

IMPLEMENTING SOMETHING NEW

Facilitator's Guide – Leader One



HERB N' KITCHEN



IMPLEMENTING SOMETHING NEW

Purpose

The purpose of this module is to provide management with an overview of adaptation, including how to understand it, accept it, and commit to it. Participants gain an understanding of working outside of their comfort zone in the most effective way and the five stages of adaptation, along with where they are in the opening process. They also learn how to help team members through the adaptation process.

Audience

Herb n' Kitchen leaders.

Time

1 hour, 45 minutes.

Goal

Participants will be able to help team members work through the adaptation process in the most efficient manner.

Materials Needed

- Pens
- Journals
- Things to Remember booklets

Key

Activity



Explain



Discuss



Ask



Read
Quote



Key
Message



Trainer
Note



Review



Transition



1



TIME: 30 seconds



Trainer Note

Opening slide - have on when supervisors enter the room.



Explain

Welcome to the Herb n' Kitchen Leadership Module number one, "IMPLEMENTING SOMETHING NEW".

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GETTING TO KNOW SOMETHING NEW

Introductions

- Name
- Role
- Time with Hilton
- One thing we would be surprised to know about you!

TIME: 2 minutes



Explain

Let's introduce ourselves! Please share your name, your position here, how long have you been with this particular hotel and with the company. Also, please share one thing we would be surprised to know about you! I will start us off...



Trainer Note

Introduce yourself. Then, go around the room and have each individual give a quick introduction.



Explain

Great! Thanks for sharing everyone! Let's talk about what we will be doing over the next few weeks.

3



GETTING TO KNOW SOMETHING NEW

Our Pre-Opening Journey

- Classroom
- Practical Exercise
- Reflection and Feedback
- Practice and Preparation

TIME: 30 seconds



Explain

Our pre-opening road map has many different approaches and experiences! There will be classroom training like this one, practical exercises within the Herb n' Kitchen environment, opportunities to reflect and both provide and receive feedback, and opportunities to practice and prepare so that we can go into our grand opening with confidence!

4



GETTING TO KNOW SOMETHING NEW

Your Herb n' Kitchen Journal

- The most effective learning is self-directed.
- A learning experience that is uniquely yours.
- What matters most to you?

TIME: 2 minutes



Explain

There will be a great deal to learn along the way, some familiar and some new! You will be able to capture this learning in your Herb n' Kitchen Journal, which I have placed on the table in front of you. It is truly a journal; something that you will complete and fill in along the way, because the most effective learning is self-directed! We want this learning experience to be uniquely yours, so if you have an aha moment, make sure to capture it.

So keep the journal open and fill it in as we go along. This is the best way to remember the things that resonate the most with you. And don't worry, if there is something that is a 'must capture', we will let you know!



Trainer Note

Ensure each person has a journal. Have participants write their name in them.

5

IMPLEMENTING
SOMETHING NEW



TIME: 1 minute



Explain

So, let's begin with our first module: Implementing Something New! This is an important session for you as leaders to understand because there is an expectation you will be leading your staff through this opening process, which is obviously something new. Whether we like it or not, Herb n' Kitchen will cause everyone to react in different ways, and unfortunately some of those reactions might not always be positive. It is the goal of this leadership team to ensure that all of our staff persevere through this challenging and sometimes frustrating process and come out the other side confident and capable team members, excited about their new brand! To do that, it is important that each of you understand how new environments work, how people are affected, and what we are going to do to ensure the Herb n' Kitchen opening is a success.

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IMPLEMENTING SOMETHING NEW

Module Objectives & Topics:

- Understanding adaptation
- Getting out of the comfort zone
- The five stages of change
- Leading the Herb n' Kitchen opening

TIME: 30 seconds



Review

For this module we will be reviewing the following:

- What is adaptation, and how to best understand it. How to accept what it means and being committed to leading it successfully.
- What it means to be out of our comfort zone, and how to avoid making change painful.
- Recognizing the five stages of adaptation, and understanding where we are in the opening process.
- Understanding what we can do to help our staff, and each other, through the adaptation process.

