

# Team Guidebook

Create a group of three to five people.  
This guidebook will get you started.



2

# Our mission

Because we want to uplift others, we exist

**To inspire and nurture the human spirit—one person, one cup and one neighborhood at a time.**

# Our values

Because we want to deliver on our mission, we show up by

Creating a culture of warmth and belonging, where everyone is welcome.

Acting with courage, challenging the status quo and finding new ways to grow our company and each other.

Being present, connecting with transparency, dignity and respect.

Delivering our very best in all we do, holding ourselves accountable for results.

Our mission and our values

Start

30 min

1 hr

1.5 hrs

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START HERE

# Agenda

**Our mission and values**

**Ground rules**

**Why we are here today**

Practice: Seeing difference as positive

**Who we are, who we aspire to be**

Practice: Reflecting on what belonging feels like

**Understanding bias**

Practice: Becoming color brave

**Structural bias**

Practice: Envisioning belonging

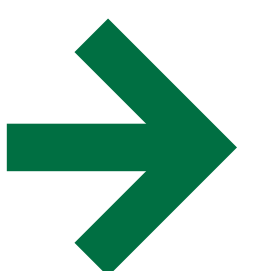
**Making every customer feel they belong**

Practice: See. Respect. Uplift.

**Commitments**

Practice: Building new habits

Ready?  
Let's get started.



# 4

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# Working together today.

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## FORMING TEAMS

1. Get into groups of 3–5 people.
  2. Team up with people you don't work closely with every day.
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## GATHER YOUR MATERIALS

Team Guidebook



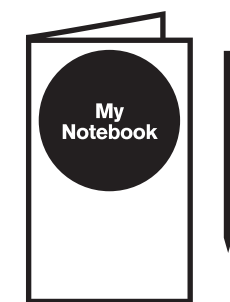
One per team.

iPad

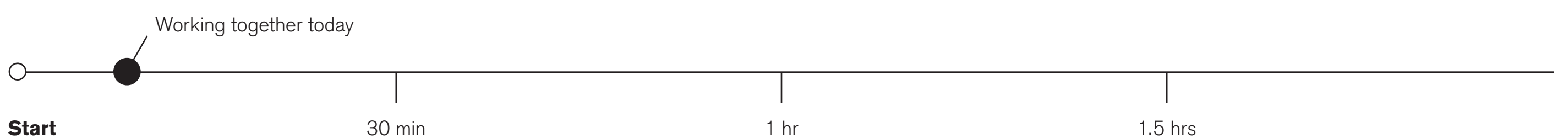


Please share and be patient.

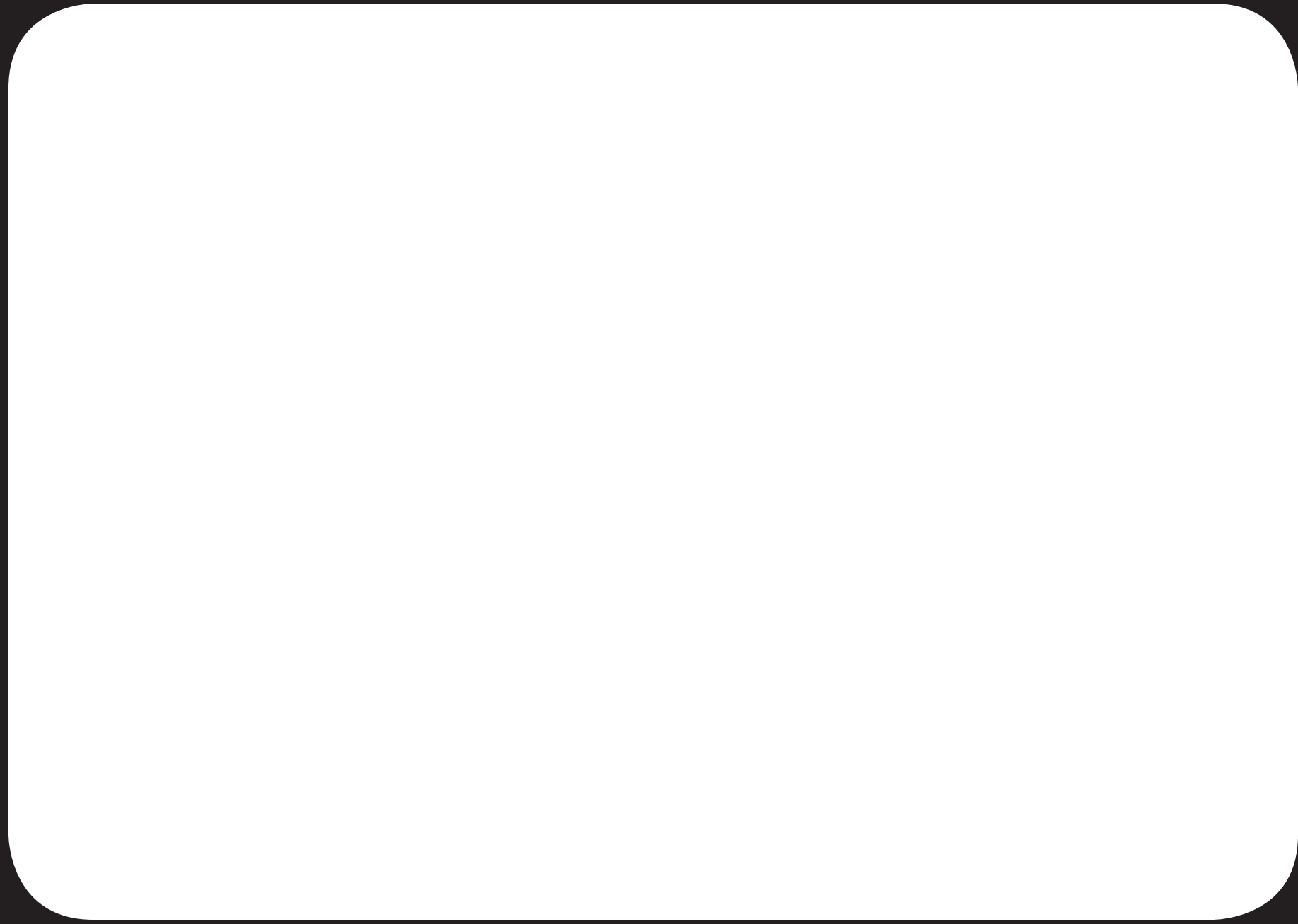
My Notebook



100% private.



## SET UP

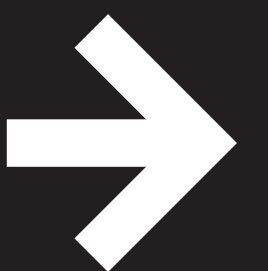


## How to set up your iPad.

### INSTRUCTIONS

1. Find an available iPad.  
(Groups are sharing iPads today.)
2. Place it on the white rectangle above.
3. Turn it on.
4. If it's not connected to our store Wi-Fi, please connect it.
5. Doesn't work? Troubleshoot it as a group, or call Enterprise Help Desk (EHD): (888) 796-5282.

Lift the iPad.  
Turn the page.



# 6

## Ground rules:

**1. Listen respectfully.**

**2. Speak your truth and honor other people's truth.**

**3. If your conversations get off track, pause and restart.**

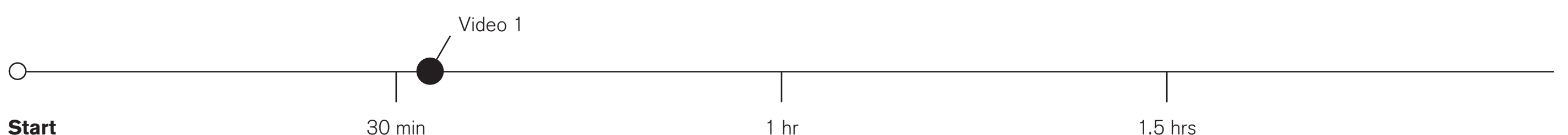
**Tips for getting back on track:**

- Say you want to pause.
- Share what you are feeling.
- Talk about it. In your working group for today, acknowledge it: "We hear you..."

"We hear you. We can't create a culture of warmth and belonging if we don't first acknowledge that some of us deal with negative stereotypes everyday."

"We hear you. We can't connect with dignity and respect if we don't respect the different starting points we all had in life."

Write it down in your notebook, and revisit it later.



# Video 1



## Starbucks evp Rossann Williams on showing your respect today.

### INSTRUCTIONS

1. Put an iPad above.
2. Select Video 1 on the iPad.

### TRANSCRIPT:

**Hello partners, I wanted to share a few thoughts before you begin today.**

First of all, thank you in advance for investing your time with one another. This is a needed conversation, and one that the Starbucks family is more than capable of having. We are about creating a culture of warmth and belonging, where everyone is welcome.

With that in mind, please remember a few things:

- **First, listen respectfully.**
- **Second, speak your truth and honor the truth of others.**
- **Third, if you need to take a moment feel free to do so.**

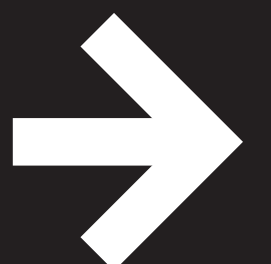
Conversations about race can induce a feeling that experts call "racial anxiety," **and when we're anxious we can't**

**always think clearly.** If this feeling starts to derail the conversation, there are a few things you can do as a group to get back on track.

- **First, let the group know you want to pause.**
- **Share what you are feeling** in the most respectful way possible.
- Then as a group, **have a short conversation** about what was shared.

**Remember to be present, and listen with respect. This is about you and your Starbucks family sharing this experience together.**

If you find you need more support, please know that additional resources are available, and more information can be found at the bottom of this page in this guidebook.



# Why we are here today.

## TRANSCRIPT:

Let's begin. **We are here to make Starbucks a place where everyone feels welcome—full stop.**

The immediate reason we are gathering is the disheartening situation that unfolded in Philadelphia, where two young men were arrested in a Starbucks store.

**But the issue of racial bias and discrimination isn't just about us as a company, it is about us as a country.** Prejudice in public accommodation is deeply rooted in America. And core to our mission has always been being that third place, where everyone feels welcome.

**The reality is, being that third place in 2018 is far more challenging.** There is homelessness, substance abuse in our bathrooms and mental illness. These are all issues that

a good portion of you face each and every day. Yet my hope in gathering us is that Starbucks can become a place of welcoming, of warmth, and of inclusion for all.

