



DISNEY'S APPROACH TO

**SELECTION, TRAINING  
& ENGAGEMENT**







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## Iconology

Icon	Definition
	<p>Personal reflection on the insights, ideas, and illustrations discussed in the program.</p> <ul style="list-style-type: none"><li>• Each time this icon appears, you will have five minutes of “my time” to write down your thoughts. These icons occur at the end of certain content discussions to enable immediate reflection.</li></ul>
	<p>Extended time to reflect and adapt the insights to your organization; you will adapt alone, with a partner, and then (voluntarily) with the group.</p> <ul style="list-style-type: none"><li>• These icons occur at the end of each content module.</li></ul>

# Iconology

Icon	Definition
	<p>A proposition that states the principles and underlying logic behind Disney's approach. The suitcase is a reminder that insights transcend boundaries of industry and geography, and are completely transferable to your organization.</p>
	<p>A common business practice that detracts from sustaining desired behaviors.</p>
	<p><i>Tips, gleaned from the insights, which can be used to build and sustain your organizational culture.</i></p>
	<p><b><i>Ideas within each module that promote commitment in your organization rather than compliance.</i></b></p>



## Disney Illustration



The Blinking Elephant from *Festival of the Lion King*

- We foster a culture of rich realistic detail - and we “over manage” the details to get there. That is what the puppeteer and the Cast and operations of the show consistently bring to life for our Guests.
- Given the plethora of show elements and spectacular scenery, most Guests probably will not even notice that this elephant is blinking. But there will be a few Guests who will notice. And we over manage the process to ensure that this elephant is always blinking for our Guests.
- This is a metaphor for “over managing” our true product: the Guest experience
- Our ability to consistently deliver a world-class Guest experience is completely dependent on our ability to “over manage” the selection, training, and engagement of our Cast.
- Why? Because it takes people to make magic for our Guests.
- The puppeteer and the entire Cast are exemplifying our desired cultural behaviors.

*“You can dream, create, design, and build the most wonderful place in the world. But it requires people to make the dream a reality.”*

- Walt Disney



# INTRODUCTION

**Common Frustration:** Our people just are not doing what we need them to be doing.

**The Problem:** Everyone wants performance of desired behaviors from their workforce, and everyone understands that building a competitive advantage in the marketplace is dependent on the sustained performance of desired behaviors.



Disney's consistent business results are driven by our "over managing" certain things that most companies under manage or ignore - and that is a key source of what differentiates us. We have learned where to be *intentional* where others are unintentional.

## What Do We Mean by "Over Manage?"

We are not saying that we "micromanage" our operations. "Over managing" is completely different.

- 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 for corporate best practice.
- And most important, prevailing evidence suggests that what we do works.



## Engagement

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*Employee Engagement - the extent to which employees commit to something or someone in their organization and how effectively they work and how long they stay as a result of that commitment.*



***Engagement is a critical strategy that we will address throughout this program. Engagement is the critical ingredient that fuels people to perform the way you would like them to perform - and it is the common thread that connects your people and your business.***

Employees may engage in two ways: rationally and emotionally.

- Research suggests that emotional engagement is significantly more powerful than rational engagement.
- The most significant improvements depend first on engaging employees rationally and then engaging them emotionally.

Commitment to the job, to the team, and to the organization are the most important factors of engagement.

Engagement is deeply rooted in the culture of your organization.

The leader is a crucial conduit to the factors that drive engagement.

*"I want this to be a company that people want to work for and with. It needs to be a very user-friendly company."*

- Bob Iger,  
CEO and President,  
The Walt Disney Company

## The Bigger Picture: What Exactly Does Disney Do So Differently?

Disney Institute has focused for over two decades on five core areas that The Walt Disney Company “over manages.”



Our core areas of expertise:

- Customer Experience
- Leadership Excellence
- Creativity and Innovation
- Selection, Training & Engagement
- Brand Loyalty





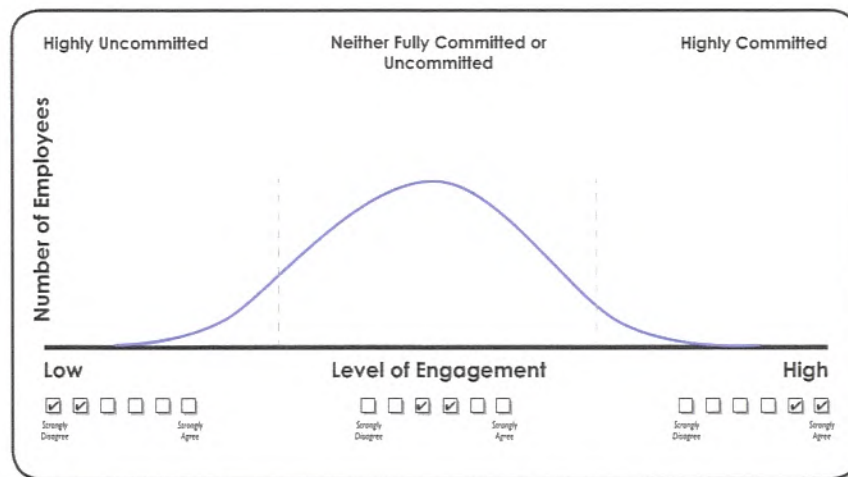
## Shifting the Curve in Employee Performance

“Why is it my people are not performing the way I want them to?” This is a critical gap within many organizations and defines the engagement challenge.



***By increasing the number of highly engaged people in your organization, you will have more people performing the desired behaviors.***

Employee engagement in most organizations tends to look like a standard “bell curve.”



### Characteristics:

- **Highly uncommitted** - a relatively small number of employees, these people are typically performing their job beneath the standard that is expected and are not exhibiting the desired behaviors. They may be actively opposed to something or someone within their organization if not the organization itself (poison).
- **Neither fully committed or uncommitted** - these people are typically meeting the expectations required of their role, but they sometimes fall short of consistently exhibiting desired behaviors. This is the largest category of people within a typical organization, and they are “up for grabs.”
- **Highly committed** - typically the smallest group these people consistently exhibit desired behaviors and work hard to exceed expectations every day.

## Your People CAN Behave the Way You Want Them To Behave

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Even in an imperfect environment - which we all have - this is possible. This is the main thesis statement for this program.

Think of this in the context of a professional sports team.

- Successful sports teams exhibit the desired behaviors for winning more frequently than unsuccessful teams.
- Successful teams perform better because everyone is performing the way they are supposed to perform.

So, why is it *your* people are not performing the way you want them to?

### Ask yourself these questions:

*Are you hiring the right people?*

*Are you training those people correctly?*

*Are you effectively communicating with them?*

*Are you caring for them the way they need to be cared for?*



**It is possible to create a workforce that consistently demonstrates desired behaviors.**





By “over managing” certain critical human resource processes, you will create highly engaged employees who will consistently exhibit desired behaviors.

## Your Business is a Function of Its People



*“It’s this unique culture that allows people to make ‘magic’ happen. And while these results may appear to be ‘magic’; believe me, **it’s not ‘magic’ that makes it work – it’s the method.** In fact, you’ll find that we are very deliberate in our approach to engaging the very best people. And I’m confident that if you adapt and apply Disney’s time-tested approach, **your people will make magic in your organization.**”*

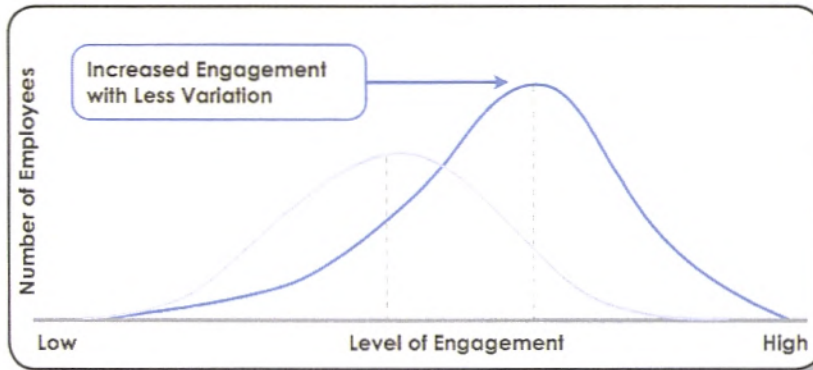
Meg Crofton, President, Walt Disney Parks and Resorts Operations  
- U.S. & France

## How To Create a Workforce That Consistently Demonstrates Desired Behaviors



*You can have the workplace you desire by being more intentional about four key human resource processes: selection, training, communication, and care. And you must manage these processes very carefully to shift the performance curve within your organization.*

Sustained improvement in organizational performance requires an increase in the number of highly engaged employees. Therefore, maximizing the number of highly engaged employees represents the primary goal and measure of success for organizational effort.



There are a variety of “levers” that you can use to shift this curve to the right so that you have a larger percentage of highly engaged employees.

- Put the right people in the right roles.
- Provide people with high-quality training.
- Carefully listen to employees’ viewpoints.
- Care for employees.

It does not matter what type of organization you have; these levers and the content to be discussed in this program transcend boundaries of industry and geography.

Can you control for every person in your organization?

No, but you can create an overall environment where your performance curve consistently and increasingly reflects an engaged workforce delivering your desired behaviors.





***Remember: employee engagement is deeply rooted in the culture of your organization.***

#### **Legacy of a Strong Culture**

"It was Walt's wish that when the time came he would have built an organization with the creative talents to carry on as he had established and directed it through the years. Today this organization has been built and we will carry out this wish."

Roy Disney, in his letter to all employees:  
"Walt is Gone," December 15, 1966

Refer to the appendix for the full document.

Organizational culture is dynamic in nature and must be continually nurtured to sustain high levels of engagement. For an organization to remain vibrant in the eyes of its customers, it must remain vibrant in the hearts and minds of its employees.

*"The term vibrancy implies that something is full of energy, and this notion of being an energetic organization is critical. What we do requires constant effort, so it's important how we direct our energy and how we use it against our shared values... Delivering amazing experiences every day and helping Guests make memories that last a lifetime require continuous care... We should always be on the lookout for improvement... It's imperative that we avoid complacency."*

- Tom Staggs,  
Chairman, Walt Disney Parks and Resorts





Because your culture is defined by how people behave, the best employee is the one who most perfectly aligns with your desired behaviors.

# CULTURE

*"An organization's culture is complex. But it's not hard to describe. It's often explained as being 'the way we do things around here' - what goes and what doesn't."*

- James Heskett, *The Culture Cycle* (2011)

## What Do We Mean When We Say "Desired Behaviors?"

- Desired behaviors are those you want exhibited in your organization; the "correct" behaviors.
- Behavior is the observable manifestation of your culture.
- Behaviors reflect assumptions about how people think and act, as well as the values and beliefs that members of the organization share.
- When you combine all of the good behaviors you want your employees to exhibit, then you have created your desired culture.

Behavior (n): the way in which one acts or conducts oneself

**If... Culture = Desired Behaviors**

**And... Desired Behaviors = Results**

**Then... Culture = Results**

The results we are referring to are the success of the policies, processes, strategies, and methods within your organization.

The key to success is creating and sustaining a strong culture that fosters employee engagement and loyalty.



<p><b>Language and Symbols</b></p>	<p><b>What is the specific language at your business?</b></p> <p><b>What are the symbols that employees and customers would recognize and understand to clearly understand who you are?</b></p> <p>Having your own organizational language can make things easier for your employees and often your customers as well. Make certain that your language is understandable to everyone in your culture. When choosing symbols for your business cards, letterhead, or office door, make certain the symbol is a good representation of your overall organization.</p>
<p><b>Traits and Behaviors</b></p>	<p><b>What behaviors exemplify the traits that you want your employees to bring to life?</b></p> <p>Traits and behaviors cement your culture to your people, providing clarity to “how” things are done. Take the time to determine the distinguishing features of your organization (e.g., friendliness, decency) and then articulate what behaviors will bring these traits to life. Defining these traits and behaviors ahead of time makes selection, training, and reinforcement easier because you will not need to guess at what the desired behaviors of the organization are.</p>

Make no mistake about culture. You do have a culture - but what is it saying to your employees, or to potential employees? To your customers? Is it consistent?



