



RiseHY Coach Playbook

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Introduction

Since launching RiseHY in 2018, Hyatt has worked alongside national and local non-profit partners to create pathways for hiring local opportunity youth talent. Thanks to your participation, we are well on our way to achieving our goal of hiring 10,000 opportunity youth by 2025. So far, we have hired nearly 1,300 opportunity youth, with approximately 120 hotels participating in the program!

To support these opportunity youth in building successful careers at Hyatt, we are pleased to launch the RiseHY Coach program. The goal of this new coaching program is to provide opportunity youth, who enter Hyatt via RiseHY, with the additional support and coaching needed to thrive as Hyatt employees.

At Hyatt, our purpose is **to care for people so they can be their best** and coaching is yet another way that we can care for our colleagues. There are many benefits to coaching relationships, for both the coach and the coachee. For example, opportunity youth with coaches report higher job and career satisfaction as well as greater career and organizational commitment. Moreover, coaches report feeling revitalized in their careers and a sense of personal growth and satisfaction.¹

This playbook will explain how to set up a coaching program that will fit the needs and culture of your property. Throughout, you will see stories from other properties that have already started their own coaching programs to support opportunity youth. Whether your property already engages in some kind of coaching or if this is all new territory, we look forward to being on this journey with you.

How to use these materials – By linking the value of a coaching program to priorities at your hotel, you have an opportunity to bring the information in this playbook to life for your colleagues. For example, perhaps your property has a focus on Leading at Hyatt or Employee Engagement Survey Scores, Career Development conversations or People Planning for recruitment needs—each of these can be enhanced by implementing a RiseHY coaching program. One final note, this playbook is a resource to help you get a coaching program started at your property. Feel free to modify the tools, templates, and techniques outlined in this document to the needs of the coaches and coachees at your property.

¹ Allen, Tammy D., Finkelstein, Lisa M., Poteet, Mark L. *Designing Workplace Mentoring Programs*. West Sussex, UK: Wiley-Blackwell, 2009, p. 5.

Setting Up Your Program

Core Components

Any coaching program is based on five core components²:

- **Recruiting** the right coaches who are aligned with the program's expectations and desired outcomes
- **Matching** coaches and opportunity youth based on strategies that will increase the likelihood of an effective and enduring relationship
- **Training** coaches and opportunity youth so that both parties understand their roles and responsibilities and feel equipped to perform well in these areas
- **Implementing** clear processes and procedures for pair interactions, including how to approach potential challenges
- **Monitoring** relationships on a regular basis to ensure partnerships are successful and provide support and guidance when they are not

As you set up your program, you will need to decide how to handle each of these five components. Your program may end up looking different from a program at another property based on the needs of your coaches and your RiseHY colleagues and that is OK!

In the story below, learn how Hyatt Regency Calgary structured their coaching program to fit their needs and culture.

Case Study: Hyatt Regency Calgary

When RiseHY was announced, HR Calgary had already been thinking about how they could make their hiring more inclusive, so they knew they wanted find a way to get involved. Their first step was to identify potential community partners who would be very flexible in their approach. The team at HR Calgary knew this would be important given the culture at their property. To find a flexible partner, they met with over five community organizations before selecting the Sinneave Foundation, a family foundation focused on addressing the challenges of young adults with autism. Sinneave was eager and willing to work hand-in-hand with Kathy Hughes, Director of Human Resources at HR Calgary, and her team to design a custom program.

Together, Kathy's team, Sinneave, and one of their partners, Spectrum Advantage, designed a job sampling program to bring neurodiverse young adults onto the Hyatt property to try out different jobs. HR identified three departments as good places to launch RiseHY —Culinary, Housekeeping and Stewarding. For four hours each Wednesday, a young adult would come work in one of the three departments, not just shadowing the team, but also learning how to do the work. Some young adults would come once, others might come up to four times.

² MENTOR. *Elements of Effective Practice for Mentoring*, 4th edition. 2015. https://www.mentoring.org/new-site/wp-content/uploads/2016/01/Final_Elements_Publication_Fourth.pdf

In order for this to work, the HR team knew that it would be important for the young adults to have a “coach” in their department who would not be their manager, but could instead play the role of advisor, mentor and friend, helping them learn the ins and outs of the job. With help from department heads, they identified one colleague to act as a coach in each department. The three coaches were all different ages and at different stages of their career. What they had in common was expertise in their roles, credibility with their teams, warmth and modesty.

The three coaches quickly began to see themselves as part of a team as well. The HR department worked hard to make the coaches’ service visible—creating “RiseHY Drive”, a corridor in the hotel that displays profiles of the coaches, and identifying coaches to others through a unique name badge. Now other departments, including Engineering, Security, Spa, and the Front Office are all interested in participating. For hiring managers, the partnership with Sinneave is a great way to identify new talent. And for Hyatt staff, it is an opportunity to make a difference. Kathy notes, “This is a long term investment. It’s about hearts and minds...The pitch to our colleagues is, ‘Do you want to change a life today?’”



Cultural Context

Coaching may be viewed very differently depending on the cultural context of your property. This playbook attempts to provide a basic framework for establishing a coaching program that will be applicable across the 60 countries in which Hyatt operates. However we know there will need to be adjustments made depending on the culture and environment within which your property is situated; this is expected and encouraged. Some elements/issues you may want to consider when adapting this framework for your needs are:

- Traditional gender roles
- Traditional concepts about age and authority
- Comfort sharing personal information (particularly in a professional environment)
- Focus on the collective vs. the individual
- Cultural perceptions of disadvantaged young adults (and the particular population of these youth your program targets)

Confidentiality & Procedures for Sensitive Issues

Do not be surprised if sensitive issues arise in the midst of coaching relationships, this is quite common. Issues and challenges that may arise include: a coachee not showing up for meetings with their coach; a coaching pair not getting along well; a coach dismissing a coachee's concerns; or a coachee encountering serious challenges outside of work.

It is important to have clear processes and procedures for dealing with these kinds of issues and to train coaches and coachees on these guidelines. For example, decide the degree to which conversations between coaching pairs will be kept confidential versus shared with a RiseHY colleague's supervisor or HR. Also, make sure coaches know whom to contact if their RiseHY colleague is facing a personal issue that they do not feel comfortable addressing. There is no single correct approach to handling a sensitive issue, but it is important to establish clear guidelines from the beginning so that all parties understand what to expect.

TOOL: *Appendix B: Setting up Your Program Worksheet* – answer the questions in this worksheet to decide on your coaching program's basic components.

Recruiting Coaches

What to Look for in a Coach

The quality of the coaches you recruit is key to the success of your program. Hyatt properties that have already implemented a coaching program suggest that the following skills and abilities are some of the characteristics to look for in potential coaches:

Skills and Abilities for Coaches	
<ul style="list-style-type: none"> • Ability to get along with everyone • Good team player • Respected in their department • Warm • Patient • Comfortable handling difficult situations • Desire to give back 	<ul style="list-style-type: none"> • Authentic • Knowledgeable/have expertise • Willingness to share knowledge • Modest • Listening and communication skills • Empathy • Able to build a connection with others

In addition to these basic qualities, it is important to consider the needs of the opportunity youth participating in your RiseHY program. For example, if the coachees are largely new to the professional environment, you will want to choose coaches who are interested in helping develop the next generation of Hyatt colleagues and who understand the time it takes to learn a new job. At other properties, RiseHY may focus on opportunity youth with significant life challenges, such as recent refugees, in which case you may want to consider identifying coaches with very strong ties to the community who will be able to help these colleagues integrate into the community.

How to Recruit Coaches

There are many ways to identify current employees who are interested in serving as coaches. You can choose one or several of the options below:

- **Individually select a small group of Hyatt colleagues:** Based on your knowledge of colleagues, choose a few whom you think would be great coaches and ask them individually to participate in the program.
- **Develop a communications campaign:** Put together a short, targeted communications campaign for the property informing all colleagues about the coaching program and the opportunity to participate. Send emails, post flyers in relevant locations and highlight the program in morning huddles/department meetings to spread awareness widely.
- **Host a special event:** Invite colleagues to a special event (food is always a good draw!) to learn about the program. If you have a community partner, consider having them present to speak about the population of opportunity youth that your program targets. Be sure to give attendees an overview of the goals of the program and the general expectations of coaches.
- **Request peer nominations:** Send out a property-wide communication informing the team about the launch of a new coaching program and requesting nominations for coach candidates. Highlight the qualities that you are looking for in coaches and give colleagues an opportunity to write a few sentences about why a particular colleague would be a great fit. Recognize the

colleagues who have been nominated publicly—for example add a special symbol to their nametag or post their names and photos in a place that other staff can see.

- **Launch a grassroots campaign:** Bring up the coaching program with your colleagues as opportunities arise naturally in your day, such as in corridor discussions, pre-shift conversations, and over break and meal times. As colleagues demonstrate interest, recruit them as program ambassadors to share the word with other colleagues who might be good coaches.

Matching Coaches and RiseHY Colleagues

Now that you have identified your coaches, the next step is to match young adults with the coach who best fits them. This is important because the impact of coaching depends upon the quality of the relationship between the coach and coachee. Stronger bonds between coaches and RiseHY colleagues will enhance the experience for both parties.

