



LEADERSHIP WORKBOOK



Cinema Training | Employee Onboarding | Continued Development

INTRODUCTION

As a leader at the theater, you represent the expertise, work ethic, and excellence that is reflected in our staff and in the movie-going experience for customers. In addition to being an expert, your expertise also needs to encompass coaching, communication, and empathy.

As you continue to grow in your role, put yourself in a mental mindset that is less focused on the hands-on, day-to-day work, and is more focused on relating to every individual person on your team instead. Practice genuine, active listening. Be patient. Make it clear that you are an accessible coach for your team members. Having discipline and emotional courage will make you a better leader, develop your teams, and ultimately boost the theater's bottom line.

Your next step as a leader is to start learning and developing your skills. The six topics in this series will introduce you to some leadership challenges, give you tools to practice new skills, and offer useful resources for you to use with your team members on the job.

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COMMUNICATING EFFECTIVELY

Effective communication is an enormously important aspect of leadership. Communication allows you to delegate, provide feedback, and develop your employees. As a leader, you have to master clear, concise, and consistent communication - not just with your employees, but with your colleagues and top leadership as well.

It's your responsibility to unite top-down business communications with the day-to-day work of your team members. If you can translate high-level business communications to your individual employees, then you can use communication strategically to make team members feel vital to the overall mission and profitability of the theater. If you don't communicate effectively, your employees run the risk of losing sight of their value in the organization, become frustrated or apathetic, and are more likely to leave. In short, leadership and effective communication result in better retention and higher morale, as employees see that their work truly makes a difference.



There's a variety of ways to reach your employees and communicate with them. Here are some examples:

STAND-UP TEAM MEETINGS

Informal check-ins used for immediate action items and verbal communications.

PAPER COMMUNICATIONS

Used for information, data, or reminders that might need to be revisited or referenced in the future.

IN-PERSON ONE-ON-ONES

These meetings provide the opportunity for mutual feedback between you and your direct reports.



Generally, be intentional with your communications to your direct reports. Be mindful of when and how you communicate with your teams.

SEE NEXT PAGE FOR A VARIETY OF PAPER COMMUNICATIONS TEMPLATES

MEMORANDUM

TO:
FROM:
SUBJECT:
DATE:

PURPOSE

MORE CONTEXT

SPECIFIC NEXT STEPS

TASK	OWNER	DUE DATE

WAY TO GO

TO: DATE:
FROM:

YOU...

- | | |
|--|---|
| <input type="checkbox"/> SOLVED A PROBLEM | <input type="checkbox"/> DID GREAT WORK |
| <input type="checkbox"/> WENT THE EXTRA MILE | <input type="checkbox"/> HAD A BRIGHT IDEA |
| <input type="checkbox"/> HELPED SOMEONE OUT | <input type="checkbox"/> KEPT US ON TRACK |
| <input type="checkbox"/> TOOK A SMART RISK | <input type="checkbox"/> COMMUNICATED CLEARLY |

AND... _____

DON'T FORGET

TO: FROM:

THIS IS...

- | | |
|--|---|
| <input type="checkbox"/> AN ACTION ITEM | <input type="checkbox"/> A REQUEST |
| <input type="checkbox"/> A FRIENDLY REMINDER | <input type="checkbox"/> AN IDEA |
| <input type="checkbox"/> AN URGENT QUESTION | <input type="checkbox"/> AN OPPORTUNITY |

DUE: ASAP AT YOUR LEISURE _____

MARCHING ORDERS:



PROVIDING FEEDBACK

Feedback is a huge aspect of successful, productive communication. Without consistent feedback to and from your direct reports, you'll miss out on opportunities to maximize efficiency, promote a positive team culture, and ensure that your individual employees are growing. **Remember the five Ws when delivering feedback in order to make it as effective as possible:**



Feedback should be given to any individual or group whose work performance can be improved. It is important to

remember that feedback isn't only something to be transmitted from a supervisor to a subordinate. If feedback only applies to one person, then only provide that feedback to that person. You might think it's kinder to give one person feedback by giving that feedback to a large group that includes them, but that won't do any good if a person has no idea that they're even doing something incorrectly in the first place. Be respectful but direct, and give feedback to the exact person or group to whom it applies.



If feedback is safety related, provide it immediately and directly. In normal circumstances, however, you should be intentional with the timing of your feedback. Give someone feedback as soon as possible, while also considering the recipient's workload and stress. If they are upset in the moment, you might wait until they have calmed down so that they might be more receptive and responsive.



Feedback should be actionable, thoughtful, and specific. Present objective feedback. Don't make it about emotions or a person's character, but rather about their actions and the quality of their work. Be as concise as possible, too. No one can apply a long list of feedback items at once, so do your best to condense your thoughts into one or two immediate opportunities for your team members to improve their performance.



Feedback is imperative in ensuring excellence in the work your team produces, how your team works together, and how individual team members develop. Providing feedback shows your team that you are listening to them, paying attention, rewarding great work, and investing time and resources in their growth. When your team feels valued and believes that they are growing in their roles, then you'll notice positive business results as well.

If you have constructive feedback for an individual, do your best to provide it privately. If you can't hold the feedback session in a private space, use a calm voice and preserve the person's dignity. Feedback for a group should be framed positively and encouragingly. Your mission in giving feedback should never be to embarrass someone. People who feel ashamed will not perform at their best. If feedback applies to just one person, then do your best to provide that individualized feedback privately. If you can't hold a feedback session in a private space, then you can still lower your voice and do your best to preserve the feedback recipient's dignity in order to ensure their continued effort and productivity.



In general, remember that the best feedback is **FAST**:

FAST
ACTIONABLE
SPECIFIC
TIMELY

In providing feedback effectively, you'll grow your team members, improve the effectiveness of your entire team, and benefit your theater as a whole.





DELEGATING STRATEGICALLY

Delegation is an opportunity to relieve some of your heavy workload and develop your employees. Review the following learning materials about delegation, and then use the template on the next page to aid you in effectively delegating to your employees.



Keep in mind that great delegation is also development-focused. Identify training and development opportunities, and use delegation to help your employees grow in strategic ways. Be conscientious about to whom you are delegating tasks. Different people have different development needs and personal strengths, and you should delegate tasks that relate to those factors. Finally, if you have a great experience delegating and someone rises to the challenge, then recognize that individual as a potential leader. If you identify someone on your team who can be trusted with more responsibility, give them positive feedback, let others know about their success, and give them additional opportunities.

Delegation should happen early on in a project, during the planning phases. When you're scheduling deliverables and working on project management, then you should identify those parts of the project where you anticipate needing some support. Delegate tasks to support you at those times in the future, and communicate those tasks to the affected employees. As you delegate tasks, conscientiously plan opportunities to train your direct reports who are taking on those tasks. Be proactive and identify opportunities for delegation early. Remember to strategically develop your employees skills throughout each year so they are more prepared to take on needed tasks effectively.



Consider the tasks that would be appropriate to delegate to your team members. Don't delegate boring tasks, confidential matters, praise or reprimands, or the development of your team. Instead, identify opportunities for you to train your team members to take on new tasks, and especially consider tasks that will be done repeatedly. If you are able to isolate those tasks that you can hand off to others, then you can save yourself a lot of unnecessary overtime and stress. This may include activities that you genuinely like to do, but that others could take over with little difficulty. This will allow you to spend more of your time on strategic thinking, planning, and execution.



Start delegating so that: you free up your time for higher-level strategy and developing your skills; you provide your direct reports with development opportunities; you get to work on leadership development by practicing effective communication and coaching; and more individuals are involved in projects, offering broader perspective, more checkpoints, and better oversight overall.

Effective delegation is clear, intentional, proactive, supportive, and minimizes redundancy. Always see delegation through to the end. Even when delegating a one-off task, make sure you provide clear instructions, set specific expectations, offer support, and make sure the task is accomplished on time and exceptionally well.



DIVIDE AND CONQUER

TO:

FROM:

DATE:

TASK

NECESSARY INFORMATION

TIMELINE & CHECKPOINTS

DATE	DESCRIPTION	POINT PERSON

ADDITIONAL NOTES

FINAL DEADLINE



BUILDING A TEAM

Building your team consists of everything from onboarding new team members to uniting and growing your team as a unit. Even beyond that, there's a difference between building your team and effectively leading it. This content will walk you through steps and best practices to assemble the best possible team, and help them maximize their potential and their enjoyment of their jobs.

ONBOARDING



Onboarding should perfectly balance being thorough and being concise. The goal of onboarding is to prepare new employees for competence on the job. After onboarding, employees should know enough about the company, their responsibilities, and how to do their daily tasks to go about their work confidently. The basics of onboarding include: paperwork and workspace preparation; overview of the tools and accounts that employees will use on the job; roles and responsibilities, especially the responsibilities of the new employees in training; tour of the theater and offices, as well as an introduction to the company's history and culture; assign a mentor for new employees; set expectations for next steps; assign deadlines for work tasks, paperwork, compliance, and any training; and set dates and times for check-ins for the future.

