

# Teamwork, Team Building, and Coaching

## Overview

What Is a Team?

Working Together

Building Teams

Total Quality Management

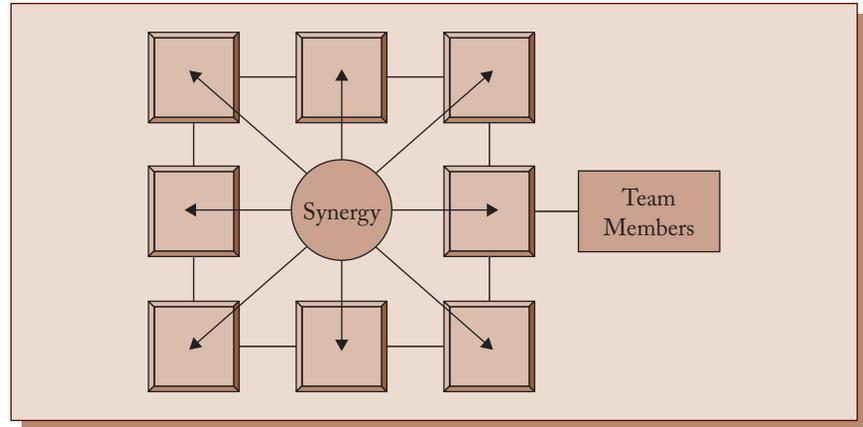
Empowerment

Team Challenges

Coaching

One vital factor is necessary in order to be successful in the hospitality industry, having an effective team. But, what is an effective team and how do we turn groups into teams and make them winning teams? Many hospitality corporations realize that their main competitive advantage is their employees. One hospitality product is much the same as another until we add personal service. We have all likely experienced a hospitality service that was less than what was expected and, hopefully, many more of the opposite. Why is it that in one place the employees are standing around talking among themselves and not attending to their guests' needs? Yet, in another, there is a group *synergy*, with employees helping and encouraging each other to excel. Figure 7.1 illustrates the synergy created by a team. In this chapter we will examine teams and teamwork and how to establish winning teams, a vital part to achieving success in the hospitality industry. Successful concepts like Total Quality Management (TQM) and empowerment are presented with industry examples to reinforce the learning. It will help you to:

- **Explain the difference between groups and teams.**
- **Describe team norms, cohesive teams, and three ways to influence a team.**
- **Discuss the building of teams, turning groups into teams, creating successful teams, and the characteristics of successful teams.**
- **List and describe the steps in installing a TQM process.**
- **Discuss empowerment and coaching.**



**FIGURE 7.1:** Team members can create a synergy (when the output is greater than the sum of the individual inputs). This is accomplished by group members encouraging each other to accomplish goals.



## What Is a Team?

### Synergy

The actions of two or more people to achieve outcomes that each is individually incapable of achieving.

### Formally appointed team

A team that has a formally appointed leader who may have more influence and decision-making authority than other team members.

Teams are very different than groups. A *group* is defined as a number of people working together, or considered together because of similarities. If working together they interact to achieve a certain objective. The group usually shares information but remains neutral. A *team* is a special kind of group. A team is a group of individuals who share a common goal and the responsibility of achieving it.<sup>1</sup> Teams are task-oriented work groups; they can evolve or be appointed, either formally or informally (which will be discussed further in the following section). The team attempts to achieve a positive collaboration among its members. A successful team will work well with each other, achieve set goals, and each member will have a feeling of self-worth. The successful team will also be adaptive, flexible, and able to deal with conflicts as they arise.

A *formally appointed team* has an appointed team leader. The team leader possesses the power to influence others and may have more decision-making authority than others. The power to influence others is not the only difference between team members and leaders. A head server is a good example of a formally appointed team within a restaurant. Power may be *delegated* to this server from management. Delegation is when one gives a portion of their responsibility and authority to a subordinate. The leader may delegate the head server to do nightly checkouts or voids throughout the evening.

An *informally appointed team* will evolve on its own. It has a rotation of leadership. The group leader does not have formal power over the group. The informally appointed team has some advantages over the formally appointed. For instance, one person probably does not possess every quality needed to be the perfect leader. With the rotation of leadership everyone has a chance to show the qualities that they possess.

Formally appointed team leaders may also lose popularity among the group because of their connection with management. With an informally appointed team, this is not likely to happen due to the fact that when their turn comes, everyone is linked with management.

#### **Informally appointed team**

A team that evolves on its own.

People join teams for many different reasons. One main reason for joining in a team in the hospitality industry is to accomplish tasks as efficiently and swiftly as possible. It would be a lot harder to survive a night as a server if you try to do everything on your own. In actuality, it would be virtually impossible to expedite, deliver, and serve food, while clearing, resetting tables, and waiting on people! Being part of the team assures you that you have others to fall back on if the going gets rough. People may also simply join a team to feel like they are a part of a whole. They may want to feel like they contribute something to the overall success of the team. This may help to develop, enhance, and/or confirm some underlying identity needs.

A team that will be highly successful consists of members who care for and trust each other. They know how to listen to each other as well as express their own ideas. This will form interdependence within the team. The interdependence leads to a team collaboration. They find that working together will be more effective than working apart. Efficiency will increase, as well as *team morale*. Team morale is another factor in having a successful team. A team with high morale has harmony among its members. They work well together, know how to communicate openly, and trust each other. In order to have high team morale within the team you must have teamwork, as well as team players.

*Teamwork* is the actual action that a team performs. It is defined as the cooperative effort by a group of persons acting together as a team. In order to have teamwork in the hospitality industry you must have *team players*. Team players are individuals that participate in a collective effort and cooperation to get the job done efficiently. This may range from clearing a table for a coworker on a busy night to taking an order for them because they seem overburdened. One common form of teamwork in the restaurant industry is the rule of having “full hands” going in and out of the kitchen whenever possible.

#### **Teamwork**

The cooperative actions that a team performs.

It is interesting to note that with self-managed teams the dynamics change if a member leaves or transfers to another “store” (as in restaurant) or hotel. Is this true only for self-managed teams? The new member takes time to adjust to the dynamics and culture of the group. Because we frequently work in groups in the hospitality industry, it is essential that teamwork is a major requirement for selection of the associate. Being a team player is more important than being an independent-minded superstar. Ask any team coach.

## Working Together

Now that we have learned the differences between a team and a group, let's consider how team norms affect work behavior. In the hospitality industry teams as well as team *norms* are constantly evolving. Team norms are defined as implicit, in addition to explicit rules of behavior. Norms occur inevitably within every type of group or should we say, *team* interaction. They are how each member of the team communicates and



conducts himself or herself in the workplace. Norms work best when the team is allowed to create them among themselves. Teams may resent it if pre-existing norms are imposed upon them or are appointed to them.

Norms can be led in a positive direction. This makes it sound like norms should be stopped because they are inherently negative. Positive team norms are behaviors that are agreed upon and accepted within the group. They range from communication to performance. The team should have a positive norm among them for open communication, as well as wanting to strive for peak performance. For example, a team might agree that if a team member is running late, the other team members will cover for him or her. This can help service overall by ensuring that one person's delayed bus won't delay service for customers. However, a supervisor must keep an eye out for the employee who decides to come in late frequently. Negative norms can develop by abusing team norms.

One way a leader may increase positive team norms in the hospitality industry is by giving rewards for high sales. This could be a nightly, weekly, or monthly contest where the server with the highest sales gets a reward. The rewards could range from a dinner on the house or a gift certificate. This creates a positive norm among the team members and allows them to have fun, while all of them all striving for the same goal.

Negative team norms are behaviors that are against the interest and are not accepted by the overall group. An example of a negative team norm is an employee who feels that he does not need a preshift meeting; therefore he always comes to work late. This employee should not just be made an example of in this book; he should also be made an example of at work. As a supervisor it is your duty to evaluate anything or anyone that may have a negative impact on your team. You will never be able to stop negative norms from arising, but you can assess them so that the team may move forward.

