

SMALL MOMENTS MATTER



FACILITATOR GUIDE



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Facilitation Overview

Tips and Techniques for Effective Facilitation

A few days before the session...

Review the materials so you are familiar with them. This will make facilitation easier for you and more effective for the participants.

On the day of the session...

Prepare the workspace. Place the visual face down on the tables and arrange the dialogue flipbook and cards in the order in which participants will use them. Make sure computer is charged and ready to present the PowerPoint. Be sure you have tested the technology (computer, speakers, and microphones), including playing the films to ensure everything is working properly.

As the participants arrive...

Ensure photos are on screen and music is playing as participants arrive. We recommend the Element Playlist on Spotify. If you cannot access this playlist, play inspirational and relaxing music to welcome participants to the room.

As the session begins...

“Set the stage” for learning and use the PowerPoint to guide you through the entire session.

During the session...

Maintain a high energy level. Add enthusiasm to the process by keeping a positive, energetic attitude. Your energy sets the tone for the rest of the group. Be sure to share timing periodically to ensure all participants stay on track.

After the session...

Thank the participants for joining the session.

Ask participants to help gather the materials at the table to help set up the next session for success.

Materials Checklist

MODULE	MATERIALS	NOTES
General	Facilitator Guide	1 copy
	Computer	1 per facilitator
	Speaker	1 per room
	Microphone for participants	1 or 2 per room
Welcome	Marriott Photos and Quotes PowerPoint	Downloadable
	Marriott Facilitator PowerPoint (with embedded videos)	Downloadable
Marriott Table Experience	Table visual	1 per table
	Dialogue flipbook	1 per table
	Role Cards	2 cards per deck
	Takeaway ring of cards	1 per participant
	Daily Meeting Worksheet	2 per table per session
	Tokens	3 per participant

Agenda

MODULE	DURATION
Opening	
<ul style="list-style-type: none">• Photos and Marriott quotes on a loop while participants are seated• Music in the background	
Welcome and Introductions	Total: 10 minutes
<ul style="list-style-type: none">• Session opening with TED Talk• Transition to first activity	8 minutes 2 minutes
Activity 1: Discovering My Unique Brand	Total: 17 minutes
<ul style="list-style-type: none">• Introduction and Roles• My Hotel Brand• My Leadership• My Team	2 minutes 4 minutes 5 minutes 6 minutes
Activity 2: Daily Meeting Simulation: Pulling It All Together	Total: 16 minutes
<ul style="list-style-type: none">• Simulation	16 minutes
Session Close	Total: 8 minutes
<ul style="list-style-type: none">• Review resources• Shaping Service video and closing comments	4 minutes 4 minutes

Learning Objectives

- Share how small moments can make a meaningful difference in the associate and guest experiences
 - Discuss how managers can inspire their teams through daily meetings and review supporting materials
-

Session Materials

Photos and Quotes PowerPoint



Facilitator PowerPoint

Talking Points Embedded in PowerPoint



Facilitator Note: Ensure all participants are seated at the tables before you start the presentation.



Do: Briefly introduce yourself.

Say: Welcome to the Small Moments Matter session. So, why are you here? Obviously, as general managers, you're critical to all performance aspects of your property. But you are also the single most important factor to engaging teams and guests. The aim of this session is to support you in that effort.

Small moments are all around you – literally every image that you see in this session today is an example of a small moment. Over the next 50 minutes, we will talk about creating small moments with associates and guests and how those moments can impact their overall experience. Then, we'll look at an opportunity we have every day to bring those small moments to life.



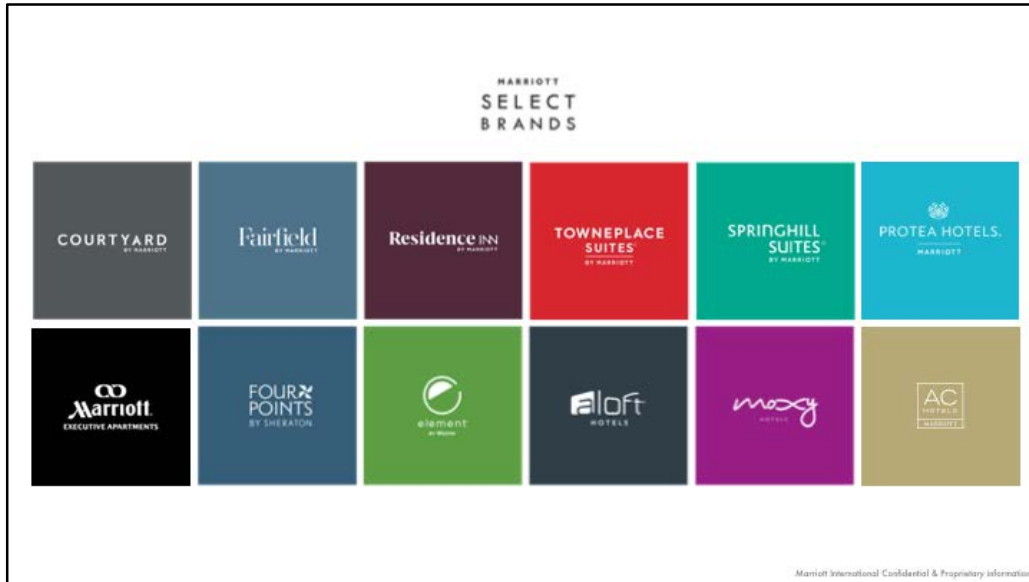
Say: What do I mean when I say “small moments matter”? Instead of me trying to explain it, let’s watch a TED Talk by author and leadership expert Drew Dudley.

Do: Play the TED Talk.

Say: There were a lot of great messages in this short video. What stood out to you?

Do: Quickly field responses from participants. After two or three participants answer, summarize the key points.

Say: We all have the capacity to make someone’s life better and to be the catalyst for a lollipop moment. We can do this through everyday leadership, because small moments make a big difference. It’s not about doing something big or hard.



Say: It is all about being aware of what is happening around you and doing something with that knowledge. It's about finding opportunities to acknowledge your associates and guests in a way that's not just meaningful, but also authentic to you and your brand.