Given the state of race relations in this country, it's easy to wonder if inclusion for all is even possible. Here's my belief: growing up, there was a term called "color blind," which described a learning behavior of pretending not to notice race—that doesn't even make sense.

**So today we are starting a new journey, talking about race directly—**what my friend and Starbucks board member Mellody Hobson calls being "color brave."

So here is what we will do together today:

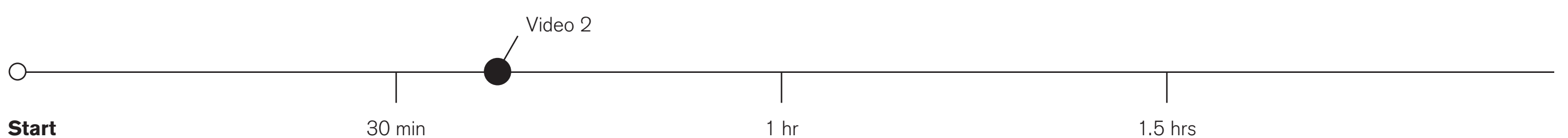
1. We'll begin by **welcoming each other**, sharing who we are and having curiosity about others.

2. **We'll explore America's history of prejudice in public spaces and we will learn about bias—**where it comes from, and that it is a normal part of each person.

3. We'll talk about **ways we can work together to make others feel welcome**, included and valued, even in situations where customers may not treat us the same way.

And please keep this in mind— **you are not alone.** We know that for every partner in our stores to be able to do what we ask of you, **we must continue to make tangible progress on additional training, adapting policies and enhancing store design.**

We will take this step by step today—we'll take things in bite-sized topics and work in small teams. We'll start by celebrating what makes each of us, us. So let's begin with a video from our host Common.





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# Video 2



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**Starbucks president  
and ceo Kevin Johnson  
on why we are here  
today.**

1. Put an iPad above.
2. Play Video 2.

Finished watching Kevin?  
Turn the page.



# Video 3



## Artist, author and activist Common on making others feel welcome.

1. Put an iPad above.
2. Play Video 3.

### TRANSCRIPT:

I am grateful to be with you Starbucks partners today. Because **this work is close to my heart—helping people see each other fully.** Completely. Respectfully.

My role throughout this day is to get us started in good conversation.

Let's start first by appreciating each other.

I know that for me, **welcoming people in my life starts first with sharing who I am.**

And then listening closely to where someone else is coming from—who they are, what they are proud of, what makes them, them.

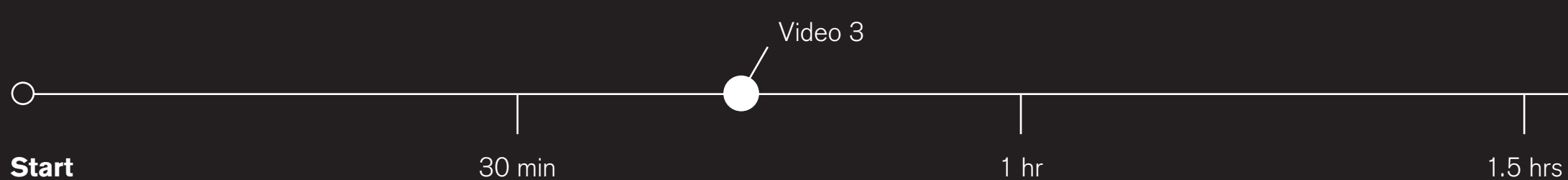
Now usually when we do this kind of thing in our everyday lives, in America,

**we try to find similarity between people**—we try to find ways in which we are alike. And that's good.

Yet, it turns out there is also great advantage—in your work, in your life, in your relationships—**to learn to love what makes you different from someone else.** To seek out how someone is different, and that is what makes them interesting.

**It's a life skill to make someone else in your presence feel welcome,** you do that by not only loving what makes them the same as you, but by appreciating what makes them different than you.

Now you are going to hear from Starbucks partners who will guide you through the day.

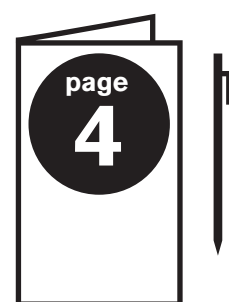


## PRACTICE

# Seeing what makes us unique and different.

## WHAT YOU'LL NEED

My Notebook



Time to think



In pairs



## INSTRUCTIONS

**Start by**

1. Everyone grab your notebook.
2. Pair up with someone on your group.
3. Open your notebook to page 4, to the activity called “What makes me, me? And you, you?”
4. When you're done, return to the Team Guidebook to discuss with the group.

# 12

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## PRACTICE

# Learning what you notice about others.

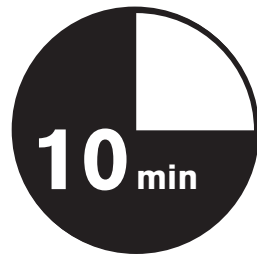
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## WHAT YOU'LL NEED

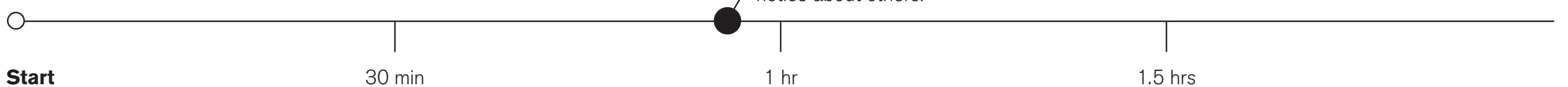
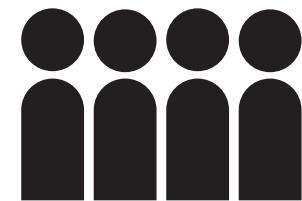
Team Guidebook



Time to discuss



With the group



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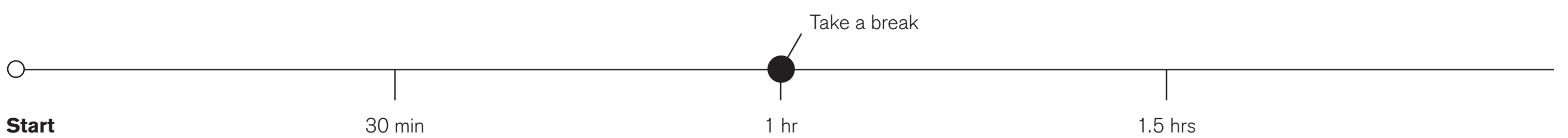
## Discuss with your team:

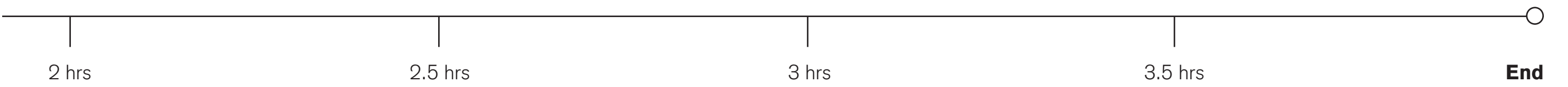
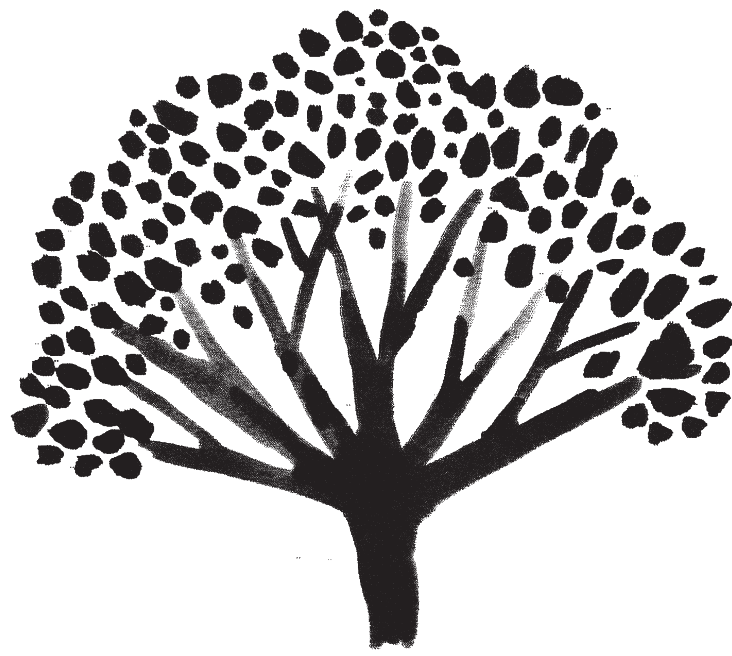
- Which pair found the most differences?
- How did you find so many?
- What questions did you ask?
- How did you ask them?
- Now that you see the other person you talked to more clearly, what new information do you appreciate about them?

It's time for a break.



# TAKE A 15-MINUTE BREAK









**Starbucks:  
Who we are.  
Who we  
aspire to be.**

# Starbucks: the third place.

## TRANSCRIPT:

In 1983, as a young man I took my first trip to Italy, and as I was walking down the streets of Milan, I was literally intercepted by the many coffee bars that existed throughout the city. I began to go into these coffee bars and what I noticed, in addition to the theater and the romance of coffee and espresso, was something much more powerful. That was the sense of community that existed around a cup of coffee. A sense of place.

**The challenge and the question was: Could we create our own “third place”?** Around Starbucks coffee, and the theater and romance—

but do it our way. First, by building a company that would achieve the balance between profit and social impact.

**I’ve never thought the third place was a physical environment,** though it is defined by the four walls of our stores. **This third place is a feeling. It’s an emotion. It’s an aspiration.** Where people come together and are uplifted as a result of the sense of belonging.

Now we have to also face the fact that **we are living at a very different time today** than in 1983 when I walked the streets of Milan. There are systemic, social problems that we have to deal with, and have to face. **I think this is a moment in time, a**

**critical moment, when we must reaffirm our mission, our values, our guiding principles, and what we stand for.**

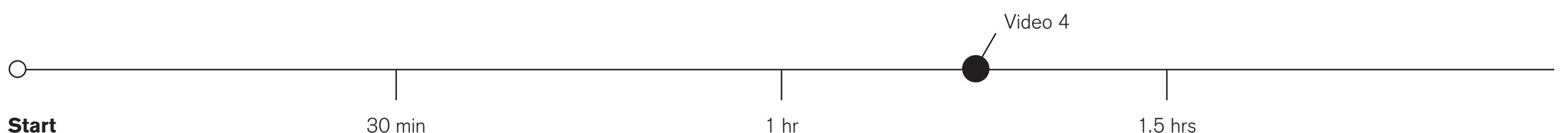
I know in my heart, which dates back to not only 1983 but to my own life experience, how personal this is for me, and how personal it is for everyone who wears the green apron, to do everything you can individually and collectively to lift up the love and humanity in our stores, and treat everyone the way you want to be treated.

