WINNING TOGETHER

Facilitation Guide

MGM RESORTS INTERNATIONAL®

NAVIGATING THIS GUIDE

This guide outlines the flow and delivery of the workshop. Each section includes a recommended script, but you're encouraged to adjust the wording to fit your facilitation style. You have flexibility to adjust pacing, extend or shorten activities, and respond to the group's energy and needs, **as long as the learning objectives are met.** As a best practice, plan for a 15-minute break every 90 to 120 minutes to keep participants focused and engaged.

*Please note that you may occasionally see large gaps between slides. This was done intentionally to keep all of the information for each slide on a single page.

Facilitator Guide Legend:

Throughout this facilitator guide, various symbols indicate when specific actions should occur in the presentation. They will also inform the facilitator about the contents of the slide. Below is a key to the symbols used and their meaning:

SAY:	Sample text to be spoken
🖱	Click to play an animation
	For example:
🖱	"Lorem ipsum dolor sit amet …"
	which indicates to click and then say the line.
DO:	An action for the facilitator
F:	*A note directly to the facilitator or a spot for the facilitator to add in their own element to help personalize*
ASK:	A question to ask the participants
Slide :	Slide title and timing in minutes
	End of slide, click to transition to the next slide

Cross-Functional Collaboration & Influence Without Authority

Section Time: 57 minutes

### Slide 28: Influence & Collaboration   : 1

SAY: Up to this point, we've focused on improving culture and creating meaning and ownership within your team. Now we're moving into the third core area that strengthens leadership impact and team effectiveness: **influence and collaboration across teams.**

Before we talk about how to collaborate better, we need to understand what actually gets in the way.

Slide 29: Breakdowns in Collaboration   : 1
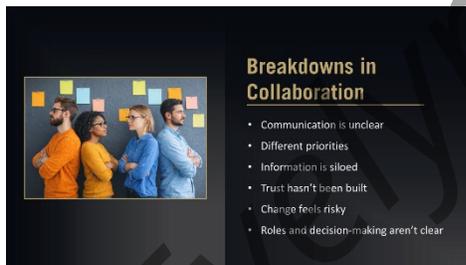
SAY: Cross-functional collaboration usually breaks down for a few predictable reasons:

- Communication isn't clear or consistent
- Teams are working toward different priorities
- Information is siloed
- Trust hasn't been built
- Change feels risky
- Roles and decision-making aren't clear

The good news is that leaders can influence these challenges through everyday choices and behaviors.

Slide 30: Guided Learning Groups   : 45

*F: See **Appendix C** for grouping options and activity details.*

SAY: Now, let's shift to solutions.
In this next activity you'll explore three leadership behaviors, each focused on a real challenge leaders face when working across teams.

These behaviors include:
- Building strong working relationships
- Influencing outcomes when authority is limited
- Managing competing priorities so work keeps moving

Each group will have a short reading, discussion questions, and a reflection question.

We'll move through this in three simple steps:

Step 1: One person in your group reads the short station reading aloud.
Step 2: As a group, discuss the two discussion questions together.
Step 3: Then, complete the reflection question independently in your Participant Guide.

As you read and discuss the topic in your group, focus less on diagnosing other teams and more on noticing how your own leadership behaviors either help work move forward or unintentionally slow it down.

Plan on switching topics after 10 minutes.

Let's get started!

DO: Groups of up to 28 participants:
Allow groups to work on each topic *for 10 minutes each, at the end of each round ask the groups to rotate clockwise around the room until each group has completed each topic (30-45 minutes total).*

When time is up, ask everyone to return to their seat and progress to the Debrief Slide.

DO: Groups of up to 60 people:
Keep participants seated at their tables. Provide each table with materials for all three topics. Allow groups to work through one topic at a time for approximately 10 minutes. At the end of each round, prompt tables to move to the next topic using the materials at their table. Continue until all three topics are completed (30–45 minutes total).
When time is up, ask everyone to remain seated and progress to the Debrief Slide.

Slide 31: Debrief   : 10

SAY: Now that you've explored these strategies, let's take a moment to discuss.

DO: Click through each of the following question sets, encouraging participants from different groups to answer.

ASK: Which behavior(s) felt most relevant to your current role right now—and why?