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YOUR ADAPTATION CHALLENGE

Think of a time you were
introduced to something new...

How did it affect you
and/or those around you?

How did you adapt?

TIME: 5 minutes



Explain

To begin, we are going to do a little reflection exercise. There is a great phrase that applies to all training: Learning comes on reflection. We'll be doing a lot of reflecting throughout our pre-opening process and I am confident you'll find it worthwhile!



Activity

I'd like you to think back to a time when you tried something completely new, or entered a new environment that posed new challenges. Think about a new job, a new school, maybe even having a child? Choose an example significant to you and take a few moments to note your thoughts in your journal and answer the questions on-screen.



Trainer Note

Have the managers take a few minutes to write the answers to these questions in their journal.

While they are writing, ask the following: What was the nature of the change? (New job? New Hotel? Unexpected change in policy or process? New boss? Other?) How did it affect you and/or those around you? How did you adapt to the new challenges?



Discuss

Great! Let's discuss. What was the outcome of your story? Was it positive? Negative? What would you do different if you could do it over again? What are the commonalities in all of our experiences?

Look for Commonalities

Similar challenges. Pitfalls. Keys to success.



Explain

As we can see, being introduced to something new can be very difficult, and yet at the same time very compelling! It is our job, as leaders, to help our team members embrace our new brand and the challenges and benefits associated with it. Easier said than done, isn't it?

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YOUR ADAPTATION CHALLENGE

Adaptation...

Why is it sometimes difficult?

For our team members?

TIME: 2 minutes



Ask

Why is adapting to something new, sometimes difficult for our team members and us?

Look for Answers

- Uncertainty of outcomes.
- Fear of the unknown.
- Misunderstanding the reasons why something new is introduced.
- Takes us out of our comfort zone.



Discuss answers and review.



Explain

Right! It's all those things! Something new and the associated changes can be a bit uncomfortable at its best and disruptive at its worst! Now if something new is challenging for us, it can become even more so for our team members. Remember they are usually not the instigators, but they are the implementers and have to deal with the outcomes! As leaders, we need to assure them that we are doing all we can to ease our team's natural discomfort of the adaptation process.

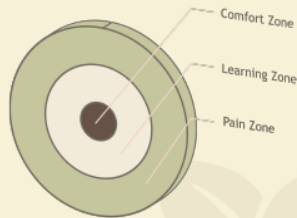


Transition

Let's take a look at a model that highlights why new circumstances can be difficult to accept and can evolve into some real pain.

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YOUR ADAPTATION CHALLENGE



TIME: 5 minutes



Explain

The Comfort Zone is just as it says – comfortable! Nothing changes; everything stays the same, time flies as you repeat the same routines and processes. It can be stable, usual, comfortable, and yet a bit dull. Something new brings discomfort, a feeling of instability; even if we agree the changes are warranted or necessary! We often prefer to live with ‘frustrations we know’ rather than the possible frustrations of the unknown! So naturally, we resist adapting and find reasons to keep things the same. It is human nature to seek the path of least resistance.



Explain

Something new will take us out of the Comfort Zone and into the LEARNING zone!



Ask

Why is the Learning Zone called the Learning Zone?

Look for Answer:

- New circumstances require us to learn new skills, acquire different knowledge, or do things differently.
- The best way to navigate a new situation is to think of it as a learning experience, an evolution of skills, thoughts and experience.



Discuss answers and review.



Explain

By focusing on the opportunities of learning and advancing, and the positive outcomes of the adaptation process we can keep our teams from entering the pain zone. Remember it is natural for people to feel uneasy in new situations.



Transition

Let's now talk about the different Stages of Adaptation we, and our teams, go through, and understand where we currently are in the opening process.

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FIVE PHASES OF ADAPTATION

1. Stagnation
2. Preparation
3. Implementation
4. Determination
5. Fruition

TIME: 5 minutes



Explain

In order to better understand how we can help ourselves and our teams through the adaptation process, let's take a look at the Five Phases of Adaptation, and discuss how each phase impacts the big picture. Garnering the support of your team starts with understanding these five phases, as well as the emotions each phase typically provokes.