Facilitator Note: If time permits, the facilitator can share their own lollipop moment and the impact it has had on them.



Say: Now we're going to work together at our tables to explore how we can create small moments that inspire our teams. The dialogue flipbook, the visual that is currently face down, and the Role Cards will take you through this activity. Each of you should also have a stack of takeaway cards on a ring. You can use these takeaway cards to write down your notes and ideas during the session. These cards will be yours to keep. You will also notice the Daily Meeting Worksheet in the materials. Please put that aside for now. It will be used later in the session.

Say: To start, we need one volunteer from each table to be our Readers. The Readers will guide the experience and read the text in the dialogue flipbook. Let's have our Readers raise their hands.

Do: Make sure each table has identified a Reader.

Say: Readers, the materials will guide you through the activity. Let's turn the page and begin reading.

Do: Remind participants to quickly introduce themselves.

Do: Give participants an update every four to five minutes on how much time remains for this activity.

Facilitator Note: This table activity touches on brand values and leadership strengths. It should take 17 minutes to complete. Here is a timing breakdown.

- **Activity 1: Discovering My Unique Brand – 17 minutes**
 - Introduction and Roles – 2 minutes
 - My Hotel Brand – 4 minutes
 - My Leadership – 5 minutes
 - My Team – 6 minutes

Facilitator Notes:

- Be sure to use the timer on the next slide to help ensure everyone stays on track.
- If participants are running short on time, mention that they can select one or two team members to create a small moment for, versus completing the exercise for all five team members.





INTRODUCTION AND ROLES

2 MINUTES

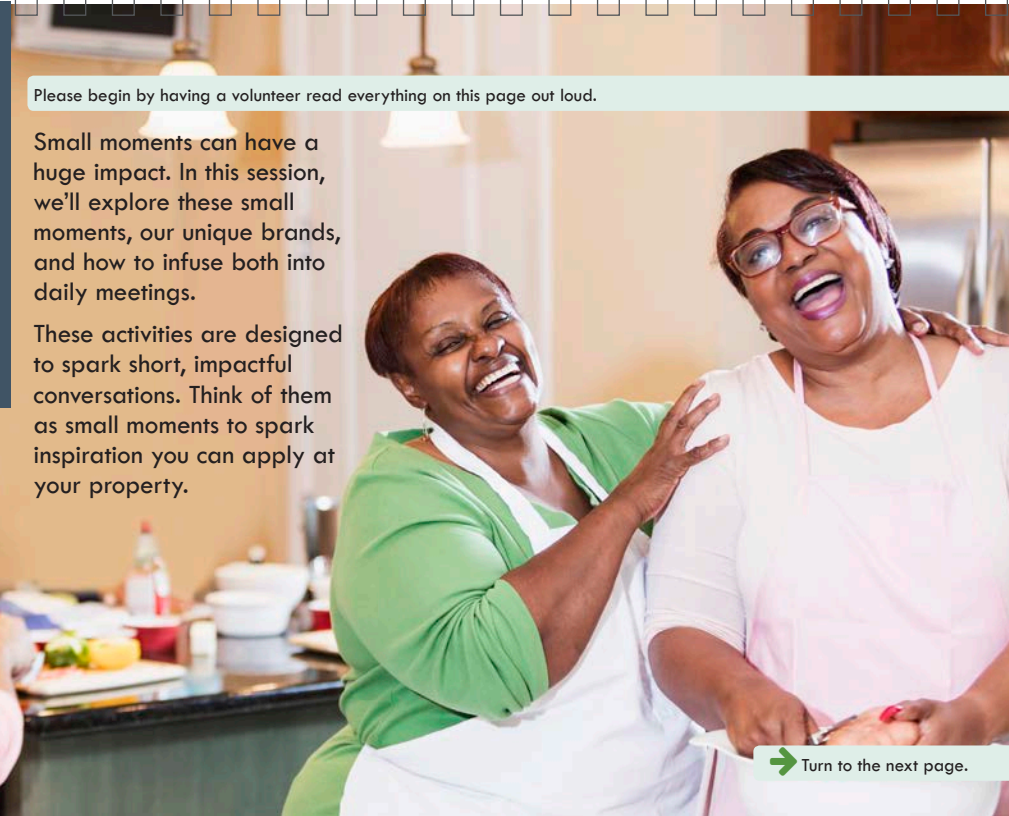


1 DISCOVERING MY UNIQUE BRAND

Please begin by having a volunteer read everything on this page out loud.

Small moments can have a huge impact. In this session, we'll explore these small moments, our unique brands, and how to infuse both into daily meetings.

These activities are designed to spark short, impactful conversations. Think of them as small moments to spark inspiration you can apply at your property.



→ Turn to the next page.

ACTIVITY 1: DISCOVERING MY UNIQUE BRAND


2 DISCOVERING MY UNIQUE BRAND

Please continue by reading out loud.

Read each Role Card aloud. The person reading now will be the Reader during this session. The person to the Reader's left will be Timekeeper.

Anyone without an assigned role should simply participate in the conversation.

Go around the table and introduce yourselves with your name and property.




Timekeeper: Allow about one minute for assigning roles before turning the page.

→ Turn to the next page.

Role

Timekeeper



Timekeeper

You will make sure the team stays on topic and that they do not spend too much or too little time on each question. If the team is spending too much time on one question, gently encourage them to move on. If the team is rushing through questions, ask them to elaborate on their responses. In most cases, allow two to three people to share before continuing.

The dialogue includes callouts that will tell you what to do. They will look like this:

Timekeeper: Allow about one minute for discussion before turning the page.

This experience should be short and impactful, but it isn't a race. If the group is having a great conversation and there is time, allow them to continue their discussion.

Role
Reader

Reader

You will read the dialogue, which includes all of the questions we'll discuss today.

The dialogue includes callouts that will tell you what to do. They will look like this:

Reader: Please continue reading out loud.

