



Leader Excellence Drives Quality Service Community Foundation for Northeast Georgia

Participant Guide



PRESENTED BY



Engage with the Disney Institute community!



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Iconology

ICON

DEFINITION



A proposition that states the principles and underlying logic behind Disney's approach. It is a context-neutral business truth that transcends boundaries of industry and geography. The suitcase is a reminder that insights are completely transferable to your organization.



A common business practice that detracts from sustaining desired behaviors.



Tips, gleaned from the insights, which can be used to build and sustain your organizational culture.



Videos, stories, or other content that supports an insight and highlights Disney's approach.



Personal reflection on the insights, ideas, and illustrations discussed in the course.

NOTES

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Introduction

“People look at you and me to see what they are supposed to be. And, if we don’t disappoint them, maybe, just maybe, they won’t disappoint us.”

—Walt Disney

A LEADER’S FRUSTRATION: “My organization’s goals are not being met because we are not demonstrating consistent leadership.”

Frustration may stem from misalignment of values and vision within the broader organization or from you as a leader. This can have a detrimental effect on the success of an organization.



Disney’s consistent business results are driven by strategically focusing on certain business functions and opportunities in which companies often fail to see the value and potential—and that is a key source of what differentiates us. We have learned to be intentional where others may be unintentional.

WHAT DO WE MEAN BY INTENTIONAL?

At Disney parks and resorts, being intentional means being highly purposeful and paying particular attention to detail.

- We tend to think about things *differently* than others—and to a greater *degree*.
- We pay extraordinary attention to the details surrounding general business processes.
- We strategically place emphasis that is both greater than and different from what is typical in corporate best practices.
- We have prevailing evidence that suggests what we do works.

Scrim Design for the Guest Experience



Our Disney parks and resorts foster an environment comprised of rich, realistic detail and manages those details to create an environment that provides an exceptional Guest experience.

- It is important in our parks and resorts to maintain the storyline in any onstage area—we don't want to interrupt the show! This is especially important when improvements are being made that might cause a distraction from the Guest experience.
- With a talented team and patience for the long process, the details are carefully managed to make sure the printed scrim appears to blend with the setting, and that the storyline remains intact for our Guests.

- The creation of vivid scrim is not an easy process. Do our Guests notice or even care? We believe that whether it is many or only a few Guests who have their experience enhanced, it is worth it.
- Our ability to consistently deliver a world-class Guest experience is largely dependent on our ability to design, deliver, and when necessary, recover exceptional service. Our focus is on creating a differentiation with great service.

"People can feel perfection."

—Walt Disney to John Hench, Imagineer

THE BIGGER PICTURE: WHAT EXACTLY DOES DISNEY PARKS AND RESORTS DO DIFFERENTLY?

Disney Institute focuses on certain core areas, primarily within Walt Disney Parks and Resorts, that work together to deliver sustained business results.

Disney Institute Chain of Excellence



By strategically focusing on leadership excellence, employee engagement, and quality service—in that order—combined with a continuous improvement mindset and a clear understanding of your brand and organization’s goals, you can set your organization on a path to the sustained results you desire.

- **Leaders** set the strategy and make a meaningful and credible **brand promise** in the marketplace.
- These same leaders drive the momentum within the chain by intentionally aligning the entire organization around a common set of **values** (who we are) and a compelling **vision** (where we are going).
- A carefully designed **culture** creates the environment in which every employee has the opportunity to be fully **engaged** and successful throughout his or her career.

- A **service framework** is designed and built on the essential foundation of **common purpose** and architected to ensure exceptional service delivery across all touch points.
- A passion for **feedback** and **continuous improvement** can accelerate the momentum within the chain creating greater ongoing impact.

These concepts are intentionally presented as a holistic, connected, and reinforcing chain. It indicates that while we can focus on specific needs within any one component in the chain, the other components must be considered at the same time for maximum results. One cannot fix any one area in isolation without considering the others, because excellence has a ripple effect.

NOTES

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The Leadership Imperative

“The beginning of wisdom is a definition of terms.”

—Socrates

DEFINING LEADERSHIP

Any dictionary will show that the word *leadership* is a noun, but this can create challenges for those who treat leadership as a noun in practice. At Disney, we choose to think about leadership as a verb because we believe that leadership is not who you are, but rather what you do.



Leadership is a result of the actions one takes rather than the position one holds.

What traits and behaviors do you think define a leader?

Disney has developed a set of desired behaviors to create exceptional leaders within our company. We will explore how you can think differently about certain principles and practices that will help you grow as a leader, and how values-infused leadership can help differentiate you and benefit your organization.

INSIGHT

Leaders establish, operationalize, and sustain the *values* and *vision* by which their organizations thrive.



The long-term success of Disney parks and resorts has been cultivated by the actions of exceptional leaders who have exemplified the values first shown by Walt Disney, and his brother Roy.

VALUES, VISION, AND THE ORGANIZATION

If leadership is defined by a person's traits and behaviors, then **values** and **vision** become crucial elements in how a leader functions within an **organization**.

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Defining Values

Values are important and lasting beliefs or ideals shared by the members of a culture about what is desirable or undesirable. Personal values influence behaviors and attitudes, and organizational values serve as broad guidelines in all business interactions.

Defining Vision

A vision is an ambitious view of the future that everyone in the organization can believe in, and it promises a future that is better than what now exists. The vision will evolve, but must remain realistic, specific, relevant to all involved, and must create an environment for organizational change without sacrificing values.

Defining Organization

An organization is an individual or a group of people that form interdependence through collaboration to achieve certain goals. In this program, organization is referred to as the sphere of operations that you are responsible for as a leader, at any level or position.

PASSIVE VS. PROACTIVE

REMEMBER: Leaders establish, operationalize, and sustain the values and vision by which their organizations thrive.

Passive leaders fail to establish, enforce, or demonstrate values, either on the individual leader's level or at the organization's level.

INSIGHT

Great leaders proactively establish values.



Proactive leaders create and reinforce the values in their part of the organization, and consistently demonstrate the organization's overarching values by conscientiously and actively pursuing the embedding and execution of those values.

What are the ways in which proactive leaders promote organizational values?

ALIGNING PERSONAL VALUES WITH ORGANIZATIONAL VALUES

INSIGHT

Leaders must intentionally align and integrate their personal values with their organization's values.



Two common scenarios typically develop when personal values are misaligned with organizational values:

SCENARIO 1

In the first scenario, the organization has established its values, but those values may be *marginally inconsistent* with the personal values of some of the leaders. This causes leaders to interpret the values and prioritize the importance of those values relative to their own priorities.

What impact might this have on the organization and on the individual leader?

SCENARIO 2

In the second scenario, the organization has established its values, and those values are *blatantly inconsistent* with the personal values of some of the leaders. This often results in the affected leaders leaving the organization because it is a wrong fit.

What happens if the leader does not leave?

If you are not the head of the entire organization, then your job is to interpret the values and prioritize the importance of those values relative to your part of the organization; that is what we mean by shared values.

Shared values are the mechanisms by which leaders connect themselves and their teams to the broader organization.

ALIGNING AND INTEGRATING VALUES

Leaders must intentionally look for opportunities to align personal values and organizational values. Consider the three critical areas of values alignment:



The Values Alignment Model

The Values Alignment Model

JOINING THE ORGANIZATION is the critical area between personal values and overarching organizational values. This is the point where you, as a leader, must determine whether the values of the organization are in line with your personal values. This is most effectively addressed when you first join the company.

JOINING MY ORGANIZATION points to the overlap between personal values and the values of your part of the organization. This must be addressed when you join a specific division or department.

LEADING MY ORGANIZATION is the critical area that points to your responsibility as a leader to ensure that the alignment of values between the overarching organization and your local part of the organization is continuously reinforced and protected.

Leaders who have aligned the values in all three critical areas will tell the true story of what they value.

INTENTIONALLY ESTABLISHING VALUES

It's not what you say; it's what you *do*.

INSIGHT

Every leader is telling a story about what he or she values.



As a leader, you are sending a message to everyone about what you value in the way that you behave. Your employees and coworkers are listening to what you say, and they are watching what you do.



It is an illusion that people do not know what their leaders are doing; the reality is that they know what the leaders are doing all of the time.

If you do not intentionally establish what you value and behave in alignment with those values, then your employees and members of your team will decide for themselves what you value.

The story creates an emotional connection and makes the point more memorable.

Ask yourselves these questions:

- What stories are people telling about you?
- Are you intentionally living the story that you are telling?
- Do you really value what you say you value?

The constant challenge is ensuring that the story being told and the behavior being demonstrated are aligned.

A CONNECTION TO THE FRONT LINE

A leader walk is one way Disney leaders can ensure that they stay connected and accountable, reinforce the values, and communicate the vision of Disney parks and resorts every day.

INSIGHT

Great leaders do not allow themselves to become separated from the occurrences on the front line.



Leaders at all levels of the organization should make a concerted effort to ensure they do not become detached from what is happening in the rest of the organization.

