

Disney's Approach to People Management - 2 Days

Course D350 Overview

- You Will Learn How To**
- Apply key elements of the Disney people management strategy to strengthen your organization
 - Build organization-wide processes to reinforce your corporate culture
 - Analyze and improve your existing selection and hiring process
 - Adapt Disney training strategies to promote and emphasize organizational values
 - Develop effective communication methods to meet your organization's needs
 - Create a supportive environment based on services and recognition in order to leverage talent and skill
- Course Benefits** The Disney corporate culture is the cornerstone of its people management processes and is the philosophy underlying all business decisions. This course explores the culture and principles behind the highly successful Disney method of people management. You learn to adapt proven techniques used to select, train and retain employees, and communicate with them in order to sustain a supportive and interactive organizational culture.
- Who Should Attend** Those interested in reaching business goals and retaining loyal employees by applying proven Disney practices for fostering employee pride and dedication.
- Disney Institute** Through the interactive dynamics of classroom sessions, application exercises and exploration of Disney case studies, you discover the people management principles at the core of the Disney organization's strength. Exercises include:
- Analyzing your corporate culture to identify gaps and opportunities for development
 - Experiencing aspects of the Disney global employee orientation
 - Planning improvements to your processes
 - Discovering individual and group communication dynamics
 - Evaluating internal Disney publications used to reinforce key messages
 - Benchmarking best practices to apply within your organization

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Course D350 Outline

The Disney People Management

Philosophy

- Discovering the Disney way of creating and sustaining employees (Cast Members)
- Strategies critical to Disney's success
- Analyzing techniques for selecting, training, communicating with, and caring for employees
- Establishing a Human Resource Action Plan

Continuously Reinforcing the Culture

Defining corporate culture

- Components of a successful corporate culture
- The relationship between effective leadership, Cast excellence, customer satisfaction and business success

Strategies critical to Disney success

- Language and symbols
- Heritage and traditions
- Shared values
- Quality standards
- Traits and behaviors
- Nurturing the culture to focus on results

Selecting Right-Fit Talent

The Disney recruitment and selection process

- Casting is a reflection of culture and strategy
- Promoting an environment of friendliness and fun
- The importance of people to organizational success
- Treating potential employees as Guests
- Casting for roles vs. hiring for jobs

A centralized approach to Casting

- Supporting Cast Members and Guests with a centralized casting area
- Demonstrating a broad knowledge of the organization and roles offered

The Disney Casting mission

- Conducting a structured interview
- Creating interview questions based on distilling the competencies of exemplary cast members
- Facilitating timely recruitment, selection and staffing
- Hiring for attitude vs. aptitude

Training to Foster Your Culture

Promoting organizational values

- Educating new Cast Members on traditions of the past and priorities of the present
- Maintaining a competitive edge through employees
- Strategies that can be applied to any organization

Stages of the Disney training process

- Global orientation
- Line-of-business training
- Local orientation
- On-the-job training
- Ongoing career management

Training for consistent internal/external quality

- Job training for skills, knowledge and attitude
- Exemplifying organizational image
- Defining roles and responsibilities of the Cast Member, leader and organization

Providing ongoing training

- Selecting trainers from existing Cast Members
- Managing career development: individuals and leaders
- Encouraging informal training methods: job rotation, lateral movement, job shadowing, cross-utilization, task force
- The Disney Learning Community

Communicating to Inform and Inspire

Disney communication principles

- Valuing shared information
- Linking individual work with organizational goals
- Creating communication methods and messages to meet employee needs

Conveying information in a meaningful way

- Respecting heritage and traditions
- Imparting the rationale of business decisions
- Clarifying organizational vision

Methods of communication and feedback

- Vehicles for employee communication
- Surveying employees and internal focus groups
- Managing by walking around
- Meetings

- Celebrations
- Coaching

Creating an Environment of Care Sustaining culture through services and recognition

- Fostering pride in organizational culture and community
- Benefits
- Involvement
- Activities
- Rewards
- Awards
- Recognizing global, area, and day-to-day successes

Providing a supportive environment

- Demonstrating attention to detail in the physical environment
- Building a productive, stimulating place to work
- Opportunities for growth, development and education