

JAY PEAK LEADERSHIP SERIES 2026



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 2025-2026

✓ Session #1 (January)	✓ Session #2 (February)	✓ Session #3 (April)	✓ Session #4 (June)	✓ Session #5 (October)	Session #6 (February)	Example Future Sessions
Leading with Authenticity Through Emotional Intelligence ○ Self-Awareness ○ Self-Management ○ Social Awareness (Empathy) ○ Relationship Management (Social Skills)						

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TODAY'S SESSION OBJECTIVES

After this leadership session, you will be able to:

- ☐ Support the Jay Peak **guest services standards and unreasonable hospitality** messages conveyed at employee orientation,
- ☐ Understand the latest findings on **employee engagement** and determine what you can do to ensure your teams are engaged, thriving, growing, and succeeding, and
- ☐ Understand your **conflict style and approach** and determine what you can do to practice conflict intelligence that drives higher engagement and performance in your teams.

Today's Session

**Guest Service
Standards and
Unreasonable
Hospitality**

**Employee
Engagement
Update**

**Managing
Productive
Conflict**

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RESORT ORIENTATION

2026 (4 Sessions)





THE JAY PEAK SERVICE STANDARD

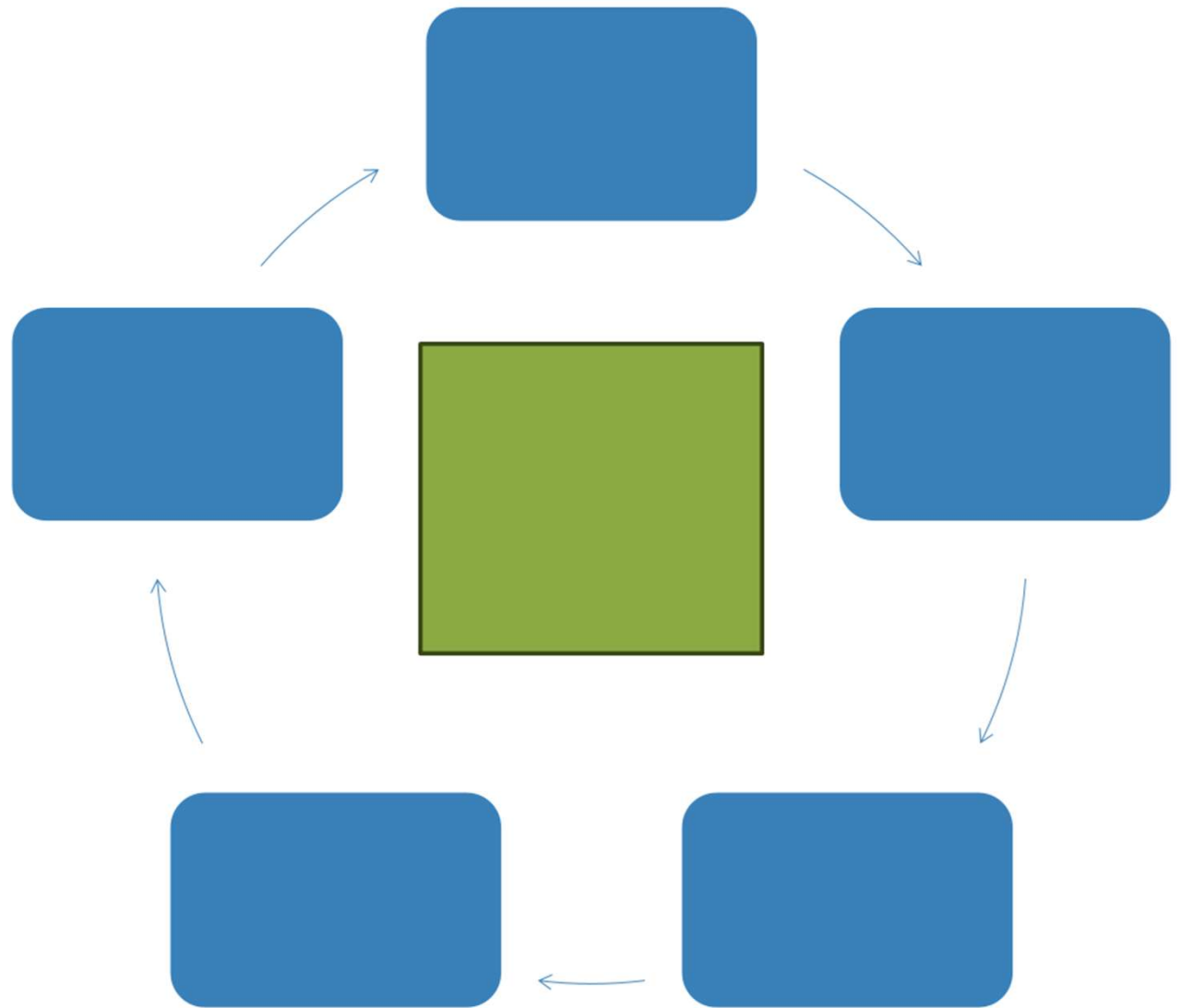
**GUEST
SERVICE**

MAKING CONNECTIONS

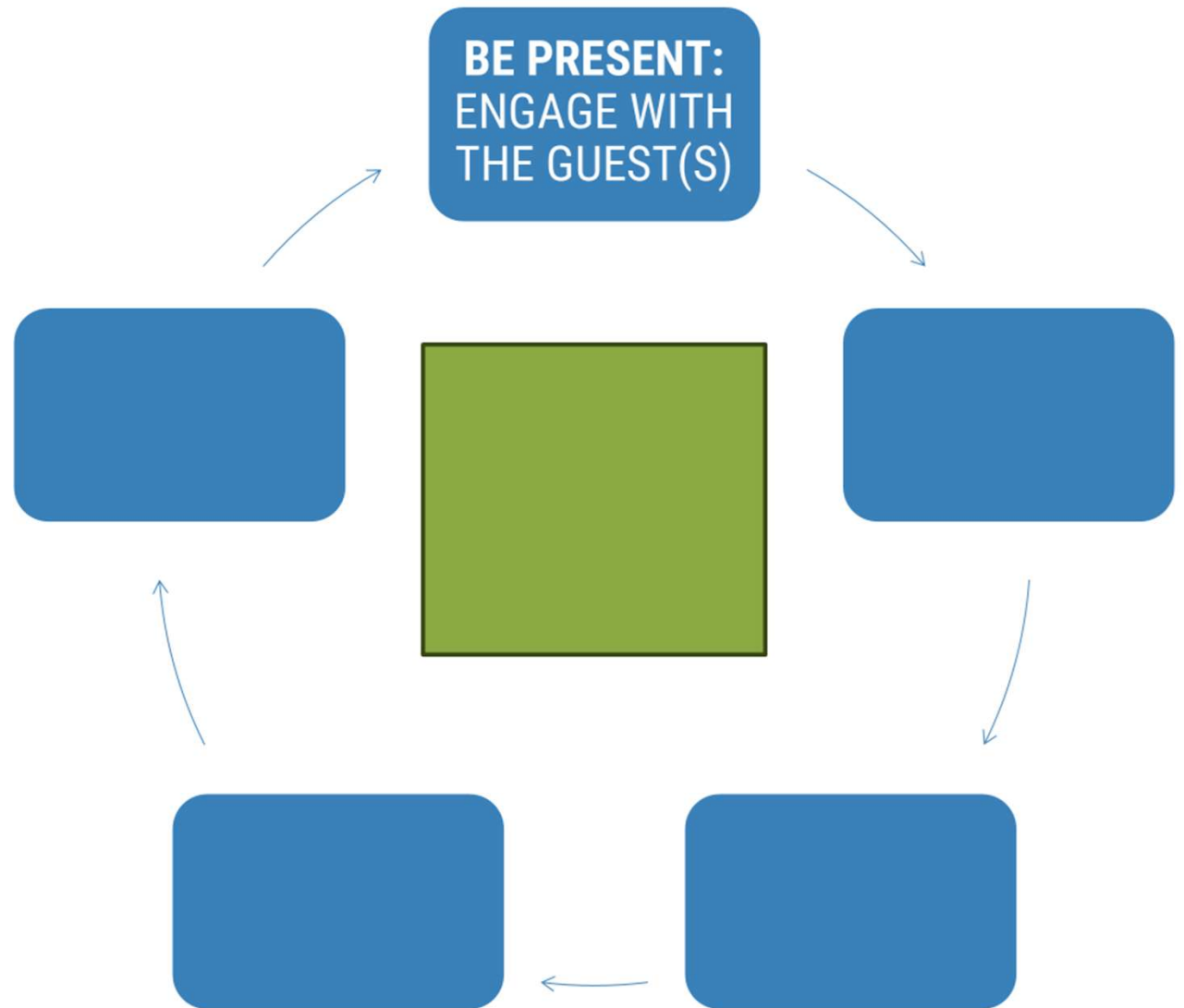
is paramount. 



OUR SERVICE STANDARDS



OUR SERVICE STANDARDS



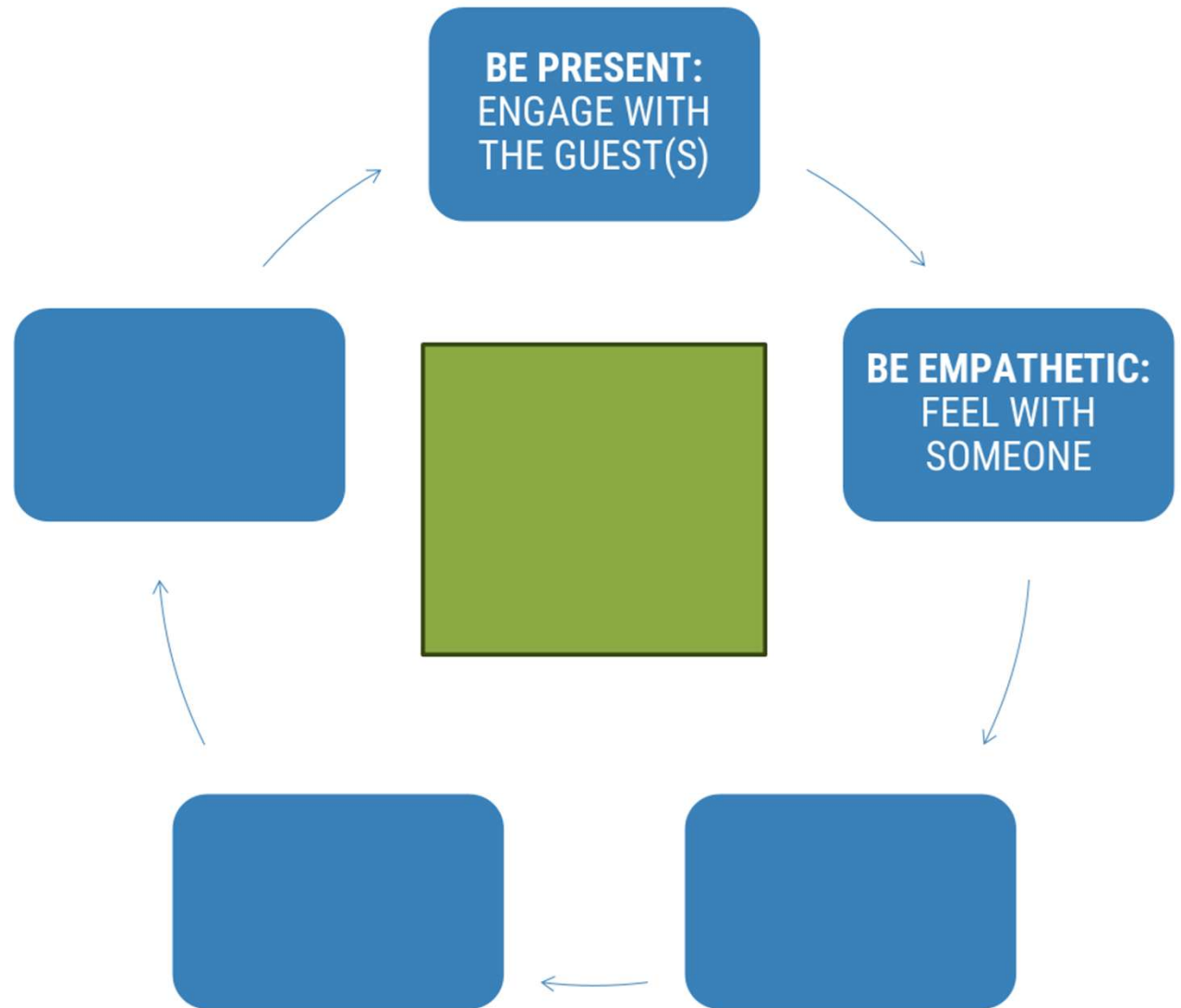
BE PRESENT:

ENGAGE WITH THE GUEST(S)

This standard ensures every guest feels **acknowledged** and **welcomed** across the resort.

- Acknowledge guests' **presence** and create a human **connection** by:
 - Eye contact
 - A warm, genuine smile
 - A verbal greeting (e.g., "Good morning," "Welcome to Jay Peak," or a simple "Hi")
 - A non-verbal greeting like a thumbs-up or wave.
 - Asking specific questions (e.g., "How are the conditions treating you today?"; "Is this your first time at Jay?")

OUR SERVICE STANDARDS



BE EMPATHETIC:

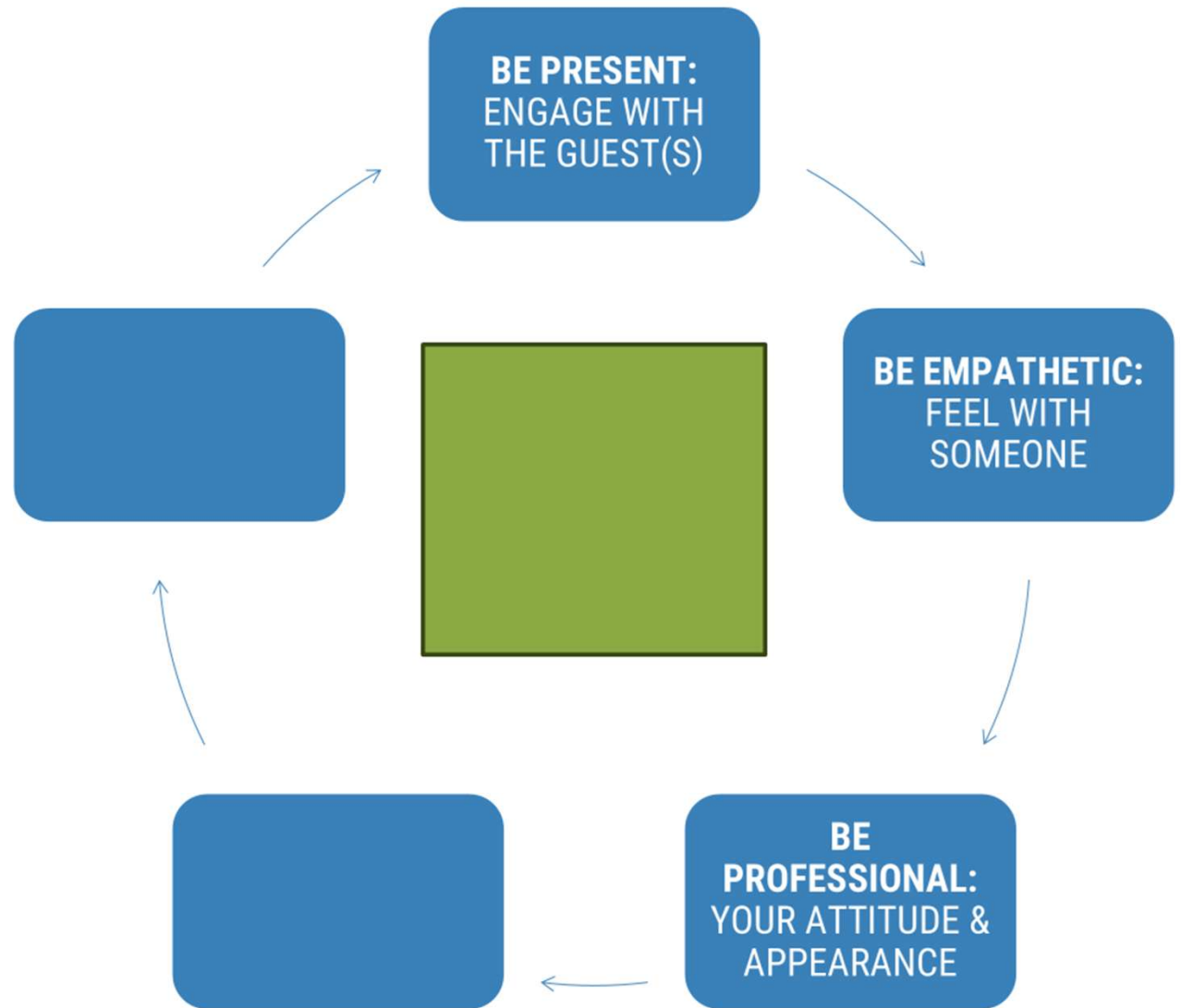
FEEL WITH SOMEONE

Active Listening: When a guest is speaking, stop what you are doing and dedicate your full attention. Paraphrase their statement / concern to confirm you understand before jumping to a next step or solution.

Practice this approach ...

- **Ear**: Listen for the "emotion" words (e.g., "worried," "frustrated," "confused").
- **Name**: Name the emotion back to them ("It sounds like you're feeling frustrated about the billing...").
- **Affirm**: Validate that their feeling is reasonable ("I would feel the same way if I saw that on my statement.").
- **Lead**: Lead them toward a solution ("Now, let's look at how we can fix it.").

OUR SERVICE STANDARDS



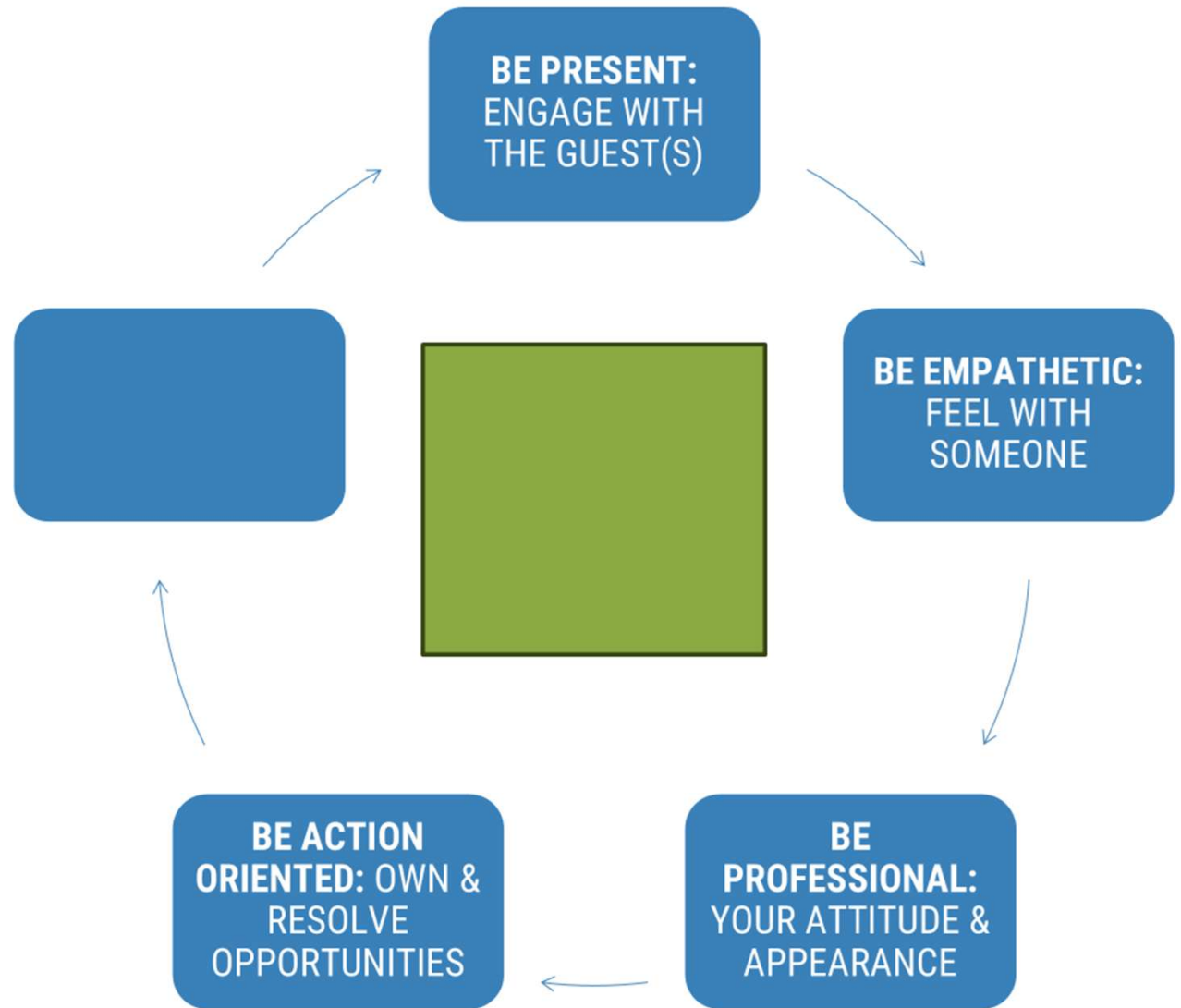
BE PROFESSIONAL:

YOUR ATTITUDE & APPEARANCE

Your personal conduct reflects directly on the entire resort experience.

- **Professional Appearance:** Be in clean, presentable uniform or attire appropriate for your role.
- **Positive Communication:** Maintain a friendly, enthusiastic, and helpful tone in all interactions, using positive language (e.g., "I can certainly help with that," instead of "I don't know").
- **Body Language:** Maintain open, welcoming body language. Avoid crossing your arms or pointing with a single finger. When giving directions, point with an open hand or walk the guest to where they need to go.

OUR SERVICE STANDARDS



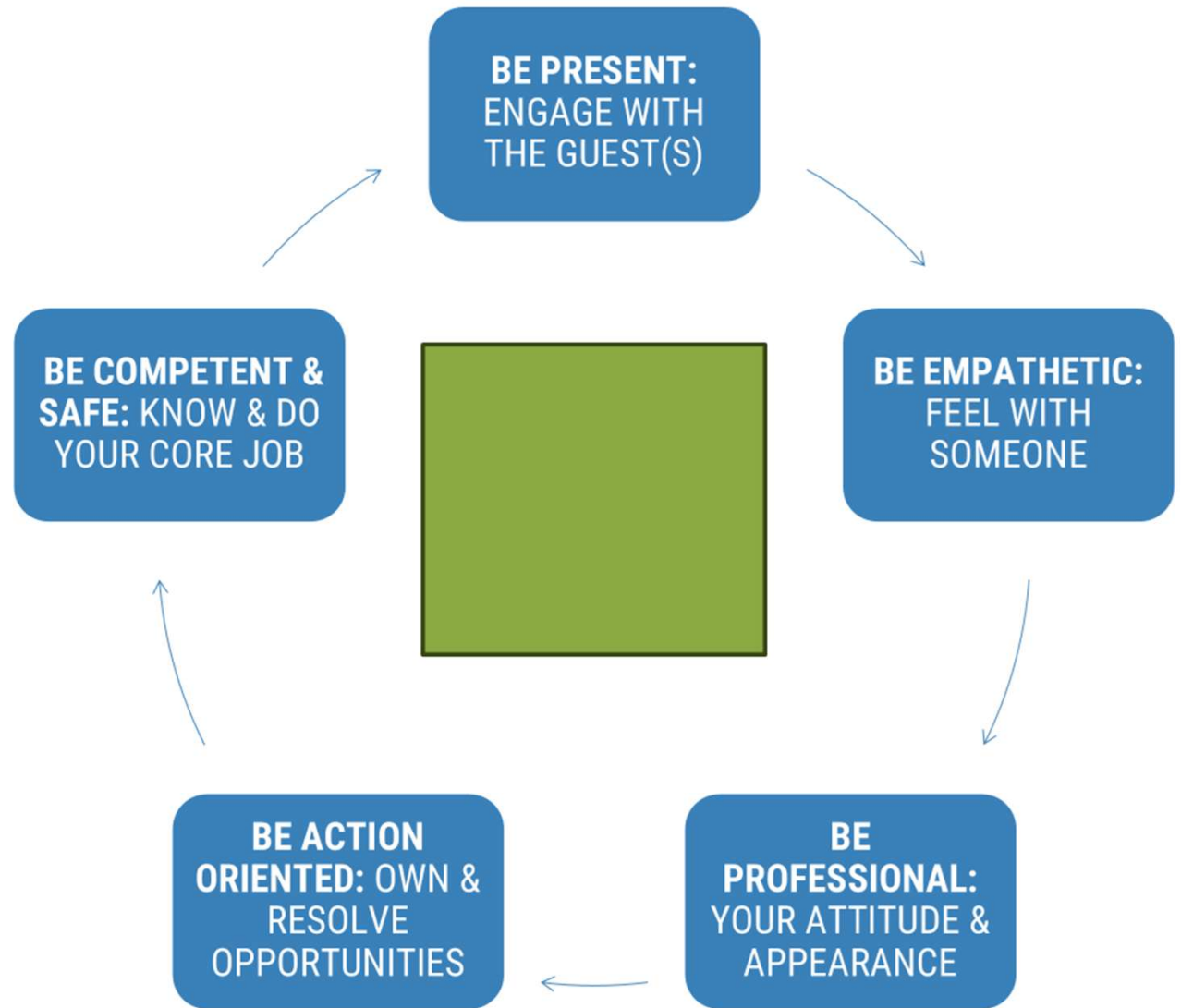
BE ACTION ORIENTED:

OWN & RESOLVE OPPORTUNITIES

A guest's **problem** is always our **opportunity**, regardless of department.

- **Take Ownership:** Never use the phrase "That's not my job." If a guest asks you a question or has an issue, own the first step of resolution. Do not hand off a guest without a solution or a clear next step.
- **The Follow-Through:** If you need to involve another department, you are responsible for making the connection. For example, connect with the other department first, provide the guest's information, and then introduce the guest to the solution or the person who will help.

OUR SERVICE STANDARDS



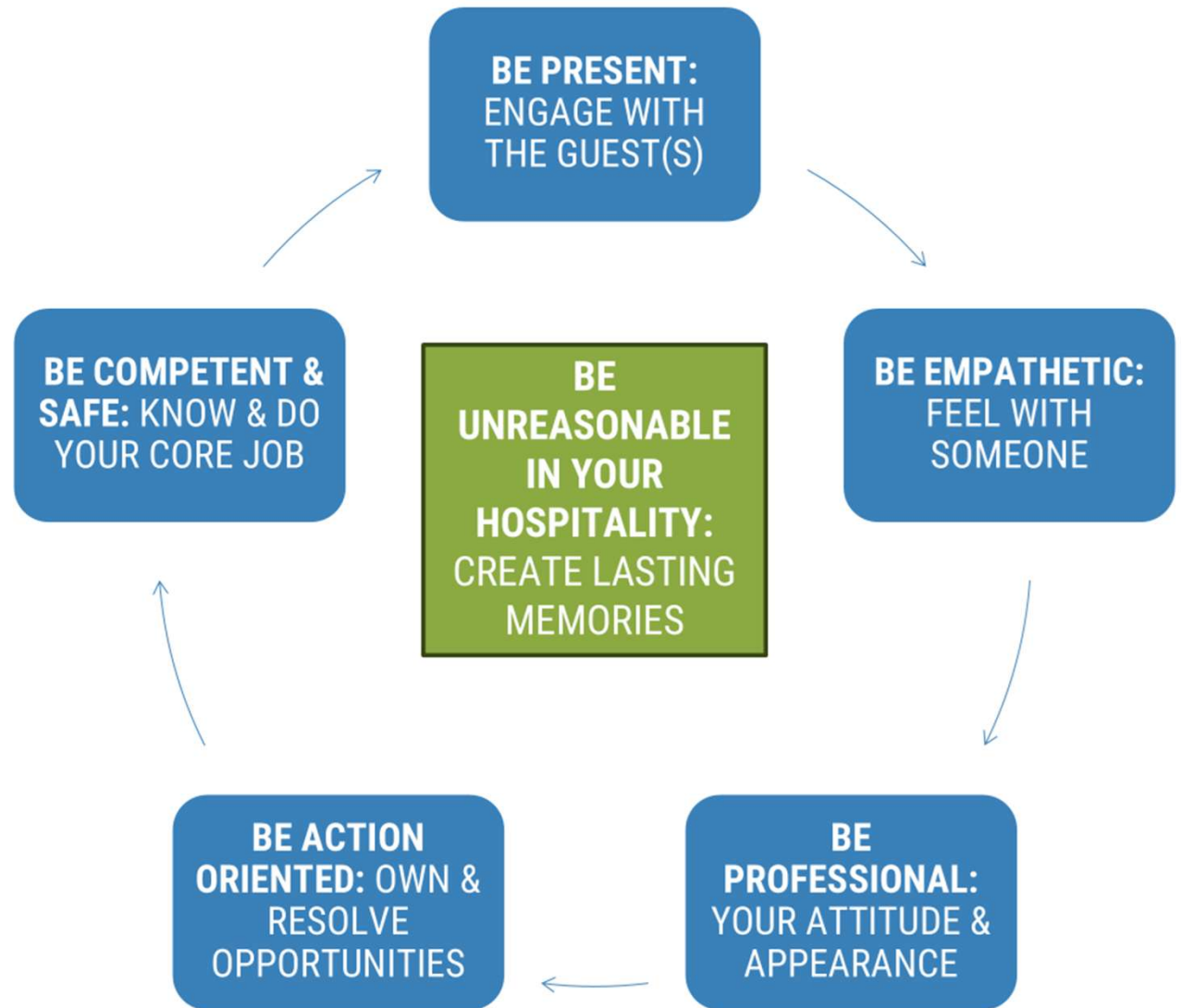
BE COMPETENT & SAFE:

KNOW & DO YOUR CORE JOB

Competence is the foundation of service; **safety** is the priority.

- **Know Your Product:** Have a basic understanding of the resort's key offerings: lift ticket prices, daily trail conditions, dining hours, and emergency procedures. If you don't know the answer, use your resources (e.g., website, social media, colleagues) to find it quickly.
- **Know Your Core Duties.** Be knowledgeable about and be able to perform the core duties of your job (see your job description).
- **Prioritize Safety:** Always be aware of your surroundings and any potential safety hazards for guests.

OUR SERVICE STANDARDS

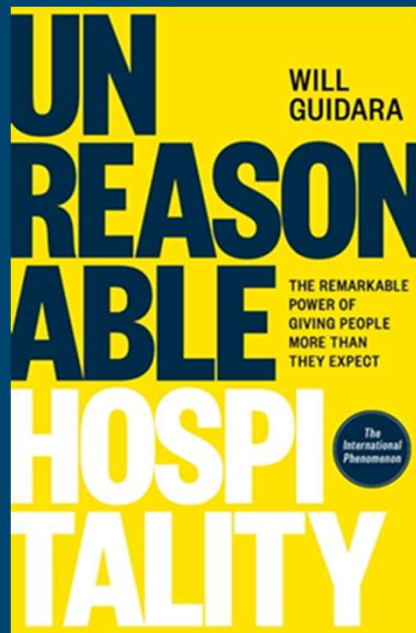




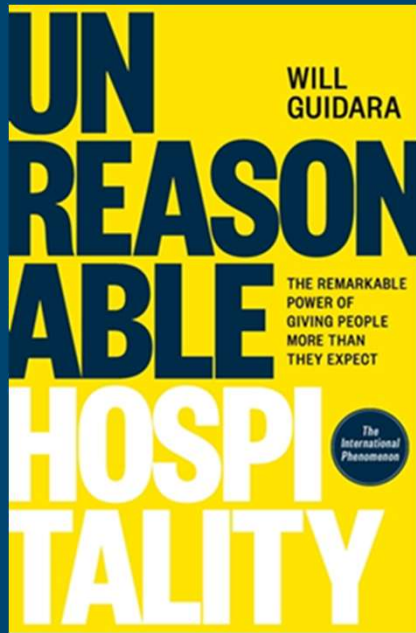
UNREASONABLE HOSPITALITY

UNREASONABLE HOSPITALITY:

VIDEO



UNREASONABLE HOSPITALITY:

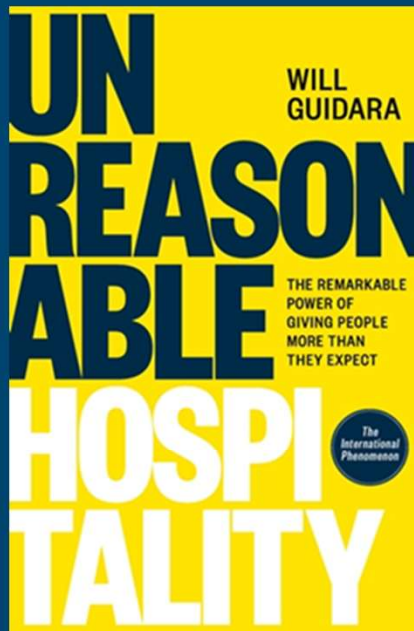


These five **standards** are our **baseline**. Unreasonable Hospitality is the choice to go above and beyond them ... The Jay Way.

- **Guest Service** is the technical execution of the job; doing the expected work correctly.
- **Hospitality** is how you make someone ***feel*** while doing that job (going beyond the expected... personalization, thoughtfulness, etc)... Living *The Jay Way*.

Make the choice to be relentless and creative and unbelievably intentional in pursuit of how you are making people feel.

