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Developing Relationships and Workplace Achievement

Case Study about Human Resource Management at Toni & Guy

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Executive Summary

My case study will be about the human resources management at Toni & Guy. The aim of this case study is to have a clear understanding of how human resource management work at the hair salon. This assessment will cover:

- HR goals for Toni & Guy.
- Measuring performances by HR
- Whether Toni & Guy promotes their employees.
- Required skills for the job.
- Workforce planning for the organisation for a range of tasks.
- Toni & Guy's hierarchy structure.
- How this hierarchy moves around, the communication channel between them.
- Talk about what they do.

This research is the basis of Toni and Guy management. This case study will be to examine in depth the management theory of Toni and Guy by providing three key points such as:

- Potential benefits and personal development of individuals at Toni and Guy.
- Critically evaluate the vehicles in place for individuals development and explain if they are meeting individual needs.
- A PDP plan will be used to meet development needs.

Introduction

According to Toni and Guy Wikipedia one of the well-known hair salons in the UK is Toni and Guy. Toni and Guy is a hair and beauty company which was founded in 1963 in the UK. The owners were two siblings called Toni mascolo and Guy mascolo, they first opened in Clapham in London the statistics show that in 2017 there was nearly 500 salons in 50 different

countries. After creating their first salon in South London, they were looking to employ a driven team of members and find publications willing to publish their photographic work they were now starting to produce they have a very good commercial approach feminine and blow-dry with round brushes for a softer finish and they are also experts in cutting and styling hair. Seeing the success realised that they can actually record their own experiences and launch a series of educational videos for hairdressers from all around the world, to learn from together with the tools needed to recreate a variety of looks.

1.0 Provide a critical assessment of the potential benefits to your organisation and the individual of personally developing in the workplace.

1.1 Business Goals and mission at Toni & Guy

Toni and Guys goals is to develop pupils potential create opportunities and promote their employees. According to (Palizban, 2011) having goals for your business is important because it increases visibility, responsibility, you can achieve things faster and have better collaboration within the team in the workplace. Toni and Guy's mission statement says that they want to be the most profitable company in the world where people love working and clients love to be. According to (Toniandguy.com, n.d.) they have a mission statement:

Mission:

Is to develop, create, promote and foster individuals and organise effectiveness by developing, offering and make way for innovative and diverse programs in support of the organisations commitment to employees development, partnerships and organisational enrichment.

They commit to their art of hairdressing by doing it excellently and dedicate their skills, products and service to their company.

1.2 Strategy of Toni & Guy's HR on how they measure their performance

How HR resume their performance HR strategies. The point covers how they organise their structures, how they create work, skills needed and skills they provide. How they develop people's potential at work. What plan they have in place for promotion,

- Talk about structure hierarchy.
- How they move around.
- Their job title.

-Strategies of human resource management to measure their performance at Toni & Guy.

- In Toni & Guy salon, employees receive their reviews between the three month and one years for its economy and marketing.

- There are a number of points in place to evacuate staff performance reviews for example:

1. Prepare company data and review.
2. Give constructive criticism and rate employees according to communication, enthusiasm and overall effort.
3. Always look for solutions to problematic situations.
4. Listen to employers, communicate well.
5. Discussing finances based on salaries is deemed inappropriate, especially in front of clients.
6. Be clear with both praise and criticism.
7. Keep temper under control.
8. Review and re-evaluate employees progress.
9. Eliminate staff that are constantly problematic.
10. Don't forget to constantly give good feedback and praise to encourage employees.
11. Learn to listen to any employee's problems to develop better work relationship.

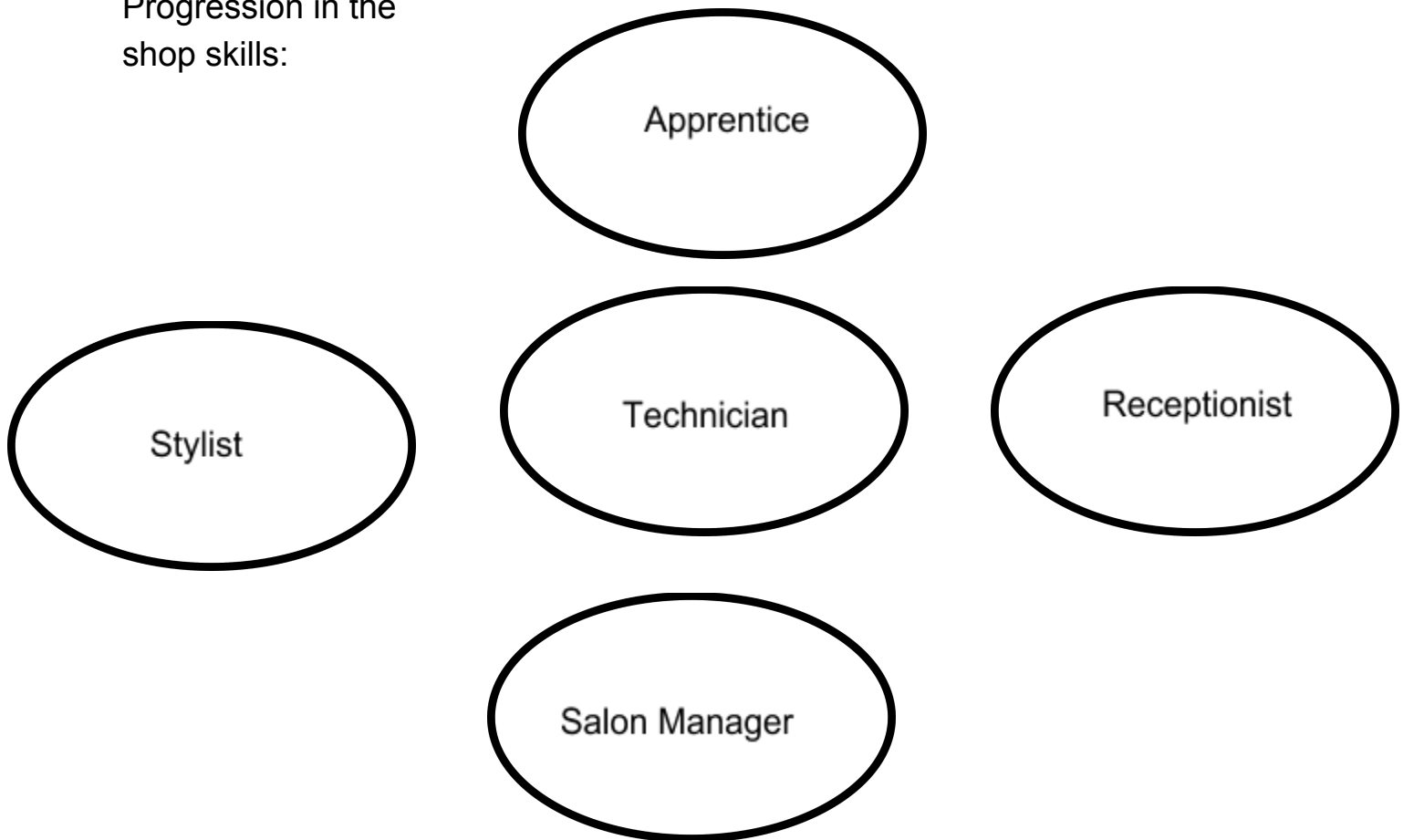
Toni & Guy offer its employees an evaluation of reviews often processed after 3 months and next every 6 months, this helps assure that they are aware of how exactly they are doing and know here they need to improve. This will allow the manager to set a clear target objective to meet by the staff and also able to monitor their progress in the future.

1.3 Skills required by Toni & Guy “for the management team”

- Have a very good commercial approach.
- Be able to contribute to the salon’s growth, bringing new ideas, being creative and implementary.
- Be a team leader born to lead.
- Have good communication skills.
- Be passionate and ream beauty,
- Have a competitive sense of leadership.
- Been able to work globally.
- Be able to choose staff that have good interest of the salon and able to give training program apprenticeships.
- Be able to set a structure for your management job.

