

# Leadership Terrain @ Vail Resorts

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LEAP HR  
August 22, 2018



VAIL RESORTS®



**F&B**



**LODGING**



**RETAIL/RENTAL**



**REAL ESTATE**



**TRANSPORT**



**TECH/MEDIA**

# CORE BUSINESS



WHISTLER BLACKCOMB 



AFTON ALPS 

STOWE 

NORTHSTAR 

BEAVER CREEK 

MT. BRIGHTON 

HEAVENLY 

PARK CITY 

VAIL 

KIRKWOOD 

BRECKENRIDGE 

KEYSTONE 

WILMOT 



PERISHER 



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# STRATEGY → Growth

	2012	2017
Resorts	7	14
Peak Employees	<20K	34,000
Guest Visits	X	2X
Revenue	\$977M	\$1.9B
Resort EBITDA	\$205M	\$595M
Stock Price	\$54	\$237
Market Cap	\$1.9B	\$9.1B

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# Candor Moves Mountains

To enhance the skier experience, Vail invested in lots of shiny, new toys—faster chairlifts, fancier restaurants, interactive apps so skiers could track their routes, and more luxurious hotels.

When asked **which investment had the greatest impact** on the company's health, Katz didn't hesitate. *"The single biggest driver is the investment we made in culture, team dynamics, and leadership development."*

Chief Executive Magazine **Candor Moves Mountains At Vail Resorts** By [Audrey Epstein](#) February 16, 2018

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*“Greatest Leadership Company in the World”*

**VAIL RESORTS®**  
EXPERIENCE OF A LIFETIME



# Leadership Terrain (philosophy & approach)

Every employee at Vail Resorts is expected to be a **Leader**.

As employees, we **hold each other to the expectation** that, together, we lead the company to perform to its highest potential - to create the **Experience of a Lifetime for each other and our guests**.

Leadership is **not a title**, it's how you create an authentic relationship with others. Having an authentic relationship means being **intelligent about your emotions**. It starts with **self-awareness** and recognizing the impact you have on others. It means really listening - both understanding what others are saying and how they are feeling. And it requires a high level of candor... **candor** that is always **in service of others**.

Realizing your potential as a leader at Vail Resorts is a **trek through challenging terrain** characterized by **taking risk, being vulnerable, and embracing personal development**. It is a **commitment** to continuous **learning** and **agility** and always striving to deliver the best **results** and realize the potential of your team. Only by **re-imagining yourself** as a leader can you help us **re-imagine our company and our industry**.

This terrain is **not for everyone**. We look for people who are brave, ambitious and passionate to join us on our journey!

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# LEADERSHIP

**RE-IMAGINE | DEVELOP | DRIVE  
OUTFRONT | CONNECT | PASSION**

**Emotional Intelligence / Self-awareness / Vulnerability / Candor / AND (sitting with Tension)**

# LEADERSHIP

PROGRAMS AT VAIL RESORTS



## BASECAMP

All leaders (3 hours)

Re-Imagine    Develop  
Outfront    Connect  
Drive    Passion

## LEADERSHIP ASCENT

Mid and Senior level leaders (24 hours)

Emotional Intelligence | Navigate Conflict  
Coach to Develop | Champion Change  
Business Finance | Foundations of Strategy

## LEADERSHIP ESSENTIALS

Now and First level leaders (12 hours)

A Leader's View  
Understand your Leadership Style  
Communicate as a Leader  
Manage Expectations on your Team  
Understand your Team Dynamics  
Adapt your Communication Style  
Deliver Performance Feedback  
Develop Talent on your Team

## HIGHERGROUND

Leaders nominated by manager

## CAMP IV

Executive leaders (5 days and EC coaching over a year)

## CAMP III

Senior level leaders (12 days over 7 months)

## CAMP II

Mid level leaders (6 days over 3 months)

## CAMP I

First level leaders (3 days over 3 months)

- Insights
- DISC
- Local Leadership Summits
- Resort Welcome Backs
- Consulting & Coaching
- New Leader Integration
- Mountains to Broomfield (Broomfield)
- Peak Pursuits (Eagle County)



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# LEADERSHIP

PROGRAMS AT VAIL RESORTS



## BASECAMP

All leaders (2 hours)

Re-Imagine  
Outfront  
Drive

Develop  
Connect  
Passion

## LEADERSHIP ASCENT

For all leaders (2 hours)

Business Intelligence | Strategic Coaching  
Coach to Success | Client Care Strategy  
Business Plan | Fundamentals of Strategy

## LEADERSHIP ESSENTIALS

For all leaders (2 hours)

A Leader's Role  
Introduction to Leadership Skills  
Communication as a Leader  
Managing Expectations as your team  
manages your Team Expectations  
What your Guests will see  
Deliver Performance Feedback  
Building Trust as your Team