UNREASONABLE HOSPITALITY “HOMEWORK”



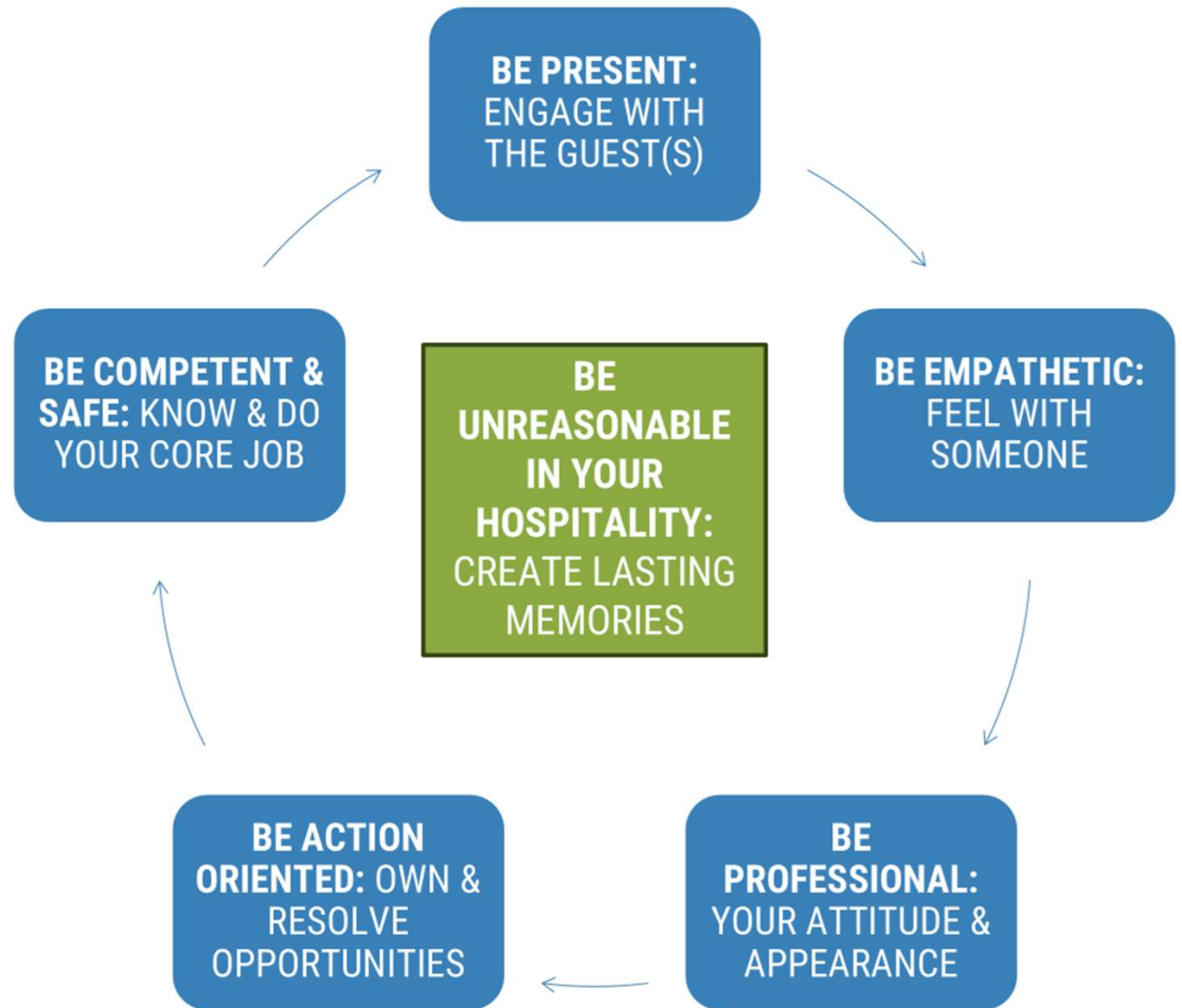
Watch the Netflix Series 7 Days Out Eleven Madison Park Episode



As you watch, notice:

- How often gestures are small
- How much listening happens before action
- How empowerment changes employee confidence
- Ask yourself: What is the Jay Peak version of this moment?

OUR SERVICE STANDARDS



Today's Session

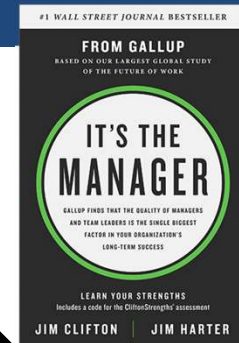
**Guest Service
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**Employee
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**Managing
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LEADER AND MANAGER BEHAVIORS MATTER!

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



Organizational Practices

Leader & Manager Behaviors

Engaged, Productive Employees

Satisfied, Loyal, Advocating Customers

Positive Business Outcomes

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

The 12 Elements of Great Leading / Managing

How Would I Personally Respond?

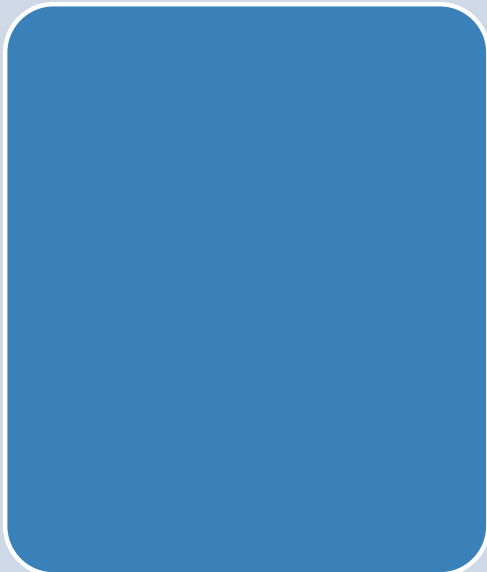
How Would I Think My Team Would Respond?

Instructions: For each statement, rate on a scale from 1 to 5 ... **1** = Strongly Disagree; **2** = Disagree; **3** = Neither Agree Nor Disagree; **4** = Agree; **5** = Strongly Agree

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.

HOW ARE ENGAGED EMPLOYEES DIFFERENT?

Engaged



Not Engaged



**Actively
Disengaged**



HOW ARE ENGAGED EMPLOYEES DIFFERENT?

Engaged

Highly involved in, committed, invested, and enthusiastic about their work and workplace; They are psychological "owners," drive high performance and innovation, and move the organization forward

Not Engaged

Actively Disengaged

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Highly involved in, committed, invested, and enthusiastic about their work and workplace; They are psychological "owners," drive high performance and innovation, and move the organization forward

Not Engaged

Present and disconnected; going through the motions; psychologically unattached to their work and company; because their engagement needs are not being fully met, they're putting time, but not energy or passion, into their work

Actively Disengaged

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Actively Disengaged

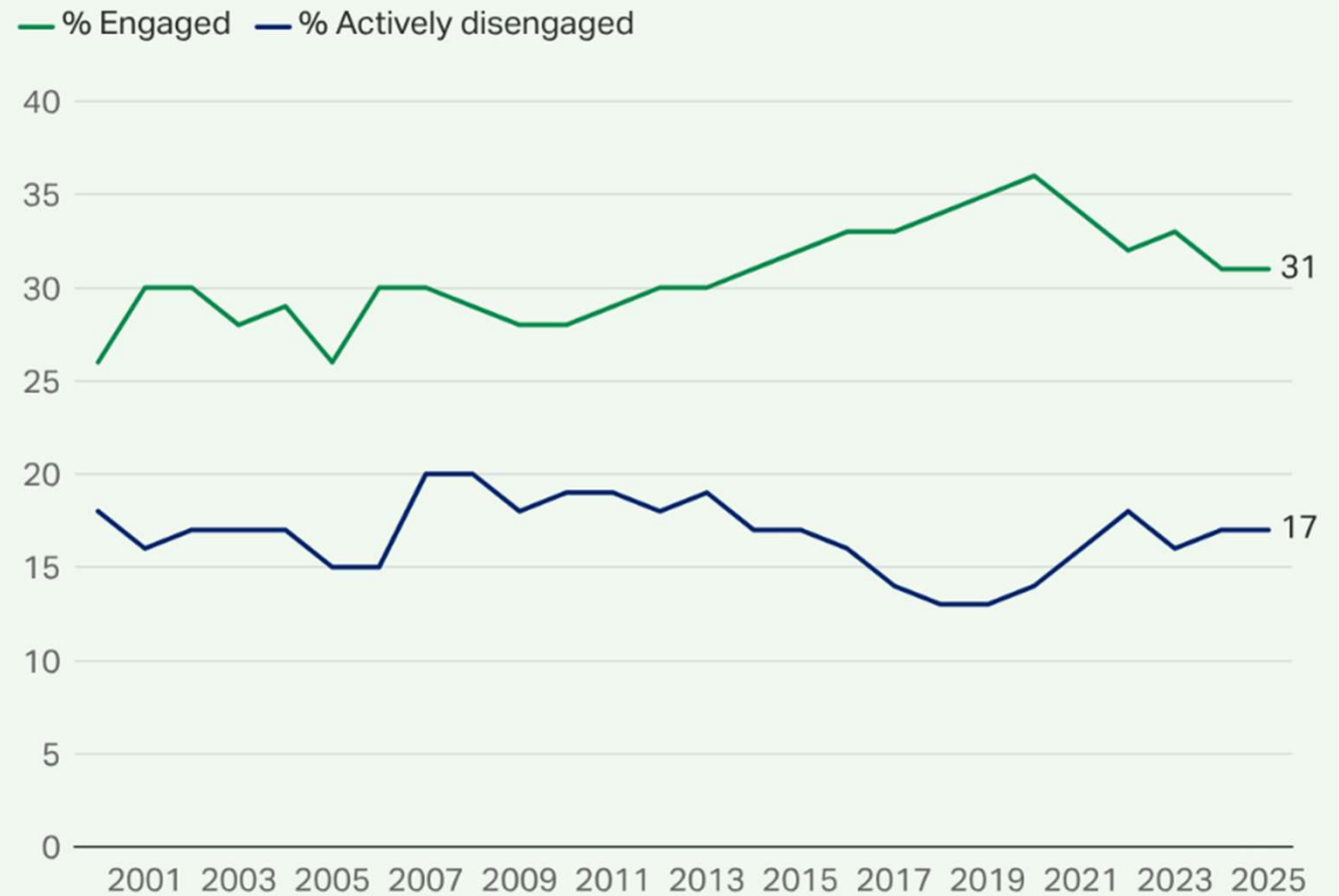
Aren't just unhappy at work; they are resentful that their needs aren't being met and are acting out their unhappiness; every day, these workers potentially undermine and harm what their engaged coworkers accomplish and team morale

GALLUP

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(1 of 5)

U.S. Employee Engagement Trend, Annual Averages



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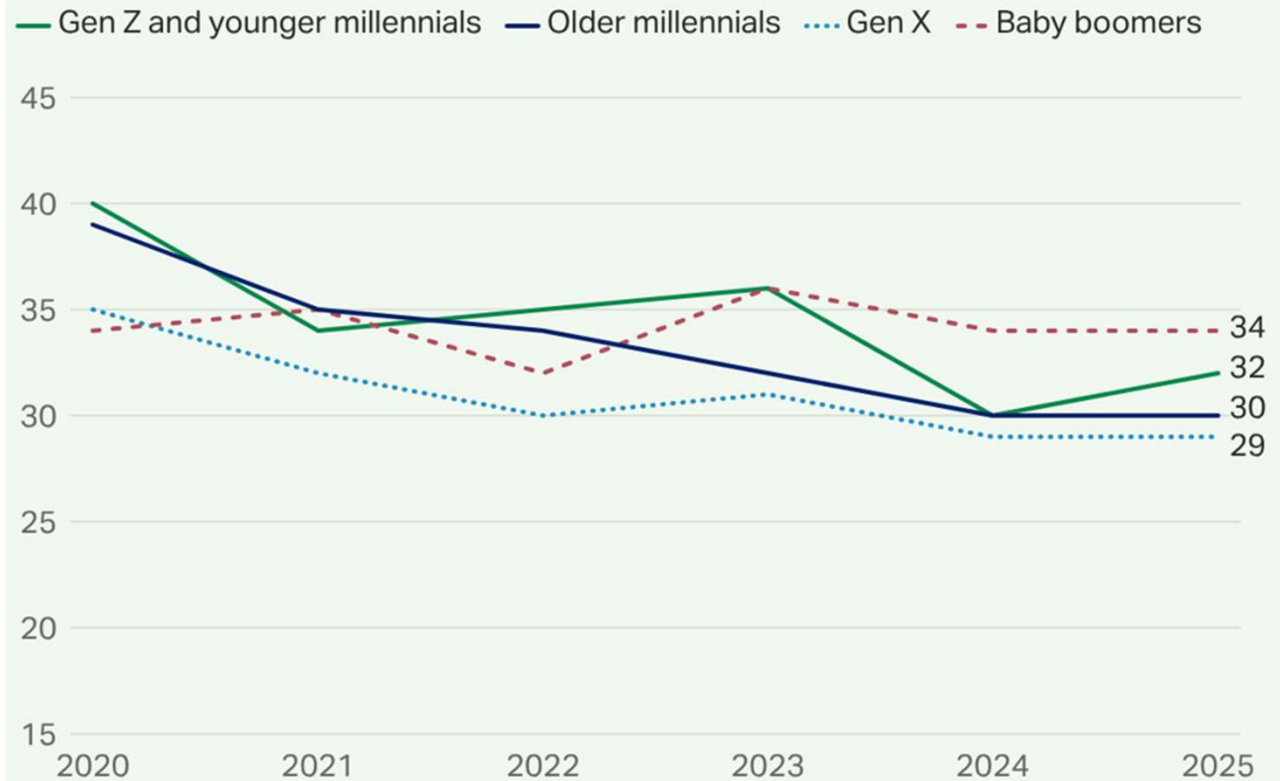
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(2 of 5)

U.S. Employee Engagement Trend, by Generation

% Engaged



U.S. workers aged 18 and older in Generation Z are combined with younger millennials (born 1989-1996) to meet sample size reporting standards. Older millennials are those who were born between 1980 and 1988.