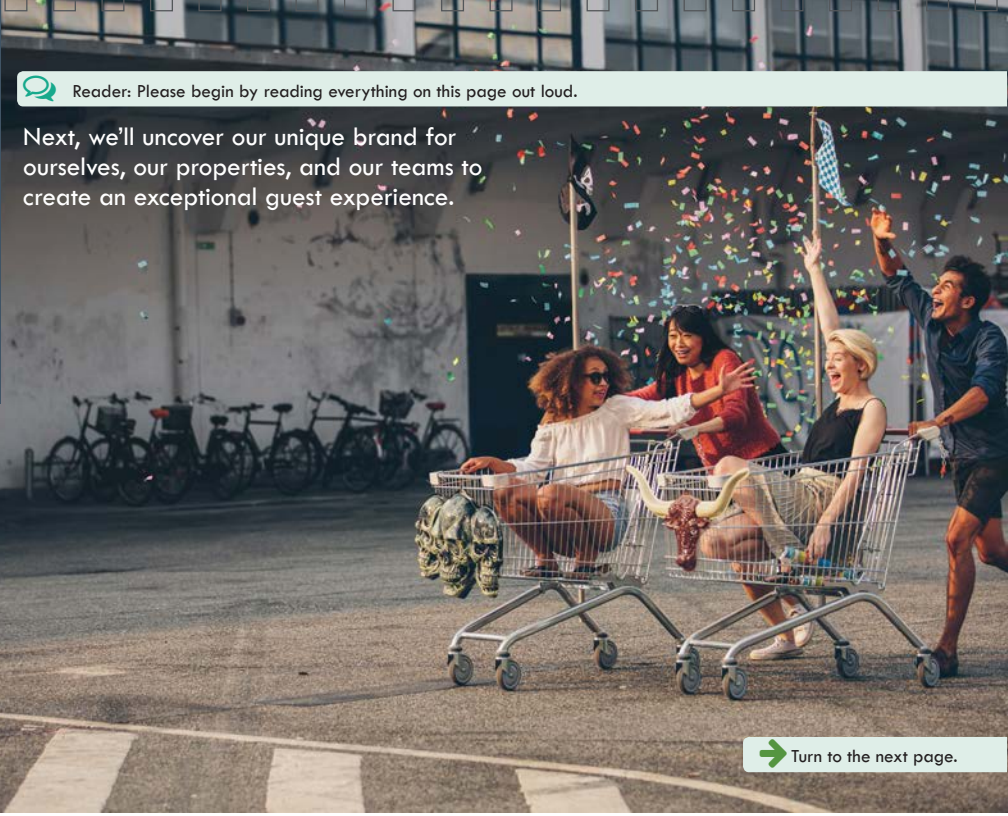
After reading each question, stop so we can discuss it. Unless the instructions say otherwise, move on after a few participants share their thoughts.

You are also in charge of making sure we have a meaningful discussion. Ask participants who offer brief responses to elaborate or explain why they feel that way.

3 DISCOVERING MY UNIQUE BRAND

Reader: Please begin by reading everything on this page out loud.

Next, we'll uncover our unique brand for ourselves, our properties, and our teams to create an exceptional guest experience.



→ Turn to the next page.


MY HOTEL BRAND

4 MINUTES




4 DISCOVERING MY UNIQUE BRAND

MY HOTEL BRAND

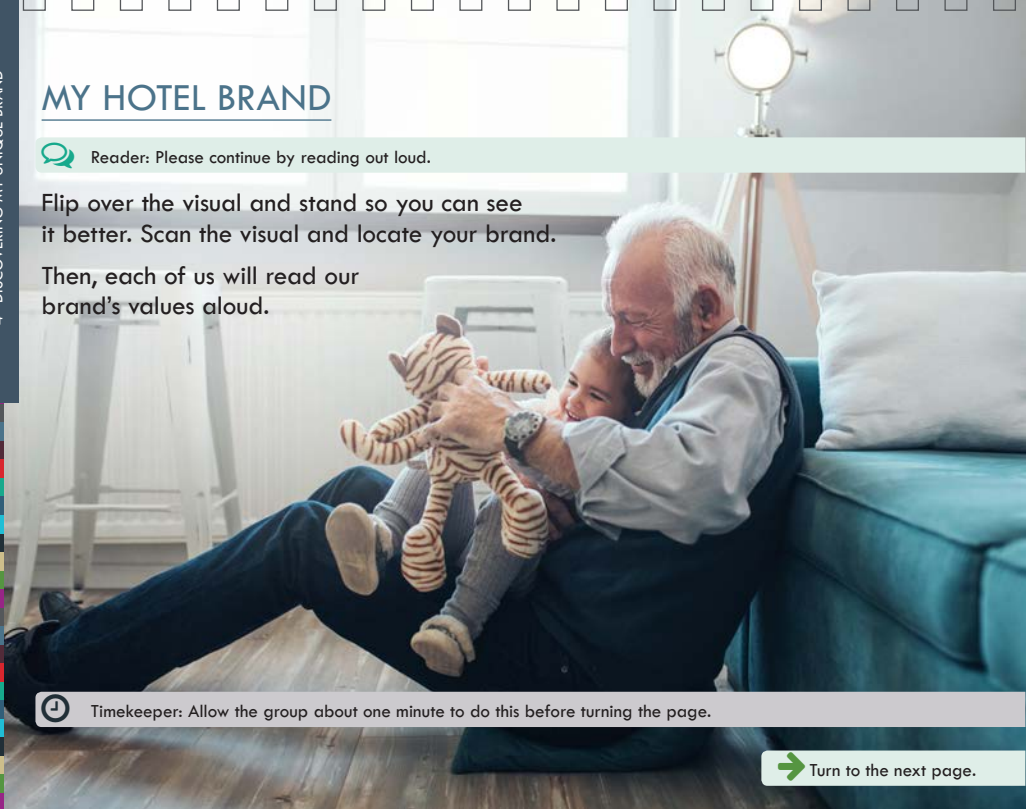
 Reader: Please continue by reading out loud.

Flip over the visual and stand so you can see it better. Scan the visual and locate your brand.

Then, each of us will read our brand's values aloud.

 Timekeeper: Allow the group about one minute to do this before turning the page.

 Turn to the next page.




