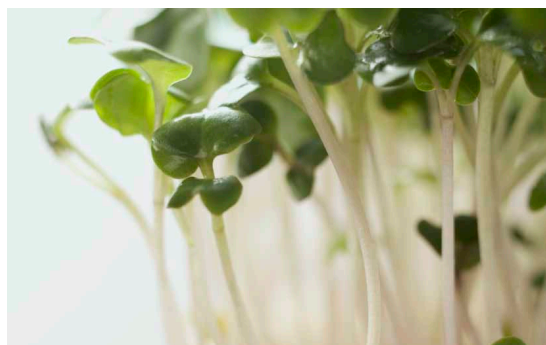


BRAND LEADERSHIP

Facilitator's Guide - Leader Three



HERB N' KITCHEN



WELCOME TO HERB N' KITCHEN

Purpose

The purpose of this module is to provide management an understanding of the leadership style of Herb n' Kitchen. This session provides an understanding of the importance of setting an example in relation to the Herb n' Kitchen Pillars, information on the key leadership traits that define the brand, and the brand leadership promise.

Audience

Herb n' Kitchen leaders.

Time

1 Hour, 45 minutes. No breaks.










Goal

Participants will be able to describe and execute leadership in the Herb n' Kitchen style, including the key leadership traits, behaviors, and the brand leadership promise.

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



Explain

Welcome to the Herb n' Kitchen Leader Module, Brand Leadership.



Trainer Note

Have opening slide on when supervisors enter the room.

2



MODULE OBJECTIVES & TOPICS:

- Understanding brand leadership.
- The importance of setting the example in terms of the Herb n' Kitchen experience and Brand Pillars.
- The key leadership traits that will deliver the Herb n' Kitchen brand.
- Creating our brand leadership promise.

TIME: 30 seconds



Explain

For this module we will be reviewing the following:

- Understanding brand leadership.
- The importance of leading by example at Herb n' Kitchen.
- The key leadership traits that will deliver the Herb n' Kitchen brand.
- The Leadership Promise that we will deliver to the Herb n' Kitchen team.

3

LET'S REVIEW



TIME: 1 minute



Ask

Does everyone remember what we said about learning?



Discuss answers and review.

4



HERB N' KITCHEN BRAND

What appeals to you the most about
the Herb n' Kitchen brand?

TIME: 8 minutes



Activity

Let's start on a personal level. You've now started to see and understand what Herb n' Kitchen is all about and what the brand will represent for our guests and for Hilton. Let's note in our journals the answers to the following questions and we will discuss them.



Ask

What about the brand appeals to you personally?



Activity

Please capture this in your journals. Once you're finished we'll share with the group.



Trainer Note

Allow a few minutes. Then, allow each team member to share with the entire group. Comment and expound on each.

5



HERB N' KITCHEN BRAND

What do you feel will appeal
to our guests the most?

TIME: 8 minutes



Ask

Next, what about the Herb n' Kitchen concept do you think will appeal most to our guests?



Activity

Please capture that in your journal. Same as before, once you're finished we'll share with the group.



Trainer Note

Allow a few minutes. Then, allow each team member to share with the entire group. Comment and expound on each.

6



HERB N' KITCHEN BRAND

What do you feel will appeal
to our Team Members the most?

TIME: 8 minutes



Ask

And finally, what about Herb n' Kitchen do you think will appeal most to our team members?



Activity

Please capture that in your journal. As before, once you're finished we'll share with the group.



Trainer Note

Allow a few minutes. Then, allow each team member to share with the entire group. Comment and expound on each.

Recognize that in the union environment there may be some frustrations for the managers regarding the team members' excitement of the new brand, especially if they had to go through a lot of negotiations and challenges to get to the implementation phase. This is a great time to rework their attitudes to focus on the positives moving forward.



Explain

As you can see through all the answers, the brand will mean different things to different people: ourselves, our guests and our team members. However, based on your answers there seems like a lot of positive things connected with the introduction of this new restaurant. Throughout all of this there needs to be one constant, and that is you and your leadership! Because as the brand leaders you are responsible for the brand meeting its promise to everyone involved. This means promoting all the positive things about the Herb n' Kitchen brand.

7

BRAND LEADERSHIP



TIME: 30 seconds



Explain

Now let's turn our attention to Brand Leadership.

8



BRAND LEADERSHIP

What do we mean by
brand leadership?

Why is brand leadership
important?

TIME: 8 minutes



Ask

What do we mean by brand leadership?