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(3 of 5)

Employee Engagement Items With the Largest Decreases From 2020 to 2025, Among Gen Zers and Younger Millennials

% Strongly agree

	2020 %	2025 %	Change (pct. pts.)
My supervisor, or someone at work, seems to care about me as a person.	54	41	-13
This last year, I have had opportunities at work to learn and grow.	48	37	-11
I know what is expected of me at work.	51	42	-9
There is someone at work who encourages my development.	45	36	-9
The mission or purpose of my company makes me feel my job is important.	37	28	-9

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(4 of 5)

Employee Engagement Items With the Largest Decreases From 2020 to 2025, Among Older Millennials

% Strongly agree

	2020 %	2025 %	Change (pct. pts.)
My supervisor, or someone at work, seems to care about me as a person.	51	39	-12
This last year, I have had opportunities at work to learn and grow.	42	31	-11
There is someone at work who encourages my development.	41	31	-10
In the last six months, someone at work has talked to me about my progress.	40	31	-9
The mission or purpose of my company makes me feel my job is important.	38	30	-8
At work, my opinions seem to count.	34	26	-8

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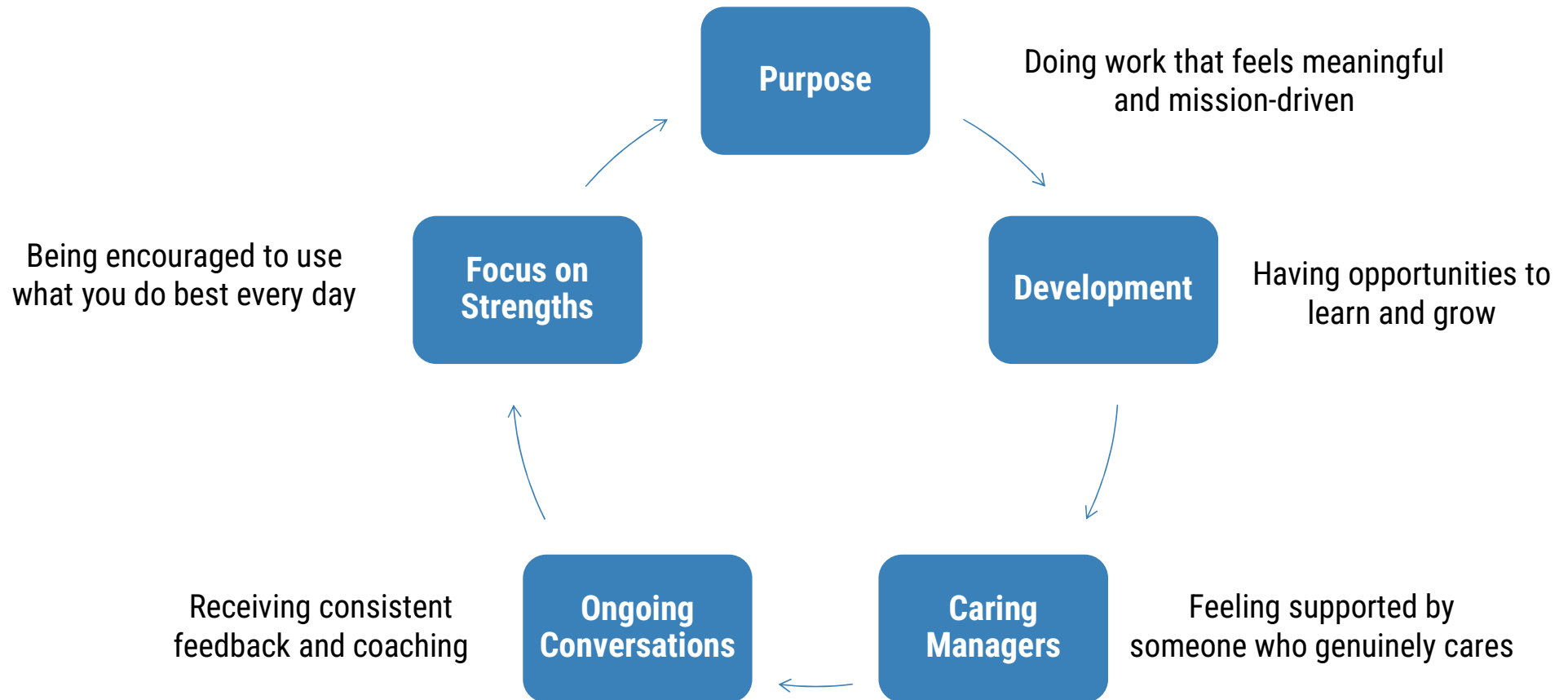
What Can You Do to Improve Engagement?

The 12 Elements of Great Leading / Managing

- Show your team that you care and they matter
- Clarify role expectations
- Develop and grow people
- Improve the day-to-day experience
- Create space for open, ongoing dialogue
- Recognize individual contributions in visible, personal ways
- Support each person's unique needs and strengths
- Provide BIF feedback ... behavior, impact, future
- Invite feedback and act on it

Communication and Connect with Intention

DRIVERS OF EMPLOYEE ENGAGEMENT



Today's Session

**Guest Service
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**Managing
Productive
Conflict**

**When You Hear the
Word Conflict, What
Shows Up for You?**

Is Work Conflict Good or Bad?

What Happens When Conflict is Avoided?

Conflict Management Capability Assessment

CONFLICT MANAGEMENT CAPABILITY ASSESSMENT

Instructions: For each statement, rate yourself on a scale from 1 to 5

1 = Rarely / Almost Never **2** = Sometimes **3** = Often **4** = Consistently / Almost Always

1. I address conflict early rather than waiting for it to resolve itself.
2. When emotions rise, I pause and regulate my own reaction before responding.
3. I clearly separate observable facts from assumptions or interpretations when discussing an issue.
4. I name tension or frustration directly instead of letting it remain unspoken.
5. I ask genuine, open-ended questions to understand the other person's perspective.
6. I demonstrate respect even when I strongly disagree with someone.
7. I focus on shared goals (e.g., safety, results, guest experience, team success) to realign the conversation.
8. I avoid blaming, labeling, or using absolutes (e.g., "always," "never") during conflict.
9. I ensure conflict conversations end with clear agreements and next steps.
10. After conflict, I follow up to confirm commitments and repair relationships if needed.

GROWTH MINDSET ASSESSMENT

34-40

Strong Capability

You consistently manage conflict in ways that build trust and drive results. Focus on coaching others.

26-33

**Solid /
Inconsistent**

You have the fundamentals but may struggle under pressure. Focus on preparation and naming tension earlier.

18-25

Developing

Conflict likely feels uncomfortable or draining. Prioritize self-regulation, curiosity, and structure.

10-17

At Risk

Conflict avoidance or escalation is likely impacting performance or relationships. Targeted coaching recommended.

SELF-REFLECTION: YOUR APPROACH TO CONFLICT

Your Initial Reactions	Your Strengths	Your Growth Opportunities	My Next Step Actions
○ How do you feel about your results (e.g., surprised, validated, confused)? ○ Do your score align with your self-perception? Why or why not?	○ What aspects of your approach are strong and where you want to be? ○ How do these strengths show up?	○ What aspects of your approach need more focused attention and is not quite where you want to be? ○ How might these areas be limiting your success or relationships?	○ Based on what you learned, you are going to commit to:

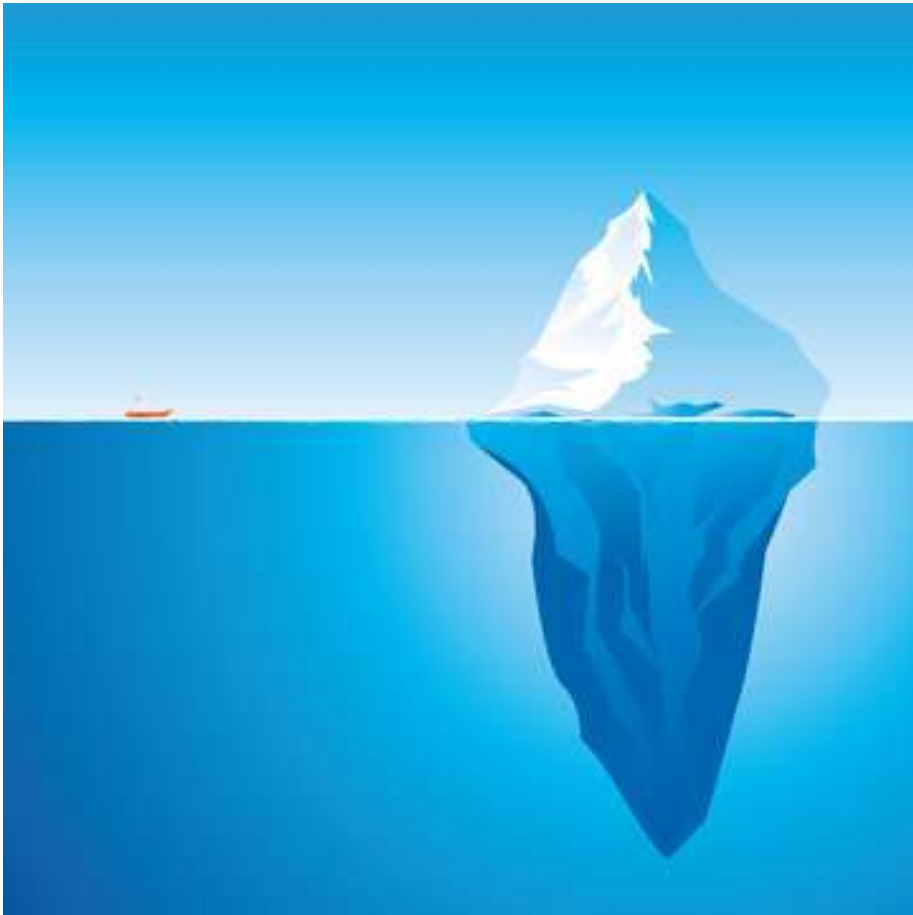
SMALL GROUP DISCUSSION

- ***Your Initial Reactions***
- ***Your Strengths***
- ***Your Growth Opportunities***
- ***My Next Step Actions***



What's Conflict Really About?

