

**Mosaic Activity Design Overview
For
Global Hotel Chain Conference
By
Pecos Consulting**

Desired Event Outcomes:

- Create a catalyst for General Managers (GM's) to talk, at a deeper level, about their role in leading the brand initiative and the issues they'll experience.
- Enable GM's to experience varying perspectives to a given situation as a means of anticipating differing perspectives from their associates and their guests.
- Provide a scenario which is similar to the challenges a GM faces creating engagement and commitment around a change initiative with a diverse audience

Room Set up:

- Six people per team at each table
- Six tables per breakout room (total of 36 people per room)
- Demonstration Display area (Power Point) – one set per room
- One facilitator and one assistant (GM) per room

Mosaic Equipment:

- One Mosaic light box with an encrypted image and shutter cover
- One tripod to hold the light box
- One pair of 3-D style eye wear per person (total of 36 per room)
- Each team will have both A and B eye-wear for their participants:
 - “A” eyewear allows you to only see red squares
 - “B” eyewear allows you to only see blue squares
- White board with tiles (21 red and 21 blue) – one per team (6 per room)

Activity Outcome:

A key component in making an emotional connection with another person is the ability to understand their unique perspective, GM's will need to “step into the other person's shoes” or “see the world from the other's lens” to be able to create a shared experience. We are trying to simulate this experience in this activity. We want to stimulate questions for GM's such as:

- How open-minded was I?
- What emotional reaction did I have when it was clear we didn't see things the same way?
- How quickly did I shift to meet my colleagues where they were?
- Did I want to get my way just so we could get the task done or did I consider additional perspectives?
- When did I realize that “I saw red and you saw blue” but I needed to understand your perspective so we could have a shared experience?

Activity Overview:

The facilitator will set up the activity by telling participants they will be allowed to view an encrypted image (on the light box which is supported on a tripod) and then asked to quickly replicate this image at their table using supplies we will provide. The only way to encode the image is by wearing 3-D style eyewear so they will need to put on their eyewear and leave them on throughout the activity. Participants will be told to “focus your attention on the primary image they see on the light box and to remember it.” Participants will be instructed to construct an image that incorporates the colored shape they have observed using plastic tiles and a white board. The image must fit on the white board and the team must use all their plastic tiles. Participants are not told that there are two versions of the eyewear that affect the colors they are able to see. Time is limited.

Instructions:

The facilitator will welcome everyone with a brief overview and explanation of the purpose of this activity

Participants will be told they are on a team of six and will work as a team and everyone needs to participate.

Each team will be shown an encrypted image on a light box and will have limited time to study and remember the image so they can then replicate it at their table using the supplies we will provide.

“You will be shown an encrypted image on a light box. You will be given 3-D style eyewear which will enable you to decode the image and to see the shape you’re responsible for replicating. You should keep your eyewear in a horizontal position when you look at the light box to accurately see the encrypted message. Focus your attention on the primary image you will see and try to remember it. Your job is to look for the shape behind the checkerboard array and to replicate that image on your whiteboard. Time will be limited so please make certain you keep your eyewear straight and your 3-D style eyewear securely on, so you can get the best view possible.”

To help them understand their assignment, we will demonstrate using Power Point. All participants will be shown a series of graphics as a prelude to the actual experience. This will help set the stage for participants to know they are to look for the “*shape behind the checkerboard array*” and help them see that there is more than one way a shape can appear behind a grid (i.e. with or without open spaces between the colors). Specifically they will see a board that includes:

- a black and white grid
- colored shapes behind a grid,
- possible options as to what the shapes were or could have been – all as a practice to the actual experience.

The facilitator will begin the activity by telling participants to put on their eyewear – they must leave them on throughout the activity (they fit over regular glasses). After the demonstration, each team will be allowed to come up to the light box (one team at a time) to view the image. They will have five seconds to view the image.

Make sure that all team members have their 3-D style eyewear firmly on and are closely grouped together in front of the light box before you lift the cover. It's critical that their eyewear be horizontal and that they are looking directly at the box otherwise they might view both colors, instead of just one.

Participants will be instructed to replicate the image they viewed on a whiteboard at their table using the supplies they will be given (colored tiles in a box the facilitator will give them after viewing the image).

They will be viewing a colored shape and a checkerboard array over

The image they replicate must fit on the white board and the team must use all their plastic tiles. Tiles may not be stacked.

When they construct the image at their table, each participant will be responsible for positioning their share of the pieces allocated (approx. 7 colored tiles per person)

After each team has viewed the image, they may request to view the image again. To accommodate this, they may send one representative per team to the front of the room to view the image. The facilitator will assemble a grouping of one person per team (total six) in front of the light box to view the image again for five seconds.

