

FURTHER READING

MODULE_5 LEADERSHIP&MOTIVATION

Lesson_2_ *Methods For Empowering Employees*

CONTENT OVERVIEW

Definition **Empowerment** as a “method of delegation which enables work decisions to be taken as near as possible to the operating units and their customers”. In the hotel industry, competitive advantage lies predominantly in the hotel’s abilities not just to provide the best facilities but also the best service. Customization and customer involvement are the key characteristics of services

Customization of the service during delivery can be used as a source of differentiation and increased customer satisfaction. Empowerment also leads to quicker responses by employees to the needs of customers, as less time is wasted in referring customer requests to line managers. Service recovery is another aspect where empowerment plays a crucial task.

1. What does it mean empowering employees

In the context of this module, Employee empowerment means turning over decision-making responsibilities and authority to front-line employees. In the hospitality industry, enabling your sales, service and kitchen staff to make decisions can improve morale and increase customer service in responding to problems.

Empowerment implies that front-line employees were allowed to exercise a degree of discretion during the service delivery process and the degree of importance placed on factors such as communication, coaching, participation, training and rewards in facilitating empowerment programs. While **discretion is regarded as perhaps the most important feature of employee empowerment**, there are a number of other features of empowerment that are essential for effective implementation of service delivery strategies.

For instance, in addition to employee discretion also include in their definition of empowerment the sharing of information relating to the organization’s performance,

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



Co-funded by the
Erasmus+ Programme
of the European Union



rewards based on the organizational performance, plus knowledge that enables employees to understand and contribute to organizational performance.

2.- Strategies for empowering.

To expect your employees to make effective decisions, you must first clearly define your service standards, such as ensuring that every customer leaves satisfied. With clearly defined goals, employees have a guideline to follow when making decisions. If you don't provide standards, your employees won't feel as comfortable addressing client or customer problems.

a.- Role-Play Training

Role-playing various service scenarios with employees allows them to work through the process of listening to a customer complaint, making a decision and acting on it. Additionally, you get a chance to see how each employee works through the steps of service resolution. This experience allows you to coach them on improvements. In a hotel, for instance, you can role play through a potential guest problem, observe the worker's response and then offer suggestions on better alternatives moving forward.

b.- Reward Effective Decisions

When a hospitality employee makes a good call in a service situation, it is important to recognize that. In a restaurant, you can praise or reward an employee who makes a quick decision that leads to a positive customer experience. Rewarding proactive and effective decisions help increase the confidence of a worker in making independent decisions. Some hospitality companies give employee of the month awards, and honoring a worker who consistently makes good decisions can reinforce the value of empowerment in the organization.

c.- Discuss Alternatives

Arming your hospitality workers with choices to resolve problems can increase their comfort level as well. In a restaurant, a server should know what she can do if a customer is unhappy with a meal, for instance. A free meal voucher, a complimentary appetizer or a comped bill are possible options. Naturally, you want to coach the employee on when to use each option. Similarly, a hotel service worker could use room discounts, free restaurant meals or future room vouchers to address guest complaints.

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



ASSET
BASILICATA



LAB University of
Applied Sciences



NIKANOR
Education means attitude



stpeuropa

"The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein."



3.- Examples of empowerment

Examples of empowering employees can easily be viewed at hotel front desks in the hospitality industry since the front desk is the first and last contact of a guests' stay at a hotel.

Helen has been working at a big resort hotel for over three years (Ski Resort Spain). She is quite competent at her job and knows what all of her responsibilities are and uses her knowledge and experience to handle her job in an efficient manner. Each and every day she experiences numerous problems as well as complaints from hotel guests which might include such things as incorrect billing from the use of the automated mini bars, problems with housekeeping services, malfunctions due to worn out room facilities, service delays and a hotel outlets' service shortfalls. For each of these examples, Helen must make a decision as to how to handle the specific problem or complaint. She is aware that there are long lines of guests in the lobby seeking front desk assistance and that her managers are busy with other tasks. As she resolves each one of these problems or complaints using her own judgement, she feels confident that the front desk managers will trust her decisions since they have empowered her with the knowledge to handle the job with confidence without having to seek their assistance for each and every problem.

a.- The Hilton Hotels empowerment has been used to describe employee involvement in devising departmental service standards.

b.- McDonald's Restaurants, suggestion schemes.

c.- Harvester Restaurants autonomous work groups and removal of levels of management.

d.- A hotel manger from one of the Las Vegas Resorts stated that " Employee empowerment plays a major role in the front desk operations, and I do not see any negative impact on our hotel. It helps front desk agents work efficiently at the front desk and I believe empowerment helps them make quick decisions, brings positive feedback from our guests and it brings us more repeat business.

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



ASSET
BASILICATA



LAB University of
Applied Sciences



NIKANOR
Education means attitude



stpeuropa



Co-funded by the
Erasmus+ Programme
of the European Union



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



ASSET
BASILICATA



LAB University of
Applied Sciences



NIKANOR
Education means attitude



stpeuropa

"The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein."