

Leadership Terrain @ Vail Resorts

LEAP HR
August 22, 2018



VAIL RESORTS®



F&B



LODGING



RETAIL/RENTAL



REAL ESTATE



TRANSPORT

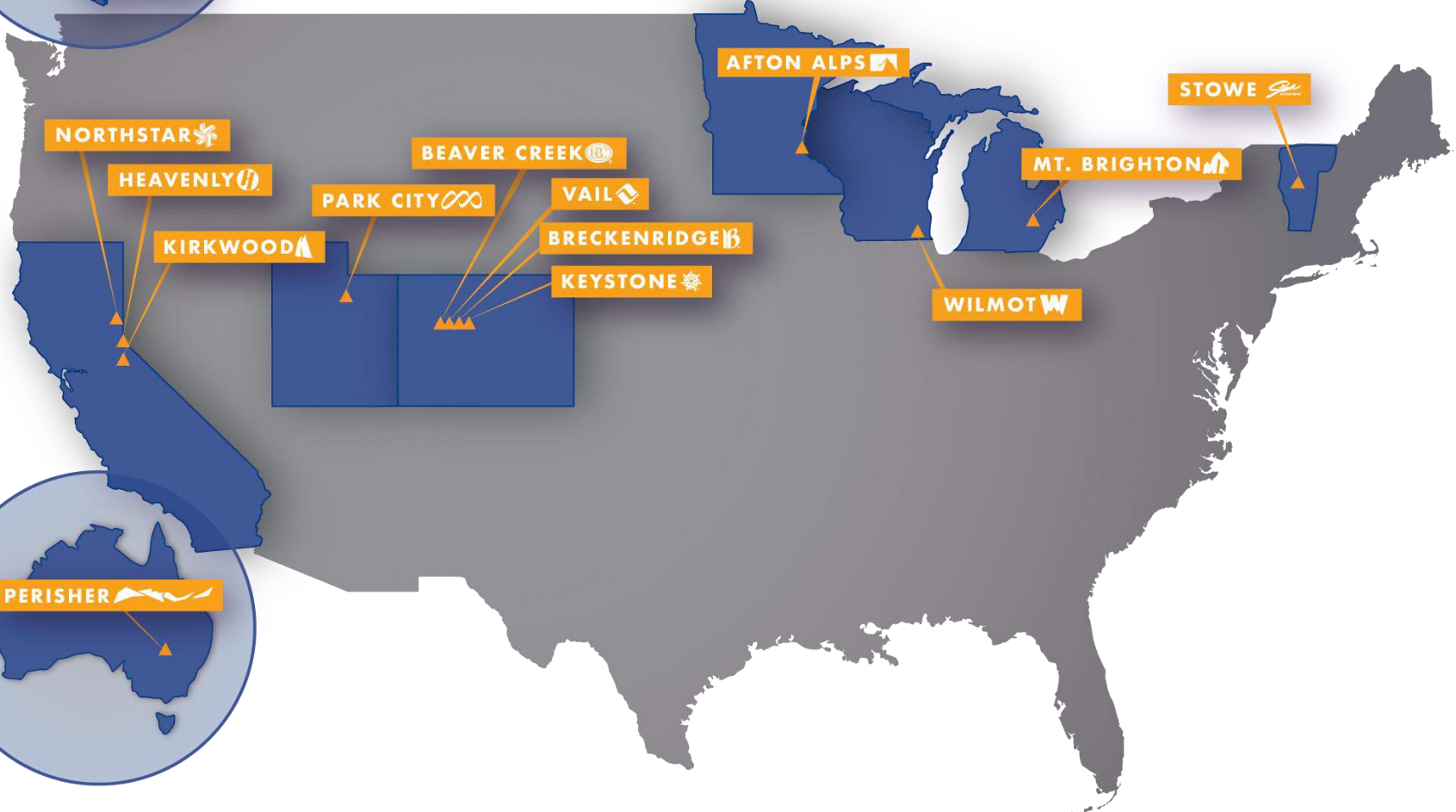


TECH/MEDIA

CORE BUSINESS



WHISTLER BLACKCOMB 



NORTHSTAR 

HEAVENLY 

KIRKWOOD 

PARK CITY 

BEAVER CREEK 

VAIL 

BRECKENRIDGE 

KEYSTONE 

AFTON ALPS 

MT. BRIGHTON 

STOWE 

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
Outfront
Drive

Develop
Connect
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 Growth
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
Recognizing your Team's Success
What your Guests will see
Deliver Performance Feedback
Building Trust as your Team

