

# WELCOME TO LEADERSHIP SUMMIT

One highlight of returning as CEO is getting to be a part of Leadership Summit again. This gathering has always been special to me—for the space it provides to come together, the reflection it inspires, and the energy it creates. It is grounded in the principle that at Vail Resorts, everyone should have a great boss, and to make that happen, we have to develop extraordinary leaders. I am grateful to each of you for taking the time to be here.

This year's theme of Connection is something we talk about often but for the next few days, it will take on a whole new meaning, with an even deeper significance. After the challenges and changes our company has recently navigated, it is more important than ever for us to reconnect: with each other, with ourselves, and with what speaks to each of us about our mission, values, and vision.

Our company has a tremendous opportunity ahead of us to grow, but to get where we're going, we have to reground in what drew us to Vail Resorts in the first place. My hope is that we use the time we have together to reflect on that and in doing so, rediscover what makes us proud to be a part of Vail Resorts. Each of us has our own, unique reasons and when we take the time to understand them, we strengthen the collective impact we have as leaders.

True connection is the energy that will propel our company forward, so let us embrace the time we have together to build it.

A stylized, handwritten signature in black ink, appearing to read 'Rob Katz'.

**Rob Katz**  
CEO, Vail Resorts

# GETTING STARTED

This is more than a notebook. It's your **Connection Workbook**, a space to reflect, capture insights, and deepen your journey during the 2025 Leadership Summit.

As we come together, the theme of Connection will guide our collective experience. In the days ahead, you'll reconnect with your purpose, your teammates, and the mission we share.

## Use this workbook to:

- Reflect on your personal "why"
- Capture stories, moments, and learnings that inspire you
- Map connections between our strategies, our stakeholders, and your leadership
- Ground yourself in the culture we're building—together

Let this workbook serve as a reminder: connection is not just something we talk about, **it's how we lead.**

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*How do you want to deepen your connections and grow as a leader during this experience?*

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# WHY VAIL RESORTS?

## INDEPENDENT REFLECTION

Take a moment to reflect on what connects you personally to Vail Resorts and how that connection shows up in the way you lead. Use this space to write honestly and openly—**this is for you.**

### **Why Vail Resorts:**

*Consider the moments, people, or opportunities that first drew you in, and what continues to inspire you to stay.*

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*What brought you here, and what keeps you here?*

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### **Why do you choose to lead here:**

*Reflect on what truly drives you to lead at Vail Resorts.*

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*Why do you choose to lead and shape our culture through the work you do?*

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# CONNECTING TO OUR EMPLOYEES

## INDEPENDENT REFLECTION

Take notes during the **Connecting to Our Employees** presentation. As you listen, reflect on the key themes shared by both seasonal and year-round employees across the enterprise.

Reflect on what the data reveals about the employee experience and where you as a leader have influence.

*Session Notes*

# THE VOICE OF OUR EMPLOYEES

## INDEPENDENT REFLECTION

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*What's one action you will take to move the needle for your team?*

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# YOUR ROLE AS AN EFFECTIVE MANAGER

The Model of a High Impact Frontline Leader



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*Which mindsets or skillsets have helped you in creating purpose and belonging for your team?*

*Where do you need to lean in more intentionally?*

*Where do you feel supported by your organizational ecosystem, and where might more support be helpful?*

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# HIGH IMPACT LEADERSHIP



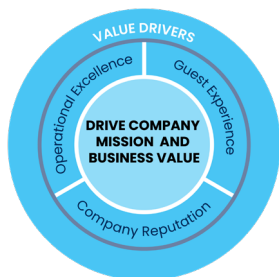
**As a frontline leader, you are exceptionally important—leading the teams who deliver the guest experience.**

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.

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.

# VALUE DRIVERS



## GUEST EXPERIENCE

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

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.

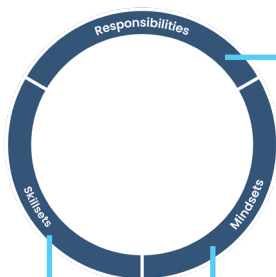
## COMPANY REPUTATION

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.



# MINDSETS & SKILLSETS

As a frontline leader, you can lead more effectively by building the mindsets and skillsets needed to manage work and fulfill your responsibilities. We've identified these essentials by learning from top companies and resorts across our network.



## RESPONSIBILITIES

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

## MINDSETS

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

## SKILLSETS

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

# ORGANIZATIONAL ECOSYSTEM



## PIPELINE & SELECTION

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.