Before learning about this process, I would like to share a metaphor that I think will help us all get on the same page. I want you to think of our organization as a rubber band. I also want you to think of yourself as a rubber band.



Ask

What are rubber bands made to do?

Look for Answer

Stretch and hold things together.



Explain

Yes! Basically, rubber bands have a purpose: to hold things together. We are all rubber bands. If a rubber band is sitting on a table, is it serving a purpose? No, not really. A rubber band is only serving its purpose when it's stretched.

With that in mind, remember that it can't be stretched too much! When a rubber band stretches too far, what happens? It snaps, and then it's just a long piece of rubber, which is less useful than a rubber band.

If Hilton were to never grow or find better ways to do business, we would all be rubber bands lying flat on a table. If Hilton were to grow too fast and not take into consideration the limitations of its team members – its rubber bands – would snap. Our ultimate goal is to support growth and adapt to change, stretching just enough to serve a purpose, while also taking measures to ensure it's never too much.



Review

Now let's look at each stage of adaptation in detail. The stages are: Stagnation, Preparation, Implementation, Determination, and Fruition!



Trainer Note

Ensure that managers are capturing notes on these five phases in their journals.

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FIVE PHASES OF ADAPTATION

1. STAGNATION



TIME: 8 minutes



Explain

Phase 1: Stagnation. A need for adaptation begins to emerge when a process or offering becomes cumbersome or outdated. Guests and/or team members begin to complain, and our competition is perceived to be “passing us by.” This is when those in the organization who are aware begin to push for adaptation and there are some serious conversations about the need to do something. There will be those in denial, who continue to suggest that everything is okay, but they quickly quiet down when they see the momentum for a new strategy building.



Ask

How did this stage manifest itself with the decision to put in a new restaurant?

Look for Answers

- Satisfaction scores and revenues were decreasing.
- Restaurant and concept was outdated and required investment to maintain space.
- Owners (or Corporate Team) recognized an opportunity to increase revenues.
- Hotel leadership team saw opportunity to better serve guests and to energize the F&B offering.
- Ownership and leadership started to consider options to best meet goals of better experience and better profits.
- High turnover of managers and staff indicated that this was not a space and place to be proud of.



Discuss answers and review.



Trainer Note

Engage in discussion. Write down responses on flip-chart.



Explain

We have obviously passed this phase in the opening process, but I think it's important to consider that it took a period of stagnation, where the product, concept and people were becoming less effective.



Ask

Do we all agree that this opening is a good move, and that we will be an upgrade over the previous concept?



Discuss answers and review.



Trainer Note

Look for answers and facilitate discussion. If there are any negative ideas from managers about the new concept, they should be aired and discussed.



Transition

Let's move to the next stage: Preparation.

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FIVE PHASES OF ADAPTATION

2. PREPARATION



TIME: 5 minutes



Explain

Next is Phase 2: Preparation. This phase begins when ownership and the leadership team decides an adjustment is necessary and announces the decision. Once the decision is announced, there is a lot of work that goes into getting everyone ready. Once the announcement is made, team member emotions will start to emerge, ranging from fear ("Will I still have my job?"), to anger ("This will affect me - I'm not sure how, but I know it will affect me"), to relief ("Thank goodness we're finally going to do something differently!"), to excitement ("Let's get going!"). At this stage, everyone begins to prepare for being taken out of their comfort zone. Some people will start to focus on the positives that come with the new circumstances, while others will focus more on the negatives. Every team member will be different, however, we know in a union environment that people will be outwardly required to be angry or upset at the idea of adaptation, even if some are internally more positive.

**Ask**

How do you think the preparation has gone in planning for the Herb n' Kitchen Restaurant? How is your confidence in preparing for the opening?

Look for Answers

- We have not had enough information regarding the brand.
- It would be good to know more about the brand and what to expect.
- We are excited but it has been difficult to answer everyone's questions when have not known the answers.
- We feel great and ready.
- It has been very challenging with the Union environment and the negotiations to get to this point. It has been very tiring.



Discuss answers and review.

