

LXbD Presents, Shane Green with “The Art of Coaching Conversations and Feedback”

Shane Green is the Culture Hacker. World-renowned culture expert and consultant, Shane works with Fortune 500 leaders on customer experience and organizational culture. His book, *Culture Hacker*, is recognized as the guide, regardless of your company size, to elevating the employee experience.



With a foundation in hospitality and the Ritz Carlton Hotel Company, Shane has leveraged his expertise and experience to help iconic brands like the NBA, Westfield, Foot Locker, Net Jets Inc., W Hotels, MGM Resorts International, and BMW to reprogram their employees’ experiences, mindsets, and service habits to create loyal customers and raving fans.

Shane works with thought leaders, research groups, and publications from around the world to bring awareness to how companies can elevate individual engagement, performance, and leadership. He is a featured contributor to *Forbes Magazine* and *Achievers*. Shane hosts workshops around the world on building customer experience and culture strategies and is a leading voice in understanding the employee experience and its impact on the customer experience. He has also developed a series of classroom and virtual learning experiences led by his team of certified trainers.

“Once again, the programs and training introduced to our leaders and associates have proven to be instrumental in creating change and instituting a culture of excellence in the most challenging of environments. [Shane’s] approach, energy, and insight have been again proven successful.” —*John Higgins, F&B director, Waldorf Astoria Hotel*

“[Shane’s leadership training] has been invaluable, and we have seen tremendous change and growth in our managers over the past year. Managers have been inspired to take on new projects, develop closer working relationships with each other, and increase productivity among their teams.” —*Thierry Grandshire, Grace Bay Club*





LX Overview: The Art of Coaching Conversations and Feedback

Why This LX Is Important: Daniel Goleman accurately noted in his bestselling book *Primal Leadership* the importance of the leader’s role to an employee: “Leaders drive the service climate and thus, the predisposition of employees to satisfy customers.” Ultimately, a leader is a determining factor in their staff’s ability to impress and satisfy customers and fulfill the organization’s brand promise, regardless of the industry in which an organization operates. Leaders need to understand the importance of their influence on their organization’s climate and culture, whether through their actions, words, attitudes, priorities, or expectations. This learning experience will focus on helping any leader adopt the feedback and coaching habits, skills, and actions necessary to deliver a premium experience to employees and, consequently, customers.

LX Length: Two hours in-person; 90 minutes virtually

LX Participants: Each in-person session is designed for a maximum of 24 participants. Each virtual session is designed for a maximum of 90 participants

LX Overview: Shane’s Green leadership module, “The Art of Coaching Conversations and Feedback,” aims to target exactly what leadership is and how it is inextricably tied to the role of a coach. Leadership is often defined by a manager’s ability to influence their staff—it is about getting associates to *want* to do what the manager wants them to do. As leaders, you must get your associates to *want* to impress and satisfy customers. Once this fire is ignited within your associates, you must then coach them to improve and finetune their abilities and skills continually. This learning experience is specifically designed to help leaders develop the skills necessary to be an effective coach and includes informal feedback, recognition, and how to have tough conversations. By the end of this learning experience, leaders will understand the tools and tactics necessary to be a highly effective coach, focused on delivering long-term results and engraining in their teams the essential habits needed for the organization and them to succeed.

LX Takeaways: This interactive learning experience is designed with the following outcomes for each participant:

1. Participants will learn how to identify the coaching needs of their employees.
2. Participants will understand the difference between formal and informal feedback.
3. Participants will learn and practice the informal feedback model utilized by best-in-class service organizations.
4. Participants will review how to recognize their employees utilizing the Say, Write, Do model.
5. Participants will understand why tough conversations and decisions are necessary for any business.

Price (for a Certified Trainer): \$2,500 per session

Your Greatest Coach

ACTIVITY:

Tell a partner who your best coach was and the characteristics that made them great.
What are the characteristics of a great coach?

"All coaching is, is taking a player where they can't take themselves."

—Bill McCartney, American football coach



Informal Feedback Model

GIVE THE REASON FOR THE FEEDBACK

"John, do you recall that we've been focusing on our service standards, specifically, 'Be personal?'"

DESCRIBE THE BEHAVIOR OBSERVED

"I noticed your interaction with the guest just now and that you didn't use their name or try to engage in any conversation with them. Do you recall the interaction?" (Wait for their answer.)

ASK, "WHAT WAS THE IMPACT?"

"How do you think that interaction felt to the guest?" (Wait for their answer.)

ASK, "WHAT CAN YOU DO TO DELIVER A BETTER EXPERIENCE?"

"Next time, what can you do to make it more personal?" (Wait for their answer.)

THANK YOU.

Thank you for your commitment to serving our guests. Let me know if you need support or assistance. I'm here to help."



The Informal Feedback Model Practice

ACTIVITY:

Get into pairs and role-play giving informal feedback using the scenario below. Each of you will have two minutes to practice giving feedback.

You observe your team member purposely not greet other team members when they enter the hotel to start their shift.

1. Give the reason for the feedback
2. Describe the behavior observed
3. Ask, "What was the impact?"
4. Ask, "What can you do to deliver a better (or even better) experience?"
5. Say, "Thank you."



The Formal Coaching Grid: The Four Types of Employees

	Delivers results	Does not deliver results
Lives by values espoused by organization	1	2
Does not live by values	3	4

The Four Types of Employees



Why Recognition Matters

Why is recognition important?

"Employees who receive strong recognition are more engaged overall and in four different areas: having a sense of drive and determination, feeling connected to the company, having strong work relationships, and understanding how their work makes a difference."

—"Performance: Accelerated." O.C. Tanner Learning Group, 2016