*If you do not have the culture you want, then you have to create it - through the selection, training, communication, and care of your people.*



## The Elements of a Culture by Design



*"A more formal set of lenses through which culture can be viewed by managers is made up of shared assumptions, values, beliefs, behaviors, and artifacts."*

- James Heskett, *The Culture Cycle* (2011)

These are the items - the lenses - that have helped Disney and other organizations define and create a culture.

<p><b>Heritage and Traditions</b></p>	<p><b>What are the stories of your heritage and the traditions of your organization?</b></p> <p>All organizations have stories of how they came to be: who founded them and the interesting details that have impacted the organization since its inception. Capture these stories and put them together in a way that showcases your timeline, and then communicate the stories to everyone in your organization. These stories build pride, understanding, and increased product knowledge. These stories remind people what your organization stands for.</p>
<p><b>Shared Values</b></p>	<p><b>What is the value system you use to make decisions?</b></p> <p>All organizations need a framework with which to make decisions. Creating a system of shared values lets every employee know what the company stands for. Share what is most important to your organization; this helps answer the question, "Why are my people not behaving the way I want them to?"</p> <p><b>Disney's Core Values</b></p> <p>Openness, Respect, Courage, Honesty, Integrity, Diversity, Balance</p>




*"It's not hard to make decisions when you know what your values are."*

- Roy O. Disney



## Disney Illustration



*"You've probably heard people talk about conservation. Well, conservation isn't just the business of a few people. It's a matter that concerns all of us."*

- Walt Disney (from 1956)

### Challenges:

- Blending a zoo environment with a Disney theme park environment.
- Integrating into the larger Disney culture.

### Actions:

- Leadership actively assisting the Cast in understanding and operationalizing the Disney culture in their own unique roles.
- Defining the unique characteristics of *Disney's Animal Kingdom*<sup>®</sup> Theme Park and Disney's Animal Kingdom Lodge.



*"It builds culture to share your stories and traditions - and it builds pride."*

- Greg Peccie,  
Animal Operations Manager,  
Disney's Animal Kingdom Lodge



## Personal Reflection

If your culture defines your desired behaviors, then you must be really clear on what you want that culture to be.

**What words or phrases describe your desired culture?**

**Example:** assertively friendly

**What are the desired behaviors for your culture?**

**Example:** greet and welcome each Guest





## Culture Adaptation

### Insight

**Because your culture is defined by how people behave, the best employee is the one who most perfectly aligns with your desired behaviors.**

### How Disney Does It

We have a clearly defined culture through our heritage and traditions; shared values; language and symbols; and traits and behaviors.

We documented the stories from our founder – Walt Disney – and communicate them to our Cast Members. We continuously remind our Cast Members what our Company stands for.

Our shared values provide an organizational framework that helps us make consistent decisions.

Our language and symbols clearly reflect our values and beliefs.

Our clearly defined culture leaves no room for misinterpretation; our Cast Members know what is expected of them and they know what our desired behaviors are as a result of our culture's intentionality.

### How I Can Do It

## Culture Conclusion: A Critical Equation

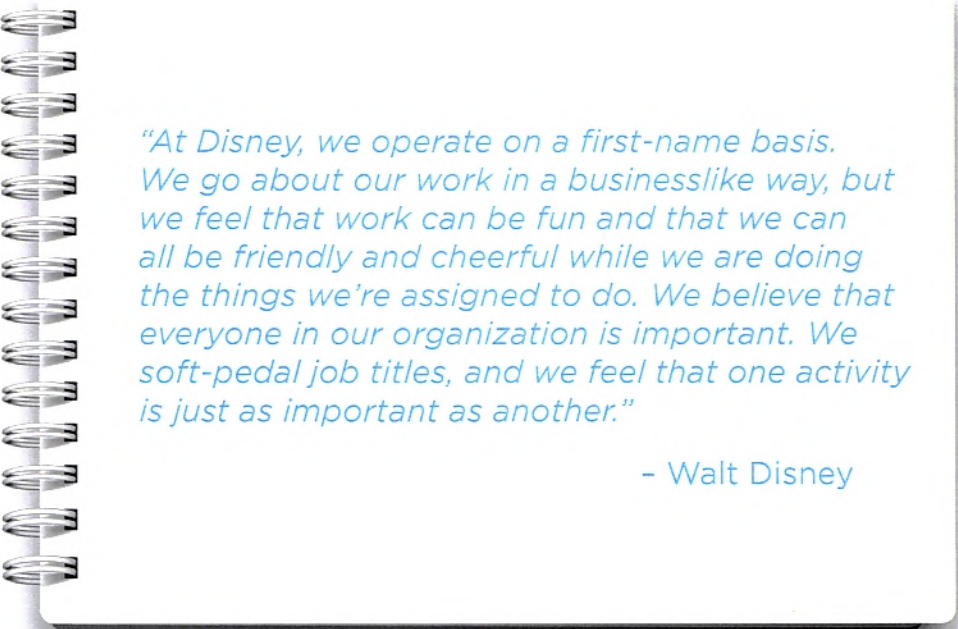
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Culture is the foundation on which the success of your organization is based.

Best employee = desired behaviors

Desired behaviors = desired culture

**Therefore, the goal of management is to attract and retain employees who reflect your desired culture.**



*"At Disney, we operate on a first-name basis. We go about our work in a businesslike way, but we feel that work can be fun and that we can all be friendly and cheerful while we are doing the things we're assigned to do. We believe that everyone in our organization is important. We soft-pedal job titles, and we feel that one activity is just as important as another."*

- Walt Disney





**Skills-based recruitment (alone) is fatally flawed. You must significantly over-emphasize desired behaviors in addition to testing for skills.**

## Shift Your Philosophy: How To Select Intentionally

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We all test for skills on some level. “Did you pass the bar exam?” Great – you are a lawyer. “Can you do math?” Great – you are an accountant.

The best employee is the one who exhibits desired behaviors in addition to having a strong skill set in what is needed for the job. So, why are you hiring for skills only?



*You must balance behavior and skills.*

### Beware: The “Likability” Factor vs. Cultural Fit

Truthfully, the way many organizations test for cultural fit (behaviors) is with the “likability” filter.

You are asking yourself, “Do I like this person?” Or, “Could I get along with this person?” You *think* this is a test of whether or not someone will fit in your culture, but in reality this is not hiring for true cultural fit.

Do not ignore the “charm” factor within people, but you cannot base your selection process around whether or not you like the person.

How do we know? We have learned that the typical recruitment process is not good at selecting people who exhibit desired behaviors. Why? Because that is not what a typical selection process is designed to do. The typical selection process remains primarily skills based, which may have nothing to do with the desired behaviors for your organization.

Here is a simple rule: Hire for attitude. Train for aptitude.



Modifying or adjusting certain key aspects of your selection process will yield people with a far greater propensity to be excellent.

# SELECTION

## Intentional Selection: A Neglected Process

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**The Problem:** All companies hire people. Some people fail, some people become solid performers, and a few people excel. The reason so few people excel is because companies are not intentional enough in their selection (recruitment) process.

There are certain things you can do when selecting new employees that are much more likely to shift the performance curve and increase the likelihood of hiring people with a propensity for being great.

**There are a number of things you must “get right” in your hiring process because you cannot repair it later. Far too many organizations are casual in recruiting (just trying to fill jobs), and have to work harder in the training process to overcome for potentially hiring someone who does not exhibit the desired behaviors.**

When people come to you for a position, they come to you with preexisting characteristics, and they may not match your required or desired behaviors.

If you take the time to hire the right people, you will get accelerated performance.

Sometimes, even with the right tools and the right training, certain people are just not going to fit with your organization's culture. And those people will essentially poison your organization.





**Your selection process must include deep cultural immersion.**

## Importance of Culture in Your Selection Process

Why? The explicit exposure to your organization's culture helps you determine whether or not a candidate will be a fit, and helps the candidate determine if he or she will fit with the organization.

Cultural immersion begins with your very first recruitment "act" – such as a job fair, an online advertisement, a radio promotion, etc. This first act is an opportunity to showcase your brand and spread awareness to potential employees about your organization's distinct personality and values.

**The basic purpose of recruiting is to find a mutually agreed cultural fit.**

When the candidate gets on the job...

Right-fit = engaged

Wrong-fit = disengaged

The images and language you use to advertise open positions in your organization is your first chance to announce what you stand for and who you are. This is not the time to be shy.

Showcase the pride in your organization to entice others to come work for you.



*Your recruiter must embody the culture you are hiring for; they are the first contact with the candidate. The person with the right characteristics of your culture is more likely to find a cultural fit in your applicants.*



*Treating people like Guests in the hiring process is an effective way of demonstrating desired behaviors.*



*The only way your selection process can work is if it becomes deeply immersed in culture so that someone will self-select in or self-select out depending upon whether the culture seems right for them.*



### **Further Validation From a Very Respected Company**

“Hire for smiles. The soul of the Apple Store is in its people. They are hired, trained, motivated and taught to create magical and memorable moments for their customers. The Apple Store values a magnetic personality as much, if not more so, than technical proficiency. The Apple Store cares less about what you know than it cares about how much you love people.”

- Carmine Gallo, *The Apple Experience*

### **Disney Illustration**

At Disney, we do not worry about skills until you pass the behavior test. But we did not always get that right, and we learned from our mistakes.

#### **Disney History Lesson: Behaviors Trump Skills**

- During an extended period of growth for a particular division of our Company, we hired several leaders from other companies.
- On paper, their resumes were impressive, and they filled an immediate need.
- Despite training, they simply were not a cultural fit, causing disillusionment among some Cast Members.
- Ultimately, several of these leaders left the company.
- This lesson reinforced our decision to ensure that all Cast Members must exemplify our culture.

Do not discount skills completely, but behaviors should be elevated in the selection process.





You must be very intentional in testing for cultural match and also in testing for cultural mismatch.

## How Do You Test for Cultural Fit?

**Remember:** typically, recruiters informally test for culture and the lens is likability.



*An intentional cultural match is totally different than using the lens of likability. An intentional cultural match blends desired behaviors with increased employee engagement and organizational vitality.*

Finding a cultural match means the employee's values and beliefs are aligned with those of the organization, so the employee will be more engaged and motivated at work.



*Hiring good cultural matches is essential for the continued success of your organization.*

## Disney Illustration



*What elements of culture did you see exhibited in the preemployment video?*

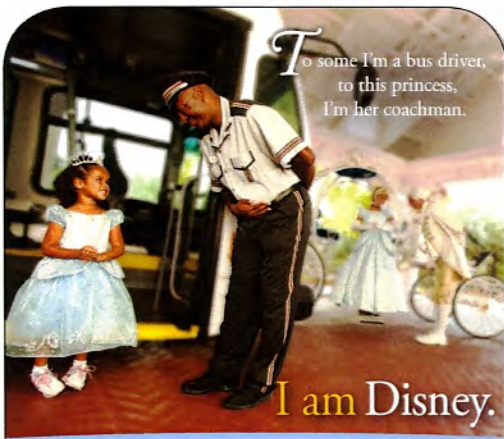
*Why would someone opt in?*

*Why might someone opt out at this point?*



## Disney Illustration

Our culture is showcased very deliberately in our recruiting advertisements.



*Dreams.* That's what you'll find at the *Walt Disney World*® Resort. There are many guest service and entertainment roles in which our cast members bring Disney dreams to life. From our enchanted Theme Parks and world-class Resort Hotels to our spectacular shows and beloved characters, *Walt Disney World* Resort cast members have a world of opportunity and take pride in turning dreams into realities.

