

JAY PEAK LEADERSHIP SERIES 2025



DEVELOPING THE NEXT GENERATION OF JAY PEAK LEADERSHIP

JAY PEAK LEADERSHIP SERIES 2025

✓ Session I (January)	Session II (February)	Session III (March)	Session IV (April)	Example Future Sessions (TBD)
Leading with Authenticity Through Emotional Intelligence <ul style="list-style-type: none">○ Self-Awareness○ Self-Management○ Social Awareness (Empathy)○ Relationship Management (Social Skills)				

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RECAP FROM SESSION #1

99% responded favorably to: “The session provided actionable tactics that I can immediately apply in my role.”

**LEADERS AND MANAGERS
MATTER !!!**

**Leading with Authenticity
Through Emotional
Intelligence**

- ❑ Leaders & managers **positively influence** employee engagement and well-being, **boost** performance, **improve** customer attitudes and behaviors, & **increase** business results
- ❑ **Emotional intelligence** consists of what we **see** (Self- and Social Awareness) and what we **do** (Self- and Relationship Management)
- ❑ By understanding and practicing emotional intelligence we can develop our **personal** and **social competence** and improve our overall effectiveness



Fostering Engaged Employees

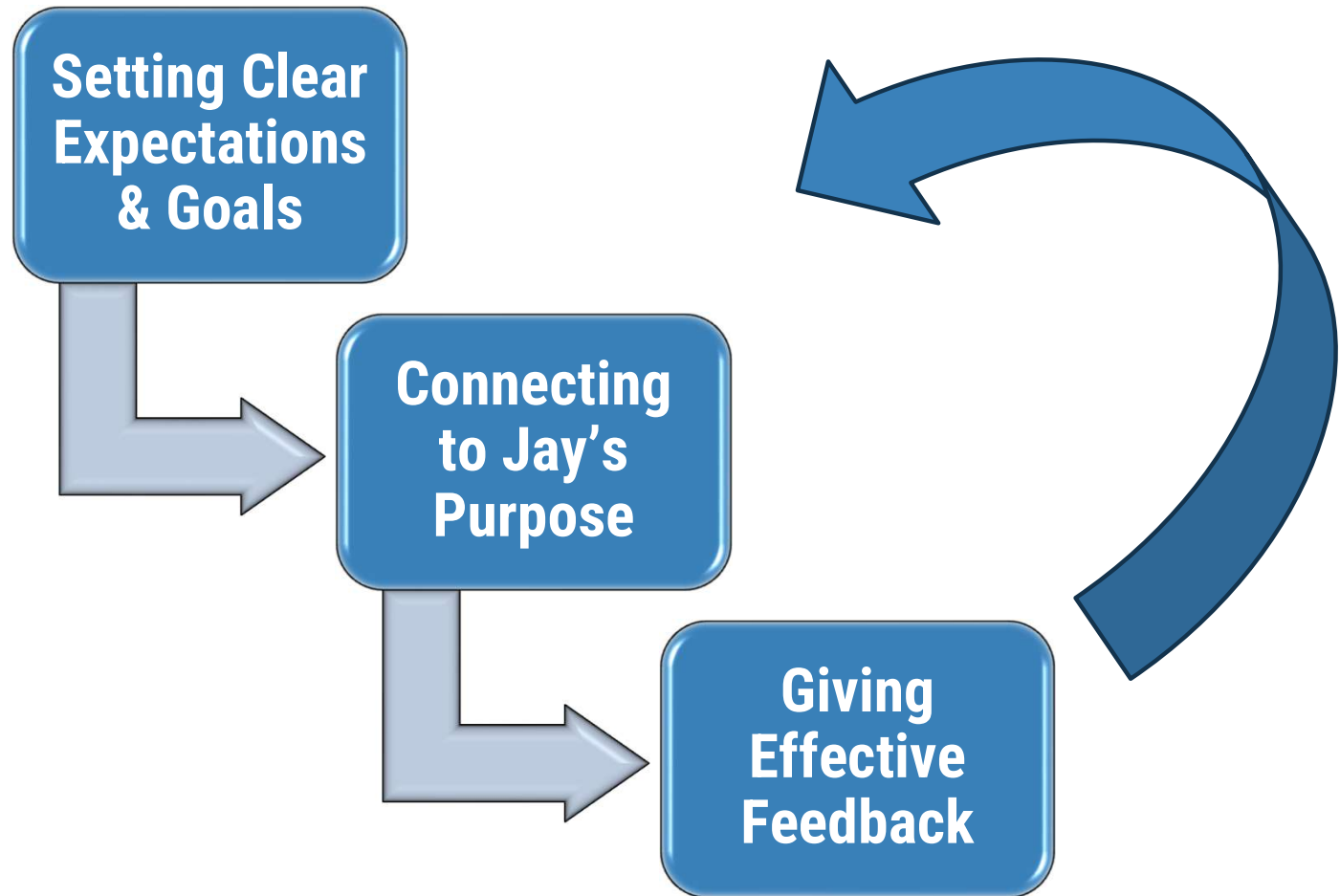
Session #2

TODAY'S SESSION OBJECTIVES

After this leadership session, you will be able to:

- Describe the Gallup 12 (the 12 elements of great managing) and understand how these behaviors help you become a more effective leader
- Help your teams and colleagues succeed by:
 - Clarifying expectations, goals, and purpose and
 - Giving positive and constructive feedback
- Receive feedback more effectively
- Apply what you learn back on the job

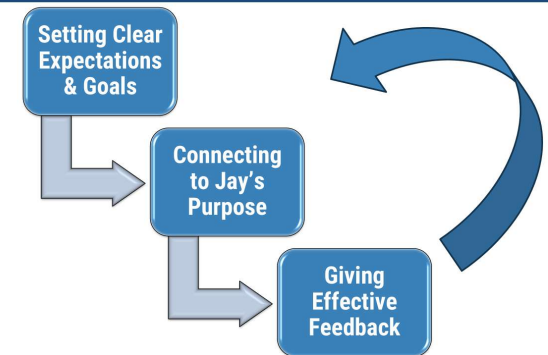
HELPING YOUR EMPLOYEES SUCCEED



THE GALLUP 12 ... 12 ELEMENTS OF GREAT MANAGING

- 1) I know what is expected of me at work.
- 2) I have the materials and equipment I need to do my work right.
- 3) At work, I have the opportunity to do what I do best every day.
- 4) In the last seven days, I have received recognition or praise for doing good work.
- 5) My supervisor, or someone at work, seems to care about me as a person.
- 6) There is someone at work who encourages my development.
- 7) At work, my opinions seem to count.
- 8) The mission or purpose of my company makes me feel my job is important.
- 9) My associates or fellow employees are committed to doing quality work.
- 10) I have a best friend at work.
- 11) In the last six months, someone at work has talked to me about my progress.
- 12) This last year, I have had opportunities at work to learn and grow.

HELPING YOUR EMPLOYEES SUCCEED



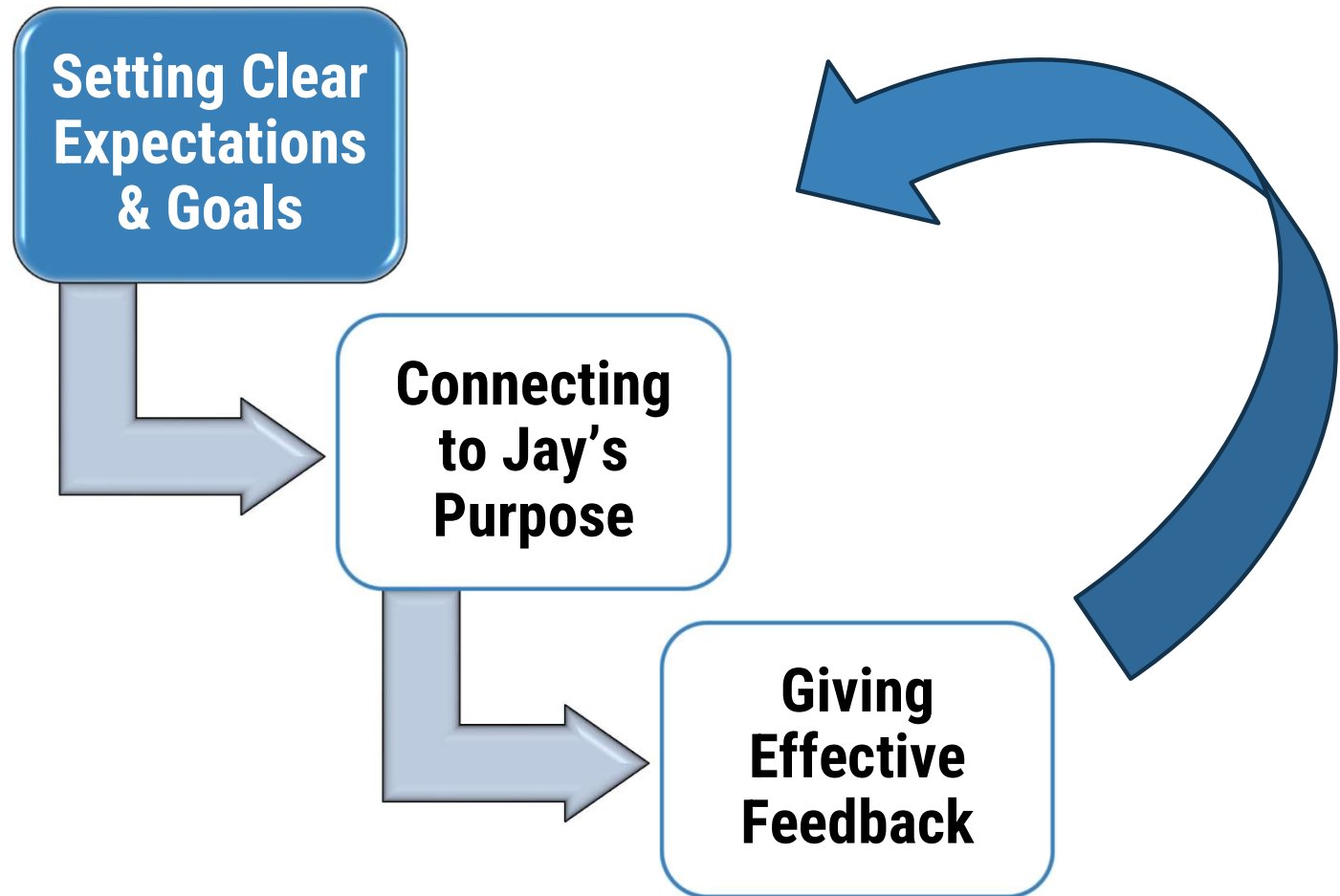
LEADER AND MANAGER BEHAVIORS MATTER!

