

L+D High-Level Design Document for **CEC Intro / Welcome to CEC** Module

PROJECT / PROGRAM TITLE: New Hire Refresh

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DRAFT (v4) - 1/14/20

Goals & Project Context

The plan outlined in this high-level design document (HLDD) is for major enhancements to / a replacement for the existing *SDM Sales and Service Overview* module. Consistent with recent planning conversations, the shared goals of the CEC and L+D include designing and developing an engaging, informative and welcoming “CEC Intro” for Day 2 of the New Hire experience.

Within the context of the larger New Hire Refresh effort, the CEC Intro module aims to aid associates with understanding:

- The culture and priorities (e.g., 10 Beliefs) of the CEC organization;
- The role and responsibilities of a Sales & Service associate within the context of the global CEC organization as well as from a guest’s perspective; and
- Opportunities and paths to success within the CEC organization and Marriott International.

PLANNED DELIVERABLES

- Facilitator’s guide (with activities, examples, prompts for discussion / debriefs) + coordinating visual content (e.g., PPT)

RELATED BACKGROUND DETAILS

- Audience: New CEC Sales & Service associates
- Modality: The CEC Intro module will, generally speaking, be facilitator-led (ILT).
- Module Duration (Est.): 2 - 2.5 hours
- Module / Topic Placement in NH Curriculum: Week 1 / **Day 2**; follows Marriott Culture and precedes Empower-focused training

Content Outline

An outline of a CEC Intro / Welcome to CEC module is below.

NOTE FOR REVIEW + APPROVAL PROCESS: Decisions and other items for the CEC to address during the review of this high-level design are documented in the right-hand column of the outline. It is assumed that the “Proposed approach” is the selected approach unless indicated otherwise (i.e., via Comments or edits to this document).

PART 1: Our CEC team is key to the Marriott family.

Objective	Notes (High-level overview of planned deliverables)	Questions & Decisions for CEC
<p>Identify where and how the CEC fits into the larger Marriott organization.</p>	<p>This part of this module will:</p> <ul style="list-style-type: none"> Recall & reinforce key insights about Marriott’s culture (from Day 1); Introduce / elaborate on the global nature of CEC organization; Establish connections between the CEC and the “big picture” view of Marriott as a company; and Introduce the CEC mission / vision of ‘Good Travel + Great Experience.’ <p><i>Approach:</i> Introduction by the trainer reinforces key takeaways from Day 1’s Marriott Culture module is followed by visit from a CEC leader (site-level or above) who shares the CEC’s mission / vision along with insights into how what we do in the CEC contributes to Marriott’s overarching goal of being the world’s favorite travel company and philosophy of putting people first. The trainer will then lead a complementary exploration of the CEC as a global organization and facilitate a discussion and/or short activity to aid new associates with understanding key takeaways.</p>	<ul style="list-style-type: none"> Decision: Visit + intro from CEC leader <ul style="list-style-type: none"> PROPOSED APPROACH: A site leader joins the New Hire class for 15-20 minutes at the start of Day 2 training to introduce and discuss the CEC’s mission / vision and share insights into how the CEC fits into the bigger picture. Alternatives: Leader “meets” with new hires via Teams; Video / recorded welcome viewed by class Decision: Overview of CEC organization* <ul style="list-style-type: none"> PROPOSED APPROACH: PPT with talking points for trainer Alternative: Digital content that can be (re)used across sites & classes <p><i>*Note: Either option will be accompanied by recommended discussion prompts and instructions for a brief activity.</i></p>