In hospitality companies, there are work-area teams such as a dining room team in a hotel restaurant. There may also be *project teams* where a member of the dining room team joins a project team for a period of usually about two months to work on a special project. The project could be creating a new menu, or making suggestions for re-conception of the theme of the outlet.

Working together becomes all the more important when we consider that in a recent Zagat survey, service ratings ranked behind food by an average of nearly two points. Some 72 percent of complaints by diners responding to the survey were service related.<sup>2</sup> It's called cooperation. Sharing the load to ensure that your guests leave smiling. And if you've never worked in the hospitality industry, you don't know just how important cooperation is on the job. As members of the team, everyone pitches in with one goal in mind—to keep the guests happy.<sup>3</sup>

#### **Project teams**

Teams that are brought together for the completion of a project.

## **COHESIVE TEAMS**

Why are some teams more efficient than others? Think of it as putting pieces of a puzzle together. Each member of the team is interconnected and represents a piece of this puzzle. In order for the puzzle to be put together correctly you must have cohesion. Building a *cohesive team* is a major factor in the success of any hospitality company. A cohesive team communicates well with each other and has well-defined norms, unity,



respect, and trust among its members. As in all teams the members of a cohesive team have strengths and weaknesses; hopefully what one member lacks another will make up for. This cohesion will result in a team that works well and fits together well. When members of the team fit well together, there is more of a chance that the team will reach its peak performance. If a team lacks cohesion, performance will be hindered because the group will not have any sense of unity.

To build a cohesive team, goals and objectives need to be set. How would a team be able to strive for cohesion if they do not know what their goals are? Through close interaction with one another, the team will learn each other's strengths and weaknesses (as mentioned above) and how each member works. Interaction and communication among the members of the team will eventually lead to group norms, respect, trust, and unity. In the restaurant industry everyone has the same objective and goals in mind: Let's make this shift as smooth and efficient as possible, and have fun while we are doing it. It is also easier to give negative feedback when there are agreed-upon goals.

Just as there is incredible power in a strong team, there is a disaster waiting to happen in a weak team environment. A strong team overachieves and accomplishes results that they could never reach working independently. Unfortunately, a strong team does not happen by accident. It takes management awareness, focus and effort.<sup>4</sup>

## LEADING A KITCHEN TEAM

Chef Gary Colpitts at Manatee Technical Institute says that kitchen leadership and teamwork begins with respecting everyone and making sure that everyone is and feels a part of the team. Everyone has to have a say and can help make decisions. Chefs need to let their team members know that team member's opinions and feelings do matter and as leaders we should be sensitive to their needs and concerns.

Before a shift, the kitchen team comes together for a "Battle Plan" briefing so that everyone is on the "same page." These briefings underline the importance of communications—imagine what chaos and misunderstanding there would be without communication. Every "station" discusses their action plan of what needs to be accomplished from mise-en-place to making their own "prep" list because it may be necessary to start with the dessert if it needs to gel. Each station needs to "prep to par" using standardized recipes. Then for the chef/kitchen leader its *participative leadership*, leading by example, working with the team—not only to show team members that the leader can do it—but also to encourage and coach them in a "we can have fun but it is work" approach.

### **Participative leadership**

A system that includes workers in making decisions that concern them.

## LEADING A RESTAURANT SHIFT

Every shift is unique and presents different obstacles to overcome. Nevertheless, leaders must be ready to lead their staff through a successful shift. There are many things to do before and after the doors open and close! This is where checklists come in handy. The following is an example of an opening checklist for a restaurant:

- \_\_\_ Arrive in facility, take care of alarms.
- \_\_\_ Check outside for trash, litter, etc.
- \_\_\_ Check A/C, heat, ice machines, walk-in coolers.
- \_\_\_ Survey the interior for general cleanliness.

- \_\_\_ Check all registers/computers.
- \_\_\_ Proceed to office, check notes in log.
- \_\_\_ Complete safe audit, sign in daily log, and confirm banks from previous shift.
- \_\_\_ Confirm deposit amount and prepare change order.
- \_\_\_ Review previous day's daily sales report, record sales, set budget and forecast (expected number of sales and guests based on the previous year) for the day.
- \_\_\_ Review private party function sheets.
- \_\_\_ Review staff schedule and determine preshift meeting topics (discussed below).
- \_\_\_ Re-check manager's log for items that need attention.
- \_\_\_ Meet with chef to review preparation lists and specials.
- \_\_\_ Prepare seating chart for lunch.
- \_\_\_ Enter lunch specials into computer.
- \_\_\_ Issue bar bank to bartender.
- \_\_\_ Check bus stands, bar, and restrooms for cleanliness and proper setup.
- \_\_\_ Complete line check with chef.
- \_\_\_ Conduct a preshift meeting (discussed below) with the front of the house staff.
- \_\_\_ Final walk-through of dining area.
- \_\_\_ Set music volume, lighting level, and thermostat.
- \_\_\_ Unlock the front door.
- \_\_\_ GO TIME!<sup>5</sup>

*Preshift meetings* offer the leader managing a shift the time and opportunity to motivate employees. Preshift meetings should be interactive, allowing for questions to be answered, but straightforward and to the point. A typical preshift meeting should last anywhere between 10 and 15 minutes. They should cover the following:

- Any issues should be addressed (avoiding names).
- Service practices should be emphasized.
- New products ought to be covered.
- Promotional items and specials should be highlighted.
- The shift's forecast (number of expected guests) should be given.
- Items to up-sell for the shift (such as a certain wine) should be listed.
- The status of any incentive programs in place should be provided (such as the employee who sells the most food for the week gets their choice of dinner on the house).

The leader of the preshift meeting should:

- Outline the topics to be covered beforehand.
- Make sure that all staff (to be in attendance of the meeting) is ready and in place 15 minutes prior to the shift.
- Hold the meeting somewhere that will decrease the number of distractions.
  - Have someone designated to answer the phones.
- Show enthusiasm to help motivate the staff!

Throughout the shift managers must be present and available for their staff. Managers should never go hide in the office to complete paperwork, which can be



done at another time. They need to be involved with their staff and in the guest experience. There is nothing worse for a server than being in the “weeds,” while having an unhappy guest and not a manager in site. Leaders are present when needed and are in touch with what is going on in the entire restaurant, from the front of the house to the back of the house. Priorities when leading a shift include the following: safety and sanitation; driving revenue and repeat business, or service and selling; delivering on the brand promise; conflict resolution and prevention—among both guests and team; and connecting with, not merely interacting with, every customer.<sup>6</sup>

As the evening shift begins to come to a close, the manager may refer to a *closing checklist* that may include the following:

- \_\_\_ Close stations/cut appropriate staff.
- \_\_\_ Collect server checkouts, check side work and closing duties.
- \_\_\_ Check with chef to insure orders for next-day deliveries are set up.
- \_\_\_ Close kitchen and bar.
- \_\_\_ Lock the door.
- \_\_\_ Collect remaining server and bar checkouts.
- \_\_\_ Check bar for cleanliness and restock.
- \_\_\_ Check out dining room cleanliness.
  - \_\_\_ Tables and chairs
  - \_\_\_ Trash
  - \_\_\_ Restrooms
  - \_\_\_ Bus station
- \_\_\_ Check out kitchen with chef to see that the following items were completed:
  - \_\_\_ Walk-ins cleaned, stocked, and organized.
  - \_\_\_ Floors cleaned.
  - \_\_\_ Equipment turned off and cleaned properly.
  - \_\_\_ Dish area cleaned, stocked, and organized.
  - \_\_\_ Sales abstract recorded properly.
- \_\_\_ Run all register/computer reports and Z (clear) machines.
- \_\_\_ Batch all credit card processing machines.
- \_\_\_ Complete manager’s daily sales report.
- \_\_\_ Complete deposit and drop in safe.
- \_\_\_ Make up banks for the next day.
- \_\_\_ Leave all necessary notes in manager’s daily log book.
- \_\_\_ Final walk-through, check to see that everything is locked.
- \_\_\_ Recheck to secure all exterior doors.
- \_\_\_ Set unit alarm.
- \_\_\_ GO HOME<sup>7</sup>

One thing great managers/leaders share is continuous and “purposed” motion. They are continually moving, helping, spreading energy, confidence, direction, and coaching. They move between kitchen, storeroom, back door, expo line, dining room, greeter area and front door, assessing and directing flow, focus, food, and fun.<sup>8</sup> One restaurant manager attached a pedometer to himself and logged nearly seven miles during a single shift. That is a lot of walking! Interaction with your staff and guests is the key to leading a successful and enjoyable shift.



