



► Team 2011 Training Manual

Team Leader Workshop

Welcome to Rugby World Cup 2011!

On behalf of Rugby New Zealand 2011, thank you for your generous offer to play a leadership role within Team 2011.

New Zealand is soon to host the Rugby world. When the opening match takes place at Eden Park on September 9, thousands of fans from more than 100 countries will be preparing to take their seats over the following 45 days to enjoy Rugby at its best. New Zealand has embraced this wonderful event and thousands of great people from very diverse backgrounds have offered their time and commitment to make Rugby World Cup 2011 a special moment in our history and something I am sure we will all be proud of.

To make Rugby World Cup 2011 a great success, we have gathered a workforce over 6,000 people. Team 2011 will be hosting our international guests, looking after the players, support staff and officials, making sure our stadiums are safe, and undertaking a vast range of tasks to ensure that everyone has an enjoyable and memorable experience. In short, Team 2011 will be the face of the Tournament!

Team 2011 will be responsible for delivering great customer service, but a team of this size could not operate without clear communication and leadership, and it's here that our Team Leaders will provide a critical function. As a Team Leader, your role is to keep your team inspired, motivated, and on track to ensure their contribution is a positive and rewarding experience. This workshop is designed to assist you to support your team, and help you play your part in achieving that goal.

Throughout the Tournament, I encourage you to reflect on your previous leadership experience, the unique dynamics of leading volunteers, and the material you cover in this training. I also hope you find this experience useful for your own personal development.

Once again, thank you for your support. Your role is critical to the success of the Tournament. I hope you enjoy being a part of this amazing and special experience.

Regards



Martin Snedden

Chief Executive

Rugby New Zealand 2011 Limited

Team 2011 – Our Line-up!

Team 2011 is made up of thousands of committed, enthusiastic people, but it's important to recognise why we put our hand up to be involved. These different reasons should make us consider our roles as Leaders, and how we communicate with our teams during the Tournament.

During this session, we will discuss the various motives for choosing to volunteer versus conventional paid jobs. Fill in the table below with insights or thoughts related to the Functional Area you will be working in.

Typical motives behind having a 'job'	Typical motives behind 'volunteering'

Insights we need to recognise:

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As Leaders we must:

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Team 2011 Leadership

In the 'CARE' table below, describe how we as Leaders can 'walk the talk' during Rugby World Cup 2011.

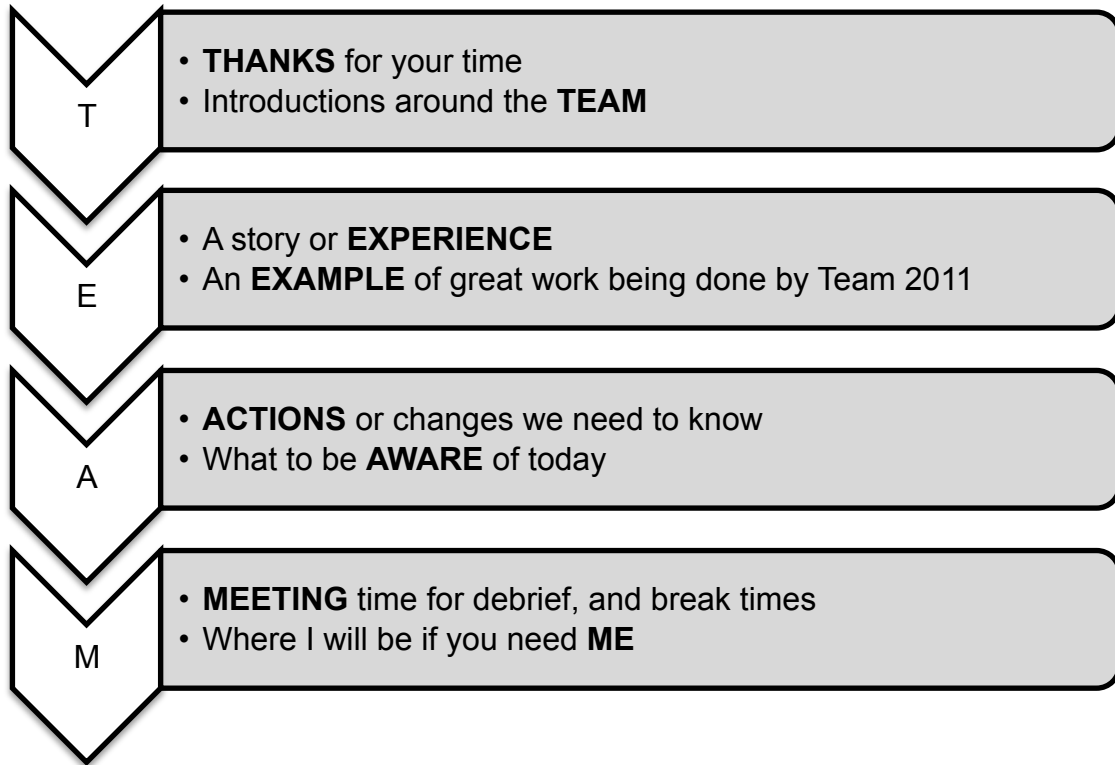
C	Customer	
A	Attitude	
R	Respectful	
E	Engaging	

Notes:

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TEAMtalk - Team briefing

Use this guide as a way to brief your team at the beginning of your shift.



Notes:

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THANKS – Team debrief

Use this as a guide to use for debriefing your team. Note: For any incidents to report, forms will be available at every Workforce Center.

T	<ul style="list-style-type: none"> • THANK YOU! • Thanks for your time and effort today
H	<ul style="list-style-type: none"> • HIGHLIGHTS from the day • Share a story of great visitor service you heard about or saw from the team.
A	<ul style="list-style-type: none"> • ACTIONS • How to share what we've achieved today with Team 2011. Facebook, Workforce Center?
N	<ul style="list-style-type: none"> • NOTIFICATION • Were there any incidents that need escalating?
K	<ul style="list-style-type: none"> • KIT and Admin • Does everyone know their next shift time? Remember to keep your uniform tidy.
S	<ul style="list-style-type: none"> • SEE YOU NEXT TIME! • Thanks again for your great work.

Notes:

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Giving Effective Feedback

Positive example in my FA:



Constructive example in my FA:

Service Recovery:

Add notes below that describe the key points for reacting to complaints or difficult situations.

Ways to say "Thanks!"

Great job!
Nice work!
Way to go!
I applaud you.
I couldn't have done it without you.

Well done!
YOU ARE TERRIFIC!

Excellent!
You are so creative.
Right on!
A-OK!
You're a treasure!
Awesome!
You made my day!
Dynamite!
You are truly appreciated.
Good job!
BINGO!

Good thinking!
You're an important member of the
team.
Wonderful
Kapai
Sweet as!
You are spectacular!

You're on target.
Your contribution is important.
Outstanding!
Congratulations!
Remarkable job!

You're a real trooper!
Fantastic!
You make my job so much easier.
Exceptional performance!
Amazing!

You're the best!
WOW!
You're fantastic!
You rock!
You're on top of things!
I'm truly grateful!
Super job!
You're a winner!
You're a joy to work with.
I'm impressed!
Sensational!
Bravo!
Great work!

A+ Job!
Hurray for you!
You are a team player!
You make me look good!
High five!
I'm proud of you!
You are fun to work with!
That's a great idea!
You're doing a super job!
Kudos!
You're super!
The time you put in really
shows!
You are unstoppable!
I appreciate your work.
I appreciate you
Superb!
Phenomenal!
I enjoy working with you!
Hip! Hip! Hooray!