*Opportunities currently available:*

**Bus Drivers • Culinary**  
**Quick Service Food & Beverage**  
**Character Look-alike Performers**

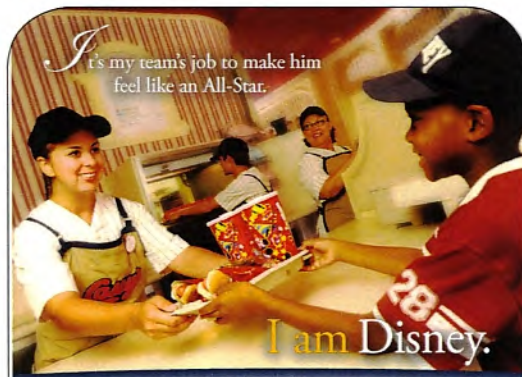
*For more information and to apply online, visit*

**WaltDisneyWorld.jobs**



**Apply  
online today**

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*Dreams.* That's what you'll find at the *Walt Disney World*® Resort. There are many guest service and entertainment roles in which our cast members bring Disney dreams to life. From our enchanted Theme Parks and world-class Resort Hotels to our spectacular shows and beloved characters, *Walt Disney World* Resort cast members have a world of opportunity and take pride in turning dreams into realities.

*Full-time, Part-time and Seasonal opportunities available:*

**Quick Service Food & Beverage**  
**Culinary • Lifeguards**  
**Slide Operations • Bus Drivers**  
**Custodial • Stewards • Housekeeping**  
**Character Look-alike Performers**

Full-time cast members may also be eligible for medical, dental and vision coverage, plus paid vacation and sick leave. All cast members receive Theme Park admission and discounts at select dining, merchandise and recreation locations.\*

*For more information and to apply online, visit*

**WaltDisneyWorld.jobs**



**Apply  
online today**

\*Benefit subject to change at any time. EOE • Drawing Creativity from Diversity • ©Disney

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Hire veterans.





## Selection Adaptation

### Insight

**Modifying or adjusting certain key aspects of your selection process will yield people with a far greater propensity to be excellent.**

### How Disney Does It

We are highly intentional in our selection process and more of our Cast Members become highly engaged.

We are deliberate in both how we select our Cast Members and who handles our recruiting efforts.

We take the time to hire the right people for the right roles; and the right culture. This provides us with accelerated performance.

### How I Can Do It

## Final Thoughts on Selection

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A change in philosophy can be more cost-effective and sustainable than simply changing yield management processes.



Insight	How Disney Does It	How I Can Do It
<p><b>Your selection process must include deep cultural immersion.</b></p>	<p>We expose potential Cast Members to our culture before they even reach the interview process. Our job fairs, online advertisements, and radio promotions showcase our brand and spread awareness about our organization's distinct personality and values.</p> <p>We use images and language that clearly represent Disney; we have pride in our organization and showcase our organization to entice others to come work with us.</p> <p>Our recruiters embody our culture because they are the first human contact with our potential Cast Members.</p>	

### Insight

**Skills-based recruitment (alone) is fatally flawed. You must significantly over emphasize desired behaviors in addition to testing for skills.**

### How Disney Does It

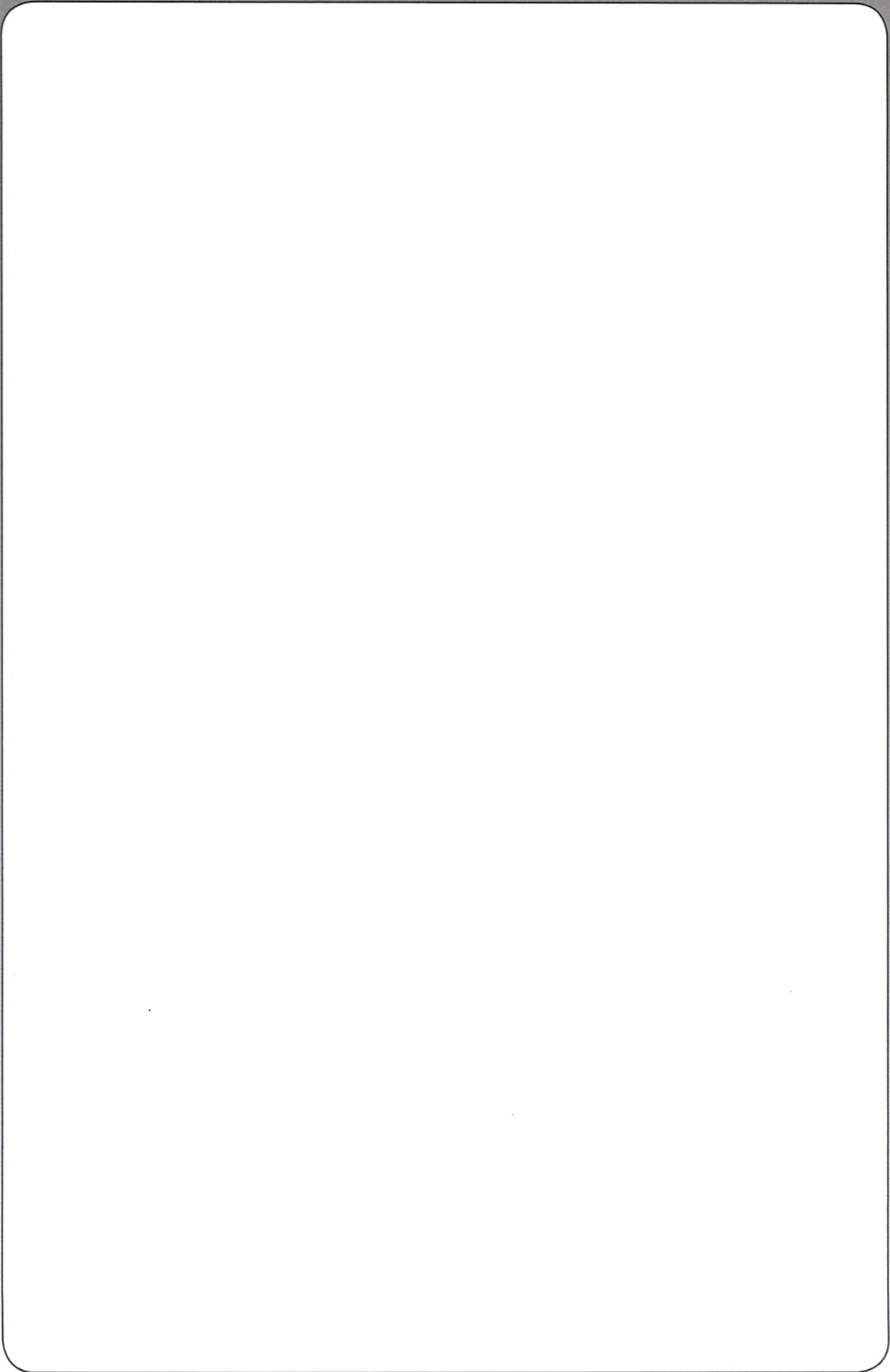
We know that the best Cast Member is one who exhibits our desired behaviors in addition to having a strong skill-set for the role. We balance behavior and skills in our recruitment efforts.

We do not ignore the "charm factor" within people, but we do not base our selection process around whether or not we like the person.

We hire for attitude and train for aptitude.

### How I Can Do It





**Insight**

You must be very intentional in testing for cultural match and also in testing for cultural mismatch.

**How Disney Does It**

We show a pre-employment video that explicitly explains the expectations of a Disney Cast Member.

**How I Can Do It**

Blank area for notes on how to implement the insights.





**Training is more critical to desired BEHAVIORS and outcomes than most companies have ever imagined.**

## Companies Underinvest in Training

**The Problem:** Companies select and hire people but then underinvest in the required development that leads to desired behaviors on the job. Companies simply hope employees will exhibit the desired behaviors once on the job. “Hope” is not a business strategy.

### Why Does Training Matter?

- Creates employee engagement and commitment because of increased confidence and competence.
- Can powerfully reinforce culture, which drives desired behaviors.
- Brings organizational goals to life.
- Increases employee productivity and efficiency.

Most companies think of training as simply imparting skills needed to do the job; but training does so much more than that.

### Training Is More Powerful Than We Realize



With a training room like this, what signal is being sent to employees?  
What does this say about the organization?



Companies do not consider the message their training sends to employees.



# TRAINING

*"The only thing worse than training your employees and losing them is not training your employees and keeping them."*

- Zig Ziglar,  
Author and Motivational Speaker



*"Guests expect our Cast Members to keep the magic alive; follow through and be courteous; listen to their needs; and then exceed their expectations. The next step in supporting our culture and the goal of delivering legendary Guest service is training. That training begins on the Cast Member's first day of work and it never ends, whether the Cast Member has been with us for two years or twenty-two."*

Erin Wallace,  
Executive Vice President, Walt Disney Parks and Resorts

According to a 2012 Allied Workforce Mobility Survey, within a year, employers lose nearly one-quarter of new hires while another one-third do not satisfy productivity targets.

**Why? Because of underfunded onboarding programs or no available training programs.**





All training must deliberately reinforce culture in addition to imparting skills.

## Culturally Based Behaviors Must Be Intentionally Woven Into Training



*Every training event has an opportunity for cultural immersion.*

Why? You are sending massive signals – positive or negative – about what is important to the organization.

There is one critical training moment where it is essential to reinforce culture: the employee onboarding process – first training opportunity. Why? Because it sets the baseline standard for the rest of your training experiences.



*What is the purpose of most companies' orientation programs?*

*What signal does an orientation program send regarding behavior and culture?*



*A culturally-immersive onboarding process is void of paperwork and process manuals. (While necessary, you must find another time to handle such matters; the two must be separate.)*

### Where Do You Fall?

Place a dot on the line to indicate where you think your onboarding process falls on the culture vs. process spectrum.

Culture

Process

## A Consequence of Inadequate Training



*Evidence suggests that emotional engagement is the strongest driver of discretionary effort, and frustration is an emotion. Why is this so important? Frustrated employees do not exhibit desired behaviors and are definitely not engaged in their jobs.*



People get frustrated when they do not know how to do their jobs, which has serious ensuing consequences.

Internal Impact	External Impact
<p>Frustration can have devastating effects on overall employee motivation efforts and will slowly destroy your organizational culture.</p>	<p>Frustrated people can, and will, say things they may or may not regret. There are no secrets. Frustrated people can poison your organization, and your brand.</p>

### At the Extreme...

Employees may sabotage your organization.

- Share company secrets
- Share coveted company knowledge
- Steal from the company
- Blog negatively

*Why might people be frustrated in your organization?*



## Disney Illustration



### Goals of Disney Traditions

- Acclimates new Cast Members to the foundations of the Disney culture.
- Perpetuates Disney language and symbols; heritage and traditions; quality standards; values; traits and behaviors.
- Generates excitement about working at Disney.
- Introduces new Cast Members to core safety regulations and ethical expectations at Disney.
- Familiarizes new Cast Members with the benefits of working for the Company.
- We share stories and emotional experiences to instill a strong sense of pride in working for Disney.
- Mickey Mouse himself brings new Cast Members their name tags (true cultural iconic representation).

### Traditions Facts

- First day of work as a Disney Cast Member; new Cast Members spend an entire day learning about the past, present, and future of the Company.
- Uses lectures, storytelling, video, activities, large and small group discussions.
- Traditions facilitators are chosen through an extensive audition process and teach the course a few times a month for one year.



## Cultural Components of an Intentional Onboarding Process: How To Do It

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*Where have you seen this before?*

- Share heritage and traditions through stories.
- Create emotional ownership by sharing organizational values.
- Communicate organizational identity using language and symbols specific to your organization.
- Communicate the traits and behaviors that define internal and external service strategies.
- Create a sense of pride in working for your organization.

