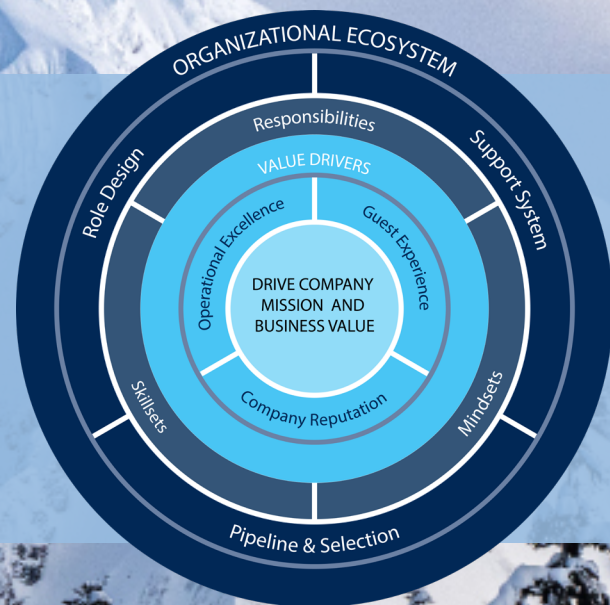


THE MODEL OF A HIGH IMPACT FRONTLINE LEADER



INTRODUCTION

As a frontline leader, you are exceptionally important—leading the teams who deliver the guest experience. The impact you have on your team members, how you motivate them, lead them, and focus them to turn strategy into action, is critical to delivering both the employee and guest experience.

Emerging from the pandemic, companies need to change to grow. Guest demands and our operating environment have changed, requiring new ways of working. This change places an even greater responsibility on you, our frontline leaders, to adapt and lead effectively.

Gartner, a leading global research organization found this: **frontline leaders are the unlock to driving Company growth.** Their research identifies unique traits that differentiate high-impact frontline leaders, and those traits form the foundation of this model. This model reflects a blend of insights from industry research and real-life experiences at Vail Resorts. It's been shaped by conversations with frontline leaders and their managers across our Company, alongside contributions from other top organizations.

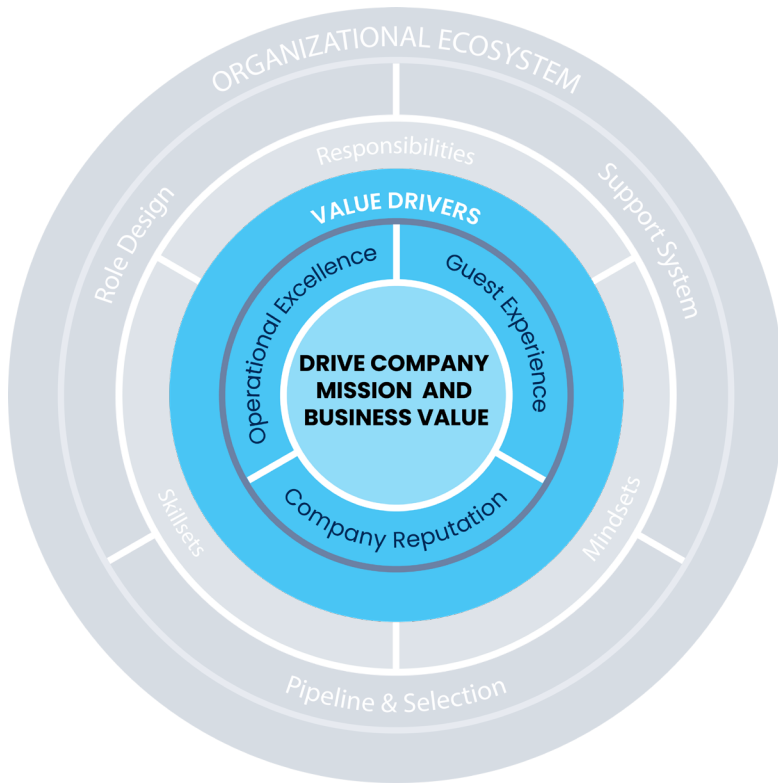
You can think of this model as a tool that outlines the ingredients that you need to have a high-impact as you lead your teams for growth.



DRIVING OUR COMPANY MISSION AND BUSINESS VALUE

At the center of this model is driving our **Company mission and business value**. Our mission is to create the *Experience of a Lifetime* for our employees, so they in turn, can create the *Experience of a Lifetime* for our guests. Our business value flows from this mission, grounded in our commitment to growth and sustaining what matters to our organization and communities.

To lead our teams for growth, we must cultivate a personal and professional connection to our mission and how we drive value to fuel the things we care about.



Value Drivers

Our ability to deliver on our mission and drive business value lies in three key areas, each of which highlights where you have a unique role in shaping outcomes and creating impact.

GUEST EXPERIENCE

What role do frontline leaders play in delivering exceptional guest experiences?

The **Guest Experience** is central to our business and growth.

Frontline employees, who interact directly with guests across our resort network, are the face of Vail Resorts. As frontline leaders, you play an important role in leading and mobilizing your teams to deliver outstanding guest experiences.

OPERATIONAL EXCELLENCE

How do frontline leaders drive operational excellence?

Creating exceptional experiences requires a strong foundation in planning, execution, and continuous improvement.

This is the core of **Operational Excellence**, where the activities you lead translate our growth strategies into action.

