

HR TRAINING FOR OPERATIONS

Managing Teams and Optimising Performance



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 performance

What are Your Objectives?



Create a brilliant and safe
customer experience



Executed by a

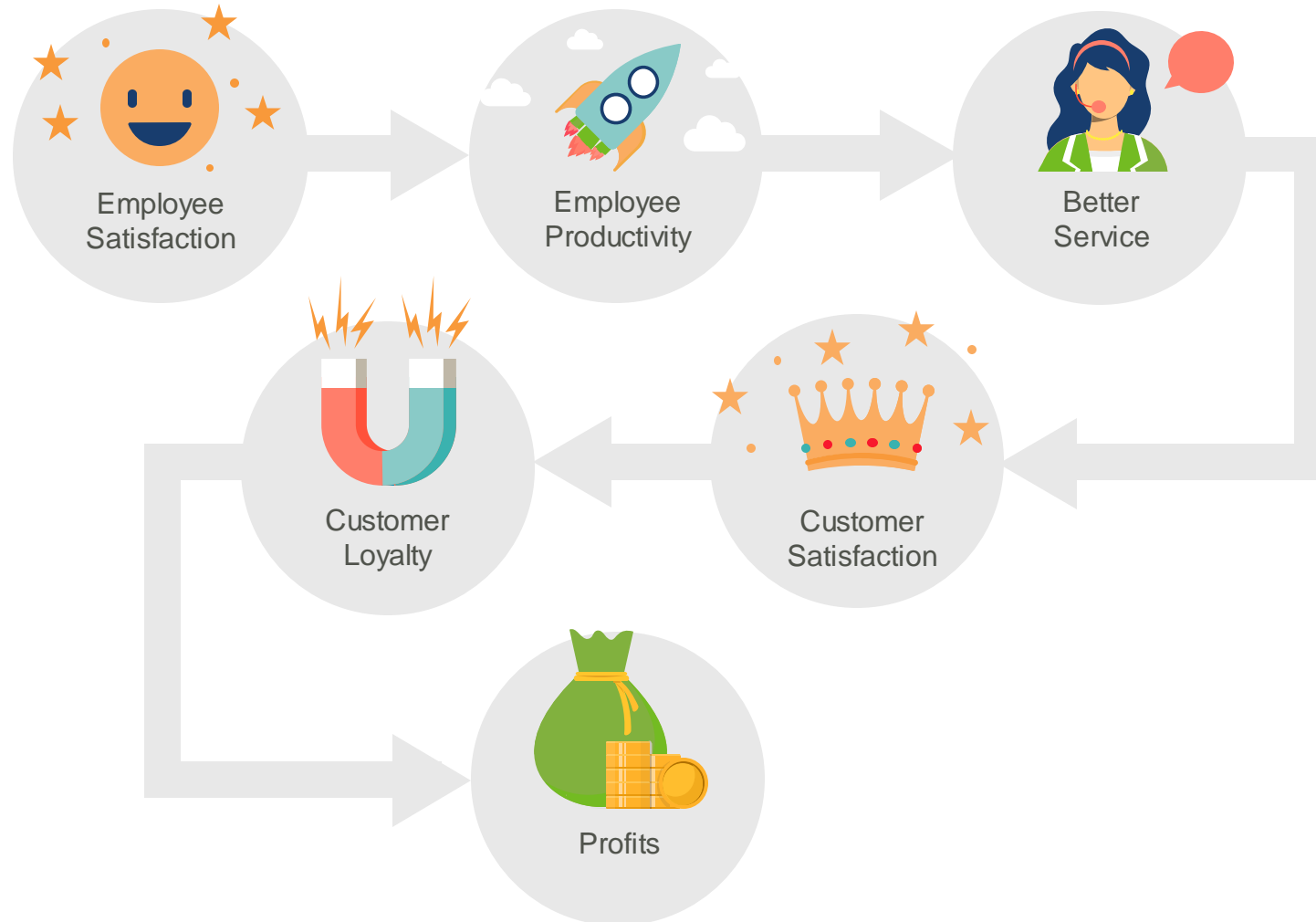


“Well-oiled” team that
plays to their strengths

Building Success Requires a “well-oiled” Team



The Customer / Employee Profit Chain



PART I

How to Create & Maintain a Brilliant and Successful Team



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



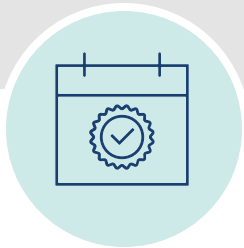
Meeting colleague **Basic Needs**

Management Support that's consistent & structured

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?

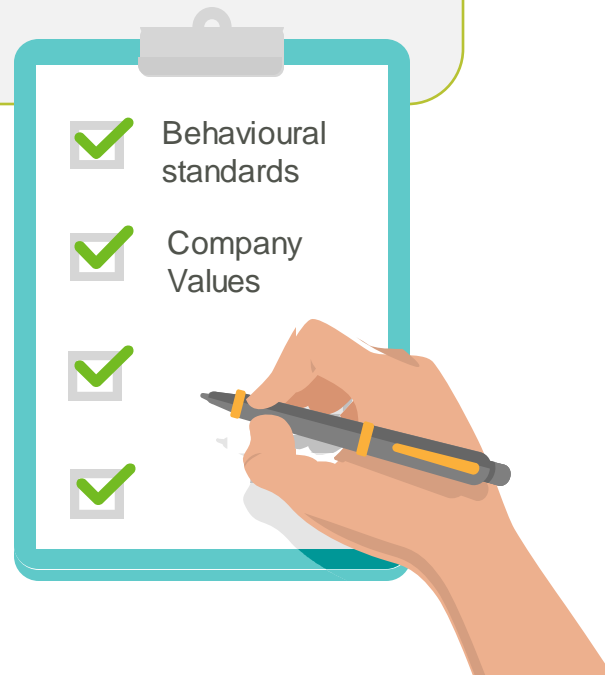


Do you have the tools & equipment you need to do your job to the best of your ability?

Basic Needs

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

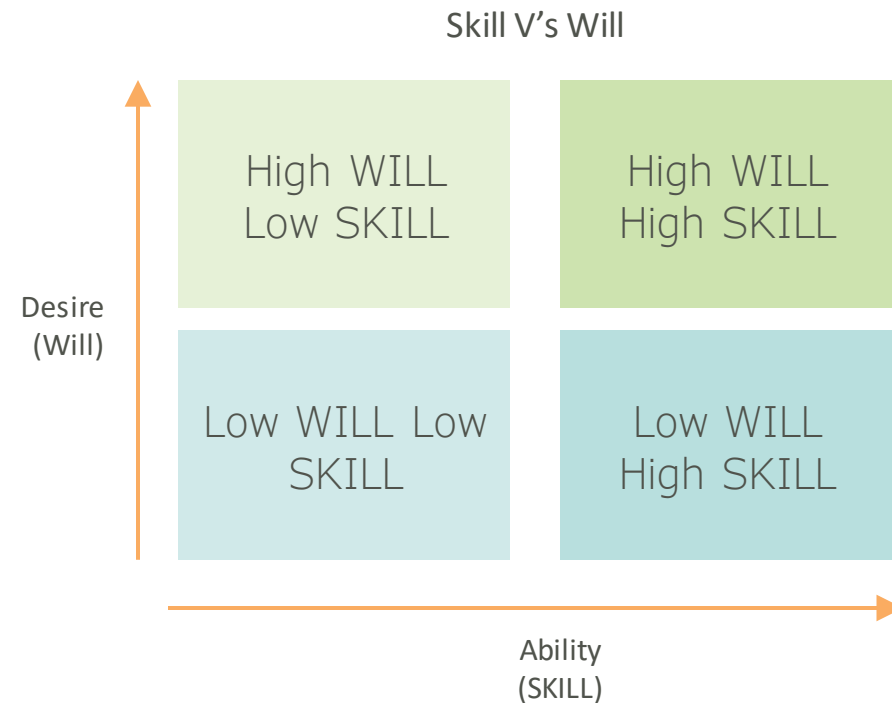
A role profile clearly outlines the tasks & activities they are expected to perform



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'

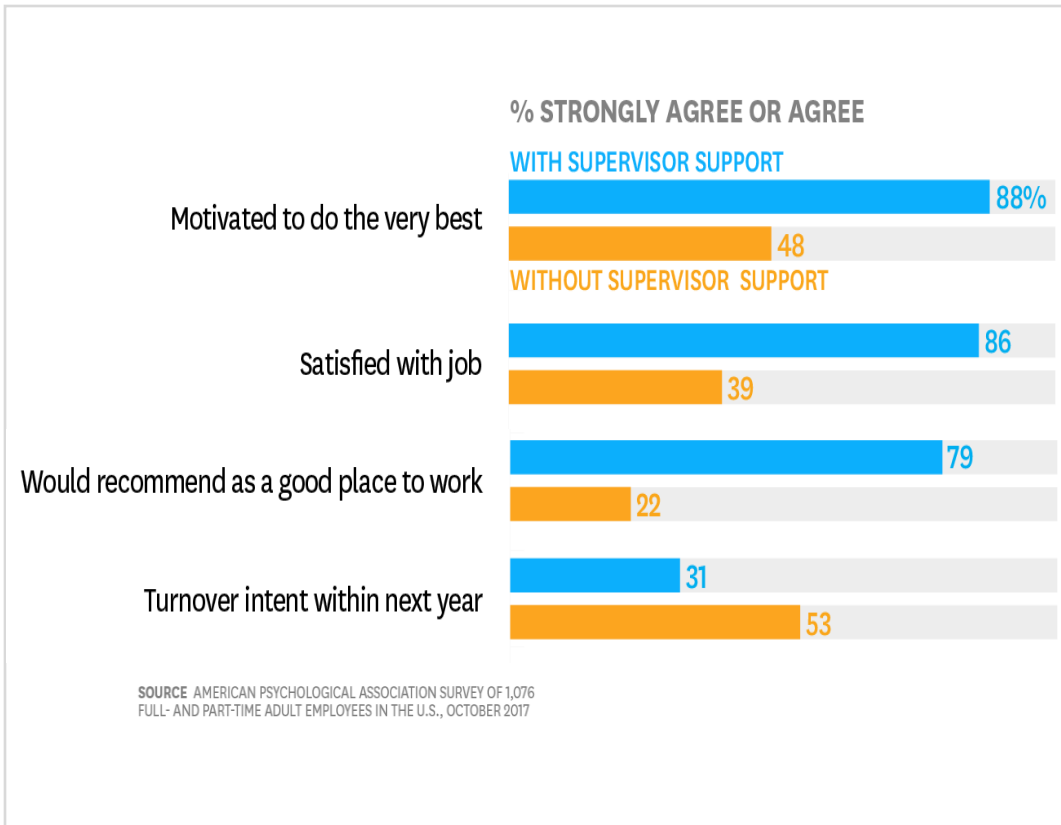
Staff struggle to deliver service to the quality expected.

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



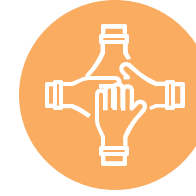
WATCHING & LISTENING

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?

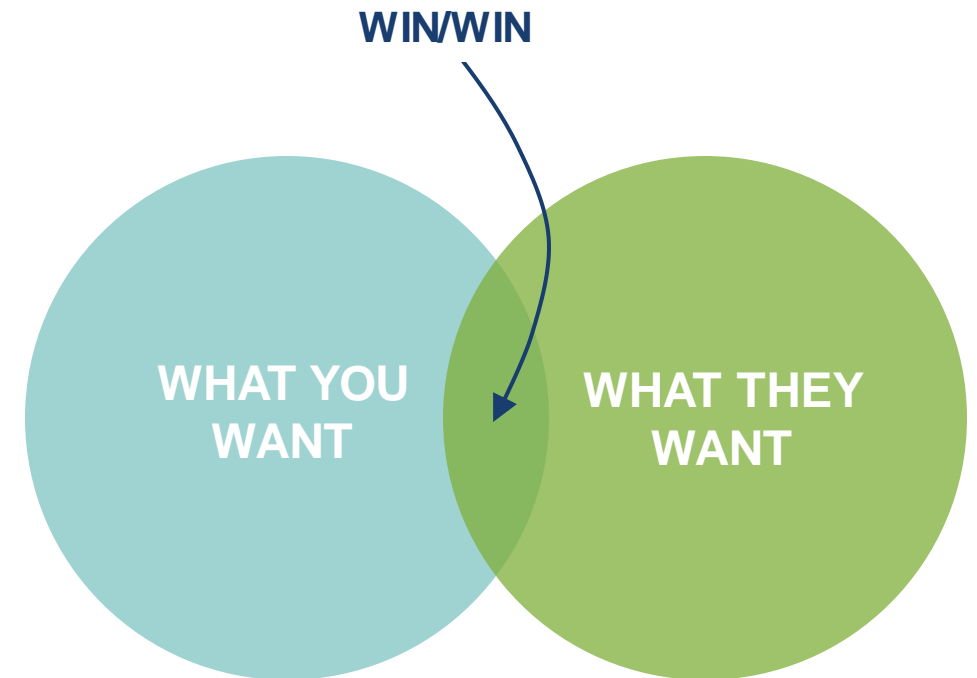


Refer to the Training Checklist in the supporting resources for this video, that you can adapt by role to help you on this journey.

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?



PART II

Putting it Into Practice



Other HR supports

Recruitment 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...

- 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



Thank You

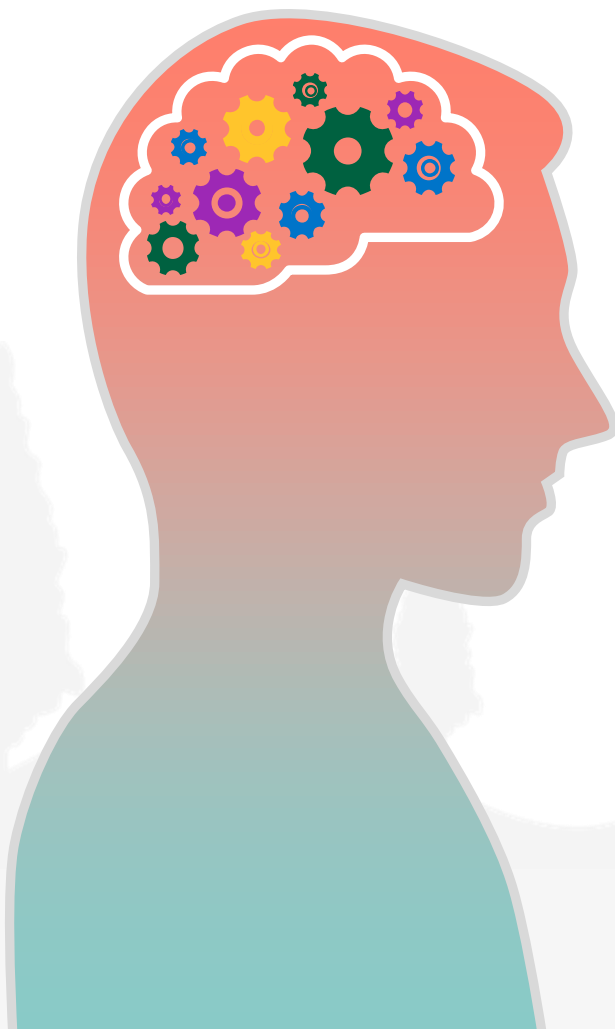
After – Top Tips & Tools

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