1.4 Promotion steps at Toni & Guy

Progression in the shop skills:



1.5 Responsibilities

- Attention to detail.
- Openness to learning new ideas and techniques.
- Good communication.

1.6 Toni & Guy values, culture and structure

Values of Toni and Guy

The passion, motivation and education are the basis of their success. Toni and Guy are always on the lookout for individuals who have are innovative and productive and have a passion with maintaining the quality of their brand. The company have strong principles and their philosophies show that these values carry on.

Main points of their values:

- They are customer focused.
- They are team players.
- They actively look to grow develop and innovate.
- They are passionate and self motivated.
- They believe in quality.

1.7 MISSION STATEMENT

According to Toni & Guy.com, their mission statement is to grow the best, most profitable hairdressing company on the planet where people love to work and clients love to be.

They are one of the best and most well-known hairdressing company brands in the world, they also have very strong principles that they always make sure they conform to.

1.8 Toni and Guy structure

CEO

Artistic Team

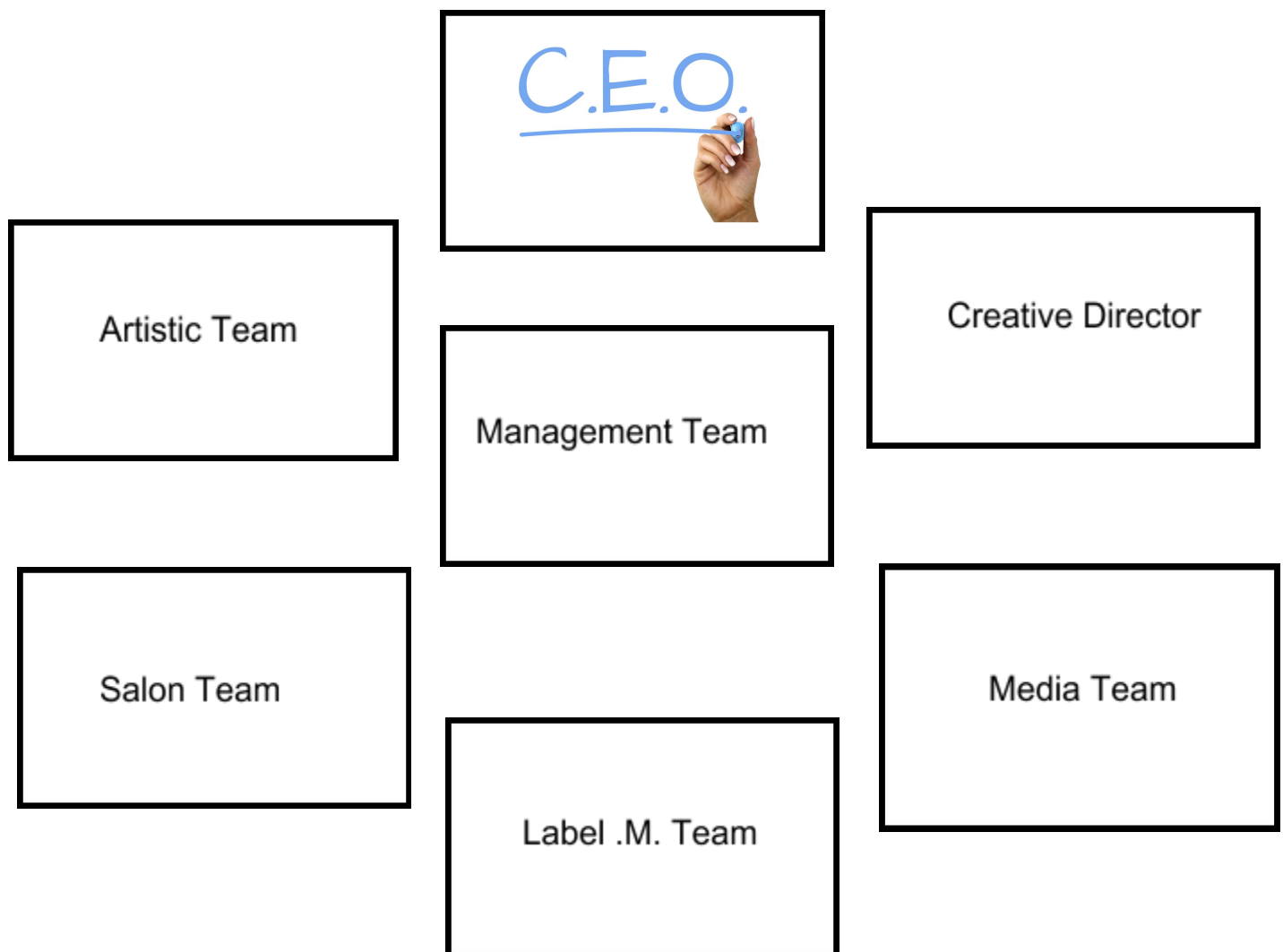
Creative Director

Management Team

Salon Team

Media Team

Label .M. Team



CEO

Toni & Guy's structure team are composed of the CEO's Tony Musker and Guy mascolo full stop the one who communicate on behalf of Toni and Guy company and with any other partners such as stakeholders government entities and public full stop they are the ones in charge of leading the development of the company's use of strategy for a good driver of the company brings new ideas, create and implement the company, they have to set a vision and mission for the company full stop on behalf of the CEO and his team are the main creators behind Toni and Guy's world-wide success the creative director training guy is such a masculine. Tarbuck, who is the one, in charge of the international artistic team under the direction to me and Guy have won numerous Awards including best hairdressing awards she has to work her way up to the global creative director that is 16 have to drive the boards creative collections every year under her supervision bullet who's the companies annual you mean stage Global Gathering of around 4000 international staff.

Artistic Team

Toni and Guy have a range of members that are part of their artistic team. An artistic team are a group of members that produce creative ideas for the company that they work for. They can do this by producing many ideas which can help with marketing the company's products and hairstyles. An artistic team consists of members that have creative knowledge in marketing well and selling a business.

How the artistic team links with the other teams/roles

