

# BRAND LEADERSHIP

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## FACILITATOR GUIDE



# Brickstones Kitchen and Bar

## Facilitator Guide

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### BKB Module L3: Brand Leadership

**Total Program Time:**

1 hour, 45 minutes

**Audience:**

BKB Leaders

**Materials:**

PowerPoint, Facilitator Guide, Journals, Flip Chart

**Purpose:**

This module is designed to provide management an understanding of the leadership style of BKB. Participants will be able to describe and execute leadership in the BKB style, including key leadership traits, behaviors, and the brand leadership promise.

### Icon Key

Explain



Activity



Ask



Discussion



Key Point



Quote



Debrief/  
Review



Trainer  
Note



Transition





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**Welcome Slide**  
**Time: 10 Seconds**



**Explain:**  
Welcome to the Brand Leadership module! We are excited to have you join us today.




**Transition:**  
Let's take a look at what we'll cover today.

**BRAND LEADERSHIP**

**MODULE OBJECTIVES & TOPICS**

- Understanding brand leadership.
- The importance of setting the example in terms of the BKB experience and Brand Pillars.
- The key leadership traits that will deliver the BKB brand.
- Creating our brand leadership promise.



### Objectives & Topics

Time: 2 Minutes



#### Explain:

In this module, we will be reviewing the following:

- Understanding brand leadership
- The importance of setting the example for the BKB experience and our Brand Pillars
- The key leadership traits that will deliver our BKB brand
- Creating our brand leadership promise

On the tables in front of you, you'll see your journals. Please follow along in your journals and take detailed notes that you'll be able to refer back to over the next weeks. You are expected to be engaged and active participants in our session today.





#### Transition:

Let's get started!

**OUR BKB BRAND**

What appeals to you most about the BKB Brand?





## BKB Brand Activity

Time: 3 Minutes



### Activity:

Let's start on a personal level. You should now have started to see and understand what BKB is all about, and what the brand will represent for our guests and for Embassy Suites. Let's note in our journals your answers to the following questions, and we will discuss them.



### Ask:

What about the brand appeals to you personally?



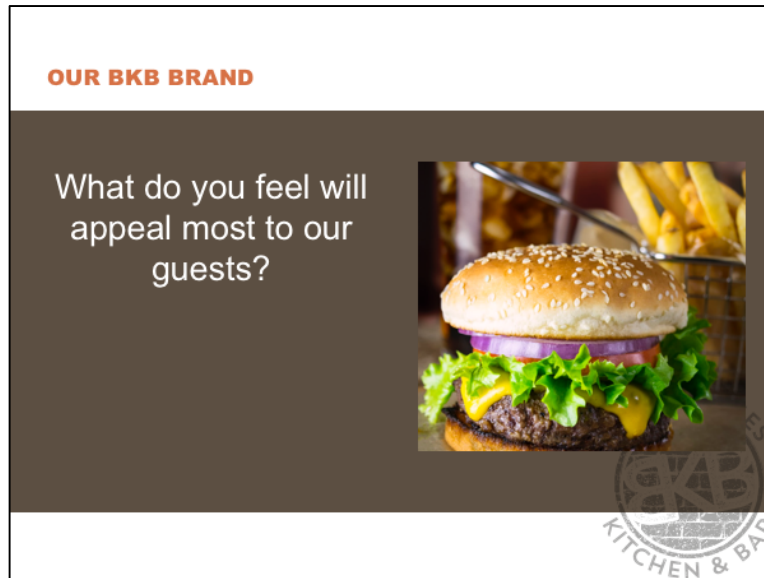
### Trainer Note:

Give participants 2 minutes to write and reflect in their journals. Then, call time and facilitate a discussion, encouraging all team members to share with the group.



### Transition:

Let's go to the next question.



## BKB Brand Activity Continued Time: 3 Minutes



**Ask:**  
What about the BKB concept do you think will appeal most to our guests?



**Trainer Note:**  
Give participants 2 minutes to write and reflect in their journals. Then, call time and facilitate a discussion, encouraging all team members to share with the group.



