



Fáilte Ireland

National Tourism Development Authority

HR For Reopening

Managing Teams and Optimising Performance for Reopening

What you Will Learn Today



- 1** The 4 Building Blocks in creating strong performing teams
- 2** How to nurture and retain talent to drive business success
- 3** How you set yourself up for success as business owners, managers or team leaders for optimal reopening performance

What are Your Objectives?



Create a brilliant and
safe customer
experience



Executed by a

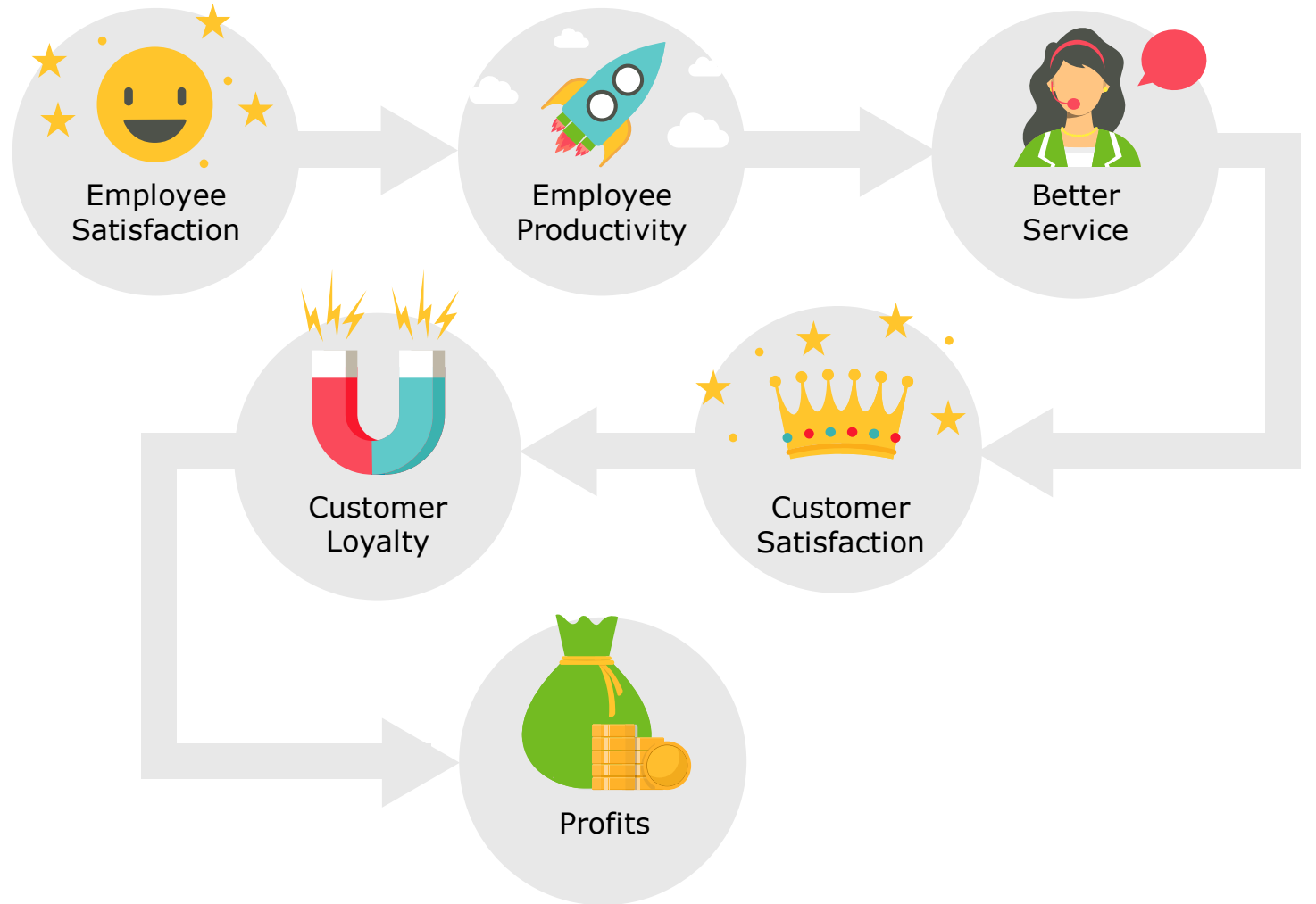


“Well-oiled” team
that plays to their
strengths

Building success on reopening requires a “well-oiled” Team



The Customer / Employee Profit Chain



The 4 Key Areas that Build & Maintain Brilliant & Successful Teams

Meeting colleague
Basic Needs

Management Support that's
consistent &
structured

Fostering a
Teamwork
Environment & Culture

Providing
Opportunities for
**Growth &
Development**



The 4 Key Areas that Build & Maintain Brilliant & Successful Teams



Meeting colleague
Basic Needs

Management Support that's
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Fostering a **Teamwork**
Environment & Culture