**Getting team members' input is crucial to obtaining their full commitment to achieving goals.**

### THREE WAYS TO INFLUENCE AN INFORMAL TEAM

There are some ways that you are able to influence an informal team. One question that you may ask yourself is, have you been giving the team enough and appropriate *feedback*? What type of feedback are you giving them? You should not give only negative feedback (or only positive feedback). The amount of feedback given to employees generally should meet somewhere in the middle. Unfortunately, it is more common in the restaurant industry to hear when something is done wrong than when something is done right. Positive reinforcement is often neglected, but employees need it just as much as criticism. It takes only two words from you to change an employee's whole perspective—those two words are, “Great job!” Therefore, employees need to be told when their actions are unacceptable as well as when they've done a job well.

In addition to feedback, you should be able to *identify the key players within the group*. Although it is stated above that there are no formally appointed leaders in the informal team, there are always some members who have more of a control over the team. The leader should identify the “unappointed” leaders and assess whether they are positive or negative impacts. If they are negatively impacting the group, then appropriate steps should be taken to address the issue. (The manager talks with the individual to find out why they are doing negative things, and to formulate a plan to get them to change their ways.)

Finally, another way to influence the informal team is *communication*. Management will not have any direction to go in unless they communicate with the team. Open communication not only builds a trusting, open relationship with the staff, but it helps

#### **Feedback**

Giving information about the performance of an individual or group back to them during or after performing a task or job.

to confirm that you are addressing the right issues. If you are consistent at openly communicating with staff, they are more likely to come to you with problems that are occurring within the establishment. If you had a manager that never or rarely spoke to you, the chances of your going to him or her with an issue are slim to none.



### Do You Know?

How are successful teams built?

## Building Teams

One of the biggest challenges a leader will face is building a successful team. Before actually implementing the plan of building a team, managers should consider what they want out of the team they are about to build. What needs to be the focus of the team? What is the major goal that you want the team to accomplish? In the restaurant/hotel industry the goal may be increased sales or simply more customer appreciation and/or feedback. After you have a clear answer to these questions, you may then start on building the team.

The first step to take is clarifying these goals to pre-existing members (if there are any). Next, you should be very selective with who you hire, and always conduct a reference check! It happens often in this industry, but you should never hire employees simply to fill a position. You should always hire based on the idea that the applicant may provide something for the team (skills, personality, good attitude, etc.). There is rarely a shortage of applicants in this industry; more often managers make rash decisions on hires due to a lack of time. In the long run these rash decisions will take more time to fix than the time it would have taken to screen out possibilities, before the rash hire. Management should also seriously take recommendations about who to hire from team members. It is not likely that a team would intentionally recommend a “bad apple” as a new team member.

Keep in mind that one team member’s problem affects the whole group. Essentially, if a team member has a problem that is not addressed it will create a downward spiral. One team member’s problem will end up being the entire staff’s problem. Although you are working on a team, you should consider each person as an individual, and even work with him or her on issues that do not concern the group. Once team members see that you are concerned with them individually, in addition to the team as a whole, you start to build a sense of trust and confidence.

Build a positive work environment. If you are delegating tasks to team members, or simply asking the team to kick performance up a notch, provide incentives. Incentives may range from actual rewards to extra positive feedback to the chance promotion. You want the team to know that you are actively looking for rising stars. Once the team knows that you have appreciation for those who work hard and that you recognize those who are slackers, chances are you will find more team members rising in performance.

## TURNING GROUPS INTO TEAMS

Many leaders may mistakenly assume that they have a team when, in actuality, what they have is a group. A group is two or more interacting and interdependent individuals who come together to achieve particular objectives. Groups may be formal or informal. *Formal groups* are work groups established by the company. Formal groups



**Team power.**

include committees, group meetings, work teams, and task forces. Formal groups are either permanent or temporary. For instance, the executive committee of a resort hotel is permanent and meets regularly to run the resort. A temporary committee is established to work on a particular project like a staff appreciation banquet. After the banquet, the temporary committee, having achieved its goals, is disbanded.

As a leader, you will want your group to become an effective team. To accomplish this, you will need to understand how groups can become true teams, and why groups sometimes fail to become teams. Groups become teams via basic group activities, the passage of time, and team development activities.<sup>9</sup> If groups are to develop successfully, they will engage in various activities, including:<sup>10</sup>

- *Forming*—group members attempt to lay the ground rules for what types of behavior are acceptable.
- *Storming*—hostilities and conflict arise, and people jockey for positions of power and status.
- *Norming*—group members agree on their shared goals, and norms and closer relations develop.
- *Performing*—the group channels its energies into performing its tasks.

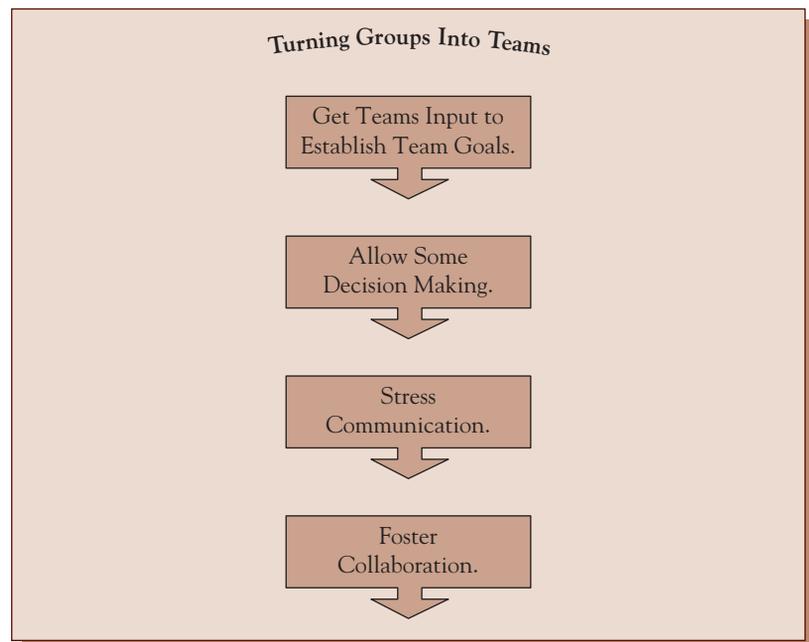
By contrast, *informal groups* are more social by nature. These groups form naturally in the workplace due to friendships and common interests. Examples are: people sharing lunchtime together or forming a club. Remember, a group is based on independence,

a team is based on interdependence. In order to have a team you must have trust, communication, and collaboration. There are many ways that a supervisor may attempt to change a group into a team. Here we will discuss a few of the most critical.

*First*, as a supervisor you want to get the team's input toward establishing team goals. Working with the group to define goals involves the individual as a part of the whole, and a group with common goals is more likely to work as a team to achieve them.

*Second*, allow some team decision making. When a decision needs to be made about something concerning the team, consult them and hear them out. This does not necessarily mean that the outcome decision has to be that of the team, but give them a say. They will appreciate having a voice in the workplace, but understand that the final decision comes from management. If you have a cohesive team then they should all want to participate in the decision-making process. If you have a group, conformity tends to appear and not everyone has an interest in the decision-making process or the outcome. Some ways to involve the team in decision making are to have a regular meeting at which changes in policy are discussed. Make it clear that the supervisors take employees' suggestions seriously. Figure 7.2 shows the steps involved in turning groups into teams.

*Third*, stress communication. In a team, members know each other's motives and what makes each other tick. In the typical group the members do not really know each other and may even distrust other members of the group because communication is not key, unlike a team. In a team supervisors must stress the importance of communication.



