notes:

The E2C2 Model of Brick-Sized Coaching Conversations

- **Example – What have you just observed:**
 - Factual
 - Observation-based
 - Real time feedback
- **Effect – What are the consequences of that action:**
 - Interpretation & explanation
 - Building awareness for the future
 - Building awareness outside of own sphere
 - **Ask the MC** how *they* think the results of their behavior would impact the Guest Experience.
- **Continue – What has gone well:**
 - Real time praise
 - Positive reinforcement of behavior
 - Consistent best practices
 - **Ask the MC** what they will continue to do in future
- **Change – What can be improved or altered:**
 - Immediate addressing of inappropriate behaviors or actions
 - **Ask the MC** what they think *they* should have done differently.
 - Feedback to improve performance
- **Conclude the interaction with an action.**

The point of these "Brick-Sized Coaching Conversations" is to provide *positive* and *constructively corrective* **in the moment**, no matter how busy the day, structured as a **two-way conversation**.

This includes *asking* the employee *for their input* in order to ensure buy-in, and that they feel like they are a part of their own performance improvement, rather than a inactive recipient of instructions.

The busiest times are often the most critical times to have these conversations, as it will improve the guest experience for all of the guests the MC touches the rest of the day. Therefore, **these conversations should take 3 minutes or less.**

Deeper and more comprehensive conversations can happen later in a full 1:1, which will be covered in another session.

Brick-Sized Coaching Conversations

REACTIVE

E2C2 is a "reactive" model ideal for those short pockets of coaching we want to deliver on the floor in our attractions, to enable quick, on-demand, positive reinforcement and constructive corrections based on observing behaviors before approaching the employee.

This model can be used for general feedback, but also for short brick-sized conversations. The difference in how it is used for these purposes can be found in the use of statements (feedback) vs questions (coaching conversations).

Conversations are a two-way discussion, not "teaching or telling", which are one-way directives. In asking questions, and getting the MC's buy-in for the resolution, you ensure the MC is more likely to change their behavior.

PROACTIVE

Proactive coaching is still required when enabling your teams with new tasks, new opportunities or at the start of a new day proactive meaning, it is not based on any past data or observations, but setting the team up for success on what is to come. You'll delve into these longer types of coaching conversations in further Leadership Training courses.

When is having Brick-Sized Coaching Conversations NOT appropriate?

My Notes:

Takeaway

What is one thing you are going to take away from today's workshop in how you will motivate and drive positive performance in your team?

My Action Plan:



