

# JAY PEAK LEADERSHIP SERIES 2025



DEVELOPING THE NEXT GENERATION OF JAY PEAK LEADERSHIP

# 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.



# JAY PEAK LEADERSHIP SERIES 2025

✓ Session I (January)	✓ Session II (February)	Session III (April)	Session IV (May)	Session IV (June)	Session IV (July)	Example Future Sessions
<b>Leading with Authenticity Through Emotional Intelligence</b> <ul style="list-style-type: none"> <li>○ Self-Awareness</li> <li>○ Self-Management</li> <li>○ Social Awareness (Empathy)</li> <li>○ Relationship Management (Social Skills)</li> </ul>	<b>Fostering Engaged Employees by Connecting to Purpose</b> <ul style="list-style-type: none"> <li>○ Setting Goals &amp; Expectations</li> <li>○ Recognizing Success</li> <li>○ Giving Constructive Feedback</li> <li>○ Receiving Feedback</li> </ul>	<b>Communicating and Influencing with Impact</b> <ul style="list-style-type: none"> <li>○ Verbal Communication</li> <li>○ Active Listening</li> <li>○ Written Communication</li> </ul>	<b>Coaching for Success</b> <ul style="list-style-type: none"> <li>○ Delegating for Development</li> <li>○ Growing Employee Capability</li> <li>○ Enabling a Learning and Continuous Improvement Culture</li> </ul>	<b>Creating a Fearless Team</b> <ul style="list-style-type: none"> <li>○ Building trust</li> <li>○ Psychological safety</li> <li>○ Dependability</li> <li>○ Structure &amp; clarity</li> <li>○ Meaning</li> <li>○ Purpose</li> </ul>	<b>Managing Productive Conflict</b> <ul style="list-style-type: none"> <li>○ Conflict Model principles.</li> <li>○ Separate people from problems and focus on interests</li> <li>○ Brainstorm creative solutions and use objective criteria</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Solving Problems to Root Cause</b></li> <li>▪ <b>Making High Impact Decisions</b></li> <li>▪ <b>Driving Change Through Personal Resilience</b></li> </ul>

# RECAP FROM SESSION #1



- ❑ 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

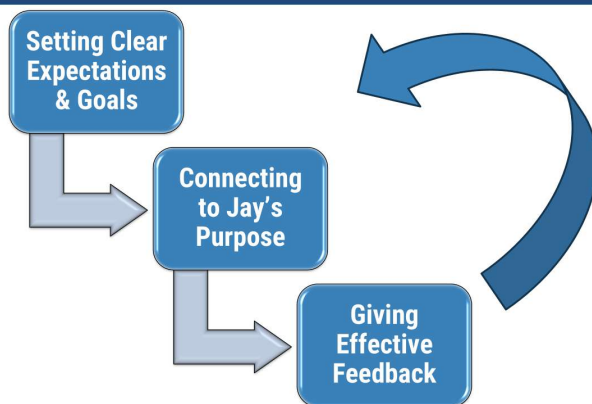


# RECAP FROM SESSION #2

98% responded favorably to: “The session provided actionable tactics that I can immediately apply in my role.”

## Fostering Engaged Employees Session #2

### HELPING YOUR EMPLOYEES SUCCEED



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### THE GALLUP 12 ... 12 ELEMENTS OF GREAT MANAGING

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

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# Communicating and Influencing with Impact

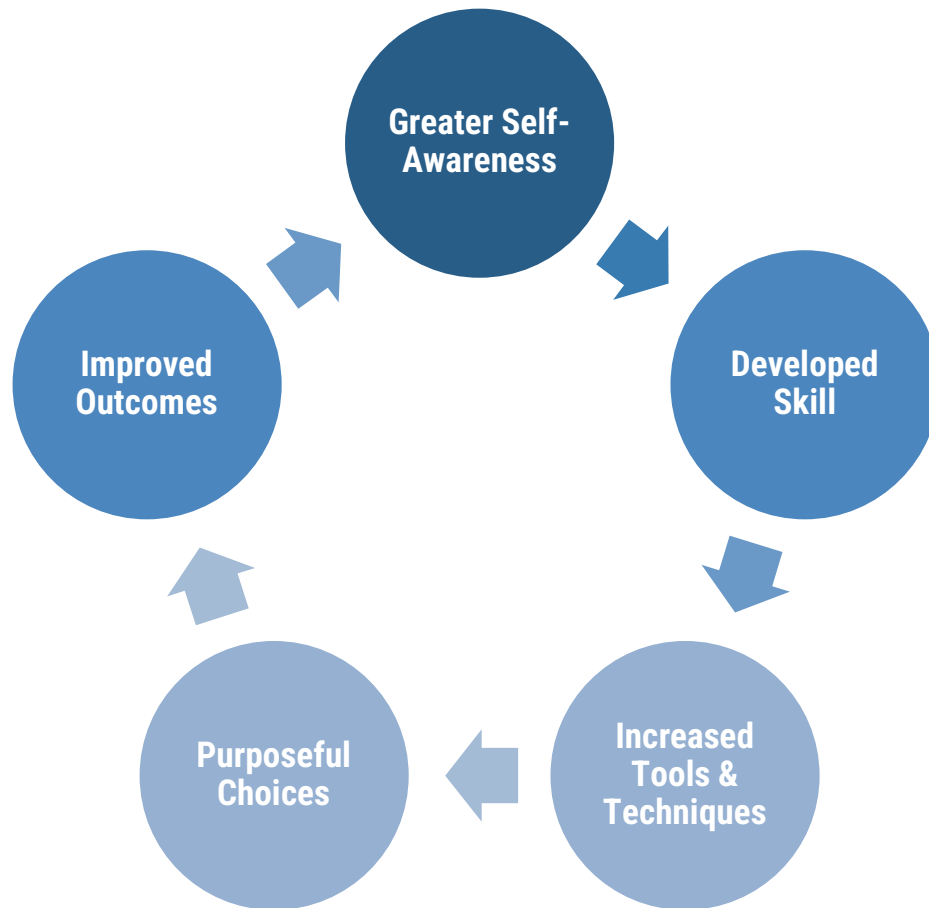
## Session #3

## DISCUSSION QUESTION



Why focus on  
impactful  
communication  
and influence?

# WHY FOCUS ON IMPACTFUL COMMUNICATION AND INFLUENCE?





# TODAY'S SESSION OBJECTIVES

**After this leadership session, you will be able to:**

- Understand key principles of effective communication and influence.
- Develop strategies for persuasive messaging and impactful delivery.
- Convey confidence and authenticity using the elements of body language,
- Understand the importance of active listening in effective communication.
- Enhance active listening skills and practice techniques in different scenarios.
- Recognize barriers to active listening and how to overcome them.
- Understand key principles of effective written communication.
- Recognize common pitfalls and how to avoid them.

# SESSION AGENDA

- ☐ **Impactful Verbal Communication**
- ☐ **Human Influence Model**
- ☐ **Communication Methods**
- ☐ **Foundations of Effective Communication**
- ☐ **Elements of Body Language**
- ☐ **Conveying Confidence and Authenticity**
- ☐ **Applications of Active Listening**
- ☐ **Impactful Written Communication**
- ☐ **Connection to Emotional Intelligence and the Gallup 12**

# ACTIVITY # 1



Pair up!

Take 15 seconds to think and then 60 seconds to share your answer.

*What's your favorite hobby and why?*

## ACTIVITY #2



Pair up! (New)

Take 15 seconds to think and then  
60 seconds to share your answer.

*What's your favorite band and why?*



## DISCUSSION QUESTION

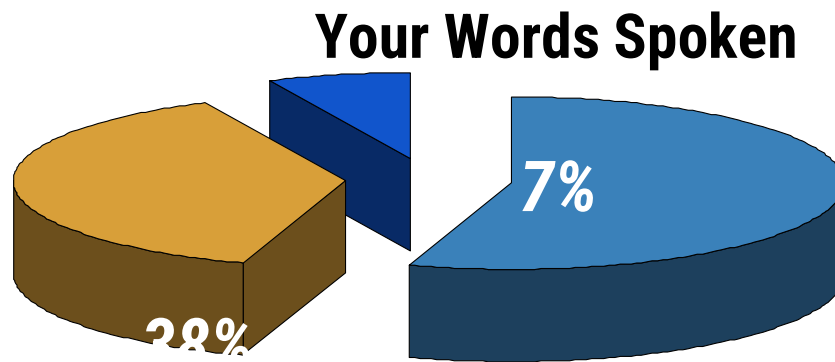


How did that go?

What felt  
comfortable?  
What didn't?

# **Impactful Verbal Communication**

# HUMAN INFLUENCE ... THE 7-38-55 RULE



**Your Body  
Language**

**How You Deliver  
Your Message**





From A. Mehrabian (1971) Silent Messages

# WE HAVE CHOICES IN HOW WE CONNECT ... CHOSE WISELY





# EXERCISE: CHOOSING THE RIGHT COMMUNICATION METHOD

<b>Urgent issue requiring immediate action</b>		<b>Phone call or instant messaging</b>
<b>Complex discussion requiring clarity</b>		<b>Face-to-face or video call</b>
<b>Providing detailed instructions</b>		<b>Email or project management tool</b>
<b>Giving feedback or addressing conflict</b>		<b>Face-to-face or video call</b>
<b>Quick updates or informal collaboration</b>		<b>Instant messaging or team chat</b>
<b>Company-wide announcement</b>		<b>Email, intranet, or newsletter</b>
<b>Project tracking and task management</b>		<b>Project management tool</b>
<b>Legal or formal business communication</b>		<b>Email or official documentation</b>

## DISCUSSION QUESTION



What are the  
foundations of  
effective  
communication?

# FOUNDATIONS OF EFFECTIVE COMMUNICATION



## DISCUSSION QUESTION



What are the key elements of body language that impact how our communication is received?



# THE ELEMENTS OF BODY LANGUAGE (1 OF 2)

- ☐ Facial Expressions
- ☐ Eye Contact
- ☐ Posture
- ☐ Gestures
- ☐ Proximity (Personal Space)



# THE ELEMENTS OF BODY LANGUAGE (2 OF 2)

- ☐ **Tone of Voice**
- ☐ **Mirroring**
- ☐ **Head Movements**
- ☐ **Fidgeting and Nervous Habits**
- ☐ **Handshakes and Touch**



# WHO WOULD YOU RATHER BE? WHY?



## DISCUSSION QUESTION



How do you convey  
confidence &  
authenticity when  
you are  
communicating?

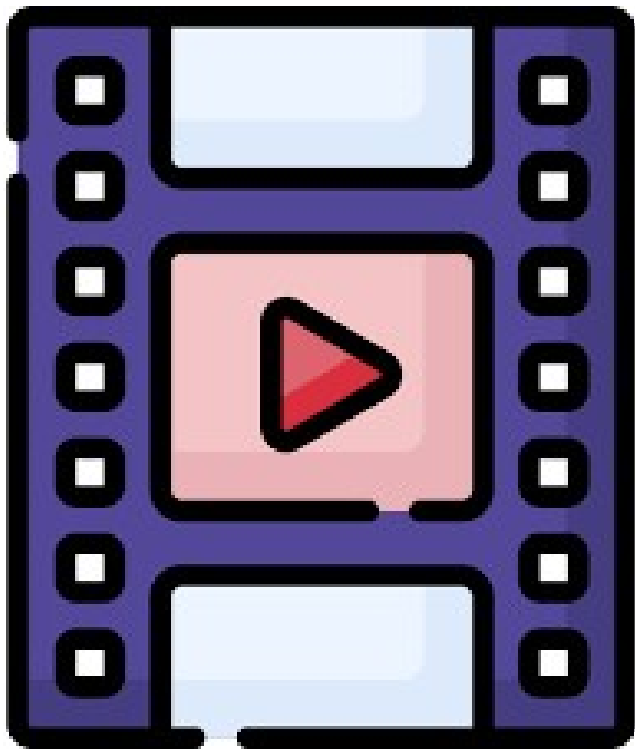


# CONVEYING CONFIDENCE & AUTHENTICITY

- ❑ **Use Strong and Clear Speech**
  - Speak at a steady pace, project your voice, eliminate fillers, be concise
- ❑ **Control Your Body Language**
  - Stand tall with good posture, use purposeful gestures, maintain eye contact
- ❑ **Master Your Tone and Vocal Variety**
  - Lower your pitch slightly, control your pauses, match your energy to your message
- ❑ **Show Engagement and Presence**
  - Listen actively, mirror confident communicators, own the space
- ❑ **Prepare and Believe in Your Message**
  - Know your content, reframe nervousness as excitement, practice out loud



# VIDEO



## ACTIVITY # 3



Pair up! (New)

Take 30 seconds to think and then  
120 seconds to share your answer.

*If I could have dinner with one  
historical figure ...*

## DISCUSSION QUESTION



How did that go?

What did you do  
differently?

What felt better? Didn't?

# Active Listening

## DISCUSSION QUESTION



What are some common barriers to listening?

How do we overcome them?

# THE 3 KEY APPLICATIONS OF ACTIVE LISTENING



## Attending

- Giving full body language and presence

## Understanding

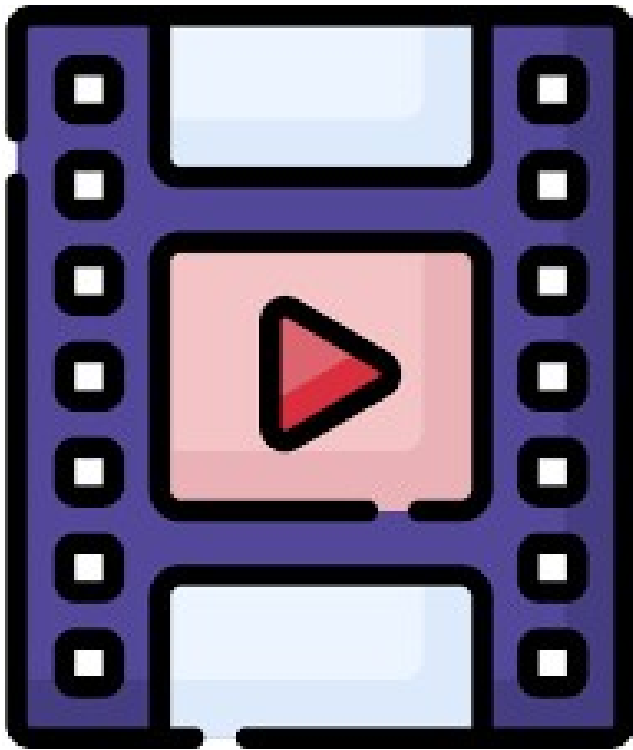
- Asking clarifying, open-end questions and summarizing

## Responding

- Paraphrasing, validating emotions, reflecting feelings and providing thoughtful responses



# VIDEO





## Exercise Format:

## Speaking and Listening to Others

## Triads

### Person A (The Speaker)

Demonstrate  
effective  
communication

Try to understand the  
active listener's point  
of view

Leverage what you  
learned about  
effective verbal  
communication

### Person B (The Active Listener)

Demonstrate  
effective active  
listening

Try to understand  
the speaker's point  
of view

Leverage what you  
learned about  
effective active  
listening

### Person C (The Observer)

Observe Person A  
(**The Speaker**) and  
complete the  
observer's  
worksheet

Observe Person B  
(**The Active  
Listener**) and  
complete the  
Observer's  
worksheet

# EVALUATION OF ACTIVE LISTENER

*Check the box when demonstrated ...*

## Attending

Demonstrated  
Attentive Body  
Language

Demonstrated  
Presence

## Understanding

Asked  
Clarifying,  
Open-Ended  
Questions

Summarized

## Responding

Paraphrased

Acknowledged  
and Reflected  
Feelings /  
Emotions

List any other significant observations you have and what recommendations would you give to improve the listener's active listening skills:

# EVALUATION OF SPEAKER

*Check the box when demonstrated ...*

## Words Spoken

Clear

Structured

## Body Language

Expressive Facial Expressions

Good Eye Contact

Good Posture

Minimized Fidgeting

## Message Delivery

Confident

Good Tone & Vocal Variety

Minimized Verbal Fillers

List any other significant observations you have and what recommendations would you give to improve the speaker's communication skills:

# ACTIVITY # 4

Pair up!

Take 30 seconds to think and then 3-4 minutes to share your answer.

*Is technology making life better or worse?*

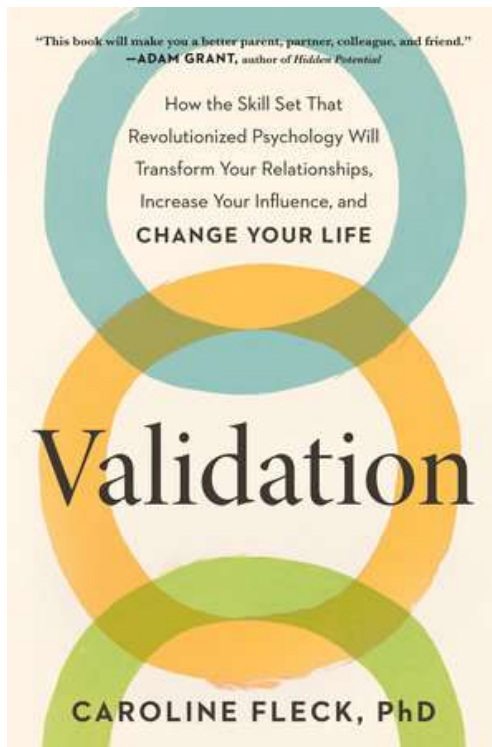
EVALUATION OF ACTIVE LISTENER			
Check the box when demonstrated ...			List any other significant observations you have and what recommendations would you give to improve the listener's <u>active listening</u> skills:
<b>Attending</b>	<b>Understanding</b>	<b>Responding</b>	
<div>Demonstrated Attentive Body Language</div> <div>Demonstrated Presence</div>	<div>Asked Clarifying, Open-Ended Questions</div> <div>Summarized</div>	<div>Paraphrased</div> <div>Acknowledged and Reflected Feelings / Emotions</div>	

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EVALUATION OF SPEAKER			
Check the box when demonstrated ...			List any other significant observations you have and what recommendations would you give to improve the speaker's <u>communication</u> skills:
<b>Words Spoken</b>	<b>Body Language</b>	<b>Message Delivery</b>	
<div>Clear</div> <div>Structured</div>	<div>Expressive Facial Expressions</div> <div>Good Eye Contact</div> <div>Good Posture</div> <div>Minimized Fidgeting</div>	<div>Confident</div> <div>Good Tone &amp; Vocal Variety</div> <div>Minimized Verbal Fillers</div>	