**FIGURE 7.2:** The steps involved in turning groups into teams.

When team members feel comfortable enough to communicate their point of view to each other, they in turn are more apt to give other members of the team support and trust. If it seems that there are problems, address them. Make sure the team feels comfortable enough with each other and with management to point out problems. Letting employees know about changes, even those that don't affect them directly, can make them feel like they are working as a part of a whole.

*Finally*, you must have collaboration among team members. In a group the members may all have individual goals, but a successful team strives together to reach the same goal. Team members must be committed to reaching the goal. If members are not striving for the same goal, then you have a group, and you may want to do some reassessing of the group members to establish a team. As we stated above in the Working Together section, keep in mind that even if the team is striving for the same goal, team

members have strengths and weaknesses; hopefully what one member lacks another will make up for. If the team collaborates and works through each other's strengths and weaknesses, they will have a sense of unity. When members of the team have unity, there is more of a chance that the team will reach its peak performance.

### Check Your Knowledge

1. Describe synergy.
2. How are groups turned into teams?
3. Describe leading a kitchen or restaurant shift.

Fostering teamwork is creating a work culture that values collaboration. In a teamwork environment, people understand and believe that thinking, planning, decisions, and actions are better when done cooperatively. People recognize, and even assimilate, the belief that “none of us are as good as all of us.”<sup>11</sup>

## CREATING SUCCESSFUL TEAMS

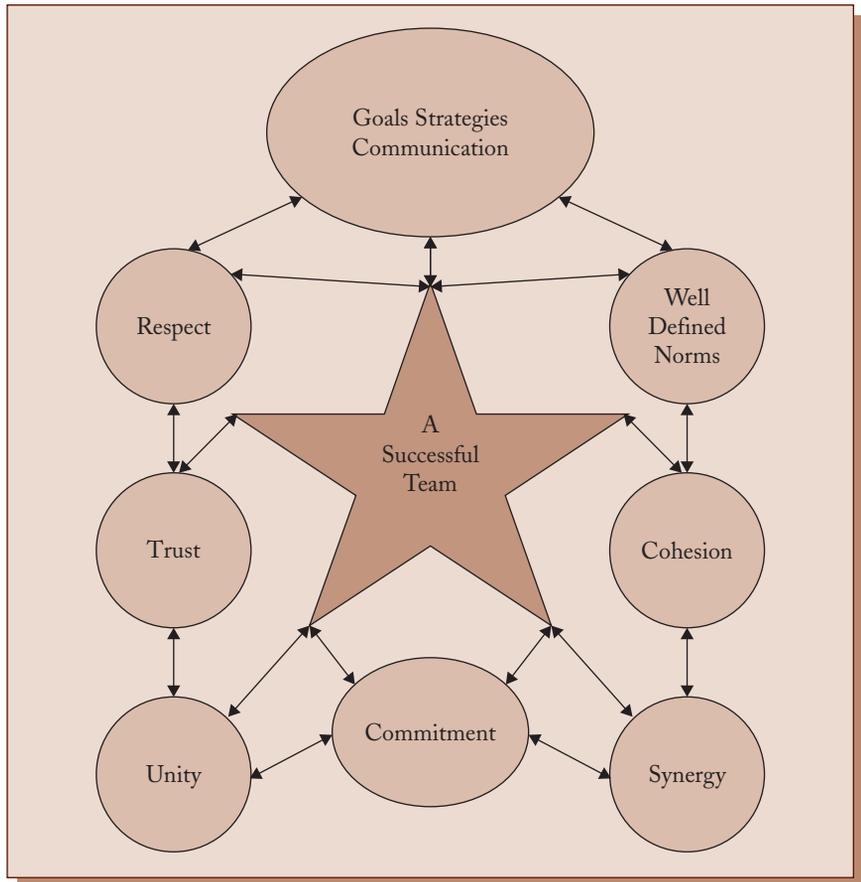
Creating successful teams depends on creating the climate for success. We know that teams must have a passion for the company's vision, mission, and goals, but supervisors need to give clear guidelines as to exactly *what* is to be done *by whom, when, where,* and *what resources* are required. The supervisor also ensures that the resources are available when needed. The word TEAM stands for Together Everyone Achieves More. Team members should be selected for their attitudes and skills and trained by a “coach” not a boss. Training for group decision making and interpersonal communications as well as cross-training makes for success. Select people who like teamwork—not everyone does—and reinforce behaviors that make for good teamwork by having formal recognition awards for those who “walk the talk.” Some companies make a DVD and give them, along with framed photos taken with senior management, to team members. Other companies profile members in newsletters. Give teams an opportunity to show their work to senior management. Team selection, especially team leader selection, is important. It's best not to select the most senior member, who may be a member of the executive committee or guidance team (to use the Ritz-Carlton term) because other team members will simply agree with whatever the senior manager says. It's better to select another team member. A good example of creating a successful team was at a major resort hotel where the servers at the beach club reported to two different departments. Guest comments alerted management to a *challenge* (which sounds better than

problem) of poor timeliness in the delivery of food and beverage orders, yet the service received an outstanding score. The pool and beach attendants reported to one department and the bartenders and cooks to another. When both groups were united to form one team, there was some initial resentment, but as the teamwork improved so did the tips. Figure 7.3 illustrates the elements of a successful team.

Team effectiveness is defined by three criteria.<sup>12</sup>

- First, the *productive output* of the team meets or exceeds the standards of quantity and quality.
- Second, team members realize *satisfaction* of their personal needs.
- Third, team members remain *committed* to working together.

Think of the television shows *Survivor* or *The Apprentice* and we can appreciate the nuances of teams.



**FIGURE 7.3: Elements of a Successful Team.**

**PROFILE** Jim Sullivan

Courtesy of Jim Sullivan

I like what I do. Every year I arrange dozens and dozens of service and sales-building seminars for successful companies around the world. I also help overhaul and redesign manager and server training manuals and programs for a variety of successful chains and independent restaurants.

And in doing so, I get to assimilate a wide variety of best practices relating to customer service, employee retention, same-store-sales building, cost controls, and creative management. I also see subtle patterns, trends, and evolutions occurring in hospitality management theory and practice. In case you hadn't noticed, a sea change of behavior is in full swing right now. I'd like to outline and possibly debunk nine customer service myths that used to hold water in our industry and now are losing value as operating principles. Do you agree or disagree with the following points and counterpoints? The way you think about each one may provide a road map for your operation's success in the new century. No. 1: "The customer comes first." Really? Today you need good employees more than they need you. As Wally Doolin, former chief executive of TGI Friday's parent, Carlson Restaurants Worldwide, pointed out at the recent Multi-Unit Foodservice Operators confab: "Our employees are our first market." Amen.

So, instead of ranking relationships between customers and employees, we should focus on establishing equity instead. In other words, never treat a customer better than you do an employee. Service, like charity, begins at home, and if you're not investing in serving your team as well as you serve your customers, you're headed for trouble, pure and simple. No. 2: "A satisfied customer comes back." Customer "satisfaction" is meaningless. Customer loyalty is priceless. People don't want to be "satisfied" as customers. Heck, Kmart can "satisfy" customers, for crying out loud. They want fun, flair, and memorable experiences. A satisfied customer doesn't necessarily ever come back.

As the noted New York restaurateur Danny Meyer says, "Give your guests what they remember and give them something new each time they visit." No. 3: "We've got to focus on the competition." That's right. But what you may not realize is that your competition is the customer, not other restaurants. So stop looking across the street and focus on the face above the tabletop or at the counter. No. 4: "Comment cards and 'secret' shoppers accurately measure service." Measuring customer satisfaction in your restaurant merely by tallying mystery-shopper scores and comment cards is like judging chili by counting the beans. Measure what matters: Same-store sales increases, higher customer traffic, and lower employee turnover are just as important—if not more so. Mystery shopping is effective, but only if it measures the good as well as

## CHARACTERISTICS OF SUCCESSFUL TEAMS

Having described the creation of successful teams we can now take a look at how a successful team looks and behaves. There are 10 main characteristics of successful teams:

1. The team understands and is committed to the vision, mission, and goals of the company and the department.
2. The team is mature—not necessarily in age—but in realizing that members sometimes need to place the team before their personal interests.
3. The team works to continually improve how it operates.