**Transition:**  
Let's go to the next question.

## OUR BKB BRAND

What do you feel will appeal to our team members the most?



### BKB Brand Activity Continued Time: 3 Minutes



#### Ask:

Finally, what about BKB do you think will appeal most to our team members?



#### Trainer Note:

Give participants 2 minutes to write and reflect in their journals. Then, call time and facilitate a discussion, encouraging all team members to share with the group. Ensure that the answers stay as positive as possible; change can be a trying time, but this is a great opportunity to rework the leaders' attitudes to focus on the positives moving forward.

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### **Explain:**

As you can see through this activity, the brand will mean different things to different people: ourselves, our guests, and our team members. However, based on your answers, there seems like a lot of positive things connected with the introduction of this new restaurant! Throughout this transition, there needs to be one constant, and that is you and your leadership. As brand leaders, you are responsible for the brand meeting its promise to everyone involved. This means focusing on all of the positive things about the BKB brand.



### **Transition:**

Thanks, all, for your great discussion!

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**Brand Leadership Intro**  
**Time: 10 Seconds**



**Explain:**  
Next, let's turn our attention to Brand Leadership.



## BRAND LEADERSHIP

What do we mean by brand leadership?

Why is brand leadership important?



### Brand Leadership Time: 5 Minutes



#### Ask:

What do we mean by brand leadership?



#### Review Answers and Discuss:

- Managers must set an example for the brand.
- Managers are responsible for encouraging our staff to keep the brand promise.
- Managers must embody the values and pillars of the brand – Approachable, Social and Shareable – as second nature, delivering on them not only to our guests but to our team members as well.
- It means setting the example in terms of our service and ensuring every guest is warmly welcomed and engaged with genuine hospitality.
- It is about ensuring the integrity, consistency, and quality of our branded food products and packaging.



#### Ask:

Why is brand leadership important?

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### **Review Answers and Discuss:**

- If we do not lead by example, then why should our team members deliver on the brand promise every day?
- BKB is introducing something new to Embassy Suites, and so we have to be a positive influence with our team members who are dealing with the effects of change in various ways in order for BKB to be successful.
- BKB is not just another hotel restaurant and bar. It is a unique brand that happens to reside within a hotel. We must make BKB as powerful as possible by supporting its brand promise!



### **Transition:**

Let's talk a little more about the idea of a brand promise.



## Brand Leadership Time: 5 Minutes



### Ask:

What does it mean when we say, “We are the keepers of the BKB brand promise?”



### Review Answers and Discuss:

- As the keeper of the promise we are responsible for delivering the brand as it was designed, the menu and food as it was intended, and the service as it was envisioned.
- BKB gives us the opportunity to deliver something new to our guests, and it is our responsibility to do so.
- It is about upholding the pillars of the brand.
- As managers, this responsibility is even more crucial. We truly represent BKB.



### Ask:

So, based on what you know about BKB so far, what *is* our brand promise?

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### **Review Answers and Discuss:**

- A welcoming, comfortable experience in an adaptable environment
- An engaging, social space that is perfect for every guest, from the individual business traveler or group attendee to the family on holiday
- Delicious, bar-centric food
- An approachable, friendly menu with a twist
- Warm, inviting, comfortable, casual design and feeling, in an organic, natural, authentic environment
- Every element is Approachable, Social and Shareable.



### **Trainer Note:**

Discuss answers, then review the next slide to reinforce the most important brand message. Depending on their familiarity and comfort, you can determine how in-depth you want to take the discussion.



### **Transition:**

Let's recap some of the important elements of our brand promise.

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**WELCOME TO  
BKB!**

**OUR CONCEPT**

BKB is a Full-service Kitchen and Iconic Bar, designed to be the social hub of an Embassy Suites experience.

Our engaging, bar-centric space is designed to adapt to the needs of all of our guests, providing them with social, shareable space in an approachable venue no matter the time of day!