### Disney Illustration



Disney University, *Walt Disney World*® Resort

- All training for parks and resorts around the world occurs at Disney University.
- No Guest ever sees this building.
- This facility is as well maintained and immersed in culture as many of our Guest-facing areas.
- Some line-of-business training occurs in themed rooms, designed to replicate the work environment.
- Disney University Cast Members are responsible for keeping training materials updated, refreshed, and engaging.





The way you train people sends powerful signals about what and who your organization values.

## The Ongoing Training Philosophy: Your Process Says A lot About Culture and Desired Behaviors

*Remember this and how you felt about it?*



### Training: The Optional Activity?

Many companies think training is expendable; training is often the first to go during budget cutting.

*What message are you sending your employees when you cut training from your budget?*

Problem: Customer service levels and employee engagement can not be maintained without proper training.



*All stages of your training send a message about your organization's culture - from your onboarding process through on-the-job training.*



## Personal Reflection



## Disney Illustration



### The Disney Trainer

Disney trainers are selected from hourly Cast Members. Recognized as role models in their departments, they pass on their knowledge and experience to their trainees.

- Provides trainees with job knowledge and understanding.
- Teaches skills that enhance abilities.
- Coaches to instill confidence in trainees.
- Gives each trainee a clear understanding of the Company and the trainee's "role in the show."
- Ensures consistent on-the-job training.

### The Disney Training Method

- Prepare yourself.
- Prepare the learner.
- Describe the role.
- Practice and perform.
- Follow up and provide feedback.





*How many of you have had trainers who were not “the best of the best?”*

*How many of you have been trained in those terrible training rooms we showed you earlier?*

*How many of you have been trained via outdated materials (in content or in technology)?*

**Quality training will not happen without great trainers, effective train-the-trainer sessions, facilities conducive to learning, and constant updating of training materials.**

	<b>Low Quality Approach</b>	<b>High Quality Approach</b>
<b>Trainers</b>	Not viewed as a job that someone would aspire to attain.	Chosen deliberately. Passionate. Skilled at teaching others. Viewed as a destination job.
<b>Train-the-Trainer Sessions</b>	Non-existent, or (at best) only cover basic material.	Train-the-trainer sessions set trainers up to understand the process of training an employee in addition to the materials to be trained.
<b>Training Materials</b>	Outdated. Incorrect. Incomplete.	Materials used for training (e.g., process manuals, visual aids, facilitator guides, checklists) are examined on a regular basis and updated. You must be prepared to respond to a changing work environment, as needed, in your training.
<b>Training Facility</b>	Unorganized room.	Training facility is top-notch; reflects culture.



## Final Thought on Training

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Training is more critical to desired behaviors and outcomes than most companies have ever imagined.




*"We train them to be aware that they're there  
mainly to help the Guest."*

- Walt Disney

## Disney Trainers' Workshop

At Disney, it is very important that each Cast Member be given a clear understanding of the Company and the part he or she plays in it. Because of this philosophy, there is a strong need to ensure that training is consistent and in the Disney tradition. The Disney Trainers' workshop provides trainers:

- An awareness of how people learn
- A plan for organizing training activities
- Tools essential for an effective trainer
- An understanding of human motivation



*"Whatever we accomplish is due to the combined effort. The organization must be with you or you alone don't get it done. In my organization, there is respect for every individual, and we all have a keen respect for the public."*

- Walt Disney



Insight	How Disney Does It	How I Can Do It
<p>People get frustrated when they do not know how to do their jobs, which has serious ensuing consequences.</p>	<p>We over manage our training to decrease the frustration that could result from a lack of training.</p>	



## Training Adaptation

### Insight

Training is more critical to desired **BEHAVIORS** and outcomes than most companies have ever imagined.

### How Disney Does It

We do not underinvest in training; we recognize that proper training leads to desired behaviors. Our training reflects this belief.

Training delivers an outstanding return-on-investment.

- Training creates Cast Member engagement and commitment because of increased confidence and competence.
- Training powerfully reinforces our culture, which drives desired behaviors.
- Training brings our organizational goals to life.
- Training increases employee productivity and efficiency.

### How I Can Do It



Insight	How Disney Does It	How I Can Do It
<p>The way you train people sends powerful signals about what and who your organization values.</p>	<p>Our ongoing training philosophy is this: we do not view training as expendable or an optional activity. We know that Guest service levels and Cast Member engagement can not be sustained without proper training.</p>	

## Insight

All training must deliberately reinforce culture in addition to imparting skills.

## How Disney Does It

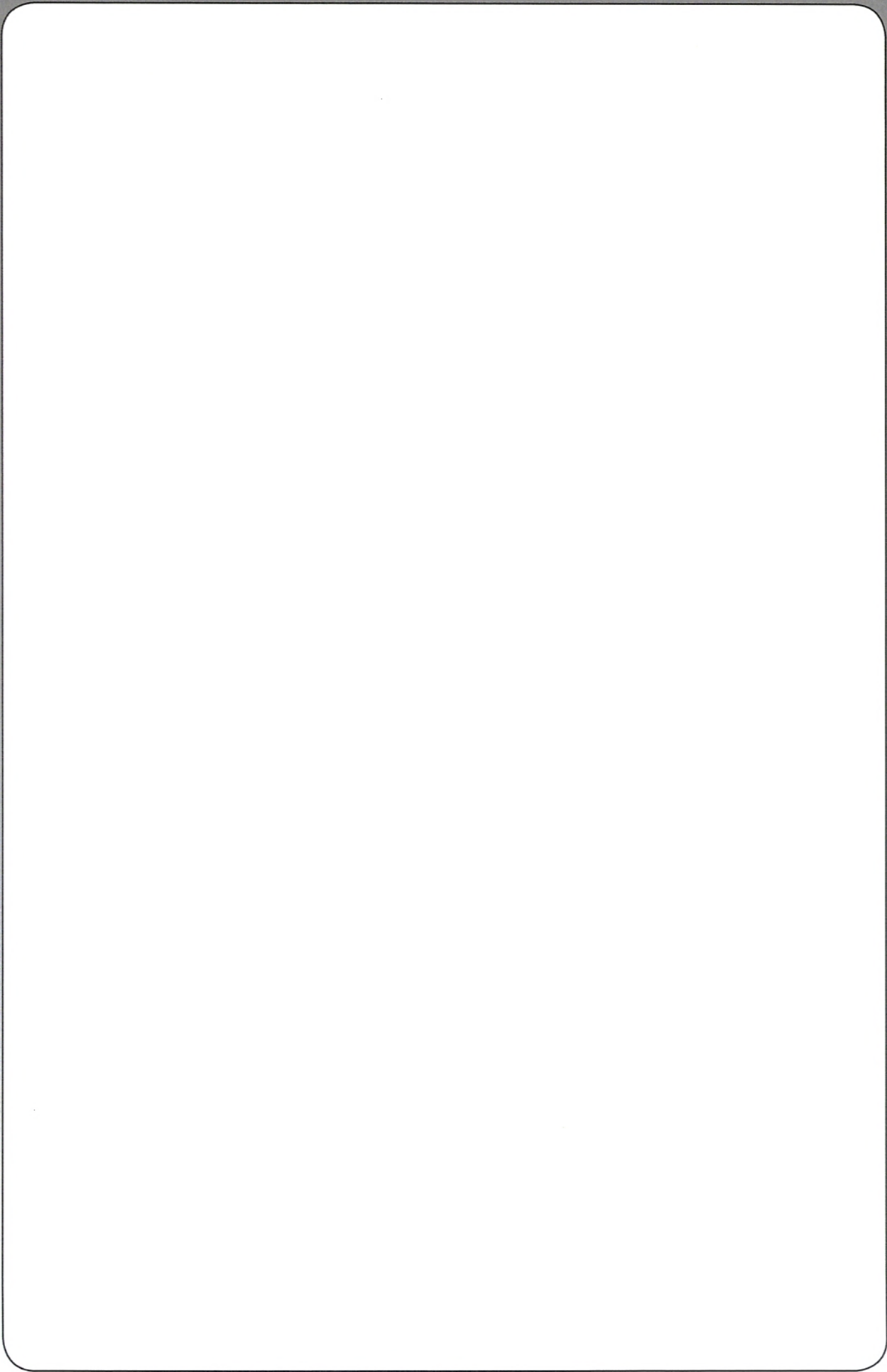
We believe every training event has an opportunity for cultural immersion. Specifically, the onboarding process is a critical moment to reinforce organizational culture as it sets the standard for the rest of the learning and development experiences.

In Disney Traditions (our orientation program):

- We share our heritage and traditions through stories.
- We build commitment to our organizational values.
- We communicate organizational identity using language and symbols specific to our organization.
- We clearly communicate the expected traits and behaviors that define our internal and external Guest service strategies.
- We create a sense of pride in working for Disney.

## How I Can Do It





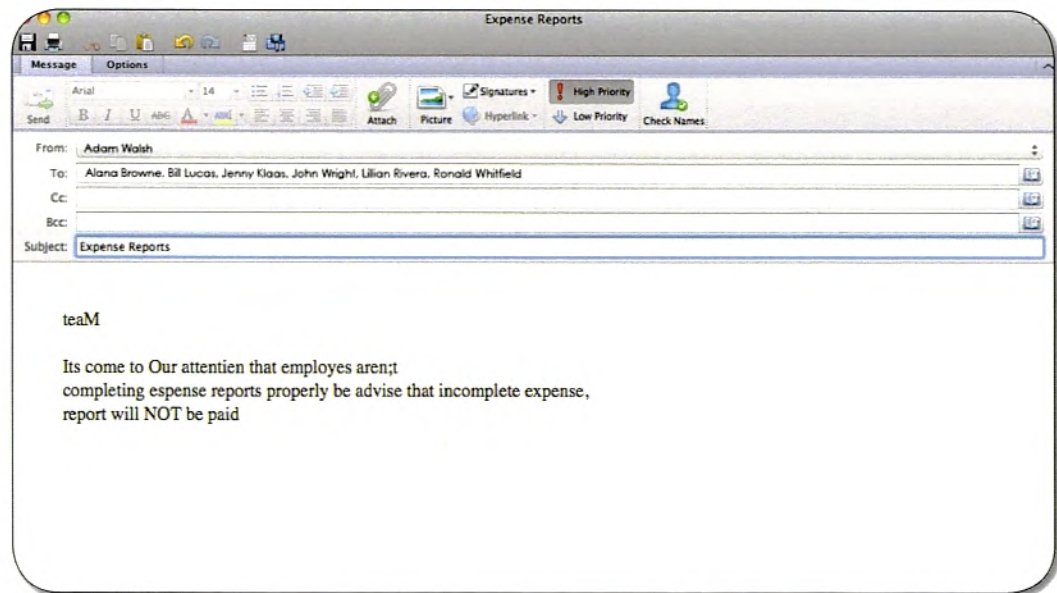
Insight	How Disney Does It	How I Can Do It
<p><b>Quality training will not happen without great trainers, effective train-the-trainer sessions, facilities conducive to training, and constant updating of training materials.</b></p>	<p>We have a high quality approach to training. Our trainers are chosen deliberately. They are passionate and they are skilled at teaching others. In our frontline areas, becoming a trainer is a highly sought-after role.</p> <p>In our train-the-trainer sessions, we set our trainers up to first understand the process of training a new Cast Member, and then teach the trainers the material to be trained.</p> <p>We continuously update our training materials and we are prepared to respond to the changing work environment.</p> <p>Our training facilities (e.g., Disney University) are just as well kept as our Guest-facing areas.</p>	



## Why is Communication So Powerful?

Selection and training are events whereas **communication occurs all day, every day.** In many ways, communication is the loudest signal of culture that an organization can send.