COMPANY REPUTATION

What impact do frontline leaders have on our Company's reputation?

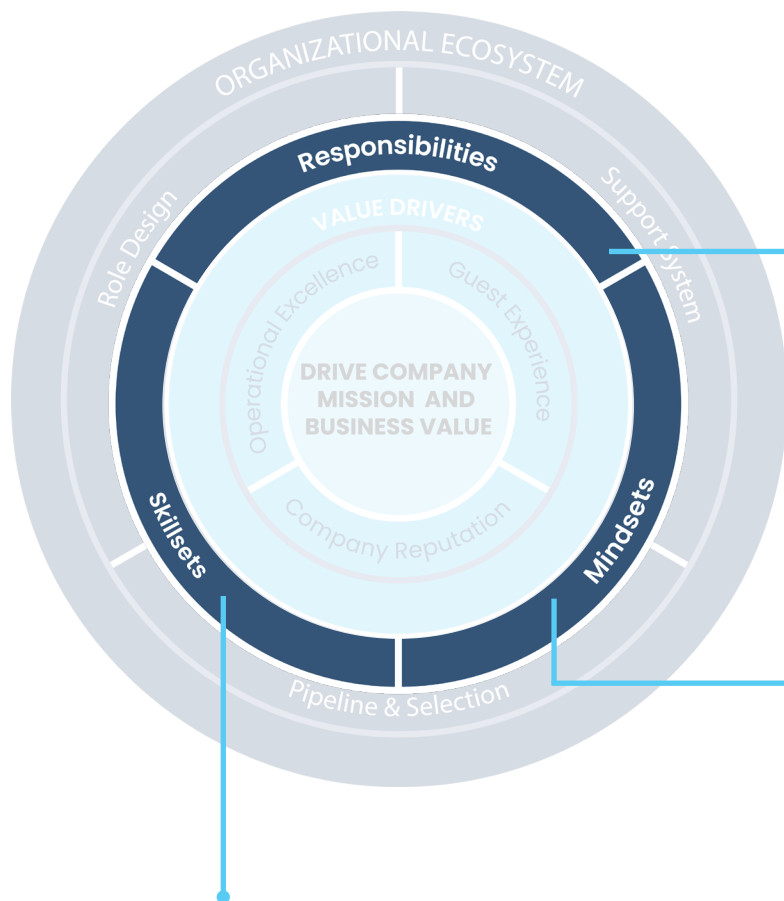
Your impact also extends to our **Company Reputation**, which reflects the experiences of our guests and employees and the perception of our Company in the broader community.

As frontline leaders, you represent our mission and growth aspirations with your teams, our guests, and our communities.

BUILDING EFFECTIVE FRONTLINE LEADERSHIP

As a frontline leader, you can make work more manageable and your leadership more effective by building skillsets and mindsets to deliver on your responsibilities.

By learning from best practices across our resorts and at top companies around the globe, we have identified the key responsibilities, mindsets, and skillsets for effective frontline leadership.



RESPONSIBILITIES

- Safety
- Employee Experience
- Talent
- Resource Management
- Operational Excellence
- Guest Experience

MINDSETS

- Purpose & Enterprise Orientation
- Emotional Intelligence
- Learning Agility
- Ambition

SKILLSETS

- | | | | |
|--------------------|-------------------|--------------------------|-------------------|
| • Active Listening | • Problem Solving | • Coaching | • Prioritization |
| • Communicating | • Decision Making | • Performance Management | • Delegation |
| • Motivating | | | • Time Management |

The skillsets outlined in this handbook do not exist independently of our leadership competencies, instead, they support and align with them. For more on our leadership competencies, refer to the [Leadership Competencies and Behavior Anchors Guide](#) on EpicEmployee.

ENGAGING WITH YOUR ORGANIZATIONAL ECOSYSTEM

The outer ring is the ecosystem in which you operate. It highlights how you can leverage the resources, processes, and structures within our Company to drive the mission and business value. From talent pipeline and role design, to the support systems available to you, this ecosystem is designed to help you succeed and grow as a leader.



PIPELINE & SELECTION

When you were hired or promoted, you became part of our talent **Pipeline & Selection** process. Building a strong pipeline of leaders, like you, is critical for our organization's success. Now, as a frontline leader, you play a key role in shaping this pipeline by developing the individuals you lead. By nominating and supporting talent in programs like the Epic Service Development Experience, you provide exposure to career paths and accelerate their readiness to step into leadership roles.

ROLE DESIGN

Role Design focuses on how you allocate your time to key value drivers. When your role and responsibilities are clearly defined, it creates clarity on where to focus for success. This clarity is created through the six key responsibilities of a manager, ensuring you're concentrating on what matters most to drive results.

SUPPORT SYSTEM

The **Support System** is about how you, as a leader, are supported—both by senior leaders who help and empower you, and by the connections you make across the organization. This can include opportunities like Leadership Summit, best practice groups, or informal and formal mentorship. It also includes resources that support your leadership, such as the Monthly Manager Look Ahead and Skill-Building Sessions.

SUMMARY

This model is a tool designed to help you become a high-impact frontline leader. You play an important role in leading your teams for growth, translating our strategies into the everyday actions that drive excellence. When your teams align with our growth strategies, they become a strategic advantage and elevate the guest experience. **Only you can make this happen.**

Our company is committed to investing in your growth as a leader, and we encourage you to embrace that investment for both your personal development and the Company's success.