The logo for Brickstones Kitchen & Bar, featuring a circular emblem with the letters 'BKB' in the center, surrounded by the words 'BRICKSTONES' at the top and 'KITCHEN & BAR' at the bottom.

## Our Brand Message Time: 2 Minutes



### Explain

BKB is a full-service kitchen and iconic bar, designed to be the social hub of an Embassy Suites experience. Our engaging, bar-centric space is designed to adapt to the needs of all of our guests, providing them with social, shareable space in an approachable venue no matter the time of day!

We've reinvented our Embassy Suites signature breakfast, improved our grab-and-go marketplace, and updated our menu with exciting fare that will engage guests from the individual business traveler or group attendee to the family on holiday.



### Ask:

Who can tell me our Brand Pillars that we must be the example for?



### Review Answers and Discuss:

Approachable, Social and Shareable

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### **Transition:**

Those are the three unique pillars that will ultimately allow us to achieve our goal. Let's understand these in detail.

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### Our Brand Pillars

Time: 6 Minutes



#### Trainer Note:

This may seem repetitive of the B1 & B2 modules, but it is critical that the managers become comfortable and confident in explaining the pillars. Adapt to the level of understanding of the managers, and move through this portion as quickly as necessary to ensure the managers can own these pillars to own the brand and keep the promise.



#### Explain:

BKB's three brand pillars define what makes our brand, menu, and service unique and special. We want to stress that for BKB to work, the pillars must all work together. It is the combination of approachable, value, and casual & comfortable together that makes BKB stand apart. Let's reflect on these words.



#### Ask:

When you think about a restaurant that is Approachable, what do you think about or expect to find?



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### Review Answers and Discuss:

Look for answers like:

- Inviting service
- Considerate of guest needs and their time
- Bringing guests into the experience



### Explain:

Being approachable will come to life for our guests through our inviting service, atmosphere and menu.



### Ask:

When you think about a restaurant who has a social approach, what do you think about or expect to find?



### Review Answers and Discuss:

Look for answers like:

- Friendly and knowledgeable employees
- A sense of being hosted
- A place where you feel welcome and comfortable



### Explain:

Our restaurant gives our guests social by acting as a place that can adapt to fit the needs of all guests, regardless of time of day.



### Ask:

When you think about a restaurant that is shareable, what thoughts or ideas come to mind?



### Review Answers and Discuss:

Look for answers like:

- A place to bring friends and family
- A space you want to snap and share a picture of
- A restaurant with lots of family-style dining



### Explain:

BKB was designed to be a shareable space. Every part of BKB is made for groups – from our communal tables to our shareable menu!



### Transition:

And, let's not forget about one of our most visible brand elements, our logo.

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**BKB Logo**  
**Time: 1 Minute**



### **Explain:**

Let's not forget that our Promise and Pillars are characterized and symbolized in our logo. When we wear this logo or work in the restaurant, we must be conscious of what this means to our guests and live up to the brand's promise. The sight of a logo instills an emotion, a memory, and a feeling about the company and the products it represents. We must instill a sense of pride with our team and each other with this logo.



### Keeping the Brand Promise

Time: 6 Minutes



#### Explain:

As the Brand Leader we have to keep the promise ourselves and then instill in our team members the motivation to do the same. However, like all promises, our brand promise can be easily broken, even when we do not mean to.



#### Ask Rhetorically:

Who has broken a promise?



#### Explain:

Of course we all have. Many times we do not mean to let someone down or break a promise, but we forget, something came up, we get busy or we just cannot do everything we hoped we could do. And regardless of whether we meant to break a promise or not, the consequences are often the same.



#### Ask:

How do you feel when a business breaks their promise to you as a customer or guest?

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### **Review Answers and Discuss:**

Look for answers like, "I don't trust them" or "I don't want to be a loyal customer." It feels just like when a personal promise is broken – and it seems to happen a lot more often than it should!



