



MGM RESORTS INTERNATIONAL

# LEADERSHIP COMPETENCIES



**MGM RESORTS**  
INTERNATIONAL®

# Mission, Vision, Core Values and People Philosophy

## Our Mission

MGM Resorts International is the leader in entertainment and hospitality - a diverse collection of extraordinary people, distinctive brands and best-in-class destinations. Working together we create partnerships and experiences that Engage, Entertain and Inspire.

## Our Vision

MGM Resorts International is the recognized global leader in entertainment and hospitality. We embrace innovation and diversity to inspire excellence. We reward our employees, invest in our communities and enrich our stakeholders.

We Engage, Entertain and Exceed the expectations of our guests worldwide.

## Core Values

Teamwork | Integrity | Excellence

## People Philosophy

Engage | Invest | Inspire



A competency is a cluster of behaviors, skills and knowledge that someone must demonstrate to be effective in a job, role, function, task, duty, organizational level, or the entire organization.

# Our People Philosophy and Leadership Competency Alignment

## ENGAGE

### **Building Trust and Commitment**

Use service standards with your team to foster engagement

### **Collaborating with Others**

Engage your team through 1:1s and team meetings to ensure shared goals are accomplished

### **Demonstrating Business Acumen**

Engage your team in the business by explaining the “Why” behind decisions while owning results

## INVEST

### **Communicating Effectively**

Invest in employees by listening, clearly expressing ideas and checking for understanding

### **Developing Self/Others**

Set clear expectations, provide feedback and regularly coach employees in the moment

## INSPIRE

### **Championing Innovation, Change and Diversity**

Inspire others by soliciting new ideas, own the change and follow through

### **Recognizing the Accomplishments of Others**

Thank and recognize your employees on a regular basis

## Builds Trust and Commitment

- Understands how their role and attitude impact excellent service and a positive work environment
- Takes initiative to engage guests and/or colleagues to solicit feedback about their diverse needs and experiences
- Responds to and resolves problems impacting guests and colleagues in a timely and professional manner; if unable to resolve, the matter is escalated
- Exhibits sensitivity and discretion when communicating

## Collaborates with Others

- Contributes to an environment of trust by following through with responsibilities
- Seeks opinions and actively listens to the unstated needs of others
- Actively contributes, supports and acts on the decisions of the team
- Partners across necessary divisions and properties

## Demonstrates Business Acumen

- Demonstrates necessary technical knowledge for the role
- Ensures that others understand and are aligned with the business strategy
- Utilizes industry and market data to make informed decisions that balance short and long-term business results
- Utilizes effective processes to achieve goals

## Communicates Effectively

- Actively listens to others
- Seeks to understand
- Asks for feedback
- Clearly and courageously expresses ideas
- Shares information with others

## Develops Self/Others

- Demonstrates effective oral and written communication and presentation skills
- Communicates the MVV and direction of the property and the Company
- Leads well-organized meetings and manages discussions to accomplish meeting goals
- Communicates transparently and delivers as well as receives feedback

## Recognizes the Accomplishments of Others

- Supports peers and management by telling them when they have seen positive results that contribute to MGM Resorts' guest service strategy and/or People Philosophy
- Acts in alignment with Company Core Values

## Champions, Innovation, Change and Diversity

- Approaches and implements processes, policies, procedures and tactics appropriate for varied circumstances
- Modifies current behaviors to address new or changing processes

All behaviors captured under Individual Contributor apply

Builds Trust and Commitment

- Models and reinforces internal and external service excellence by demonstrating best practices

Collaborates with Others

- Creates team trust by encouraging information sharing and knowledge transfer
- Identifies and establishes productive relationships with direct reports and peers across divisions and properties
- Helps others resolve conflict within their team

Demonstrates Business Acumen

- Achieves results by clarifying priorities and holding others accountable
- Demonstrates understanding of current property and corporate initiatives relevant to role
- Stays current on MGM Resorts policies and practices relevant to role

Communicates Effectively

- Clearly outlines expectations regarding roles and goals to direct reports
- Seeks and listens to feedback from direct reports, managers, peers, and guests
- Keeps staff updated on essential organizational information
- Inspires their team and peers to reach goals

Develops Self/Others

- Trains peers and employees on functional skills
- Embraces learning and models a desire for growth in others
- Gives direct, constructive feedback to improve performance
- Identifies skills and abilities gap in self and team

Recognizes the Accomplishments of Others

- Demonstrates by doing; provides feedback and recognition in the moment
- Understands motivators and de-motivators of employees and gives recognition accordingly
- Takes full advantage of Company sponsored programs to reward positive performance.