**Trainer Note**

In the Union Environment, this stage is one of the most challenging as it has required a lot of negotiations to find a middle ground in the opening process. Processes, job descriptions and possibly even menu items might be modified from the normal Herb n' Kitchen restaurant. Be sensitive to the fact that managers may have been through a very challenging preparation process before you arrived on property.

**Trainer Note**

People always think they do not have enough information. It is important to reinforce that the reason we have such an in-depth pre-opening process is to ensure that the managers and team members are prepared as much as possible. Stress the quality of support, training and experience on-hand to assist in the opening process.

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FIVE PHASES OF ADAPTATION

3. IMPLEMENTATION

**TIME:** 5 minutes**Explain**

Phase 3: Implementation. Leaders will announce new initiatives, define new reporting lines, and mandate new processes. Activity is now underway. This is a challenging time because there are usually no immediate wins – only a lot of hard work and long hours. There is almost a surreal feeling amongst team members as they cope with working in two worlds, the one that was and the one that is being created before them. It is very important for the managers at this time to continually remind the team members of the desired and positive outcomes, because during implementation they seem like a long way off. It is important for managers to look for and create some quick wins for their teams, so looking for improvements in individuals and the team and completing new tasks successfully should get significant recognition. There will inevitably be a lot of mistakes occurring as people find their groove, which is why we need managers to remain calm and confident that the team will make it happen. This is a period when your optimism will have a terrific impact on your team! Don't hold back your positive reinforcement!

**Ask**

As we go into the opening of the restaurant, what questions do you have about the Opening Day and beyond?



Discuss answers and review.



Trainer Note

Review questions and the opening process. Hand out the Opening Learning Map. The audience should have seen this before. Review as necessary. Talk through the opening process and reinforce your role to support and help.



Trainer Note

As with all openings, you need to be prepared for changes in the opening schedule and adapt to the needs of the managers and the construction process. This is the ideal time to review changes and talk about how each day will be facilitated.

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FIVE PHASES OF ADAPTATION

4. DETERMINATION

**TIME:** 2 minutes**Explain**

Phase 4: Determination. You are *open*. At this stage things will begin to seem different, but the most significant alterations haven't taken a firm root yet. When working with new bosses, new rules, and/or new processes, people can become easily confused and make mistakes that can slow down the process. Guests will start to become vocal about what they like and do not like about the differences, which will impact the morale of the team. The new brand is at its most vulnerable point during this stage and requires determination from everyone, especially you as the managers. When those moments of team member and guest frustrations start to appear, it is critical that you, as a manager, are there to keep everyone calm and support your people. Be there to explain to the guests why the Herb n' Kitchen restaurant is in place and remind your team about the benefits they have yet to enjoy. Leadership is required to set the example and support the team.

This stage is also difficult because your team members will be getting tired after a long training period and an emotional opening. Remember, you must be at your most positive during this phase.

**Transition**

Let's move on to the final phase.

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FIVE PHASES OF ADAPTATION

5. FRUITION



TIME: 5 minutes



Explain

In the end, you will arrive at Phase 5: Fruition. In this phase, the hard work starts showing tangible results, like increased efficiency and lower costs, promising new processes and procedures, more and happier guests, and a more positive working environment. Emotions during this phase will include confidence, optimism, and energy. It is important that, as you start to settle back into a routine, you continue to challenge the status quo and keep your teams learning. This will make it easier to introduce new things in the future.



Ask

What can we do to keep team members in the Learning Zone?

Look for Answers

- Use daily pre-shift and monthly department meetings to introduce training and new ideas.
- Keep asking the team how we can get better. Continue challenging the status quo.
- Keep listening to your guests to find the right menu mix, service style and environment that create the highest satisfaction.
- Keep challenging your team members to come up with new ideas to increase guest satisfaction and revenues.



Discuss answers and review.



Trainer Note

Let the managers know that there will be some information about how to keep the brand and training top-of-mind post-opening to ensure continuous improvement and no complacency.



Ask

Are there any questions about the Five Phases of Adaptation?



Discuss answers and review.



Transition

Let's think a little more about what phase we are in and how to lead the adaptation process.

