

BMIH4010

Hotel & Hospitality Management

Personnel Resourcing and Development

Week 7 – Professional Development, Coaching and Mentoring, and Performance Management



HOSPITALITY
AND
TOURISM
MANAGEMENT



Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Recap from Week 5!

- To understand what is recruitment
- Stages of recruitment
- How we recruit
- Selection process





Assignment 2 Overview!



How do you make a cup of tea?



Do you know how to make a cup of tea without Training and learning?

Training helps facilitate employees' learning job-related knowledge, skills and behavior.

Aspects of Training

- Ensure basic skills to work with new technology
- Increase understanding of working effectively in teams
- Ensure that culture emphasizes innovation and learning
- Ensure employment security
- Prepare employees to accept and work with each other

Continuous & High-Leverage Training

Continuous learning

- Requires employees to understand the entire work process, acquire and apply new skills and share what they have learned.

High-leverage training is:

- Linked to strategic business goals and objectives,
- Supported by top management,
- Relies on an instructional design model, and is
- Benchmarked to programs in other organizations.

What is the difference between Training and Development?

Training (Organisation's goals?)

- Short term and job specific
- Legal compliance
- Seen as cost to employer

Development (Employee's goals?)

- Longer term
- Wider remit- 'the learning organisation'
- Seen as investment by employer

Types of training that may be found in organisations

External Provider

- Day release
- Formal education-e.g. NVQ, MBA

Weaknesses?

- Inadequately focused on specific needs of org.
- Difficulty of bringing learning back into workplace

Internal Provider

- On-the-job coaching
- In-house training/ videos/ courses
- Cross-functional moves/ job rotations
- Secondments
- Mentoring/ shadowing
- Apprenticeships

Weaknesses?

- Cost, time and organisation



What do you think
affects our
performance levels?

Performance

- **EVERYONE** has the potential to perform better.
- That potential is blocked by interference.
- Interference can be reduced by focused attention.
- Focused attention can be simply and systematically increased

What is your interference?

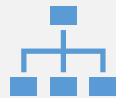
Performance



It focuses on improving performance and developing an individual.



Personal factors may be included but the emphasis is on performance at work.



Coaching activities have both organisational and individual goals.



It provides people with the opportunity to better assess their strengths as well as their development areas.



It's a skilled activity, which should be delivered by people who are trained to do so. This can be line managers and others trained in coaching skills.

What do we
mean by
managing
performance?



Chain Reaction

Links in the performance management chain



ACTIVITY



- Please list FIVE performance criteria for a frontline colleague (e.g. waiter/waitress) working in Food and Beverage Department of a hotel.

Managers

Peers

Subordinates

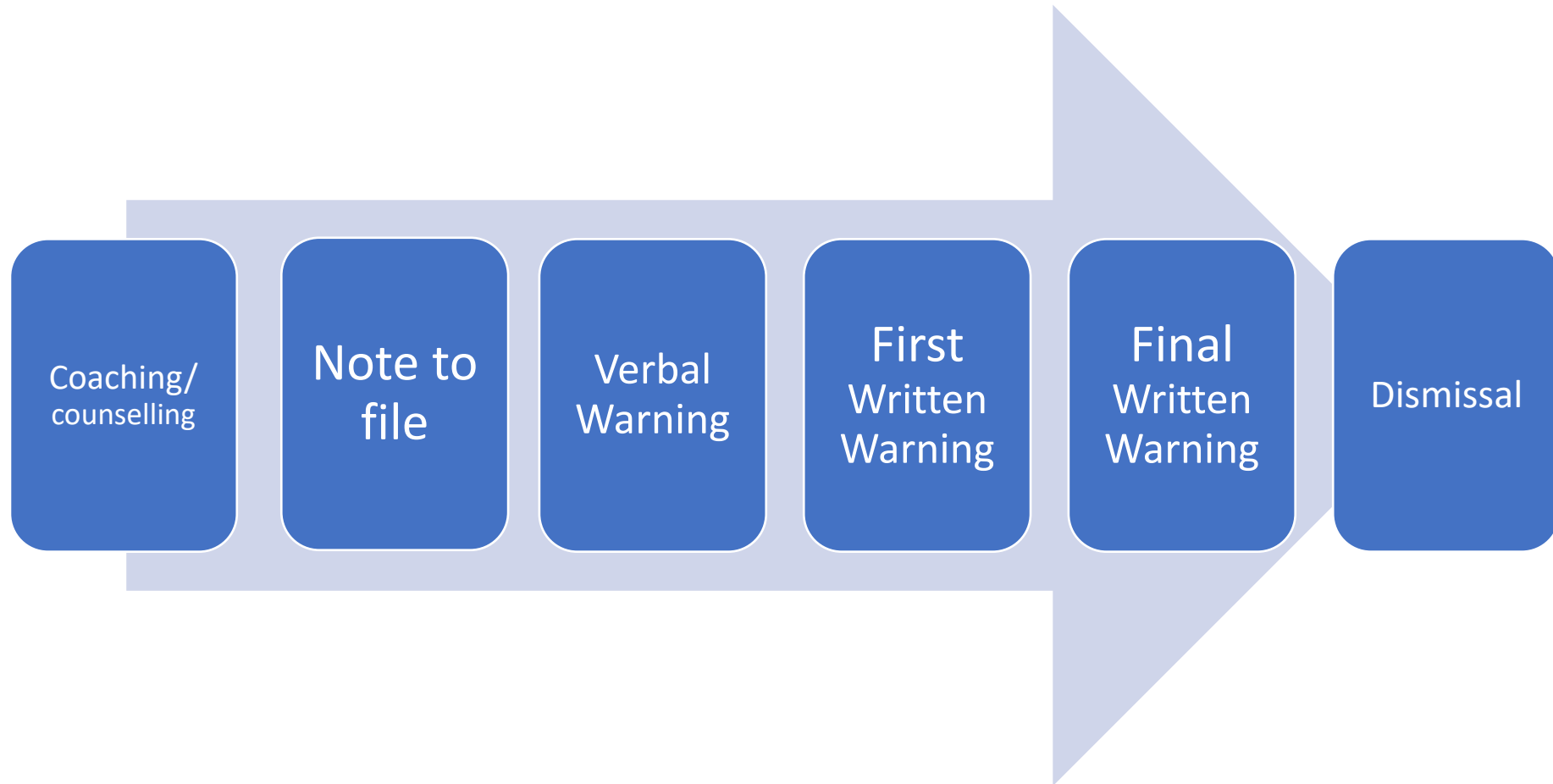
Self

Customers

Five Sources of Performance Information



What if things go wrong? What is the process?



What is a 'Gross Misconduct'?

Deemed as a gross misconduct and therefore summary dismissal
(without notice)

- Theft
- Assault
- Harassment
- Under the influence of drugs/alcohol
- Any act which jeopardises company license, reputation, profitability
- Serious breach of H&S rules
- Cash/stock losses
- Serious incident or aggressive/offensive behaviour
- Abuse of payroll/timeclock/company leave policy
- Mis-use of social media
- Any act that puts the company into disrepute



QUESTIONS:

1. What is Feedback?
2. How do we give feedback?



Feedback





Task (15 minutes)

Answer the following questions:

1. Why was this a particularly bad interview?
2. As the interviewer, what feedback would you give to the interviewee?



Are you a good coach?



[How Good Are Your Coaching Skills? - Team Management Training From MindTools.com](#)

**What is
mentoring?**



Coaching Task

- Grab your paper and pen
- You will listen to my instructions
- You cannot ask any questions, apart from to repeat what I have said



Coaching Task- Directions to Draw a Step-by-Step Pumpkin

1. Draw a center oval.
2. Add a curved shape on the right.
3. Draw a curved shape on the left.
4. Add a curved shape on the right.
5. Draw a curved shape on the left.
6. Place a stem on the top.
7. Draw a vine with leaves and a horizon line.
8. Trace with a marker or pen.

Honey and Mumford Questionnaire



TASK

- Complete the questionnaire found in here
- [Free Online Mumford and Honey Learning Styles Questionnaire \(mint-hr.com\)](https://www.mint-hr.com)

Breakdown of learning styles

Learning Style	Attributes	Activities
Activist	• Learn by doing, and happy to jump in • Enjoy the challenge of new experiences, without bias • Often guilty of acting before they think • Do not learn well from teaching, theory, reading or analysing data	• Puzzles • Competitions • Role-play • Brainstorming • Problem-solving
Theorist	• Like to understand the theory behind actions • Enjoy models, concepts and facts • Analyse and synthesise testable hypotheses • Not suited to learning without instruction • Not good in situations that involve 'feelings' or when objectives or instructions are ambiguous	• Models • Statistics • Stories • Quotes • Applying theories

Breakdown of learning styles

Pragmatist

- Need to be able to see how they apply their learning to the real world
- Abstract concepts are useless if they cannot see how it is applicable
- Enjoy trying new theories and techniques
- Do not happily engage when objectives and instructions are unclear, or when it is heavy in theory
- Thinking about how to apply theories to reality
- Case studies
- Problem-solving
- Discussion

Reflector

- Learn through observation and reflecting on results
- Prefer to watch from the sidelines
- Take information in from multiple perspectives and work to a conclusion
- Reflectors are not good at leading activities or being rushed, with no preparation
- Observing activities
- Feedback from others
- Coaching
- Interviews
- Paired discussions

Today's Recap:

- Current industry challenges
- Introduction to Change Management
- Recruitment and Selection process and impact of technology

Suggestions for this week:

- Log into Moodle and recap on the slides we went through today.
- Make a start on Assessment Two (Presentation).

Recap and Suggestions



References

- LANCASTER, A (2019) *Driving performance through learning*. London: Kogan Page
- KENNER, M. (2018) [Businesses must embrace brain-friendly learning, says neuroleadership expert](#). *People Management* (online). 22 January
- [HR Magazine - Is engagement fact or fiction?](#)
- E. Pulakos, R. Mueller-Hanson, R. O’Leary, and M. Meyrowitz, *Building a High-Performance Culture: A Fresh Look at Performance Management* (Alexandria, VA: SHRM Foundation, 2012); H. Aguinis, “An Expanded View of Performance Management,” in J. W. Smith and M. London (eds.), *Performance Management* (San Francisco: Jossey-Bass, 2009), pp. 1–43; and J. Russell and L. Russell, “Talk Me through It: The Next Level of Performance Management,” *T + D*, April 2010, pp. 42–48.
- Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2018) *Human Resource Management: Gaining Competitive Advantage*. 13th Edition, McGraw-Hill, Boston.

I look forward to seeing
you next week.

If you have any questions
in the meantime, please
send an email from your
student account.

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