WHAT CONFLICT IS REALLY ABOUT?



Above the Surface ... What We Argue About

- Behavior
- Tone
- Deadlines
- Decisions

Below the Surface ... What Actually Drives It

- Values
- Identity
- Control / Power
- Respect
- Trust
- Fear

EXAMPLE: LIFT LINE ENFORCEMENT ON A POWDER DAY

Above the Surface (What People Argue About)	Below the Surface (What's Really Going On)
• A guest is angry they weren't allowed to "jump on" the last chair. • The lift attendant is accused of being rude. • Manager hears: "The employee needs better customer service."	 An illustration of an iceberg floating in the ocean. The tip of the iceberg, which is visible above the water line, is small and jagged. The much larger, submerged portion of the iceberg is visible below the water line, showing a complex, crystalline structure. The water is a deep blue, and the sky above is a lighter blue with some white clouds. This visual metaphor represents the hidden issues (below the surface) that are not immediately apparent from the visible arguments (above the surface).

EXAMPLE: LIFT LINE ENFORCEMENT ON A POWDER DAY

Above the Surface (What People Argue About)	Below the Surface (What's Really Going On)
• A guest is angry they weren't allowed to "jump on" the last chair. • The lift attendant is accused of being rude. • Manager hears: "The employee needs better customer service."	• Safety anxiety: Lift attendants know one mistake can shut down the lift. • Status expectations: Pass holders expect special treatment. • Role conflict: Employees feel torn between hospitality and rule enforcement. • Emotional load: Frontline staff absorb guest frustration all day.

Leadership Insight: The conflict isn't about tone—it's about authority, safety, and respect under pressure.

EXAMPLE #2: SEASONAL STAFF PERFORMANCE FEEDBACK

Above the Surface (What People Argue About)	Below the Surface (What's Really Going On)
• Supervisor avoids giving feedback. • Issue escalates after repeated mistakes. • Conversation becomes defensive.	 An illustration of an iceberg floating in the ocean. The tip of the iceberg, which is visible above the water line, is small and jagged. The much larger, submerged part of the iceberg is visible below the water line, showing a complex, crystalline structure. The water is a deep blue, and the sky above is a lighter blue with a few white clouds. This visual metaphor represents the concept that the visible part of a problem (the tip of the iceberg) is often much smaller than the underlying, hidden issues (the submerged part).

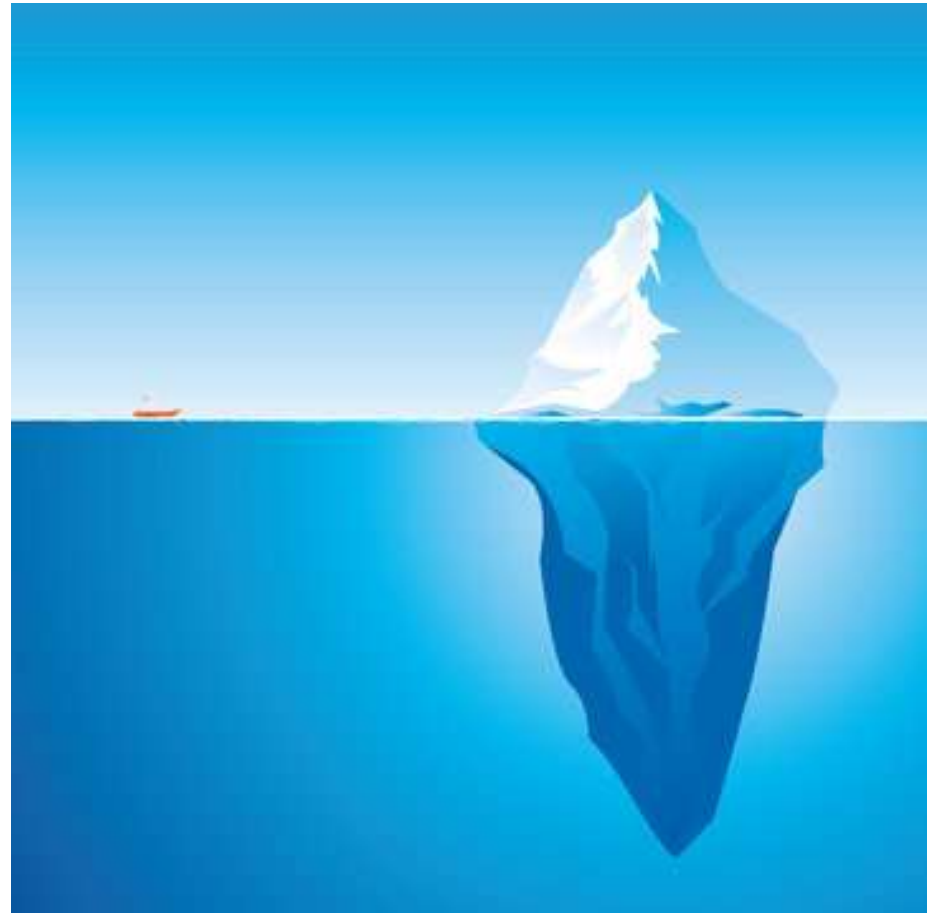
EXAMPLE #2: SEASONAL STAFF PERFORMANCE FEEDBACK

Above the Surface (What People Argue About)	Below the Surface (What's Really Going On)
• Supervisor avoids giving feedback. • Issue escalates after repeated mistakes. • Conversation becomes defensive.	• Conflict avoidance: Supervisor fears demotivating seasonal staff. • Short-term mindset: “They’re only here for the season.” • Lack of training: Leader doesn’t feel equipped. • Stress overload: Feedback feels like one more thing.

Leadership Insight: This isn’t about performance—it’s about leader confidence and skill.

EXERCISE: CONFLICT DECONSTRUCTION

- Think of a real conflict you're currently (or recently) avoiding or mishandling.”
 - ☐ What's the **surface** issue?
 - ☐ What's **underneath** the surface?
 - ☐ What might be **underneath** for the other person?



GROUP DISCUSSION

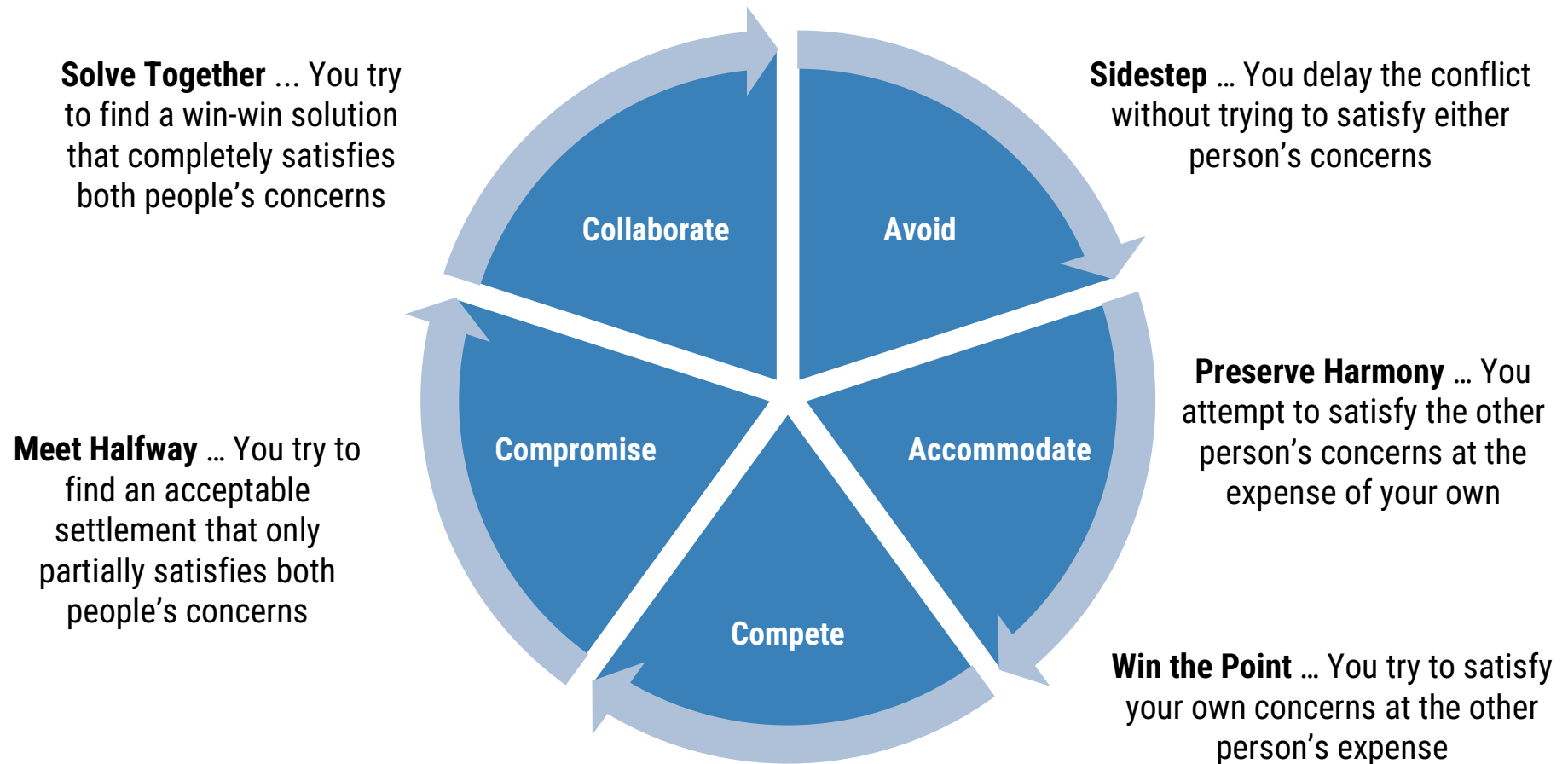
What was the conflict?

