

FURTHER READING

MODULE_5 LEADERSHIP&MOTIVATION

Lesson_3_How to develop an leadership plan

CONTENT OVERVIEW

Employees in a service industry such as the hospitality industry need a vision to which they can commit, a culture that challenges them to fulfill their potential, a supportive team, and leader role models to show them the way.

Successful leaders and companies take more steps than others to engage employees in the business, create an inclusive environment and culture, and support employees' quality of life.

Leaders act as role models for their followers. They must have vision and the charisma to communicate it to their employees, involving them in creating the company's mission and values and practicing what they preach. The vision, what the company wants to become, gives rise to its core values and its mission, which identify the organization's key constituencies. These, along with the management principles and performance standards, create the plan

Leadership is having that plan, "getting a group of people to follow you down a certain path, and encouraging them along the way that will lead to successful achievement of the plan.

- "Is Does the leader clearly communicate the vision of the organization and lead by example? Does the company's value system include respect, trust, ownership, accountability, recognition, and work-life balance?
- Are employees offered opportunities for training, growth, and promotion?
- Do employees have all the tools they need to carry out their various responsibilities?
- Are they part of a system of excellence, molded by their leader?

1. How to Create a Personal Leadership Development Plan.

Erasmus+ Strategic Partnership 2018-1-ES01-KA204-050711



Leaders owe their followers a legacy. Once they have involved their employees in the process of creating a mission and values, they must also ensure that suitable practices and policies are in place to carry out the mission and exercise those values

Leadership must inspire people to put forth their best effort and provide the room for them to do so.

There are **seven steps to establishing a foundation for leadership development plan;**

- Commit to investing the time, resources and money needed to create a culture that supports leadership development
- Identify and communicate the skills associated with leadership abilities
- Develop the tools and measures necessary to support leadership skills
- Make leadership skills a focus of management training: communication, team-building, planning, interpersonal
- Implement ongoing programs that focus on leadership skills, such as managing multiple priorities and creating change
- Know that in the right culture, leaders can be found at every level
- Recognize, reward, and celebrate leaders for their passion, dedication, and results

This helps develop a clear development plan of leadership, while enabling both groups to share concerns, misconceptions, and expectations.

2. Cases studies of Leadership Development Plan.

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Case study: HR to support an ambitious hospitality management growth plan

Case study focus: Leadership development and effective cross-hotel communications to build strong engagement, retention and sense of culture across different brands.

The challenge

Newly formed hospitality management company **Valor Europe's expansion plans** are ambitious by anyone's standards. **Its five year plan is to acquire 50 hotels.** Two years into this, and things are going well, with two AC Marriotts recently opened by Valor, and key Birmingham Mailbox and Salford Quay acquisitions made last year. "Some of the hotels are moving to Crowne Plaza," adds HR director Moira Laird. "They're going from a Holiday Inn to a four star luxury property."

The challenge for Laird was formulating a people strategy that would support this. "I had to produce a strategy that was fit for purpose and went across multiple brands and across multiple levels of people within the business," she says.

The method

Crucial, says Laird, is that teams across different brands have a strong sense of the "Valor way", and that people processes are aligned.

This allows sharing of **talent** across brands, she says, aiding both talent management and retention. "We have high retention rates in general, but now general managers in a hotel have the chance to continue their career development by working in larger properties in a different brand, and using all their knowledge of our culture," she says.

"Our current focus is **developing our future leaders**, the general managers, so they understand the Valor way of doing things and they're trained to our standards, and they understand how our business culture works and are very much ready for the opportunity. "On a short-term basis we've given people secondments in different roles and specialisms to support the acquisition. People have been trusted to go off and work in different project teams."

The company also makes sure to major on the enticing opportunity working across different brands represents at recruitment stage. Candidates engage with the same platform used for internal communications: **its Talent Toolbox**, supplied by Purple Cube. This consists of a homepage where around six pieces of company news are published each day, short films for instance celebrating Valor's first birthday last year or featuring Valor's MD Brian McCarthy, and job opportunities.

In this way the platform is crucial to instilling a distinctive Valor ethos, and pride in this. It also supports Valor's talent strategy. It's here formal review outcomes and targets are

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logged and monitored, and colleagues arrange 'coffee chats,' a [new informal review](#) option. "Now every quarter you have a coffee chat with your manager or in one quarter each year you have a more formal performance review," says Laird, adding that the coffee chat "can consist of anything. It can be a review of where you're at with goals and objectives, it can be a general chat, it can be a sharing of ideas..."

The result

The HR team's relatively newly formed people strategies are gaining good traction, she reports. "I had 90% of our employees going through an employment review last year. Last year 863 coffee chats were undertaken; this year we already had 2,000 by half way through the year.

"The hits on our Talent Toolbox have improved as well," she adds. "We started off with 11,000 when we were just an intranet and now we're at 318,000."

With Valor Europe moving from the bottom to the top of Intercontinental Hotel's league table, Laird is confident its people strategies are lending strong support to wider business objectives. "There is an expected level of churn in our sector and we know that," she says. "But we never know when someone might come back in future [if their experience was good].

"It's an ever changing business," she adds. "There's an energy to the business now. There's a drive and a very clear goal."

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