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# VALIDATION



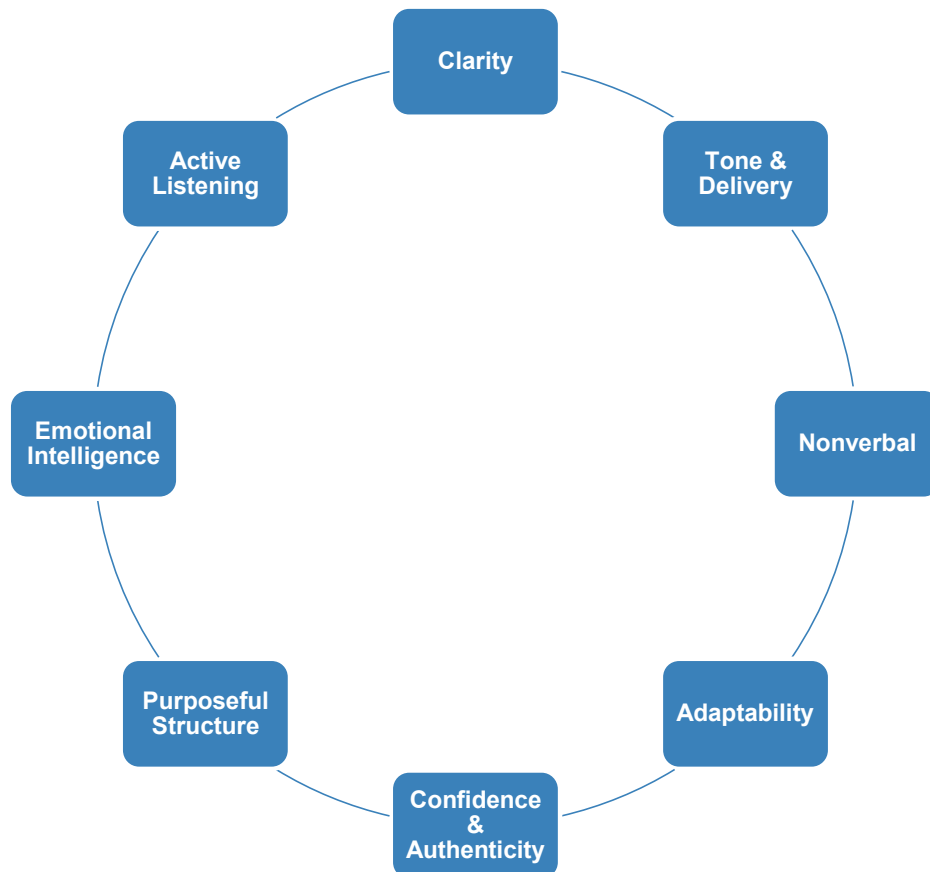
Conveys **mindfulness**, **understanding**, and **empathy**, demonstrating acceptance of another person's experience

Acknowledges the validity of someone's **feelings** or **perspectives** without necessarily endorsing them



# **Impactful Written Communication**

# FOUNDATIONS OF EFFECTIVE COMMUNICATION



Which ones apply to  
written  
communication?



## DISCUSSION QUESTION



What are the  
elements of  
impactful written  
communication?



# ELEMENTS OF IMPACTFUL WRITTEN COMMUNICATION (1 OF 2)

- ☐ **Clarity – Make It Easy to Understand**
- ☐ **Conciseness – Get to the Point Quickly**
- ☐ **Tone & Professionalism – Match the Context**
- ☐ **Audience Awareness – Tailor for Impact**



# ELEMENTS OF IMPACTFUL WRITTEN COMMUNICATION (2 OF 2)

- ❑ **Actionability – Make Next Steps Clear**
- ❑ **Readability & Formatting – Make It Easy to Scan**
- ❑ **Grammar & Proofreading – Avoid Mistakes**
- ❑ **Visual Appeal – Make It Engaging**



## DISCUSSION QUESTION



What are the do's  
and don'ts of text  
messaging at work?

# THINGS TO CONSIDER ... TEXT MESSAGING

- Be sure the audience is correct for the message / content
- Be mindful of timing
- Make sure that the message is appropriate for the channel
- Be consistent with your medium
- Minimize emojis and abbreviations and use wisely
- Be courteous, respectful, and professional
- Keep messages short / brief
- Be careful not to overuse
- Be aware of message tone



- Be clear, concise, and specific with the information you share
- Avoid discussing sensitive and complex topics
- Avoid sending bad news via text
- Don't text confidential information
- Address the audience first (say hi)
- Reply promptly
- Avoid overusing phones and texting
- If using voice-to-text, always proofread and check for errors
- Make sure group texts make sense for everyone

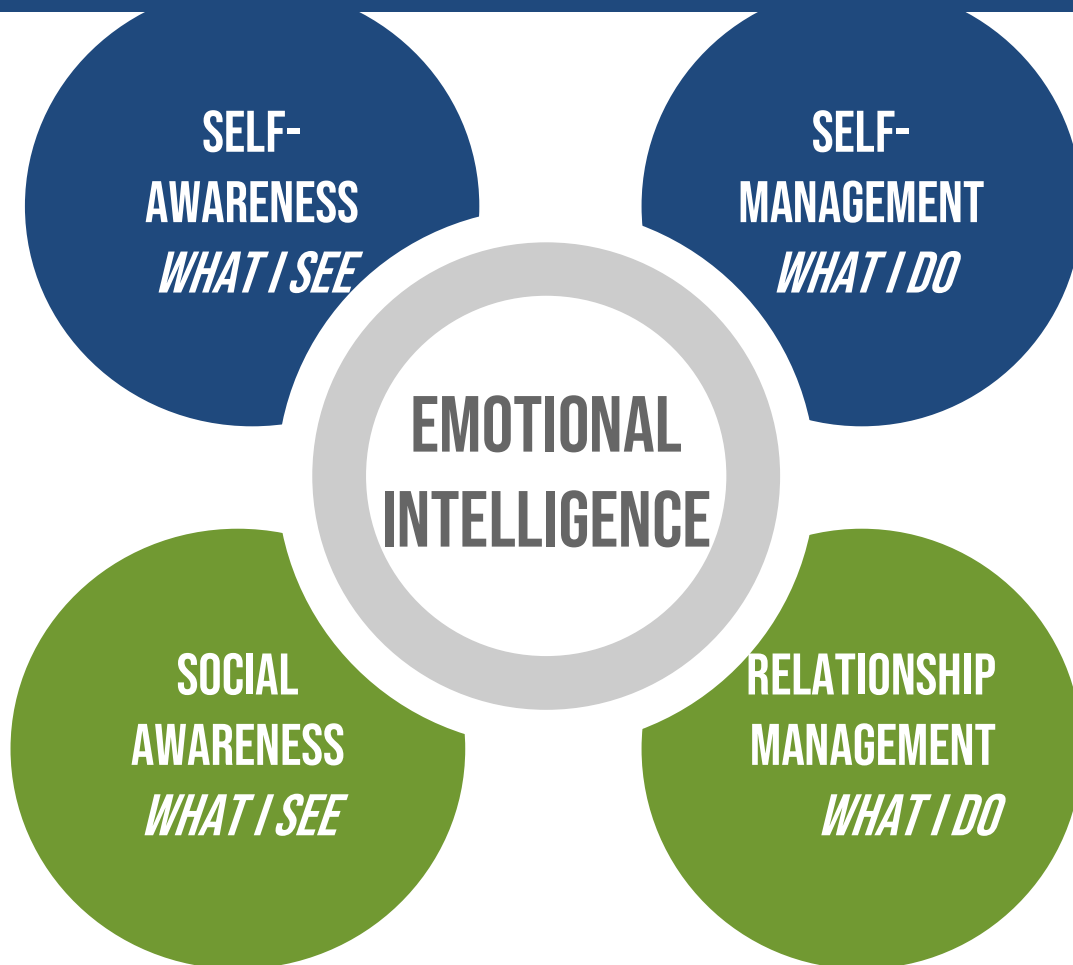
## DISCUSSION QUESTION

Where Does Emotional  
Intelligence Fit In?

Where Does Understanding  
Emotional Intelligence Help?



# THE FOUR ELEMENTS OF EMOTIONAL INTELLIGENCE



**PERSONAL COMPETENCE**

**FOCUS ON THE SELF**

**SOCIAL COMPETENCE**

**FOCUS ON OTHERS**

## DISCUSSION QUESTION

How about the Gallup 12?

The Gallup logo, featuring the word "GALLUP" in a serif font with a registered trademark symbol, set against a dark gray rectangular background.

GALLUP®

Where does it fit in?

# 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.

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(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.



# BRAINSTORM KEY TAKEAWAYS FROM SESSION #3



- ☐ .....
- ☐ .....
- ☐ .....
- ☐ .....
- ☐ .....