DISNEY
ILLUSTRATION

The Power of Story



The Walt Disney Company thrives on its ability to tell stories that connect with people's emotions. The understanding and appreciation of this power of story contributes to the Disney difference in leadership. Disney leaders recognize that the people they lead are observing their behaviors to determine what their values are.



*In this story, what do you think Walt valued?
What did Dick value?*

"A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent."

—General of the Army Douglas MacArthur

VALUES & VISION COME TO LIFE IN THE CUSTOMER EXPERIENCE

“We want to be the world’s most admired company. Equally admired for the integrity of our people, the way in which we behave as citizens of the world, and the quality of our exceptional entertainment experiences.”

—Bob Iger, Executive Chairman, The Walt Disney Company

Leaders and employees are the ones making the day-to-day decisions that either build up the brand or tear it down in the eyes of customers. Quite simply, “great brands start on the inside.”

INSIGHT

What the customer experiences is simply the external manifestation of what the people inside the organization truly value.



Customers decide what your company values are based on your actions, not your words. Regardless of whether your aspirations are local or global, if you intend to grow the power and presence of your brand, you must be vigilant about protecting your reputation.



Managing your corporate reputation requires that policies and standards not only be in alignment with brand values, but that they be actively enforced.

At its very core, managing the corporate reputation means “walking the talk,” putting policies and standards in place, and taking steps to ensure that employees understand how their decisions affect the brand.

Magic Kingdom® Park Parking Lot



At Disney parks and resorts, we understand the importance of taking care of people, and we have a service process in place to help those people when they need it.

- A family drives into the parking lot, enters the park, and spends a full day experiencing every fun thing they can.
- By the end of the day, they are exhausted. All they want to do is locate their car and drive back to their hotel.
- Amid the excitement of the day, the family does not remember where they parked.
- The last thing they want to do is walk up and down the rows in search of their car.

Would you expect the Cast Members in the parking lot to be able to help them locate their car?

The parking lot and the Cast Members working there are critical to the overall customer experience. We train our Cast Members to answer the question, "Where did I park my car?"

Cast Members note the time when they begin to add a new row of cars in the lot. If we can determine an approximate time the Guest arrived, we can tell the Guest which rows to look in for their car. With this example, we have moved our customer experience curve to the right.



It is critical to deliver exceptional service throughout the Guest experience.

How will your customers get the same exceptional level of service throughout their experience with you?

CHANGING THE VISION

Values should remain consistent, but vision can change.

INSIGHT

When faced with a challenge, you must protect your values while allowing for potential changes in the vision.



Turbulent times may actually be an opportune time to change the vision.



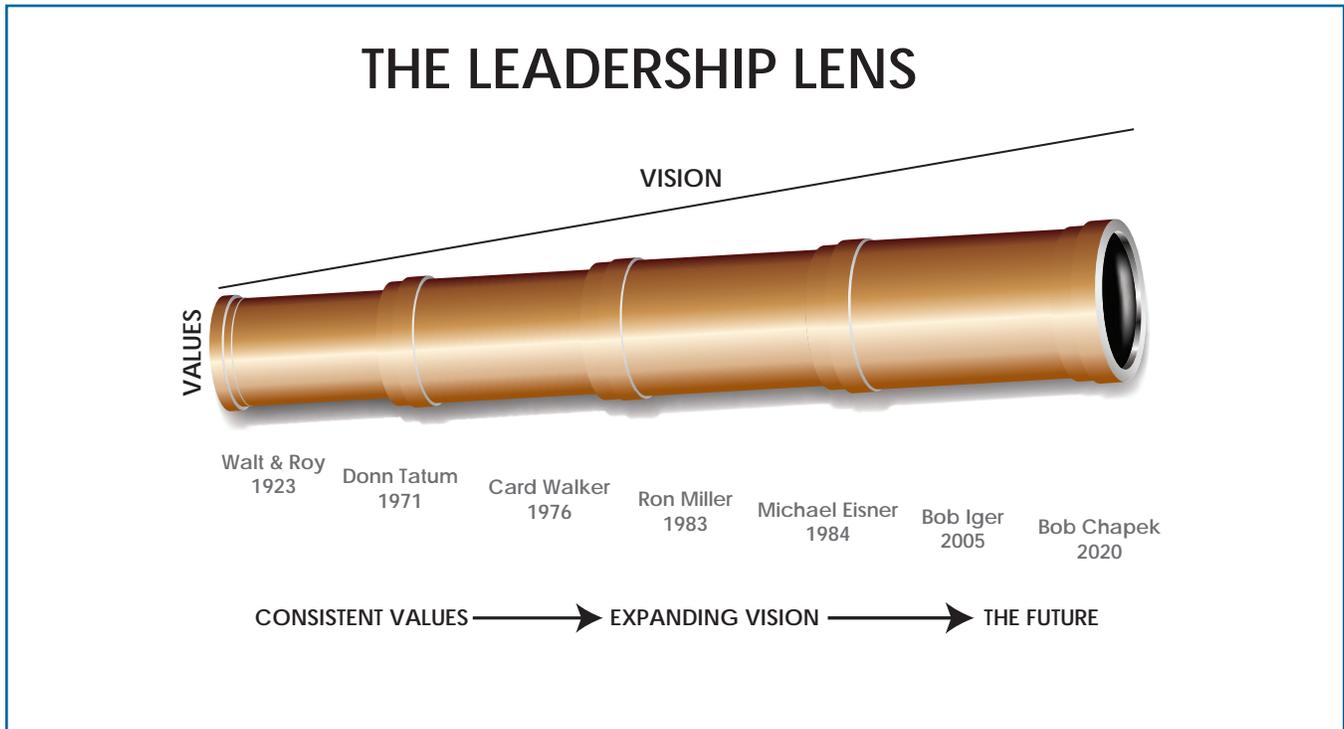
A great leader does not fear change; a great leader welcomes and embraces change—and often initiates it.