(continued)

the bad and the “shoppers” are people with hospitality experience who know the subtleties to look for.

Focus on creating internal quality for your staff first, and they will build a happy customer. A happy customer buys more. No. 5: “People are our most important asset.” That old adage is wrong. The right people are your most important asset. The right people are not “warm bodies.” The right people are those servers, cooks, hostesses, or managers who exhibit the desired team and customer service behavior you want, as a natural extension of their character and attitude, regardless of any control or incentive system. Hire the personality; train the skills. Where do you find them? See No. 6. No. 6: “There’s a labor crisis.” According to the National Restaurant Association and the Bureau of Labor Statistics, every seven days we turn over 250,000 employees in this industry. Yikes. But where do they go? Is it to other industries or other restaurants? Get straight on this: We don’t have a “labor” crisis. We’ve got a turnover crisis.

So the tough question you have to ask yourself about your operation is not, “Are there enough people available to work?” but rather, “Are there enough people available to work who want to work for us?” Make your operation a fun, reputable, and caring place to work. No. 7: “Invest first in building the brand.” Sorry, I disagree. Invest first in people, second in brand, third in bricks and mortar. Mike Snyder, president of Red Robin International Inc., summed it up this way. He said, “Give me a Weber [barbecue] and a tent in a parking lot along with the best service-oriented people who take care of the customers and each other, and I’ll beat the roof off

the restaurant with the multi-million-dollar physical plant every shift.” No. 8: “Information is power.” Know the difference between “information” and “communication.” Those two words often are used interchangeably but in fact mean two different things. Information is “giving out”; communication is “getting through.”

Training is your secret weapon, but I suspect that much of your training informs more than it communicates. Besides, the belief that information is power leads managers to hoard it, not share it, and that’s backward thinking. Sharing information not only enlightens but also shares the burden of leadership and engages the creativity and solutions of the entire team. No. 9: “We need new ideas to progress.” Why do companies always want new ideas? I’ll tell you why: Because “new ideas” are easy. That’s right. The hard part is letting go of ideas that worked for you two years ago and are now out of date. So before you and your team brainstorm dozens of new ideas that get listed on flip charts, give everyone a warm, fuzzy feeling, and that never are implemented, allow me to suggest a different angle. The newest and most innovative thing you can do for your business may be to master the “basics” that everyone knows and no one executes consistently. I’m referring to caring behavior, service with flair, and employee appreciation. Because, unlike Nehru jackets and the Backstreet Boys, the basics of great service never go out of style. In summary, remember that there is no silver bullet for guaranteeing great service and a great team. Maybe Darrell Rolph, chief executive of Carlos O’Kelly’s, says it best: “Keep it fresh, keep it focused, and remember to say thank you.”

4. Team members treat each other with respect: They listen and feel free to express their thoughts.
5. Differences are handled in a professional manner.
6. Members have respect for their supervisor.
7. Members are consulted and their input is requested in decision making.
8. Members encourage and assist other team members to succeed.
9. The team meets or exceeds its goals.
10. There is a synergy where the output of the team is greater than the input of each team member.

In order to become successful, teams need to have the skills required for the job. They also need to be empowered to do the job and to be held accountable for their performance. Teams should be rewarded for meeting or exceeding goals. In the fast-paced hospitality industry people with insufficient skills are quickly discovered—they need to be trained or replaced for the benefit of the other members of the team—otherwise the team morale will suffer.



### Total Quality Management (TQM)

A process of total organizational involvement in improving all aspects of the quality of a product or service.

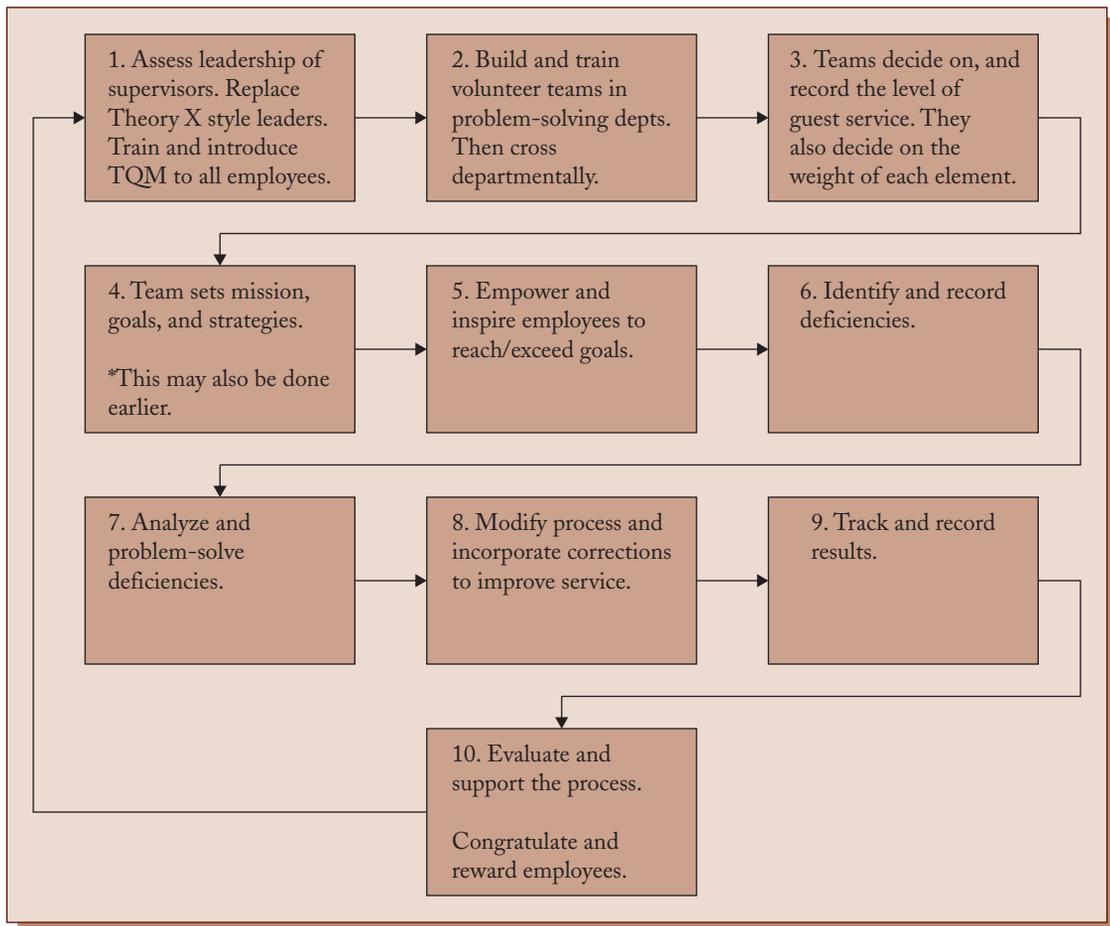
## Total Quality Management

Given an increasingly competitive market and fluctuations in guest service levels in many hospitality organizations, it is no wonder that so many companies have adopted a *Total Quality Management (TQM)* continuous improvement process. TQM is a concept that works well in the hospitality industry, because its goal is to ensure continuous quality improvement of services and products for guests. With TQM the word *guest* is preferred over *customer*, the inference being that, if we treat customers like guests, we will exceed their expectations. Successful and progressive companies realize that quality and service go hand in hand. A good meal poorly served results in guest dissatisfaction and a consequent loss of revenue. TQM works best when top management, middle management, supervisors, and hourly employees all believe in the philosophy and concept of TQM. It is a never-ending journey of continuous improvement, not a destination.