*If you are trying to create a culture of service excellence what does an email like this do to that culture?*



Culture by design = Communication by design.

The signals you send your employees in how you communicate have a long-lasting effect. Some effects may be too memorable to repair.



***By being intentional in your communication practices, you can create a more engaged workforce.***



**High-quality communication can actively reinforce culture; low-quality communication can undermine culture.**

# COMMUNICATION

You have hired the right people and your new employees have been well trained, thanks to a well-designed process. The next step to developing and nurturing your culture of highly engaged people is communication.

## Organizations Undervalue Communication

You will probably be surprised by the extent to which daily communication can reinforce culture and shift the performance curve to the right.

This is true for all business communication, whether it is external to your customers or internal to your employees.



*Too many organizations treat communication as a low-value activity.*

### The Problems:

Organizations are failing to reinforce the desired culture.

Organizations are unintentionally, but powerfully, reinforcing the wrong culture.

Poor communication can severely damage everything you did during selection and training.



## Disney Illustration

### tuned in | BREAKING NEWS

ABC News and Univision News will join forces to create a far-reaching, multiplatform venture dedicated to informing, empowering and inspiring Hispanic Americans in English while providing all audiences with uncompromising coverage of current events with a unique perspective.

The landmark agreement would capitalize on Univision's news leadership and expertise in reaching U.S. Hispanics and ABC's global news leadership to serve over 50 million Hispanics, the youngest and fastest-growing demographic in the U.S. The new 24/7 network will include America's first English-language channel for English-dominant and bilingual Hispanics as well as integrated digital and social platforms.

From May 8, 2012

- This is an example of ABC's "Breaking News," a visual interruption announcing a breaking news story, which ABC employees receive while sitting at their desks through their internal website.
- The image provides a quick snapshot of the article for high-level awareness, and employees can click the link to read the full story.
- ABC employees receive this intentional communication before the rest of the world so that they are prepared to report on it and answer questions.

If you orchestrate every message you say, write, and post to your customers... are you as deliberate with your *employees*?

### The Little Questions

*How many of us would send a casual, non proofed email to key customers?*

*How many of us would send a casual, non proofed email to employees?*

### The Big Questions

*On a scale to 1-100, how much intentionality do you put into customer communication?*

*On a scale of 1-100, how much intentionality do you put into your employee communication?*

It is as damaging to be casual in your employee communication as it is to be casual in your customer communication.

Why? The constant inundation of poor communication will internally poison your organization; you are disrespecting your employees and you are sending a signal that you do not have time for them.



**Be as intentional about employee communication as you are about customer communication.**





A critical aspect of effective communication is intentional listening.

## Infusing Communication With the Right Culture: Intentional Listening

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### “We Talk and You Listen” - It is Deeper Than That



Organizations tend to think about communication as one-way; leaders talk and employees listen. Or, leaders simply understand that to be a responsible, respectable organization, they must provide opportunities for employees to be heard.

Giving people the opportunity to speak is not the same thing as intentional listening.



*Organizations should work hard to actively listen to their employees and colleagues because everyone has valuable information to share. This is key to building effective relationships; with effective relationships, information comes to you.*

*“Courage is what it takes to stand up and speak. Courage is also what it takes to sit down and listen.”*

- Winston Churchill



## Personal Reflection



## Disney Illustration

Disney works hard to be a listening organization. The degree to which we take this seriously is what differentiates us.



- “Water Mickey” began at our Disney park in Tokyo. In fact, it did not even begin with water but rather with flower petals that would fall off of the very colorful flowers in the park.
- A Custodial Cast Member, who was also an artist and aspired to be a Disney artist, was creating a character out of flower petals - a Stitch - when his leader saw him and asked how he was able to do this.
- Rather than tell the Cast Member, “You can not make Disney characters out of flowers since you are not an animator,” the leader told him that the idea was good; it engaged the Guests, as they enjoyed the characters, too.
- This “art” changed from flowers to water because water was something the Custodial Cast Member always had with him, and from season to season flowers were not always available.
- The Custodial Cast Member and his leader talked with Character Entertainment and Imagineering and found that templates existed that provided instructions for how to draw Disney characters.
- Using these templates, this Custodial Cast Member began to teach his peers how to draw the characters. Then, he taught them how to draw the characters with water and a broom.



## How to Intentionally Listen: As an Organization, As a Leader, As a Peer

### 1. Listen with a purpose.

- Deliberately set aside time for discussions with your employees and colleagues.
- Listen to find connections with your employees and colleagues; connections lead to collaboration.
- Rehearse; ask yourself, "Why do I need to listen to this?"
- Avoid distractions; deliberately set aside time in an area where you and your employees or colleagues will not be interrupted by other employee drop-bys, emails, or phone calls.

### 2. Listen to understand, not to evaluate.

- Keep your emotions and personal judgment to yourself.
- Practice keeping an open mind and be prepared not to like everything your employees or colleagues say.
- Embrace differences in opinions as opportunities to understand your employees and colleagues on a deeper level.

### 3. Exercise emotional control.

- Work to become more self-aware of the phrases, behaviors, and words that trigger your defense mechanisms.
- Recognize that everyone has an opinion - even one that is different from yours.

### 4. Focus.

- Turn off your inner monologue; stop making mental to-do lists.
- Do not watch the clock; make eye contact with your employees and colleagues.
- Avoid multi-tasking during this coveted listening time.

Repeat the speaker's words in your head to stay focused.



***Why is listening so important? It builds relationships. Building effective relationships and collaborating with everyone in your work environment is a key to your success and a key to fostering a team of people that also collaborates and builds effective relationships.***





You can and must communicate difficult messages without violating cultural standards.

## Infusing Communication With the Right Culture: Difficult Messages

### Even in the Difficult Conversation - Your Culture Should Remain Constant



For some organizations, the rules change when you have to deliver a difficult message to an employee about his or her behavior.

*Why does this occur?*

*How does your organization change its tone during a performance management discussion?*

Difficult Conversation Delivered Poorly	Difficult Conversation Delivered Well
<ul style="list-style-type: none"> <li>Sends a signal that your values are not really your values; you have undermined your culture for that individual.</li> </ul>	<ul style="list-style-type: none"> <li>Sends a powerful signal that your culture really IS your culture; builds authenticity and trust in the workplace.</li> </ul>
<ul style="list-style-type: none"> <li>Employees will talk about the way a leader handles or delivers a difficult conversation (i.e., the “water cooler conversation”) and that cultural undermining will spread.</li> </ul>	<ul style="list-style-type: none"> <li>A difficult conversation held in the context of your culture can make the difference between the success and failure of a valued employee.</li> </ul>
<p><b>You are much more likely to lose an employee if a difficult conversation is delivered poorly.</b></p>	<p><b>You have increased the likelihood that the employee can be “rescued.”</b></p>

- Leaders in Tokyo shared pictures and instructions with leaders from the other parks around the world, causing Water Mickey to become a training initiative; all Custodial Cast Members would learn how to draw a Water Mickey.
- Over time, the Cast Members at each theme park have added other Disney characters to the collection of what they can draw with water and a broom.
- In our park in Hong Kong, Custodial Cast Members “plussed” the experience with leftover coffee water, which is colored brown and stands out more in the streets. The “water characters” last longer with the brown water but still wash away easily.



***Listening to employee ideas and acting upon those ideas promotes collaboration and builds relationships - both of which are highly valued in the workplace.***

**Bonus:** Listening is a signal of care.



*“I use the whole plant for ideas. If the janitor has a good idea, I’d use it.”*

- Walt Disney



## Disney Illustration

### Belief Statement

The performance management process is designed to encourage specific behavior that leads to success for individual Cast Members and the Company.



### Guidelines for Effective Performance Management

- Treat employees with dignity, respect, consistency, and fairness.
- Clarify roles and responsibilities of the company, leaders, and human resources professionals.
- Assess individual behavior as objectively as possible.
- Take action that reflects the company's policies and the company's core values.
- Follow a consistent process that is intended to improve performance, not create a punitive culture.

When an employee's behaviors are being critiqued, there is sensitivity involved and people can become defensive, particularly if an organization's values (e.g., respect, honesty) are not present during the conversation.

You can not violate your culture when managing difficult conversations. If you do, your desired culture will default to this new level of expected behavior, and will become the new standard for how your people behave.

The true test of a culture is not what happens in easy moments, but what happens in difficult moments.



*"The test of a sea captain is a storm; anyone can sail in calm waters."*

- Swedish Proverb





## Communication Adaptation

### Insight

**High-quality communication can actively reinforce culture; low-quality communication can undermine culture.**

### How Disney Does It

We infuse our culture into our communication strategies; our communication processes are "by design."

### How I Can Do It

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## **Final Thoughts on Communication**

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What you say and how you say it affects more than those who hear it. Your communication is a direct reflection of your culture.

When done well communication can elevate employee engagement and commitment to extraordinary levels. When done poorly - or ignored - it can lead to a disengaged workforce.

**Culture by design.**

**Communication by design.**



**Insight**

**A critical aspect of effective communication is intentional listening.**

**How Disney Does It**

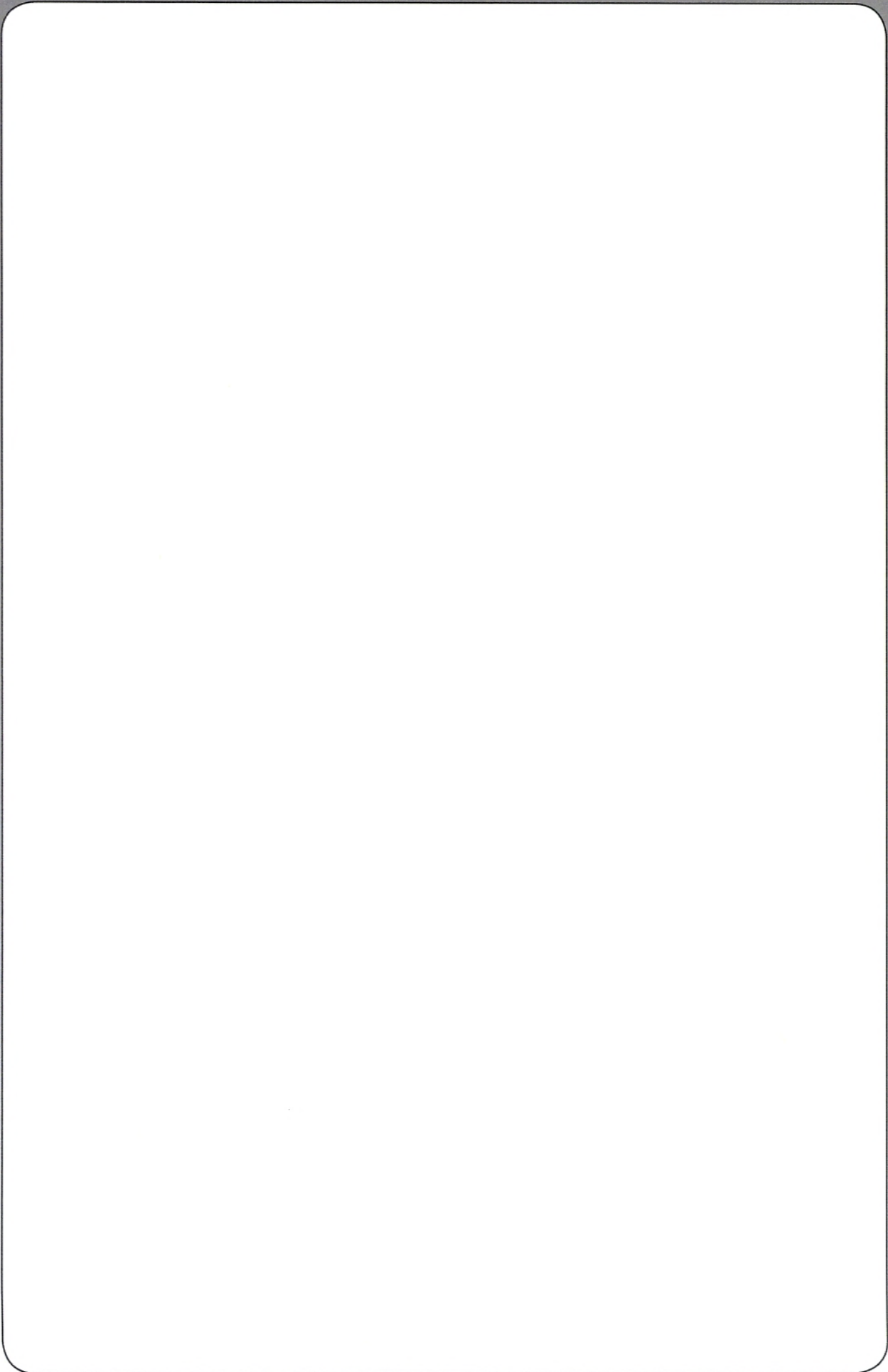
We are fanatical about listening to our Cast Members and taking action when great ideas are generated. We actively listen to our Cast Members because we have a firm belief that everyone has valuable information to share.