**I want to ask something of you, which actually is quite personal.** Over these many years, we’ve built this company out of love, out of responsibility. And we’ve done

it together. And so on a personal level, **I want to ask you, that together we do everything we can to build that third place in your store, in your community, in every neighborhood, in an ever-changing America, where everyone is welcome.**

In an ever-changing America we will be the kind of company, the kind of third place, where our values, our love, our humanity, our respect, and our dignity for everyone will create the most welcoming environment for every single person.

**That’s my hope for the company, and that’s literally my hope for the country.** I think we will all be better for it. Thank you very much.



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# Video 4



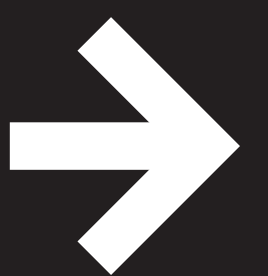
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**Starbucks chairman and founder Howard Schultz on who we are—and who we aspire to be.**

#### INSTRUCTIONS

1. Put an iPad above.
2. Select Video 4.

Finished watching Howard?  
Turn the page.



# Video 5



## Common on what it feels like to belong.

### INSTRUCTIONS

1. Put an iPad above.
2. Select Video 5.

### TRANSCRIPT:

Isn't it true? **We all just want to be seen. And heard. And acknowledged. And loved.**

Isn't that true?

**Think a little about what Howard just said.** Starbucks wants to be a place where everyone who walks into the store feels that.

The truth is, to provide that feeling for others, you have to first know what it feels like yourself.

I want you to see something in your mind's eye. Close your eyes for a moment. (Yes, close them.)

**I want you to think of a time you felt seen. Heard. Like you belonged.**

This could be something from your past. Something going on right now.

Or maybe it's a place you see in your future. Where were you? Who was there? Why did it make you feel this way? Think about the place, the people, the feeling. Now open your eyes.



## PRACTICE

# Reflecting on what belonging feels like.

## WHAT YOU'LL NEED, PART 1

My Notebook



Time to think

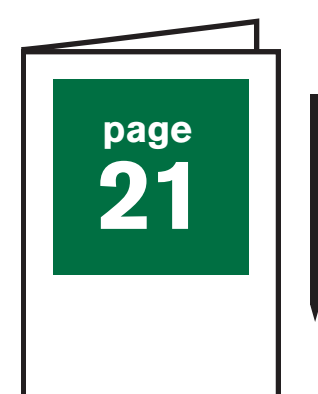


Just you

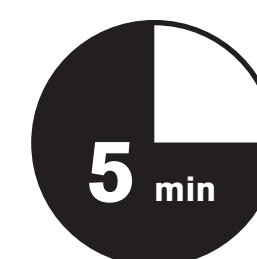


## WHAT YOU'LL NEED, PART 2

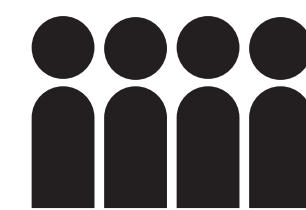
Team Guidebook



Time to discuss



The group



## INSTRUCTIONS

**Start**

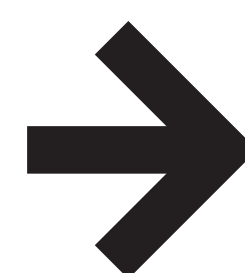
1. Find your notebook.
2. Turn to page 6, to the activity called “In your life, where do you feel a sense of belonging?”
3. On your own write down your thoughts to share with the group.
4. Return to this Team Guidebook when you're done.

## INSTRUCTIONS

**Then**

1. Discuss as a group:  
How might we bring an even greater feeling of belonging to our Starbucks store?

Finished? Turn the page.



# Understanding our bias: From color blind to color brave.

## TRANSCRIPT:

### Mellody:

All right. I want to get to it with the hard question—how do you define bias? What is it?

### Alexis:

Bias is our brains' automatic association and processing of negative stereotypes about certain groups of people.

### Mellody:

So that sounds somewhat clinical. If you could break it down even further...

### Alexis:

So when we talk about bias, we're actually talking about two kinds of bias. There's explicit bias, which is when we are very consciously do not particularly care for a group. The implicit bias is when our brains have made associations about a particular group, negative stereotypes about a particular group that have become embedded in our brains over time.

### Mellody:

How do you know it when you are doing it? How do you know it when you see it? How about going at it that way?

### Rachel:

You often don't know it when you're doing it, because if it's an implicit bias that means you have it in the back of your brain. You're not conscious of it, and in fact it can be completely inconsistent with your actual beliefs. So oftentimes the risk is, you in fact don't know when you're making an automatic association.

### Mellody:

Do you think our company should be one of those institutions that helps people understand their biases? Do you think that's the job of a company like ours?

### Fred:

If we're going to have a business where we're interfacing with the public, I think we're responsible to help a workforce navigate these nuances in relationships and human connection. I think it's smart and it's good for business. Personally, I realized, I have a big beard. I have a line in my head. For me it's because I embraced this concept of not being boxed. I can be capable, I can be competent and I can lead people and I can, you know, be an individual. If we can have some sort of a common foundation which is respect, compassion, empathy. I think those are great places to start.

### Mellody:

So a lot of people talk about being color blind. What is it about color blindness that creates a problem?

### Rachel:

Our brains can't not see people's different racial categories. That's the way we've grown up to evaluate people. So we can't turn that off. And this is something that Fred talked

about beautifully. It seems to me, from what I hear from my friends who were people of color, they don't want me to not see them as their full selves, and for many people, their full selves involves a sense of racial identity.

### Mellody:

Help me understand as practitioners, how you explain to people what implicit bias is so that they can start to recognize it.

### Rachel:

We usually start by having people understand how their unconscious brain works, so we have an exercise that we could do that would give us all a chance to see what it means to have your unconscious brain overcome your conscious brain.

### Alexis:

So in order to talk about bias, it's really important to understand how our brains operate. Unconsciously. We're going to take the Stroop test, which was invented by Dr. Stroop in 1935. It's a group activity. So I want you all to state the color of the text. Let's try one together. Blue, did you all say blue together? Great. Let the test begin.

Alexis performs a test on the screen that shows our brains make shortcuts to process information quickly

### Alexis:

That was hard, right? So what just happened? Well, when you started the first five words, the colors actually matched the text of the word. When you got to the sixth word, the color of the text was black, but the word was red, and what did your brain do? It read it instead of stating the color. Why?

Because ever since you learned your ABC's you've learned that when letters are strung together, that means there is a word with meaning embedded in it. Our brains are always searching for ways to make sense of the world around us. We use shortcuts to process information quickly and efficiently. Our brains use automatic associations.

Now, let's try the test a second time as a group. This time, slow down, ignore the word and focus on the color of the text.

That was still hard, I know, but I bet many of you got more of it right, and it's also really valuable because it teaches us that even when things are hard, we don't have to be at the mercy of our automatic brains.

### Mellody:

Alexis, you had us take the Stroop test, which was very challenging, but the question I have about it is it's one thing to look at words... how does that work with people and their faces?

### Alexis:

Between ages 8 and 10, we've already started to kind of process racial stereotypes and understand how different, races and groups and genders show up in the world. So we're making those quick decisions, we're kind of seeing people and putting

them into categories that had meaning for us. And where our brains are going in that is essentially to help us navigate.

When we are under time pressure, when we are multitasking, when we don't have enough information to make a decision... that's when we are most vulnerable to making a mistake and relying on those negative schemas or those negative stereotypes of orders to make a decision.

### Fred:

Just to bring it to a store level, in terms of what kind of biases we might deal with... at my store, I have a gentleman, his name is Steve, he comes in every day. He's a customer, but his appearance is that of somebody who lives on the street. Our initial response was, "I don't know, this guy...not really supporting the atmosphere that I want to have in here." But I had to check that, and just watch, and talk, and now we're good friends and he comes in there all the time. This is the type of moment that we're trying to create.

### Mellody:

So tell me about the difference between personal bias, which, I think which a lot of people feel the weight of, and feel the shame of, and structural bias.

### Alexis:

If you think about where someone lives, where they go to school, the transportation system that helps them get there, all of those systems, all of those places of how we navigate our daily life, have, in today's very segregated society, some people have been afforded access, other people haven't.

### Mellody:

You talk about this idea of racial anxiety. What is that?

### Alexis:

Racial anxiety is our bodies are in our brain's stress response to cross-racial interaction and it shows up differently. If I'm a person of color and I'm engaging in a cross-racial interaction, I'm worried that whatever is coming towards me, so my defense mechanism goes up, right?

And if you're white, it's showing up as a big fear that you may confirm yourself as racist. You may say something or do something that will actually trigger that in someone else. And when the two of them coming together... imagine two brains going into fight-or-flight mode.

Racial anxiety actually helps us understand that the interpersonal work we need to do is really one of the key things that's getting in the way.

### Mellody:

Why is bias bad for business?

### Rachel:

If there are any groups who feel like they're not treated as well, who feel like they're being "othered" as our colleague John Powell

would say and don't have that sense of belonging that Starbucks talks about, that's bad for business. Something else you said that's really important is how the partners feel is... obviously Starbucks actually has a very multiracial, multiethnic, multi religious staff, and so in order for the people who are partners to be their best selves, they need to feel supported.

### Mellody:

So today, when we close down our stores to get more training and hopefully come away with more learnings around bias, explicit and implicit, structural and personal. Can we structurally change the organization through something like this? Some are skeptical.

### Rachel:

So I think we would say the structural work is something that has to be done for far longer than the four-hour day.

### Mellody:

And that's policy?

### Rachel:

That's the work the company has to do to support the partners in the individual work, and the team work that they do within their institutions, because one of the things we don't want to see is for each person to have to bear this burden alone.

And also so the partners can themselves be treated respectfully by each other, because the partners can be on the receiving end of all this as well.

### Mellody:

Fred, anything that you think we could leave behind for our partners as they think about bias, explicit, implicit, structural bias, personal bias...if they had one take away that could help them be better, assuming everyone wants to be better at this, with the third place and the human connections that we're trying to make.

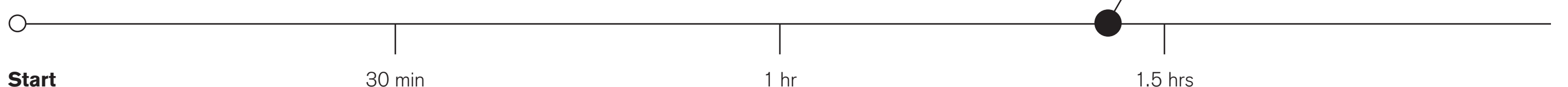
### Fred:

When you feel like there's something uncomfortable happening. Let's listen. Let's take that moment, that pause to listen and sort of center ourselves. The other piece is body language.

If we can feel comfortable enough to come from around our counter to actually connect with that person who's disappointed or maybe we had a perceived bias about, but we're going to listen. We're going to be present or body language is not going to be this, but we're going to be here. We're going to be present for that conversation. I think that begins to open up a world of opportunity when we, when we talk about connection, and we want to be in a space that's respectful with them, and not come in with preconceived or structural or stereotypical notions about the individual.

### Mellody:

Thank you very much.



# Video 6



**Perception Institute's  
Alexis McGill Johnson  
and Rachel Godsil,  
Starbucks board  
member Mellody  
Hobson and  
Starbucks partner  
Fred Roots on  
understanding bias.**

## INSTRUCTIONS

1. Put an iPad above.
2. Select Video 6.

Finished watching?  
Turn the page.



# Video 7



## Common on seeing your own bias.

### TRANSCRIPT:

It can be easy to see the bias of someone else, when it comes at you—in the form of not seeing you, or excluding you. Or someone not treating you with dignity or respect. Or the small, but annoying, thing that puts you down.

But you know what? **It's not always easy to see our own bias as a human being**—what causes us not to treat others with respect, dignity, or to not include them.

### INSTRUCTIONS

1. Put an iPad above.
2. Select Video 7.





## PRACTICE

# The first step to becoming color brave.

## WHAT YOU'LL NEED, PART 1

My Notebook



Time to think

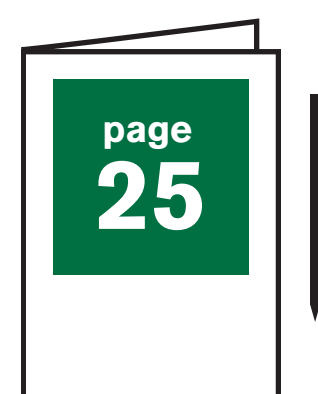


Just you

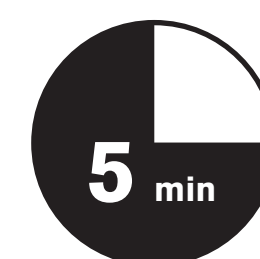


## WHAT YOU'LL NEED, PART 2

Team Guidebook



Time to discuss



In pairs



## INSTRUCTIONS

**Start**

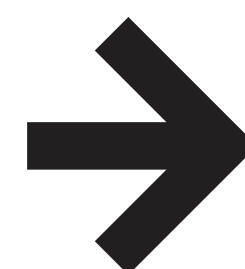
1. Grab your notebook.
2. Turn to page 8, to the section called “The first step to becoming color brave.”
3. Find a place where you feel comfortable. Take your time as you read and answer the questions. This is a personal moment for you—you can keep your thoughts completely private.

## INSTRUCTIONS

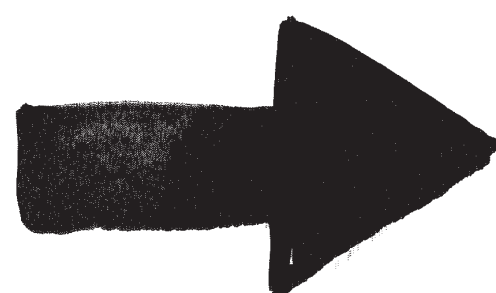
**Then**

4. When you finish, find a person in your group to pair with.
5. If you're comfortable sharing, discuss with your partner:
  - What did you notice about your answers?
  - How did it feel for you?

Finished? Turn the page.



*ONWARD*





**The story  
of race,  
access  
and the  
spaces  
we all share.**

30

# A documentary

## TRANSCRIPT:

Dear Starbucks partners, I'm Stanley Nelson, a documentary filmmaker.

**My films are about race, America and the decades-long struggle for all people to be treated as equals in public spaces.** Our town squares, our stores, our fields, our parks, our pools, our restaurants.

I made this film to help us understand this important struggle in our country, so we can go forward, together.

## ABOUT THE FILM

A core demand of the Civil Rights Movement was the right to equal treatment in public accommodations—from stores and restaurants to hotels. Without question, we have made enormous strides. And yet, in 2018, many individuals are still disrespected and violated in public spaces. Though laws may bar discrimination, many people still do not feel welcome or safe in our society.

In this short documentary, filmmaker Stanley Nelson offers an unflinching look at the state of our union. A diverse cross-section of Americans let down their guard—to share the challenging ways they've been treated at times—and the coping methods they've used to survive. They discuss the impact of bias in public spaces and put forth possibilities for a better way forward.



# Video 8



A documentary titled  
*You're Welcome*  
by Stanley Nelson

**Watch filmmaker Stanley Nelson's documentary on the story of access to public spaces in America.**

## INSTRUCTIONS

1. Put an iPad above.
2. Select Video 8.

Finished watching the film?  
Turn the page.



**Take a few moments to jot down some of your first thoughts and emotions after seeing Stanley Nelson's documentary.**

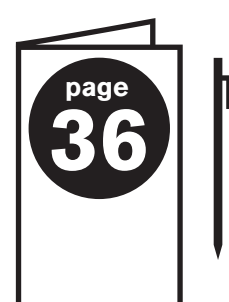


## PRACTICE

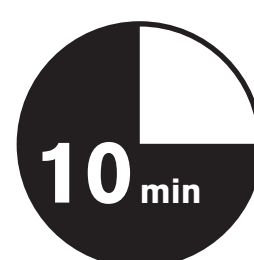
# A personal reflection.

## WHAT YOU'LL NEED

My Notebook



Time to do it



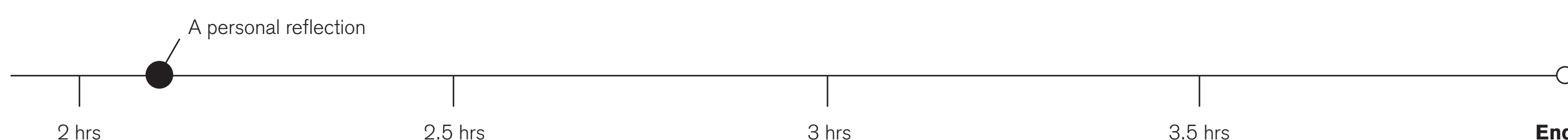
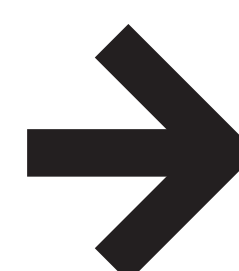
Just you



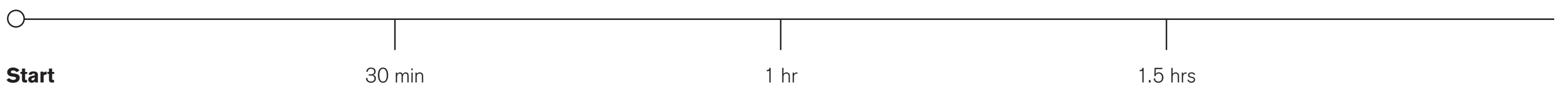
## INSTRUCTIONS

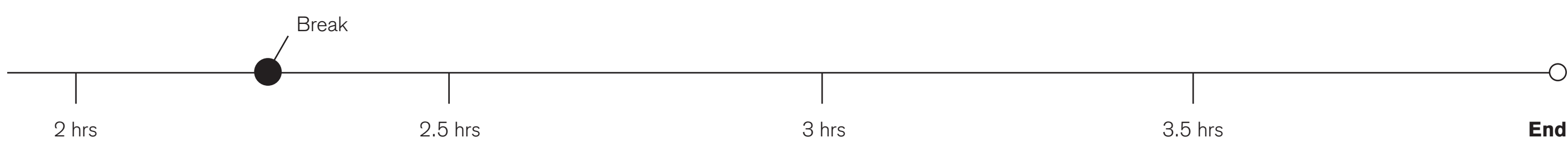
1. Go to the blank pages in the back of your notebook (page 36).
2. Take a few moments to respond to the three questions below:
  - What did you notice?
  - What did you learn?
  - How do you feel?

Finished? Turn the page.



TAKE A  
15-MINUTE  
BREAK





# An update on policy.

## TRANSCRIPT:

### Vivian:

There's this saying around, you know, being "woke," you know, and we hear that a lot. Would you say that Starbucks is woke or Starbucks is waking up?

### Roz:

That's a good one. You know, I actually think I'll have to say that we're waking up. **Because even in my position, you know, being an African American female, I'm learning a lot.** I'm learning a lot from my 23-year-old. I'm learning a lot from my engagement on social media. **I'm learning a lot from just being in our stores and listening to the stories of our partners.**

### Kevin:

And I think, you know, this journey of **listening to understand**, and then going through a little bit of self discovery, you know, each human life experience creates a set of unconscious bias and understanding those for each individual helps, and **the only way you get past assumptions is by listening for understanding, and having a dialogue**, a two-way dialogue.

### Vivian:

Another thing that the film also uncovers is this whole undercurrent of racial bias that runs through organizations and companies. We're talking about something that is systemic. I think that we use the "race" word a lot. People say racism, racism, racism, without understanding that racism is a construct. It's not necessarily just an attitude. So can I take from that, that at the corporate level, you believe that addressing race allows you to address other issues of inequality in a much more intentional and authentic way?

### Roz:

This can't just be a Starbucks issue. We can't solve it. We know we're a great company, but this is so much larger than us. We want those conversations to go on. **We think that who we are as a company, we are in the perfect position to start that conversation nationally, globally.** It's been interesting and exciting to both of us to see how much outreach has come our way to say "we're counting on you."

### Kevin:

Well, first of all, I think we have to acknowledge that the topic of race and racism has been in America for centuries and it's real. And so Starbucks, being a microcosm of society, **we have to acknowledge that it could exist in Starbucks as well.**

### Roz:

In this moment we need both policy and guidelines that will help our partners and ensure our customers feel welcome and safe. Both approaches are equally important.

There are several immediate things we're doing on store policy.

**Whether a person makes a purchase or not, they are welcome in our spaces. This includes the use of restrooms, cafes and patios—regardless of whether a person makes a purchase, they will be considered a customer.**

**So partners, everyone who crosses the threshold is a customer.**

### Rossann:

While this is important direction, **we know that some of our stores are complex and dealing with some**

**challenging situations.** For these stores, and our partners, we need a better approach to ensure partners and customers are safe when there is a disruption.

So, when a person is using a Starbucks space, we will respectfully request that customers experience our stores in a manner that maintains a warm and welcoming environment by:

- **Acting legally and ethically**
- **Communicating respectfully**
- **Being considerate of others**
- **Using the space as intended**

**This is going to require true leadership** from our store managers and our district managers—basically every partner that proudly wears a green apron.

A great example of what I saw in a store just last week was a customer that had come in, over the threshold, and was using language that was making some other customers uncomfortable.

So our barista walked out from behind the counter, and went up to this customer and said:

"You are in our store every day, and we love that this is your third place, but from one human to another human, the language that you are using is making other customers uncomfortable. So either you have to change your behavior, and stay and be a part of our third place, or I'm going to have to ask you to leave, and you can come back at a later time, when you feel like you can be a part of our third place. And in fact if you want to go have a seat, I'll bring you over a cup of water, just to make sure that it's a great rest of your day."

That's an example that I think any barista can do, and it was really just

one person to one person, talking one human to one human, **addressing the behavior and not the person**, and I think all of you do some of that in your stores each and every day.

### Roz:

**We recognize that these feel like some pretty big changes.**

We're doing many things to support our partners in the face of this policy change within our U.S. stores.

**First, we will provide a listing in every store of local services to reference and access.** The listing will include resources for mental health challenges, housing shelters, substance abuse services and, lastly, 911 protocol.

**Second, we will have ongoing operations education and development** composed of 12 modules to be delivered over the next 12 months. These education and development modules will be able to be accessed through our new iPads and through Workplace.

**Third, we will review and revise policies that will enable a new customer service level in our stores.**

**Fourth, we will host a leadership conference for store managers in the next year.** In advance of the conference, we will create policy together through partner engagement and through collaboration.

We've got a lot of work ahead of us! And we're all in this together.



# Video 9

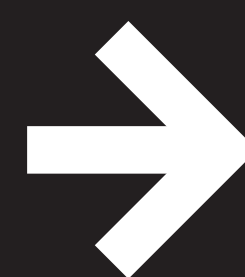


**Starbucks president and ceo Kevin Johnson, coo Roz Brewer and evp Rossann Williams on systemic bias.**

## INSTRUCTIONS

1. Put an iPad above.
2. Select Video 9.

Finished watching?  
Turn the page.



## PRACTICE

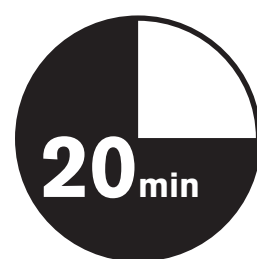
# Envisioning what belonging could look like in our neighborhood.

## WHAT YOU'LL NEED

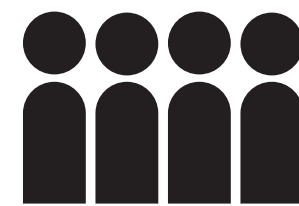
Team Guidebook



Time to do it



The group



## INSTRUCTIONS

1. Consider the prompts and questions on the following pages.
2. Fill your answers into the bubbles.



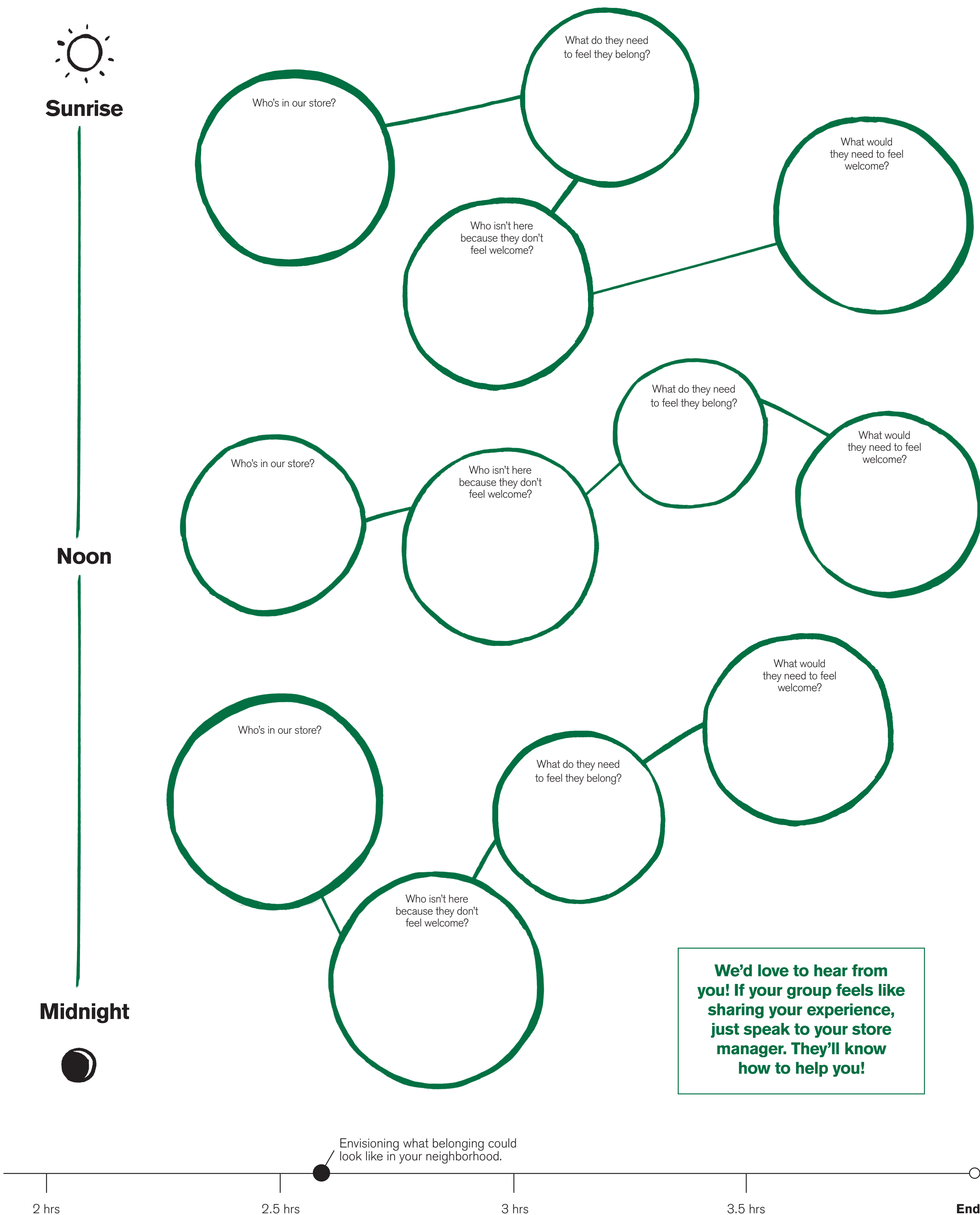
Start

30 min

1 hr

1.5 hrs

# Who do we want to serve?



# What stands in our way of creating belonging?

(Write your ideas below.)

Write your own.

Write your own.

Things to stop because they exclude...

Write your own.

Write your own.

Things that make our partners feel less safe...

Things that waste our time...

Write your own.

Write your own.



Things that get in the way of serving customers...

Write your own.

Write your own.

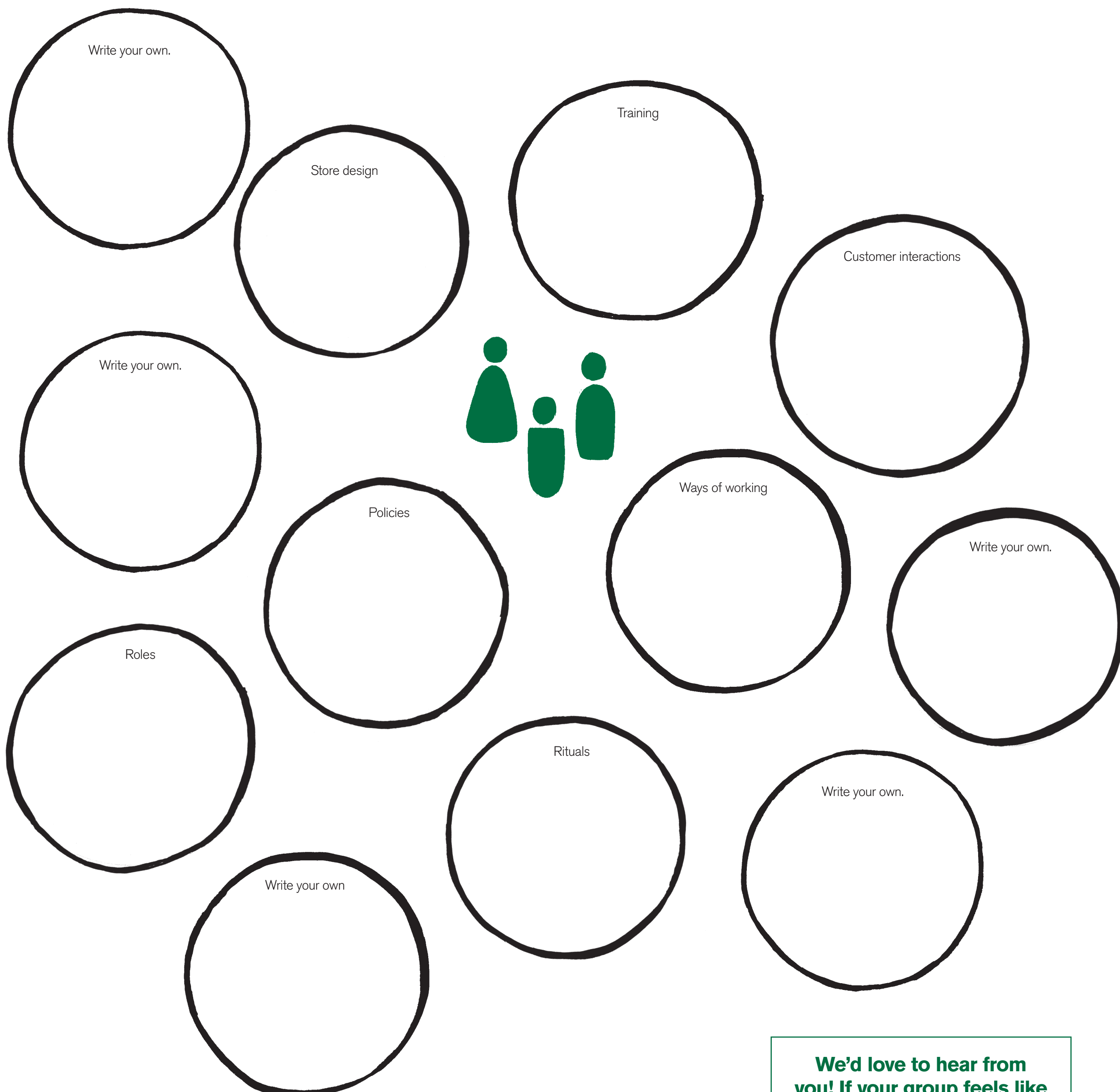
Things that get in the way of treating customers equally...