Time to assemble the image is limited to 15 minutes. The project is done in silence.

We will conduct a debrief after the activity.

Facilitator Tips:

It's critical that the eyewear be kept on each participant for the duration of the activity. The eyewear are coded so that half the members of each group see only red and half the members see only blue colors on the encrypted image. Do not let your participants know there are two types of eyewear that are coded differently.

It's equally critical that participants see the image on the light box with their eyewear in a horizontal position. To assure this happens, make certain they are closely grouped together before you lift the shutter cover to view the image. If anyone is off to the side, they may be able to see two colors, instead of just one. They are limited to five seconds per view before you replace the shutter cover.

Pass out a box of tiles to each team after they have initially viewed the image at the light box.

Timeframe – one hour:

Welcome, brief overview and demonstration using the laminated board	6-7 minutes
Instructions	4 -5 minutes
Individual team viewing of encrypted image	3-4 minutes
Construction of image with additional viewings	15 minutes
Debrief conversation	20 minutes
Recap reporting from each group and wrap-up	10 minutes

Operating belief systems:

- We benefit from a belief that our differences “add to each other”
- We interpret events by filtering them through our “maps”, which drive our perceptions
- The best way to understand someone else, is to tune into their maps
- When we respond to events, we are actually responding to what we believe the event means to us. In other words, people’s responses are congruent with their “maps”.

Analogies to the business:

The light box represents the outcome we are trying to achieve. It is comparable to the guest experience. "This is who we are and this is what we stand for."

The team represents the different roles within a hotel (housekeeping, banquets, front desk, etc)

We need to achieve a common outcome so how do you work with that dynamic to achieve the outcome?

Associates only have a brief opportunity to engage with the guest (5 second viewing)

Debrief Conversation:

How did you respond when others seemed to see things from a perspective that was different than yours? What was your mindset? Did you want to put your perception on the others on your team or did you shift to being open to another possibility?

How quickly did you determine that they were using a different "lens" from which they viewed the world? How perceptive were you to understanding that we all have different "filters" for viewing our experiences?

Information often comes to us encrypted and we need to "sort it out" to find the pertinent data. How do you see similarities to this activity and the application at your hotel?

What was "the communication" like to understand the differing perceptions? Did you shift from wanting to "tell" to wanting to "understand"?

What did you notice about your (internal) reaction to discovering you had an issue? What was your group's style of embracing a "dilemma"?

What did it take to come to a common understanding so you could successfully build a replicated image?

What shift occurred with you personally and with your team to "make space" for another perspective?

What would it take for you to take two points of view and shift your thinking to make space for a varying perspective (i.e. move from impasse to opportunity)?

Facilitator Debriefing Guidelines

When you are 13 minutes into the actual exercise, announce a Two-minute warning. When the time is up – ask everyone to put down their tiles and to take off their eyewear and turn to the front of the room.

Ask the general group – “*how did that go for you?*” and allow 1-2 minutes of general comment to allow people to blow off a little energy.

“*So, take a few minutes now at your table and discuss what just happened and what you observed about yourself and your reaction to this exercise.*” Allow 2-3 minutes for free flow conversation at each table.

After a few minutes, ask them to stop their conversations and get their attention focused on the front of the room. *Let’s take a look at what just happened. You were given an assignment to “create a mosaic based upon the image you observed off of the front of the light box”. Were you all clear about that assignment? Great! So how many teams were able to satisfy that request? Ask for a show of hands. For those of you who struggled, why was this a difficult task? Expect answers like I didn’t realize there were different ways of seeing the image or different viewpoints or different colored glasses. Just acknowledge each comment with “good”.*

Let’s take a closer look at the image off of the light box. Go to slide 13. How many of you considered that there might be more than one way of looking at this image? At each table, the special glasses resulted in half of your team seeing only blue squares when they looked at the light board. While the other half of your team saw only red squares.

At the top of this slide is the image that you saw, next the colored shape you saw on the white background, next the mosaic that you could build by yourself and some of you team, and last the mosaic that integrates the two perspectives.

Move quickly through these...and limit discussion.

At the very start of the exercise, before you began constructing the mosaic with your team, how many of you considered that there could be more than one way to look at this image? That some people on your team might see something different?

- *How many you were initially surprised by some of your team mates reactions...thinking them incorrect or just confused?*
- *How many realized later that they might have a different perspective or point of view happening on your team?*
- *How many of you still think your team mates were wrong and want to switch to another table? (Humor)*

The critical point here is whether and when we consider that there was a different perspective or point of view...like the blue vs. red pattern

Or are we open to a different interpretation – like the solid pattern versus check board pattern.