Leaders & Managers Directly Influence Employee Engagement, Boost Performance, Customer Attitudes, & Improve Business Results



**** Gallup Studied Over 3.3 Million Workers Across 100,000+ Teams for over 80 Years ****

HELPING YOUR EMPLOYEES SUCCEED



EXPECTATIONS VERSUS GOALS



EXPECTATIONS VERSUS GOALS



- **General standards of behavior, performance, or conduct that are assumed or required in a role**
- **Establish what is acceptable and guide day-to-day actions**



- **Specific, measurable objectives that individuals or teams aim to achieve within a set timeframe**
- **Provide direction, motivation, and a benchmark for success**

EXPECTATION FUNDAMENTALS

- ☐ **Performance** (e.g., meet or exceed goals and deadlines)
- ☐ **Behaviors** (e.g., act with professionalism, integrity, and respect toward colleagues and guests)
- ☐ **Communication** (e.g., listen actively and give constructive feedback)
- ☐ **Guest Service** (e.g., address customer concerns with patience and professionalism)
- ☐ **Accountability and Responsibility** (e.g., be reliable and follow through on commitments)
- ☐ **Adaptability and Growth** (e.g., be open to feedback and willing to improve)
- ☐ **Culture & Teamwork** (e.g., foster an inclusive, respectful, and supportive environment)



WHAT ARE THE EXPECTATIONS AT JAY PEAK?

- ☐ Performance
- ☐ Behaviors
- ☐ Communication
- ☐ Guest Service
- ☐ Accountability and Responsibility
- ☐ Adaptability and Growth
- ☐ Culture & Teamwork



CHECK FOR UNDERSTANDING



Invite dialogue
and input to
ensure mutual
understanding
and alignment

GOAL SETTING FUNDAMENTALS



Characteristic	Defined
Specific	<ul style="list-style-type: none">• What exactly do you want to achieve?
Measurable	<ul style="list-style-type: none">• How will we track progress and measure outcomes?
Achievable	<ul style="list-style-type: none">• You believe you can do it.
Relevant	<ul style="list-style-type: none">• Why do you want to reach this goal? What's the purpose behind the goal?
Time-Based	<ul style="list-style-type: none">• Timelines cause action. Keep the timeline realistic and flexible.



GOAL SETTING EXAMPLE



From Mission Statement: Provide “the highest level of authentically-great service”

Characteristic	Defined	Example Goal
Specific	<ul style="list-style-type: none"> What exactly do you want to achieve? 	
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Achievable	<ul style="list-style-type: none"> You believe you can do it. 	
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Achievable	<ul style="list-style-type: none"> You believe you can do it. 	<ul style="list-style-type: none"> Revise existing queue management process and ensure the staff understands and is able to use it effectively. Implement daily “stand ups” to troubleshoot and determine lessons learned and best practices
Relevant	<ul style="list-style-type: none"> Why do you want to reach this goal? What’s the purpose behind the goal? 	
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Time-Based	<ul style="list-style-type: none"> Timelines cause action. Keep the timeline realistic and flexible. 	



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Time-Based	<ul style="list-style-type: none"> Timelines cause action. Keep the timeline realistic and flexible. 	<ul style="list-style-type: none"> Launch “revised” queue management system improvements and “stand ups” within 30 days, track progress through weekly, and achieve the target wait times within 60 days

CHECK FOR UNDERSTANDING



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GOAL SETTING EXERCISE



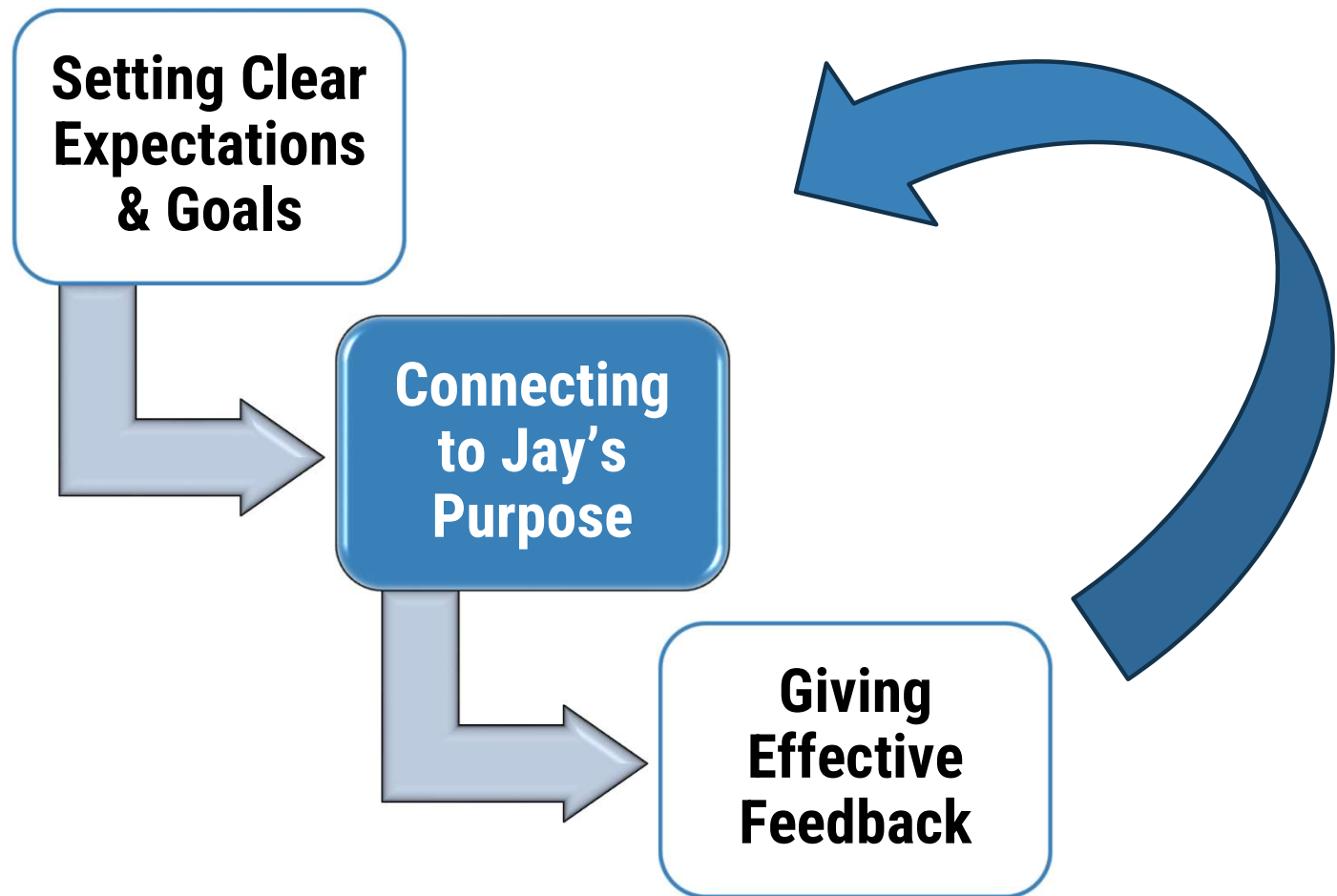
SEE HANDOUT

Characteristic	Defined	Example Goal
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SMALL GROUP DISCUSSION



HELPING YOUR EMPLOYEES SUCCEED



CONNECTING TO OUR VISION, MISSION, AND VALUES

VISION

We strive for an authentic, community driven Resort that derives its vitality from the on-mountain experience, respect for its history & what has come before it, and its team members whose energy and spirit are its foundation.

MISSION STATEMENT

Our focus and responsibility is to our guests and to our family of team members. All that we do is centered toward making them comfortable, safe and valued. We do this when we make decisions in alignment with our core values. We take special pride in helping our guests create unique memories by virtue of offering them a wide variety of recreation options, the highest level of authentically-great service, and honestly welcoming them to what we feel is the most special corner of the world.

CORE VALUES

Forethought and thorough analysis precede each and every decision we make at the resort. We benchmark decisions and actions in the context of these following six core values.

ROOTS & GROWTH

Our greatest strengths are rooted in the people who make up the Jay Peak team of employees. And while our unique past informs our future, it is guided by each person's dedication to growing and learning. Our commitment to always search for improvement, both personally and professionally, sets the Jay Peak team apart.

MAKING CONNECTIONS

We are about nurturing relationships, understanding and appreciating differences and tying individual stories into the larger one we are building together. Our interests, motivations and collective sense of wellbeing are inextricably linked to the feeling that we all belong to a greater narrative.

CREATING EXPERIENCES

Jay is a unique and special place and we want to share it with everyone who values unique and special places. We go beyond simply offering services; we aim to enhance experiences and create memories with genuine, quality engagement.

SAFETY & WELLBEING

It's more than just keeping you safe. The resort has an uncompromising dedication to the welfare of our employees and guests. We work hard to challenge industry standards and constantly improve upon our own internal benchmarks. We believe that any definition of our own success must connect to safe work spaces for employees, the safest possible environment for our guests and a belief that the wellbeing of both is something that requires constant focus.

COMMUNITY – INSIDE & OUT

The Raised Jay attitude is at our core, steeped in deeply Vermonter values (hard work, authenticity, respect, generosity) and extends beyond the resort footprint to encompass regions that make up the broader Jay Peak community. As our circles of community widen, so do our successes.

