



| Participant Guide

Welcoming the World Workbook

FIFA World Cup 2026™ Preparation

Practical tools for welcoming global visitors

Powered by the **WELCOME**
Framework

This Workbook Belongs To:

Name:

Date:

Welcome to the Training

Thank you for participating in the **WELCOME Framework** for Welcoming the World. As Kansas City prepares to host the world for FIFA World Cup 2026™, your commitment to respectful, inclusive hospitality will help make our city a truly global destination. This workbook is designed to support your learning journey during and after the session.

Workbook Purpose


This guide is your personal tool to:

- Capture key concepts and personal reflections in real-time
- Practice applying the framework through scenarios and scripts
- Create an actionable plan for implementation in your specific role

How to Use This Workbook

- 1 Follow Along:** Each section corresponds to a module in the presentation. Complete exercises when prompted by the facilitator.
- 2 Write Freely:** This is your private workbook. Be honest in your self-assessments and reflections.
- 3 Review Later:** Use the "Quick Reference" sections at the back for on-the-job support.

Icon Legend

 Checklist / Assessment

 Reflection / Writing

 Action Item

 Pro Tip / Key Insight

Kansas City World Cup 2026

Tournament: **June 11 - July 19, 2026** • 48 teams • 16 host cities (USA/Canada/Mexico)

Tournament Overview

Duration: 39 days

Format: 12 groups of 4 teams

104 matches total

48 teams competing

Kansas City Match Schedule (6 Matches)

June 16, 2026

Argentina vs Algeria

Group Stage

June 20, 2026

Ecuador vs Curaçao

Group Stage

June 25, 2026

Tunisia vs Netherlands

Group Stage

June 27, 2026

Algeria vs Austria

Group Stage

July 3, 2026

Round of 32

July 11, 2026

Quarterfinal

 Fill in exact opponents as they are confirmed:

Round of 32: _____

Quarterfinal: _____

FIFA Fan Festival — 18+ Days of Programming

 **Heartland Hello**

June 11-14, 16

 **Sports Town USA**

June 19-21

 **The World's Game**

June 24-27


 **Home Team**

July 3-5

 **KC Creates**

July 9-11

 Location: National WWI Museum and Memorial

 **Personal Notes — Fan Festival hours, transport, accessibility**

Pre-Training Assessment

Where are you starting from?

Take a moment to honestly rate your current comfort and skill levels. This is for your eyes only—a baseline to measure your growth during this training.

SKILLS INVENTORY: Rate yourself from 1 (Developing) to 5 (Expert)

1 = Developing | 3 = Competent | 5 = Expert

1. Curiosity & Wonder

I approach unfamiliar cultural behaviors with questions rather than judgment.

.....

2. Flexibility

I can adapt my service style (pace, tone, process) to meet a guest's needs.

.....

3. Active Listening

I listen to understand the meaning behind words, even with language barriers.

.....

4. Plain Language

I can simplify my explanations and avoid idioms to be clearly understood.

.....

5. Observation

I notice nonverbal cues of confusion or discomfort and adjust accordingly.

.....

6. Bias Awareness

I am aware of my own cultural lens and how it shapes my expectations.

.....

7. Continued Learning

I actively seek opportunities to learn about cultures different from my own.

.....

MY TRAINING GOALS

1. One specific skill I want to improve today:

2. One question I hope this training answers:

One challenging cross-cultural situation I've faced that I want to handle better next time:

SCENARIO PRACTICE: WONDER

Apply the "Wonder" mindset to a common hospitality situation. Instead of jumping to conclusions based on cultural assumptions, pause and consider what might really be happening.

The Situation: The Quiet Guest

You are checking in an international guest at a busy front desk. The guest avoids making eye contact with you throughout the interaction and speaks very softly, looking down at the counter. You are having trouble hearing them and the line behind them is growing.

1. CHOOSE YOUR RESPONSE

Option A: Assume Disinterest

Interpret the lack of eye contact as rudeness or disinterest. Hurry through the process to finish the awkward interaction quickly.

Select

Option B: Practice Wonder

Notice the behavior without judgment. Gently ask, "Would you prefer written directions or a quick verbal overview?" to find their comfort zone.

Select

Option C: Force Clarity

Assume they don't understand. Raise your voice significantly and lean in closer to ensure they hear every word clearly.

Select

2. REFLECTION: WHY I CHOSE MY RESPONSE

3. BETTER QUESTIONS TO ASK (INSTEAD OF ASSUMING)

Example: "Is there a better way for us to communicate this information?"

