

## STRATEGY # 4: CREATE MAGIC THROUGH TRAINING

### Part 2

As someone who owes his career to leaders who took the time to help him grow, I know that educating employees pays off big-time. If you make sure people know how to do their jobs well and show that you care about their future, you'll not only improve their performance but also bolster their self-confidence and inspire in them a profound sense of commitment. So give your people everything they need to excel by developing effective, thorough, consistent training processes and learning opportunities. Here are some tips that will help you accomplish that, beginning with the most important principle of all.

1. **Give people a purpose, not just jobs.** Back when Orlando was still a sleepy town, Walt Disney wrote the following to the leadership of his young theme park in Anaheim, California: "Here a Disneyland we meet our world public on a person-to-person basis for the first time. Your every action (and mine as well) is to direct reflection of our entire organization." That spirit of purpose has been instilled ever since in each individual who works at what became the biggest resort business in the world. In most workplaces, people know what their jobs are and are prepared to do what's expected of them. Most managers are content with that. But for great leaders and great companies, that's not enough. Their people don't just show up in the morning and do what is asked of them; they *want* to be there, they're proud to be there, and they reach above and beyond, constantly raising the bar of excellence. Why? Because their leaders don't just give them jobs; they inspire them with a higher sense of purpose! To inspire my staff to reach for a higher level of service, I created a purpose statement that was so simple no one would ever forget it: "**Be so nice to our guests that they won't believe it.**" The company also uses three longer statements that add powerful substance to that concise expression of purpose:

**The Vision Statement: What We Want to Be.** Walt Disney World will always be dedicated to making dreams come true. In this magical world, fantasy is real and reality is fantastic. A wonderful sense of community awaits where all are greeted as welcomed Guests who become cherished friends. For all who work and play here, Walt Disney World will be a source of joy and inspiration.

**The Essence Statement: What We Want Our Guest to Feel.** Walt Disney World is a magical passage into a world of fantasy and adventure. Here we can wish upon a star, experience the impossible and bring our dreams to life.

**The Mission Statement: What We Must Do.** Our mission is to honor our heritage and continually reinvent Walt Disney World...

- By making dreams come true, creating magical memories and developing lifetime friendships with each Guest.
- By valuing, respecting and trusting each other as dream makers and honoring our individuality, ability and contributions as Cast Members.

- By fostering a fun and enriching environment in which creativity, teamwork, openness, diversity, courage, balance and accountability are celebrated.
- By being innovative and embracing new ideas.
- By eliminating bureaucracy and all the barriers that get in the way of operating simply, quickly and efficiently.
- By achieving the financial successes that will enable us to grow and fulfill our Vision.

*“For me, being the leader of the team, if I start hanging my head low, then I think it’s going to go to everyone else. They look up to me. They look to me to make a difference, and I got to stay positive even throughout the rough times. Like I said before, this is not the darkest point that we’ll see this year. I’ve seen very dark, and this is very light to me.”*

— LeBron James, [November 2014](#), after the Cavaliers started the season 5–7

*“Courage is what it takes to stand up and speak. Courage is also what it takes to sit down and listen”*  
Winston Churchill

*“Teams rise and fall on culture, leadership, relationships, attitude and effort.”*  
Jon Gordon