Specific example: Origin of Water Mickey

**How I Can Do It**

Insight	How Disney Does It	How I Can Do It
<p><b>Be as intentional about employee communication as you are about customer communication.</b></p>	<p>We infuse our Cast Member communication with culture. We intentionally spend as much time crafting our internal communication (even if it is a simple email) as we do creating our Guest communication.</p>	





Insight	How Disney Does It	How I Can Do It
<p><b>You can and must communicate difficult messages without violating cultural standards.</b></p>	<p>We use a performance management process, that is designed to encourage specific behavior that leads to success for individual Cast Members and the Company.</p> <ul style="list-style-type: none"> <li>• We treat our Cast Members with dignity, respect, consistency, and fairness.</li> <li>• We clarify roles and responsibilities of our Company, leaders, and human resources professionals.</li> <li>• We assess individual behavior as objectively as possible.</li> <li>• We take action that reflects the Company's policies and the Company's core values.</li> <li>• We follow a consistent process that is intended to improve performance, not create a punitive culture.</li> </ul>	



## Caring for Your People is More Important Than You Think

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**The Problem:** Organizations do not care for people in an intentional way. Care is not the first thought, and it should be.



Organizations may employ people and do “good” things for them because the law tells them to, and because they loosely understand that happy people are productive. Everyone knows that having happy people means employing some level of care.

But you are probably not taking care to the appropriate level. *Intentional care* is where most organizations are lacking.

Think about your organization and how it serves its customers and each other. There is a cause and effect relationship here in terms of how care affects behaviors.

Why is this significant?



***Caring for your people creates an emotional connection that drives commitment to goals and overall engagement in the organization.***

# CARE



The extent to which you **GENUINELY** care for your people is the extent to which they will care for your customers - and each other.

*"One of the deep secrets of life is that all that is really worth doing is what we do for others."*

- Lewis Carroll,  
Writer, *Alice in Wonderland*

You are now hiring, training, and communicating effectively with your people. One critical component of a highly engaged culture remains: care.



Genuine care pertains to the intentional concern for the well being of each person in your organization. It is about paying serious attention to employees as human beings and as individuals.

Care is not just what you *do* for people; it is how they feel about you and the organization. It is more about how they *perceive* your actions.

Employees need to know that you care about them as people – as whole people. An employee’s work life and home life are not mutually exclusive.



***Care is about engaging the heart - creating a culture of commitment versus compliance.***

**Remember:** the ultimate goal is to achieve desired behaviors; providing genuine care to your people is another way to create and nurture desired behaviors. That is why care needs to be a strategy.

#### **“I Have Heard This Before”**

You have probably heard that “satisfied employees lead to satisfied customers.” This is true, but is not explicitly about care.

Customer satisfaction is a metric of care... but it is a loose relationship.

We are talking about whether or not you care for your people, not whether or not your customers are satisfied. There are many factors that affect customer satisfaction (e.g., location, price, product offerings).

Care is more intentional than simply “happy employees = happy customers.”

## Care: A Critical Way to Close the Performance Gap

**Remember:** you can reduce the gap between how you want your people to behave and how they actually behave. You do this by “over managing” **care**; **care reduces the gap because it powerfully impacts how people behave.**



*Genuine care must be a strategy that you over manage.*

### Genuine Care Defined

The kind of care we are talking about is not just benefits (e.g., health, dental, vision, gym memberships, maternity/paternity leave); we are WAY beyond that.

*“I believe that everybody who works needs some intangible goal... pay, group insurance, benefits... that’s not enough. We all want something that’s bigger than what we’re doing.”*

- Van Arsdale France,  
Founder and Professor Emeritus,  
Disney University



Micro-level effects of care for the individual have a powerful impact on the macro level of business performance.

- Students feel cared for in a holistic sense from this “experience” - from their home life to their work life.
- Students feel attention is given to them on an individual level; their unique needs are being met.
- Students feel happy and satisfied - emotions that easily transfer into their work location.

## **Why Are We Telling You This: The Power of Care**

**People who are cared for *act* differently.**

**When employees are worry-free (i.e., they feel “taken care of”), the bond of trust between them and the organization is stronger.**

### **A Word on the Frustration Tolerance Level**

Caring for people creates a more forgiving atmosphere for the times when things do go wrong. When viewing those workplace irritations through the context of genuine care, employees have a higher tolerance level for the imperfect days.

## Disney Illustration



### Disney College Program Overview

- Employ over 8,000 students per year from all parts of the world
- Work in a variety of roles in the parks and resorts
- Live in company-subsidized housing
- Participate in unique educational opportunities
- Learn networking and other transferable skills

Disney has a firm belief in the relationship between genuine care and the extent to which people will care for their people and each other.

*What would an intern feel about being treated this way?*

*How do you think being treated this way affects their behavior?  
(For example, in how they treat customers and each other.)*

*"The biggest tip that I could offer anybody who is leading full time employees or interns or executives is to care - to really care about your employees ..."*

- Kristi Breen,  
Director of Disney Recruitment Programs and  
International Recruiting





**PROACTIVELY**  
manage the  
day-to-day work  
experience to  
make it hassle-  
free - as much  
as possible.

## Operationalizing Care: Hassle Free

Start asking questions. Start listening intentionally. Ask your employees what frustrates them the most - it is likely to be the items that cause them a hassle.

**“Hassle” defined:** anything that disrupts the balance of an employee’s normal work routine.

People feel cared for, and behave differently, when you make their life easier - when you remove workplace irritations. This is a key lever that does two things:

1. Engages your people (the “want to” - they want to deliver extraordinary performance)
2. Enables your people (the “can do” - they have the ability to perform their role)

This is applicable to everyone, regardless of demographic. **It affects behavior and performance.**

*What are the “hassles,” or irritations, in your organization today?*

*How many of these could you repair immediately if you really wanted to?*

*How would you view the cost-benefit ratio when viewed through the lens of the governing insight (“the extent to which you genuinely care for your people is the extent to which they will care for your customers - and each other”)?*

You are making an investment in your customer service experience as well as in your people.

*“I happen to be kind of an inquisitive guy and when I see things I don’t like, I start thinking, ‘Why do they have to be like this and how can I improve them?’”*

- Walt Disney

## How Do You Operationalize Care?

Companies have numerous strategies, such as a pricing strategy or a risk-management strategy. Equally important is having a care strategy.

### Operationalizing Care: Building Block



In some companies, care is a “byproduct” of something else; care is based on what the law mandates, what the collective bargaining agreement includes, what you feel morally obligated to do, or what offers a competitive differentiator in the labor market.



Many companies believe care is strictly “a human resources function” (recognition department sits there), or that care only starts after new employees have been trained. This is simply not true.



*Care is everyone’s responsibility, and it is an everyday occurrence.*

“As practically possible” does not mean spending a huge amount of money. People do not expect you to spend a lot of money. They just want to believe that you care about them as an individual.



**You must INTENTIONALLY find as many ways as practically possible to genuinely care for your people.**





## Personal Reflection

A large, empty white rectangular area intended for personal reflection, framed by a thin black border.

## Disney Illustration

The leader of this department understood the benefit of removing the hassles from his operation, and how it would positively impact desired behaviors – and results.



### Frustration Origination

- Up to 3,000 Cast Members report to work at the same time.
- Most arrive via public transportation.
- Must stop at the costuming building before they start their shift.
- Wait time for receiving costumes can be up to 90 minutes.
- Frustration is observable.







Recognition is more powerful than most organizations can imagine.

## Recognition: A Critical Aspect of Your Care Strategy

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**Recognition:** Tangible expression of appreciation for an employee's demonstration of desired behaviors.



*Recognition is an inexhaustible fuel for your workforce. Recognition energizes and excites people to perform desired behaviors in your organization, which results in a higher level of engagement.*

Remember Water Mickey? The emotional feeling after receiving recognition is everlasting.

No matter what their job function is, all people like to know that the work they do matters. That they matter – that they add value. It does not matter if you are a front line worker or a senior executive; everyone wants to know how to significantly contribute to the organization.

### **Side Note: Recognition vs. Cash**

Cash is an expression of recognition, but we are not talking about the nature of compensation. Recognition is much more involved than how much extra cash to hand out.

If all of this is true, then **recognition becomes a powerful “cause and effect” component for promoting desired behaviors.** Employees are likely to perform and repeat desired behaviors over a longer period of time because they were made to feel good about their behavior – and they know this behavior was correct because it was reinforced through recognition.





There is a fine line between genuine care and productivity manipulation.

## Beware of the Contamination Danger Zone

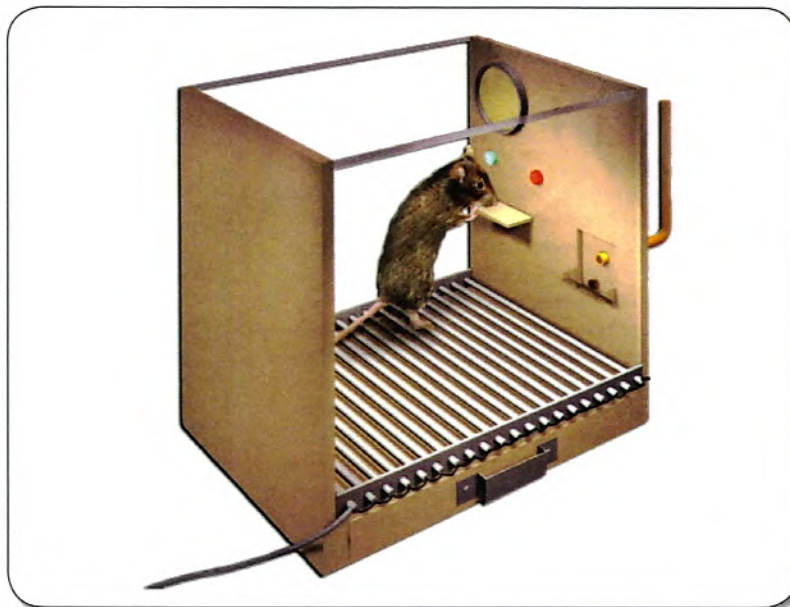
A hassle-free workplace generates a higher level of work productivity. So, what is the problem?

**While you are working to intentionally make your workplace a hassle-free environment - one that embraces genuine care - you may unintentionally be sending a bad signal.**

*Why?*

There is nothing wrong with helping people become more effective and efficient. Dry cleaning service, lunch at desk, a laptop, a blackberry - can be great attempts of care. But they could be misinterpreted.