***What changed when
you looked below the
surface?***

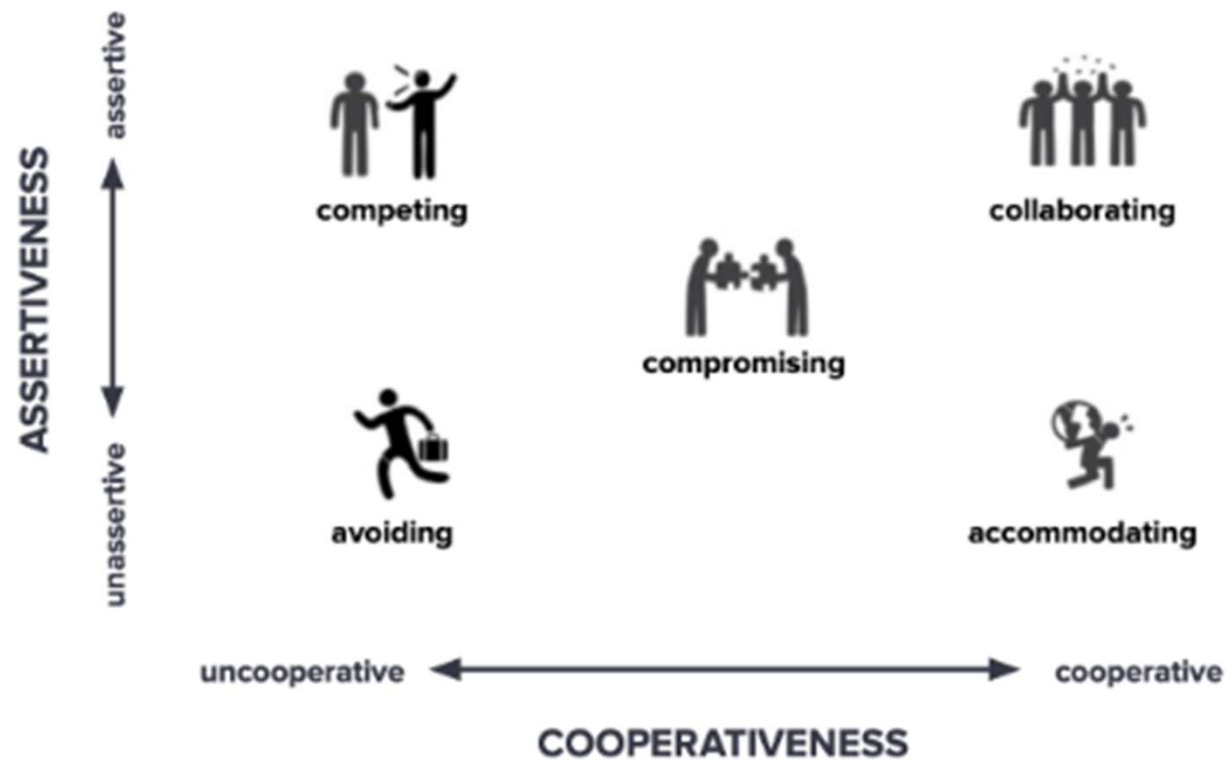


Conflict Styles / Modes

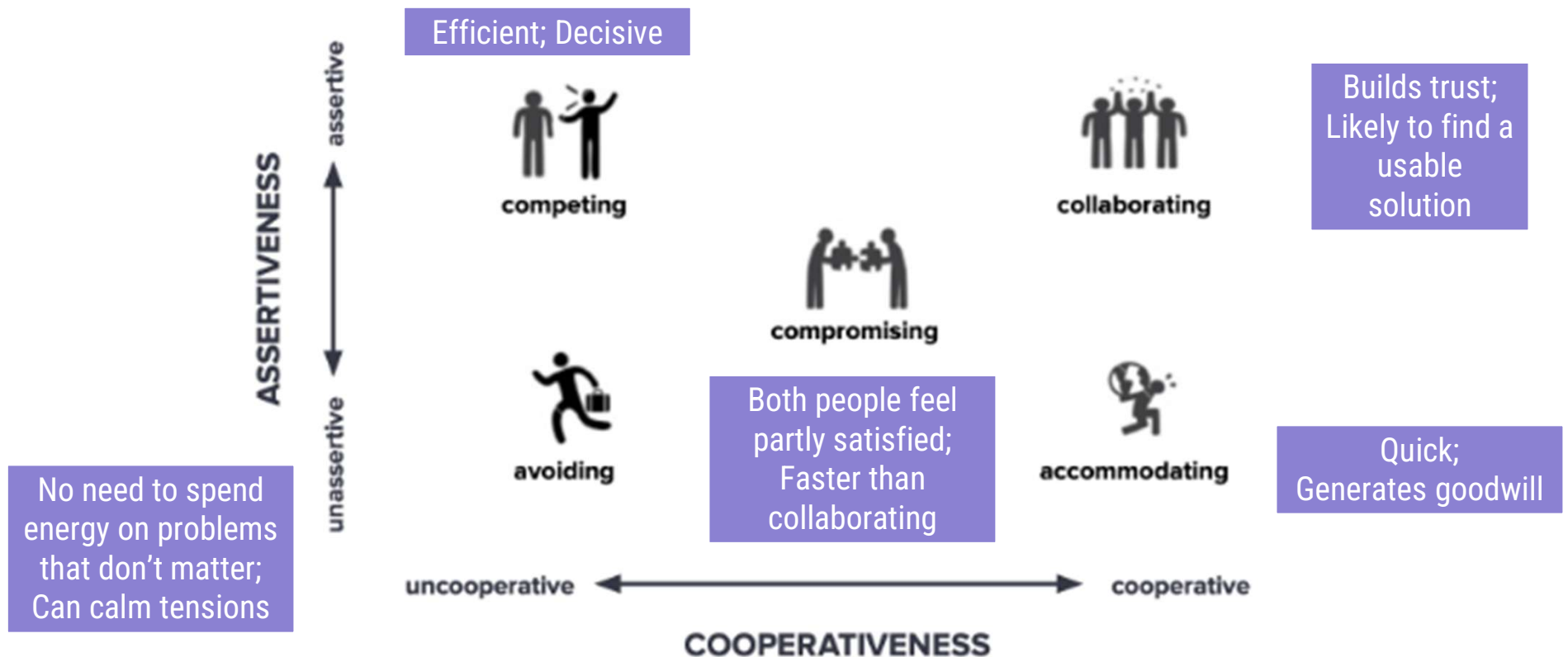
WHAT CONFLICT STYLE DO YOU GRAVITATE TO?



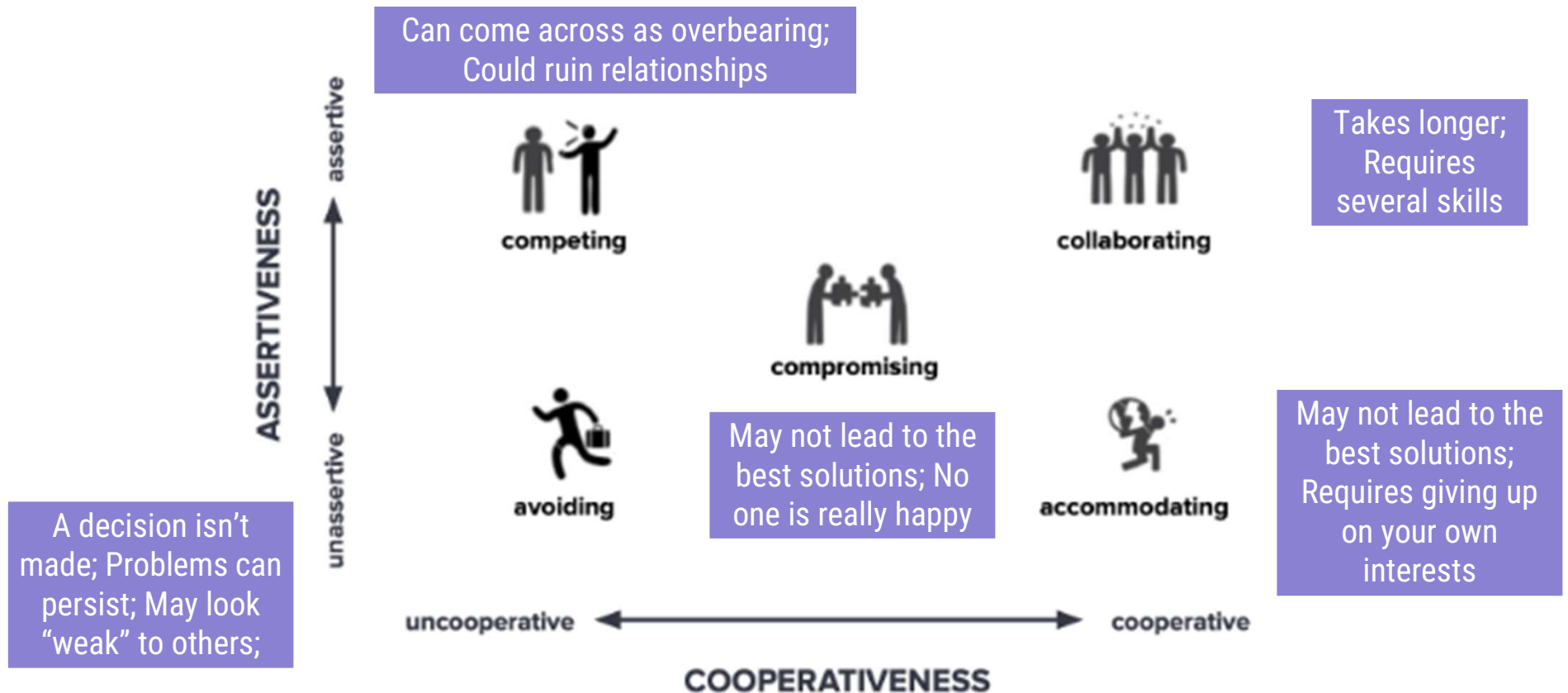
CONFLICT HANDLING STYLES



CONFLICT HANDLING STYLES: ADVANTAGES

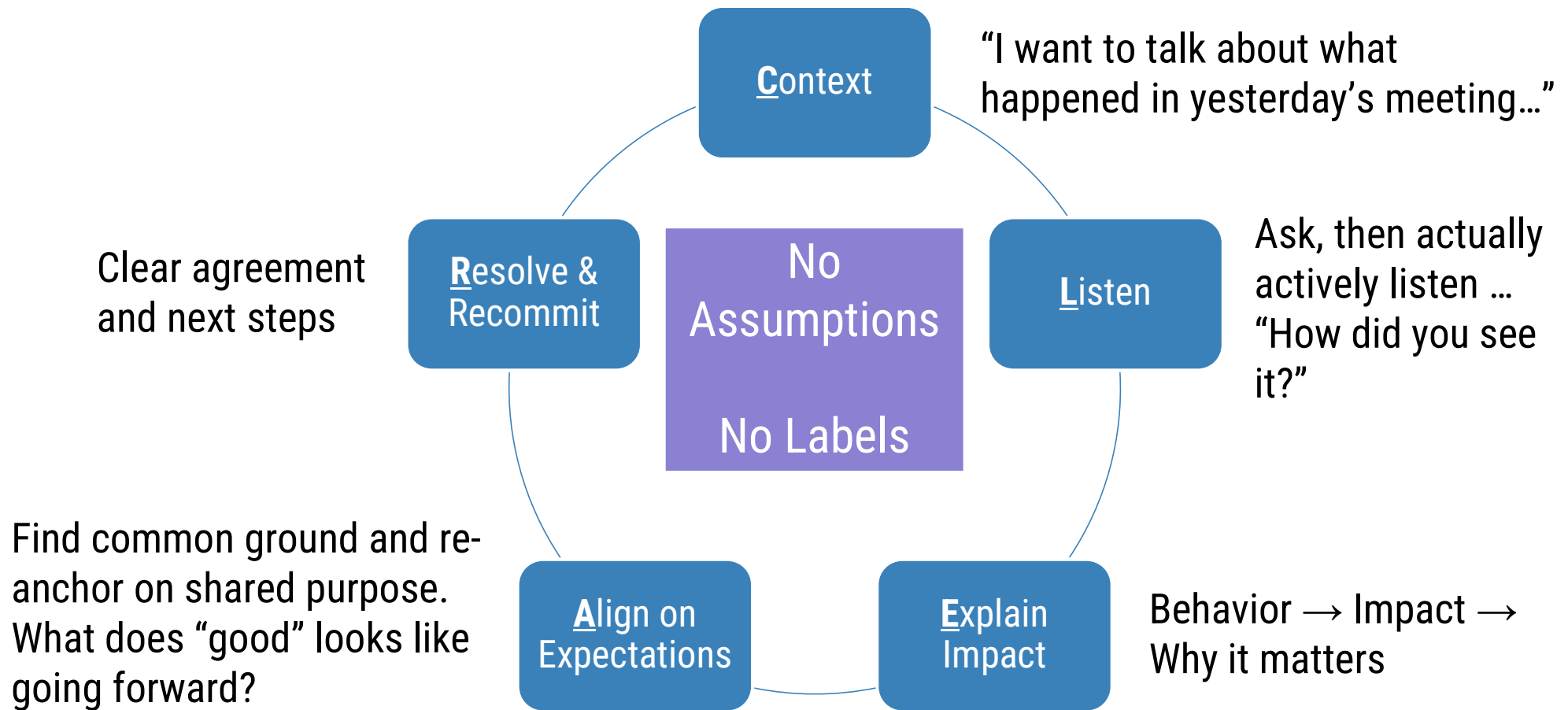


CONFLICT HANDLING STYLES: DISADVANTAGES



A Framework for Managing Productive Conflict

CLEAR: A CONFLICT CONVERSATION FRAMEWORK



DIAGNOSE THE SITUATION: FACTS – STORIES – FEELINGS

Facts

What
actually
happened?