HOMEWORK

CAMP IV

Introduction to Leadership Skills

CAMP III

Managing Expectations

CAMP II

Introduction to Leadership Skills

CAMP I

Introduction to Leadership Skills

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

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LEADERSHIP

PROGRAMS AT VAIL RESORTS



BASECAMP

Outing
Climb
Drive
Climb
Climb
Climb

LEADERSHIP ASCENT

Executive leaders (6 days over 6 months)

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

LEADERSHIP ESSENTIALS

Executive leaders (6 days over 6 months)

A Leader's Role
Business Case | Leadership Skills
Communication | Vision
Managing Expectations as you Lead
Managing your Team Resources
What you Control and Don't Control
Setting Performance Feedback
Building Trust as you Lead

HIGHERGROUND

Leaders nominated by manager

CAMP IV

Executive leaders (6 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

Intermediate level leaders (24 hours)

CAMP III

Intermediate level leaders (24 hours)

CAMP II

Intermediate level leaders (24 hours)

CAMP I

Intermediate level leaders (24 hours)



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

LEADERSHIP

PROGRAMS AT VAIL RESORTS



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

Mid and Senior level leaders

A Leader's Role
Performance vs. Leadership Skills
Communicate as a leader
Manage Expectations on your Team
Recognize your Team's Success
What your Direct Report Can Do
Deliver 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 Performer (Edge Culture)

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
Introduction to Leadership Skills
Communication as a Leader
Managing Expectations as your Team
Recognizing your Team's Success
What your Team's Culture Says
Building Performance Feedback
Building Trust as your Team

FOUNDATION

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)

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

LEADERSHIP ESSENTIALS

Now and First level leaders (12 hours)

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“B.S. to BELIEF”

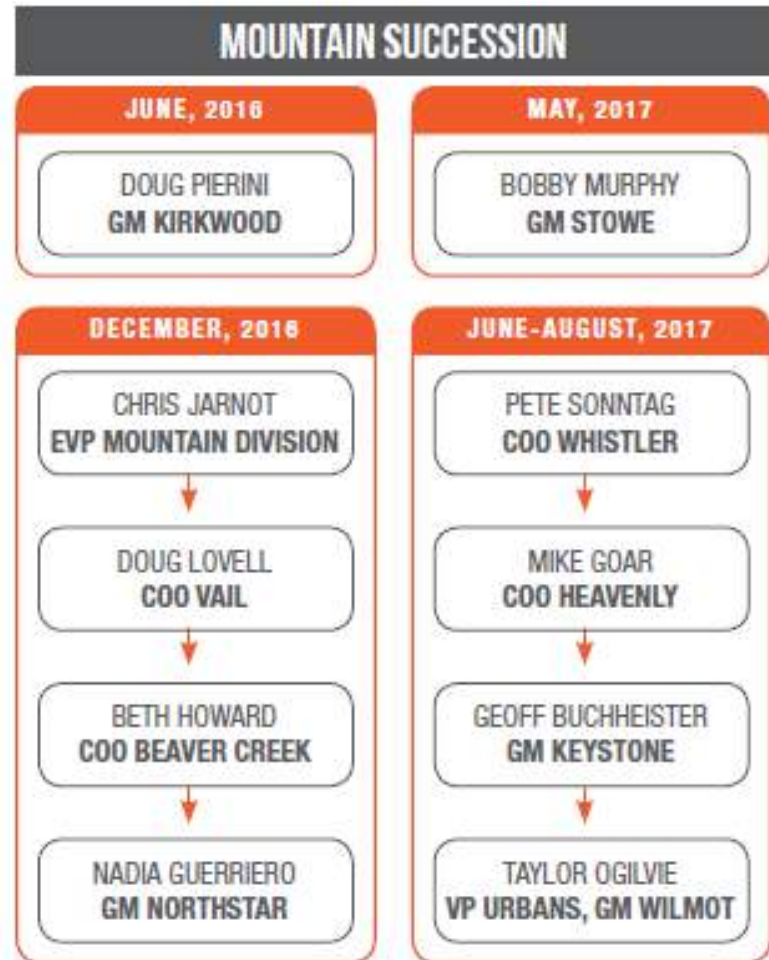
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“Leadership Pipeline” – one metric

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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