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FIVE PHASES OF ADAPTATION



1. Stagnation
2. Preparation
3. Implementation
4. Determination
5. Fruition

TIME: 8 minutes



Ask

So what stage are we at in the Herb n' Kitchen Opening process?

Look for Answer

Implementation.



Trainer Note

Read stages in order.



Discuss answers and review.



Explain

Exactly. We are moving into Implementation. And as such, there will be a lot of varied emotions amongst our team members who are going to be working in the new restaurant. It is important that we quickly put everyone's mind at ease and provoke a lot of comfort and confidence as a leadership team.

Let's consider some of the things we can do as leaders to better navigate the opening process.



Ask

How can we minimize any misconceptions and diminish uncertainty amongst our team members, especially those that have been working with us for a while?

Look for Answers

- Ensure we sit one-on-one and discuss any questions they might have. Important for the manager to sit with all their team members prior to the restaurant opening.
- Look at your informal leaders. Informal leaders are those team members that have a lot of influence over the other staff.
- We need to review the opening process in detail with all team members. We will be reviewing the opening process and asking them if they have any concerns in the Team Member module "Adapting to Something New."
- Managers need to promote the quality of resources and trainers being utilized to help in the opening process.



Trainer Note

When the discussion of informal leaders arises, ask: Who are your informal leaders? Then explain: It is important to talk with them and ensure they are comfortable with the opening process.

In the Union Environment, the informal leader should be the Union Delegate.



Ask

As we go into the opening of the restaurant, what can we expect from our staff that we need to think about?

Look for Answers

- Mistakes will be made. We must aim to overcome frustration.
- Learning new skills takes time, so we cannot expect a high level of efficiency and ability until after 30 days.
- Team members will get frustrated. They will get frustrated with themselves and the new concept while they get used to it. We need to be very visible and available so we can set a good example to remain calm and confident throughout.
- People, including you, will get tired. We need to manage our energy levels and support each other to have some downtime.
- We will get some guests complaining that they do not like the new concept. We have to be there to deal with these guests as our staff will not be in the best position to manage this until they get more comfortable and confident with the brand.
- We must ensure we hold our daily pre-shift meetings during the opening process to continually talk and hear from our staff.
- Like all new openings there will be issues getting into the space, getting equipment on line and everything will seem last minute. Know that this is typical and we must be adaptive during the days surrounding the opening. It is almost guaranteed that there will be some construction going on right up until opening and possibly beyond.



Discuss answers and review.



Trainer Note

This is a good time to have the managers highlight team members that are particularly negative or positive.



Ask

As we open, and things are still frustrating, slow, and not working, and you and your teams are tired and our guests restless, what do we need to do as leaders?

Look for Answers

- There must be leadership that is accessible and visible during opening times. We must move quickly to address team member and guest issues.
- We must set a great example for the new processes, behaviors, attitudes and ideas we are introducing. You can never be found criticizing, being negative or talking badly about the brand or any part of the process in front of your team. If you feel frustrated, confused or unsure of something, it is critical that you come and speak to us. We understand this is not easy for you, and we are ready to be your support system.
- We must plan for some quick wins to recognize those who are doing a great job. We suggest getting some small gift certificates we can give out to team members in the week post-opening. Remember we need to get some wins early and often.



Discuss answers and review.



Explain

We are here to help you reach the Fruition Stage. We want you be a part of celebrating something special and new for the Hilton brand. We want to see the satisfaction in your team members and guests.



Transition

Let's talk in a little more depth on some of the important leadership actions we need you to embrace in the coming weeks.

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INTRODUCING SOMETHING NEW

Leaders need to...

1. Interpret Events
2. Acknowledge Emotions
3. Stay Connected

TIME: 1 minute



Explain

As we approach the opening, it is important that you, as leaders, understand your role in helping team members adapt to our new brand. Here are three things you can do to help your team through this process: Interpret Events, Acknowledge Emotions, and Stay Connected!



Transition

Let's take a closer look at each of these, and discuss what they mean during this opening process.



Trainer Note

Ensure that managers are capturing notes on the following three slides in their journal.

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1 - INTERPRET EVENTS

Leaders need to...