Look for Answers

- Managers must set an example for the brand.
- Managers are responsible for encouraging our staff to keep the promise.
- Managers must embody the values and pillars of the brand – Fresh, Relevant, Comfortable – as second nature, delivering this not only to our guests but team members as well.
- It means setting the example in terms of our service and ensuring the environment is organized, clean and transitioned correctly every day.
- It is about ensuring the integrity, consistency, and quality of our branded food products and packaging.



Discuss answers and review.



Ask

Why is this important?

Look for Answers

- If we do not lead by example then why should our team members deliver on the brand promise every day?
- Because this brand, the menu, the service style and the space is something new, we have to be a positive influence with our team members who are dealing with the effects of change in various ways in order for Herb n' Kitchen to be successful.
- Herb n' Kitchen is not just another hotel restaurant and bar. It is an independent brand that happens to reside within a hotel. With that in mind, we must run the restaurant as the brand requires us to, not just like a typical hotel restaurant.



Discuss answers and review.



Transition

Let's talk a little more about the idea of a brand promise.

9



BRAND LEADERSHIP

We are the keepers
of the Herb n' Kitchen
brand promise!

TIME: 8 minutes



Ask

What does it mean when we say “we are the keepers of the Herb n’ Kitchen brand promise?”

Look for Answers

- As the keeper of the promise we are responsible for delivering the brand as it was designed, the menu and food as it was intended, and the service as it was envisioned.
- Herb n’ Kitchen promises something very different from other hotel restaurant and bar outlets. We have the opportunity to deliver something new to our guests but that means going further out of our comfort zone.
- It is about upholding the Pillars of the brand.
- As the manager, this responsibility goes deeper because team members look to us to set the example.
- We are Herb n’ Kitchen!



Discuss answers and review.



Ask

So, based on what you know about Herb n' Kitchen so far, what is our brand promise?

Look for Answers

- An interactive experience for our guests that delivers fresh and flavorful food in a fast and friendly manner, within a comfortable and transparent environment.
- The food is fresh, flavorful and delivered to you fast. It is ready to go for those on-the-move, or made to order for those looking for a more relaxed experience.
- The menu has seasonal and local influences with a homemade feeling. It delivers the best in taste and flavor.
- The menu delivers great quality at a great price.
- The restaurant's design is relevant and comfortable.
- Our service style is customized to you: proactive, friendly, and timely.



Discuss answers and review.



Trainer Note

Discuss answers and then review next slide to reinforce the most important brand message. Depending on their familiarity and comfort, determine how in-depth you take the discussion.



Transition

Let's recap the important elements that make up our brand promise...

10



OUR GOAL

Create an interactive experience for our guests that delivers fresh and flavorful food in a fast and friendly manner, within a comfortable and transparent environment.

High quality at a great value.

TIME: 1 minute



Explain

Our goal, and that of the Hilton team in developing this brand, is to create an interactive experience for our guests that delivers fresh and flavorful food in a fast and friendly manner, within a comfortable and transparent environment. We want to deliver high quality at a great value.



Ask

What are our Brand Pillars that we must be the example for?

Look for Answers

- Fresh
- Relevant
- Comfortable



Discuss and review.



Transition

Yes! Those are the three unique pillars that will ultimately allow us to achieve our goal! Let's understand these in detail.

11



TIME: 10 minutes



Trainer Note

This may seem repetitive, but it is critical the managers become comfortable and confident in explaining the pillars. You can move through this quickly but emphasize that they need to own these pillars to own the brand and keep the promise. Also, you may not have had the managers attend the B1 session and this may be new. Adapt to the level of the managers.



Explain

Herb n' Kitchen has three core pillars that define what makes our Herb n' Kitchen brand, menu, and service unique and special. We want to stress that for Herb n' Kitchen to work, the pillars must all work together. It is the combination of fresh, relevant, and comfortable together that makes Herb n' Kitchen stand apart. As you reflect on these words, think about where we have referred to each word so far in this presentation.



Explain

Herb n' Kitchen places an emphasis on being Fresh. This is our first pillar.



Ask

When you think about a restaurant where Fresh is a priority, what do you think about or expect to find?



Discuss answers.



Review

- Clean and new environment.
- Fresh food – not frozen or pre-cooked.
- Light and bright design.
- Retail items that are either trendy or local, or both.
- A fresh design.
- This is a fresh idea for hotel restaurants – making them affordable, able to deliver food quickly, and willing to offer a great variety.



Explain

A clean, updated environment that entices guests through all of their senses will say Fresh to our guests!