- ---
- ---
- ---
- ---



MY KEY TAKEAWAY

Cultural humility means observing behavior without immediate judgment. Silence or avoiding eye contact may be signs of respect in many cultures, not rudeness.

Engage

Practical strategies for respectful interaction.

The Three Pillars of Engagement



1. Welcome

Establish a warm, human connection before diving into business.

EXAMPLES & ACTIONS

- Offer a warm greeting in English or their language if known.
- Introduce yourself by name to build trust.
- Wear a name tag with languages spoken (if applicable).
- Offer explicit options immediately: "Would you like a menu in another language?"



2. Flex

Adapt your processes to fit the guest's needs, not just the rules.

EXAMPLES & ACTIONS

- Offer payment alternatives if a card is declined or cash is preferred.
- Adjust queuing/seating for larger family groups.
- Provide information in different formats (digital vs. printed).
- Be patient with timing; allow extra time for decisions.



3. Close the Loop

Ensure understanding and offer continued support.

EXAMPLES & ACTIONS

- Ask: "Does that answer your question?" or "Is there anything else?"
- Confirm needs are met before ending the interaction.
- Provide clear next steps or directions.
- Invite them to return if they have more questions.

My Engagement Notes

60-Second Listening Drill

Instructions

- 1 Partner Shares (30-45 seconds)**
Partner A speaks about a recent mild challenge or success. Partner B listens without interrupting.
- 2 Listener Paraphrases**
Partner B summarizes key points: "What I heard you say is..."
- 3 Ask & Reflect**
Partner B asks one open-ended question and reflects one emotion heard.

Reflection

1. What assumptions did I make before my partner finished speaking?

2. What new perspective did I learn by listening actively?

3. What will I do differently in my next conversation?

Practice Debrief

- I resisted interrupting. I reflected emotion correctly. I asked an open question.

Language Access Tools

Effective communication bridges cultural and linguistic gaps. Use these tools and techniques to ensure your message is understood, even when you don't share a language.

Plain Language

- Use short, simple sentences.
- Avoid idioms ("piece of cake").
- Be literal and direct.
- Speak at a moderate pace, not louder.

Teach-Back Method

Confirm understanding politely without being condescending.

Try saying:

"Just to check I was clear, what will you do next?"

Essential Tools Reference

TOOL	WHEN TO USE	NOTES / MY PLAN
Interpreter Services (Phone/Video)	Critical conversations (medical, legal, financial, complex service issues).	Number: _____ Access Code: _____
Translation Apps (Google Translate, etc.)	Wayfinding, simple requests, menu translation. NOT for sensitive info.	App installed: _____ Staff trained? _____
Multilingual Signage (Printed/Digital)	Key navigation points: restrooms, exits, hours, wifi, payment.	Top languages needed: _____ _____
Universal Pictograms (Icons/Images)	"Show, don't just tell." Use maps and icons to bypass language entirely.	Visuals we have: _____ Visuals we need: _____
Phrase Cards (Laminated/Digital)	Common Q&A translated into top languages for point-and-show communication.	Location of cards: _____ _____ _____
Other:	_____	_____ _____

NONVERBAL MICRO-SCENARIOS

Body language varies significantly across cultures. Practice adapting your nonverbal communication in these common service scenarios.

Scenario 1: The Confusing Gesture

You give a "thumbs-up" to indicate everything is ready, but the guest looks offended or confused. In some cultures, this gesture is rude.

YOUR ALTERNATIVE GESTURE & PHRASE:

Scenario 2: Personal Space

A guest stands much closer to you than you are used to while asking questions. Backing away might seem like rejection.

FRIENDLY BOUNDARY PHRASE OR ACTION:

Scenario 3: The Polite Nod

You explain directions to the stadium. The guest nods frequently and smiles, but their eyes seem uncertain. They may be nodding to be polite, not because they understand.

TEACH-BACK PHRASE TO CONFIRM UNDERSTANDING:

MY NONVERBAL WATCHOUTS AT WORK

What gestures or habits do you use that might not translate well?

O - Observe: Adjust in the Moment

When an interaction feels "off" or a guest seems confused, pause and pivot. Use this quick response protocol to get back on track.

QUICK RESPONSE PROTOCOL



Step 1: Step Back & Soften

Physically take a small step back to give space. Soften your tone and slow your speaking pace significantly to reduce anxiety.



Step 2: Offer Alternatives

Don't just repeat yourself louder. Switch modes: show a map instead of describing directions, write down numbers, or use gestures.



Step 3: Confirm Understanding

Use the "teach-back" method gently: "Just to check, what will you do next?" or "To make sure I was clear, can you show me where you're heading?"