Stories

What am I
assuming
it means?

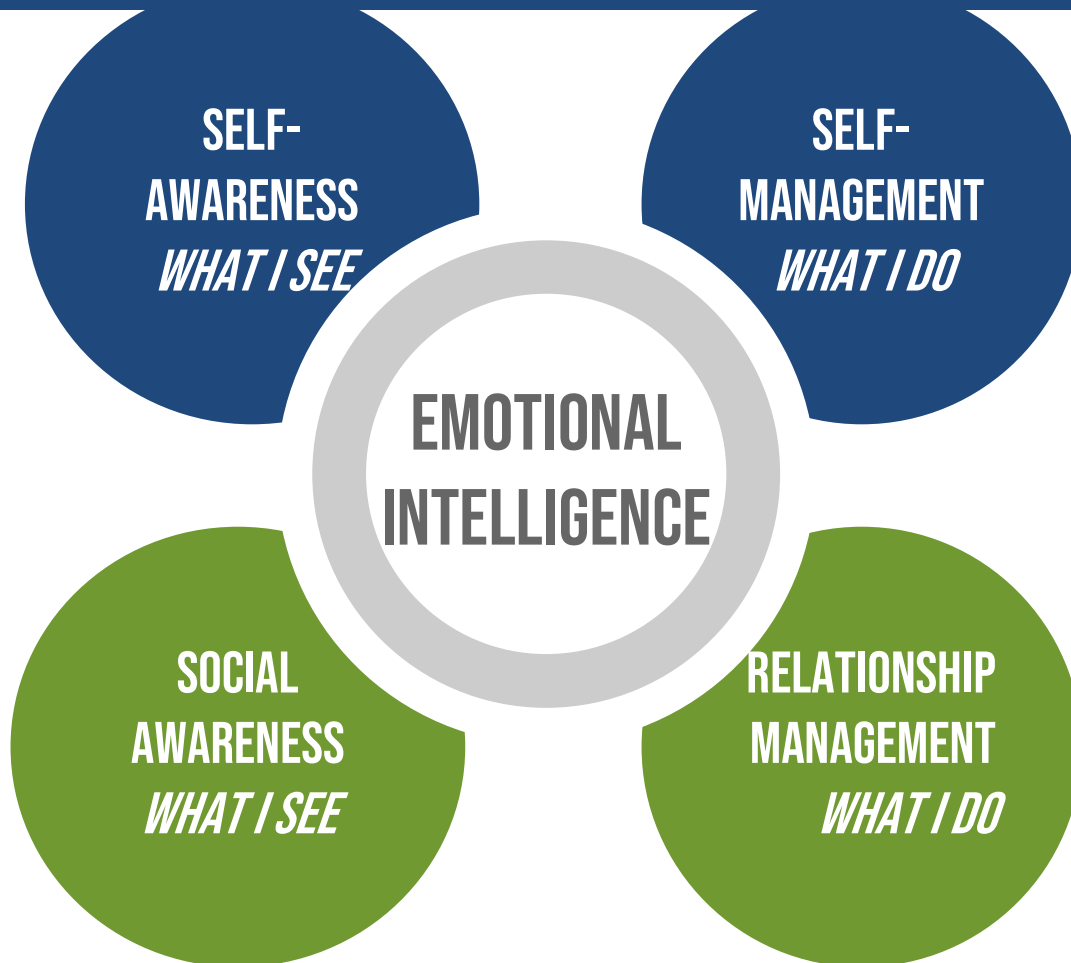
Feelings

What
emotion is
showing
up?

If emotions are high → return to facts.

Useful Frameworks from Previous Sessions

THE FOUR ELEMENTS OF EMOTIONAL INTELLIGENCE



PERSONAL COMPETENCE - FOCUS ON THE SELF

- Your ability to understand and manage your own emotions effectively.
- Your ability to perceive and control your own emotions to achieve personal goals and maintain emotional balance.

SOCIAL COMPETENCE - FOCUS ON OTHERS

- Your ability to understand others' moods, behavior, and motives to improve the quality of your relationships.
- Your ability to navigate social situations, connect with others, and foster positive relationships.

REMEMBER: 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

Scenarios

Discussion Scenario #1:

Background

Employee to Employee Conflict

“Roommates on the Lift Crew”

- Two lift attendants work the same chairlift and also share employee housing.
- Recently, their communication on the job has become cold and tense.
- They avoid each other during shift changes and aren't coordinating well during peak load times.
- You learn they had a personal argument in housing about cleanliness and guests, and now refuse to talk outside of what's absolutely necessary.
- Short, clipped communication; Missed handoffs; Tension noticeable to guests
- Lack of boundaries between work and living space; Feeling disrespected at home; No neutral space to cool off

Discussion Scenario #1:

What to Do

Employee to Employee Conflict

“Roommates on the Lift Crew”

- Meet with both employees together.
- **Address the work behavior directly.** Don't mediate the housing argument. *“I'm not here to resolve what's happening in housing. I am here to make sure we're operating safely and professionally on this lift.”*
- **Name observable behaviors** (missed handoffs, tension, safety risk).
- **Re-establish non-negotiables:** Clear communication; Professional coordination; Safety first
- **Set boundaries:** Personal issues stay personal; Work standards are not optional.
- Adjust shifts temporarily—but only as a short-term stabilization step.
- *“I'm not here to decide who's right. I am here to make sure how we work together meets our standards.”*

Discussion Scenario #2:

Background

Guest / Employee Conflict

“Last Chair or Last Straw?”

- It's a Saturday powder day. Wind is picking up, lines are long, and lift operations are under pressure to keep terrain open.
- A guest submits a complaint claiming a lift attendant was rude and dismissive when the guest asked if they could squeeze onto the chair just before rope drop.
- The lift attendant says: “They were late, pushing the line, and holding everyone up. I was trying to keep things safe and moving.”
- The guest is a season pass holder who has posted about the incident on social media and tagged the resort.

Discussion Scenario #2:

What to Do

Guest / Employee Conflict

“Last Chair or Last Straw?”

- Do not lead with blame. **Lead with facts.**
- **Stabilize the situation with the guest:** Acknowledge the guest’s frustration. Avoid validating their judgment of the employee. De-escalate publicly; investigate privately. “I hear how frustrating that felt, especially on a day like today. I’m going to look into what happened and follow up.” Guests want to be heard first. You avoid undermining lift staff authority in public.
- **Coach the employee:** Start by acknowledging pressure and safety responsibility. Describe the specific behavior that triggered the complaint. Coach tone—not rules. Intent vs. impact. *“I believe you were enforcing safety correctly. The feedback wasn’t about what you did—it was about how it landed.” “What was the guest likely feeling in that moment?” “How could you enforce the same rule with less friction?”*
- **Reinforce non-negotiables:** Safety rules and respectful communication are not optional.
- **Close the loop with the guest:** Don’t over-apologize. Don’t throw the employee under the bus. *“Our team was enforcing safety protocols, which we stand behind. We also expect respectful communication, and we’ve coached that.”*

BRAINSTORM KEY TAKEAWAYS FROM SESSION #6

Today's Session

Guest Service
Standards and
Unreasonable
Hospitality

Employee
Engagement
Update

Managing
Productive
Conflict

- ☐
- ☐
- ☐
- ☐
- ☐

REMEMBER ...

DEVELOPING THE NEXT GENERATION OF JAY PEAK LEADERS

Session #1 Feedback: Read the statement and circle your answer.

#1: The session provided actionable tactics that I can immediately apply in my role.

- 5 = Strongly Agree
- 4 = Agree
- 3 = Neither Agree Nor Disagree
- 2 = Disagree
- 1 = Strongly Disagree

#2: The session was relevant to the challenges I face in managing my team.

- 5 = Strongly Agree
- 4 = Agree
- 3 = Neither Agree Nor Disagree
- 2 = Disagree
- 1 = Strongly Disagree

#3: I feel more confident in my ability to foster a positive work environment on my team as a result of this session.

- 5 = Strongly Agree
- 4 = Agree
- 3 = Neither Agree Nor Disagree
- 2 = Disagree
- 1 = Strongly Disagree

Question #4: Describe 1-3 actions that would make this session better next time.

Bonus: How to Handle Personality Conflicts as a Manager



Bonus: How to Handle Personality Conflicts as a Manager

PERSONALITY CONFLICTS (1 OF 2)

- Personality conflicts don't require harmony ... They require clarity.
- Use this when you need to step in quickly and simply: "I'm not here to decide who's right. I am here to make sure how we work together meets our standards."
- Reframe the problem ... Most personality conflicts are actually unclear expectations, style differences under stress, unaddressed behavior over time
- Personality isn't the problem. Impact is.
- Reduce judgment when navigating style differences (how people differ)
 - Direct vs. diplomatic >>> Clarity vs. relationship focus
 - Fast vs. deliberate >>> Speed vs. accuracy
 - Vocal vs. reserved >>> Processing out loud vs. thinking first
- Set "How We Work Together" standards explicitly ... For example, no interrupting; disagreements happen privately; escalate issues within 24 hours; use facts, not assumptions
- You can't control their style, you can control your response ... You're not trying to change personalities
- Coach for emotional regulation, communication choices, professional boundaries

PERSONALITY CONFLICTS (2 OF 2)

What to Avoid (Common Manager Mistakes)

- ✗ Taking sides
- ✗ Playing therapist
- ✗ Forcing friendship
- ✗ Ignoring it until it explodes
- ✗ Labeling people as “difficult”

Escalate to HR and / or senior leader) if:

- Behavior violates policy or values
- There's harassment or discrimination
- One person refuses to adjust behavior
- Safety is compromised

THE MANAGER'S 4-STEP PLAYBOOK

Step 1: Decide If You Need to Step In	Step 2: Get Specific (No Labels Allowed)	Step 3: Meet Individually First	Step 4: Reset Expectations Together
- Not every clash needs intervention. <u>Step in if:</u> - Work quality, safety, or guest experience is impacted - Tension is spreading to others - Communication has broken down - You're getting pulled into sides or gossip <u>Don't step in if:</u> - Both parties are professional and meeting expectations - It's a preference issue, not a behavior issue <u>Rule of thumb:</u> - You manage behavior at work, not personal compatibility.	- Avoid "you two don't get along." - Bad framing ... "You two just clash." - Good framing ... "I'm seeing interruptions in meetings and delays in handoffs." <u>Focus on:</u> - Observable behaviors - Work impact - Patterns (not one-offs) - This keeps the conversation safe and defensible.	- Never start with a joint meeting. <u>Your goals in 1:1s:</u> - Hear their perspective - Remove emotional charge - Identify what each needs to work effectively <u>Key Questions</u> "What's making this difficult for you?" "What do you need from the other person to do your job well?" "What might you be contributing to the situation?" <u>What You're Listening For</u> - Triggers, assumptions, unspoken expectations	- Once emotions are down, bring them together. <u>Structure the Conversation</u> - Name the shared goal (safety, service, results) - Name the behaviors that must change - Define clear working agreements - Get verbal commitment - What to Say ... "You don't have to like each other. You do have to work together professionally."