

# BMTP4004

# Managing Tourism, Leisure and Events Organisations

## Talent 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

# Aims for today

House Keeping

**Any Questions ?**

Subject Specific

**Introduction to Talent Management**

**The Lifecycle of Talent Management**

**Strategic Talent Management: Aligning with Business Goals**

**Talent Identification, Acquisition, Development & Succession Planning**

**Employee Engagement and Retention**

**Talent Management Technologies**

**Challenges in Talent Management**

**Interactive Session: Talent Management Scenario Analysis**

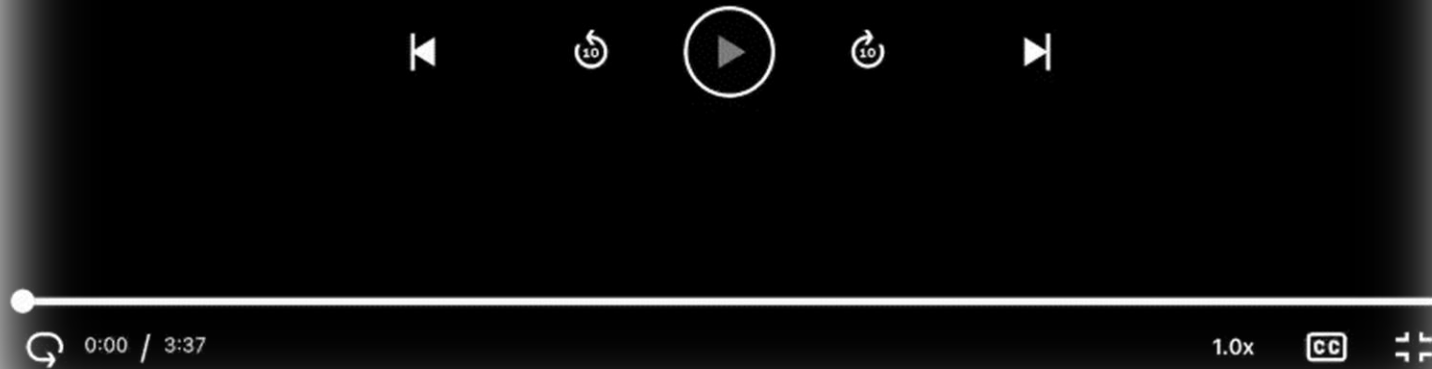
**Q&A: Clarifying Concepts and Strategies**

# The Lifecycle of Strategic Talent Management

- Talent management is a continuous process, encompassing recruitment, development, and retention.
- Focus on identifying and nurturing key roles within hospitality to drive organisational success.
- Effective talent management aligns with the broader strategic objectives of a hospitality business.
- It involves integrating employee development plans with organisational targets.

# Strategic Talent Management: Aligning with Business Goals

What is talent management strategy?



# Let's Talk: Talent Identification and Acquisition



- Discuss methods for identifying critical roles and skills needed within the hospitality and tourism industry.
- Explore innovative recruitment strategies that cater to unique industry demands.

# Talent Development and Succession Planning

- The importance of investing in employee growth and career development.
- The need for effective succession planning to ensure leadership continuity.



# Employee Engagement and Retention

- Strategies for engaging hospitality staff, contributing to job satisfaction and loyalty.
- Think about the importance of reducing turnover rates in the hospitality & tourism industry.



# Talent Management Technologies

- Address specific challenges in talent management within the hospitality sector, like dealing with seasonal fluctuations.
- Consider the diversity of the workforce and its impact on talent management strategies.

## BetterUp

BetterUp delivers dedicated coaching to help your employees navigate uncertainty, **build strategic skills**, and gain the knowledge they need to take their careers to the next level. Coaching opportunities enable employees to maximize their potential and successfully tackle the challenges that lie ahead.

## Visier

Today, every HR leader must analyze data and demonstrate the impact of their initiatives. Visier brings these stories to life with simple, pre-built content that enables HR leaders to transition from spreadsheets and outright guessing to understanding what the numbers they see really mean and how to address them.

## Culture Amp

CultureAmp is an employee performance platform that empowers true insights into a workforce so leaders can drive change within their organization. The data the platform collects sheds light on employee engagement and sentiment, so leaders can ensure their organization is the best place for people to grow.

## WorkHuman

Workhuman was built on the premise that creating human connections on a global scale drives ROI. Millions of people utilize the WorkHuman cloud to fuel their cultures through recognition, engagement, performance, work-life harmony, inclusion, and belonging. The WorkHuman Research team also provides unique talent and business insights that leaders can tap into to uncover key trends in diversity, performance, culture, and more.

## Lever

Lever is a talent acquisition suite that helps companies reach their hiring goals by connecting managers with top talent. The platform allows leaders to scale and grow their people pipeline, build authentic and long-lasting relationships, and source the right people to hire. Lever Analytics provides customized reports with data visualization to inform strategic decisions between hiring managers and executives alike.