So there IS a problem here. **If you are perceived as manipulating productivity, then you are contaminating care.**

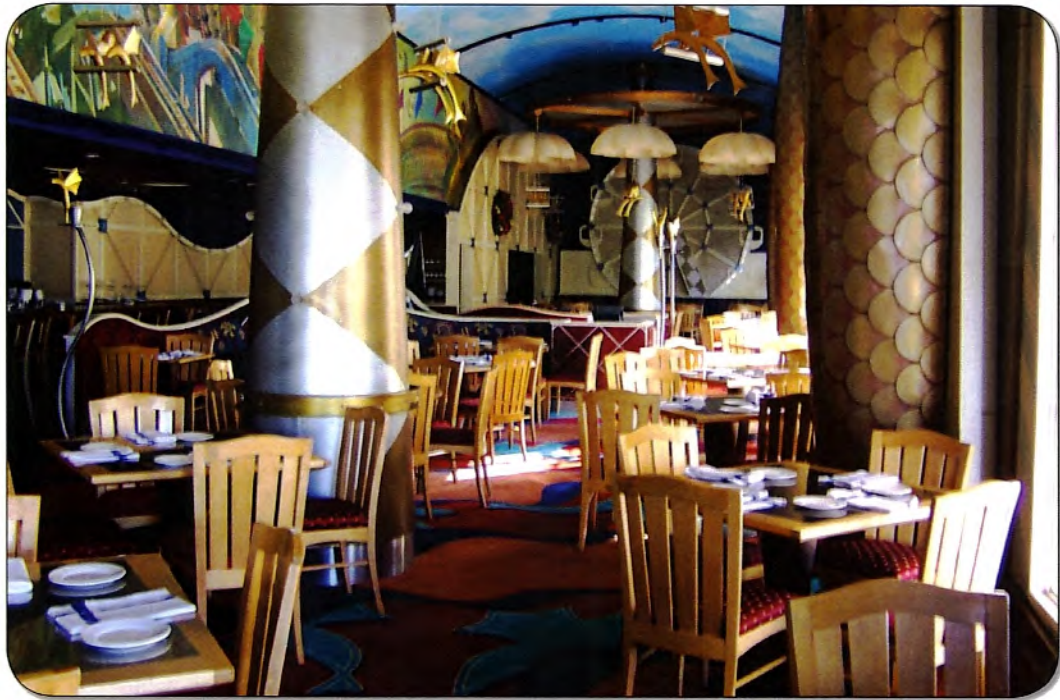


### Reinforcing Manipulation is Toxic

- Mouse will learn to press the bar for food.
- Will work for short period of time.
- Mouse will find way around the food system.
- It will not work for the long-term.
- Over time, you will create a toxic loop of reinforcing manipulation.
- This causes productivity gains to be short-term, and only attained under supervision - and more manipulation.
- This is NOT genuine care.



## Disney Illustration



A Guest traveling alone often visited The Flying Fish restaurant, one of our table-service dining locations on Disney property, for dinner. The server had seen this Guest in the restaurant before, and had always seen the Guest alone and always ordering dessert.

The server approached and acknowledged the Guest, and asked about his vacation, to which the Guest explained that he was here on business – again.

The server nodded empathetically, and without further questions, proceeded to the kitchen and returned with a piece of cake.

“It’s on me, sir,” the server said, placing the cake in front of the Guest. “Even on business, you need a little magic.”

*How do you think most restaurant managers would view this behavior?*

*How do you think that small action made that Guest feel?*

A positive result of recognizing desired behaviors is cultural reinforcement.



## Philosophical Foundation for Recognition

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Companies tend to reward employees based solely on clearly understood business criteria – such as meeting monetary sales goals or completing a project on time.

You can not underestimate the importance of recognizing cultural values (such as performing great customer service) – they are the desired behaviors.

It is appropriate to reward outcomes, but do not forget to reward behaviors, too.

You can transform your organization's culture through recognition and close the engagement gap in your organization.



*By acknowledging and appreciating desired behaviors, you will reinforce your organization's culture.*



**Recognizing cultural values is as important as recognizing all other business criteria or outcomes.**





## Care Adaptation

### Insight

The extent to which you **GENUINELY** care for your people is the extent to which they will care for your customers - and each other.

### How Disney Does It

We have a firm belief in the relationship between genuine care and the extent to which people will care for their people and each other.

Our interns on the Disney College Program feel cared for and this treatment affects their behavior in a positive way.

### How I Can Do It

## Final Thoughts: Intentional Care Leads to Engagement

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**Remember:** recognition is part of care, and caring for employees drives the way they treat customers and each other.



***It is awfully hard to leave an organization where your peers and leaders genuinely care about you.***

*"Managers can help ensure that people are happily engaged at work. Doing so isn't expensive. Workers' well-being depends, in large part, on managers' ability and willingness to facilitate workers' accomplishments — by removing obstacles, providing help, and acknowledging strong effort."*

*- The New York Times, 9/4/11*

*"Working adults spend more of their waking hours at work than anywhere else. Work should ennoble, not kill, the human spirit. Promoting workers' well-being isn't just ethical; it makes economic sense. Fostering positive inner lives sometimes requires leaders to better articulate meaning in the work for everyone across the organization. Sometimes, all that's required is that managers address daily hassles and help with technical problems. If those who lead organizations — from C.E.O.s to small-team leaders — believe their mission is, in part, to support workers' everyday progress, we could end the disengagement crisis and, in the process, lift our work force's well-being and our economy's productivity."*

*- The New York Times, 9/4/11*



### Insight

**PROACTIVELY manage the day-to-day work experience to make it hassle-free - as much as possible.**

### How Disney Does It

Specific examples: *Epcot*® Cast Services:

- Lockers
  - ATM machines
  - Communication message boards
  - Ability to take costumes home
  - Hairport
  - Vending machine with socks, shaving cream, aspirin, etc.
  - Indoor and outdoor break areas
  - Microwaves
  - TVs
  - Bus shuttles around the park to and from work locations
- ...to name a few.

### How I Can Do It

Insight	How Disney Does It	How I Can Do It
<p>You must <b>INTENTIONALLY</b> find as many ways as <b>practically possible</b> to <b>genuinely</b> care for your people.</p>	<p>We believe care is everyone's responsibility and it is an every day occurrence. We do not always need to spend a lot of money on care items, either.</p>	



Insight	How Disney Does It	How I Can Do It
<p><b>Recognition is more powerful than most organizations can imagine.</b></p>	<p>Recognition is a critical aspect of our care strategy. Our Cast Members are more engaged and when they feel appreciated and recognized for exhibiting desired behaviors and for doing their job well.</p> <p>We reinforce desired behaviors and our culture through our recognition programs.</p>	

Insight	How Disney Does It	How I Can Do It
<p><b>There is a fine line between genuine care and productivity manipulation.</b></p>	<p>We recognize the difference between genuine care and productivity manipulation. We have taken action to ensure our care actions are not viewed as an attempt to manipulate Cast Member productivity.</p>	



## Critical Conclusions

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**Remember:** it is possible to create a workforce that consistently demonstrates desired behaviors.

- Hire the right people.
- Provide them with high-quality training.
- Effectively communicate to them and listen to them.
- Care for them like they are your family.

If you start to “over manage” the four key processes (selection, training, communication, and care), you will create an extraordinarily powerful workforce of happy, highly engaged employees who consistently demonstrate desired behaviors.

Using the insights and your thoughts from your adaptation sessions, over time you will reduce the gap between how your employees behave and how you want them to behave.



*“All the adversity I’ve had in my life, all my troubles and obstacles, have strengthened me.”*

- Walt Disney

**Insight**

**Recognizing cultural values is as important as recognizing all other business criteria or outcomes.**

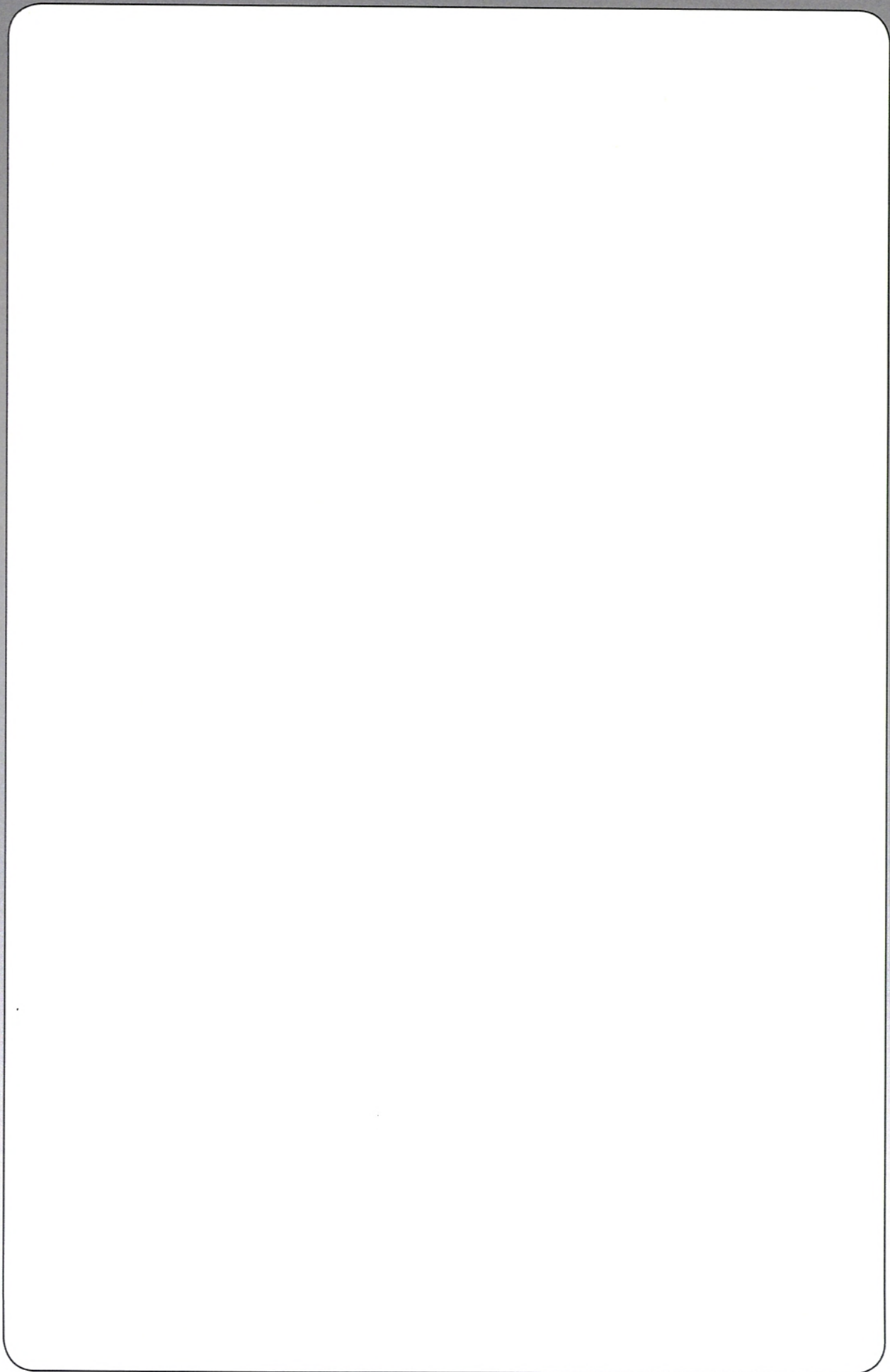
**How Disney Does It**

We acknowledge and appreciate Cast Members who display the desired behaviors; this reinforces our culture.

Going "above and beyond" to foster a great Guest experience is a desired behavior for our organization. Therefore, if a server at a restaurant realizes a Guest is having a tough day, bringing that Guest a complimentary piece of cake will be recognized, not punished.