There is no single best way to match coaches and RiseHY colleagues. Elements to consider when determining how you will match pairs (coach and coachee) include:

- **Who decides:** Who gets to decide how the pairs are matched?
 - ☐ One person (such as a program lead) determine the matches
 - ☐ A committee reviews the potential coaches and RiseHY colleagues and determines the matches
 - ☐ Host an event where coaches and RiseHY colleagues can meet each other in an informal setting and then identify their top 1-3 preferences for a match; program lead then makes final pairing
- **Characteristics used to match:** What specific characteristics will you use to match pairs? Some of the variables you might want to consider (which are also addressed on the Coach & RiseHY Colleague Information Forms in Appendices B & C) include:
 - ☐ Personal interests or hobbies
 - ☐ Background
 - ☐ Experience in a particular job/department
 - ☐ Tenure
 - ☐ Professional success
 - ☐ Shift alignment

“Two more eyes to direct them, two more ears to listen to them, two more lips to suggest and guide them.”

- RiseHY Program Lead, Alila Seminyak Bali

Eva and Pidy with their buddy, Ms Kinan, our Learning Coordinator, on the day of their graduation from internship



Special Consideration: Coaches with multiple RiseHY colleagues

Depending on your program, you may want a coach to have more than one coachee. This is fine and can sometimes even be beneficial as the coach and all of his or her coachees can meet as a group and become a team of their own. If a coach takes on more than one coachee, it is important that this coach

work to build peer relationships among the coachees. Building these relationships will help the coachees support one another throughout the program. We highly recommend that a single coach have no more than 3 coachees, as it is difficult to maintain substantive relationships with more than 3 colleagues when you also have a full-time job.

The structure and goals of your program should influence the choices you make about how to match coaching pairs. You can try one method for matching and if it does not work as well as you want, try another method.

TOOL: *Appendix C: Coach Information Form & Appendix D: RiseHY Colleague Information Form*- You can use or modify these templates as applications for coaches and RiseHY colleagues or simply as information gathering forms to help you facilitate the matching process.

Training Coaches and Coachees

Before your coaching program begins, it is important to make sure that coaches and coachees align on expectations and understand how the program will work. As with any activity, the more preparation participants put in, the higher the likelihood that they will have success with the program. In addition to setting coaches and RiseHY colleagues up for success, training can also be a way to kick-off the relationship and give both parties the tools, behaviors, and skills they need to deal with any potential obstacles that arise.

What to Cover

Training on basic program structure and activities will likely be the same for both coaches and RiseHY colleagues. Here is a draft agenda of the key topics you will need to cover with both groups:

Suggested Initial Training Agenda

- I. Define coaching
- II. Outline program objectives
- III. Review responsibilities of coaches and coachees, and coaching agreement (see *Appendix E: Coaching Agreement Form* for a template you can use)
- IV. Review role of RiseHY staff
- V. Describe the structure of the formal coaching program (e.g. expected meeting frequency, any special events/group activities, etc.)
- VI. Describe potential relationship challenges and how to approach them (e.g. whom should they reach out to with questions, is there a procedure for documenting concerns, how confidentiality will be handled, etc.)
- VII. Where appropriate, think about leveraging existing Hyatt training resources and curriculum including *Situational Leadership I and II*, *Leading Inclusively* and additional e-learning materials available in the LMS

Both at the start, and throughout the program cycle, you may want to separately train coaches on additional topics related to supporting opportunity youth, including: positive communication, asking great questions, supporting the mental health of opportunity youth, and supporting opportunity youth through personal crises.

Training Formats

Training can be offered in a variety of formats to suit the needs of your program and participants. At some properties, it may make sense to bring everyone together in person for training while other properties may prefer to record a webinar and offer access to participants on their own schedules. Food and beverages are always welcome at these events.

When possible, it is ideal to structure trainings with a combination of discussion, activities (such as role-plays or real-life case studies from your property) and targeted lecture for maximum engagement.

External Expertise

Moreover, you may want to engage an outside expert to provide additional training on how to support the opportunity youth participating in RiseHY, particularly if they have very different backgrounds or personal experiences than the coaches. Your RiseHY community partners can be a great resource to

provide this type of additional training. Bringing them in more than once to refresh people's memories or share new findings can be a good way to help your colleagues keep this information top of mind. They will likely have significant expertise working with the population of opportunity youth that your program supports and may be able to send a staff member on site to work with your coaches or offer additional services to the opportunity youth to help them maximize their relationship with their coach.

Case Study: Hyatt Regency Calgary



Part of the reason the RiseHY team at HR Calgary selected the Sinneave Foundation as a partner is their deep expertise in working with young adults with autism. As part of their training, the RiseHY team brought in staff from the foundation to speak to the coaches at the hotel about neurodiversity and youth living with autism. The foundation also offered best practices for working with people who display neurodiversity. As a result, coaches felt more prepared to support their RiseHY colleagues.

TOOL: *Appendix E: Coaching Kick-Off Questionnaire*—Coaching pairs can complete this together at the start of their relationship to establish goals and norms.

Implementing the Program

Once you have matched and trained coaches and coachees, it is time to kick off the coaching relationship and watch it grow. Coaching relationships should last a minimum of 6 months (and a best practice is one year). Here are some topics to consider as the program gets underway.

