

Craig Poole - Hotel Manager

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The Blake and Mouton Managerial Grid is a framework that categorises various leadership philosophies based on the level of care for both people and output. It is a useful instrument for assessing leadership styles and pinpointing opportunities for development. The Doubletree by Hilton in Reading, Pennsylvania is managed by Craig Poole. He has held this position for a while, and he is credited with turning the hotel around. Poole, the hotel's manager, is in charge of making sure that the establishment achieves its aims and objectives and that its employees are inspired and engaged. The Blake and Mouton Managerial Grid will be employed in this critical analysis to determine Poole's preferred management style. The Doubletree by Hilton in Reading, Pennsylvania's overall performance is examined along with its advantages and disadvantages. Many people utilise the Blake and Mouton Managerial Grid to evaluate their leadership styles. Robert Blake and Jane Mouton initially discussed it in their book "The Managerial Grid: The Key to Leadership Excellence" (Srivastava, et al., 2022). Based on two dimensions - care for people and concern for production - the model distinguishes between five alternative leadership philosophies. Concern for people is the level to which a leader prioritises the happiness and fulfillment of their workforce. On the other side, concern for production describes how much a leader places an emphasis on attaining organisational goals and meeting deadlines (Lars de Bruin, 2020).

Blake and Mouton developed a grid with five different leadership styles based on the two parameters. Poor management shows little regard for both the workforce and the industrial process (Allen, 2019). Middle-of-the-road management: moderate care for people, moderate concern for output. Country club management: high concern for people, low concern for productivity (Srivastava, et al., 2022). Low concern for the welfare of the populace; great concern for output is authority-compliance management. It is easy to ascertain a manager's chosen leadership style, as well as their strengths and shortcomings as a leader, by evaluating their care for both people and output.

The Doubletree by Hilton in Reading, Pennsylvania is managed by Craig Poole (HospitalityMD, 2023). He fits within the Blake and Mouton Managerial Grid's Team Management style based on his management style and leadership conduct. Craig Poole's management approach reflects his care for both people and output. He fosters a healthy work atmosphere and encourages cooperation, showing a great degree of compassion for his staff. Along with meeting deadlines and ensuring that his staff provides visitors with high-quality service, he is also concerned with attaining organisational goals.

Craig Poole demonstrates additional characteristics of the Team Management style in addition to his care for both people and output. He develops a sense of cohesion and common purpose among his staff by encouraging teamwork and idea sharing (HospitalityMD, 2023). Additionally, he makes investments in staff training and offers chances for professional development. Overall, it appears that Craig Poole's management style is successful in attaining both employee happiness and organisational success. While his attention on attaining organisational goals helps to guarantee that the hotel is providing customers with high-quality service, his focus on cooperation and collaboration helps to foster a healthy work environment and boost staff morale. Poole's management approach stresses cooperation and collaboration, which is one of its advantages. This is significant in the hospitality sector, as staff performance directly affects how satisfied customers are. Poole is able to motivate his staff to collaborate with one another in order to achieve a single objective, which improves service delivery and raises customer satisfaction levels (Roy, 2019). In addition, the Team Management approach tends to foster a happier workplace, which can increase employee happiness and retention.

Poole's management approach does, however, have some potential flaws. The emphasis on teamwork and collaboration might have a downside in that it occasionally leads to a lack of responsibility. It might be challenging to pinpoint the person(s) accountable for a certain outcome or decision in a workplace that values high levels of collaboration. This may lead to misunderstandings and make it challenging to resolve performance concerns (HospitalityMD, 2023). The time commitment required by Team Management is another possible drawback. Collaboration and involvement require time and effort, and there are times when it may be more effective to just decide what to do next. Uneven levels of engagement and involvement may result from the fact that not all employees may be equally motivated to take part in collaborative activities.

In general, Poole's leadership style has improved the performance of the Doubletree by Hilton (Reading, Pennsylvania). Poole has been successful in creating a productive workplace that motivates staff to cooperate in order to achieve common objectives by placing a strong emphasis on teamwork and cooperation (HospitalityMD, 2023). Higher levels of customer satisfaction and employee retention are probably a result of this. However, there may be trade-offs to take into account, just as with any management approach. For instance, the emphasis on cooperation and collaboration can occasionally lead to a lack of responsibility or delays in decision-making. Poole must be conscious of these potential flaws and, when practical, take action to eliminate them.

ACL, or Adair's model of action-centered leadership, is a framework that aids managers in concentrating on three crucial aspects of leadership: achieving tasks, building and maintaining

the team, and developing the individual. To be a successful leader, the model highlights the necessity of striking a balance among these three areas (Adair and Thomas, 2004). Adair was of the opinion that a manager who can strike this balance will be more suited to guide his team to achievement (Ackah, 2019). The ACL model for leadership development is now a well-known and significant method. Many firms have utilised it to assist their managers in acquiring the abilities necessary to successfully manage their staff. The value of the ACL model rests in its capacity to assist managers in acquiring the abilities necessary to strike a balance between the conflicting demands of completing the work, creating and sustaining the team, and fostering individual growth. Managers may make sure they are concentrating on the appropriate things to succeed for their team and their business by adopting the ACL model.

According to Adair's model of ACL, completing the work is the first important managerial leadership duty. Setting specific goals, assigning tasks, and tracking accomplishments are all parts of this role. On the basis of his capacity to establish precise objectives, distribute resources wisely, and track advancement towards reaching those objectives, Craig Poole's efficacy in completing the assignment may be assessed (HospitalityMD, 2023). Craig Poole has routinely met or exceeded the hotel's income projections, proving his ability to complete the work. As part of his efforts to increase operational effectiveness, he has also streamlined the front desk and cleaning processes. He has also been effective at assigning duties to his team members and holding them responsible for completing their allocated assignments. The achievement of set tasks guarantees a feeling of fulfilment for all the members within the organisation, promoting harmony.

According to Adair's model of ACL, Craig Poole's ability to complete the assignment successfully will determine how successful he is as a manager. He may make sure the hotel is accomplishing its performance targets and providing value to its clients by creating clear objectives and tracking progress toward attaining those objectives (Ackah, 2019). It is impossible to emphasise the value of ACL in management leadership. To be successful in their position, effective leaders must be able to complete the job, create and sustain the team, and nurture the person (HospitalityMD, 2023). Adair's ACL model offers a helpful framework for assessing a manager's performance in these crucial duties and pinpointing areas that need improvement. Managers may use this model to make sure they are prioritising correctly and taking the appropriate measures to accomplish their goals.

The capacity of a manager to provide a friendly and encouraging work environment that encourages cooperation, communication, and collaboration among team members is referred to as building and maintaining the team, encouraging cooperation, and maintaining a favorable

corporate culture are all essential to effective team development and maintenance (Ackah, 2019). Craig Poole appears to be successful in developing and managing the team at the Doubletree by Hilton Reading, Pennsylvania, according to Adair's model of ACL (HospitalityMD, 2023). He has a collaborative and encouraging leadership style that motivates the team to work together toward shared objectives. Poole encourages open communication, attentive listening, and feedback, which helps team members develop a sense of mutual respect and goodwill. The development of an efficient team is the backbone of any organisation and crucial team chemistry ensures cooperation.

By encouraging team members to engage in decision-making processes, encouraging regular team meetings and debates, and offering chances for team members to learn and grow, Craig Poole creates and maintains the team. He also has a high level of emotional intelligence, which enables him to recognise and effectively respond to the wants and worries of team members. Building and maintaining the team are crucial managerial leadership tasks, and Craig Poole looks to be successful in this area in line with Adair's model of ACL (HospitalityMD, 2023). Poole produces a productive workplace that encourages high levels of worker engagement, job happiness, and production by encouraging cooperation, communication, and collaboration. Improvements in organisational performance and higher profitability follow from this.

Finding and fostering team members' potential and giving them chances to advance their knowledge and abilities are all parts of developing the person. To boost team productivity and accomplish corporate objectives, effective leaders devote time and resources to the personal development of their team members (Ackah, 2019). The effectiveness of Craig Poole in helping the person develop is a little uncertain given Adair's concept of ACL (HospitalityMD, 2023). Although there is evidence that he appreciates training and development, it is unclear how he gives his team members the chance to advance their knowledge and abilities. But Poole has received praise for encouraging a culture of education and growth at the Doubletree by Hilton (Reading, Pennsylvania). Developing the individual inspires confidence amongst the members of staff as they have additional incentives and also because they acknowledge the efforts made by the company to boost their competence.

Poole has developed a learning and development program that offers team members the chance to participate in training sessions and seminars to advance their abilities. Additionally, he encourages team members to take advantage of cross-training opportunities so they may experience various jobs and learn new skills. Additionally, Poole gives his team members frequent feedback to assist them in identifying areas for development and creating plans of action to solve these issues (HospitalityMD, 2023). According to Adair's model of ACL (John Eric Adair and

Thomas, 2004), management leadership plays a crucial role in helping people develop personally. Leaders may boost their team's performance and foster a culture of ongoing learning and growth by making investments in the development of their team members. The fact that Poole worked hard to design a learning and development program and promote cross-training possibilities shows how much he cares about his team members' professional growth. It is unclear, though, how he gives his team members chances to advance their knowledge and abilities outside of training sessions and cross-training possibilities.

In conclusion, Craig Poole is an outstanding manager within his industry, and an enviable member of the organisation he leads. His leadership style aligns with many tenets of the Blake and Mouton managerial grid. Some of his most outstanding features include his emphasis on collective organisational goals instead of personal goals. His ability to put the welfare of the organisational first and demonstrate to all the employees that this is the right approach sets him apart. Additionally, he shows immense care for both the people and their output, and this is crucial for managers in various fields who fail to balance this feature. Adair's model of ACL is additionally aligns with Craig's leadership tenets, as he features impressively in achieving tasks, building and maintaining teams, and developing individuals. These are essential characteristics of good managers and leaders within the corporate space. Leaders ought to make deliberate efforts towards evaluating their leadership styles and modifying them to suit the needs of their followers.

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