
Illustration: The Rose-Gold Cupcake

The Rose-Gold Cupcake

(15 minutes)

Learning Objectives:

- Present the concepts of how values-driven leadership stays connected to the front line.
- Understand that great ideas are generated when leaders listen, show care, and work closely with their front line
- Teach the insight [REDACTED]
[REDACTED]
- Provide a [REDACTED] Video Illustration: The Rose-Gold Cupcake

Transition: It's foundational to our culture at [REDACTED] for leaders to encourage our employees to be actively engaged and to care for each other and our Guests.

Values-driven leadership includes caring enough to intentionally listen and grow relationships that positively engage your clients, employees, and ignite creative ideas for your business.

At [REDACTED], we have learned that it is our leaders who differentiate us as an organization. Our leaders have *a strategic focus that* [REDACTED]
[REDACTED]. This is key to building effective relationships and promoting trust.

Caring is not just what you do for your people. Ultimately, it's how they feel about you—and the organization. When employees feel that their leaders and the organization care about them as individuals, and about their well-being, the bond of trust is stronger.

The signals that you send your employees in how you connect to them have a long-lasting effect. Leaders at all levels of the organization should make a concerted effort to ensure they do not become detached from what is happening in the rest of the organization.

We believe that:

Show Slide–Insight

Redacted


Point Out Insight Page __ , Participant Guide






What are some ways that you as a leader can strengthen your connection to the front line?

Solicit responses via general discussion. (Looking for: “Conduct daily meetings to identify potential problems and reinforce values and vision”; “recognize them for everything they do to make the Guest experience better”; “focus on all areas of my operation from a customer perspective”; “be more available and visible”; “communicate expectations”; “remove barriers”; “help them understand the whys behind the processes”; “reinforce their impact on the Guest by sharing Guest letters,” etc.)

Great answers! When a leader delivers acts as a steward for the values and vision of the organization in all areas of operation, the  know what motivates the leader and can develop trusting and values-driven relationships based on a foundation of shared values.

It is the responsibility of our leaders to clearly communicate expectations to all [REDACTED], intentionally listen to Cast, as well as uphold the standards by which [REDACTED] operate. By ensuring alignment of shared values among all [REDACTED], and ensuring that all processes are [REDACTED] in their local organization, the leader creates other leaders at all levels.

If all leaders of local areas act intentionally, purposefully, and in a [REDACTED] manner, the global organization will thrive.

Through these intentional actions, leaders can remain connected to the front line to develop a deeper understanding of the processes and procedures that the [REDACTED] carry out. This allows leaders to be more committed to their [REDACTED], knowing and managing their operation, and empowering [REDACTED] to deliver the [REDACTED] experience.

One way to do this is with daily or weekly meetings, depending on your scope of leadership. These can provide an opportunity for challenges and success stories to be shared, reflecting your commitment to your people.

At [REDACTED], it provides opportunities for our leaders to recognize and reinforce [REDACTED] actions, communicate expectations, and help the [REDACTED] understand the whys behind decisions. Building relationships and collaborating with everyone in the work environment is a key to our success and a key to fostering people who consistently exhibit desired behaviors.

Let me show you a quick example of leaders who practice inspiring their [REDACTED] through collaboration and relationship-building to foster a creative environment. Look for how our leaders engage and stay connected through values-driven leadership.

Show Slide—The Rose-Gold Cupcake



The Rose-Gold Cupcake (3:38)

Transcript: The Rose-Gold Cupcake

Saida [REDACTED]: Saida [REDACTED], Sous Chef [REDACTED]

Scott [REDACTED]: Scott [REDACTED], Chef [REDACTED]

Scott [REDACTED]: *One way we inspire creativity with the Cast is we're always asking them for ideas. Especially the Cast that have been around a while say, "Hey Chef, if we do it that way, this isn't gonna work or that isn't gonna work." So, they come to us with great ideas; they know best what our Guests like or what our Guest want.*

Saida [REDACTED]: *That's why we come out and talk to the Cast and say "Okay, how about this holiday? Let's say St. Patrick's Day is coming, what can we work on?" We draw pictures and everybody gets so excited, and everybody wants to have a piece of that challenge we are gonna work on that dessert. They compete on how many we're going to sell a day and how popular it's going to be—is someone going to take a picture and have it on the blog? That's how they get so inspired about whatever we create. So, the story was the end of December, it was Christmas time, and I went to do some shopping at Mouse Gear. And, we were talking about the ears and how they were very popular. So, Chef Scott, he told me, "Can you please, since you're going there, check if they have some. My two girls want some and we couldn't find them." [REDACTED] couldn't keep them on the shelf.*

Scott [REDACTED]: *My teenage daughters were crazy about the ears; they wanted to get them. They kept going to the [REDACTED] and they couldn't find them and they were very upset.*

Saida [REDACTED]: *So, I told him we can do something, and he said, "Go ahead and make me a cake with the rose gold."*

(Music)

Scott [REDACTED]: *If people are this interested in the rose-gold ears, I'm sure they'll buy a rose gold cupcake or something that looks similar to the ears. So, we just kind of worked on how we could come up with something that looked similar to the ears in color, in shape, all that stuff as we could.*

Saida [REDACTED]: *So, with his support too, he gave me full freedom to work on it. He said, "I trust you. Just go for it!" And that is one thing we learn at [REDACTED] — you have to try. And it's okay to fail, but at least you try and see how it's going to come out.*

Saida [REDACTED] *(talking to Chef Scott, decorating the cupcake)*: *"Yeah, I made some bows and some ears too. I'm trying to finish this one and see if we can put them together and you tell me what you think about it."*

(Challenges)

Scott [REDACTED]: *One of the challenges we had was finding that perfect amount of rose gold to get the color just right.*

Saida [REDACTED]: *It was very hard to match the colors, but I think this is the right one.*

Scott [REDACTED]: *It probably took us seven, eight different times of adding a little more brown, a little more red, or a little more glitter in there to get the color just right. It probably took us three or four tries before we got the color really, really nice.*

(Being a Connected Leader)

Saida [REDACTED]: *I know sometimes it's very stressful, and you come in with like a mood and it's fun and all the sudden you see something and it's not right — it's getting busy and you have to deliver that nice product. The best key is to get the Cast Member close to you, and get excited to come to work. You have to work side-by-side with them, interact with them on the floor, throw in jokes here and there, make them feel comfortable.*

Scott [REDACTED]: *It's very important every morning you say hello to every Cast Member, even the front of the house Cast, even Cast that doesn't report to us. We say "hello" to everybody, and it's always great, especially when we get busy. I never ask my Cast Members to do something that I wouldn't do myself. Whatever needs to be done, we just jump in and help them. It really lets them know that we're there for them and we're always going to help them when they need a hand.*

(677 words without names/identifiers)

Show Slide– The Rose-Gold Cupcake



What did you observe with our culinary team leaders that showed how they stay connected to the front line?

Solicit responses via general discussion. (Looking for: "Intentionally saying hello to everyone in the area, even those who don't report to them; "ask only of people what you are willing to do yourself"; "jump in and help when needed"; "Let people know you are there for them and willing to help"; "make people feel comfortable"; etc.)

The more comfortable people are, the more ideas they will express—and they will do so honestly and without fear.



What leadership values did you hear Scott and Saida say are important to them?

Solicit responses via general discussion. (Looking for: "Trust"; "inspiring creativity"; "supporting idea generation and implementation"; "collaboration"; "personal connection"; "humor"; etc)

Leaders who stay connected to their front lines can give their people freedom to contribute, inspire their creativity, and show support in ways that are personalized to their team members. People who are treated this way act differently. They thrive because of a culture that makes them feel they can contribute and offer creative ideas. This promotes collaboration, making it possible to create new and exciting ideas from people we may not have heard from before.