### HOW TO INSTALL A TQM PROCESS

TQM is applied in all areas of the business at every level. It works like this: A detailed introduction of the TQM concept and philosophy is given by a senior member of management to underline the importance of the TQM process. The best example of a TQM philosophy is the Ritz-Carlton Hotel Company, which has built a reputation for exceptional guest service. Horst Schulze, former president and CEO, nurtured the tradition of excellence established by the celebrated hotelier, Cesar Ritz. Beginning with the motto, “We are ladies and gentlemen serving ladies and gentlemen. We practice teamwork and lateral service to create a positive environment.” The mission, “To provide the finest personal service and facilities, instill well-being, and even fulfill the unexpressed wishes of our guests,” expresses the need for uncompromising service. It is no wonder that the Ritz-Carlton was the first hospitality company to win the coveted Malcolm Baldrige National Quality Award. The main reason for the Ritz-Carlton Company winning this award, not once but twice, is due to TQM. Ritz-Carlton associates are empowered to “move heaven and earth” to fulfill a guest’s request. All associates are “schooled” in the Company’s Gold Standards, which include a credo, motto, three steps of service, and twenty Ritz-Carlton basics. Each employee is expected to understand and adhere to these standards, which describe the process for solving guest problems.

Figure 7.4 shows the steps for a successful TQM continuous improvement process. Top and line management is responsible for the process. Once they commit to ownership of the process, the team participants will be energized to focus their energy on the process. Notice how step one calls for leadership (existing, or in need of



**FIGURE 7.4:** Ten steps to a Total Quality Management continuous improvement process.

leadership training). It is critical to have good leader-managers in place to maximize the effectiveness of TQM.

- *Step one* in the process: Have excellent leaders as supervisors and managers. The more successful companies develop leader-managers who can inspire the TQM teams to exceed guest expectations.
- *Step two*: Build and train teams of volunteer associates within each department and later cross departmentally in problem solving.
- *Step three*: Have the teams decide on and write down the appropriate levels of guest service and relative weighting for “their guests” because front-line associates best know the service expectations of “their” guests. Of course, management has input, but the whole point of TQM is that management has to



**TQM being introduced to a team.**

Courtesy of Sodexho

give up some of its power and allow associates to share in the decision-making process for determining the criteria and performance levels for guest service. For example, how many rings should the telephone give before it is answered? Or, how long should guests have to wait for a hostess to seat them at a restaurant? The answers are, answer the phone within three rings if possible, and, in the absence of the hostess, someone to acknowledge the guests and let them know that the hostess will be there momentarily. The list of performance criteria for each department will vary according to the type of hospitality business and the guest expectations. In a restaurant situation, guests can be asked in a survey how much they liked their food. A Likert type scale of 1 to 10 or 1 to 7 can be used to score each criterion. Food quality is further broken down into taste, smell, appearance, and temperature. Other restaurant meal quality criteria include service = courtesy, friendly, efficient, prompt, professional, etc. The total dining experience includes ease of access to the restaurant, parking, curbside appeal, cleanliness, condition of bathrooms, decor, noise levels, lighting, ambience, music, and so on.

Once a score has been determined for each element of the guest experience, a base has been arrived at for future comparison. The team of associates comes up with ideas and “how-tos” of improving the guest experience for each of the elements that is below the level of quality expected by guests.

- *Step four:* Set mission, goals, and strategies based on guest expectations. Write the company, property/unit, or department mission and goals, and create strategies to meet or exceed those goals.

- *Step five:* Empower and inspire associates to reach goals.
- *Step six:* Identify deficiencies, which are areas where service falls below expectations.
- *Step seven:* Analyze and resolve identified deficiencies.
- *Step eight:* Modify processes to incorporate corrections and to improve service to expected levels.
- *Step nine:* Track results—improvements in service, guest satisfaction, employee satisfaction, cost reduction, and profit.
- *Step ten:* Evaluate and support the process. If the goals are not being met, begin again with step one. If the goals are met, congratulate team members for their success and reward them.

Installing TQM is exciting because, once everyone becomes involved, the teams find creative ways of solving guest-related problems and improving service. Other benefits include increased guest and employee satisfaction, cost reductions, and, yes, increased profit. TQM is a top-down, bottom-up process that needs active commitment and involvement of all employees, from top managers to hourly paid employees. With TQM, if you are not serving the guest, you had better be serving someone who is serving the guest. To the guest, services are experiential; they are felt, lived through, and sensed.



## Empowerment

More hospitality companies are empowering teams and employees to deliver outstanding guest service. *Empowerment* means ensuring that employees have the skills, knowledge, and authority to make decisions that would otherwise be made by management. The goal of empowerment is to have enthusiastic, committed employees who do an outstanding job because they believe in it and enjoy doing it. Empowerment encourages employees to be creative and to take risks, both of which can give a company a competitive edge.

### Empowering

To give employees additional responsibility and authority to do their jobs.

There are two types of empowerment: *structured* and *flexible*. Structured empowerment allows employees to make decisions within specified limits, an example being “comping” an entrée, not the whole meal. Flexible empowerment gives employees more scope in making decisions to give outstanding guest service.

As described in the TQM section, employees are empowered to problem-solve and do whatever it takes to delight the guest (so long as it’s legal). With Ritz-Carlton, associates are empowered by “*owning*” the guest’s request. Associates can spend up to \$2,000 without consulting management to solve a guest’s problem. An example was when the laundry was pressing a bridesmaid’s dress and accidentally burned a hole in it. The concierge took the guest to the nearby Versace store and bought a new dress on her own credit card.

Empowerment enables companies to get quick decisions to satisfy guests. An associate no longer has to find a manager to approve a request; the associate is *empowered* to handle the situation. Empowerment also means fewer levels of management are required. For example, a hotel had several floor housekeepers whose job it was to inspect all rooms serviced by housekeepers. Finally, management wised up and asked themselves

the question, why aren't we doing it right to start with? Now, certified housekeepers no longer need their rooms checked; the first person in the room after it's cleaned is the guest. This has saved thousands of dollars in salaries and benefits. Empowered employees can schedule, solve TQM problems, budget, do performance evaluations, and participate in employment selection. Today, the supervisor's role is to formulate a vision, show trust, provide resources, coach, train, offer encouragement, and help when needed.

The steps in establishing an empowerment program are similar to those for TQM. First, a meeting of all employees is held to announce (with the use of specific guest survey data) the need to increase guest satisfaction. This is followed by an introduction and explanation of empowerment. A training session goes over problem resolution, decision making, and guest service. The program is monitored and recorded so guest and employee satisfaction—both of which hopefully increase—can be celebrated. The number of times a manager is called to deal with a request is also recorded along with any costs involved with empowering employees to give away or “comp” a service. Hospitality companies find that the cost of reducing or “comping” a few charges is more than made up by the increased business they receive as a result of any “guarantee” program.

Another story that illustrates how empowerment can encourage an associate to go the extra mile is: Picture a fabulous resort hotel on a cool day in February. Two guests arrive and decide that they want to have their lunch out on the terrace, rather than in the restaurant. A table is duly set for them, and, because it was cold, the server went to the laundry and had them put two blankets in the dryer to warm them up. When the guests were presented with the blankets, they were really impressed. It so happened that the guests were travel writers for a major newspaper, and they wrote up the story as an example of exemplary service.

Empowered employees tend to feel more in control of and have a greater commitment to their work and are also more productive than nonempowered employees. So it's no wonder that many hospitality companies like Marriott and TGI Friday's gain their associates' feedback and ideas on a regular basis. They empower their employees and they, in turn, score highly in guest and employee satisfaction surveys. It's a win-win situation.

### Check Your Knowledge

1. Describe TQM and how it works.
2. What does empowering employees really mean?

Guest feedback is an important part of TQM. Some hospitality businesses have outside companies conduct guest surveys, asking such questions as: Did you have a sense of well-being? Did you feel cared for as an individual? Did you feel wanted as a guest? These questions are measuring the emotional attachment that the guest has with the company and brand.



## Team Challenges

Every team must overcome some challenges to be successful. Regardless of how much supervisors strive to overcome them, some of these challenges must work out on their own. For instance, you can implement ways that the team may gain personal development, cohesion, positive norms, etc., but the supervisor cannot simply make them

happen. The people in the team must want to gain these qualities and must want a positive workplace.