By creating a variety of ideas on different hairstyles and designs, the artistic team also with the help of the creative director, who will work their best to choose the best ideas or formulate a better idea from the original ideas and then can report these ideas to the management team of Toni & Guy and they can see how the ideas can be successfully produced and presented to the clients, by seeing how the media team can best present the ideas and also teaching the salon team how to do the specific new styles.

Creative Director

A creative director is an individual who directs, the creative team on how to successfully promote and market the company brand and they also specialise in providing the best main ideas for their colleagues to start getting ideas from.

How the Creative Director links with the other teams/roles

The creative director gets his creative ideas from the artistic team and will make sure that an even better idea is being used from what the artistic team originally came up with. The creative director also tries to teach the stylists exactly how each new style and design should be done, so they can successfully be able to recreate the looks from the original ideas, attracting clients to not only visit the stores but try out a hairstyle that they've never done before.

Management Team

A management team organises all the ins and outs of a company. Within Toni and Guy, they help with directing the shop by controlling how exactly they could make more money for example telling stylists to learn new hairstyles that are currently in and on trend, as there would possibly be a higher demand for that particular style, and so the stylists already knowing

how to do the styles, is an advantage due to gaining more profit and more clients.

Salon Team

The individuals who coach the salon owners and teams are skilled professionals. They are in the field of retail, business management, salon designs and digitals, all to create the 'perfect salon' look.

Media Team

They work a lot with both Sacha Mascolo-Tarbuck and Gomes Tarbuck. They try to maintain and produce new ideas for the look and feel of the brand by using PR & marketing, production, TV, salon management, and design.

Label.M.Team

Both Toni Mascolo and Sacha Mascolo-Tarbuck direct the team which includes business management, PR and sales and the team is responsible for leading the brand to success.

2.0 Critically evaluate development vehicles available to your organisation and explain the extent to which you think they are appropriate in meeting the development needs of the individual.

2.1 Development vehicle for Toni & Guy's organisation

At Toni & Guy, there are many procedures that can help with the development of the company such as:

- A loyalty card, which is a rewards program that treats customers to new offers when they regularly visit, will attract new clients.
- Start publiciting on social media platforms to gain new attention.
- Always update new hairstyles on the official website.
- Partner with many different agencies.