Write your own.

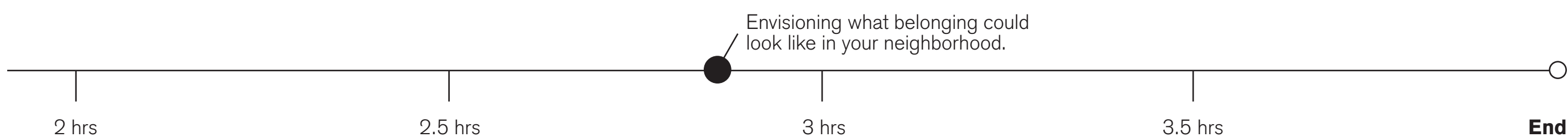


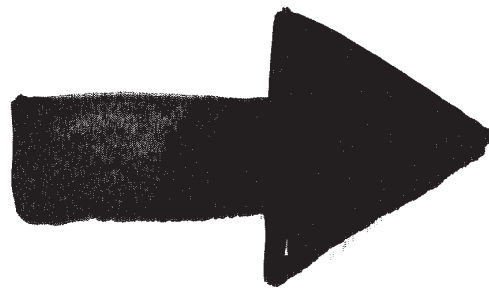
# Policies, practices and ways of nurturing belonging.

(Make your suggestions of ideas to explore.)



**We'd love to hear from you! If your group feels like sharing your experience, just speak to your store manager. They'll know how to help you!**

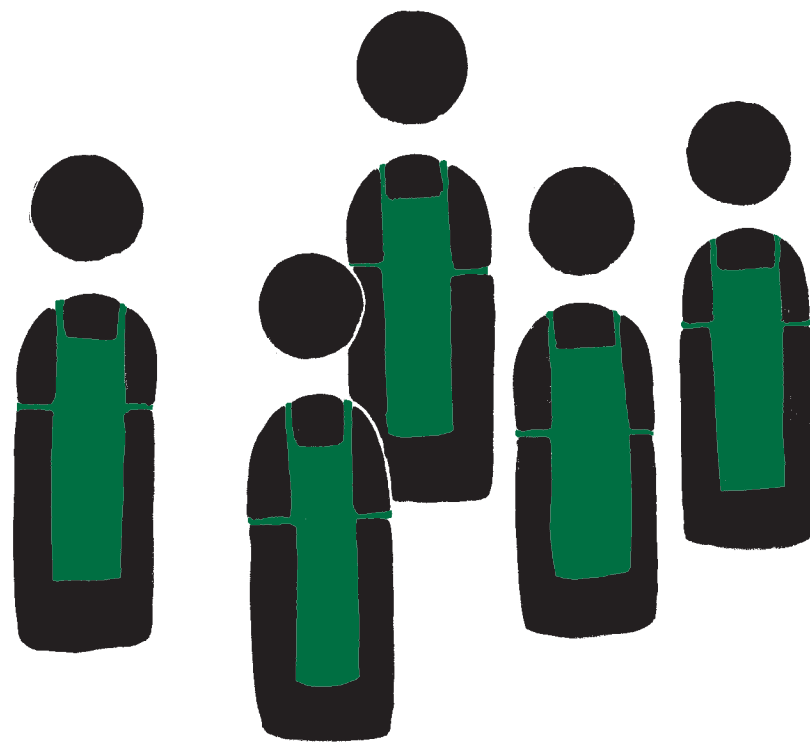




*ONWARD*



**Creating  
a more  
welcoming  
Starbucks.**



Every  
Human =

Seen.

Respected.

Uplifted.

# Wearing the green apron.

## TRANSCRIPT:

### Rossann:

Each and every day when we come to work, **we have the greatest of honors and responsibilities, and that is to live our mission and values.** I know from traveling out in the stores that many of you have stories about what you do when you put on your green apron, so I'd like to throw that out to the group here today.

Who would like to share first?

### Lamont, barista trainer:

Before I put on my apron and I just take a deep breath and mentally prepare myself to know that **I'm not just serving a cup of coffee, but I'm making a connection to our customers.**

### Dale, barista trainer:

For me, putting on a green apron, **it's more than just going to work. It's being a part of the community.**

### Mirna Ramirez, shift supervisor:

For me, putting on my apron before my shift every day, **I like to think about my team and what I'm about to do,** like keep everyone together and in the same mentality.

### Rossann:

Here's another question for you. **Some customers, it's really easy for us**

### to inspire and nurture them and some customers make it a little bit more difficult.

Tell me some of the things that you guys do in your stores, when we have had maybe a bit more challenging situation and a customer that needs a little bit extra love.

### Heather, store manager:

I had a customer recently come in and everybody was scared to make her drink. She came in with a very complex, very extreme drink and I said, "I'm going to make her drink today. I'm feeling good. I feel like I can make the foam she's asking for."

### Handing her that drink, and when she took the first sip was just so delightful to see.

She said, "I've gone to every store. I've told everybody what my drink is, **you just took the time to hear what I was saying.** You heard me."

### Horacio, barista trainer:

When I first started working there, I had to deal with difficult homeless customers all the time. I had to reevaluate the way that I approached those scenarios with my customers, by remembering that when I was in college, I ended up being homeless for about a year, sleeping on a park bench and showering in the gymnasium just to be able to attend my classes on a daily basis.

I remember one day I had a homeless customer in our store who was just hanging out, you know, for a little bit too long and he had not made a purchase or anything and I was on my lunch break and I brought my food and sat right next to him. You know, when nobody wanted to, because he had a smell and he looked a certain way.

**And the way that I approached the situation is by always treating my customers, especially my homeless customers, the way that I wanted to be treated when I was homeless.**

### Arnetta, shift supervisor:

It was my second day, I was going to do my regular walk-through, "lobby slide" as we call it, and so I went to go check the restrooms to make sure they were stocked. And to my surprise, **I found someone in the restroom shooting up.**

Immediately, I shut down. I froze, and I removed myself. And then, me sitting outside the door, I was like, "You're in charge, this is your floor. You have to take charge of the situation."

So I immediately open the restroom and I said "Sir, you have to get out of my restroom right now. You have to leave my store." In that moment, I was so in shock. I had to collect myself and my second thought was, "I'm happy it was me and not one of my partners or a little kid, going into the restroom."

**And so in that moment I was asking myself, "What can I do differently if I ever face this situation again?"**

I learned that at the moment we're all people, we're all human. Of course, this, this particular thing that they're doing, **misusing our restrooms, yes, that's a bad thing, but it doesn't make them a bad person.**

### Rossann on the meaning of the green apron:

I think you guys shared some great examples of the responsibility when you put on your green apron to inspire and nurture each other and inspire and nurture our customers. The challenges that you face and what you've learned and how you listen and how you show up as a human being, helping another human being.

**These partners echo what I hear everywhere I go, that you as partners are committed to making Starbucks a true place of belonging.** Ultimately a place

where every person that walks through our front door feels seen, feels respected, and feels uplifted.





# Video 10

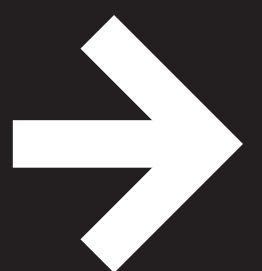


**Starbucks evp  
Rossann Williams  
on wearing the  
green apron.**

## INSTRUCTIONS

1. Put an iPad above.
2. Select Video 10.

Finished watching Rossann?  
Turn the page.



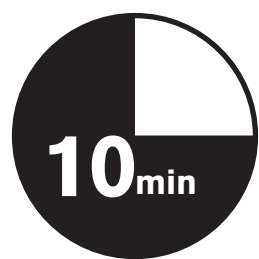
# Making every customer feel like they belong at Starbucks.

## WHAT YOU'LL NEED

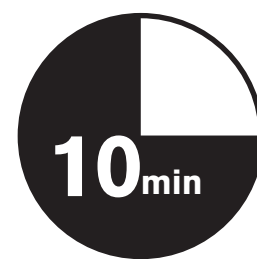
Team Guidebook



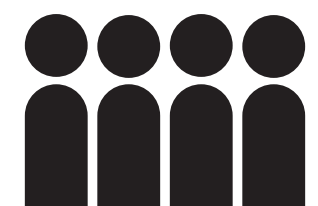
Time to listen



Time to discuss



The team



## INSTRUCTIONS

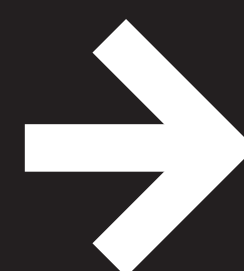
1. Go to your iPad. Look for files 11–18 labeled Audio.
2. Listen to several of them.
3. Discuss:
  - What did you hear?
  - Does this happen in our store?
  - What could we do to show more humanity in this situation?
4. Decide on one scenario that is most interesting to your team.
5. Consider together how you might act if a similar situation arose in your store.

# Audio 11–18



**Listen to real stories  
about customers.  
Put yourself into  
the scene.**

Finished listening?  
Turn the page.