Explain

Our second pillar is “Relevant.”



Ask

When you think about a restaurant that is Relevant, what do you think about or expect to find?



Discuss answers.



Review

- Modern, contemporary and indicative of current tastes and trends.
- Considerate of guest needs and their time.
- Proactive.
- Bring guests into the experience.
- Quick while providing great quality and great service.



Explain

Our relevance will show through in our interactions, our preparation and our merchandising!



Explain

Our third pillar is Comfortable.



Ask

When you think about a restaurant that is comfortable, what thoughts or ideas come to mind?



Discuss answers.



Review

- A personalized and approachable environment that makes guests feel at ease.
- A place where they feel “at home” for a quick snack or a leisurely meal.
- Comfortable furniture.
- A menu that is not intimidating.
- Food that is recognizable
- Service that puts you at ease.
- Retail items that are fun to discover.



Explain

Herb n' Kitchen will be a place within a place. It will feel 'in place' at Hilton, as a natural extension of our vision to fill the earth with the light and warmth of hospitality!

12



TIME: 30 seconds



Explain

And let's not forget that our Promise and Pillars are characterized and symbolized in our logo. When we wear this logo, or work in the restaurant, we must be conscious of what this means to our guests and live up to the Brand's Promise. The sight of a logo instills an emotion, a memory, and a feeling about the company and the products it represents. We must instill a sense of pride with our team and each other with this logo.

13



BRAND LEADERSHIP

Promises are often
difficult to keep...
and easy to break.

TIME: 2 minutes



Explain

As the Brand Leader we have to keep the promise ourselves and then instill in our team members the motivation to do the same. Remember, leadership is all about creating positive influence.



Explain

Like all promises it can be easily broken, even when we do not mean to.



Ask

Who has broken a promise?



Explain

Of course we all have. Many times we do not mean to let someone down or break a promise, but we forget, something came up, we get busy or we just cannot do everything we hoped we could do. And regardless of whether we meant to break a promise or not, the consequences are often the same.



Ask

How do you feel when a business breaks their promise to you as a customer or guest?



Discuss answers and review.



Explain

The same as you do personally, and it seems to happen a lot more than it should!



Explain

Even off-brand behavior can be seen as a broken promise by a brand! The company shows smiling, happy, engaging employees in their marketing, but your real experience is with people who are grumpy, unfriendly, and uncaring. THAT is a broken promise. While managers are usually good at responding to guest complaints, brand leaders focus on minimizing the number of times we break that promise by ensuring that training, coaching, setting an example and support is there to inspire our team members to keep the brand promise. It is no wonder they consider leadership the most difficult of all business tasks.

14



BRAND LEADERSHIP

As leaders, we have to Set the Example.

TIME: 2 minutes



Explain

There are many things that managers do which influence their team members to deliver on the brand promise; however, there might be none more important than the manager setting a great example. This is the simplest yet most impactful of all our leadership activities.



Ask

Who has had someone NOT set a good example for them during their career? What impact did that make on you?

Look for Answers

- Did not motivate.
- Was not respected.
- Poor leader or bad manager.
- No influence on staff.
- Lacked credibility and integrity.



Discuss answers and review.



Ask

And who has had a manager who always walked their talk and set a great example? What impact did that have on you?

Look for Answers

- Wanted to work hard for them.
- Staff respected them.
- Good leader.
- Able to influence and inspire staff.
- Walked their talk.



Discuss answers and review.



Ask

Can anyone tell me the most popular sport in North America?



Trainer Note

Get answers that vary from NASCAR, hockey, football, golf, etc.



Explain

The most popular sport is actually “Boss Watching.” Everyone watches the boss and what they see will determine how far they are willing to go to uphold the brand and fulfill the promise. If the manager does not walk the talk it will be very difficult to get their team members to do the same.



Transition

During the opening process your team will be watching you very closely to determine your support, excitement and commitment to the new brand.

15



TIME: 30 seconds



Read Quote

"Leadership means setting an example. When you find yourself in a position of leadership, people follow your every move." - Lee Iacocca



Explain

This is a great quote from Lee Iacocca referring to Leadership as setting the example because your people will follow your every move, aka "Boss Watching."

16



THE HERB N' KITCHEN EXPERIENCE

Place
The place is where guests experience Herb n' Kitchen.

Process
Process is how the guests experience Herb n' Kitchen.

People
People bring the brand to life through service excellence!

TIME: 2 minutes



Explain

Let's think about how our guests experience the Herb n' Kitchen brand. The guest experiences the brand in three ways, through Place, Process and People.