SMALL MOMENTS MATTER

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Brand	Brand Description	Personality Trait
Towneplace Suites	REAL UPBEAT SUPPORTIVE	POSITIVE
Springhill Suites	UNEXPECTED REFRESHING STYLISH	AUTHENTIC
Marriott Executive Apartments	SOPHISTICATED CULTIVATED ASSURING	MOTIVATIONAL
AC Hotels	HARMONIOUS DISCERNING MODERN	PASSIONATE
Waxy Hotels	THOUGHTFUL SPIRITED FUN	ENERGIZING
Four Points by Sheraton	HONEST UNCOMPLICATED COMFORT	ADAPTABLE
Protea Hotels	CONFIDENT PERSONAL UNIQUE	CREATIVE
Courtyard	PASSIONATE FORWARD ENGAGING	INNOVATIVE
Fairfield	SEAMLESS TRUSTED OPTIMISTIC	HONEST
Residence Inn	ORIGINAL PERSONAL LIBERATING	INSPIRATIONAL
Aloft	SASSY SAVVY SPACE	RESPECTFUL
Residence Inn	ORIGINAL PERSONAL LIBERATING	EMPATHETIC
Towneplace Suites	REAL UPBEAT SUPPORTIVE	RESPONSIBLE
Springhill Suites	UNEXPECTED REFRESHING STYLISH	COMMUNICATIVE


MY HOTEL BRAND


 Reader: Please continue by reading out loud.

As others share their responses to the following question, jot down your ideas, inspirations, and notes.

Discuss: How does your team bring your brand's values to life?



 Timekeeper: Allow about two minutes of conversation before turning the page. Two to three people should share.

 Turn to the next page.



MY LEADERSHIP

5 MINUTES



6 DISCOVERING MY UNIQUE BRAND


MY LEADERSHIP


 Reader: Please continue by reading out loud.

Inspirational leadership includes being authentic to who you are as a leader and leveraging your natural strengths. Just as your hotel brand makes your hotel unique, your leadership brand makes you unique.


Read aloud the leadership strengths listed around the outside of the circle on the visual.




 Timekeeper: Allow the group about one minute to do this before turning the page.


 Turn to the next page.

MY LEADERSHIP


 Reader: Please continue by reading out loud.

Individually, place a token next to the three leadership strengths you think are the most important to build a great guest experience.


 Timekeeper: Allow the group about one minute to do this before turning the page.


 Turn to the next page.

MY LEADERSHIP


 Reader: Please continue by reading out loud.

Discuss: Note which strengths have the most votes. Why were these strengths selected?

 Timekeeper: Allow about two minutes of conversation before turning the page.


 Turn to the next page.


MY LEADERSHIP

 Reader: Please continue by reading out loud.

Individually, take a few moments to write down your greatest leadership strengths in your takeaway.

Then, write down the leadership strengths you would like to focus on to deliver a great guest experience. These may or may not overlap with your leadership strengths – either way is fine! This will help you identify which strengths to keep growing and which strengths to treat as opportunities to improve.

 Timekeeper: Allow the group about two minutes to do this before turning the page.

 Turn to the next page.



MY TEAM


6 MINUTES



With only a few minutes remaining in this activity, teams may select one or two team members to create small moments for, instead of all five.


10 DISCOVERING MY UNIQUE BRAND


MY TEAM


 Reader: Please continue by reading out loud.

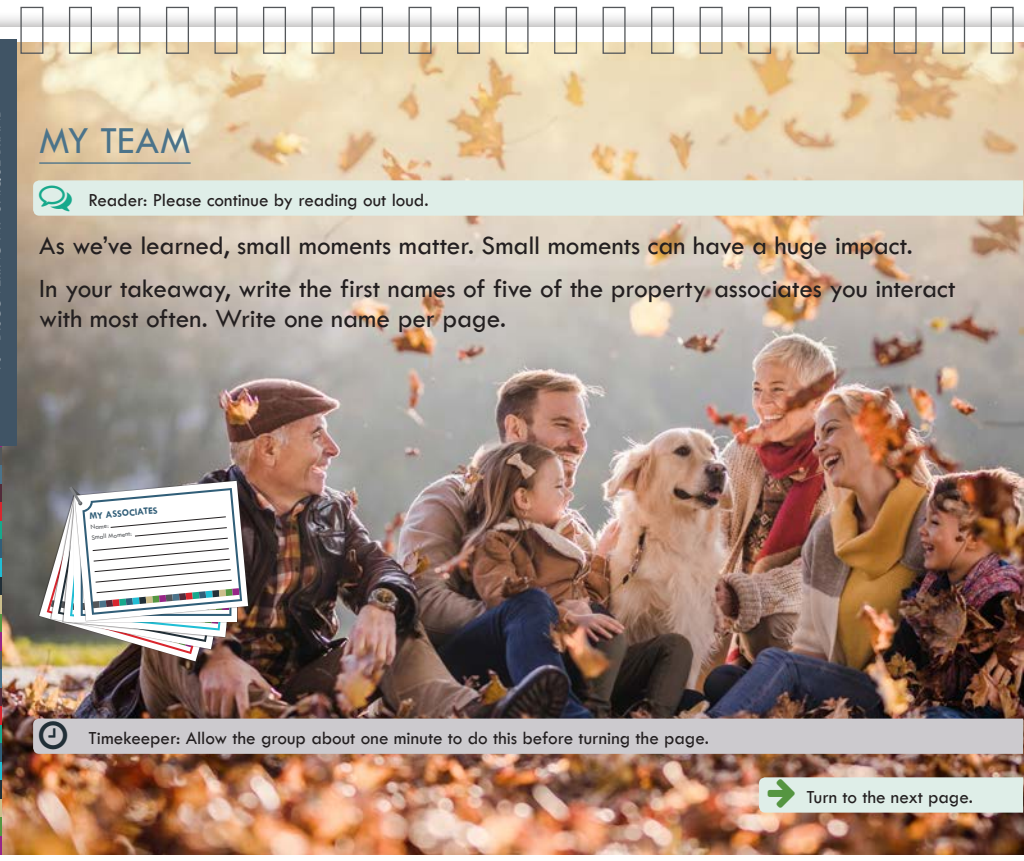
As we've learned, small moments matter. Small moments can have a huge impact.

In your takeaway, write the first names of five of the property associates you interact with most often. Write one name per page.




 Timekeeper: Allow the group about one minute to do this before turning the page.

 Turn to the next page.







MY TEAM

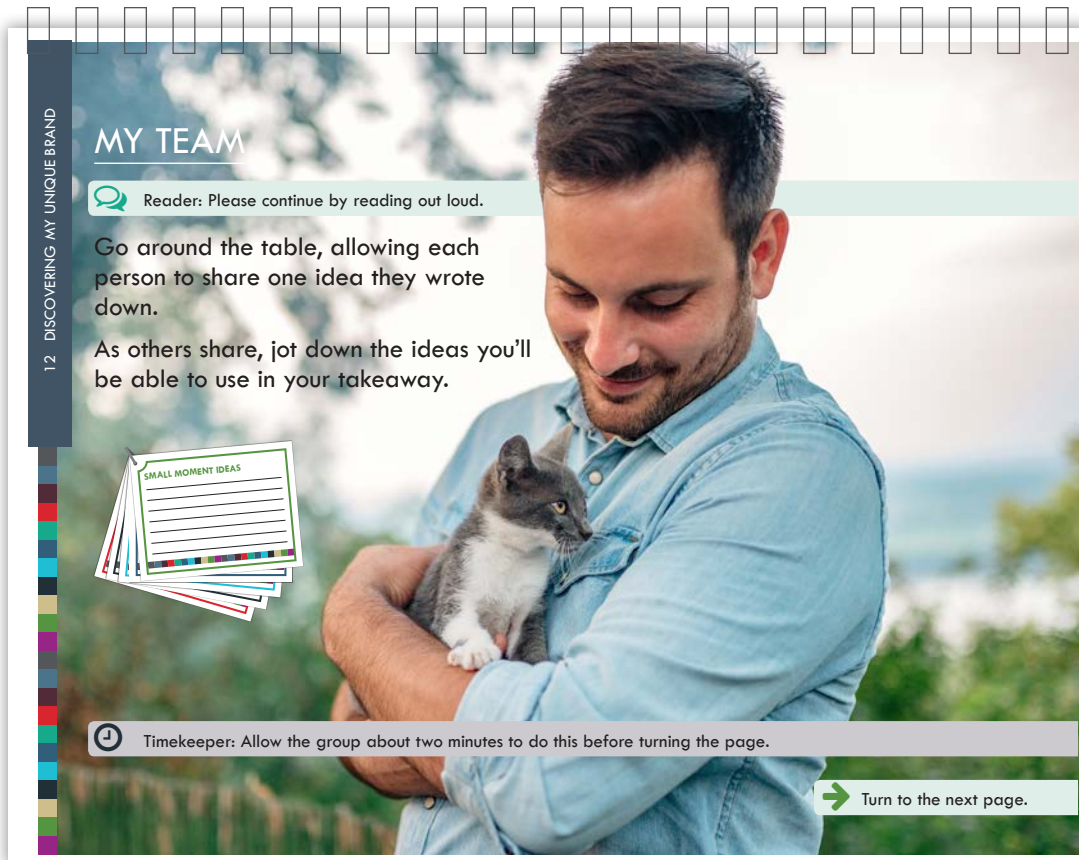
 Reader: Please continue by reading out loud.

Below each associate's name, write a small moment you could create for that person. Be sure that the associate will be able to connect how the small moment impacts the guest experience. Some thought starters are included below.

- Treat them to a coffee or lunch
- Recognize them in a way they would appreciate
- Celebrate their birthday
- Say "thank you"
- Write them a thank-you note
- Start a wall of fame
- Recognize non-work achievements
- Celebrate their anniversary


 Timekeeper: Allow the group about three minutes to do this before turning the page.

 Turn to the next page.




12 DISCOVERING MY UNIQUE BRAND


MY TEAM


 Reader: Please continue by reading out loud.

Go around the table, allowing each person to share one idea they wrote down.

As others share, jot down the ideas you'll be able to use in your takeaway.



 Timekeeper: Allow the group about two minutes to do this before turning the page.


 Turn to the next page.



This concludes activity 1. The facilitator will resume the session from the front of the room.



DISCOVERING MY BRAND OF INSPIRATION

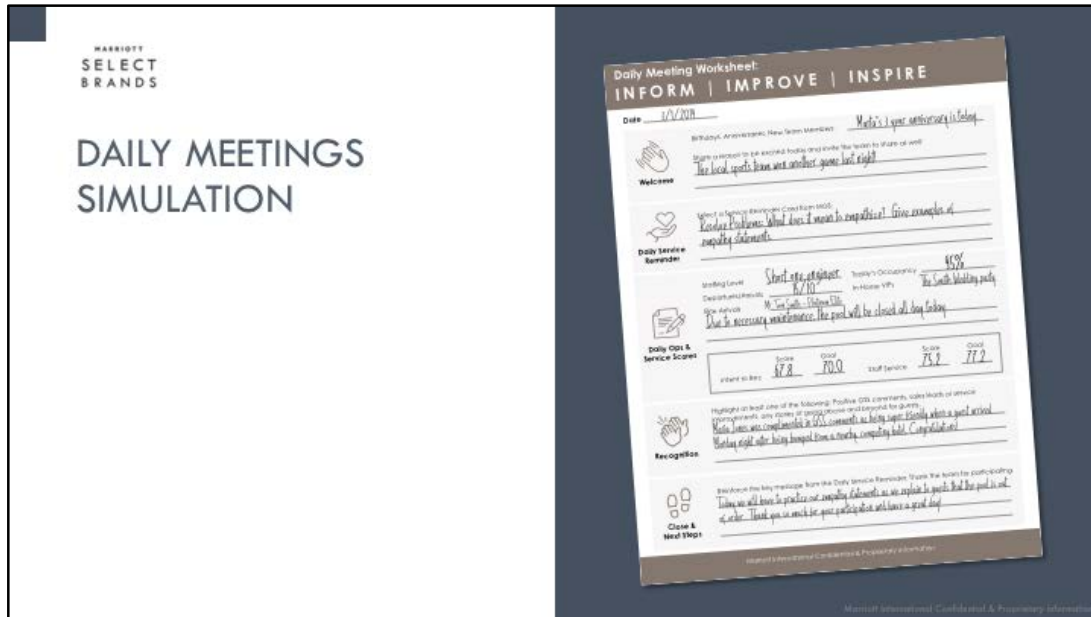


My Hotel Brand My Leadership My Team

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Say: In this activity, we explored your own brand of inspiration. When you're focused on your team and are clear about how you represent your hotel brand and how you demonstrate your own leadership brand, you can create authentic, small moments that inspire others.