Phases of Coaching Relationship

While all relationships are different, research from MENTOR: The National Mentoring Partnership (in the United States), shows that many coach/coachee relationships go through three major stages: Familiarization and Testing, Commitment and Work and Termination and/or Closure.³

Stage 1: Familiarization and Testing: During this stage, the coach and RiseHY colleague are getting to know each other. Some coachees may be uncommunicative, nervous to engage, or fail to live up to program expectations. Pushing past this stage requires that the coach demonstrate a genuine interest in getting to know their RiseHY colleague and developing a relationship.

Stage 2: Commitment and Work: In this second stage, the relationship begins to deepen and the coach and coachee may spend more than the required amount of time together. This is the best time to set goals and for coaches to help RiseHY colleagues develop specific skills and competencies. These should be aligned with the coachee's personal and professional goals, which is what differentiates the coaching relationship from the role of supervisor or manager.

Stage 3: Termination and/or Closure: The end of the program need not be the end of the relationship; it is natural that some relationships will continue past a formal program while others will not. If the relationship does come to a close, it is important it ends in a way that is mutually satisfying for both parties and allows both the coach and coachee to walk away confident that there was value and progress in the relationship.

“Basically, they will always see me as someone to come to whenever they have questions at the hotel. I don’t expect our relationship to have ‘an ending.’”

– RiseHY Coach, Alila Seminyak, Bali

Basic Coach Responsibilities

Coaches should check-in with their coachee at least once a week. These check-ins should be informal to set a comfortable tone and could involve sharing a meal, a beverage, or going for a walk. Some coaches like to have a weekly lunch with their RiseHY colleague; others prefer an end-of-shift coffee or tea to debrief the day. The check-in tool (see *Appendix F: Coaching Check-In Tool*) can help a coach structure their weekly conversation.

³ MENTOR. *The Wisdom of Age: A Handbook for Mentors*. https://www.mentoring.org/new-site/wp-content/uploads/2015/09/Wisdom_of_Age-A_Handbook_for_Mentors.pdf, pp. 22-23.

“Usually, we talked about something personal, (and also formal things). I enjoy having conversations with my buddy [coach], and she treated me like a sister.”

- RiseHY Coach, Alila Seminyak Bali

Coaching Celebrations

An official quarterly coaching celebration can mark several important milestones in the coaching relationship. This fun and regular event can bring together coachees and coaches, no matter the stage of their relationship. Food, beverages, music, and a small token or gift for the coaches and RiseHY colleagues can help mark the different milestones.

- For those starting their coaching relationship:** Recognize the new coaches (perhaps with badges or by creating a “RiseHY Drive” bulletin board), congratulate the opportunity youth for taking an important first step in their careers, and show them all of the supportive people who want them to succeed.
- For those midway through their coaching relationship:** Highlight wins, celebrate the growth and development of the opportunity youth, and recognize the excellent work of coaches. Some Hyatt properties with coaching programs have coaches and coachees write letters to one another explaining what they have gotten out of the program thus far.
- For those who have ended or are ending their coaching relationship:** Recognize and thank coaches with gifts, awards, or certificates (see *Certificate* template at end of Playbook); provide coachees with certificates of completion or a letter from their coach. Some properties invite the family members of coachees to take part in the celebration as well. (Note: Coaches and coachees at many properties stay in close contact after the program ends.)



TOP TIP: Look for opportunities to integrate RiseHY celebrations with other events. For example, HR Calgary included a celebration of RiseHY coaches and colleagues as part of their plans for Global Gratitude Day 2019, and plans to do an annual event on International Youth Day in Canada, both of which include opportunity youth, coaches, community partners, and hotel colleagues.

Regular Events

In addition to quarterly celebrations, consider offering other organized events that coaching pairs can participate in, for example:

- Fun and relationship building events:** Board games, food, a talent show, coaching outings/field trips, are a great way to strengthen relationships between coaches and coachees.

- **Professional development events:** Networking event, panel on career pathways at Hyatt, training on customer-service, help all parties grow over time.
- **Monthly coach meeting:** Gather all coaches together monthly to share wins, compare notes, and to offer support to one another. This can also be a time where you offer additional trainings on relevant topics to the coaches.

Tips for Handling Conflict Between a Coach and Coachee

Do not be surprised if coaches and coachees occasionally experience interpersonal conflict—this is natural in new relationships. RiseHY Coach program coordinators should be prepared to step in and help both parties work through their disagreement:

1. **Stay calm:** It is important to remember that interpersonal conflict is a normal part of building and developing a relationship. Most interpersonal conflicts can be solved and the relationship is often stronger after both parties work towards a solution.
2. **Make time for all parties involved to explain their perspective and propose next steps:** As the program coordinator, it is important to give space and time for each party to talk about the issue and their concerns. Ask each person for their proposed next steps and work with them to develop a plan moving forward. Often, it is important for one or both parties to apologize for their role in the conflict, this action helps people move forward in a productive way.
3. **Clearly outline next steps and create time/space to check-in on progress:** It is important to outline a plan for the future and it is often helpful to have both parties write down what they agree on to as a way to acknowledge their understanding and show their commitment moving forward. Be sure to check-in on both parties weekly as they work to implement the plan, which may take some time.
4. **Be prepared to adapt:** In rare instances, a conversation, a written agreement and weekly check-ins may not work as hoped, and you will need to try another approach. For example, a RiseHY colleague may benefit from being paired with a new coach. The focus should be on the opportunity youth's growth and development, and so, if you make a change of this nature, you will need to help end the current coaching relationship on a positive note, and then move the opportunity youth into a new coaching relationship.