- Place is where guests experience Herb n' Kitchen. It's the physical part of their experience at our restaurant, perceived through the 5 senses: Sight - Sound - Touch - Smell and Taste.
- Process is how the guests experience Herb n' Kitchen through our service processes at each point of the experience.
- People brings the brand to life through service excellence and by communicating through the 3V's: Verbal (words), Vocal (tone) and Visual (body language).



Ask

How can we set the example with all three elements?



Trainer Note

Facilitate examples from the group and discuss.



Explain

- Place is about ensuring the senses of Herb n' Kitchen are always on brand – the right music, the right smell, a great taste, the space always appears clean and organized and the tables and counter are always clean. It is about always looking at your restaurant from the guests perspective.
- Process is about always following our operating procedures which we will be reviewing in the next couple of days. It is about ensuring a sense of service style in every interaction with a guest as you follow the new procedures.
- People is about setting the example in guest engagements, especially living up to our five pillars and being conscious of how we communicate via our words, tone and body language. You need to exemplify the Herb n' Kitchen style of service that we will be reviewing in detail on Day 3.



Transition

We need to set the example in all elements of the guest experience. Now let's think about how we set the example in terms of our Brand Pillars.

17



OUR BRAND PILLARS

- Fresh
- Relevant
- Comfortable

"As Herb n' Kitchen leaders, we will set the example for our team members by ..."

TIME: 8 minutes



Ask

How do we set the example for each of our Brand Pillars in our restaurant?



Activity

I want you to write your ideas in your journal and then share your answers. Ensure the following is highlighted:

- Fresh - You deliver a fresh experience in dining from fresh food; to retail items that are either trendy or local. This is a fresh idea for hotel restaurants - making them affordable, able to deliver food quickly, and willing to offer a great variety.
- Relevant - You must be considerate of guest needs and open to delivering the experience they want and not what you want to deliver. You must be proactive in making guests feel important, bringing guests into the experience, and quick while providing a great service and experience.
- Comfortable - You create an environment that is not intimidating to the guest. A place where they feel "at home" for a quick snack or a leisurely meal.



Activity

As a team, I want you to create a statement together that is one or two sentences long that captures how you will set the example in terms of Place, Process, People and Pillars. It will start with: "As Herb n' Kitchen Leaders, we will set the example for our Team Members in the operation by..."



Trainer Note

Have the managers work together as a team to develop their statements. Maximum of three sentences but would prefer a single sentence. Provide 5 minutes for the team to develop their statement. As the managers work on this, look to ensure they are focusing on experiential elements and ideas (like delivering what the guest wants and not what we want; delivering a knowledgeable, relevant and friendly service experience; being open and excited to the new brand; etc.) rather than transactional ideas (cooking to order, following the rules, etc.)

Example statement: “As Herb n’ Kitchen Leaders, we will set the example for our Team Members in the operation be delivering an experience that the guest wants, not what we want to deliver. We will set the stage for a high energy, friendly and interactive guest experience by being knowledgeable, engaging and guest-centric.”



Transition

Great job! Let’s now think about setting the example in terms of leadership traits.

18



BRAND LEADERSHIP

Activity

What are the traits of a
strong brand leader?

TIME: 30 seconds



Explain

We are going to do an activity now on the traits of a strong brand leader! You have, as a group, identified the example we need to set; now we will think about the traits we need to adopt, demonstrate, and live by in order to set that example within Herb n' Kitchen.



Trainer Note

This is continued on next slide.

19

BRAND LEADER TRAITS

- Calm
- Compassionate
- Efficient
- Fair
- Hard-working
- Tenacious
- High-energy
- Intelligent
- Motivating
- Multi-tasker
- Outgoing
- Patient
- Resilient
- Talented
- Trustworthy

TIME: 5 minutes



Activity

Here are fifteen traits of a strong brand leader! They are noted in your journal as well. All of them are valuable and important, of course, but we want to narrow these down to what we feel are most important to us, the Herb n' Kitchen team here in **<name of city/hotel>**. To begin, I would like you to select, as an individual, the top four traits that you personally feel are most important for a manager of the new Herb n' Kitchen Brand. Please begin!



