

LEADERSHIP IMMERSION FOR EXCELLENCE

L&D Immersion Guide



WELCOME

This document is the step-by-step procedure and worksheet for completing a LIFE department immersion from start to finish: planning, approvals, execution, reflection, and completion credit.

Participants use it to schedule and complete an on-the-clock immersion, follow the on-the-job training checklist to observe/practice key tasks, and confirm competency.

It also guides a leadership-focused reflection conversation with the department leader and provides the final verification fields needed to submit the completed form to Learning & Development.

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(OJT)**



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WESTGATE RESORTS
LEARNING & DEVELOPMENT



LIFE Immersion Procedure

Planning & Approvals

- **LIFE Participant:** Select **five (5)** departments to complete immersions.
- **Learning & Development Manager:** Coordinate with departments and provide the **Immersion Training Point of Contact (POC)** for each immersion.
- **LIFE Participant:** Email the **Immersion Training POC** to request an immersion date/time and **tentatively schedule** the session(s).
 - Immersions are typically **½ day to full day**, and time may be **split across multiple sessions/days** as needed.
- **Immersion Training POC:** Align the participant with an appropriate trainer/leader and confirm logistics for the session(s).
- **LIFE Participant:** Obtain **manager written approval via email** before finalizing/attending (include department, date/time, estimated duration, and note it is **on the clock**).
- **Manager:** Reply with written approval (required).

Immersion Execution

- **LIFE Participant:** Complete the immersion **on the clock** (paid working time).
- **Trainer/Leader (CFT, Supervisor, Manager, or Department Head):** Train/shadow the participant using the **on-the-job training checklist** and learning objectives.
- **LIFE Participant:** Follow the checklist and demonstrate understanding.

Reflection & Completion

- **LIFE Participant:** Schedule a reflection discussion with the **Department Head** or **Department Manager** (during the immersion, immediately after, or on a separate day).
- **Department Head / Manager:** Review the reflection questions with the participant and discuss key takeaways.
- **LIFE Participant:** Complete the immersion form and submit it to the **Learning & Development Manager** to receive completion credit.

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Learning & Development OJT Checklist

All checklist items should be trained on, observed, and practiced (where appropriate and as time allows).

- Observed a live training session (in-person or virtual) facilitated by a Training Specialist, noting how they open the session, set expectations, manage engagement, handle questions, and close with key takeaways and next steps.

- Explained how Learning & Development manages Certified Field Trainers (CFTs), including how they are selected, trained, scheduled, and supported, and how feedback from the field is collected and used to improve their effectiveness.

- Observed or reviewed the instructional design workflow for a training project, from initial needs analysis and stakeholder intake through design (outlines, storyboards, prototypes), development, pilot, and final launch.

- Reviewed how Learning & Development uses systems and tools (such as the LMS, content libraries, calendars, and communication channels) to assign, track, and report on training for different roles and departments across the company.

- Discussed how Learning & Development measures the impact of training (e.g., completion rates, survey results, job performance indicators, feedback from leaders and CFTs) and how these insights are used to refine content, delivery methods, and support for operations.

- Supported an active L&D work activity (as appropriate) by assisting with at least one of the following: intake/needs discussion, course assignment logic in the LMS, reporting/analytics review, draft outline review, facilitation prep, or post-session follow-up—and identified at least one quality checkpoint that protects the learner experience and operational adoption.

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Leadership Reflection Questions

Please answer the questions below based on your OJT and meeting with the department head or manager.

Department Role & Goals

In your own words, what are the main goals and day-to-day responsibilities of the Learning & Development team at our company?

How does an L&D leader translate those goals into clear priorities, accountability, and daily execution across facilitation, design, systems, and field support? (aligned to business needs, capacity, timelines, quality standards)

Impact on Guest Experience

How does Learning & Development directly and indirectly impact Team Member performance, resort operations, and the overall guest experience?

How does an L&D leader influence consistency in operations by reinforcing standards, accelerating time-to-competency, and ensuring training is adopted (not just completed)?

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Peak Times & Challenges

What are the busiest times of year or typical “crunch periods” for Learning & Development (e.g., new program launches, openings, major initiatives), and what common challenges show up during those periods?

What does a strong L&D leader do differently during peak periods to reduce bottlenecks and protect learner experience and operational readiness (prioritization rules, stakeholder updates, scalable delivery choices)?

Measures of Success

What metrics or measures (e.g., completion rates, survey scores, on-the-job performance, adoption of new processes) are used to define success for Learning & Development, and why do they matter?

How does an L&D leader use these measures to coach performance, recognize wins, and make program adjustments (rather than treating metrics as “reporting only”)?

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Cross-Department Collaboration

Which departments does Learning & Development interact with most frequently (e.g., Operations, HR, Sourcing, Contact Center, resort leadership), and how does effective collaboration help deliver a better guest and Team Member experience?

How does an L&D leader set shared expectations with other leaders (scope, timelines, success measures, ownership, communications cadence) to ensure training solutions actually solve the business problem?

Example of Great Collaboration or Service

Describe an example you observed or heard about where cross-department collaboration or Learning & Development support went especially well. What made it successful?

What leadership behaviors contributed to the success (intake clarity, alignment on outcomes, proactive communication, empowerment, follow-up), and how could those behaviors be replicated consistently?

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Handling Needs & Issues

How does Learning & Development typically handle requests for new training, feedback about existing programs, or performance concerns that may require training support, and what did you notice about how they communicate with stakeholders?

When escalation is needed (urgent operational gaps, compliance issues, high-visibility programs), how does an L&D leader decide what to prioritize, how to resource it, and how to ensure stakeholders receive clear and consistent communication?

Opportunities to Improve

If you could recommend one process or practice to improve efficiency, clarity, or impact within Learning & Development, what would it be and why?

What role should the L&D leader play in evaluating the idea, removing barriers, and implementing it in a way that sticks (training, reinforcement, measurement)?

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Skills for Success

Based on your immersion, what skills or qualities make someone especially successful working in Learning & Development (as a Training Specialist, CFT leader, or Instructional Designer)?

Which of those skills are most influenced by leadership (hiring, training, coaching, culture), and how does a leader develop them across the team?

Service Standards & Consistency

What facilitation and learner-experience standards seem most important for L&D to deliver consistently (clarity, engagement, psychological safety, accessibility, time management, follow-through)?

How does an L&D leader reinforce these standards day-to-day (observation/coaching, facilitation rubrics, train-the-trainer calibration, feedback loops) to maintain consistency across facilitators and cohorts?

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Safety, Security, & Risk Awareness

What compliance, policy, or brand risks does L&D help protect (required training, documentation expectations, consistency of messaging, safety/legal/HR requirements)?

How does an L&D leader ensure training remains compliant and defensible while still being operationally practical and learner-friendly—especially during rapid changes or urgent launches?

Design Quality, Version Control, & Change Management

What practices help ensure training content stays accurate, current, and aligned to evolving operations (SME validation, version control, retirement/replacement, update cadence)?

How does an L&D leader manage change so updates are adopted in the field (clear comms, stakeholder alignment, phased rollouts, reinforcement tools, manager enablement)?

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Training Verification

Please fill out the information below and submit the entire document back to your Learning & Development Program Manager.

Training Confirmation:

Please submit the name(s) of the trainers that facilitated your immersion along with their job title. (i.e. John Reinaldo, Training Specialist).