DEVELOPING INDIVIDUALS

Building a team isn't just about onboarding new team members; you also need to remember to develop every individual employee, and then build up the team as a whole. Show care for your team by getting to know each individual, and recognize how they like to work. Be clear about your expectations for them, and be proactive with feedback as your employees strive to meet those expectations. Acknowledge the accomplishments of your team members. Finally, as important as it is to get to know your employees and show care for them, it's equally important to get to know yourself. If you understand your own leadership style and your own strengths and weaknesses, you're able to be the best possible leader for your team.



UNITING YOUR TEAM



As you continue to build up your team, it's important to continually ask yourself: do you have a cohesive team? In general, you can always establish and facilitate a positive team culture, which will encourage your team members to express any opportunities for greater team effectiveness. If your employees feel that they are working in an environment where they are listened to and respected, then they will offer up ideas to continually improve the workplace and trust will be developed. Always recognize and celebrate success together. Don't only bring your team together for reprimands and announcements, but be sure to celebrate all the wins - both big and small.

Cohesiveness starts with you, the leaders, both within and between your teams. Set a great example on your team, and communicate with other leaders to ensure that you're all on the same page.



BUILDING A TEAM

SAMPLE INTERVIEW QUESTIONS

QUESTION	PURPOSE
What made you decide to apply here?	This question helps you get a sense of the candidate's expectations of your theater, and should give you an introduction to their skills and potential contribution to the workplace.
Tell me about a time you improved a task or process.	Ask this question to learn how a candidate balances independent critical thinking with a teamwork mindset.
Describe a difficult experience at work and how you handled it.	Part of maintaining a great workplace is ensuring that employees are prepared to address difficult situations in a way that is mature, strategic, and effective. This question gauges the candidate's ability to manage such difficult situations.
Give some examples of teamwork in your past jobs or hobbies.	This question prompts the candidate to reflect on how well they collaborate with and work alongside others. Being a team player means working effectively and amicably alongside one's peers toward a common goal.
What are the most important rewards you expect in your career?	This question tells you what the candidate expects from a job in the context of their greater career. Even if a candidate is not interested in working at the theater for the rest of their career, this question can still indicate what they hope to learn and how they expect to develop in their position.
Have you ever had difficulty with a supervisor? How did you resolve the conflict?	Conflict is likely to arise in any workplace, so it's worthwhile to ask the candidate how they handle conflict when it does come up. The nature of a past conflict with a supervisor can also tell you a lot about the candidate's predispositions toward authority figures in their place of work.
Describe the best experience you've ever had at a job, on a team, in a club, or in another group.	This question also reveals what the candidate values in a workplace, and you can determine how well your workplace aligns with what the candidate expects.



CAREER MENTORING

Mentoring happens when employees are encouraged to develop professional relationships with one another that help them grow in their careers, as well as find a sense of community in the workplace.

Mentoring has a direct impact on overall organizational success:

EMPLOYEE RETENTION

Employees who have someone at work they can trust, confide in, and develop with will naturally feel more connected to their workplace. If you encourage employees to seek out a mentor from day one, they're more likely to stick with your theater for the long term.

DIVERSITY & INCLUSION

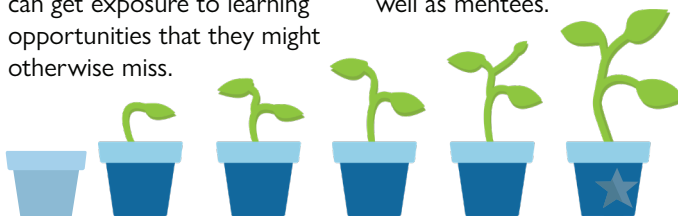
Diverse and inclusive workplaces are more effective, plain and simple. You can hire for diversity, but inclusion only happens when employees feel truly valued, heard, and developed. A mentoring relationship will ensure that the talent of mentees is identified and developed, and that every employee is a vital member of the theater.

LEARNING & DEVELOPMENT

Mentorship guarantees individualized learning and development for all employees at the organization. With a mentor as an ally and advisor, employees can get exposure to learning opportunities that they might otherwise miss.

IDENTIFYING TOP TALENT

As mentorship grows at the theater, top leadership can be in conversation about the top performers that they are identifying - both on the job, as well as mentees.