Interpret events for their
team members by:

- Being transparent
- Keeping expectations clear
- Remaining available and
answering questions

TIME: 5 minutes



Ask

Interpreting Events... What do we mean by this?



Discuss answers and review.

**Explain**

Firstly, it means that we must be transparent about the opening process and why the opening is happening. We cannot assume that everyone is comfortable with the “why” yet. We need to spend a lot of time giving them the background behind Herb n’ Kitchen, the food, the service and our style. That is why we have such an in-depth classroom training program. We are the experts, and you are becoming the experts. As such, we must ensure all the team members get through our training. We also need you to be involved in the training, and to start taking on the responsibility of explaining the opening process to your staff. Throughout this process, if you have any questions or are not sure of something – the same as you expect from your team – you must raise your hand and clarify the why!

Second, it means ensuring that expectations are clear. It is important that we stress the importance of everyone’s involvement in making Herb n’ Kitchen successful. We understand that the adaptation process is frustrating, but we also need to ensure that everyone is working to make it a success. In the Herb n’ Kitchen Coaching Module, we will thoroughly discuss how to deliver feedback to improve performance. It is important that you are active in your coaching role and working to improve every team member’s performance.

And finally, it means we must be available to answer questions, address frustrations and recognize the efforts of the team members every day. For us, this will mean holding a Reflection Meeting at the end of each day throughout the opening process. These meetings will be an opportunity to reflect on the training, successes, and challenges openly with the whole team. It is important that it’s you leading these meetings, so that the team members see that you are actively involved in the change. We will be there to assist with questions, but we are not the managers – you are – so in these meetings you will maintain the leadership role. This is a great way to keep our team updated with any and all developments throughout the process.

**Transition**

Let’s do a review.

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TIME: 8 minutes



Activity

We'll do an assessment around Interpreting Events.



Trainer Note

Facilitate discussion and make a note of the action items and who is going to own each time. Use a flip chart to write up any action items that come from this exercise.



Ask

First, let's talk about how we have done up to this point with our team members in explaining why we are putting in a new restaurant. Let's hear your thoughts? Any concerns? Any points you think needs to be stressed in our early sessions to clarify or remove misperceptions?



Discuss answers and review.



Ask

How have we done in terms of setting the expectation that everyone must be engaged and involved in the training and opening process? Is everyone scheduled for all the training?



Discuss answers and review.



Ask

Now, let's talk about the Reflection Meetings. We will need a place to meet and talk. We should probably allow for 30 minutes each day. Who is going to take the lead in organizing and facilitating these meetings?



Trainer Note

Determine with Management Team if this is possible, and when the right time is. Maybe it will happen at the start of each day for practical purposes and be lead by you.



Discuss answers and review.

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TIME: 2 minutes



Ask

What do we mean by Acknowledge Emotions?

Look for Answers:

- Even within one team member, sadness over abandoning long-held ways of doing business may compete with the excitement about the new restaurant. It is important we let everyone know these emotions are normal and to be expected.
- As the leader, we must become an outlet for those emotions, so we can manage the emotions. We must encourage team members to come to us if they get frustrated, need to vent or want to express themselves.
- As the leader it is okay and often reassuring to your team that you also have mixed emotions regarding the opening process and what is happening. You can then encourage your team, like you to seek out insight and advice from the opening team and to also keep everything in check.
- In a Union Environment, it is okay to recognize that there may be a lot of frustrations and lingering issues. Deliver the message that we will all work on these emotions together to create the best possible outcome for everyone involved.



Discuss answers and review.



Transition

Let's talk more about emotions.

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ACKNOWLEDGING EMOTIONS

Assessment Exercise

TIME: 5 minutes



Activity

Let's do an assessment around Acknowledging Emotions.



Trainer Note

Facilitate discussion and make a note of the action items and who is going to own each time. Use a flip chart to write up any action items that come from this exercise.



Ask

What emotions have been displayed by our restaurant team members and even the hotel staff in general so far? How have we responded, if at all? Let's identify people and departments where we need to communicate about emotions more.



Discuss answers and review.



