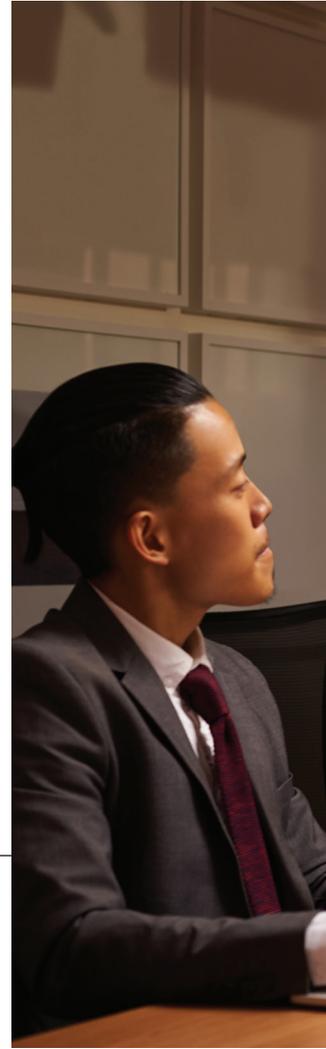


# SEVEN SKILLS FOR SUCCESSFUL MANAGERS

*Pete Fullard identifies seven key areas that managers need to fully master in order to succeed*



**T**he hospitality industry is all about great customer service and creating memorable guest experiences. It's therefore vital that your managers possess the skills to motivate staff to consistently deliver through a culture of mutual respect and trust. They need to develop high-performing teams through strong leadership and personal interactions. While a few people seem to be 'natural born managers', for the majority these skills have to be learnt.

Managing people is a tough job. It means juggling priorities, from building and maintaining teams, developing a culture of open communication, compiling business data, to keeping the business profitable, up-to-date and competitive. For managers in hospitality, there are additional challenges. With rapid brand expansion comes the challenge of maintaining consistency in both customer and staff experience across many locations. Equally, in a sector renowned for high staff turnover rates many team members see their position as temporary, as they pass through on their way to other careers, and there is a heavy reliance on casual staff during seasonal peaks. Managers need to be able to engage and motivate young and often inexperienced team members, getting them up to speed quickly.

Managers need to be trained, not only in company-specific policy and processes, but

also in the soft skills of people management. They need to understand how to apply these across the whole employee life cycle – from recruitment to talent management.

Training managers provides a strong foundation on which to build, and gives managers the confidence to go beyond their comfort zone. Whether this is for a new manager, or identifying areas of development for experienced managers, training needs to be relevant to the job at hand and deliver seven key skills that every successful manager needs.

## PREPARATION IS KEY TO SUCCESS

Whether a manager is new to their role or already has experience, they need to establish strong and clear leadership. A 100-day plan helps your managers set out the goals they want to achieve over the course of three months and for the long term.

If a new manager is in post they'll need this time to find their feet and put measures in place to deliver results. For an established manager, a 100-day plan helps them turn strategy into action, especially when they need to focus their attention on raising levels of performance.

## A HEALTHY TEAM IS A HIGH PERFORMING TEAM

This is an often over-looked aspect of

management responsibility but one that can hold the key to building a culture of trust and open communication. It is a topic that many management courses shy away from – and can feel like a big and daunting subject for managers.

The workplace can be a pressurised environment. Home life can also be a source of stress. A manager needs team members to bring their best self to work, to feel valued and motivated. While it is not the role of a manager to become an expert counsellor, they have a duty of care for the mental health and well-being of their team.

It can be much harder to spot a mental health issue than a physical condition, so a manager needs to pay more attention to subtle clues. Recognising a problem early could save their team a lot of distress and save a lot of money for the business. Leading by example, a manager can help create a culture at work where people feel able to raise issues and the team look out for one another.

## RECRUIT, SELECT AND DEVELOP THE RIGHT PEOPLE WITH THE RIGHT SKILLS

Recruiting the right people is essential to help build and manage a successful team. The retail and hospitality industries are known to have high staff turnover and different levels of staffing needed at different times of the year.



## UPSKILL PEOPLE AND THE INSTITUTE OF HOSPITALITY

The Institute of Hospitality has teamed up with industry leading e-learning company Upskill People. A new introduction to their suite of e-learning courses is Managing People – equipping your managers with the skills to help their team shine. Managing People harnesses the power of high quality video production and dramatic scenarios to bring the role of leadership to life. The series prepares a new manager for their role and develops the confidence of even the most experienced manager.

To find out more about the e-learning offer to Institute of Hospitality members go to [https://www.instituteofhospitality.org/ioh\\_learning/elearning](https://www.instituteofhospitality.org/ioh_learning/elearning) or call +44 (0) 20 8661 4900.

For more details on Managing People and to download free resources visit <http://upskillpeople.com/mp>



Recruitment of the right staff (both full time and temporary) is vital for the smooth running of the business, brand reputation and staff morale.

Whatever the process your organisation has for recruitment, your managers need the skills to recruit the right people for the right roles. And to carry out the recruitment process in a way that is fair, sets the right expectations and reflects your brand.

The interview is often a candidate's first insight into your business. As an employer, whether a candidate is successful or not, you want to leave them with a good impression.

### REAP THE BENEFITS OF SUCCESSFUL INDUCTION

It is important new recruits get the best possible start, if you want to make sure they stay and thrive. A good induction process helps to reduce staff turnover costs, engage and motivate both new and existing team members. It also contributes to the implementation of good systems with practices and processes consistent across your company.

If it's done right, your new team member will be successfully integrated into your company and the team they're working within. Induction is an opportunity to reinforce their decision to come and work for you, cementing their first impressions.

### COACHING TEAM TO ACHIEVE PEAK MOTIVATION

A manager will get the best results from their people if they're a positive leader who is easy to talk to. Coaching boosts motivation and develops team member skills and abilities. It's also a way of addressing challenges before they become issues.

Managers can be effective coaches in the workplace. They don't have to be trained formally with coaching qualifications – but they will need to understand coaching and the skills of asking questions, focused listening and giving feedback.

### CONDUCTING APPRAISALS THAT ARE POSITIVE AND VALUABLE

A good manager understands that team members need recognition for the job they're doing. Conducting effective appraisals is crucial to increasing and maintaining high levels of motivation, performance and efficiency.

Appraisals are most effective when they are part of ongoing communication between a manager and team members. That means equipping managers with the skills to have conversations throughout the year, so that there are no surprises during the formal appraisal meeting.

Objective setting is best carried out as a collaborative process between managers and

their team members. Co-ownership improves the team member's commitment to achieving appraisal objectives.

A manager can do that through finding out what motivates the person. What do they want to achieve? What do they enjoy most about work? Try to agree objectives that align to the individual's personal goal.

### MANAGE AND DEVELOP STAR PERFORMERS

Leading a team is an ongoing process and taking a step back to look at the bigger picture can be a challenge when in a busy role. However, forward planning is vital if a manager is to maintain a high-performing team.

Managers need to continuously monitor how their team is performing. This is more than just ensuring targets are met. It's actively engaging with team members daily, observing them at work, and motivating them to peak performance.

If a manager spots potential in someone, then they should seek ways to make the most of that potential. This might mean giving them some stretching objectives in their role, or looking for ways to help them develop their career. By learning to spot and develop talent, a manager will nurture and retain a high performing team.

**Pete Fullard is managing director of Upskill People**