One major team challenge that management must help to overcome is negativity—including “us versus them.” No matter how selective supervisors are at hiring employees, they will always come across an unexpected negative hire. You must remember that when you are interviewing someone, they always have their best face on. The first impression is not necessarily what is behind the real person. If someone is applying for a position in the company, they are probably not going to come in being negative (if they do, then you should not hire them in the first place). Therefore, it is important (once again) for the supervisor to be an active part of the team. If one person is bringing everyone down, either the active supervisor will see it for themselves, or a team member will be comfortable enough with the supervisor to bring it to their attention. This issue should be immediately addressed; otherwise it may create a domino effect.

Another major challenge that management must overcome is learning how to delegate responsibilities. Supervisors must learn how to let go of certain responsibilities, and which responsibilities are to be let go of. Even if you think that it will be much quicker and easier to just do it yourself, this is another way to gain the respect of the team. Some examples of things that may be delegated to the team in a restaurant are reservations, server cash-outs, nightly station checks, and time for evening “cuts” (when you cut the server staff down from a full staff to a smaller staff at the end of the night). When a job is delegated, make sure you explain what to do clearly and precisely. Also make sure that the person you are delegating the job to possess a full understanding of what is to be done and that he or she is confident in doing it.

High turnover is one of the major obstacles in the hospitality industry. You cannot have a cohesive, successful team if the team members are always changing. Although there is no clear-cut way of how to overcome high turnover, there are some strategies that may reduce it. One way is to be in tune with your staff. If it seems that members of the team are distraught, take the time to talk with them. Ask what the problem is and try to reach a compromise. Maybe the only problem is that they are having scheduling conflicts, and it can be resolved simply by giving them more or less hours.

Finally, supervisors must overcome the challenge of gaining the respect of the team. This is a tricky one because you must learn how to be their friend to gain trust as well as their leader to gain respect. A supervisor who is too friendly may get walked all over. A supervisor who is not friendly enough will not gain trust. Where do you draw the line? The answer to this is not so simple. You should always be professional when talking with the staff. Never use inappropriate language; you never really know who it may offend. Also, limit activities that you attend together outside of the company. Take part in organized activities, but do not make a regular appearance at the local hangout after shifts.



## Coaching

---

In today’s workplace, the leader as a commander approach is no longer acceptable. This type of approach follows the rule that employees will do as told what to do, how to do it and when to do it. Often employees find this type of leadership style to be un-motivating

**Coaching**

Individual, corrective, on-the-job training that is focused on improving performance.

**Counseling**

Counseling occurs when a counselor meets with a client in a private and confidential setting to explore a difficulty the client is having, distress he may be experiencing, or perhaps his dissatisfaction or loss of a sense of direction or purpose.

and even somewhat demeaning. Today employees want their voices to be heard and to be more integrated as part of the operation, not simply a warm body.

*Coaching* is a process involving observation of employee performance and conversation focusing on job performance between the manager and the employee. Coaching can take place informally at the employee's workstation or formally by having coaching sessions in an office. It is different from *counseling*, a process used to help employees who are performing poorly because of personal problems such as substance abuse.

Coaching focuses on enhancing the skills and productivity of the employee and elevating employee motivation. When an employee feels like they are part of a team working together to achieve a goal, they are more likely to excel in performance. As known and is taught today in management and education circles, the notion of a *self-fulfilling prophecy* was conceptualized by Robert Merton, a professor of sociology at Columbia University. This is the notion that once an expectation is set, even if it is not accurate, we tend to act in ways that are consistent with that expectation.<sup>13</sup>

If managers try to control their workers, they will manage them in a restraining way that will condition employees to do nothing unless they are directly under supervision. If they act as coaches and lead their employees in the direction to assume responsibility, they manage their employees in such a way that the self-fulfilling prophecy will prepare them to take on those responsibilities. Therefore, if high expectations for employees are set, they will be more likely to strive towards achieving those expectations. If low expectations are set, then the employee will not be motivated to go beyond the low expectations.

Based on an in-depth study, an Eight-Step Coaching Model has been developed.<sup>14</sup> The following are brief descriptions of the steps:

1. *Be supportive.* Be flexible, assist when needed, show understanding, listen, provide positive feedback, encourage, and be open to new ideas.
2. *Define problem and expectations.* Give the employee the chance to explain the situation; the coach should make sure the problem is understood and then clarify expectations.
3. *Establish impact.* Make sure that the negative impact of the problem is understood.
4. *Initiate a plan.* The coach and employee should collaborate together to develop a plan to correct the problem.
5. *Get a commitment.* Make sure the employee knows what is expected of them and is willing to commit to the plan that was collaboratively developed.
6. *Confront excuses/resistance.* Do not accept excuses or resistance. Make sure that the focus is on what can be done to be successful instead of what might not work.
7. *Clarify consequences.* Be clear about what will happen if the plan is not completed.
8. *Don't give up.* Coaching is hard; it takes time. There is never one right answer or solution. Working together, the coach and the employee can resolve problems successfully.<sup>15</sup>

What every good leader needs is continuous feedback about their performance as well as their employees. Anyone who has sat in the manager's chair knows how little feedback you get during the course of a day. In fact, being promoted often means the end of virtually all feedback.<sup>16</sup> This does not have to be so. If the leader takes the coach

approach, they will still be part of the team, involved in employee performance. In turn, they will still know what is going on in the operation, how employees feel about it and what changes may need to be made. The coach views the leadership process as a collaborative venture in which every voice is heard.



**Coaching a team can be fun and stimulate productive teamwork.**

The overall purpose of coaching is to evaluate work performance and then to encourage optimum work performance either by reinforcing good performance or confronting and redirecting poor performance. Coaching therefore provides your employees with regular feedback and support about their job performance and helps you to understand exactly what your employees need to know. It also prevents small problems from turning into big ones that may require much more attention later. If coaching employees is so beneficial, why do supervisors often avoid it?

Possible reasons are:

- Lack of time. (In most cases, coaching requires only a few minutes.)
- Fear of confronting an employee with a concern about his or her performance. (A mistake—the problem not faced may only get worse, not better.)
- Assuming that the employee already knows that he or she is doing a good job, so why bother saying anything? (Your employee would love to hear it anyway.)
- Little experience coaching. (You can start practicing now.)
- Assuming that the employee will ask questions when appropriate and does not need feedback. (Many employees are too proud or shy to ask questions.)

There are many skills needed to be an effective coach. Many of us already have them, but do not understand how to implement them in a workplace setting. After complete understandings of these skills are reached, the rest should come naturally!

Most important is being present. Not just physically being there on the job, but really being there mentally. Avoid distractions and focus on building the performance of your team. The more you are focused on your employees' needs the better rapport you will build with them. This is the foundation of building a team that looks up to you as a coach, not a manager. Goals need to be set for you and your employees. Don't assume you or your employees already know what goals need to be reached, brainstorm and interact with them. Come to shared, clear agreements and make sure to follow up on them to be sure they are being kept. If the agreements are come to interactively, employees will be more apt to feel responsible for their up keeping.

A coach does not tell employees what needs to be done and how to do it. A coach asks and teaches. Resist the temptation to "give them a fish;" instead, teach them *how to fish* for their own answers. If you feel compelled to offer advice, it can be packaged in a way that puts the person fully in charge of making the choice. For example, try, "I have an idea that that you might find useful."<sup>17</sup>

The first step in coaching is to observe employees doing their jobs. Be sure you are completely familiar with pertinent performance standards and job duties. If an employee is doing the job well, do not hesitate to say so. Everyone likes to be told that they are doing a good job, so praise employees as often as you can. Work on catching your employees doing things right, and then use these steps:

1. Describe the specific action you are praising.
2. Explain the results or effects of the actions.
3. State your appreciation.

In some cases, you may want to write a letter of thanks and make sure that a copy goes into the employee's personnel file. You could instead use a standard form, which is quicker to complete.