Tips for Handling 'Life Challenges' Affecting a Young Adult

Many opportunity youth face "life-challenges" outside of the workplace such as: substance use/abuse, mental health issues, homelessness or housing issues, hunger or food insecurity, medical problems, community-based violence, parenting young children, or the need to care for loved ones who have pressing medical or mental health needs. While Hyatt colleagues will not be able to solve these issues, you can prepare coaches to play a role in helping opportunity youth learn to manage these issues.

First, train coaches and coachees on how home life and personal issues that come up will be handled and any guidelines on confidentiality. Second, consider developing a "resource page" which outlines available internal and external supports and resources for opportunity youth and coaches to use as a reference guide. This page should have organizations, names, contact information and hours of operation. Third, consider sharing the following tips with coaches—note that steps 3 & 4 may go beyond what some coaches are comfortable doing and that is ok, every relationship will be different:

1. **Listen, empathize and try to understand the issue(s) at hand:** An opportunity youth who trusts you enough to reveal a challenging life issue will likely be upset, confused, scared, anxious or grieving. Be sure to listen to your RiseHY colleague and ask follow-up questions to understand what is going on. You will likely need to guide the opportunity youth through this conversation. Be kind. Be gentle. Empathize with the opportunity youth. Then, work to help them address the challenge at hand.
2. **Connect your coachee to outside resources:** Many of the life issues that opportunity youth grapple with will be outside the scope of what anyone at Hyatt can do (e.g. homelessness, community-based violence, substance abuse, health or mental health issues etc.). Consequently, it is important to bring in the support of relevant community-based resources to help the opportunity youth and their family.
3. **Develop a support plan:** As you review options with your coachee, help them develop a short-term, medium-term and long-term support plan. In the short-term, make sure that your RiseHY colleague is safe in the moment. Over the medium-term, create a plan that keeps relevant parties out of harm's way to allow them to develop a long-term plan to help ameliorate the issue over time.
4. **Check-in with your coachee and continue problem solving as needed:** Once you develop the short-term plan, be sure to check-in with your RiseHY colleague frequently to ensure that the short-term plan is working as intended. If it is not working as well as it could, you may need to adjust the short-term plan. Over time, you can use your check-ins to move the opportunity youth toward a medium-term and then a long-term solution.

Case Study: Hyatt Regency Mexico

The Hyatt Regency in Mexico City has implemented a successful Guardian Angel program that pairs young adults from the Youth Career Initiative, the hotel's RiseHY community partner, with current staff members, known as "guardian angels." During a recent design session to brainstorm ways to strengthen the program, angels and their young adult partners came up with the idea of providing all participants with a small emergency contact card called "Help in My Pocket." This card can be kept in a wallet and will feature resources available to support young adults.



Saul Rodriguez and the Hyatt Regency Mexico City team and RiseHY colleagues in idea workshops with the Hyatt Innovation team



How to Deal with Staff Changes

Turnover and staff changes are a part of any organization and you should be prepared to pair coachees with a new coach should a coach depart Hyatt before the program ends. The most important thing is that the coach's departure is communicated clearly and promptly to their RiseHY colleague and that the RiseHY colleague is re-assigned to a new coach. You never want a RiseHY colleague to feel as though they have been abandoned, and timely and thoughtful communication can make sure this is not the case. If the coach and coachee want to continue their relationship outside of work, they can be encouraged to do so. There is no reason that a coaching relationship cannot continue outside the bounds of the program, especially if the pair has developed a strong connection. Having coaches inside and outside of Hyatt can only be a benefit for your RiseHY colleagues.

TOOL: *Appendix F: Coaching Check-in Tool*- Coaches can use this tool to guide their weekly conversations with their coachee. *Coach certificate*- This template at the end of the Playbook can be modified and used to recognize coaches

Monitoring and Tracking Progress

One of the main goals of the RiseHY Coach program is to increase the retention and success of our RiseHY colleagues in their roles so that they can grow into valued, long-term employees of Hyatt. To hold ourselves accountable for this goal, we ask that you track the key performance indicators (KPIs) listed below and share them out regularly with key stakeholders at your property and with the Hyatt Hubs.