Step 4: Document Patterns

If multiple guests are confused by the same thing, it's a system issue. Document it to update signage, FAQs, or Standard Operating Procedures.

PRACTICE SCENARIO & REFLECTION

Think of a time you noticed someone was confused but you kept pushing forward with your standard explanation. How could using the protocol above have changed the outcome?

Bias Pulse-Check

M - Mindfulness

Identify potential bias hotspots in your daily work and commit to specific debiasing strategies.

WHERE BIAS CREEPS IN

Check any areas where you've noticed assumptions or bias in your workplace:

- Greetings & First Impressions
- Queue Management
- ID Checks & Security Protocols
- Tipping Norms & Expectations
- Conflict Handling & De-escalation

QUICK DEBIASERS TO USE

Select strategies you will implement to mitigate bias:

Standardize Scripts
Use the same greeting and process for every guest to ensure consistency.

Slow Down Decisions
Pause before reacting to "suspicious" behavior. Get a second opinion if possible.

Add Name Phonetics/Pronouns
Ask for correct pronunciation and use it. Respect identity markers.

REFLECTION NOTES

Build Your Learning Path

E - EXTEND | Continuing Cultural Humility

Cultural humility is a lifelong journey, not a destination. Use this worksheet to plan how you will extend your learning beyond this training session through People, Practice, and Policy.

Three Streams of Learning



PEOPLE

Connect directly with lived experiences.

- Partner with immigrant/community orgs
- Attend cultural festivals & events
- Listen to employee resource groups



PRACTICE

Build muscle memory through repetition.

- Monthly micro-drills on scenarios
- Rotate cultural tips in huddles
- Role-play common interactions



POLICY

Embed humility in systems and rules.

- Update Standard Operating Procedures
- Embed language access steps
- Review hiring practices

My 30-Day Action Plan

TIMELINE	GOAL / ACTION	OWNER	STATUS
WEEK 1	<i>Example: Share 3 key takeaways with team</i>		
WEEK 2			
WEEK 3			
WEEK 4			



Tip: Start small. Choose one action from each stream that you can accomplish in the first week.

Quick Reference

Cross-Cutting Themes & Best Practices

Cultural Awareness & Sensitivity

DO:

Treat every interaction as an opportunity to learn something new about a guest's culture.

Respect diverse communication styles, including different norms for eye contact and personal space.

Show patience when guests need more time to process information or make decisions.

CAUTION:

Avoid applying one cultural rule to everyone from a specific region (avoid stereotyping).

Don't assume a lack of English fluency equals a lack of intelligence or capability.

Visitor Engagement Best Practices

DO:

Greet every guest warmly with a smile and open body language, regardless of language barriers.

Offer options (paper maps vs. digital, written vs. spoken) to accommodate different preferences.

End interactions by asking, "Is there anything else I can help you with?" to ensure needs are met.

CAUTION:

Don't rush guests through transactions; quality of service matters more than speed for many cultures.

Avoid using informal terms like "honey" or "buddy" which may be seen as disrespectful.

Language Access & Communication

DO:

Use plain language: short sentences, simple words, and literal meanings.

Utilize visual aids like maps, pictograms, and gestures to bridge language gaps.

Have interpreter resources (phone lines, apps) ready for complex or critical conversations.

CAUTION:

Don't shout or speak unnaturally slow; normal volume and moderate pace are best.

Avoid idioms, slang, and phrasal verbs (e.g., "hang on," "run out") that confuse non-native speakers.

Avoiding Misunderstandings

DO:

Assume positive intent when a behavior seems rude or confusing; it likely has a cultural reason.

Use the "teach-back" method: politely ask guests to confirm what they understood.

Apologize sincerely if a misunderstanding occurs and focus on finding a solution together.

CAUTION:

Don't take lack of eye contact or directness as dishonesty or disinterest.

Avoid correcting a guest's English or cultural etiquette unless safety is at risk.

My Quick Notes

Key Takeaways & Resources

Post-Training Action Plan

Solidify your learning by identifying your top takeaways and saving key resources. Check off items as you apply them in your daily work.

MY TOP 5 TAKEAWAYS

LINKS & CONTACTS TO SAVE

CONTINUED LEARNING

What else do I need to know:



FIFA World Cup 2026™ Preparation

Certificate of Completion

This certifies that

Has successfully completed the
Welcoming the World Training
(WELCOME Framework)

Date

TEAM PLEDGE

"We commit to practicing wonder, engaging respectfully, and extending welcome to all visitors."