Lexington interactive

REHEARSAL GUIDE

A Role in the Show

FREE PREVIEW

Welcome to A Role in the Show!

These games are designed to be used in pre-shift meetings to support A Role in the Show.

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PERFORMING EFFECTIVE SHIFT MEETINGS

REINFORCE A ROLE IN THE SHOW WITH PRE-SHIFT TRAINING SESSIONS

A Role in the Show is an interactive training course designed to create a solid, underpinning knowledge of customer care. Although the course presents consistent information in a one on one interactive format, the course should not be considered a replacement for traditional, face to face training and reinforcement.

One of the most effective ways managers can reinforce the topics presented in the course is through short, well planned "pre-shift" meetings.

Typically held just prior the shift, a shift meeting is nothing more than a brief training session. The primary objective of a shift meeting should be to reinforce the topics presented in the interactive course. Few managers are naturally skilled at presenting effective training sessions to staff. In addition, many managers may be nervous about presenting a training session.

Luckily, there are no complicated secrets to presenting effective training sessions. There are however, some basic skills and procedures that can be applied which will help to ensure positive results. These common sense methods are based on skills you are probably already using in the management of your staff.

Everyone has their own personal style, and it is important to retain your own style.
Use the ideas put forward in this rehearsal guide and adapt them to meet your specific requirements.

STEP 1 DETERMINE YOUR OBJECTIVES

It is important to first determine the desired results of the session, or what you hope to achieve. This is known as the objective.

What is the difference between an assignment and an objective?
An **assignment** is an action that you perform
An **objective** is what you hope to achieve by performing the assignment.

OBJECTIVES also help to keep the training session focused.

To establish the objective, two questions must be addressed:
1. What is the reason for discussing this topic
-indifference by the cast members
2. Who will this information be addressed to
-waiting staff, Host/hostesses, kitchen crew

EXAMPLE:
If you are presenting a training session on HANDLING COMPLAINTS, your objective may be that cast members handle complaints professionally and effectively.

The success of your training session can be judged by the change in performance that the participants have demonstrated after the session.

Objectives should be reasonably attainable, in addition to being measurable.

STEP 2 COLLECT SUPPORT MATERIALS AND RELEVANT INFORMATION

Once the objectives of the training session have been determined, you must gather and organise the contents of the session-information and support materials which will be presented.

Initially, you will need to have a general idea of the type of information you will use. You can do this by discussing possible sources of information with colleagues, or brain-storm* your own ideas.

SOURCES OF INFORMATION AND SUPPORT MATERIALS

- DIRECTORS GUIDE
- WORKBOOK
- ROLE INTERACTIVE COURSE
- COMPANY POLICIES AND PROCEDURES
- YOUR SERVICE STANDARDS

*BRAIN-STORMING means listing as many ideas as you can about the topic.
Tips for brainstorming :

- write down any ideas that come to mind, however wild they may be
- do not judge the ideas as you write them, as this may break your chain of thought
- when brainstorming with colleagues, take turns writing down ideas until no-one can think of any more
- before evaluating your ideas take a day or two to 'sleep on it'

Try to list your ideas in a non-sequential way, using post-it notes for each idea. The notes can then be organised once you have had a chance to think about them.

STEP 3 ORGANISE THE CONTENTS OF THE TRAINING SESSION

Once ideas and information for the training session contents have been gathered, they must be put into a workable structure, or sequence.

THERE ARE 2 RULES TO FOLLOW WHEN DECIDING WHICH INFORMATION OR IDEAS WILL BE INCLUDED IN THE TRAINING SESSION:

- Keep the ideas and information that will help you meet your objectives
- Cut out the ideas or information which do not meet your objectives

These rules are simple but may be difficult to adhere to. This is because the more you know about the topic, the more ideas and information you will generate.

As the presenter, you may feel that all of the ideas and information gathered is relevant to the training topic.

It may be helpful to ask yourself this question...
If I cut this idea or information from the contents, will I still be able to achieve my objective? although the proposed contents may be relevant to the training topic, they may not be relevant to the training session objectives.

STEP 4 STRUCTURE THE CONTENTS

Once the contents have been organised, they must be structured in a logical sequence, so that cast members will understand the message.

When structuring the contents, it is always best to look at the training session from the cast members' point of view. You can do this by asking several questions...

1. What would the cast members like to know?
2. What do they need to know?

The most crucial part of your training session will be the opening or introduction. When you begin a training session, your cast members should know 3 things:

1. The reason you are holding the session and what you hope to achieve from the session
   -poor manners which give a bad impression and result in potential loss of business
2. How they will benefit from the training session, or a reason for listening
   -increased confidence and ease in handling an unhappy guest
3. How you will go about presenting the session

EXAMPLE: Complaint handling

- They would like to know what you are going to talk about and why
- They need to know the skills for handling complaints effectively

STEP 5 CONTROL ANXIETIES ABOUT RUNNING A TRAINING SESSION

Few managers are naturally skilled at presenting effective training sessions to staff and many managers may be nervous about presenting a training session.

Listed below are typical reasons why managers may be concerned get anxious about presenting a training session, and some comments which may help to overcome them.

CONCERN I would run out of things to say in about 5 minutes
COMMENTS A well prepared training session will provide plenty to say

CONCERN There may be someone who knows more than me
COMMENTS Do not be threatened , use that person as a source of reference, by asking them a question which will back up your comments. Be careful not to let this person take over the session (retain control)

CONCERN What if I forget an important point?
COMMENTS Make notes of the important points, and tick them off as you cover them

CONCERN Someone may ask a question you can't answer
COMMENTS Don't bluff-If you don/'t know the answer, say so. Ask if anyone else knows the answer, or promise to get an answer to the question after the session

CONCERN I don't want to look daft or silly
COMMENTS Concentrate on getting the message of your training session across, and you will forget about yourself

BODY LANGUAGE CAN HELP GET YOUR MESSAGE ACROSS
When presenting your training session, pay attention to these areas;

FACIAL EXPRESSIONS
Be enthusiastic- Enthusiasm is contagious. Make sure your face reflects an d reinforces what you are saying

USE YOUR HANDS OR ARMS
Time your gestures or movements to coincide with and emphasise key points

UPPER BODY AND SHOULDERS
Stand up straight and keep your upper body square. A good stance will allow you to remain balanced and maintain eye contact more easily

FEET
Keep your feet planted firmly on the ground, don't tap your shoes or shuffle your feet, as this can be distracting

MOVE AROUND WHEN APPROPRIATE
Do not stand behind objects which may obscure your vision. When asking a question, try to move closer to the group, which helps to break down barriers, and allows cast members to better hear and understand the question. When using a flip chart, do not talk with your back to the group.

EYE CONTACT
It is important to make eye contact with everyone in the session, and at regular intervals. Think of everyone in the session as an individual, not as a member of a group. When you only make eye contact with several of the cast members, the rest will feel left out.

STEP 6 CONSIDER YOUR CAST MEMBERS

Look at the training session from the perspective of the cast members which will be attending it. When planning a session, it is important to consider what the cast may;

NEED TO LEARN   WANT TO LEARN   ALREADY KNOW

Effective training sessions should introduce new skills or information, or reinforce existing training in an interesting way. Every training session must include information which will be considered of some benefit to the cast . Typically, this information will help them to perform their job more easily, confidently, or professionally.

For a session to be effective, it must be;

- **SIMPLE**
- **INFORMAL**
- **INTERACTIVE**

You should ask questions and demand feedback from cast members throughout the training session. This is necessary for 2 reasons;

1. To ensure that cast members remain focussed on the topics being discussed
2. To ensure that cast members both heard and understood the topics being discussed

HANDLE QUESTIONS EFFECTIVELY

Cast members may ask questions for a variety of reasons. Recognising the reason for a question can help you to deal with the question more effectively.

Listed below are the typical reasons cast members may ask a question, and comments how those questions may best be handled.

REASON FOR THE QUESTION
To clarify understanding, or seek additional information
SUITABLE RESPONSE
If the question is relevant to the topic, provide the information. Otherwise state that you will be happy to go into further detail once the session is finished

REASON FOR THE QUESTION
To waste time
SUITABLE RESPONSE
Provide the answer quickly and move on

REASON FOR THE QUESTION
To show everyone else their knowledge on the subject
SUITABLE RESPONSE
Thank them for the input and encourage future participation

AVOID USING JARGON THAT THE STAFF MAY NOT UNDERSTAND

USE THEIR IDEAS, WHEN APPROPRIATE
In a training session, it is important to encourage interaction. Most of your staff will probably have the answers you are looking for. Your role is to provide the coaching necessary to extract the information required. People never argue with their own ideas. They will take ownership of the information you wish to impart if they feel that they have had a part in providing it.