Audio 11–18

2 hrs

2.5 hrs

3 hrs

3.5 hrs

End

## PRACTICE

# Every human= Seen. Respected. Uplifted.

## INSTRUCTIONS

Explore the scenarios that the partners share. Once you find one that resonates with your group, listen to it closely. Then discuss the scenario as a group.

Would you do anything differently? Find the scenario you worked on below, and write out how you will respond if this happens in your store.

1

Seen:

Respected:

Uplifted:

### Scenario #1:

#### Woman in dirty sweatpants lingering near the retail cups

There was a busy morning at my store, back in downtown, where a lady came in and **her sweatpants had stains in the them, and they also had holes.**

So, I quickly told my partners, "Hey, I'm gonna switch over to warming so that I can keep my eye on her." I noticed her going back and forth, back and forth, from the retail cups. It was during Christmas, so we had all the red box cups. **I assumed she was going to steal,** and I approached her, and I said, "Would you like any help with anything?" Turns out that she wanted to buy one as a gift.

2

**Seen:**

**Respected:**

**Uplifted:**

**Scenario #2:**

**“Scruffy” man approaches a woman in line**

I was in the café of my store and there was a line of about six people, and I saw a man come in **who was kind of scruffy, kind of looked messily dressed** and he walked up to a woman who was about halfway in line, and I wasn't close enough to hear what they were saying but I saw him hold his hand to her and she reached into her purse. **And I walked right up to them and I said, “Sir, you cannot panhandle and ask my customers for money in my store,”** and the woman looked at me and said, “He is my husband.”

3

**Seen:**

**Respected:**

**Uplifted:**

**Scenario #3:**

**Woman with dirty cup asking for a refill**

Okay, so one morning, a lady came in. She was wearing sweats and she had a paper cup, or a Starbucks cup. She said she wants to get a coffee, **a cup of coffee refill, but the cup was really dirty and has, like, a lot of stains on it.** So I said, “When did you get this coffee? When did you get the first cup?” And she said, “This morning.” But the fact that the coffee cup was really dirty, I said to her that she cannot get a refill.

4

**Seen:**

**Respected:**

**Uplifted:**

**Scenario #4:**

**Worrying about the tip jar**

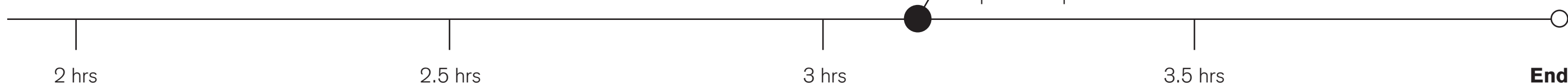
One day I was at my store and I was on the register, helping customers, when a group of young black men came in the store. **Before they got up to the register, I grabbed the tip jar and I put it underneath on the shelf.**

We'd had a couple instances where people had stolen our tips and I didn't want this group to steal our tips, and **they kind of looked like maybe they would be the type of person that would do that.**

They got up to the register, they paid, and when I gave them their change, I was really embarrassed because **they actually asked if we had a tip jar because they wanted to give us a dollar as a tip.**

**We'd love to hear from you! If your group feels like sharing your experience just speak to your store manager. They'll know how to help you!**

Every human = Seen. Respected. Uplifted.





7

**Seen:**

**Respected:**

**Uplifted:**

**Scenario #7:**

**Customer with a thick accent**

I was working the register and a gentleman came in, ordered a beverage with a really... **he had a really thick accent.** And I was struggling to understand his drink order. I managed to figure out what it was, said it back to him. He nodded that it was right.

And then I asked him for his name to put on the cup. And I really was not understanding the name he was giving me. So I asked him two more times, and I just couldn't understand what he was saying.

**So I made a joke out of it and said, "I'm just gonna call you Bob."** And I wrote "Bob" on the cup.

8

**Seen:**

**Respected:**

**Uplifted:**

**Scenario #8:**

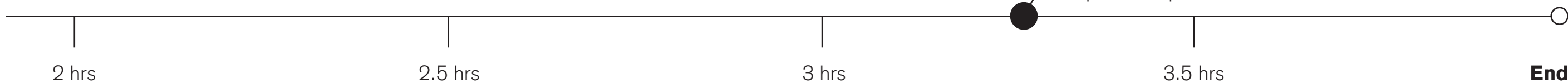
**Customer tries to return something without a receipt**

One day in my store I was on the register and was helping customers. A couple of weeks prior to that my manager had told me about the return policy, that customers needed a receipt and it had to be within the last 60 days.

**This older black man came up to the register with a pound of coffee and he asked to return it. I asked him if he had a receipt and he said, "no."** Now I had seen other partners in the store accept returns without a receipt in the past, and I'd even done that before as well, but for some reason I just really stuck to the policy and leveraged the policy as the reason why I couldn't give him money back or make an exchange without a receipt.

**We'd love to hear from you! If your group feels like sharing your experience just speak to your store manager. They'll know how to help you!**

Every human = Seen. Respected. Uplifted.







# Planning the journey ahead.

# Your plan for tomorrow.

## TRANSCRIPT:

Thank you for hanging in with us today. We are officially in the home stretch.

### So let's talk about tomorrow.

While we have been working together in our stores, the world has been watching. **There are many who will expect to see us at our best.** There may also be people who will want to test us. They will want to see what we've learned. **The best thing to do, of course, is to make everyone feel welcome—and deliver a great experience.**

I realize a day like today can leave you drained or energized. I want to give you

a moment to reflect, so you can **give an honest answer about how you feel about today.** My aspiration is that you say what's true for you.

So let's go through a quick exercise. Get out your notebook and turn to the page titled "What do you want to say to your customers about today?"

When someone asks you "How was yesterday?" take a moment. Take that moment to figure out what you want to say. **Talk from your heart,** tell them what you loved about it, tell them what you learned, tell them what surprised you the most, and tell them what you hope for.

Let's take a few minutes and reflect.

# Video 19

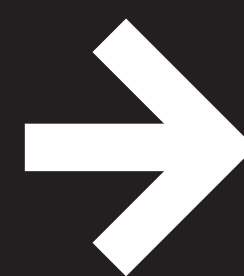


**Starbucks coo  
Roz Brewer on  
what to expect  
tomorrow.**

## INSTRUCTIONS

1. Put an iPad here.
2. Select Video 19.

Finished watching Roz?  
Turn the page.



2 hrs

2.5 hrs

3 hrs

3.5 hrs

End

Video 19

60

**What do  
you want  
to share  
with others?**



Start

30 min

1 hr

1.5 hrs

## PRACTICE

# What to say.

## WHAT YOU'LL NEED

My Notebook



Time to do it



In pairs

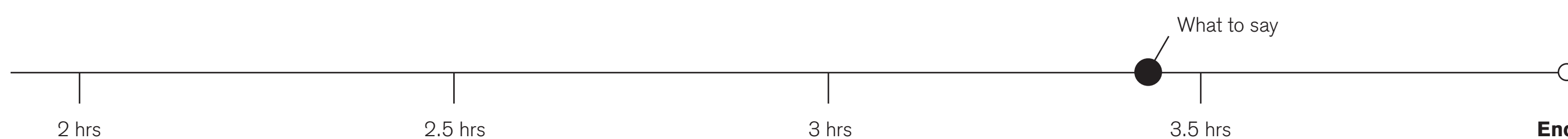
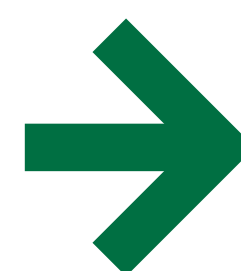


## INSTRUCTIONS

Say what's true for you.

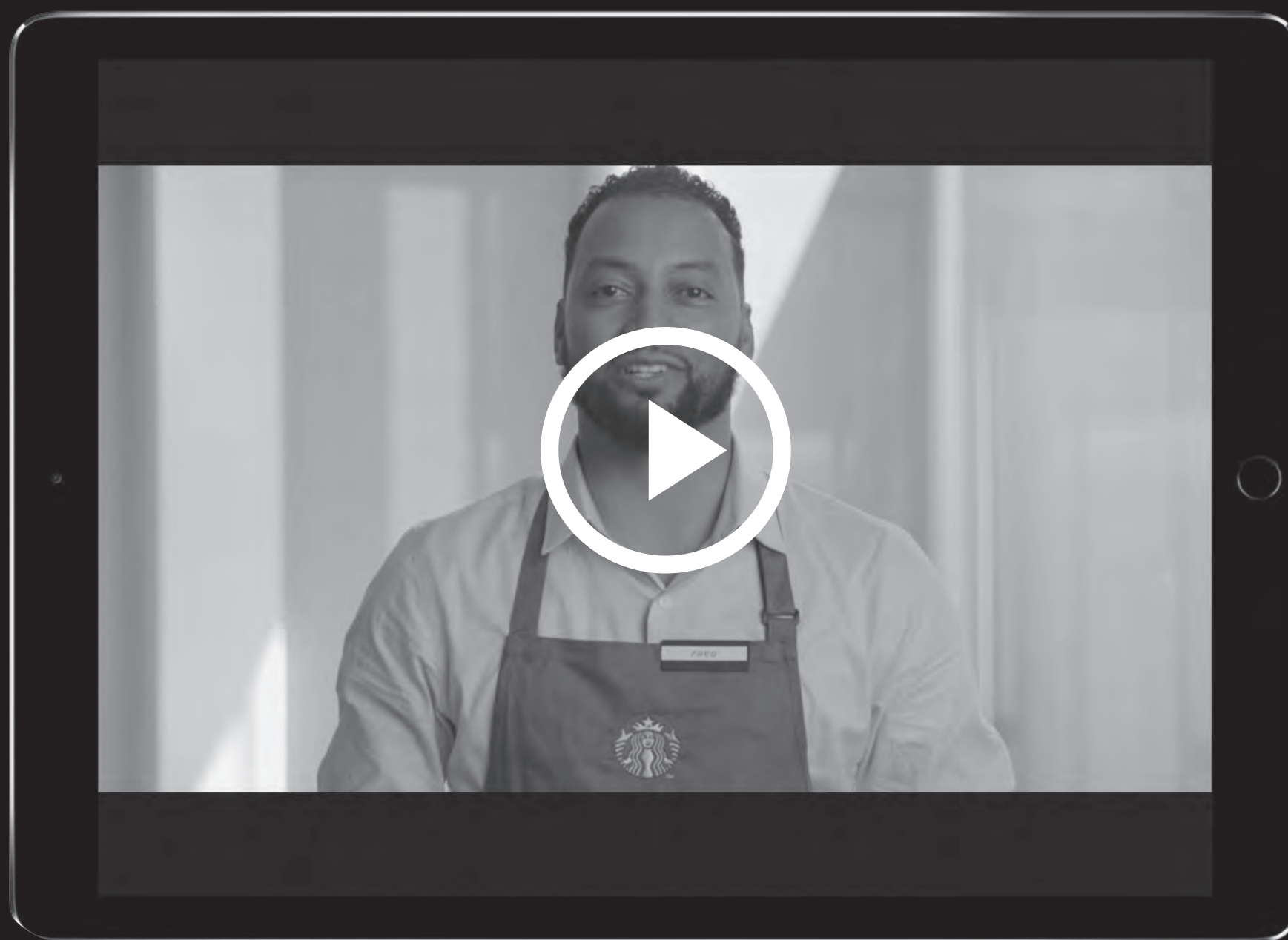
1. Get out your notebook and turn to page 24, to the activity called "What do you want to say to your customers about today?"
2. Imagine what you'll do when someone asks you what happened in stores across America on May 29. Write it down.
3. Practice it with a partner in your group. Take turns pretending to be a customer and practice giving your answer until you feel comfortable.

