

**A Comprehensive Assessment of General Manager Craig Poole's Leadership at
Doubletree by Hilton, Pennsylvania**

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Introduction

In the context of the Doubletree by Hilton in Reading, Pennsylvania, this research focuses on a thorough analysis of management and leadership. Our efforts are unrivalled due to our prowess in delving into these vital organizational success factors. Understanding how leadership and management interact with the organization's structure, culture, and people is essential to organizational success. Understanding how General Manager Craig Poole functions is essential, and we have done that via our analysis. This article will employ Adair's Model of Action-Centered Leadership and the Blake and Mouton Managerial Grid to help the reader make sense of the many facets of management and leadership. These frameworks will serve as a basis for assessing Craig Poole's management techniques and leadership abilities. Understanding the relevance of Poole's technique for Doubletree by Hilton will become apparent when the analysis reveals the intricate interconnections between these factors. Using the Doubletree by Hilton brand as an example, this article seeks to give an in-depth analysis of Craig Poole's organizational leadership style and management performance. By illustrating the interconnected nature of management and leadership within a broader organizational framework, we hope to help shape future best practices in the hotel industry and beyond.

Analyzing Craig Poole's Management Style Using the Blake and Mouton Managerial Grid

Introduction to the Blake and Mouton Managerial Grid

The Blake and Mouton management Grid was developed by Robert R. Blake and Jane S. Mouton to categorize management approaches according to two primary dimensions: concern for people and concern for production. It offers a methodical structure for contrasting alternative approaches to leadership (Hamouche, 2021). Along the caring for people axis, we

evaluate the leader based on how much they care about the team's happiness and cohesiveness. On the other hand, a leader's concern for output is evaluated along the caring for output dimension. This model aids in managerial evaluation by providing a visual representation of leadership qualities that can be used to spot issues and implement solutions that increase productivity and morale.

Placing Craig Poole on the Managerial Grid

To place Craig Poole's management style on the Blake and Mouton Managerial Grid, it is important to understand his inclinations in terms of care for people and concern for productivity. Poole's location on the grid is the result of a detailed analysis of his behaviors and interactions with coworkers. To determine whether he shows genuine concern for people, we first examine his approach to team welfare, relationships, and employee development (Todăriță, 2021). This evaluation section will focus on Poole's ability to promote a productive company culture, his dedication to employee happiness, and his skill at establishing excellent working relationships. On the other hand, we evaluate his attitude toward getting things done, operating efficiently, and getting things done quickly to see if he shows signs of concern with production. Here, we assess his commitment to effectiveness, his methods for accomplishing operational goals, and his concentration on reaching the organization's performance targets. Poole's place on the leadership grid may be determined by thinking about the complex relationship between his concern for people and his concern for production (McCauley & Palus, 2021). This classification enables us to determine whether his management style is more like that of a Team Leader, who emphasizes people, or a Produce or Perish Manager, who prioritizes production. Insight into Craig Poole's leadership style and a firm footing for evaluating its consequences for the business, especially in terms of structure, culture, and employee performance, are gained via this in-depth examination.

Critical Evaluation of Craig Poole's Preferred Management Style

Understanding Craig Poole's (the General Manager of the Doubletree by Hilton in Reading, Pennsylvania) management philosophy and approach requires analyzing his leadership style through the prism of the Blake and Mouton Managerial Grid. By analyzing the balance between Poole's concern for people and his concern for production, this framework, created by Robert R. Blake and Jane S. Mouton, enables us to comprehend Poole's management inclinations (Liu et al., 2021). This research combines Poole's recognized location on the grid with insights from credible literature, peer-reviewed sources, and particular instances gathered from web materials to provide a detailed evaluation of his leadership style.

Poole's placement on the Blake and Mouton Managerial Grid will be a starting point for our analysis. He demonstrates a tremendous concern for people and their welfare, which is why he is positioned at the junction of Team Leader and Country Club Manager (Roy, 2019). Building solid relationships and developing a cooperative workplace culture are priorities in his leadership style. There is usually more peace and productivity in the workplace when people are valued and appreciated. To guarantee that his team feels appreciated and supported, Poole prioritizes employee health and development. This may boost morale and job satisfaction.

Nevertheless, it is essential to recognize that, like every leadership style, Poole's method has potential downsides. There may be instances when it is difficult to reach very high levels of productivity and operational efficiency due to the focus on people and relationships. Finding the sweet spot between a people-focused and a production-focused strategy may be difficult, especially in a highly competitive hospitality profession where perfection and performance are of the utmost importance. Credible sources support that striking the right balance between these two dimensions is essential to effective leadership (Mindapa, 2022). Blake and Mouton highlight the significance of adaptable leadership. Leaders require the flexibility to adapt their leadership style to the changing demands of their

organizations. Therefore, a leader needs to demonstrate concern for people and an understanding of the importance of achieving the organization's production and operational goals.

The analysis of Craig Poole's leadership style is enhanced by using real-world examples gleaned from web resources and general information gleaned from scholarly works. Various interviews, articles, and videos provide light on how Poole puts its emphasis on employee happiness and cooperation into action (Srivastava et al., 2022). For instance, in a video interview, Poole discusses employee development and training initiatives to improve workers' competence and contentment at work. This verifies his actions align with his designated location on the Managerial Grid and demonstrates his dedication to a people-oriented leadership style.

However, the impact of this leadership style on organizational performance must be considered. Even though a people-centered strategy can increase employee happiness and retention, it may only sometimes be in harmony with the need to keep operations efficient and competitive in the cutthroat hospitality business (Sharman et al., 2020). The success of the Doubletree by Hilton in Reading, Pennsylvania, depends on maintaining just the proper equilibrium. As a result, our analysis aims to shed light on how Craig Poole's leadership style affects the hotel's organizational structure, culture, and performance.

Evaluating Craig Poole's Effectiveness in Managerial Leadership Using Adair's Model of Action-Centered Leadership

Introduction to Adair's Model of Action-Centered Leadership

Effective management leadership may be understood and evaluated with the help of John Adair's Adair's Model of Action-Centered Leadership. There are three interconnected parts to this paradigm that together offer a solid basis for effective leadership. Three fundamental elements make up Adair's Model:

- **Task Function:** Leaders have the fundamental job of guiding their teams to success in achieving organizational goals and objectives, and this is highlighted by the task function (Rulismi et al., 2023). It requires making calculated decisions about how to use available resources, delegating tasks effectively, and maintaining a laser-like concentration on meeting specific goals. The task function is the backbone of an efficient operation, making it possible for a business to achieve its goals consistently.
- **Team Function:** The team function in Adair's Leadership Model emphasizes the inseparable link between effective leadership and the dynamics of a cohesive team. The task of team leaders is to foster an atmosphere of open dialogue and cooperation among their team members. High-performance teams based on trust, cooperation, and shared goals are the hallmarks of an effective team function.
- **Individual Function:** Adair's approach recognizes the value of team members' individual growth and development and emphasizes the leader's role in doing so (Valdeneu et al., 2021). The team members' professional development and work satisfaction benefit from the leadership's mentoring, coaching, and feedback. In addition to helping the company, the individual function also helps people advance in their chosen fields.

The assessment of management leadership can benefit significantly from Adair's Model.

It provides a comprehensive view of leadership performance that is commensurate with the many facets of management work. Using this framework, businesses may assess their current leadership methods and develop strategies for improvement (Bashir et al., 2022). To avoid sacrificing efficiency for team morale or individual development, leaders should follow Adair's model, which promotes a balance between task, team, and individual roles. This method encourages the development of leaders who can manage well and inspire and guide their teams. Individuals and the company will gain from more extraordinary performance, job satisfaction, and a peaceful workplace.

Assessing Craig Poole's Effectiveness in the Three Key Functions

Craig Poole, the General Manager of the Doubletree by Hilton in Reading, Pennsylvania, excels in all three of Adair's critical facets of leadership function. As part of the task function, he displays a strategic mindset toward accomplishing the hotel's goals

(Aryani & Widodo, 2020). Thanks to his leadership, the hotel consistently outperforms its rivals and achieves its operational goals. Poole helps to create a unified and inspired team through the team's function. By prioritizing team dynamics, encouraging cooperation, and guaranteeing open communication, he creates a productive and pleasant workplace for everybody. Additionally, Poole acknowledges the value of individual growth and development in the individual function. Team members benefit from his guidance and encouragement, promoting professional growth and work happiness. Poole's overall method is congruent with Adair's Model since it guarantees that he strikes a healthy equilibrium between task, team, and individual functions, which benefits Doubletree by Hilton and its employees.

Discussion of the Relevance of Findings

The effectiveness of Craig Poole's leadership, as determined by Adair's Model of Action-Centered Leadership, has significant ramifications for Doubletree by Hilton and the hospitality sector. In the first place, Poole's capability to drive the hotel's operational success is evidenced by his skill at balancing the three leading roles of task, team, and individual (Moktadir et al., 2020). The hotel can continuously achieve its goals, maintain efficiency, and stay competitive because of its strategic approach to task management. Since then, the hotel's performance has improved since it is better able to meet the needs of its visitors, who in turn are more likely to leave glowing reviews, return, and spend more money during their stay. The cohesive and enthusiastic team is a direct outcome of Poole's emphasis on team function (Anwar et al., 2020). As a result, the hotel's reputation and performance will benefit, as will the retention and contentment of its employees. Regarding the individual function, Poole's commitment to employee learning and development helps cultivate a highly motivated, professionally advanced staff, which may improve service quality and the overall visitor experience.

It is crucial to consider the perspectives of authoritative sources within hospitality management to establish these results' importance further. Balanced leadership, which includes task management, team cohesiveness, and individual development, is frequently emphasized by academic research and industry experts. Scholarly investigations in the hotel industry, such as those of Aryani and Widodo (2020), highlight the importance of leaders' attention to operational goals and developing their teams and employees. Articles and interviews with experts in the field provide additional perspectives consistent with the research. In the context of highly competitive and customer-centric business-like hospitality, their stories highlight the importance of leaders who can balance these tasks. As a result, Poole's demonstrated leadership effectiveness within Adair's model is crucial for Doubletree and Hilton's continued success. However, it may also be a model for good leadership across the more significant hospitality industry.

Incorporation of Additional Materials from Online Sources

In addition to Adair's Model-based research, it is instructive to consider additional material on Craig Poole available online, such as the documentary "Follow Me and I Will Be Behind You." An in-depth analysis of Poole's leadership style is provided in the film, which highlights his commitment to employee development and well-being (HospitalityMD, 2023). In the film, we observe Poole regularly meeting with his employees and stressing the value of ongoing education and development. His dedication to developing his team members' potential and increasing their job happiness through a hands-on approach is consistent with the individual function of Adair's Model. In addition, online papers and interviews provide insight into Poole's strategy for developing a productive organizational culture and team development. He regularly emphasizes open lines of communication, cooperation, and a collaborative attitude in the workplace. The significance of balanced leadership in the hospitality sector is shown by this emphasis on the team function, consistent with Adair's framework.

Conclusion

The Blake and Mouton Managerial Grid and Adair's Model of Action-Centered Leadership have been used in this in-depth research of Craig Poole's management style to reveal a well-rounded and efficient management method. Poole's dedication to establishing great relationships, maintaining a supportive organizational culture, and attaining operational goals is reflected in his position on the Grid, which combines a vital concern for people and production. In addition to his already impressive track record of task, team, and individual function management, Adair's Model further highlights his versatility and adaptability as a leader. Our assessment has wide-ranging effects. Doubletree by Hilton benefits from Craig Poole's leadership style, which boosts productivity, team dynamics, and individual development. He has a well-rounded approach to leadership, which aligns with the dynamic needs of the hospitality sector. In short, Poole is a model of an efficient leader who helps business, and its people thrive.

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