2.2 Personal Development vehicle for employees at Toni & Guy

At Toni & Guy, there are many procedures and available sessions that can help an individual employee to succeed within the company:

Apprenticeship

According to Industry and Business.com apprenticeship is important for creating a highly skilled workforce. For example the apprenticeships, that are tailored for both school leavers and individuals who have a passion with anything to do with the hair & beauty industry. Individuals will have the chance to go from a level 2 to a level 3 and then level 4 with progression. Individuals will be taught by high professionals and verifiers to make sure that the participant is being corrected every step of the way. This is a vital part of having apprenticeships as by occasionally observing the individual, the professional will be able to pick up any of the individual's bad habits, concerns or any strong points, helping them to progress further and quicker.

Training/Coaching

Coaching is quite similar to apprenticeships, the main difference would be that with apprenticeships it would mainly be for young school leavers, however with coaching it would generally be training an individual who already has experience in the hair & beauty sector, but no real experience in dealing with customer service or how to adapt certain looks or style or

even having the knowledge of changing trends. As this individual will have the knowledge in terms of doing different hairstyles their 'coach' would have to help them adapt to the working environment and everything within the workplace, from how increases in sales are produced (for example learning new hair trends that are in customer's popular demands), how to develop excellent communication skills. Sometimes this 'coach' can be a fellow worker who has had prior experience themselves, top professional hair stylists or even managers themselves.

Seminars

An individual who goes to a hair & beauty school can do a variety of courses that can help them progress into working with world renowned companies like Toni & Guy. The courses will usually provide detailed content on everything to do with hair & beauty and can also allow individuals to fully understand what it's like to work in a hair & beauty salon like Toni & Guy because of the wide range of equipments, tools and renovation of a real hair salon. Whilst at the same time meeting new people who are going through the same things as them, in terms of making it successful in the hair & beauty.

3.0 Develop a plan to meet the identified development needs and expectations of an individual.

3.1 My personal development plan objective will be:

1. How to become a better hair stylist.
2. How to potentially become the manager at Toni & Guy.
3. How to manage my own business in the future.

According to (Boarddeveloper.com, 2015), a PDP plan is important as it helps an individual to be more self-aware with their goals and ambitions.

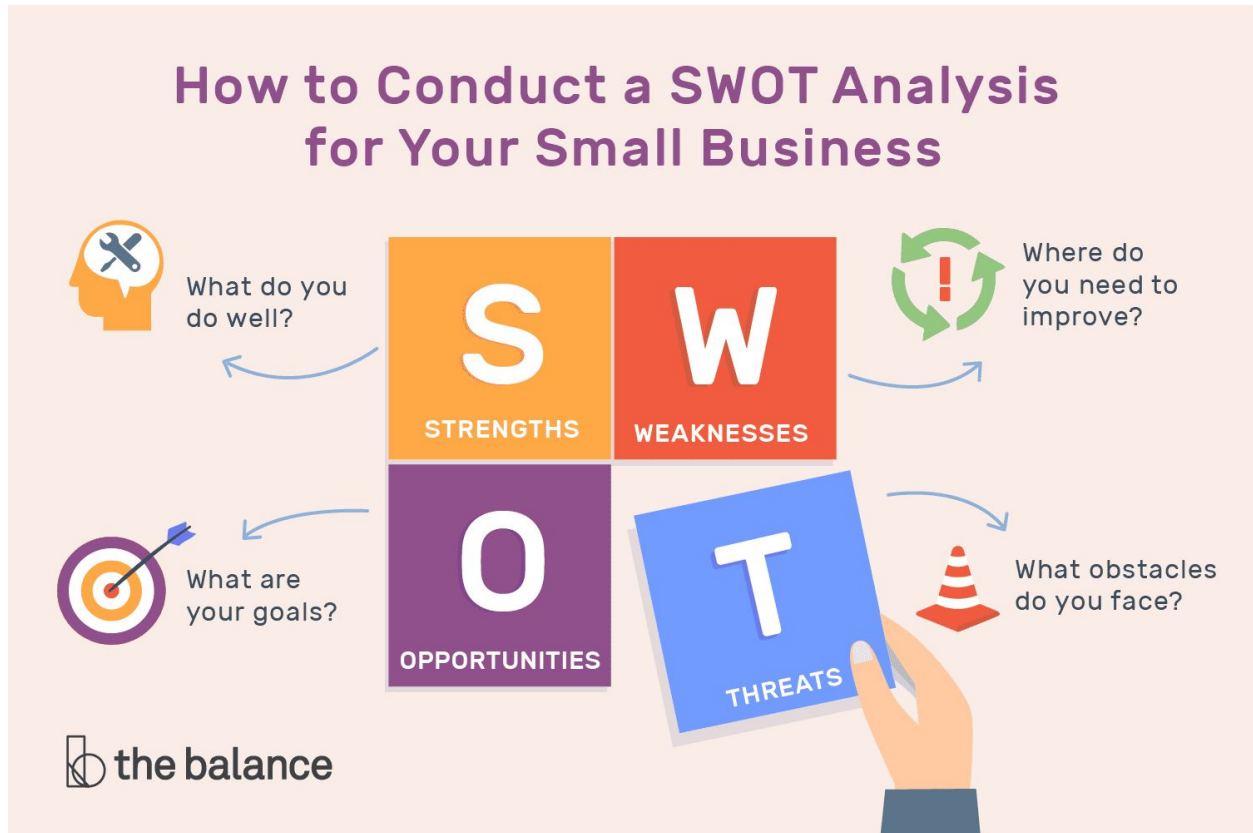
3.2 PDP Plan -> (step-by-step)