- **Retention of Opportunity Youth:** A successful coaching program should improve the retention of coachees. Track the retention rate of each coachee for at least 1-year as a way to measure the program's effectiveness.
- **Performance of Coaching Program and Growth of Participants:** To identify what is working well and what needs improvement in the coaching program, take the time to regularly get feedback from all participants. Use the information you collect to make changes and modifications to the program. Below is a recommended schedule of surveys and check-ins, you can find sample tools in the appendix as well:
 - **Monthly pulse survey (Appendix G):** Use a very brief anonymous paper (or digital) pulse survey each month to get a quick understanding of how coaches and coachees are experiencing the program.
 - **Mid-coaching relationship survey (Appendix H):** Conduct a brief anonymous paper (or digital) survey at the mid-point of the program so that you can make ongoing adjustments to the program.
 - **Closing coaching relationship survey (Appendix I):** Conduct a brief anonymous paper (or digital) survey at the end of a coaching relationship so that you can track successes and make ongoing improvements to the program.
 - **Focus Groups:** Conduct more in-depth focus groups with coaches and/or opportunity youth as needed to understand where they are growing and solicit ideas for how they would like to grow in the future.
 - **Promotion Data:** In addition to retention, consider tracking promotion rates for coaches and coachees. Team members who feel like they are learning and growing on the job will stay longer, and as people grow, they may begin to move into new roles and/or leadership positions.

Strength of Community Partnerships: One indicator of a robust coaching program is the strength, productivity and value of your community partnerships. Given the incredibly diversity of Hyatt properties around the globe, there will be a huge range of community partnerships. You will need to design and develop your own measures for these partnerships. We recommend conducting monthly or quarterly meetings with you community partners identifying relevant (and useful) KPIs and then tracking this information over time.

"We are helping to change people's lives ."

- HR Leader, Calgary

TOOLS: *Appendix G: Weekly Pulse Check, Appendix H: Mid-Program Survey, Appendix I: End of Program Survey, Appendix J: Program Data Collection and Reporting Template-* Use these tools to collect data from coachees and coaches about their experience and to report your findings to key stakeholders

Next Steps

Building a robust coaching program will take time because it requires the involvement, expertise, and close partnership of a wide variety of stakeholders. As you develop and codify your coaching program, keep the following general recommendations in mind:

Year 1

The first year of your coaching program is about developing a strong foundation.

- Focus your efforts on building recruitment pathways with relevant community partners who can find and train opportunity youth who want to work in hospitality.
- Recruit and develop a corps of committed coaches and focus your efforts on training them to support their RiseHY colleagues.
- Opportunity youth face real and pressing life challenges. As these challenges arise, support your coaches in helping their coachees and gradually recruit/find community partners who can help support the opportunity youth with life outside of work.
- Gather feedback on your program and track your data. This information will form the baseline from which to improve your program over time.
- Share success stories with your property to increase buy-in.

Year 2

In the second year of your coaching program, strengthen the core elements of your program and find several ways to grow and enhance this work.

- Use the feedback you gathered from key stakeholders to identify a few growth areas and focus on generating improvement in these growth areas.
- Consider adding more opportunity youth and coaches to your program (if you have room for growth).
- Find a partner property that is implementing a coaching program and develop a relationship with them so you can share wins and growth areas.
- Strengthen and expand your community partnerships to offer more services and more support to the RiseHY colleagues at your property.
- Continue to gather feedback on your program and track your data. Compare the results from year 2 to your results from year 1. Where did you improve? Where else can you strengthen your program?
- Continue sharing success stories with your property to increase buy-in.

Year 3

In the third year of your program, focus your efforts on building the capacities of others in your property to become champions and stewards of your program for the years to come.

- Use the feedback from year 2 to create a plan to strengthen and grow your program.
- Identify coaching leaders and champions at your property and help them begin to take on some of the broader work of the coaching program. Find people who are passionate about:
 - Spreading the word
 - Becoming a point person with a community partner

- Planning and implementing events
- Documenting wins, or acting as the point person with your partner properties etc.
- Cultivate and support these leaders as they take on some of the broader work.
- Use the time and bandwidth that you now have (because some of your colleagues are taking on more of the day-to-day work of managing the program) to think more broadly. What other community partners do you want to recruit? What funding streams might help support your program? How can you share your learning and expertise with other properties at Hyatt? How can you build a movement at your property to support opportunity youth for the long-term?
- Continue to gather feedback on your program and track your data. Compare the results from year 2 to your results from year 3. Where did you improve? Where else can you strengthen your program?

Final Thoughts

Building and developing a coaching program at your property can be incredibly exciting and rewarding. Opportunity youth all over the world are looking for the chance to build lifelong careers and you and your colleagues at Hyatt can play a pivotal role in making that happen. Your work in this area will impact opportunity youth and their families for years to come.

As you get your program up and running, please send us your ideas, thoughts and feedback! We want to make sure that we support all of our properties as you all are supporting our RiseHY colleagues. Thank you for making the commitment to building a coaching program. We are excited and honored to be a partner in this work with you.