Say: In our next activity, we'll look at an opportunity to bring small moments to life every day: the daily meeting.

**Say:**

- Daily meetings are your opportunity, *every day*, to purposefully connect with your team. Instead of using this meeting to simply focus on the tasks of the day, you can use it to create small lollipop moments that are meaningful and have a big impact.
- On your table, you will find a filled-out Daily Meeting Worksheet. Using this scenario, you'll work through how you might elevate that daily meeting through small moments that inspire and engage your team.
- Readers, turn the page and begin reading.

Do: Let participants know that they may write on the worksheet.

Do: Update participants on how much time they have left as they work through the simulation. Consider giving updates 10 minutes and 15 minutes into the simulation.

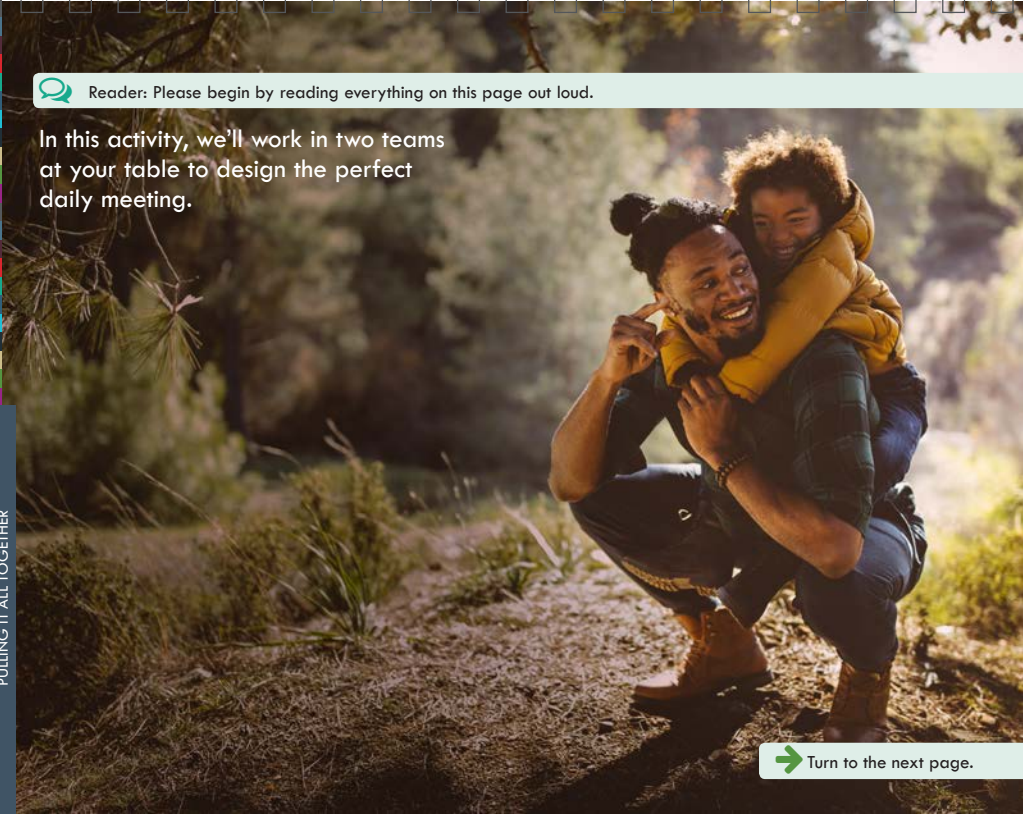
Facilitator Note: Here is the timing for this full activity.

- **Activity 2: Daily Meeting Simulation: Pulling It All Together – 16 minutes**
 - **Simulation – 16 minutes (10 minutes to complete the Daily Meeting Worksheet and 6 minutes to debrief)**
 - **Please use the timer to keep participants on track.**



DAILY MEETING WORKSHEET

10 MINUTES



Reader: Please begin by reading everything on this page out loud.

In this activity, we'll work in two teams at your table to design the perfect daily meeting.

1.5 DAILY MEETING SIMULATION: PULLING IT ALL TOGETHER

→ Turn to the next page.

Reader: Please continue reading out loud.

The worksheet at your table is a simulation of an actual daily meeting. But it's not enough to focus only on the tactics of a daily meeting. It's up to you to weave in your brand and leadership style to inspire your team by creating lollipop moments for them so they can in turn create those moments for our guests.

Work with your team to create a fun, engaging, and inspiring daily meeting! Use the thought starters on this page to get started. Capture your team's ideas in your takeaway. You will have an opportunity to share these with the other team on the next page.

Have team members share with each another

Make it a conversation

Focus on culture

Set a positive tone

Timekeeper: Allow teams to spend about 10 minutes completing the worksheet.

→ Turn to the next page.

16 DAILY MEETING SIMULATION: PULLING IT ALL TOGETHER



Daily Meeting Worksheet: INFORM | IMPROVE | INSPIRE

Date 3/1/2019



Welcome

Birthdays, Anniversaries, New Team Members: Marta's 3 year anniversary is today.

Share a reason to be excited today and invite the team to share as well:
The local sports team won another game last night!



Daily Service Reminder

Select a Service Reminder Card from MGS:
Resolve Problems: What does it mean to empathize? Give examples of empathy statements.



Daily Ops & Service Scores

Staffing Level Short one engineer Today's Occupancy 95%
 Departures/Arrivals 15/10 In-House VIPs The Smith Wedding party
 Elite Arrivals Mr. Tom Smith - Platinum Elite
Due to necessary maintenance, the pool will be closed all day today.