According to Rolfe (n.d.) a PDP plan is a written account of self-reflection and improvement making it a detailed action plan for fulfilling academic, personal or career based goals. It is important as it helps you to accurately outline your goals and eventually achieve them.

<u>What do I need to learn?</u>	<u>What steps will I take to get there?</u>	<u>What resources or support do I need?</u>	<u>What is my success criteria?</u>	<u>When is the date of getting it done?</u>
How to become a better hair stylist	- Always listen to the ideas of the artistic team, so I can be able to recreate the looks successfully. - Have the extended knowledge of current patterns and trends of popular hairstyles. - Be able to understand clients requests.	- Having level 3 NVQ beauty & hairdressing qualifications is very helpful in terms of having the basic skills of a hairdresser. - Doing hair related courses. - Asking for help from some professional stylists who have had prior experience in the hair & beauty industry.	- Good communication skills. - Have creativity - Be willing to learn new styles and skills in a short period of time. - Increase working performance. - Ability to work under pressure. - Gather feedback from customers to know which area to improve on.	- Being a hairstylist you are always under pressure with the timing of bookings and customers arriving late can also effect that too. - Trying to constantly be the best version of a hairstylist is an ongoing priority.
How to potentially	- Employees can take a slow	- A lot of advice form the	- Better knowledge of	- It will take time to get to

become the manager at Toni & Guy	approach on how to become, first and foremost, a team leader - Trying to understand a manager's role in terms of knowing how to manage the workplace and dealing with meetings.	current or previous manager.	health and safety in a salon.	the managerial position because of the skills that will have to be learnt.
How to manage my own business in the future	- Taking on the skills and values of becoming a manager now will help in the future when trying to form my own business.	- I would need to have a good well-working team that can help with forming the business for e.g. a creative team for helping me with creating ideas and/or a finance team that can help with handling money and calculate total profits and losses. Which can all help with making my business grow successfully faster,	- Keep planning ahead - Make sure I have enough resources.	- It will need constant improving therefore, there won't be an exact deadline.

3.3 SWOT Analysis



Strengths

When I used to work at Toni & Guy, I gained a range of different skills and before that many qualifications to even be able to start working professionally. These skills have helped in shaping who I am today and given me experience into things bigger and better.

Weaknesses

To improve and always be better within the workplace is an everyday goal of mine, and so as there have been many times where I haven't been of the best version of myself that I could be because of various factors such as clients behaviour's. For example, difficult clients can be hard to handle with and can sometimes affect a staff's mood and how they go about their

working day, which is still something that needs to be improved on. Instead of getting frustrated when clients are difficult to handle, I have to try and find other solutions to use, such as calling the manager to deal with the problem/situation, if things escalate.