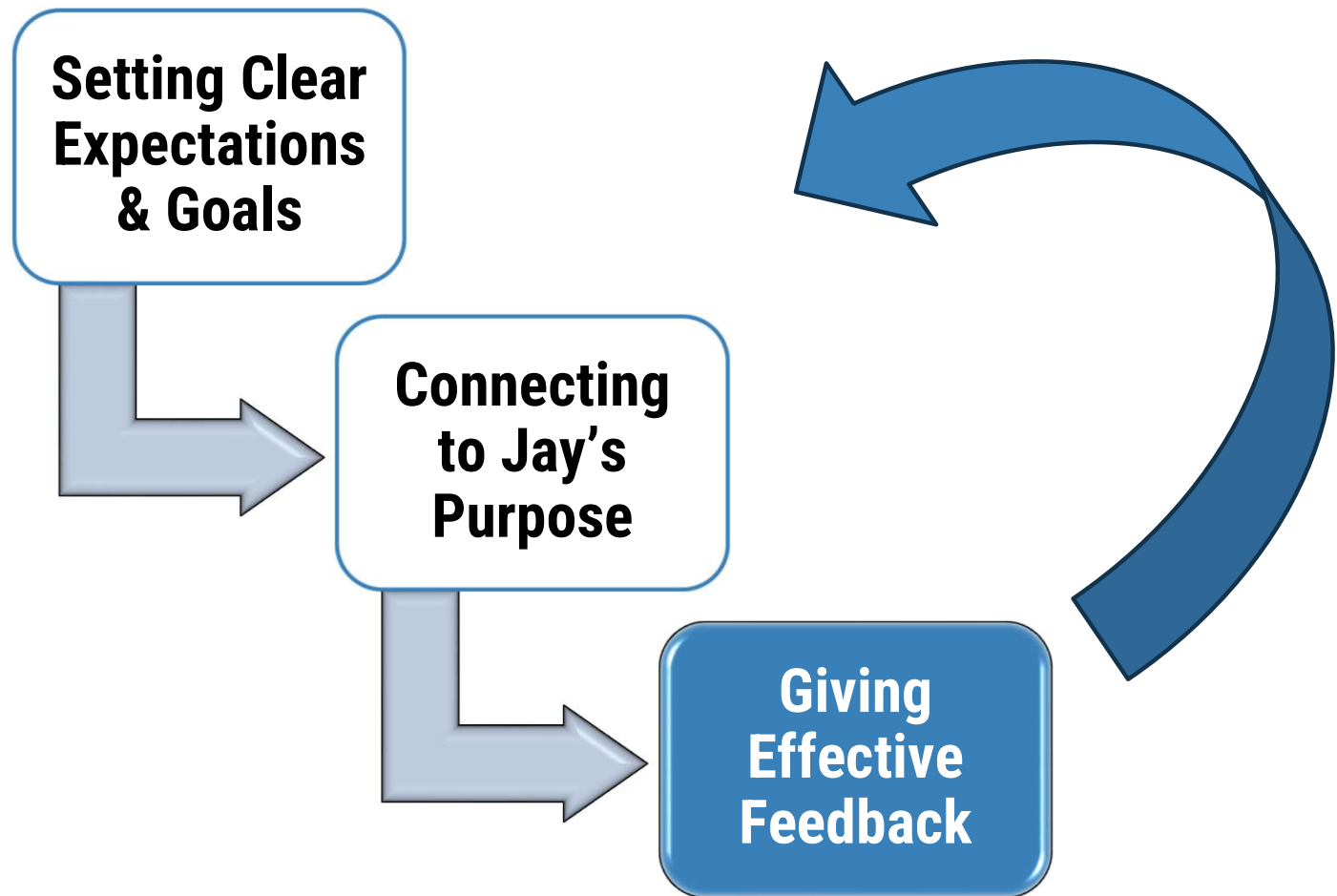


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HELPING YOUR EMPLOYEES SUCCEED



TIPS FOR GIVING EFFECTIVE FEEDBACK

Make It Timely

**Make it Part of
Your Job**

**Make It
Ongoing**

**Facts Not
Personality**

**Keep Your
Balance**

**Make It Part of
Their Job**

**Use to
“Enhance”**

**Helping
Mindset**

What Else?

HOW WOULD YOU ENSURE YOUR TEAMS AGREE?

In the last seven days, I have received recognition or praise for doing good work.



RECOGNIZING SUCCESS ... GIVING POSITIVE FEEDBACK

- ❑ Ensure employees feel valued for their work and contributions by providing specific, immediate, and individualized feedback ... **Talk to me about my progress**
- ❑ Learn how individual employees like to be recognized and praise them for doing good work and achieving their goals and expectations while emphasizing why their performance was important ... **Connect to purpose**
- ❑ Promote a recognition rich environment with praise coming from multiple sources at multiple times ... **Recognized in last seven days**



JAY PEAK EMPLOYEE RECOGNITION



EMPLOYEE RECOGNITION

Here's an update on all our
Employee Recognition
initiatives.

THE RAISED JAY DAILY

DETAILS:

- 'On-the-spot' recognition for outstanding performance and teamwork.
- Directors and Managers will provide recipients with a Move Up card and pin and send their recognitions to hr@jaypeakresort.com

EMPLOYEE OF THE MONTH

DETAILS:

- Employees are nominated by their teammates, colleagues, and managers.
- One winner will be chosen each month, and all nominees are acknowledged at the monthly Staff Meeting.
- Nominees receive a \$50 Move Up card.
- Winners receive a 1-Night Splash & Stay Package, dinner for 2 at the resort, and a \$250 Move Up card.

EMPLOYEES OF THE YEAR

DETAILS:

- Employees are nominated by their teammates, colleagues, and managers.
- Recipients and a guest are invited to a gala dinner, where major prizes are awarded.

THE LEGACY PROJECT

DETAILS:

- An ongoing project to acknowledge the dedication, loyalty and consecutive years of service of over 5 decades of Jay Peak employees.
- Employees are recognized annually for 5-year milestones at a lavish gala event complete with a mouth-watering menu, drinks and thoughtful gifts.

WE
SEE
YOU



MOVING
UP



RECOGNIZING OPPORTUNITY ... GIVING CONSTRUCTIVE FEEDBACK



- ☐ Intended to help someone improve performance, behavior, understanding, and / or attitude
- ☐ Focused on specific, actionable suggestions rather than general criticism, and it is delivered in a respectful and supportive manner
- ☐ Goal is to encourage growth, foster learning, and strengthen relationships by offering insights that the recipient can use to make meaningful improvements

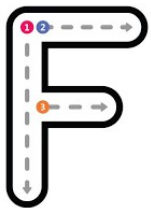
THE BIF FEEDBACK MODEL



☐ **BEHAVIOR** ... Describe the specifics ... the situation, the behavior, the results



☐ **IMPACT** ... Describe the impact to ... the individual, the team, the guest, you as the manager, etc.



☐ **FUTURE** ... Describe how to be more effective moving forward ... Stop, Start, Continue

FEEDBACK SCENARIO

- ❑ As the manager, I notice that one of my rental shop employees, Jake, has been frequently dismissive toward guests who have questions about their equipment.
- ❑ On multiple occasions, guests have left frustrated because they felt rushed or that their concerns weren't fully addressed.
- ❑ A recent guest complaint specifically mentioned that Jake seemed impatient and didn't take the time to explain the proper fit of their ski boots, leading to discomfort on the slopes.