**How I Can Do It**





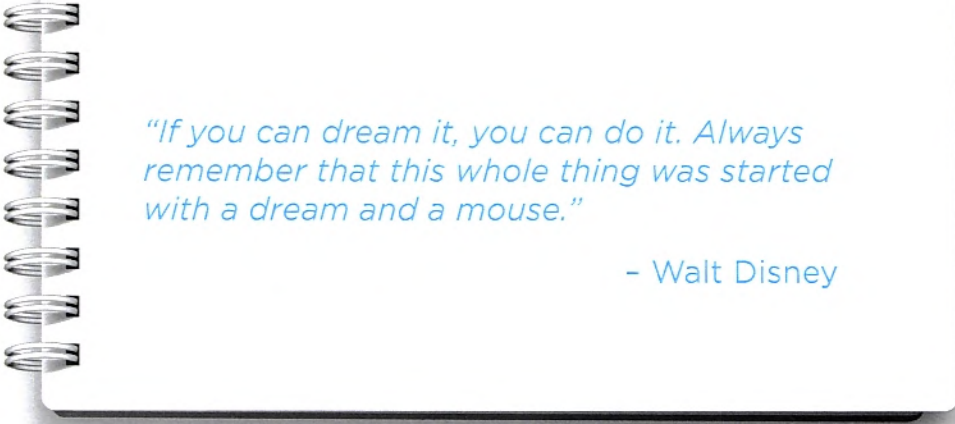
## Stay Connected with *Disney Institute*

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Your learning journey with *Disney Institute* does not have to end after today. We hope it does not! There are more ways for you to stay connected with us.

- Detailed information about all our offerings is located on our website; you can visit us at [www.disneyinstitute.com](http://www.disneyinstitute.com).
- As we mentioned before, we are active in the social media world, so you can:
  - \* Follow us on Twitter.
  - \* “Like” us and engage with us on Facebook.
  - \* Connect with us through LinkedIn.
  - \* Subscribe to the *Talking Point*, the official *Disney Institute* blog.

A graphic of a spiral-bound notebook is positioned on the left side of the page. The spiral binding is on the left edge, and the notebook page is white with a light blue shadow underneath. The quote and attribution are written on this page.

*“If you can dream it, you can do it. Always remember that this whole thing was started with a dream and a mouse.”*

- Walt Disney





## Selection Adaptation

### Insight

**Modifying or adjusting certain key aspects of your selection process will yield people with a far greater propensity to be excellent.**

### How Disney Does It

We are highly intentional in our selection process and more of our Cast Members become highly engaged.

We are deliberate in both how we select our Cast Members and who handles our recruiting efforts.

We take the time to hire the right people for the right roles; and the right culture. This provides us with accelerated performance.

### How I Can Do It

# ADAPTATIONS



## Culture Adaptation

### Insight

**Because your culture is defined by how people behave, the best employee is the one who most perfectly aligns with your desired behaviors.**

### How Disney Does It

We have a clearly defined culture through our heritage and traditions; shared values; language and symbols; and traits and behaviors.

We documented the stories from our founder – Walt Disney – and communicate them to our Cast Members. We continuously remind our Cast Members what our Company stands for.

Our shared values provide an organizational framework that helps us make consistent decisions.

Our language and symbols clearly reflect our values and beliefs.

Our clearly defined culture leaves no room for misinterpretation; our Cast Members know what is expected of them and they know what our desired behaviors are as a result of our culture's intentionality.

### How I Can Do It



Insight	How Disney Does It	How I Can Do It
<p><b>Your selection process must include deep cultural immersion.</b></p>	<p>We expose potential Cast Members to our culture before they even reach the interview process. Our job fairs, online advertisements, and radio promotions showcase our brand and spread awareness about our organization's distinct personality and values.</p> <p>We use images and language that clearly represent Disney; we have pride in our organization and showcase our organization to entice others to come work with us.</p> <p>Our recruiters embody our culture because they are the first human contact with our potential Cast Members.</p>	

### Insight

**Skills-based recruitment (alone) is fatally flawed. You must significantly over emphasize desired behaviors in addition to testing for skills.**

### How Disney Does It

We know that the best Cast Member is one who exhibits our desired behaviors in addition to having a strong skill-set for the role. We balance behavior and skills in our recruitment efforts.

We do not ignore the “charm factor” within people, but we do not base our selection process around whether or not we like the person.

We hire for attitude and train for aptitude.

### How I Can Do It





## Training Adaptation

### Insight

**Training is more critical to desired BEHAVIORS and outcomes than most companies have ever imagined.**

### How Disney Does It

We do not underinvest in training; we recognize that proper training leads to desired behaviors. Our training reflects this belief.

Training delivers an outstanding return-on-investment.

- Training creates Cast Member engagement and commitment because of increased confidence and competence.
- Training powerfully reinforces our culture, which drives desired behaviors.
- Training brings our organizational goals to life.
- Training increases employee productivity and efficiency.

### How I Can Do It

**Insight**

You must be very intentional in testing for cultural match and also in testing for cultural mismatch.

**How Disney Does It**

We show a pre-employment video that explicitly explains the expectations of a Disney Cast Member.

**How I Can Do It**

Blank area for notes on how to implement the insights.



### Insight

All training must deliberately reinforce culture in addition to imparting skills.

### How Disney Does It

We believe every training event has an opportunity for cultural immersion. Specifically, the onboarding process is a critical moment to reinforce organizational culture as it sets the standard for the rest of the learning and development experiences.

In Disney Traditions (our orientation program):

- We share our heritage and traditions through stories.
- We build commitment to our organizational values.
- We communicate organizational identity using language and symbols specific to our organization.
- We clearly communicate the expected traits and behaviors that define our internal and external Guest service strategies.
- We create a sense of pride in working for Disney.

### How I Can Do It

**Insight**

The way you train people sends powerful signals about what and who your organization values.

**How Disney Does It**

Our ongoing training philosophy is this: we do not view training as expendable or an optional activity. We know that Guest service levels and Cast Member engagement can not be sustained without proper training.

**How I Can Do It**

Blank space for personal notes.



Insight	How Disney Does It	How I Can Do It
<p><b>Quality training will not happen without great trainers, effective train-the-trainer sessions, facilities conducive to training, and constant updating of training materials.</b></p>	<p>We have a high quality approach to training. Our trainers are chosen deliberately. They are passionate and they are skilled at teaching others. In our frontline areas, becoming a trainer is a highly sought-after role.</p> <p>In our train-the-trainer sessions, we set our trainers up to first understand the process of training a new Cast Member, and then teach the trainers the material to be trained.</p> <p>We continuously update our training materials and we are prepared to respond to the changing work environment.</p> <p>Our training facilities (e.g., Disney University) are just as well kept as our Guest-facing areas.</p>	



## Communication Adaptation

### Insight

High-quality communication can actively reinforce culture; low-quality communication can undermine culture.

### How Disney Does It

We infuse our culture into our communication strategies; our communication processes are "by design."

### How I Can Do It



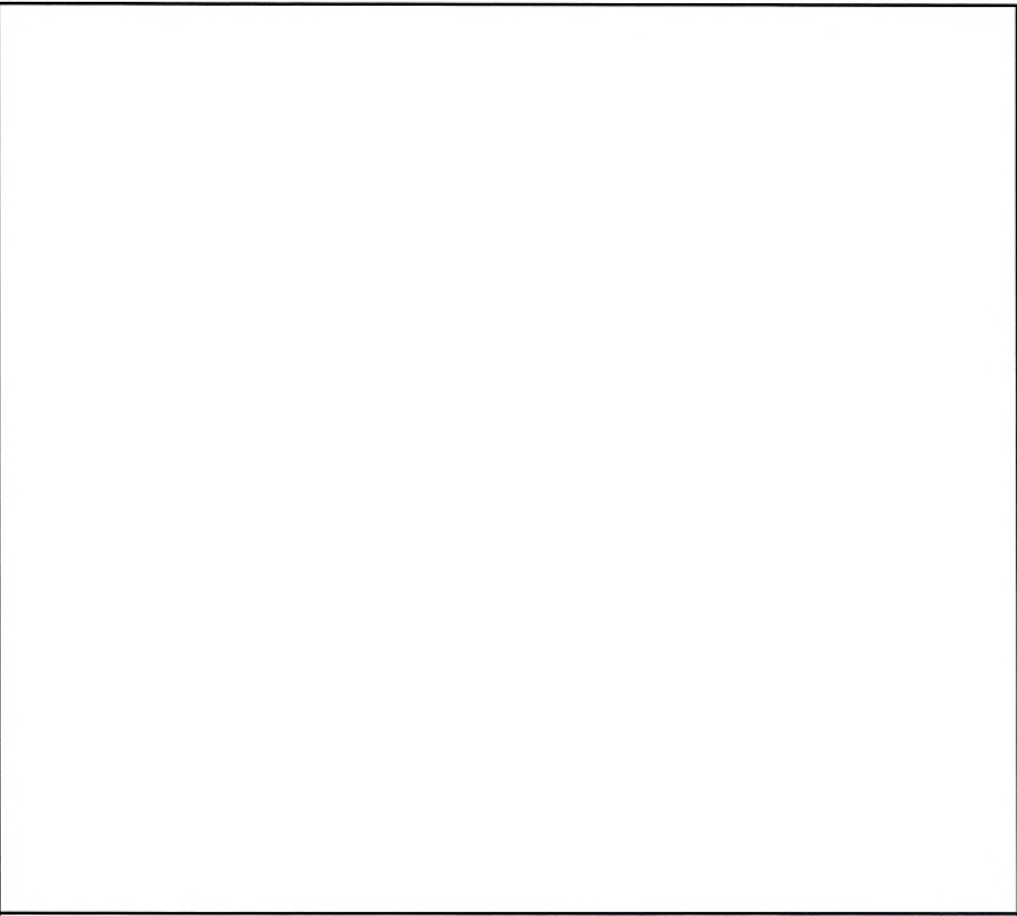
**Insight**

**Be as intentional about employee communication as you are about customer communication.**

**How Disney Does It**

We infuse our Cast Member communication with culture. We intentionally spend as much time crafting our internal communication (even if it is a simple email) as we do creating our Guest communication.

**How I Can Do It**



Insight	How Disney Does It	How I Can Do It
<p><b>A critical aspect of effective communication is intentional listening.</b></p>	<p>We are fanatical about listening to our Cast Members and taking action when great ideas are generated. We actively listen to our Cast Members because we have a firm belief that everyone has valuable information to share.</p> <p>Specific example: Origin of Water Mickey</p>	



### Insight

**You can and must communicate difficult messages without violating cultural standards.**

### How Disney Does It

We use a performance management process, that is designed to encourage specific behavior that leads to success for individual Cast Members and the Company.

- We treat our Cast Members with dignity, respect, consistency, and fairness.
- We clarify roles and responsibilities of our Company, leaders, and human resources professionals.
- We assess individual behavior as objectively as possible.
- We take action that reflects the Company's policies and the Company's core values.
- We follow a consistent process that is intended to improve performance, not create a punitive culture.

### How I Can Do It



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### Insight

**PROACTIVELY manage the day-to-day work experience to make it hassle-free - as much as possible.**

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Specific examples: *Epcot*® Cast Services:

- Lockers
  - ATM machines
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- ...to name a few.

### How I Can Do It



Insight	How Disney Does It	How I Can Do It
<p><b>Recognition is more powerful than most organizations can imagine.</b></p>	<p>Recognition is a critical aspect of our care strategy. Our Cast Members are more engaged when they feel appreciated and recognized for exhibiting desired behaviors and for doing their job well.</p> <p>We reinforce desired behaviors and our culture through our recognition programs (e.g., the strategies employed at the Disney Reservation Center).</p>	

### Insight

**Recognizing cultural values is as important as recognizing all other business criteria or outcomes.**

### How Disney Does It

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