Even when trying new styles, and they don't turn out the way it was expected can also make a stylist frustrated and feel like giving up and instead of resorting to the easy way out of believing that you can't do it and then trying out a simpler style, I need to think of other resolutions that I can use to try and help me figure out how to do the original style that I intended to do. By asking a senior professional or any other stylist for help or even watching video tutorials of the particular look, can help me achieve what I originally thought I couldn't.

Opportunities

There are many different opportunities whilst working with Toni & Guy, and the different opportunities depend on how an individual uses their experiences. For e.g. learning all the set skills and best qualities of becoming a hairdresser can be put to use for your own advantage. An individual can use all their previous knowledge of all things workplace to help them kick start their own business, because they have had experience and with experience comes knowledge into potentially creating a successful world wide business career.

Threats

According to (Sugars, 2012) in his book *Buying Customers*, he talks about the importance of not only gaining customers but also keeping them so that they are eventually loyal customers.

Any type of career that involves customers can be exhausting in terms of always making sure that they are constantly being well looked after and are

satisfied and this can set major drawbacks in terms of progressing in the workplace.

3.4 What Toni & Guy have in place to help its employees to progress to the management position

According to Frost (2018), training employees is vital as it addresses weaknesses, improves consistency, ensures employee satisfaction, and allows improved employee performance.

Education Wise (Training employees)

According to (Dolumbia, 2013) education is so important as it helps us gain knowledge and changes us for the better.

According to Toni & Guy.com they have a **staff trainer**, who is a significant member of the salon team. The staff trainer is responsible for the progression of the new stylists. They are always on hand to give out support and guide the staff. They are initially mentors for the new stylists of the company. They encourage and motivate the salon team, and always are able to mentor, if any new employee has a query. To carry out salon training programs for all levels of students.

Academy Educator

These educators have all worked in store before and successfully completed the Art Team training. They divide their time between working in the salon and working in the Toni & Guy Salon. They are an essential part in the company because they provide quality training with trainees whilst also maintaining salon shop floor standards.v

International Artistic Directors

They are highly professional artistic directors that are at the peak of their careers and they have to be able to travel to shows and seminars to help out with the London Fashion Week. They also work closely with the Global Creative Director Sacha Mascolo-Tarback, with creating new ideas for Toni & Guy.