“I’ve tried to pull from the formula Walt created. He was an unbelievable futurist. But if you live too much in the past, you get stuck. Walt thought long term. I love that. You have to have some sense of what could happen and have some control of your destiny.”

Bob Iger, Executive Chairman, The Walt Disney Company

THE LEADERSHIP LENS

Leaders help establish “who we are,” “what we stand for,” and “why we are headed in the direction we are.” They must explain the why and help people get behind the vision through an understanding of the values.



The Leadership Lens is like a telescope looking at an ambitious view of the future through the lens of established values. Values remain consistent, while the vision can and must change over time to ensure a vibrant organization.

HOW TO SUSTAIN YOUR VALUES IN TIMES OF TURBULENCE

Purposeful leaders do not sacrifice their values nor drastically change their vision in tough times; maintaining strong alignment of values personally and within your team can protect against the erosion of values.

INSIGHT

In times of turbulence, leaders must resist their temptation for short-term expediency at the expense of core values.

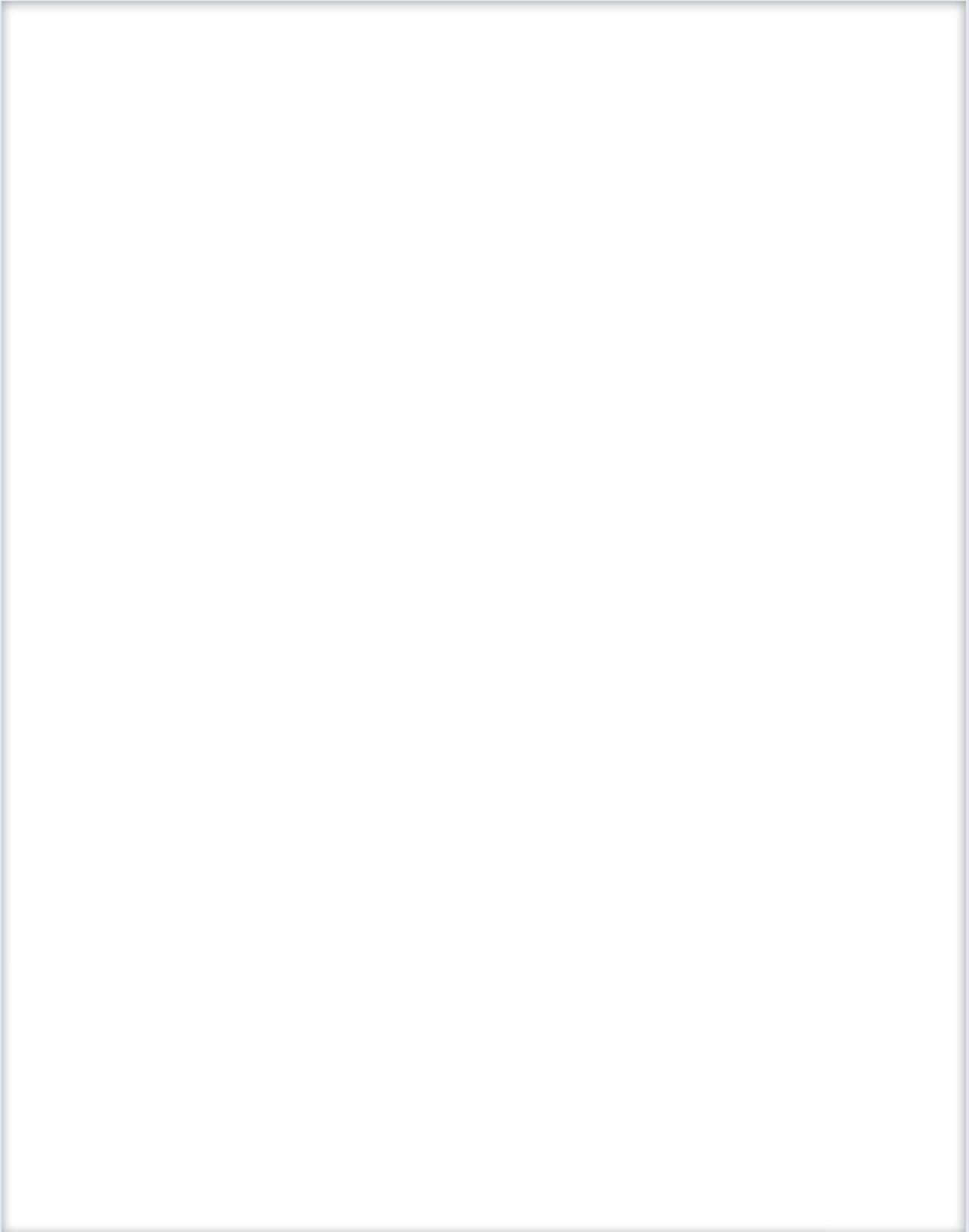


What are some things you can do to sustain your values in times of turbulence?



During times of change, a leader's values must not waiver. They must try to stay the course.

NOTES



Your Leadership Legacy