Turn to the next page in the Team Guidebook.



**But, of course,  
it's not just about  
each of us showing  
up at our best.  
It's about our  
entire store team  
creating a sense of  
welcoming—for all.**

# Video 20

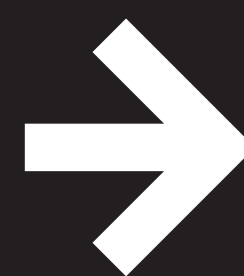


**Starbucks partner  
Fred Roots on what  
each store can do.**

## INSTRUCTIONS

1. Put the iPad above.
2. Select Video 20.

Finished watching Fred?  
Turn the page.



2 hrs

2.5 hrs

3 hrs

3.5 hrs

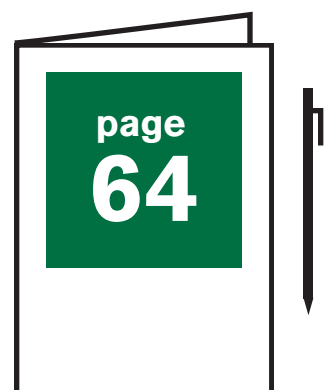
End

Video 20

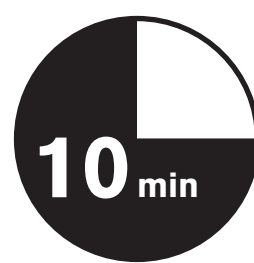
# Making a commitment for the next four weeks.

## WHAT YOU'LL NEED

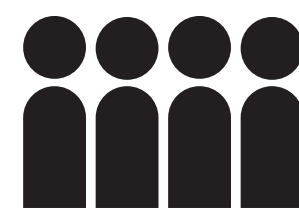
Team Guidebook



Time to do it



The group



## INSTRUCTIONS

1. As a group, decide what you will do for the next four weeks to make your store more welcoming.
2. Write your answers in the spaces provided.



# A habit we can build by trying every day.

What can we do as a team to help each other feel like we belong?

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What can we do as a team to make sure customers feel like they belong?

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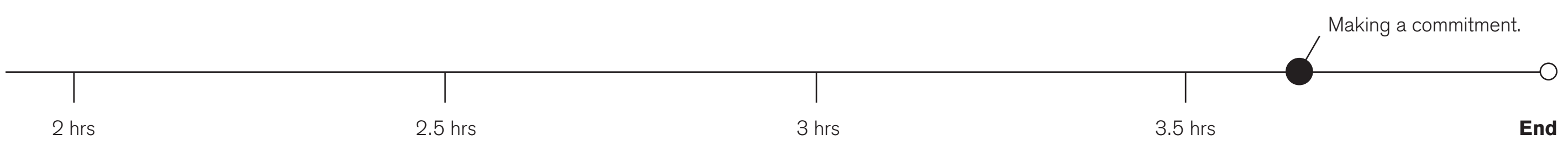
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Finished?  
Turn the page. 



# This is just the start of a journey we will take for weeks, months and years to come.

## TRANSCRIPT:

To be “color brave” is to be brave, period. **Whether it was easy or hard for you today, above all—thank you for choosing to be here.**

We began some very important conversations today, but let’s be clear, **this is just the beginning.** It’s a start. And now, more than ever, the world needs the third place, a place where everyone feels they can belong.

This starts by first understanding that we each have biases, and then actively working to address them. **But there is more that we can do to create the third place** consistent with our mission and values.

We can seek and eradicate bias and racism in our systems.

We can work to change our policies and processes.

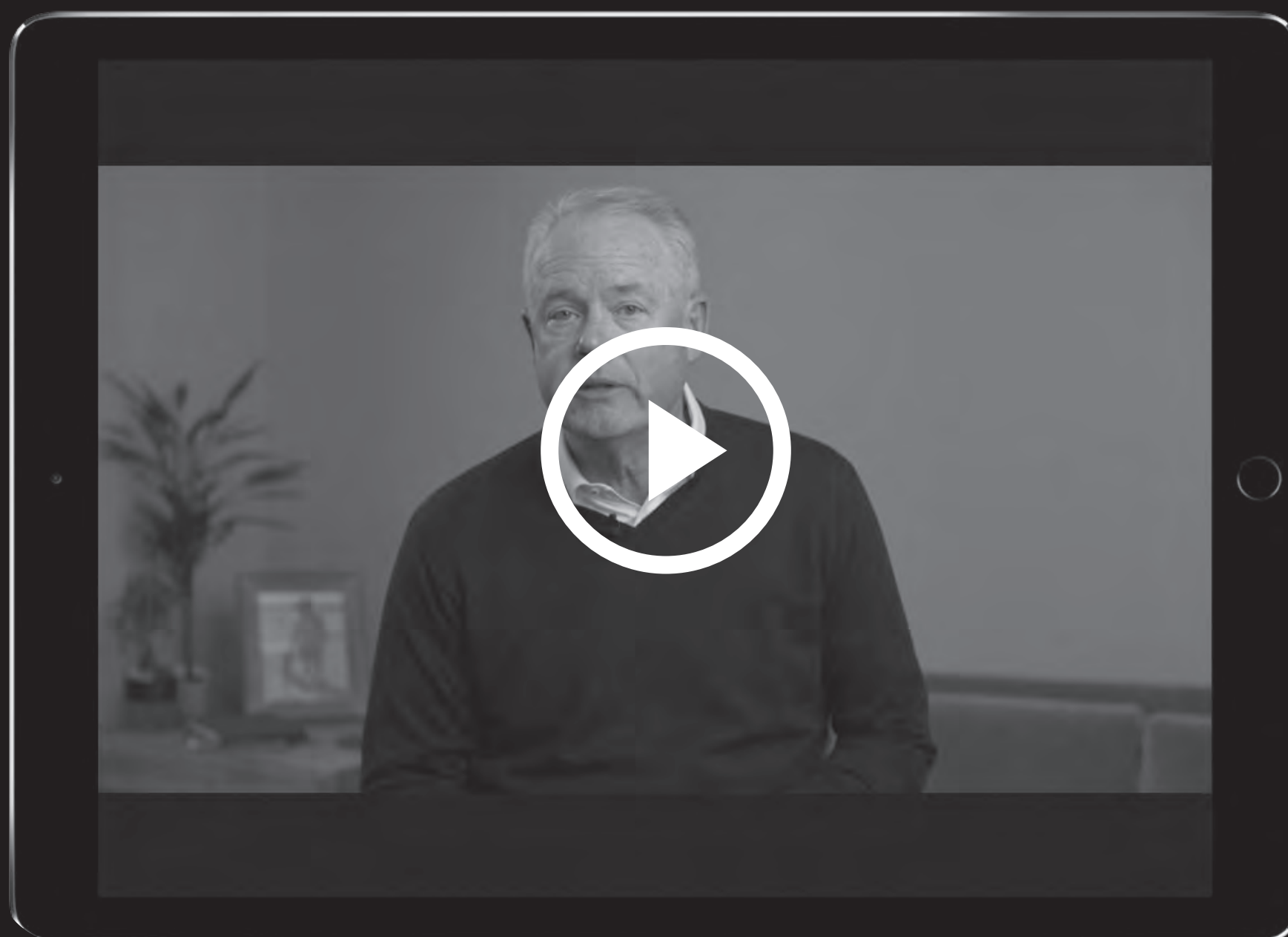
And we can each commit to work on ourselves.

The more you are aware of your bias, the more you can work to disrupt it—and help all people who walk into a Starbucks to feel seen, to feel respected, to feel uplifted.

**My biggest ask is that every single one of us commit to this journey.** We won’t get it right every single time, but if we stay at this, we will get it right more and more.

So thank you, for everything you brought to today. **I am so proud to call you my partner, and I’m especially proud that we are on this journey together.**

# Video 21

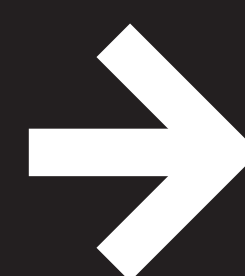


**Starbucks ceo Kevin Johnson on sticking with it.**

## INSTRUCTIONS

1. Put the iPad above.
2. Select Video 21.

Finished watching Kevin?  
Turn the page.



2 hrs

2.5 hrs

3 hrs

3.5 hrs

End

Video 21

Today was a start.

It was not perfect—because we are all human.

And we are all learning.

Today focused on how we create belonging in our stores and learning about what gets in the way. Racial bias is one part of that story because it's limited people for centuries and is the essential foundation for the work that comes next. Our conversation begins here, in the structures and systems that make up this country. We'll continue exploring how those systems impact all of us personally and guide our interactions with each other.

In the coming weeks, months and years, we will address many other facets of what makes us truly human. This work will grow to reflect the realities of your abilities, ethnicities, gender identities and expressions, sexual identities, class, language, citizenship, political views and religious affiliations.

We begin in the United States, and we will continue to expand this conversation with our partners around the world.

The next time we gather it may look different.

And we will continue to go deeper.

We're all in this together.

#### **Further conversation**

We welcome ideas and learnings.

Please reach out to [thethirdplace@starbucks.com](mailto:thethirdplace@starbucks.com).