	Score	Goal		Score	Goal
Intent to Rec	<u>67.8</u>	<u>70.0</u>	Staff Service	<u>75.2</u>	<u>77.2</u>



Recognition

Highlight at least one of the following: Positive GSS comments, sales leads or service improvements, any stories of going above and beyond for guests.
Maria Jones was complimented in GSS comments as being super friendly when a guest arrived Monday night after being bumped from a nearby, competing hotel. Congratulations!



Close & Next Steps


Reinforce the key message from the Daily Service Reminder. Thank the team for participating.
Today we will have to practice our empathy statements as we explain to guests that the pool is out of order. Thank you so much for your participation and have a great day!

DEBRIEF AT TABLE

6 MINUTES



With only a few minutes remaining in this activity, the second team should share their idea if they haven't already.




 Reader: Please continue reading out loud.

Let's share our approaches with each other.

Once both teams have shared, give feedback to the other team on their approach. Include what the team did well and what else they could do to have an even more effective and motivational meeting.

Write any great daily meeting ideas in your takeaway.


 Timekeeper: Allow about six minutes for this activity.

 Turn to the next page.

17 DAILY MEETING SIMULATION: PULLING IT ALL TOGETHER



This concludes activity 2. The facilitator will wrap up the session at the front of the room.



18 DAILY MEETING SIMULATION:
PULLING IT ALL TOGETHER



Do: Bring participants back together after the daily meeting simulation.

Say: As I mentioned earlier, the daily meeting is a good time to highlight small moments and acknowledge associates.

Do: Mention how this could impact Elite guest arrivals. Examples include:

- Pre-arrival planning is more important than ever, and daily meetings will help inform, improve, and inspire associates to deliver great guest service.
- Focusing on small moments with associates will inspire them to focus on small, meaningful moments with guests – especially Elite guests.

Say: These meetings are a great way to bring everyone together and highlight what really matters at the property.



Facilitator Note: Use this slide in CHICAGO ONLY. You have two minutes to review the resources on this slide.

Say: We have created several tools to support you in this process. Let's take a quick look at them.

1. For our classic brands, during this time together, you were introduced to the new Daily Meeting Worksheet. This will be part of our simplified meeting approach that we are launching this week. There will no longer be monthly themes, weekly service training, or daily service topics. All of this content has been streamlined into simplified daily content. You will have access to a short implementation guide and "getting started" video to bring you and your leaders up to speed quickly.
2. You also know about our new hire training, Shaping Service. Well, it's evolving! Visit the Shaping Service Evolution GO Talk to learn more about this amazing transformation.
3. The Residence Inn Orange Door app is launching. This will allow teams to take daily huddles and brand culture to the next level using digital delivery.
4. For our distinctive brands, you have recently been introduced to the new Disrupt This training content. This week, you'll be introduced to the new Culture Sidekick program. In the near future, you will also be receiving branded Daily Meeting Worksheets similar to the format we used today.
5. Finally, be sure to learn about a fantastic new tool called Qpower. This tool uses your hotel's performance from Guest Voice to identify opportunities at your property and shows how to take action on solutions for improvement.

Say: Be sure to visit the GoCentral Showcase for more information on these exciting tools and resources. With these tools, the only thing missing to bring out the inspiration in your team is you!



Say: I'd like to wrap up by showing you one last video. This true story brings to life everything we have been talking about today.

Do: Play the Richard video.

Say: Powerful, right? All it took was for Richard to take time to notice the guest and authentically engage with her. It is so important for you, as a general manager, to inspire your teams to create small moments for guests and to let them know it's okay for them to do things like this – in fact, we expect them to. By creating small moments, you will bring the hotel brand to life and have an impact on the guest. All of us have the power to do this at our properties.

**MARRIOTT
SELECT
BRANDS**

CALL TO ACTION: IT ALL BEGINS WITH US

Think of a person who inspired you in your career. Did you tell them?

- Text them right now, create a calendar reminder, or write a note.
- If they aren't with us anymore, tell your story to someone who loved them.

You won't believe the impact this small moment could have!

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Say: I assume that we've all been on the receiving end of a lollipop moment at one time or another. Have you ever told the person who inspired you? Here's my challenge: Do it today. Do it now. This is a small moment you can create with a few simple words.

Do: Read the directions on the slide and encourage participants to take action now.

Say: We can all make someone's life better. It truly begins with us. Let's not wait!



**MARRIOTT
SELECT
BRANDS**

Help us ensure the next session is set up for success.

- Place the visual face down and ensure the dialogue flipbook is turned to the first page.
- Place the cards with rubber bands and the Daily Meeting Worksheets back in the bags.

SMALL MOMENTS MATTER
Inspire Your Team through Daily Meetings

Daily Meeting Worksheet - Name: _____ Date: _____
Meeting Objective: _____
Agenda: _____
Action Items: _____

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Facilitator Note: Please share the instructions on the slide to ensure the next session is set up for success.

Do: Instruct the participants to reset the materials and dispose of any trash at their tables.

Say: Be sure to take your takeaway with you when you leave and to access the tools we reviewed today. They will support you in creating small moments and executing daily meetings at your property. Also, please be sure to visit the L+D Booth in GoCentral to take a feedback survey that will enter you in a drawing to win a fantastic prize.