### **Explain:**

Even off-brand behavior can be seen as a broken promise by a brand! The company shows smiling, happy, engaging employees in their marketing, but your real experience is with people who are grumpy, unfriendly, and uncaring. THAT is a broken promise. While managers are usually good at responding to guest complaints, brand leaders focus on minimizing the number of times we break that promise by ensuring that training, coaching, setting an example and support is there to inspire our team members to keep the brand promise. It is no wonder they consider leadership the most difficult of all business tasks.

### **Explain:**

There are many things that managers do which influence their team members to deliver on the brand promise; however, there might be none more important than the manager setting a great example. This is the simplest yet most impactful of all our leadership activities.



### **Ask:**

Who has had someone NOT set a good example for them during their career? What impact did that make on you?



### **Review Answers and Discuss:**

- Did not motivate.
- Was not respected.
- Poor leader or bad manager.
- No influence on staff.
- Lacked credibility and integrity.



### **Ask:**

On the other hand, who has had a manager who always walked their talk and set a great example? What impact did that have on you?



### **Review Answers and Discuss:**

- Wanted to work hard for them.
- Staff respected them.
- Good leader.
- Able to influence and inspire staff.
- Walked their talk.

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### **Explain:**

The most popular sport in North America isn't Football, Hockey, or even Golf – it's "Boss Watching." Everyone watches the boss, and what they see determines how far they are willing to go to uphold the brand and fulfill the promise. If the manager does not walk the talk it will be very difficult to get their team members to do the same.



### **Read Quote:**

"Leadership means setting an example. When you find yourself in a position of leadership, people follow your every move."



### **Explain:**

Lee Iacocca really gets it right here – leadership is all about setting the example, because your people will follow your every move – "Boss Watching."



### **Transition:**

Now that we understand our responsibility as brand leaders, let's talk about how we bring the BKB experience to life.

**BRAND LEADERSHIP**

**THE BKB EXPERIENCE**  
**Place**  
The place is **where** guests experience BKB.  
**Process**  
Process is **how** the guests experience BKB.  
**People**  
People bring the brand **to life** through service excellence!



### The BKB Experience

Time: 4 Minutes



#### Explain:

Let's think about how our guests experience the BKB brand. The guest experiences the brand in three ways, through Place, Process and People.

- Place is where guests experience BKB. It's the physical part of their experience at our restaurant, perceived through the 5 senses: Sight – Sound – Touch – Smell and Taste.
- Process is how the guests experience BKB through our service processes at each point of the experience.
- People brings the brand to life through service excellence and by communicating through the 3V's: Verbal (words), Vocal (tone) and Visual (body language).



#### Ask:

How can we set the example with all three elements?

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### **Review Answers and Discuss:**

- Place is about ensuring the senses of BKB are always on brand – the right music, the right smell, a great taste, the space always appears clean and organized and the tables and counter are always clean. It is about always looking at your restaurant from the guests perspective.
- Process is about always following our operating procedures which we will be reviewing in the next couple of days. It is about ensuring a sense of service style in every interaction with a guest as you follow the new procedures.
- People is about setting the example in guest engagements, especially living up to our five pillars and being conscious of how we communicate via our words, tone and body language.



### **Transition:**

We need to set the example in all elements of the guest experience. Now let's think about how we set the example in terms of our Brand Pillars.



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<b>BRAND LEADERSHIP</b>	<b>OUR BRAND PILLARS</b> <ul style="list-style-type: none"><li>• Approachable</li><li>• Social</li><li>• Shareable</li></ul> <p>“As Brickstones Grill leaders, we will set the example for our team members by...”</p> 
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### Brand Pillars – Setting the Example

Time: 8 Minutes

**Ask:**

How do we set the example for each of our Brand Pillars in our restaurant?

**Activity:**

I will give you 3 minutes to write your ideas in your journal, and then we'll discuss as a group.

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### Trainer Note:

Ensure the following is highlighted:

- Approachable – You need to be friendly and welcoming and ensure that the restaurant appears friendly and welcoming at all times as well. Team members should keep appropriate posture and appearance, and tables should be cleared quickly.
- Social – You must engage with guests throughout their experience at BKB. Act as a host and make relevant recommendations to improve their experience.
- Shareable – You should ensure to recommend and focus on the shareable aspects of the menu. In addition, look to create memorable experiences our guests will find to be worth sharing.



### Activity:

As a team, I want you to create a statement together that is one or two sentences long that captures how you will set the example in terms of Place, Process, People and Pillars. It will start with: “As BKB Leaders, we will set the example for our Team Members in the operation by...”



### Trainer Note:

Have the managers work together as a team to develop their statements. Maximum of three sentences but would prefer a single sentence. Provide 5 minutes for the team to develop their statement. As the managers work on this, look to ensure they are focusing on experiential elements and ideas (like delivering what the guest wants and not what we want; delivering a knowledgeable, relevant and friendly service experience; being open and excited to the new brand; etc.) rather than transactional ideas (cooking to order, following the rules, etc.)

Example statement: “As BKB Leaders, we will set the example for our Team Members in the operation by delivering an experience that is crafted uniquely for the guest. We will set the stage for a high energy, friendly and interactive guest experience by being knowledgeable, engaging and guest-centric.”



### Transition:

Great job! Let’s now think about setting the example in terms of leadership traits.

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## BRAND LEADERSHIP



What are the traits of a strong brand leader for BKB?

### Brand Leader Traits Activity

Time: 10 seconds



#### Explain:

We are going to do an activity now on the traits of a strong brand leader! You have, as a group, identified the example we need to set; now we will think about the traits we need to adopt, demonstrate, and live by in order to set that example within BKB.



#### Trainer Note:

This is continued on next slide.

BRAND LEADER TRAITS		
• Calm	• High-energy	• Patient
• Compassionate	• Intelligent	• Resilient
• Efficient	• Motivating	• Talented
• Fair	• Multi-tasker	• Tenacious
• Hard-working	• Outgoing	• Trustworthy

### Brand Leader Traits Activity

Time: 5 Minutes



#### Activity:

Here are fifteen traits of a strong leader! They are noted in your journal as well. All of them are valuable and important, of course, but we want to narrow these down to what we feel are most important to us, the BKB team here in <name of city/hotel>. To begin, I would like you to select, as an individual, the top four traits that you personally feel are most important for a manager of the new BKB Brand. Please begin!

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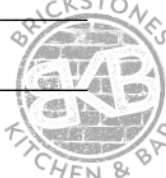
### Trainer Note

Allow three to four minutes for the individuals to choose. Clarify any questions about what a word means. Some may comment that it is hard to eliminate any of these, so remind them again that they are all important, but for them to focus on what they feel are the MOST important four traits!

Then, call time. Have a tally sheet of the 15 traits prepared on the flip chart and ask the group for the selections by a show of hands. Ask, “how many selected Calm? Compassionate? Efficient?” etc. Continue, and note the selections until the list is completed. Review the list and select the top FOUR as voted by the team. Address any tie-breakers or words that are within a vote to develop a top-four list. If it is a small group they can discuss and agree on what the top four should be. Allow for up to 5 minutes for the group to finalize their selections.

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<b>BRAND LEADERSHIP</b>	<b>TOP FIVE TRAITS</b>
	1. Have Integrity: Lead by Example
	2. _____
	3. _____
	4. _____
	5. _____



### Top 5 Traits

Time: 12 Minutes



#### Explain:

Here are your top four, plus the one we have already discussed: Leading by Example. We feel, here and now, that these are the five most important traits of a BKB brand leader at <insert name of property>.