F: Listen for behaviors such as:
- *Investing time in relationships before issues arise*
- *Listening to understand priorities before trying to influence*
- *Naming trade-offs instead of waiting for perfect alignment*
- *Adjusting how ideas are framed based on stakeholder needs*
- *Taking ownership for coordination, not just task completion*

If answers stay abstract, redirect with:
- *"What makes that behavior especially relevant in your role today?"*
- *"Where does that behavior show up—or not show up—in your current work?"*

If participants focus on what others should do, redirect with:
- *"What part of that behavior is within your control?"*
- *"How might that behavior show up differently if you were leading the interaction?"*

ASK: Across the three topics, what patterns did you notice in what gets in the way of effective cross-team work?

F: Listen for themes such as:
- *Misaligned priorities or success metrics across teams*
- *Limited or reactive communication instead of proactive alignment*
- *Assumptions about what other teams "should" know or do*
- *Avoidance of trade-offs or difficult conversations*
- *Weak or purely transactional relationships*

If responses stay high-level or vague, redirect with:
- *"What showed up more often—people dynamics, unclear priorities, or how decisions get made?"*
- *"Did anyone notice the same barrier showing up in more than one station?"*

If discussion turns into venting about other teams, redirect with:
- *"Let's focus on patterns rather than specific teams or individuals."*

- *"What part of that pattern is within a leader's control?"*

ASK: Did anything change how you think about your role in cross-team challenges? If so, what shifted?

F: Listen for shifts such as:
- *Moving from waiting for alignment to actively creating it*
- *Recognizing influence as a skill, not a position*
- *Seeing relationship-building as work, not extra work*
- *Realizing that progress often requires clarity over consensus*
- *Reframing conflict as something to manage, not avoid*

If responses are quiet or hesitant, redirect with:
- *"What did today reinforce or confirm about how you already approach cross-team work?"*
- *"Did anything put language to something you've experienced but hadn't named before?"*

If discussion drifts back into tactics or solutions, redirect with:
- *"Let's stay with the shift in perspective for a moment before jumping to action."*

SAY: These patterns and shifts point to where leadership behavior has the greatest impact—often in small, everyday choices that shape how work moves across teams.

APPENDIX C: Guided Learning Groups

Purpose of the Stations

These interactive learning stations reinforce a core reality of the work environment: results are rarely achieved by one team alone. Most outcomes depend on collaboration across teams, functions, and roles where authority is shared, limited, or indirect.

Rather than teaching isolated skills, the stations focus on how leaders operate effectively when work requires coordination, influence, and trade-off management across teams.

How the Stations Fit Together

The three stations are intentionally designed to reflect how work unfolds in practice:

- **Building Relationships Across Teams** focuses on how leaders create the trust and understanding needed for effective collaboration once teams are interdependent.
- **Influencing without Authority** examines how leaders move work forward when they do not have direct control over decisions or resources, emphasizing listening, alignment, and credibility.
- **Managing Competing Priorities Across Teams** addresses how leaders navigate trade-offs and keep work moving when teams have different goals, pressures, or measures of success.

Together, these stations reflect the day-to-day leadership reality of cross-functional work rather than three unrelated skill sets.

Facilitation Guidance

Facilitators should reinforce that these stations are not about personality, communication style, or being agreeable. They are about execution in complex environments.

Leaders are expected to apply these behaviors to reduce delays, navigate tension productively, and move work forward across teams. Participants do not need to master every behavior immediately. The goal is increased awareness of how their actions either enable or slow progress when collaboration is required.

Key Message to Reinforce

When work depends on multiple teams and shared ownership, leaders must build strong working relationships, influence effectively without authority, and manage competing priorities to achieve results. These stations demonstrate how those capabilities work together in practice.

Activity Directions

You are creating three separate stations in the room. Participants will complete three tasks at each station.

Task 1: One person reads aloud the short reading on the station topic.
Task 2: The group discusses two discussion questions together.
Task 3: Each participant completes the reflection question independently in their Participant Guide.

The facilitator will prompt groups to rotate to the next station every 10 minutes.

Set-Up

Distribute each station's materials in three different areas of the room:

- Station Topic Signs (to hang on the wall)
- Station Topic Reading Cards (1 per group)

Grouping Options

Groups of up to 28:
Participants will be divided evenly into three groups. Each group begins at a different station and rotates every 10 minutes until all stations are completed.

Groups of up to 60:
Participants remain seated at their tables. Each table receives all three station topics and works through them sequentially. The facilitator provides time cues to rotate topics.

Note: Regardless of group size, all participants complete the individual reflection questions independently for each station.

Station 1 – Building Relationships Across Teams

Reading

Why It Matters: Most work does not happen within one team alone. Projects rely on coordination across functions like operations, guest services, marketing, IT, and finance. When teams collaborate effectively, work moves faster, ideas improve, and problems are easier to solve. When relationships are weak, even strong processes can break down, leading to delays and frustration.

Cross-team collaboration depends on trust, credibility, and shared understanding, not just structure. Strong relationships make it easier to raise issues early, work through tension, and stay aligned when priorities compete.

✓ Reduces delays by addressing issues sooner

✓ Improves problem-solving through diverse perspectives

✓ Makes coordination feel cooperative instead of transactional

What Gets in the Way

- Limited communication that leads to misalignment
- Competing priorities driven by different goals or metrics
- Little trust or familiarity between teams

How to Do It

- Invest in relationships before work becomes urgent or tense
- Share context and intent, not just tasks or requests
- Check assumptions and clarify expectations early
- Follow through consistently to build trust and credibility
- Look for small, regular touchpoints that strengthen familiarity over time

Discussion Questions

- Thinking about a team you regularly coordinate with, how do you typically show up when work is not urgent? What does that signal about your reliability and intent?
- When work becomes tense or misaligned, how do your usual communication habits either help surface issues early or allow frustration to build?

Reflection
Identify one cross-team relationship that directly affects your ability to do your job well. Write down one specific action you could take to strengthen that working relationship in the next 30 days.

Station 2 – Influencing without Authority

Reading

Why It Matters: Influence at work is not tied to title or position. Many outcomes depend on your ability to gain buy-in from people with their own priorities, pressures, and decision-making authority. In fast-paced environments, influence is built through understanding, credibility, and alignment.

Most work requires cooperation across teams. Without influence, ideas stall, decisions are delayed, and progress slows. Leaders who influence effectively help ideas gain traction without relying on authority.

✓ Increases engagement and responsiveness

✓ Helps ideas move forward instead of stalling

✓ Strengthens collaboration across roles and teams

What Gets in the Way

- Leading with persuasion instead of understanding
- Focusing on urgency rather than shared outcomes
- Overlooking the pressures or priorities others are managing

How to Do It

- Start by listening to understand perspectives, priorities, and constraints
- Acknowledge competing pressures instead of pushing past them
- Frame ideas around shared goals and outcomes, not personal wins
- Adjust your message to what matters most to the other person
- Demonstrate credibility through preparation, consistency, and respect

Discussion Questions

- In a recent situation where you needed buy-in, what did you lead with first: your perspective, the urgency of the work, or an effort to understand the other person's priorities?

- How did the way you framed the conversation affect responsiveness, engagement, or momentum?

Reflection
Identify one current situation where you need buy-in from someone outside your direct authority. Based on the reading, write one thing you could adjust in how you approach that conversation.

Station 3 – Managing Competing Priorities

Reading

Why It Matters: In cross-functional work, competing priorities are unavoidable. Different teams are accountable for different outcomes, timelines, and measures of success. Even when goals align at a high level, day-to-day decisions often require trade-offs.

When priorities are not clearly addressed, work can stall and accountability becomes unclear.

Leaders who surface tensions and guide decisions help teams stay focused and make progress, even when perfect agreement is not possible.

✓ Reduces delays caused by indecision or misalignment

✓ Keeps effort focused on the highest-impact work

✓ Maintains momentum when compromises are required

What Gets in the Way

- Assuming alignment means agreement
- Avoiding difficult trade-offs to prevent conflict
- Lack of clarity about what matters most in the moment

How to Do It

- Name trade-offs instead of avoiding them
- Clarify which outcomes take priority right now
- Consider impact across teams, not just within one function

Discussion Questions

- Think about a situation where priorities conflicted across teams. What did you do when it became unclear which outcome mattered most in that moment?

- How did your response influence whether the group moved forward, slowed down, or avoided making a clear choice altogether?

Reflection
When priorities compete, what is one way you can help create clarity so work can move forward instead of stalling?

Building Relationships Across Teams

"Great things in business are never done by one person. They're done by a team of people."

– Steve Jobs

Building Relationships Across Teams

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Building Relationships Across Teams

Discussion Questions:

- Thinking about a team you regularly coordinate with, how do you typically show up when work is not urgent? What does that signal about your reliability and intent?

- When work becomes tense or misaligned, how do your usual communication habits either help surface issues early or allow frustration to build?

Reflection: See page 7 of your Participant Guide.

Influencing Without Authority

"Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence." – Sheryl Sandberg

Influencing without Authority

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- How did the way you framed the conversation affect responsiveness, engagement, or momentum?

Reflection: See page 7 of your Participant Guide.

Managing Competing Priorities

"If everything is a priority, nothing is." – Patrick Lencioni

Managing Competing Priorities

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