## HOMEWORK

### CAMP IV

Introduction to Leadership

### CAMP III

Business Plan

### CAMP II

Introduction to Leadership

### CAMP I

Introduction to Leadership



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- Night
- DSC
- Local Leadership Institute
- Resort Welcome Back
- Consulting & Coaching
- New Leader Integration
- Orientation to Snowmass (Snowmass)
- Peak Practice (Cable Culture)

# LEADERSHIP

PROGRAMS AT VAIL RESORTS



## BASECAMP

Outing  
Climb  
Drive

Training  
Climb  
Fitness

## LEADERSHIP ASCENT

6-8 days over 6 months

Business Intelligence | Strategic Coaching  
Coach to Success | Change Management  
Business Process | Foundations of Strategy

## LEADERSHIP ESSENTIALS

6-8 days over 3 months

A Leader's Role  
Performance vs. Leadership  
Communication vs. Vision  
Managing Expectations as you Lead  
Recognizing your Team's Success  
What your Direct Report Will Do  
Setting Performance Feedback  
Building Trust as you Lead

## HIGHERGROUND

Leaders nominated by manager

## CAMP IV

Executive leaders (5 days and EC coaching over a year)

## CAMP III

Senior level leaders (12 days over 7 months)

## CAMP II

Mid level leaders (6 days over 3 months)

## CAMP I

First level leaders (3 days over 3 months)



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- Night
- DSC
- New Leadership Success
- Design Thinking Model
- Consulting & Coaching
- New Leader Integration
- Introduction to Snowflake (Snowball)
- Peak Performer (Edge Culture)

# LEADERSHIP

PROGRAMS AT VAIL RESORTS



## BASECAMP

Background  
Cultural  
Diversity

Training  
Connect  
Engage

## LEADERSHIP ASCENT

Intermediate level leaders (24 hours)

Business Intelligence | Strategic Coaching  
Coach to Success | Client Care Strategy  
Business Process | Foundations of Strategy

## LEADERSHIP ESSENTIALS

Now and First level leaders (12 hours)

A Leader's View  
Understand your Leadership Style  
Communicate as a Leader  
Manage Expectations on your Team  
Understand your Team Dynamics  
Adapt your Communication Style  
Deliver Performance Feedback  
Develop Talent on your Team

## FOUNDATION

## CAMP IV

## CAMP III

## CAMP II

## CAMP I



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- Night
- DSC
- Local Leadership Institute
- Resort Welcome Backer
- Consulting & Coaching
- New Leader Integration
- Orientation to Snowmass (Snowmass)
- Peak Performer (Crested Butte)

# LEADERSHIP

PROGRAMS AT VAIL RESORTS



## BASECAMP

Outing  
Dinner  
Dinner  
Dinner  
Dinner  
Dinner

## LEADERSHIP ASCENT

Mid and Senior level leaders (24 hours)

Emotional Intelligence | Navigate Conflict  
Coach to Develop | Champion Change  
Business Finance | Foundations of Strategy

## LEADERSHIP ESSENTIALS

A Leader's Role  
Introduction to Leadership Skills  
Communication Skills  
Managing Expectations on your Team  
Recognizing your Team's Success  
What your Direct Report Can Do  
Setting Performance Feedback  
Building Trust in your Team

## FOUNDATION

## CAMP IV

## CAMP III

## CAMP II

## CAMP I



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- Night
- DSC
- New Leadership Success
- Design Welcome Backer
- Consulting & Coaching
- New Leader Integration
- Orientation to Snowflake (Snowflake)
- Peak Placido (Cable County)

# LEADERSHIP

PROGRAMS AT VAIL RESORTS



## BASECAMP

Outing  
Dining  
Counsel  
Fitness

## LEADERSHIP ASCENT

Business Intelligence | Strategic Coaching  
Coach to Success | Client Care Strategy  
Business Planning | Foundations of Strategy

## LEADERSHIP ESSENTIALS

A Leader's Role  
Business Case Development  
Communication Skills  
Market Exposure as your Best  
Investment | Your Team Response  
What your Clients will see  
Deliver Performance Feedback  
Building Trust as your Team

## WINDMOUNTAIN

### CAMP IV

### CAMP III

### CAMP II

### CAMP I



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- Insights
- DISC
- Local Leadership Summits
- Resort Welcome Backs
- Consulting & Coaching
- New Leader Integration
- Mountains to Broomfield (Broomfield)
- Peak Pursuits (Eagle County)

# LEADERSHIP

PROGRAMS AT VAIL RESORTS



## BASECAMP

All leaders (3 hours)

Re-Imagine    Develop  
Outfront     Connect  
Drive         Passion

## LEADERSHIP ASCENT

Mid and Senior level leaders (24 hours)

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“B.S. to BELIEF”