Providing Opportunities
for **Growth & Development**

Underpinned by **GREAT** Communications



Daily checkins



Ask questions



Clarify expectations



No assumptions



Seek feedback

Basic Needs

Questions to ask to establish if a colleague's basic needs are being met.



Do you know exactly
what is expected of you?



Do you have the tools &
equipment you need to
do your job to the best
of your ability?

Basic Needs

First Basic need is clarity on what's expected of an individual in work.

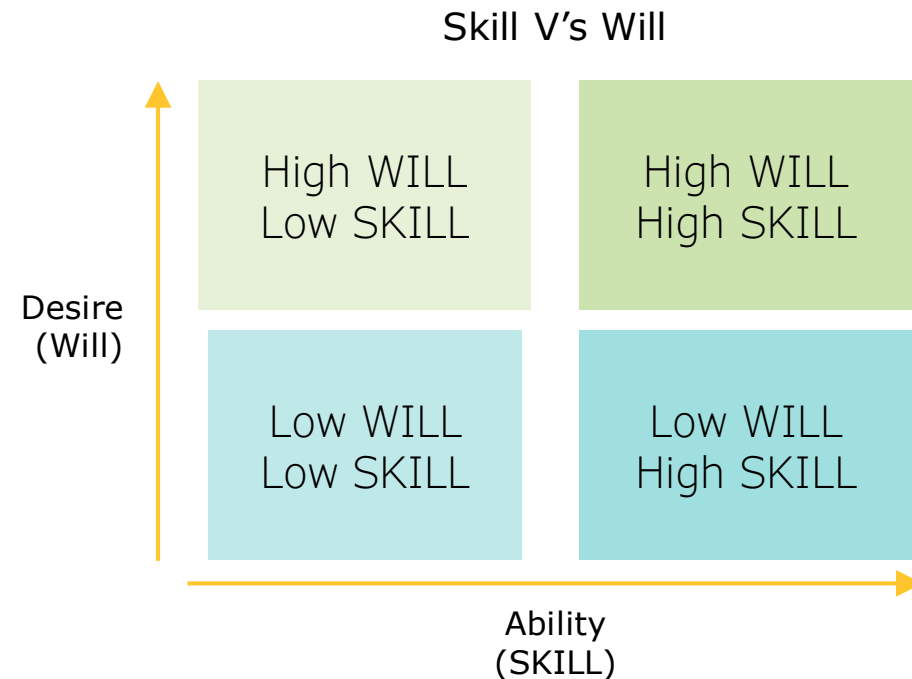
A role profile clearly outlines the tasks & activities they are expected to perform



Skill
a gap in their knowledge that can be learned

Will
desire or a choice they have made

Is it Skill or Will that's stopping a colleague from doing what is expected of them?



Basic Needs

Second basic need is around them having the right tools to do their job.



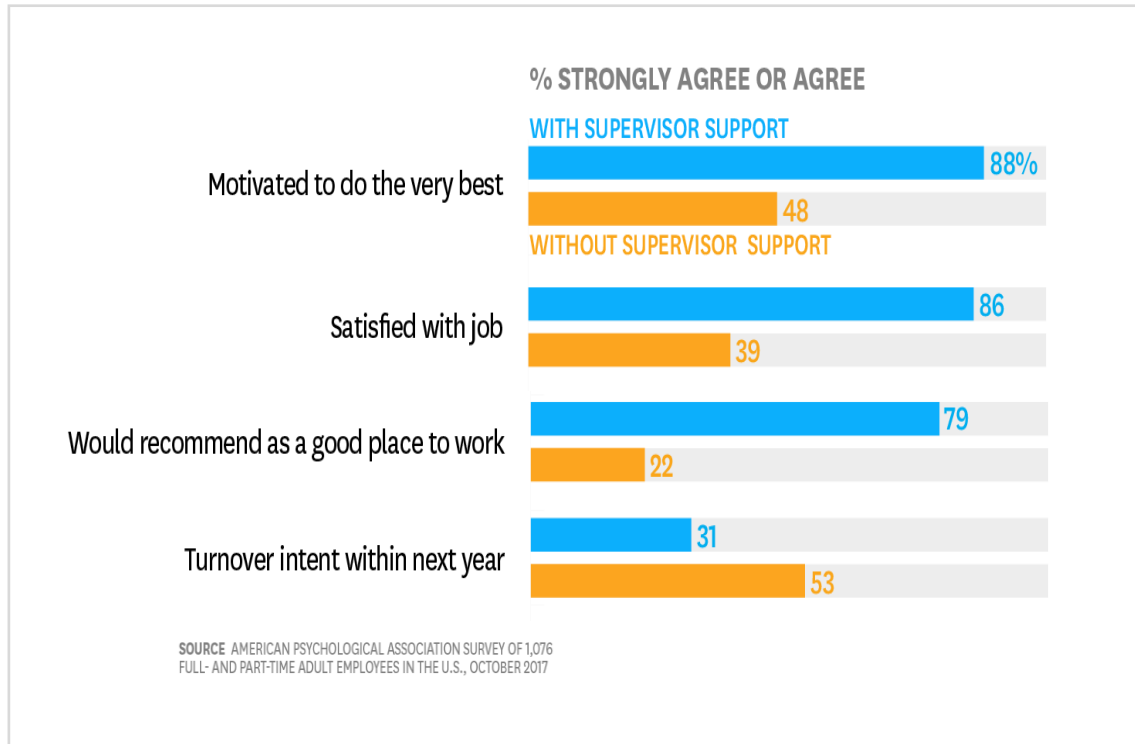
Example 1: Trolleys shortage
Only 4 good working order
Room Servicing trolleys
for 6 chamber maids.








Example 2: Illusive
'teaspoons'
Staff struggle to deliver
service to the quality
expected.

Identify exactly what tools & equipment colleagues need to do their job

Management Support



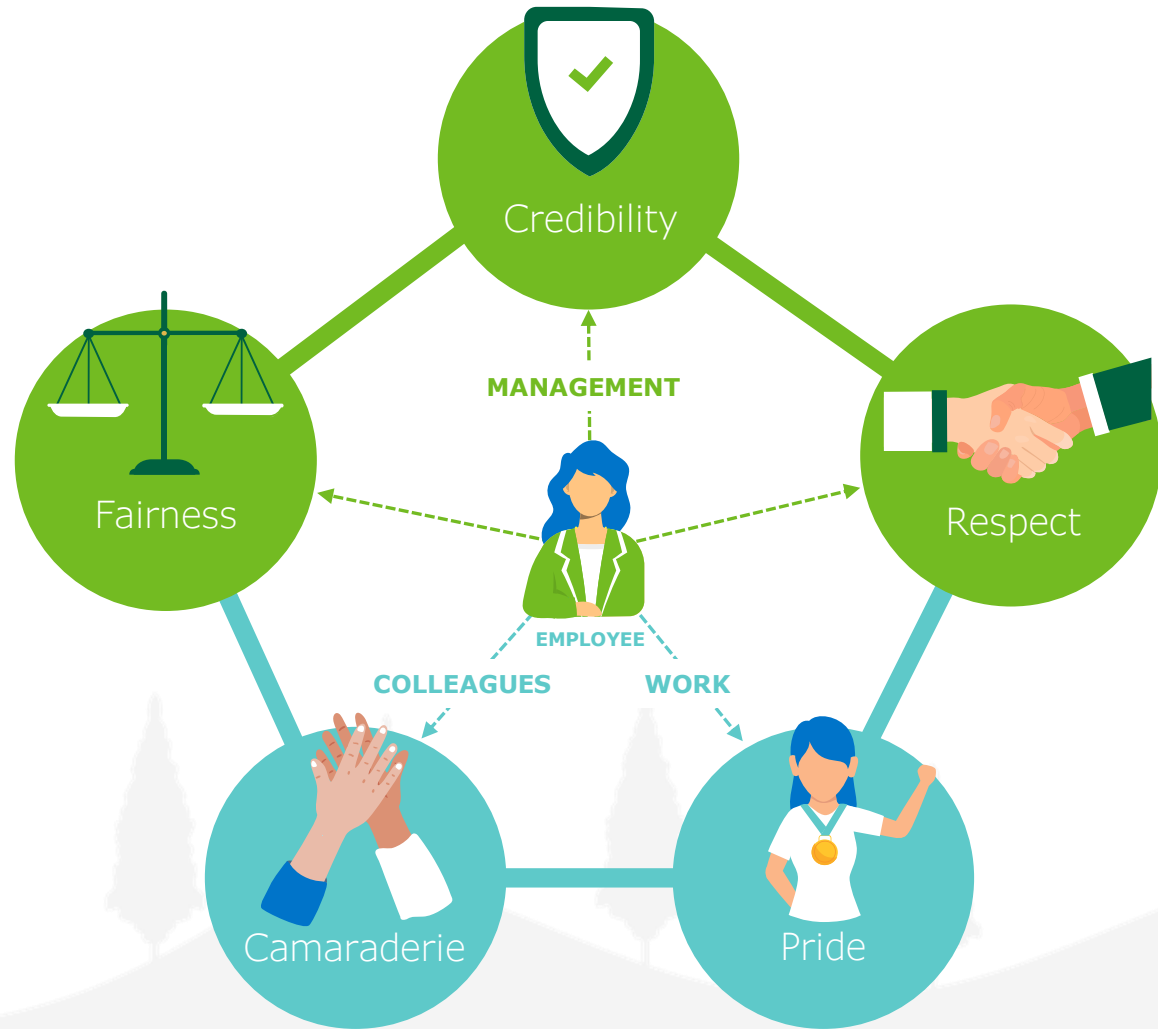
Questions to ask to establish if a management support is consistent & structured:

-  Are People Playing to positions of Strength?
-  Do I recognise when things go well & help when things don't go well?
-  Do I genuinely care about my team & demonstrate this?
-  Do I listen to my team & are their views & opinions important?
-  Do I create Trust in my Team?

Line Managers make the difference!

Management Support

Trust is the foundation of every relationship



Management Support



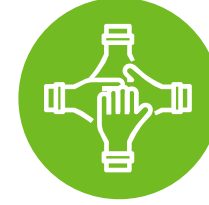
WATCHING & LISTENING

Managers should always be watching & listening to colleagues to help them create an acute awareness of the teams' strengths so that they can use the team to play to their strengths.



REGULAR 1:1'S

Regular 1:1's with your team also help keep you connected to what's happening on the ground & with the individual, allowing you time to plan rather than react.



TEAM HUDDLES

Using team huddles at the start of the shift to educate everyone on what to expect is a great way to demonstrate support & galvanise the team around the goals of the day

**High Performing teams are very connected.
Management behaviour really builds this connection**

Teamwork

For Individual Optimum Performance,
a colleague needs to feel.....



Teamwork



Questions to ask to establish if a culture of teamwork exists:



Are the team clear about what we are trying to achieve either as a company goal or a shift goal?



Are the team playing to position? Do they have the opportunity to do what they do best every day?






Do you encourage cross functional working so that the team can learn from & support each other?

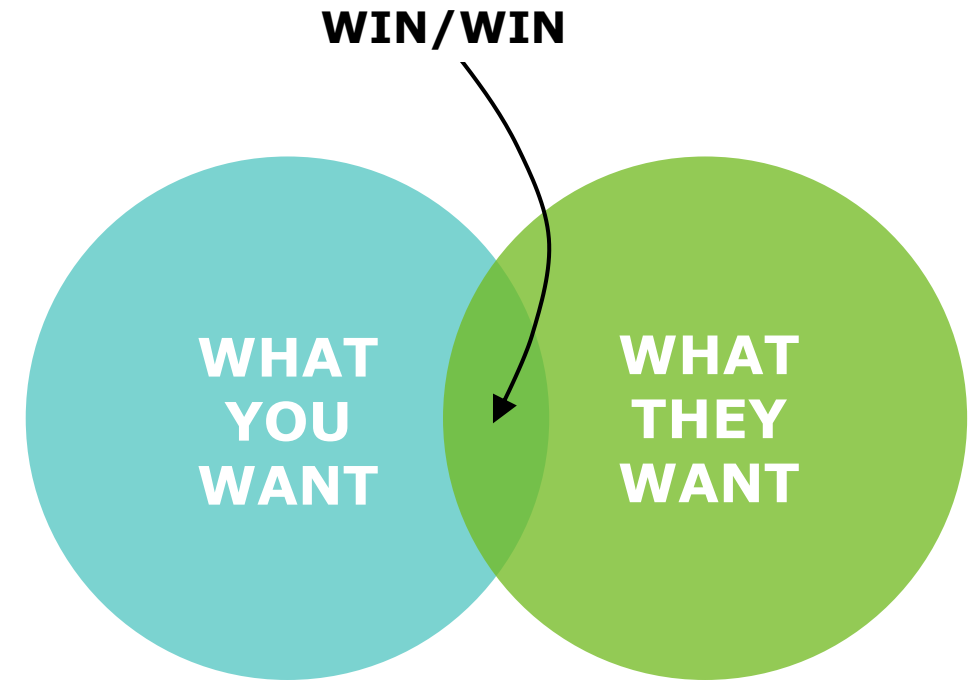


Refer to the **Training Checklist** in the supporting resources for this video, that you can adapt by role to help you on this journey.

Growth & Development

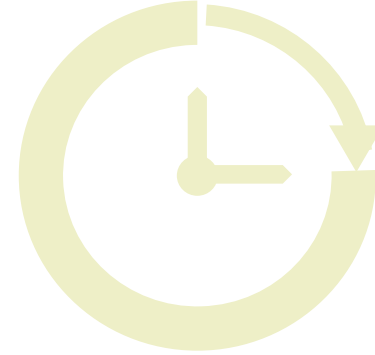
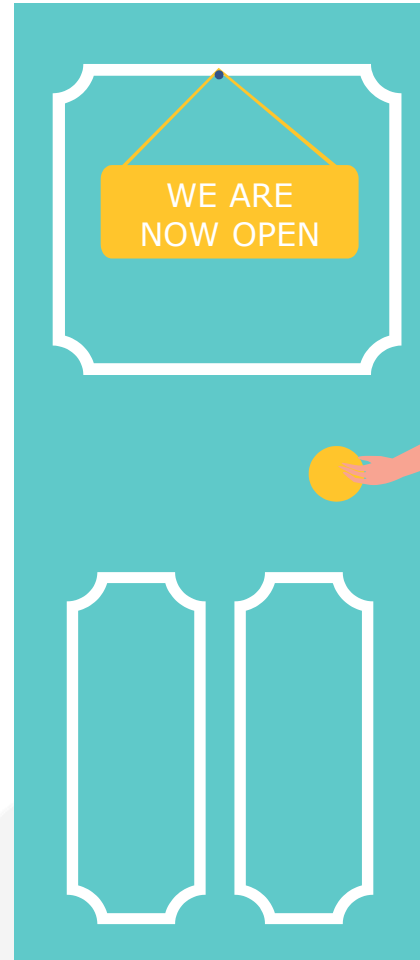
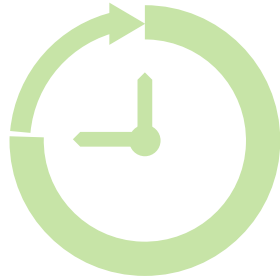
Questions to ask to establish if opportunities for growth & development exist:

-  Everyone has different motivation for coming to work- Do you know your individual team members motivation?
-  Does your team have untapped strengths? Are you using them?
-  Do you encourage cross functional working so that the team can learn from & support each other?



Putting it Into Practice

Before, during and after



Other HR supports



Recruitment for Reopening Webinar and accompanying toolkit



New Staff Induction and Fast-Tracking Skills Development video

Before – Top Tips & Tools

BEFORE



- Refine your role profiles & reference them constantly so that your team are really clear
- Establish who your key people are in each area & what their key strengths are
- Establish where the cross over of skills exist so that you can mobilise quickly
- If you operate a shift pattern, establish who your go to person on the shift is
- Determine your communications strategy, in advance, & stick to it - team huddles, shift debrief, a shift handover, regular check-ins

During – Top Tips & Tools

DURING

And don't forget to recognise effort and to say...

Thank You

- Stick with Team Huddles even if just for 5 minutes
- Deliver effective shift handovers - helps the team understand what's outstanding and ensures smooth transition of guests needs
- Check in with your team constantly during the shift
- During quiet times, plan New Starter Check-ins & for seasoned colleagues, have a 1:1 conversation regularly
- Recognise colleagues for a job well done

After – Top Tips & Tools

AFTER



- You may choose to do your 1:1 check-ins after the shift
- Get into a routine of a de-brief
 - Chat with your team about what went well
 - Discuss and explore what didn't go well
 - Ask for input and suggestions what could be improved
 - Agree what the team will focus on for the next shift
 - Listen to their feedback & take it onboard
- Celebrate your successes!

Summary



1

Ensure your teams Basic Needs are met, they are clear about what's expected of them & have the tools to do their job

2

Ensure that Management Support is consistent & structured

3

Foster & encourage an environment where Teamwork makes the dream work

4

Identify Opportunities for Growth & Development for all of your team