PART 2: What shapes our CEC culture & the service we provide?		
Objective	Notes (High-level overview of planned deliverables)	Questions & Decisions for CEC
Identify the priorities of the CEC as outlined in the '10 Beliefs.'	<p>This second part of the module will introduce the '10 Beliefs' and how they guide us to provide quality service to our guests.</p> <p><i>Approach:</i> Trainer introduces the 10 Beliefs along with examples of each one in action, providing initial insights into why they are important for the CEC and our guests. A small group activity then invites the new associates to begin interacting with the 10 Beliefs by brainstorming ideas for how to demonstrate each one. Ideas are written on Post-Its and added to the coordinating poster paper (10 sheets, each titled with one of the 10 Beliefs) displayed around the room. <i>Note: The intention is for the posters to stay up throughout the New Hire experience for new associates to continue to add ideas and examples as they continue their training and interactions with existing associates.</i></p>	<ul style="list-style-type: none"> Decision: Examples of the 10 Beliefs in Action <ul style="list-style-type: none"> PROPOSED APPROACH: Trainers share their own examples for each of the 10 Beliefs for a personal touch. Alternative: CEC identifies examples to provide to trainers.
PART 3: CEC Success Stories		
Objective	Notes (High-level overview of planned deliverables)	Questions & Decisions for CEC
Recognize growth opportunities and paths to success within the CEC organization.	<p>Part 3 of this module will:</p> <ul style="list-style-type: none"> Introduce (at a high-level) the core Knowledge Groups (KGs) of the CEC; and Share success stories from within the CEC that highlight the variety of opportunities available. <p><i>Approach:</i> CEC Success Stories will be shared through two channels: a panel discussion featuring hand-selected Core Services associates and a facilitator-led</p>	

	<p>exploration of the Associate Profiles from the recent Operational Excellence campaign.</p> <p>For the panel discussion, the prompts will be predetermined and provided to panelists in advance. The trainer will meet with the selected associates prior to their visit to the new hire class for a briefing and some guidance around crafting their success stories and responses to the prompts. The trainer will facilitate the panel discussion, helping to keep responses focused on the predetermined topics (i.e., CEC vision, the 10 Beliefs, providing quality service for our guests and opportunities for growth and development within the CEC organization and Marriott).</p> <p>The facilitation-led exploration of the Associate Profiles will mirror the activity crafted for the Operational Excellence campaign.</p>	
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PART 4: We are the “voice” of the guest experience!

<i>Objective</i>	<i>Notes (High-level overview of planned deliverables)</i>	<i>Questions & Decisions for CEC</i>
Explain why Sales & Service associates are often the first “voice” guests associate with their travel experience.	<p>Approach: Trainer introduces how guests connect with the CEC as part of the booking process (etc.) via worldwide / regional contact channels and property support arrangements, drawing connections with the earlier discussions of the CEC organization and how we fit into the “bigger picture” view of Marriott. A few specific examples are shared to illustrate how and why a Sales and Service associate is often the first “voice” associated with a guest’s travel experience – what a powerful opportunity to make an impact! This section concludes with a brief activity and/or discussion of how our interaction with the guest has an important influence on their overall travel experience.</p>	<ul style="list-style-type: none"> • Are trainers, generally speaking, comfortable with explaining how and why calls reach the CEC? Is there likely to be regional variation in how / why that we will need to account for? • What if associates are paired up to “map” a sample guest journey, identifying when / how / why the guest connects with a CEC associate and ideas for making a positive impact on the guest’s overall travel

		experience?
PART 5: Putting it all together: What does it mean to be a Sales & Service CEC associate?		
<i>Objective</i>	<i>Notes (High-level overview of planned deliverables)</i>	<i>Questions & Decisions for CEC</i>
Describe the role and responsibilities of a CEC associate.	<p>This last section is an opportunity to bring together different elements (key points) of this intro / welcome into an overview of the role and responsibilities of a CEC associate, including assisting guests with reservations and providing service in line with expectations of guests and the CEC (Vision + 10 Beliefs).</p> <ul style="list-style-type: none"> • Reinforce the '10 Beliefs.' • Trainer will also provide a high-level overview of how the New Hire training experience will support success in the role and beyond. • Section concludes with a debrief and opportunity to ask questions. 	<ul style="list-style-type: none"> • Is there a single description / overview of the Sales & Service role and responsibilities that is relevant across all regions and sites?