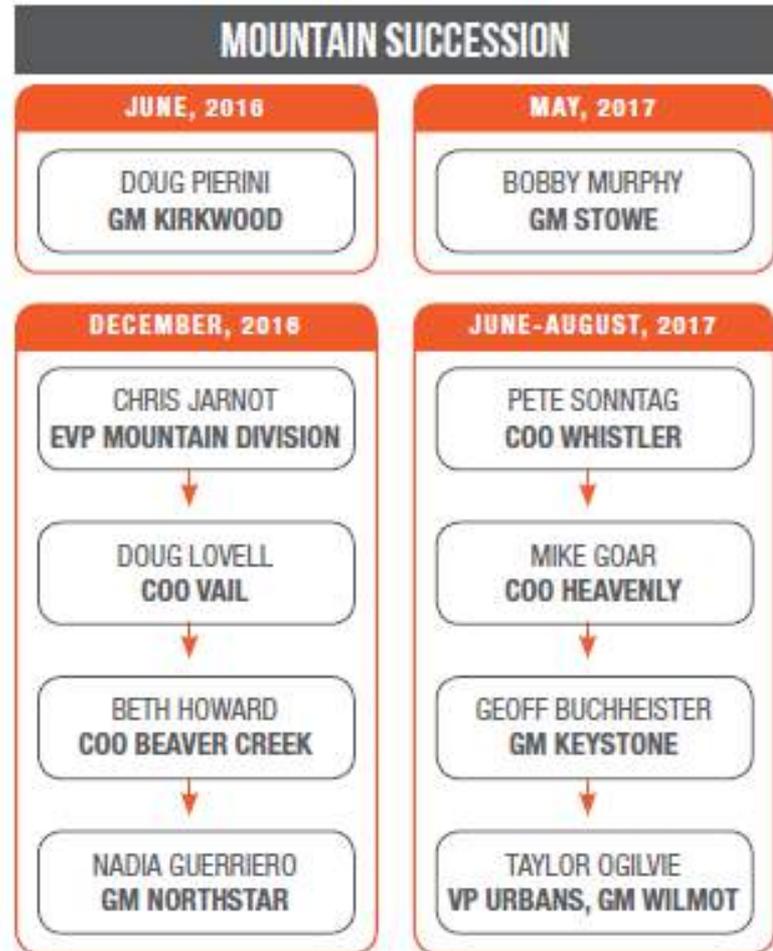
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# “Leadership Pipeline” – one metric

## TOTAL GRADES 28+ INTERNAL HIRES

	2016	2018
CORPORATE	37%	49%
MOUNTAIN	78%	92%
HOSPITALITY	50%	67%
RETAIL	33%	60%

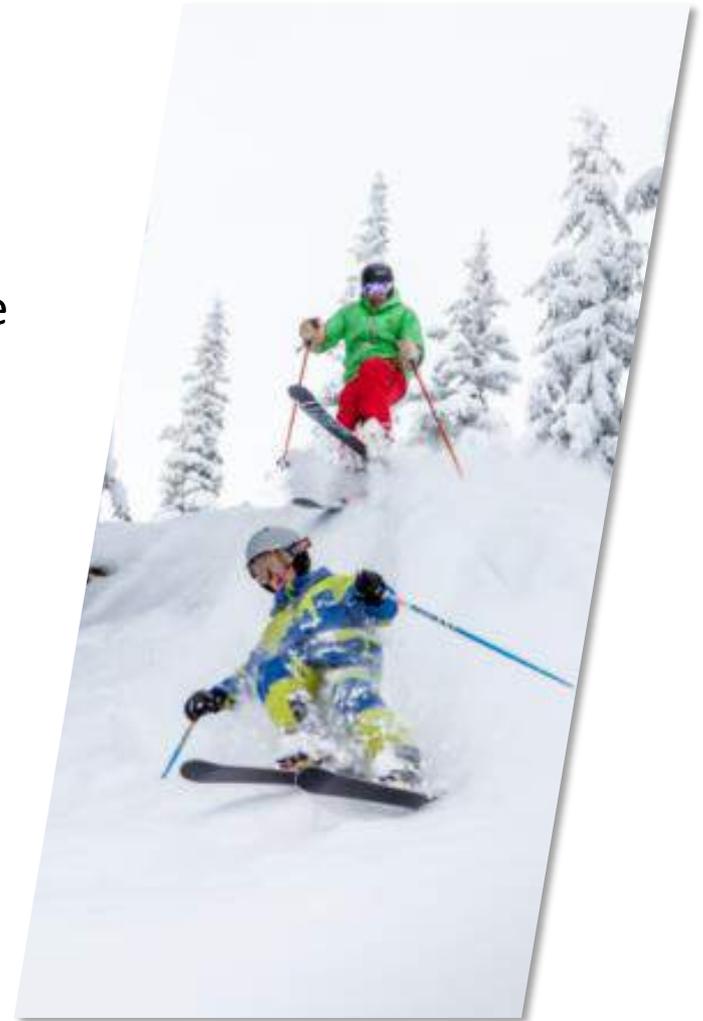


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# Top THREE Takeaways

1. Align your talent development work with the business (strategy, brand, personality).
2. Simple, quick traction on something that's important (on the minds of c-suite)!
3. Demonstrate the results (personal & business).



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