Ask

How will we create opportunities for our team members to share their emotions? What should we do if we see a lot of emotion, both positive and negative, coming out?



Trainer Note

You must talk about the Reflection Meetings at the end of each day being an opportunity for team members to express emotion. Also, if the managers do a one on one with each team member in the next few days, they should discuss emotions and how they manifest, both positively and negatively.



Discuss answers and review.

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3 - STAY CONNECTED

Leaders need to...

Stay connected by:

- Being available
- Observing
- Being understanding
- Communicating constantly

TIME: 2 minutes



Ask

What do we mean when we say that leaders need to Stay Connected?

Look for Answers

- Be available to team members during the opening.
- Observe team members in training and look for emotion, concerns and negative attitudes.
- Be understanding in your listening. Just because someone is frustrated does not mean they are negative. New circumstances affect everyone differently.
- We need to lead by example, completing new processes, behaviors, attitudes and verbiage.
- Communicate constantly.
- Take the time to informally check in with your team members. Have lunch or coffee with them. Walk them out at night.



Transition

Let's talk about this specifically to our team.

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STAYING CONNECTED

Assessment Exercise

TIME: 5 minutes



Activity

Let's do an assessment about Staying Connected.



Trainer Note

Facilitate discussion and make a note of the action items and who is going to own each time. Use a flip chart to write up any action items that come from this exercise.



Ask

What are we doing now to stay connected with our team members? Is there anything we could be doing more of? Are there any roadblocks that prevent us from staying connected with our team? What is a strategy to overcome these potential roadblocks?



Discuss answers and review.



Explain

Speaking of training, let's take a few minutes to walk through the training program/process and answer any of your questions. <review training schedule>



Explain

We are going to put these action items into our Opening Action Plan, which we will review each day. I am sure there will be many items added in the next few weeks, but this will ensure nothing is missed out on as we move into this busy time. Let's quickly review what we have from today.



Trainer Note

Review action or follow-up items and assign person to be responsible.



Trainer Note

Write up an Action Plan that will be reviewed each night with the managers. This can be reviewed just with the immediate manager or the management team if there is an end of day recap meeting.

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MODULE RECAP:

- Understanding adaptation
- Getting out of the Comfort Zone
- The Five Stages of Adaptation
- Leading the Herb n' Kitchen opening

TIME: 5 minutes



Explain

So let's review what we discussed in this module



Ask

Who can tell me why new circumstances can be so difficult?

Look for Answer

Takes us out of Comfort Zone. Creates a sense of unknown.



Ask

When we get out of our comfort zone, what zone should we move into?

Look for Answer

We need to move into the Learning Zone, where we are evolving knowledge, skills and expertise.



Ask

Please explain the Five Phases of Adaptation? Where are we in the Adaptation Process?

Look for Answer

Stagnation, Preparation, Implementation, Determination, Fruition. We are in the Implementation stage.



Ask

Who can identify some things we can do, as leaders, to ensure a strong opening and a confident team?

Look for Answers

- Lead by example.
- Be calm and confident.
- Be positive.
- Communicate why there is a new restaurant coming, the benefits of Herb n' Kitchen, and the benefits to the staff.
- Acknowledge emotions and create opportunities to discuss.
- Connect with staff.
- Listen as needed.
- Review our Action Plan each day, and work to ensure we address all challenges and successes as a team.

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TIME: 5 minutes



Read Quote

"The best thing you can do is the right thing; the next best thing you can do is the wrong thing; the worst thing you can do is nothing."



Explain

As leaders at Hilton and Herb n' Kitchen, it is our job to help lead our team through this new territory every step along the way! Organizations and teams that quickly adapt are the ones that grow and prosper! The introduction of the Herb n' Kitchen brand is exciting for the entire Hilton team!



Explain

Thank you for a great first class everyone! We are off to a great start! We'll see you <next class time>. Don't forget to bring your binders along – they will play a very important part over the next few weeks! I have some important reminders just in case you did not catch everything we discussed today.



Trainer Note

Pass out **Things to Remember** booklets.



Explain

If anyone has any questions, thoughts, or concerns, please do not hesitate to reach out to me! Thank you again for your great work today!