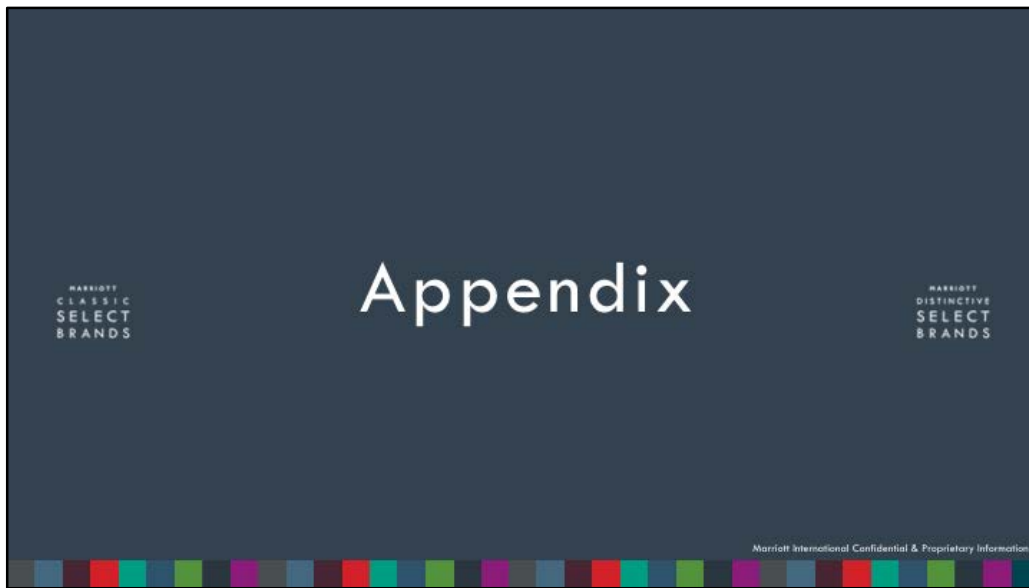


Say: Thank you all for your participation in this session. Remember that we can all be the catalyst for a lollipop moment in someone’s life.

Do: Share any logistics information necessary for the next session.



Do: Share this slide as participants exit the session.



Do: Share this slide as participants exit the session.



Facilitator Note: This is a slightly longer version of the Richard video. Consider using this version if time isn't an issue for your session. This version touches on daily meetings toward the end of the video.

Say: I'd like to wrap up by showing you one last video. This true story brings to life everything we have been talking about today.

Do: Play the Richard video. *(Length of video is 3 minutes, 42 seconds.)*

Say: Powerful, right? All it took was for Richard to take time to notice the guest and authentically engage with her. He created a moment that she will remember for a long time. It wasn't difficult. It wasn't a big thing. It was a small moment that demonstrated the type of leader Richard is. It brought the hotel brand to life and had a big impact on the guest. All of us have the power to do this at our properties.



Facilitator Note: Use this slide for GLOBAL conferences. You have two minutes to review the resources on this slide.

Do: Bring participants back together after the daily meeting simulation.

Say: You just worked through a daily meeting with a focus on creating moments. How you show up for associates is how they show up for guests. If you are focused solely on tasks, your associates will be, too.

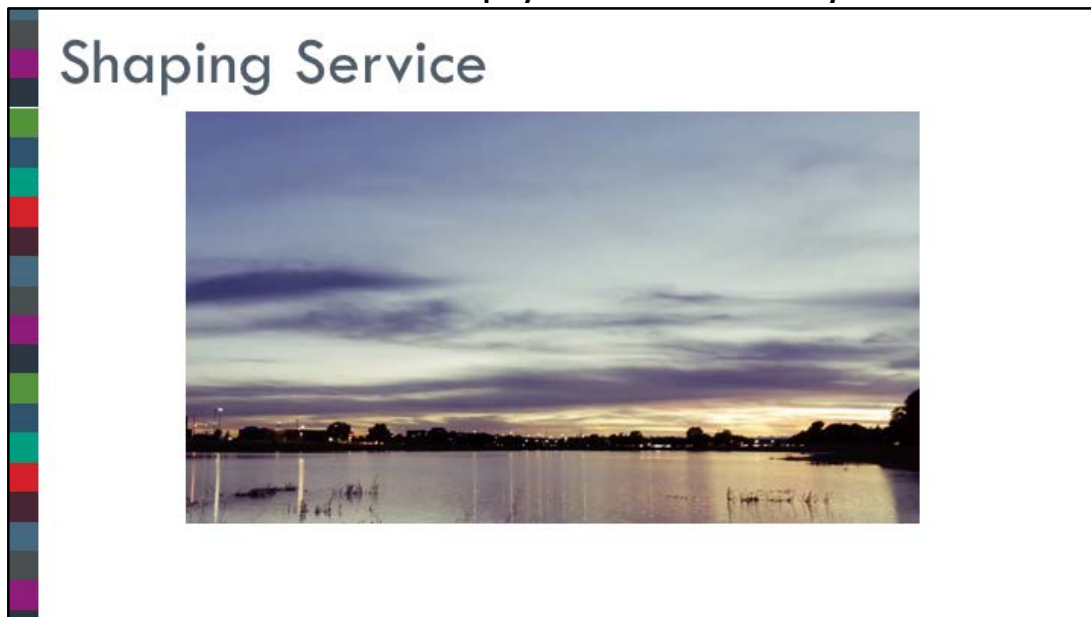
Do: Mention how this could impact Elite arrivals. Examples include:

- Pre-arrival planning is more important than ever and daily meetings will help inform, improve, and inspire associates to deliver great guest service.
- Focusing on small moments with associates will inspire them to focus on small, meaningful moments with guests – especially Elite guests.

Say: We have created several tools to support you in this process. Let's take a quick look at them.

1. During our time together, you were introduced to the new Daily Meeting Worksheet. This will be part of our simplified meeting approach that we are launching this week. There will no longer be monthly themes, weekly service training, or daily service topics. All of this content has been streamlined into simplified daily content. You will have access to a short implementation guide and "getting started" video to bring you and your leaders up to speed quickly.
2. Be on the lookout for a fantastic new tool called Qpower. This tool uses your hotel's performance from Guest Voice to identify opportunities at your property and shows how to take action on solutions for improvement.
3. Finally, you are all familiar with our new hire training, Shaping Service. Well, it's evolving! We heard from your feedback that while the Shaping Service content was good, it was too cumbersome and difficult to administer. As a result of that feedback, we have streamlined and simplified the content. Let's watch this teaser video to learn more.

Facilitator Note: Go to the next slide to play the video automatically.



Do: Play the video. *(Length of video is 1 minute, 23 seconds.)*

Say: See the Conference MGS Shaping Service to learn more about these exciting changes.

1-800-852-1315
info@rootinc.com



Root Inc. partners with the world's most respected organizations to accelerate and scale change using proven and disruptive methods, stories, and experiences.

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