Appendix: Tools & Templates

Appendix A: Checklist for Planning & Implementing a RiseHY Coaching Program

- **Set up your program**
 - ☐ Define the structure of your program (see Appendix B)
 - ☐ Consider cultural context
 - ☐ Develop policies and procedures for dealing with confidential and/or sensitive issues/information
- **Recruit coaches (choose one or more of the options below)**
 - ☐ Individually select a small group of colleagues
 - ☐ Develop a communications campaign
 - ☐ Host a special event
 - ☐ Request peer nominations
 - ☐ Launch a grassroots campaign
- **Match coaches and RiseHY colleagues**
 - ☐ Determine who will make the matches
 - ☐ Determine which characteristics/variables will be used to match
 - ☐ Have coaches and RiseHY colleagues fill out Information Form (Appendices C & D) to provide you with the necessary information for matching
- **Train coaches and coachees**
 - ☐ Develop initial training agenda & format
 - ☐ Decide whether to invite external experts in to participate in training
 - ☐ Host initial training session
 - ☐ Have pairs complete coaching kick-off questionnaire (Appendix E)
- **Implement program**
 - ☐ Inform coaches and coachees about the typical phases of a coaching relationship
 - ☐ Share check-in tool (Appendix F) with coaches
 - ☐ Share tips for handling conflict and life challenges with coaches
 - ☐ Schedule regular celebrations for coaches and coachees; consider inviting other stakeholders such as community partners, the families of coachees, etc.
 - ☐ Schedule regular events, such as outings, networking events, etc., for coaches and coachees to participate in together
- **Monitor and track progress**
 - Administer monthly pulse survey to all program participants (Appendix G)
 - Administer mid-program survey to all program participants (Appendix H)
 - Administer end of program survey to all program participants (Appendix I)
 - Gather data to share with [insert name and contact info for person they should be sharing data with—Jessica, Mecca?] (Appendix J)

Appendix B: Setting Up Your Program⁴

Organizational Support: Who will manage the program and act as the program administrator? Will there be other sponsors of the program who are not involved in the day-to-day administration? If so, what will their role be?

Communication: How will information about the RiseHY Coach Program be communicated? To which groups will information about the program be communicated? What methods of communication will be used?

- | | |
|--|--|
| <input type="checkbox"/> Email | <input type="checkbox"/> BOB |
| <input type="checkbox"/> Daily stand ups | <input type="checkbox"/> Skype messaging |
| <input type="checkbox"/> Message boards | <input type="checkbox"/> Other _____ |

Participants: Which departments will participate in the coaching program? (check all that apply)

- | | | |
|--|---------------------------------------|--------------------------------------|
| <input type="checkbox"/> Human resources | <input type="checkbox"/> Housekeeping | <input type="checkbox"/> Engineering |
| <input type="checkbox"/> Food & beverage | <input type="checkbox"/> Culinary | <input type="checkbox"/> Security |
| <input type="checkbox"/> Front office | <input type="checkbox"/> Spa | <input type="checkbox"/> Other _____ |

Skills and Issues: What skills or issues will the coaching program address?

- ☐ Knowledge development
- ☐ Job training
- ☐ New employee socialization
- ☐ Network building
- ☐ Work/family support

Time Commitment: What will be the number of meetings/trainings per week/month? What will be the length of the program (research suggests a minimum of 6 months)?

Resource Requirements: What resources are needed to successfully implement, operate and maintain the program?

People:

Time:

Financial:

⁴ Template adapted from Tammy D. Allen, Lisa M. Finkelstein, and Mark L. Poteet's *Designing Workplace Mentoring Programs*. West Sussex, UK: Wiley-Blackwell, 2009, p. 109.

Appendix C: RiseHY Coach Information Form⁵

Name: _____

Role & Department: _____

Tenure in current job: _____

Tenure at Hyatt: _____

Why do you want to be a coach?

Key job responsibilities:

Educational & professional background:

Hobbies & interests:

What are you hoping you can provide to your RiseHY colleague? In what ways or areas can you help him/her the most?

What do you foresee as the main challenges you will encounter in being a coach (e.g. time, availability, location, work schedule, comfort giving feedback, familiarity with this population of young adults)?

⁵ This form can be used as an application or simply as a way to gather information about potential coaches if you prefer to nominate or select coaches rather than asking them to apply. It can be modified to suit what you see as the key things you need to know in order to make the best possible match between a coach and a RiseHY colleague.

Appendix D: RiseHY Coachee Information Form

Name: _____

Role & Department: _____

Education and previous work experience:

Hobbies & interests:

What impact does/could this opportunity to work at Hyatt have on your life?

What are your career goals for the next year? 5 years?

What knowledge, skills or abilities do you believe are areas of strength for you?

What knowledge, skills or abilities do you believe you need to improve in order to achieve your professional goals?

Appendix E: Coaching Kick-Off Questionnaire⁶

Directions: It may be helpful to kick-off the coaching relationship by talking through the answers to some of these questions with your coachee so that your expectations are aligned. If you want to formally mark the start of your relationship and your plans for the year, you might consider writing down the answers to these questions on a sheet of paper that you both can have a copy of for future reference.