“If you start thinking about your leadership legacy now, rather than just before you change jobs or retire, you will greatly increase the odds of leaving a legacy that reflects your best qualities as well as the elements of your leadership that you would like to see embedded in the fabric of the organization you leave behind.”

—Robert M. Galford and Regina Fazio Maruca, *Your Leadership Legacy*

EVERY LEADER LEAVES A LEGACY

Establishing, operationalizing, and sustaining values and vision creates the foundation for the most critical aspect of leadership, one that is deeply personal: your leadership legacy.

INSIGHT

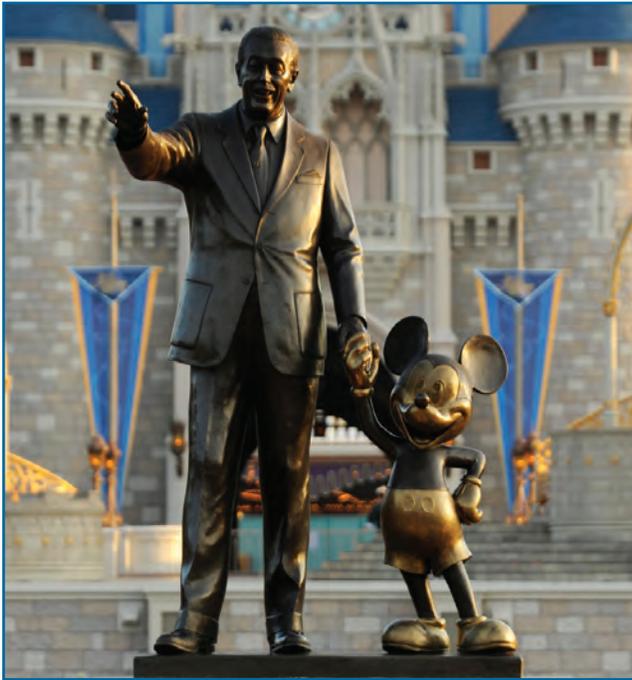
Every leader leaves a legacy, which is the aggregate of the story he or she told over time.



Some leaders only worry about their legacy in their final years leading to retirement or the moments before they leave an organization.

It is never too early to start proactively thinking about what your coworkers, clients, or customers will think about you and say about you after you have changed positions or left the organization.

Consider what you will be remembered for—whether you will be remembered because of the results and the successes you achieved.



Your legacy will be measured by how your coworkers *feel* about you as a *person*, and how they *act* as a result of your leadership, not just from your performance results and annual reviews.

Your legacy will be read later, but is being written now.

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What can I start doing differently?



What is a negative stereotype of your industry or organization?

What is one thing you can do to rupture that stereotype?