WHO SHOULD HAVE A MENTOR?

Everyone should have a mentor at work. Even at higher levels of the organization, employees can have mentors at their same level, or can serve as mentors for less seasoned employees and develop as supervisors and professional advisors. Mentorship offers individualized development opportunities to both mentors and mentees: both parties get exposure to different parts of the business, and are able to identify other paths they can take with the company; both parties gain a confidante they can trust, thereby making both parties feel more connected to the company; mentors gain experience serving as leaders and advisors; and mentees get an understanding of a different level of the company, as well as exposure to different business functions.

YOUR ROLE IN MENTORSHIP

As a leader, you should make it your mission to understand mentorship and figure out how it can work for your team. **Set a good example** by mentoring one or two people in the organization, and seek out a mentor or colleague yourself to learn from. Encourage your new and existing employees to seek out mentors and mentees. Support the mentorship efforts across the board by offering the time and resources for team members to establish and sustain positive, ongoing, and productive relationships with their mentors. Mentoring at your theater has endless potential, and it can actually be pretty easy to start implementing. Check out the quick-start guide on the next page to get started.



SEE NEXT PAGE FOR MENTORING QUICK-START GUIDE



Give the guide below to both existing and new employees on your team. An effective mentorship program begins with setting clear expectations.

MENTORING QUICK-START GUIDE

MENTEE NAME:

DATE:

WHAT SKILLS DO YOU WANT TO DEVELOP AT WORK?

WHAT DO YOU EXPECT FROM A WORKPLACE MENTOR?

WHAT ARE THE DOs AND DON'Ts OF A PROFESSIONAL RELATIONSHIP FOR YOU?

YAY

NAY

TO BE COMPLETED BY NEW MENTEE AND TEAM SUPERVISOR

Who to contact with questions and concerns:

Secondary person to contact with questions and concerns:

How often to meet with your mentor:

How to request a new mentor/revision of program:

ADDITIONAL NOTES



NAVIGATING CHANGE

Change can be difficult. Navigating change relies on empathy and communication. Anytime you are in a period of change or transition with your team, be prepared to put yourself in the shoes of each person on your team, and remember to communicate more conscientiously and consistently than you usually might.



YOUR ROLE IN CHANGE MANAGEMENT

As a leader, there are a few things to remember as you consider your role in change management. First, deal with your own feelings about the change. Do you need clarification from those above you to address any questions or fears you may have? To lead through change, you have to get yourself in a good space before you can help others through the process. Next, it's up to you to convey the "why" behind change. Not only do you need to understand the reason change is going to take place, but you have to communicate it clearly to your team. Be empathetic to your team members. Put yourself in their shoes, and try to anticipate their questions and concerns about how the change is going to affect them. Check in often with your team, and remember to keep checking in as the phase of change takes place. Not only that, but remember that these change initiatives can take a while to become the norm. Check in with you team regularly, and over a long period of time after the change has taken place. Make sure it's clear to your team that you are there to hear their feedback as they settle into something new.

WHEN SUCCESSFUL, **CHANGE MANAGEMENT** LOOKS LIKE THIS:



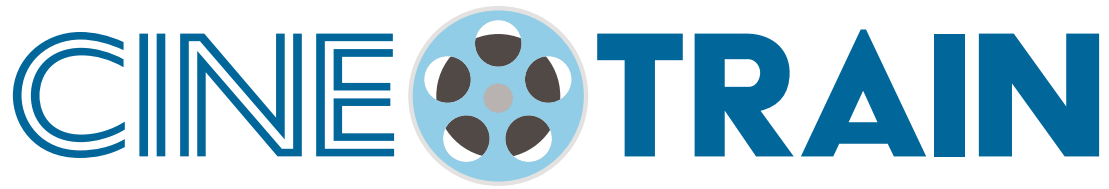
With each of the components above, you can count on effectively navigating change. If any of those components is missing in your efforts, then you'll notice that the change doesn't quite land.

You have an extremely important role in change management, and at the center of it all is: **communication**. Be a listening ear and a resource to your team, and **maintain a balance of transparency and positivity to ensure the success of any change initiative.**



ADDITIONAL NOTES





CineTRAIN provides premiere employee onboarding, training and development, and communications solutions for movie theaters worldwide.

OUR THEATER-SPECIFIC STRATEGY CAN HELP YOUR ORGANIZATION:

Increase employee retention and engagement


Lower costs

Standardize operations

Identify top performers

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