- What are the goals of our coaching relationship?
- How can we help each other achieve those goals?
- What are the potential barriers to reaching those goals?
 - How will we overcome them?
- What are our roles and expectations?
 - As a coach
 - As a coachee
- What are our preferred methods of communication (e.g. email, text, in person)?
 - How often do we expect to be in touch and when (e.g. at pre-shift, before heading home, at the end of the day, etc.)?
- What do you want me to know about you?
- What do you want to know about me?
- How do you like to receive feedback (e.g. in the moment, after some time has passed, privately, etc.)?

⁶ Questions adapted from “Mentoring Agreement Form” in Tammy D. Allen, Lisa M. Finkelstein, and Mark L. Poteet’s *Designing Workplace Mentoring Programs*. West Sussex, UK: Wiley-Blackwell, 2009, p. 142.

Appendix F: Coaching Check-In Tool

Directions: Use this template to help guide your conversations with your coachee each week. If it is helpful to you, use the space below to take notes and record the coachee's answers, so that you have an ongoing record of your conversations and can see how the team member grows over time.

Remember to practice active listening so that you are both teaching and learning from each other. A few things to keep in mind for your conversation⁷:

- Show interest in what your RiseHY colleague is talking about or experiencing
- Signal encouragement through verbal or physical cues
- Probe to understand with greater clarity
- Reflect and process what you are hearing and observing in real-time
- Listen for feelings, observe non-verbal behavior
- Minimize or avoid disruptions or distractions where possible
- Use open-ended questions

What is going well this week? Why is this going well?

What are you concerned about this week? How can I help?

What are you learning this week? How will this help you be more successful? How can I support your learning?

⁷ Guidance taken from Skills for Chicagoland's Future's *Internal Youth Mentorship Training Manual*.

What do you need to improve upon? What do we need to do to help you get better at this?

How else can I help support you? What do you need from me?

Appendix G: Monthly Pulse Survey

Directions: Please take 3-minutes to fill out the anonymous survey. We need your feedback to make sure that the coaching program is working well for everyone.

I am a (circle one): Coach / Coachee

Overall, I would recommend the coaching program to a friend or colleague: (circle one of the choices below, 0= not at all likely and 10= extremely likely)

0 1 2 3 4 5 6 7 8 9 10

Why did you give the program this rating?

What is 1 thing that is going well?

What is 1 thing that we need to improve upon?

Thank you for your feedback!

Appendix H: Mid-Program Survey

Directions: Please take 5-minutes to fill out the anonymous survey. Now that we are half-way through the coaching program, we need your feedback to make sure that the second half of the program is effective.

I am a (circle one): Coach / Coachee

Overall, I would recommend the coaching program to a friend or colleague: (circle one of the choices below, 0= not at all likely and 10= extremely likely)

0 1 2 3 4 5 6 7 8 9 10

What was the best part of the first ½ of the coaching program? Why?

What has been the most important thing that you have learned in the first ½ of the program? Why?

What one thing do we need to improve in the second half of the coaching program to make it more effective? Why?

Anything else?

Thank you for your feedback!

Appendix I: End of Program Survey

Directions: Please take 5-minutes to fill out the anonymous survey. Now that the coaching program is complete, we need your feedback to make sure that we improve the program for future participants!

I am a (circle one): Coach / Coachee

What was the most important thing you learned in this program? Why?

What worked well about the program (i.e. what should we keep doing)? Why?

What do we need to do to improve the program for the future? Why?

Overall, I would recommend the coaching program to a friend or colleague: (circle one of the choices below, 0= not at all likely and 10= extremely likely)

0 1 2 3 4 5 6 7 8 9 10

Anything else?

Thank you for participating in the program and for your feedback!

Appendix J: Program Data Collection and Reporting Template

Today's Date:

Property Name and Address	Program Coordinator(s)	Dates of Program	Number of Opportunity Youth

Overview of Survey Scores:

Pulse Score (Average: 0-10 point scale)		Mid-Program Score (Average: 0-10 point scale)		End of Program NPS (Average: 0-10 point scale)	
Coach Score	Coachee Score	Coach Score	Coachee Score	Coach Score	Coachee Score

Retention Data (% of total coachees retained):

1-month	3-month	6-month	9-month	12-month

Identified Strengths and Areas of Growth:

3-5 Strengths	3-5 Growth Areas

2-3 Relevant Quotes from Coach Surveys:

2-3 Relevant Quotes from Coachees' Surveys:

2-3 Relevant Quotes from Community Partners:

What 3 things are we going to do to improve the program during our next cycle?

1.
2.
3.



This is to certify that

[First & Last Name]

has served as a RiseHy coach and contributed to building up the
next generation of Hyatt team members

[Signature]

[Name of Signer]

Title of Signer]