#### Activity:

Now, to be able to set the example, we must put behaviors around each of your four traits. You have already established a definition of behaviors for Lead by Example, and you'll want to create something similar for each of the other four. <Remind them of the Lead by Example statement> That means, if you actually see someone behaving this way, you would say "That is a fair leader" or "That is a patient leader." What does each of your traits look like? Try to avoid coming up with synonyms, like, "a calm leader is controlled," but more so, what behaviors you would see a leader demonstrate if they had this particular trait.

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### **Trainer Note:**

Give them ten minutes as a group to come up with their list of behaviors for each trait and the desired statements. Have the group present back to you their statements. Comment as required. Collect their traits, definitions and statements. You will place everything into a small poster that they can hang on their walls. You may have to do some word development for the statements so that they read perfectly.



### **Explain:**

So, we now have some specific behaviors we must demonstrate to our team members that will be critical to the success of our brand and our ability to positively influence the BKB Promise within them. You are going to present these five traits and your definitions to the team members. This will be your commitment to yourself and to them. It is important that you are vocal in letting your team know what to expect from you. We will write these traits and behaviors into a BKB poster that you can hand out to your team.



### **Transition:**

Great job on developing your Five Leadership Traits and statements!



BRAND LEADER TRAITS		
• Calm	• High-energy	• Patient
• Compassionate	• Intelligent	• Resilient
• Efficient	• Motivating	• Talented
• Fair	• Multi-tasker	• Tenacious
• Hard-working	• Outgoing	• Trustworthy

### One Last Look – Brand Leader Traits

Time: 1 Minute



#### Explain:

Let's look at this list once more before we move on. We want to remind you that all of these traits are important as leaders, so just because they were not selected to your list does not mean that you can ignore them. In fact, think about the opposite of any of these. If, as leaders, we had the opposite trait it would be difficult for us to be successful brand leaders, right? I mean, we didn't select <choose a non-selected word and introduce the opposite – example is "patient"> but if, as managers, we were <impatient> we would not be very successful in influencing our team members in the right direction.




#### Transition:

Great job today, everyone. Let's wrap up this session.

**BRAND LEADERSHIP**

**MODULE RECAP**

- Understanding brand leadership.
- The importance of setting the example in terms of the BKB experience and Brand Pillars.
- The key leadership traits that will deliver the BKB brand.
- Creating our brand leadership promise.



### Module Recap

Time: 8 Minutes

**Explain:**

Let's recap our efforts today.

**Ask:**

Who can recap why brand leadership is so important in opening and transitioning to our BKB restaurant?

**Look for Answer:**

Brand Leadership inspires others to deliver the Brand Promise. We must become our brand to have credibility with our team. We must be consistently working to ensure every guest experience is on brand so we do not disappoint our guests.

**Ask:**

Why is leading by example so important?

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### **Look for Answers:**

- Our team members watch us closely and if we are not going to deliver on the Brand Promise then why should they?
- We have identified the behaviors, actions and attitudes we need to set the example for in the opening process for BKB success.



### **Ask:**

What are those behaviors?



### **Trainer Note:**

Review Lead by Example statement.



### **Ask:**

Finally, we have identified the important traits we as leaders need to showcase in the opening process for BKB success. What are our traits?



### **Trainer Note:**

Review the other four traits and statements developed by the managers.



### **Transition:**

Awesome job, thank you all! Let's close out this session.

**“You do not **build a reputation** on what you say you are going to do.”**



### Conclusion

Time: 2 Minutes



#### Read Quote:

“You do not build a reputation on what you say you are going to do.”



#### Ask:

What does this quote mean to you?



#### Review Answers and Discuss:

It is critical that we take all that we’ve discussed today and our commitment and promise to the BKB brand and act on all of those commitments every day.

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### **Explain:**

Great job everyone! You are the Brand Leaders! You set the example in your behaviors that deliver on the promise, the pillars and the experience, and also by ensuring those leadership traits most aligned with BKB are kept in the front of your mind each and every day. And remember, when you do break your brand's promise (which will happen) the most important thing is to be honest, humble and work even harder to be the best brand leader you can be. Thank you for helping to build the reputation of the next great dining brand!