Champions, Innovation, Change and Diversity

- Influences and addresses resistance to change and innovation; carries out change; communicates change adequately
- Takes appropriate risks
- Recognizes initiative shown by employees
- Demonstrates basic project management skills
- Solicits recommendations and feedback from front-line employees

All behaviors captured under  
First-Line Supervisor/Manager apply

Builds Trust and  
Commitment

- Develops long-term strategies and sponsors key initiatives at the organizational level to promote and achieve a culture of service excellence
- Builds relationships with vendors and suppliers to ensure that quality of service to third parties mirrors MGM Resorts' strategies

Collaborates with  
Others

- Creates an environment of trust and accountability
- Strategically involves and builds relationships with cross-functional divisions, Corporate Entities, properties and key external stakeholders
- Adapts leadership style to the benefit of the audience

Demonstrates  
Business Acumen

- Creates an environment that connects individual duties to business results (cause/effect)
- Develops budgets that reflect resources necessary to achieve strategy objectives; delivers financial results to target

Communicates  
Effectively

- Translates functional or enterprise-wide strategies so that others can understand their role and take action; supports and encourages "One Company Culture"
- Ensures a free flow of information up, down and across MGM Resorts
- Understands the importance of confidentiality and demonstrates sound judgment about what information to share

Develops  
Self/Others

- Establishes learning and growth frameworks for department
- Provides leadership coaching and training to department
- Anticipates workforce needs and plans accordingly to ensure MGM Resorts has the workforce and leadership capabilities necessary
- Provides experiences and visibility so others can learn and grow
- Acts as a role model

Recognizes the  
Accomplishments  
of Others

- Fosters an environment in which employees are supportive of one another
- Creates an environment of accountability
- Provide one-on-one and group accolades when appropriate
- Motivates employees to high performance

Champions,  
Innovation, Change  
and Diversity

- Anticipates and overcomes potential obstacles
- Resolves conflict among stakeholders and the leadership group in a change program
- Creates and supports an environment that encourages change across the organization
- Demonstrates advanced project management skills

All behaviors captured under  
Directors and Executive Directors apply

Builds Trust and  
Commitment

- Follows through with their stated actions
- Communicates transparently with employees
- Acts as a role model and example for the property service standards while holding leaders accountable for building the property culture

Collaborates with  
Others

- Builds strong relationships with property and corporate peers/teams/departments
- Approaches problem solving from the Company perspective

Demonstrates  
Business Acumen

- Strong understanding and ability to explain to others their property's financial performance
- Focuses their team on managing their budgets
- Supports the development and ensures alignment and execution of the strategic plan
- Understands and explains trends in the business and P&L to general employee populations

Communicates  
Effectively

- Demonstrates effective oral and written communication and presentation skills
- Communicates the MVV and direction of the property and the Company
- Leads well-organized meetings and manages discussions to accomplish meeting goals
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Develops  
Self/Others

- Seeks leaders outside of their circle of influence to find the best fit for their open positions
- Leads paths for career development and upward mobility of all segments of the employee population
- Constructively delivers honest and direct feedback to their direct reports and colleagues

Recognizes the  
Accomplishments  
of Others

- Rewards and recognizes behavior that furthers the Company's Mission
- Accurately assesses the performance and potential of their team members

Champions,  
Innovation, Change  
and Diversity

- Drives a culture where leaders encourage ideas from their employees and recognize innovation that solves a problem
- Drives inclusion and respect for diversity in thinking



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