Whether or not you're a social media minimalist like me, the free talent market is here, and it's going to impact all of us.

# Challenges in Talent Management

- challenges of talent management within the hospitality & tourism sector such as dealing with seasonal fluctuations.
- Consider the diversity of the workforce and its impact on talent management strategies.



# Interactive Session: Talent Management Scenario Analysis

## The Rising Star at Seaside Boutique Hotel

- **Background:** The Seaside Boutique Hotel, a popular 50-room hotel known for its exceptional customer service, has recently noticed an increase in competition from larger hotel chains and Airbnb properties in the area. To maintain its competitive edge, the hotel has decided to revamp its talent management strategy.
- **Situation:** Among the staff is a young, dynamic employee named Alex. Alex started as a front desk clerk two years ago but has shown remarkable versatility and talent. Alex has frequently received positive feedback from guests for excellent service and has also demonstrated a keen interest in social media marketing, often suggesting successful promotional ideas.
- **Task:** As the HR manager of Seaside Boutique Hotel, you have identified Alex as a high-potential employee (HiPo). Your task is to develop a talent management plan for Alex that aligns with the hotel's strategic goals.

# Interactive Session: Talent Management Scenario Analysis

## The Rising Star at Seaside Boutique Hotel

- **Considerations:**

1. **Career Path Planning:** What career trajectory would you propose for Alex considering their interests and skills? How would this path benefit both Alex and the hotel?
2. **Training and Development:** What specific training programs or learning opportunities would you recommend to help Alex develop further?
3. **Engagement and Retention:** What strategies would you employ to keep Alex engaged and motivated, reducing the risk of turnover?
4. **Succession Planning:** Considering Alex's potential, how would you integrate them into your succession planning for key roles in the hotel?
5. **Performance Measurement:** How would you measure Alex's performance and progress in the new role or responsibilities you assign?
6. **Challenges and Solutions:** Identify potential challenges in managing and developing a HiPo employee like Alex in the hospitality context and propose solutions.

# Interactive Session: Talent Management Scenario Answers

## The Rising Star at Seaside Boutique Hotel

### 1. Career Path Planning

- **Option A:** Promote Alex to a guest relations role, leveraging their customer service skills, and gradually involve them in marketing activities.
- **Option B:** Create a new hybrid role for Alex that combines front desk duties with social media and marketing responsibilities.
- **Option C:** Offer Alex a position in the marketing department, with a structured plan to transition out of the front desk role.

# Interactive Session: Talent Management Scenario Answers

## The Rising Star at Seaside Boutique Hotel

### 2. Training and Development

- **Option A:** Enrol Alex in a digital marketing certification course to formalize their marketing skills.
- **Option B:** Provide in-house training sessions on advanced customer service techniques and social media management.
- **Option C:** Sponsor Alex to attend a hospitality leadership workshop to develop broader industry insights.

# Interactive Session: Talent Management Scenario Answers

## The Rising Star at Seaside Boutique Hotel

### 3. Engagement and Retention

- **Option A:** Regularly solicit and implement Alex's ideas in marketing campaigns, giving them a sense of ownership and contribution.
- **Option B:** Offer performance-based incentives, such as bonuses for successful marketing initiatives or high customer satisfaction ratings.
- **Option C:** Establish a clear progression path with milestones and regular feedback sessions to keep Alex motivated and aware of their growth potential.

# Interactive Session: Talent Management Scenario Answers

## The Rising Star at Seaside Boutique Hotel

### 4. Succession Planning

- **Option A:** Identify Alex as a potential future manager and involve them in managerial training and decision-making processes.
- **Option B:** Gradually increase Alex's responsibilities in customer service and marketing, preparing them for a leadership role.
- **Option C:** Pair Alex with a senior mentor to provide guidance and insight into higher management roles within the hotel.

# Interactive Session: Talent Management Scenario Answers

## The Rising Star at Seaside Boutique Hotel

### 5. Performance Measurement

- **Option A:** Set specific KPIs related to guest feedback scores and social media engagement metrics.
- **Option B:** Conduct regular performance reviews focusing on both qualitative and quantitative aspects of Alex's role.
- **Option C:** Implement a 360-degree feedback system involving peers, supervisors, and subordinates to gauge Alex's performance comprehensively.

# Interactive Session: Talent Management Scenario Answers

## The Rising Star at Seaside Boutique Hotel

### 6. Challenges and Solutions

- **Challenge A:** Balancing Alex's existing duties with new responsibilities.

**Solution:** Gradual transition with clear timelines and support from other team members.

- **Challenge B:** Risk of burnout due to increased workload.

**Solution:** Regular check-ins and flexible scheduling to ensure work-life balance.

- **Challenge C:** Ensuring Alex's skill development keeps pace with their new role.

**Solution:** Ongoing training and development opportunities, combined with mentorship.

# Q&A: Clarifying Concepts and Strategies

Thank you!

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