# FEEDBACK IN ACTION

The **SBI Model** is a simple, structured framework for delivering clear, specific, and actionable feedback.



**Situation**



**Behavior**



**Impact**

- 1. Situation:** Describe the specific situation where the behavior occurred.  
*"During yesterday's team meeting..."*
- 2. Behavior:** Describe the observable behavior (what the person did or said, without interpretation or judgment).  
*"...you interrupted three team members while they were sharing..."*
- 3. Impact:** Describe the impact the behavior had on you, the team, the work, or the outcome.  
*"...this made it hard for others to contribute."*

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## SCENARIO

*One of your direct reports or project team members has been arriving late to meetings without notifying the group. Their late arrival has delayed the start of the meetings and made it harder for the team to stay aligned and on track.*

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# MY LEADERSHIP STANCE



Your leadership stance should be a clear, intentional statement about how you want to show up as a leader. It can help you stay grounded when things are uncertain and act in service to your personal values, your team, and the broader enterprise.

## **When drafting your leadership stance, consider the following:**

- Think of a challenging moment when you had to step up as a leader. What did your team need from you?
- What do you want your team to say about you after a hard season or change?
- How do you want to be seen by your leaders and peers?
- What values or principles guide your decisions when things get tough?

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# CHANGE SELF-ASSESSMENT

## Choose a Change Initiative

Think about a change that is currently happening. This could be the Transformation initiative or any other change that feels relevant to you and your team.

## Assess Your Change Readiness & Mindset

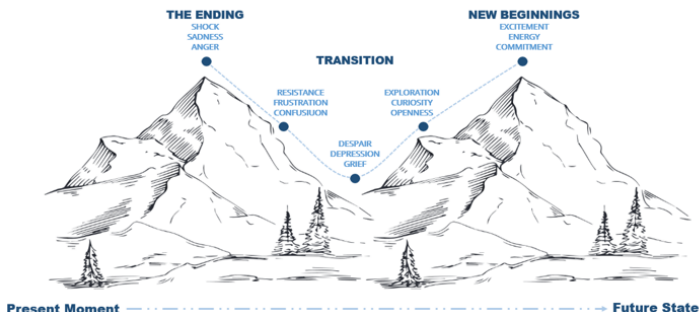
Take a few minutes to reflect on the questions below:

1. *Do you understand the rationale for the change?*
2. *Can you explain the change to someone you work with?*
3. *Do you believe the change is worthwhile?*
4. *Are you clear about how the change will impact you and your team?*
5. *How is the change impacting your existing workload?*
6. *How is the change impacting your team's workload?*
7. *Do you believe the change is fair to you and your employees?*

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# MOVING THROUGH CHANGE



## Place Yourself on the Change Curve

Based on how you're feeling about the change you selected, place yourself on the curve. Consider which part best reflects where you are right now:

- **The Ending** - Are you experiencing emotions like shock, sadness, or anger?
- **The Transition** - Are you in a space of resistance, frustration, or confusion? Or starting to feel curiosity and openness?
- **New Beginnings** - Are you feeling energy, excitement, and commitment?

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### Reflection Questions

- *If you are assessing yourself with a negative mindset around the change, what actions can you take to move yourself through the change curve and to a more positive mindset?*
- *What tools and resources do you need to feel supported in leading this change?*
- *What do you need from your leader, your peers, and your team to support you?*

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# NAVIGATING UNCERTAINTY

In this activity, you'll practice responding to real-world scenarios where you may not have all the answers. With a partner, take turns responding to each situation, focusing on staying grounded and credible. Use this moment to practice language that builds trust, reinforces your leadership stance, and models alignment—even when you're uncertain.

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## SCENARIO 1:

You're at the grocery store wearing your Vail Resorts jacket. A community member approaches you and says: "I saw something in the news about Vail Resorts. What's going on over there?" You haven't heard the full story yet. How do you respond in a way that builds trust without speculating or deflecting?

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## SCENARIO 2:

A change has been announced, and your team is feeling anxious. One of your employees comes to you and says, "Can you explain what this really means for us? Do you even agree with it?" You're not totally sure about the details, and you're still processing your own reaction. How do you respond while staying credible and grounded?

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# COMMITMENT IN ACTION

“Commitment is the bridge  
between intention and *impact*.”

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*What is one commitment you'll make to lead differently going forward? Make it clear, specific, and something you can put into action.*

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