Okay, let’s take a minute and really drill down here..... We have a question we want your team to discuss and be prepared to present your key observations back to the larger group. Pass out Debrief questions and explain that each Table is responsible for their corresponding numbered question.

Debrief Questions:

- 1. How did you respond when others seemed to have a different perspective than you did? What was your mindset and internal reaction like when you first perceived that you had an issue?**
- 2. How quickly did you determine that you were using different “lens” from which to view the world? What could you have done to anticipate this situation? How would the results you achieved have been impacted if you’d anticipated another point of view?**
- 3. Most information comes to us encrypted and we need to sort through it to find the key message. How is this exercise similar to what happens at our properties with Guests/Associates?**
- 4. What did/would it take for your entire team to be able to successfully create the mosaic?**
- 5. What shift occurred for you personally (and for others on your team) to make space for an alternative perspective? What would it take for you to understand an opposing point of view and shift your thinking to make space for an alternative perspective (i.e., move from impasse to opportunity).**
- 6. What analogies do you see in this exercise to our day-to-day job of leading a brand initiative in our properties?**

Key Learnings on Perspective:

- We have to assume our Associates and our Guests will bring varying perspectives to each situation and to each interaction we have with them. The critical point is not what it means to have two points of view; rather, to be aware of how you felt and how you reacted to differing perspectives.
- Our role, as GM’s in leading the brand initiative, is to help our Associates frame situations (like the Mosaic) as an opportunity rather than a problem and then be willing to see the world through another’s lens.
- Emotional branding is based our ability to connect with another’s perspective.

Key Points on Response Time:

- We usually have very limited time to take in varying perspectives and diverse points of view when working with our Guests. Our role, as GM's is to help our Associates anticipate differences so their ability to absorb information and respond appropriately is quick and effective.
- We also need to model for Associates that another perspective is "useful information" not irrelevant data that clouds our ability to be efficient. We can do this by creating a culture that embraces the notion "your differences add to me".

Key Points on Decoding the Necessary Information:

- In general, people are continuously receiving enormous amounts of information from their surroundings. As we become more skilled at decoding the pertinent message that lies within the information we receive, our ability to be more effective increases.
- Most people have developed the ability to select from or filter through information. For example, some people have learned to read and pay attention to body language even in the presence of overwhelming spoken language. We need to help our Associates learn to "look for the meaning under the meaning" to effectively read Guests and meet (or exceed) their expectations.

Key Points on working towards Mutual Understanding:

- We interpret events by filtering them through our personal "maps". It's our "maps" that drive our behaviors.
- When we respond to events, we are actually responding to what we believe the event means to us. In other words, people's responses are congruent with their maps. If you truly want to understand another person, try on their "map".
- To be of true service, we need to operate from a "we" not "me" orientation.

Key Points on moving from Impasse to Opportunity:

- To successfully create the mosaic, we had to shift from thinking the image was a solid "L" to one with spaces in between some of the colors (regardless of whether we saw a red or a blue image). It required a literal shift in your point of view from a solid to the possibility that there were open spaces. Our role as GM's is to open up the thinking of our Associates (by modeling it daily) to become more aware that one single point of view or one existing perspective may not provide the maximum benefit to our Associates and ultimately, to our company. We need to demonstrate an ability to take two points of view, shift slightly to accommodate the other, and find a workable solution.

Key Points on Analogies to our Business

- The light box represents the outcome we are trying to achieve. It is comparable to the Guest experience and to our brand. “This is who we are and this is what we stand for.”
- The team (at each table) represents the various roles within a hotel (housekeeping, banquets, front desk, GM)
- Building the mosaic represents our need to achieve a common outcome for the Guest (meeting both their needs and our needs). How do you work with that dynamic to achieve the outcome?
- The limited access to the image (5 second viewing) is comparable to our Associates having only a brief opportunity to engage with the Guest.
- 3-D glasses remind us that we view the world from differing (and sometimes diametrically opposed) perspectives.
- We may have felt a “kinship” or emotional connection with those team members wearing the same type of eyewear. We need to be mindful of our desire to “connect” with only like-minded individuals. We might prefer to hire people of similar mindset to ours when, in fact, we need to look for those with a differing perspective.
- It’s easy to “check out” of an activity (or responsibility) when we don’t feel acknowledged or heard. Are we vigilant to fully engage our Associates by carefully listening to their point of view?
- All people have core needs (the five Human Truths). It is our role to create a culture where both our Guests and our Associates feel understood.