SMALL GROUP DISCUSSION



THE BIF FEEDBACK MODEL

B

☐ **BEHAVIOR** ... Describe the specifics ... the situation, the behavior, the results

i

☐ **IMPACT** ... Describe the impact to ... the individual, the team, the guest, you as the manager, etc.

F

☐ **FUTURE** ... Describe how to be more effective moving forward ... Stop, Start, Continue

ROLE PLAY



THE BIF FEEDBACK MODEL: **EXAMPLE**

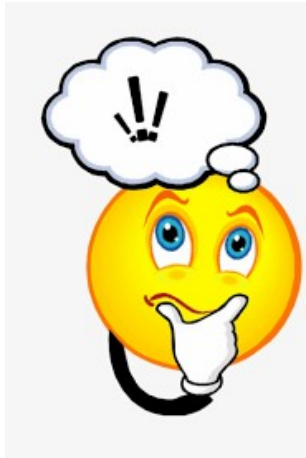
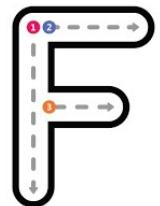
Jake, I've noticed that you are frequently dismissive toward guests who have questions about their equipment. On multiple occasions I have seen guests leave frustrated because they felt rushed or that their concerns weren't fully addressed. We received a recent complaint that specifically mentioned that you seemed impatient and didn't take the time to explain the proper fit of their ski boots, leading to discomfort on the slopes.

B

This behavior negatively affects the guest experience, leading to lower satisfaction scores and potential negative reviews. When our guests feel ignored or rushed, they are less likely to return and may share their negative experience with others, impacting our reputation. This attitude is creating tension among the team who are trying to maintain a positive and welcoming environment.



Help me understand what's going on? The importance of patience, attentiveness, and a guest-first mindset is why we're here. How can we improve this? What can you do and how can I help?



CHECK FOR UNDERSTANDING



Invite dialogue
and input to
ensure mutual
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and alignment

FEEDBACK EXERCISE: SELF-REFLECTION

SEE HANDOUT

BIF Model	Your Specific Example
<input type="checkbox"/> BEHAVIOR ... Describe the specifics ... the situation, the behavior, the results.	
<input type="checkbox"/> IMPACT ... Describe the impact to the individual, the team, the guest, you as the manager	
<input type="checkbox"/> FUTURE ... Describe how to be more effective moving forward ... Stop, Start, Continue	

ROLE PLAY



HELPING COLLEAGUES SUCCEED ... MORE TIPS

- ☐ Can I give you some feedback? >>> Here are my thoughts and reaction.
- ☐ Good job! >>> Here are three things that really worked for me. What was going through your mind when you did them?
- ☐ Here's what you should do. >>> Here's what I would do.
- ☐ Here's where you need to improve. >>> Here's what worked best for me and here's why.
- ☐ That didn't really work. >>> When you did x, I felt y or I didn't get that.
- ☐ You need to improve your communication skills. >>> Here's exactly where you started to confuse me.
- ☐ You need to be more responsive. >>> When I don't hear from you, I worry that we're not on the same page.
- ☐ You lack strategic thinking. >>> I'm struggling to understand your plan.
- ☐ You should do x (in response to a request for advice). >>> What do you feel you're struggling with, and what have you done in the past that's worked in a similar situation?