Trainer Note

Allow three to four minutes for the individuals to choose. Clarify any questions about what a team means. Some may comment that it is hard to eliminate any of these so remind them again that they are all important, but for them to focus on what they feel are the MOST important four traits! Have a tally sheet of the 15 traits prepared on the flip chart and ask the group for the selections by a show of hands. Ask, "how many selected Calm? Compassionate? Efficient?" etc. Continue, and note the selections until the list is completed. Review the list and select the top FOUR as voted by the team. Address any tie-breakers or words that are within a vote to develop a top-four list. If it is a small group they can discuss and agree on what the top four should be. Allow for up to 5 minutes for group to finalize their selections.

20



TOP FIVE TRAITS

1. Have Integrity:
Lead by Example
2. _____
3. _____
4. _____
5. _____

TIME: 12 minutes



Explain

Here are your top four, plus the one we have already discussed: Leading by Example. We feel, here and now, that these are the five most important traits as an Herb n' Kitchen brand leader at **<insert name of property>**.



Activity

Now, to be able to set the example, we must put behaviors around each of your four traits. You have already established a definition of behaviors for Lead by Example, and you'll want to create something similar for each of the other four. **<Remind them of the Lead by Example statement>** That means, if you actually see someone behaving this way, you would say "That is a fair leader" or "That is a patient leader." What does each of your traits look like? Try to avoid coming up with synonyms, like, "a calm leader is controlled," but more so what behaviors you would see a leader demonstrate if they had this particular trait.



Trainer Note

Give them ten minutes as a group to come up with their list of behaviors for each trait and the desired statements. Have the group present back to you their statements. Comment as required. Collect their traits, definitions and statements. You will place everything into a small poster that they can hang on their walls. You may have to do some word development for the statements so that they read perfectly.



Explain

So, we now have some specific behaviors we must demonstrate to our team members that will be critical to the success of our brand and our ability to positively influence the Herb n' Kitchen Promise within them. You are going to present these five traits and your definitions to the team members before the Service Excellence Class. This will be your commitment to yourself and to them. It is important that you are vocal in letting your team know what to expect from you. We will write this into an Herb n' Kitchen poster that you can hand out to your team.



Trainer Note

Write up their statements into the Leadership Poster in your tool kit. You can then print this out and give it to the manager to present at the start of the Day 3: Service in Herb n' Kitchen Style.



Explain

Great job on developing your Five Leadership Traits and statements!

21

BRAND LEADER TRAITS

- Calm
- Compassionate
- Efficient
- Fair
- Hard-working
- Tenacious
- High-energy
- Intelligent
- Motivating
- Multi-tasker
- Outgoing
- Patient
- Resilient
- Talented
- Trustworthy

TIME: 30 seconds



Explain

Let's look at this list once more before we move on. We want to remind you that all of these traits are important as leaders so just because they were not selected to your list does not mean that you can ignore them. In fact, think about the opposite of any of these. If, as leaders, we had the opposite trait it would be difficult for us to be successful brand leaders, right? I mean, we didn't select **<choose a non-selected word and introduce the opposite - example is "patient">** but if, as managers, we were **<impatient>** we would not be very successful in influencing our team members in the right direction.

22



MODULE RECAP

- Understanding brand leadership.
- The importance of setting the example in terms of the Herb n' Kitchen experience and Brand Pillars.
- The key leadership traits that will deliver the Herb n' Kitchen brand.
- Creating our Brand Leadership Promise.

TIME: 10 minutes



Explain

Let's recap our efforts today.



Ask

Who can recap why brand leadership is so important in opening our Herb n' Kitchen restaurant?

Look for Answer

Brand Leadership inspires others to deliver the Brand Promise. We must become our brand to have credibility with our team. We must be consistently working to ensure every guest experience is on brand so we do not disappoint our guests.



Discuss answers and review.



Ask

Why is leading by example so important?

Look for Answers

- Our team members watch us closely and if we are not going to deliver on the Brand Promise then why should they?
- We have identified the behaviors, actions and attitudes we need to set the example for in the opening process for Herb n' Kitchen success.



Discuss answers and review.



Ask

What are those behaviors?



Trainer Note

Review Lead by Example statement.



Ask

We have identified the important traits we need to showcase in the opening process for Herb n' Kitchen's success. What are our traits?



Trainer Note

Review the other four traits and statements developed by the managers.

23



TIME: 1 minute



Explain

Great job everyone! You are the Brand Leaders! You set the example in your behaviors that deliver on the promise, the pillars and the experience; and also by ensuring those leadership traits most aligned with Herb n' Kitchen are kept in the front of your mind each and every day. And remember, when you do break your brand's promise (which will happen) the most important thing is to be honest, humble and work even harder to be the best brand leader you can be. Thank you for helping to build the reputation of the next great dining brand!