

BMMB7025

Managing People in Organisations

Hybrid Theory:
Hospitality and the adaptation of
future-proof practises



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

Aims for today

House Keeping

Any Questions ?

Subject Specific

Clarify 'Hybrid Working'

Hybrid Work Models in Hospitality

Technology in Supporting Hybrid Environments

Challenges of Hybrid Working Models

Preparing for the Future: Agile HR in Hospitality

... The New Normal



Understanding Hybrid Working Environments

Clarifying 'Hybrid Working':

In hospitality, it can include cross-training staff to perform multiple roles.

Examples:

A receptionist at a hotel might also manage social media inquiries or a waiter might be trained in sommelier skills to enhance guest experience.

The Evolution of Hybrid Work Models in Hospitality

Historical Shifts: The hospitality industry's work models have historically evolved with trends and technology.

Pandemic Acceleration: Recent events have catalysed more flexible and adaptable working models.

The Evolution of Hybrid Work Models in Hospitality



The Impact of Hybrid Working on HR Strategy

Policy Adaptation: Changes to previously 'cast in stone' elements of working life:

- Working hours (FlexiTime etc.),
- Location,
- Part-time roles,
- Job sharing.

Training Needs:

Cross-training affects HR strategies for professional development.

“Not only does cross training increase productivity and pares labour costs, but it leaves the foundation for careers rather than dead end jobs.” (Walker, 2009.)

The Impact of Hybrid Working on HR Strategy

Designing an Effective Cross-Training Program



AIHR | ACADEMY TO INNOVATE HR

Case Studies: Hybrid Work Models in Action

Prism Hotels & Resorts:

- Enhanced training to keep service levels high in such a tight labour market.
- Cross-trained employees across different departments to be able to help as needed.
- Adjusted the hours for certain team members and created a flex system to allow for varied starting times.
- Using new technologies that allow them to provide guest services in a more productive manner.
 - Mobile dining options,
 - QR codes and
 - digital check-in



Case Studies: Hybrid Work Models in Action

Homewood Suites by Hilton San Diego-Del Mar:

- Cleaning rooms only by request
- Continue to serve breakfast but simplify the menu
- Only one front-desk agent on duty, so managers jump in more frequently to assist during peak periods
- Cross-training employees has become even more important. (Raunch, 2023)
- ***"For instance, when one restaurant closes and another opens, we use the same staff to move over to the second restaurant,"***



The Role of Technology Supporting Hybrid Environments



Contactless communication is also a great way to maintain high service levels while navigating staffing shortages.

In February 2023, Radisson began rolling out a new text messaging software for all hotels in its portfolio, integrating it with each hotel's property management system.

"From pre-arrival and check-in to service requests, service recovery and checkout, hotels can manage all their guest service needs in one seamless platform, which means faster communication with guests for a better experience at the defining moments of their stay," (Brindise, 2023).

Challenges of Hybrid Working Models

So – with all these changes, which effectively look to encourage a lack of interpersonal communications as well as a persistent switching of responsibilities...

What do we need to remain mindful of?!

Cultural Maintenance: how do we preserve company culture with dispersed or multifunctional teams?

Service Consistency: how to ensure service quality when employees wear multiple 'hats'.



Hybrid Work Solutions?



Preparing for the Future: Agile HR in Hospitality

So...

Future-Proofing: how can HR can build resilience and flexibility into their workforce planning?

Trend Anticipation: Herein lies the importance of keeping abreast with industry trends and employee expectations.

Preparing for the Future: Agile HR in Hospitality

Traditional Management

Focus on Control & Alignment



Creates: Execution, Order, Control

HR's Job: Implement controls, standards, and systems to **drive alignment & execution**

Agile Management

Focus on Speed & Customers



Creates: Adaptability, Innovation, Speed

HR's Job: Implement programs, systems, strategies, which **foster expertise, collaboration, and decision-making**

SUMMARY

Key Takeaway: Even with the challenges to be addressed – the importance of embracing hybrid work models in modern Hospitality HR management.

Call to Action: Now, consider how you would apply these concepts:

- Current Situation (**RIGHT NOW**)
- Assignments.
- Future careers.

Next Week Preview



CHANGING LABOUR MARKET TRENDS IN HOSPITALITY