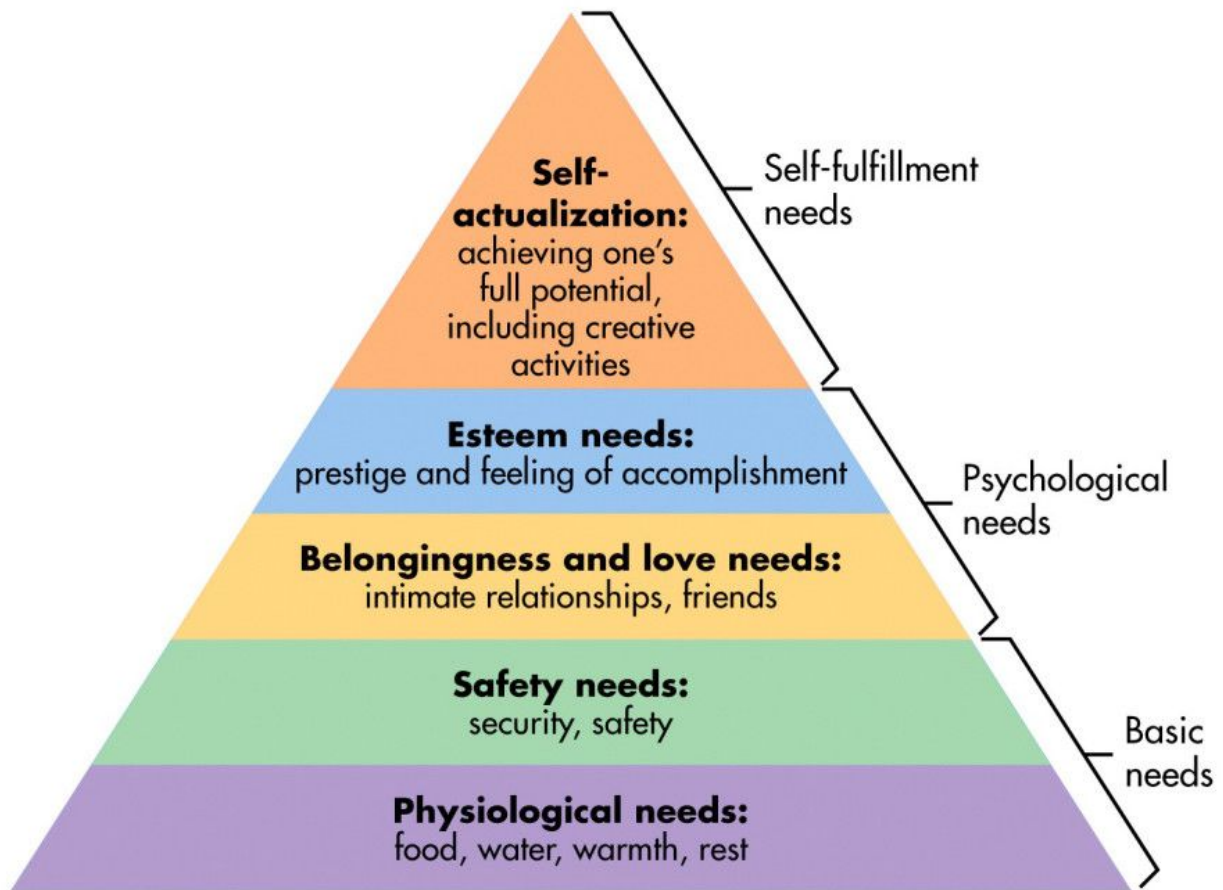
Academy Assistant

This role offers a unique training perspective, by allowing the assistant to get useful training and mentoring by the International Artistic Team from the Toni & Guy Academy. They are also taught how to clean and prep items such as the towel and also how to maintain the shop floor, to gain extra skills.

Senior Tutor/ Assessor

These assessors are all fully qualified NVQ assessors. They need a minimum of two years assessing and learning from the salon. They help assistant's by giving them advice and guiding them on all the rules and regulations in Toni & Guy.

3.5 Maslow's Theory in context



According to Cherry (2018) humanistic psychologist Abraham Maslow's theory is one of the best known theories of motivation.

Within the basic needs section, there is the subsection of **safety needs**, in the Toni & Guy Academy, health and safety procedures are taught and assessors make sure that each employee knows how to follow the procedures, especially when using tools in the working areas as they could cause major hazards and dangers, which could even result to the loss of a whole store. To avoid all of that it is why health and safety rules & regulations are maintained throughout the working day so all employers, employees and clients feel safe.

From the psychological needs in **belongingness and love needs**, friends are formed through the basis of teamwork and interactions with clients too, which can also help an employee gain even better communication and interaction skills.

Also within the psychological section, is the subsection for **esteem needs**. Many employees want to know that they are doing the right thing and to the best standard, and by getting praised or rewarded with something such as a promotion, can boost an individual's self-esteem as they would now know what is right from wrong within the working environment, in Toni & Guy.

Moving onto the self-fulfillment needs is **self-actualization** and this is when an employee will realise they are reaching or have reached full potential, possibly to their standards. For example, a senior salon technician who constantly does clients hair to perfection and has managed to get no complaints for many years, would be 'full potential' in the company's eyes and also within the company's.

Conclusion:

To conclude, in this case study, I have talked about all the important aspects of making a successful business and how they manage and develop their employees potential. Focusing particularly on a hair & beauty based company, and how they manage to keep clientele. Toni & Guy are a company that constantly strive to be the best at what they do, compared to other companies that are in the same industry, and whatever they are doing it is proving to be correct as they are still the number one leading hair & beauty brand in the UK, making them a successful example of correct business gone right.

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