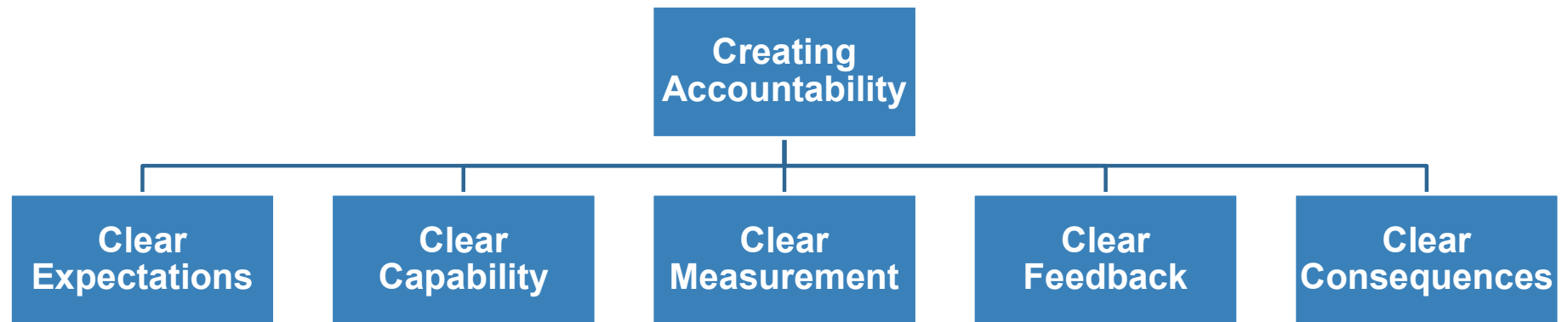


RECEIVING FEEDBACK

- ☐ Listen with full attention to the feedback people provide
- ☐ Focus more attention on understanding their perspectives and suggestions (e.g., ask clarifying questions) than on defending your actions or behavior
- ☐ Ask for specific examples of what you did well and what you could have done better
- ☐ Think of feedback as a learning opportunity that can lead you to growth and better performance, engagement, and well-being
- ☐ Control emotional reactions by reflecting before responding
- ☐ Thank and show appreciation
- ☐ Take action



5 STEPS TO ACCOUNTABILITY



BRAINSTORM KEY TAKEAWAYS FROM SESSION #2



- ☐
- ☐
- ☐
- ☐
- ☐



Backup

COMPARING GOALS AND EXPECTATIONS

Characteristic	Goals	Expectations
Overview	Achievements to strive for	Standards to maintain
Defined	Specific, measurable objectives that individuals or teams aim to achieve within a set timeframe	General standards of behavior, performance, or conduct that are assumed or required in a role
Purpose	Provide direction, motivation, and a benchmark for success	Establish what is acceptable and guide day-to-day actions
Characteristics	SMART (Specific, Measurable, Achievable, Relevant, Time-bound)	Broad, ongoing, and not necessarily time-bound
Scope	Specific objectives	General guidelines
Timeframe	Defined deadline	Ongoing
Measurement	Tracked more objectively	Evaluated more subjectively
Flexibility	Can change based on progress	More consistent over time
Focus	Achievement-based	Behavior- and performance-based

THE RIGHT WAY TO HOLD PEOPLE ACCOUNTABLE

Clear Expectations	Clear Capability	Clear Measurement	Clear Feedback	Clear Consequences
<ul style="list-style-type: none"> • Crystal clarity about the outcome you're looking for, how you'll measure success, and how people should go about achieving the objective. • It doesn't all have to come from you. The more skilled your people are, the more ideas and strategies should be coming from them. • Have a genuinely two-way conversation, and before it's over, ask the other person to summarize the important pieces – the outcome they're going for, how they are going to achieve it, and how they'll know whether they're successful – to make sure you're ending up on the same page. • Asking them to write out a summary is a good idea but doesn't replace saying it out loud. 	<ul style="list-style-type: none"> • What skills does the person need to meet the expectations? • What resources will they need? • If the person does not have what's necessary, can they acquire what's missing? • If so, what's the plan? If not, you'll need to delegate to someone else. Otherwise you're setting them up for failure. 	<ul style="list-style-type: none"> • During the expectations conversation, you should agree on weekly milestones with clear, measurable, objective targets. • If any of these targets slip, jump on it immediately. • Brainstorm a solution, identify a fix, redesign the schedule, or respond in some other way that gets the person back on track. 	<ul style="list-style-type: none"> • Honest, open, ongoing feedback is critical. People should know where they stand. • If you have clear expectations, capability, and measurement, the feedback can be fact-based and easy to deliver. • Is the person delivering on commitments? • Is the person working well with the other stakeholders? • If the person needs to increase her capability, is the person on track? • The feedback can also go both ways – is there something you can be doing to be more helpful? • Give feedback weekly, and remember it's more important to be helpful than nice. 	<ul style="list-style-type: none"> • Repeat, Reward, or Release • Repeat the steps above if you feel that there is still a lack of clarity in the system. • If the person succeeded, you should reward them appropriately (acknowledgement, praise, etc.). • If they have not proven accountable and you are reasonably certain that you followed the previous four steps, then they are not a good fit for the role, and you should release them from it (change roles, exit them, etc.).

EXPECTATION FUNDAMENTALS

- ☐ Gain crystal clarity about the outcome you're looking for, how you'll measure success (e.g., milestones, targets), and how people should go about achieving the objective.
- ☐ Remember, it doesn't all have to come from you ... The more skilled your people are, the more ideas and strategies should be coming from them.
- ☐ Have a genuinely two-way conversation, and before it's over, ask the other person to summarize the important pieces – the outcome they're going for, how they are going to achieve it, and how they'll know whether they're successful – to make sure you're ending up on the same page.
- ☐ Asking them to write out a summary is a good idea but doesn't replace saying it out loud.



ACTIVE LISTENING



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