

Communicating Effectively Across Sun



Today's Topics

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Introductions

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Learning to structure
communications

03

Practice communicating
across audiences

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Debrief & lessons learned

Introducing Devin & Ashley



Devin Underhill
RV Strategy Manager

Background:

BA & MBA from the University of Virginia
5 years in education
2 years as management consultant
Joined Sun in February of 2021

Fun Fact:

Thru-hiked the 2,000+ mile Appalachian Trail



Ashley Medina
Learning & Development
Specialist

Background:

BS from Central Michigan University
7 years in hospitality
5 ½ years in Learning and Development
Joined Sun in November of 2014

Fun Fact:

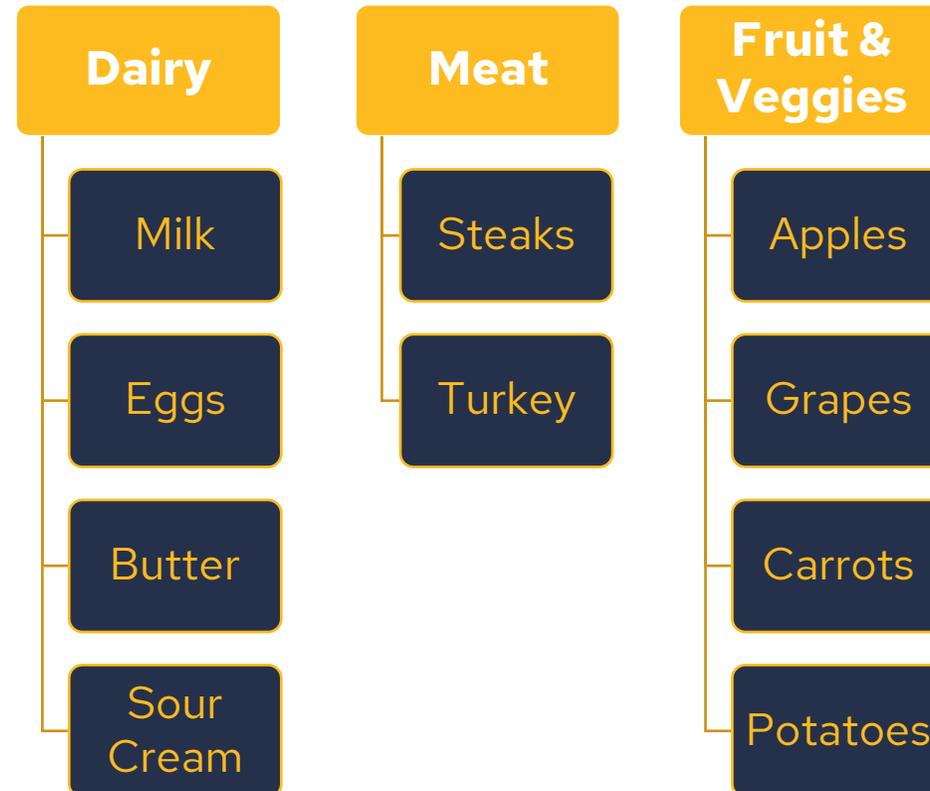
Passed up an opportunity to live in Ireland

Grocery list exercise highlights how structured thinking makes it easier to remember ideas

Ashley is going to read out a situation that could happen any day, how would you respond?

Grocery list exercise highlights how structured thinking makes it easier to remember ideas

What would happen if you had grouped them?



**Structure helps us sort
our thoughts in a
meaningful way**

Strong communicators use structure to make their message clear to the audience

Raise your hand if you've ever...

Left a meeting feeling like it wasn't the best use of time

Opened an email, saw a block of text, and closed it immediately

Read a lengthy email with no clear objective



These are all signs of unstructured, unplanned communications

Audience needs ignored in favor of 'getting the message out'

Purpose of communication overlooked

Key message muddled with detail or lack of structure

3 questions determine the style & approach of your communication



Who is your audience?

- Who needs to be invited?
- Do you know your audience well?
- What position do they hold with Sun?
- Do they know the topic well?

Taken together, these answers can help you determine **how you should communicate**

Audiences that are less familiar with the topic or the person may benefit from in-person discussion



What is the purpose of your story?

- Are you trying to compel an action?
- Are you creating a common view?
- Are you trying to inspire a reaction?

Most business interactions are about compelling an action (either requesting input or getting them to do something)



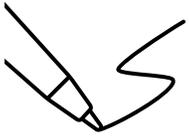
What is your key message?

- Do you have the answer to share?
- Do you need them to provide the answer?

If you are bringing a solution, it is best to be 'answer first' instead of focusing on the process to solve the problem

**In business settings,
practice being 'answer
first'**

5 steps to 'answer first' communications



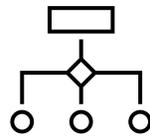
Write it out

Start with how you'd normally explain the situation and outcome



Define your key point

Understand your objective – what should the audience know or do after reading?



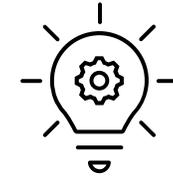
Structure & organize ideas

Group similar ideas into paragraphs, use main sentences to assert your points



Edit for brevity

Be concise – what does the audience need to know to understand?



Format for clarify

Use sections, bullets, and formatting to make key ideas stand out

Write it out | Most people include too much detail to answer the question at hand

Subject: Re: Hospitality staffing?

A few weeks ago, you asked me whether I thought we should hire more hospitality team members. I told you at the time that I wasn't sure if the hospitality team really needed it. We agreed that I'd look into it.

As you know, I don't have a hospitality supervisor, so I spoke to Susan who has been here longest. She pointed out that the real issue is inconsistency when we clean Vacation Rentals (VRs) – some team members miss key steps. Susan, of course, asked for raised wages instead of more team members. Still, I don't think one more person would hurt.

I did look at my budget and I don't think that I can afford to bring on more staff right now. Also, we have a few open reqs for the front desk that haven't been filled that are higher priority. Let me know if you can find extra funds in the budget.

Defining a key point & organizing ideas with structure requires revision

What is the question the reader has?

What should we do about the hospitality team?

What is the answer to that question?

We should promote Susan to be a hospitality supervisor

What are the main groups of supporting evidence to your answer?

- 1 We have enough hospitality staff to clean every Vacation Rental (VR)
- 2 We are cleaning inconsistently because we lack training
- 3 Susan is a natural fit because she is the de-facto leader

Edit for brevity & use formatting to highlight key points

Subject: Creating hospitality supervisor role

A few weeks ago, you asked me whether I thought we should hire more hospitality team members. Instead, I believe we need to **promote Susan to be the hospitality supervisor** and need your support to find room in the budget.

We have enough team members to clean every Vacation Rental (VR), the real issue is that they are being cleaned inconsistently. A hospitality supervisor will **establish expectations, train the team, and do QA**. Susan is the right person for this role because she is the de facto leader who has been here the longest.

Can you call me to talk through how I can get Susan's promotion approved?

Guide the reader through their natural questions

In the previous example, we answered the main question, and then led the reader through a series of unspoken questions to support our point



Practice makes perfect

Consider your audience, purpose, and key message

Determine the method & style of communication

Be 'answer first'

We will split the room into three groups. Decide what the right approach to communicate with your audience is, and then write out what you will say/send to your group's audience. Afterwards, we'll ask for volunteers to share their message with the group.

Scenario:

Imagine that a resident or guest has come to you to express a serious complaint about a neighbor's dog. This individual wants to inform you that their neighbor's dog broke free from their lead in their yard and chased after their child. You've had past conversations with the dog's owner about their dog's aggressive behavior and now need to further escalate the issue.

Group A: DVP & RVP

Group B: Property Team Member

Group C: Fellow Manager

Debrief & Commit to Action

Thank You!