RELATE THE MESSAGE TO PRACTICAL EXPERIENCES THE STAFF MAY ENCOUNTER
Staff must appreciate how your topic relates to situations they may encounter.

STEP 7 — DETERMINE A SUITABLE LOCATION

Hold the training session where cast members will not be distracted by events inside or outside the restaurant

Some sources of distraction include;

- **Traffic or other events which happen outside the restaurant**

☞ Organise the session so that the cast are not facing windows

- **Displays, posters, televisions, or music**

☞ Turn down any music or TV whenever possible

- **Interruptions from cast members not attending the meeting or the telephone**

☞ Inform any cast members not attending not to interrupt unless absolutely necessary
☞ Appoint someone not attending the meeting to handle the telephone

STEP 8 — PREPARE VISUAL AIDS AND SUPPORT MATERIALS

For traditional training sessions, the visual aids and support materials will typically be a flip-chart and hand-outs.

These training aids can be used to;

- REINFORCE IDEAS
- ILLUSTRATE EXAMPLES
- SUMMARISE KEY POINTS

TIPS FOR USING A FLIP-CHART
You can pre-prepare flip-chart pages before the training session, which may help to organise the key points or question you may wish to cover.

GUIDE-LINES FOR USING FLIP-CHARTS

☞ DO NOT PUT TOO MUCH INFORMATION ON ONE PAGE

☞ MAKE SURE THE WRITING CAN BE READ CLEARLY FROM EVERYONE

☞ USE COLOURS TO EMPHASISE POINTS
RED=STOP, NO, WARNING, NEGATIVE
BLUE=NEUTRAL, INFORMATIVE
GREEN=OK, GO, SAFE, POSITIVE

☞ USE ARROWS, ASTERISKS, BULLET POINTS, AND UNDERLINE FOR EMPHASIS

In addition, you can place notes directly on the flip-chart, either;
-on the back of the flip chart
-on the front, by writing small notes or prompts with a light pencil or yellow marker(which will not be visible from a distance)

STEP 9 REHEARSE THE TRAINING SESSION

The best way to build confidence and quell anxiety is to rehearse the training session.

Every professional actor or actress practices or rehearses at least 5 times more than they ever actually perform.

Performing shift meetings frequently will increase your confidence, whilst keeping staff focussed on offering a star performance that exceeds your audience expectations.

THOSE WHO FAIL TO PLAN

MUST PLAN TO FAIL

STEP 10 INFORM THE CAST

Once you are ready to present the training session, inform the cast.

Cast members should know the following details about the session in advance;

- DATE, TIME, AND LOCATION OF THE SESSION
- WHAT WILL BE DISCUSSED
- WHY THEY ARE REQUIRED TO ATTEND
- HOW LONG THE SESSION WILL LAST
- WHAT YOU WILL EXPECT FROM THEM

REHEARSING WITH ROLE PLAYS

What I **hear**-I **forget**
What I **see**- I **remember**
What I **do**- I **learn**

One of the best methods for helping staff to gain confidence and increase performance is through role-playing. Role playing is simply an informal re-enactment of a real life situation. You pose a question that stimulates thought and leads to possible answers. With Role Plays, your cast can rehearse real life situations in a safe environment, without negatively affecting your audience.

The role play examples included in this guide provide a starting point that can be adapted to suit specific situations in your restaurant.

ROLE PLAY INSTRUCTIONS

- To initiate a role play, divide the group into desired teams and brief the teams on their respective roles.
- Make sure that your instructions are clear.
- Be sure to inform them of any time considerations, and how the role-play will be evaluated.
- Keep the discussion on track, and be ready to assist if the discussion trails off into silence.
- Watch how each individual participates, and be sure to complement good responses.
- Take every opportunity to help build confidence in your team!
- Always have the last word, summarise and reinforce key points, and close the role-play session on a high note.
- Thank the participants for their input.
- Be ready to offer a story, quotation, or call for action which will reinforce and stimulate additional thoughts on the topic covered.
- Once you have followed these steps, you will be on your way to presenting effective training sessions.

We hope you find our complimentary Preview Edition of this guide useful.

The Preview Edition is a free sampler of our Rehearsal Guide, which we are offering to help you prepare your cast for a great show.

The full version contains over 25 games and role play scenarios that are ideal for sales and customer service training during shift meetings.

To order A Role in the Show products please visit www.lexingtoninteractive.com/role-in-the-show_order.asp

A Role in the Show
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