When observing employees, sometimes you will see what appears to be a problem with performance. If Ted left a pallet of canned goods outside the storeroom, ask him, "Is there a reason why these canned goods are not put away yet?" If Sally is not using the new procedure for cleaning flatware, ask her, "Are you aware of the new procedure for washing flatware?" before you assume that she is trying to get away with something. It could be that Ted stopped putting the canned goods away when a delivery of milk (which has to be put in the refrigerator immediately) came in, or perhaps Sally was on vacation when the cleaning procedure was changed. Consider the following questions before correcting an employee.

- Does the employee know what is supposed to be done, and why?
- Are there any reasons for poor performance that the employee cannot control, such as inadequate equipment?
- How serious are the consequences of this problem?
- Has the employee been spoken to about this concern before?

By asking questions before you point a finger at someone, you help maintain the self-respect of the employee. After asking questions, if it is obvious to you that



a correction is needed, be careful not to correct one employee in front of another. No one likes being corrected in front of his or her peers. Arrange to talk privately with the employee to define the performance problem, agree on why it is happening, make your standards clear, and work with the employee to set goals for improvement.

Let's say that Kim's performance as a cocktail server has deteriorated noticeably in the last few weeks and there have been guest complaints of poor service, ill temper, and rudeness. If you tolerate her poor performance, it will reduce her respect for you, for the job, and for herself. So you arrange to talk to her privately and try to get her to do most of the talking. You get Kim to tell you what is wrong and let her know how you perceive the problem as well. The goal is to resolve the problem, and you encourage her to make her own suggestions for doing this. This leads to her commitment to improve. You make sure that she understands the performance you expect, and you get her to set her own improvement goals: measurable performance goals such as a specific reduction in customer complaints within a certain period of time.

- If the problem is related to the job, you do what you can to solve it. For instance, one fast-food employee's poor performance turned out to be caused by a large puddle of water in which she had to stand while working. The supervisor had the plumbing fixed and that solved the performance problem. Kim's problem may have an equally simple solution.
- If the problem involves other people on the job, the solution may be more complex, but you do everything you can to resolve it. In the meantime, you have a management obligation to help Kim meet performance standards.
- If the problem is personal, it may help Kim to talk about it, but you cannot solve it for her. You can only listen in order to help her overcome its interfering with her work.
- If the problem is burnout, you may be able to motivate her with some change of duties and responsibilities that would add variety and interest to her job. In any case, she will probably respond to your supportive approach, and when she has set her own goals, she will feel a commitment to achieving them.

When goals have been set that you both agree to, establish checkpoints at which you meet to discuss progress (get Kim to set the times—perhaps once a week or every two weeks). You express your confidence in her ability to meet her goals, make it clear that you are available when needed, and put her on her own.

During the improvement period, you observe discreetly from the sidelines, but you do not intervene. Kim is in charge of her own improvement; you are simply staying available. You compliment her when you see her handle a difficult customer; you give her all the positive feedback you can; you keep her aware of your support.

You wait for the checkpoints to discuss the negatives, and you let Kim bring them up. You use the checkpoints as informal problem-solving sessions in which you again encourage Kim to do most of the talking and generate most of the ideas. To summarize, make sure that a coaching session includes the following:

1. Speak in private with the employee. Be relaxed and friendly.
2. Express in a calm manner your concern about the specific aspect of job performance you feel needs to be improved. Describe the concern in behavioral terms and explain the effect it has. Do so in a positive manner.

3. Ask the employee for his or her thoughts and opinions, including possible solutions. Discuss together these solutions and agree mutually on a course of action and a time frame.
4. Ask the employee to restate what has been agreed upon to check on understanding. State your confidence in the employee's ability to turn the situation around.
5. At a later time, you should follow up and make sure that the performance concern has been addressed.

In many operations, you will be asked to document (meaning you will need to write on paper) coaching sessions. Some leaders document coaching sessions in a log-book, which is much like a diary of day-to-day events in the operation. Depending on the policy, coaching sessions may be recorded on forms intended for that purpose. Any documentation of coaching sessions should include the date and place of the coaching and a summary of the coaching session. Although you may feel this is time-consuming, documentation is essential if you ever need to terminate an employee or simply to do yearly performance evaluations, the next topic.

Making coaching behaviors part of what you do is essential to the process. Here is a recap of some behaviors that you, as a coach, should focus on:

1. Do not think about employees as people that need to be controlled.
2. Listen, listen, listen!
3. Develop the individual strengths of each employee.
4. Endorse effort and growth (instead of pointing out mistakes).
5. Stop providing solutions. Give your employees an opportunity to figure it out.
6. Stop making all the decisions. Delegate decisions where appropriate and engage your employees.
7. Be unconditionally constructive. Take responsibility for how you are heard, even if you came across the wrong way.
8. Create an environment where people want to work with you, feel valued, respected, and part of a team.<sup>18</sup>

### Check Your Knowledge

1. What is counseling used for?
2. Explain the self-fulfilling prophecy.
3. What is coaching?
4. Why do supervisors often avoid coaching?



## KEY POINTS

1. A group is defined as a number of persons working together, or considered together because of similarities. They share information but remain neutral. A team is a special kind of group that attempts to achieve a positive collaboration among its members.
2. A formally appointed team has an appointed team leader. The team leader possesses the power to influence others; power may be delegated to this leader from management. An informally appointed team will evolve on its own, it has a rotation of leadership, and the group leader does not have formal power over the group.
3. One main reason for joining in a team in the hospitality industry is to accomplish tasks as efficiently and swiftly as possible. People may also simply join a team to feel like they

are a small part of a whole (this may help to develop, enhance, and/or confirm some underlying identity needs).

4. Teamwork is the actual action that a team performs. It is defined as the cooperative effort by a group of persons acting together as a team. In order to have teamwork in the hospitality industry you must have team players.
5. In the hospitality industry teams as well as team norms are constantly evolving. Team norms are defined as implicit, in addition to explicit rules of behavior. Positive team norms are behaviors that are agreed-upon and accepted within the group. Negative team norms are behaviors that are against the interest and are not accepted by the overall group.
6. A cohesive team communicates well with each other, has well-defined norms, unity, respect, and trust among its members. To build a cohesive team goals and objectives need to be set.
7. Three ways to influence an informal team: feedback, identify the key players, and communication.
8. Before actually implementing the plan of building a team, managers should consider what they want out of the team they are about to build. They should be very selective with whom they hire, and conduct reference checks. A supervisor should also keep in mind that one team member's problem affects the whole group.
9. Groups may be formal or informal. Formal groups are work groups established by the company; informal groups are more social by nature.
10. There are four steps to take at turning a group into a team:
  - Get the team's input into establishing team goals.
  - Allow some team decision making.
  - Stress communication.
  - Have collaboration among team members.
11. A team that will be highly successful understands and is committed to the vision, mission, and goals of the company and the department, is mature, works to continually improve how it operates, treats each other with respect, handles differences in a professional manner, has respect for their supervisor, is consulted for their input in decision making, encourages and assists other team members to succeed, meets or exceeds its goals, and has synergy.
12. Total Quality Management's goal is to ensure continuous quality improvement of services and products for guests. TQM is applied in all areas of the business at every level. There are 10 steps to Total Quality Management:
  - Have excellent leaders as supervisors and managers.
  - Build and train teams of volunteer associates within each department and later cross departmentally in problem solving.
  - Have the teams decide on and write down the appropriate levels of guest service and relative weighting for "their guests."
  - Set mission, goals, and strategies based on guests' expectations.
  - Empower and inspire associates to reach goals.
  - Identify deficiencies.
  - Analyze and problem-solve identified deficiencies.
  - Modify process to incorporate corrections to improve service to expected levels.
  - Track results—improvements in service, guest satisfaction, employee satisfaction, cost reduction, and profit.
  - Evaluate and support the process.

13. There are two types of empowerment: structured and flexible. Structured empowerment allows employees to make decisions within specified limits; flexible empowerment gives employees more scope in making decisions to give outstanding guest service.
14. Major team challenges are negativity, learning how to delegate responsibilities, high turnover, and gaining the respect of the team.
15. The coach uses energy and positive feedback, not fear or status, as a form of motivation to get the job done.



## KEY TERMS

coaching	informally appointed team
cohesive team	norms
delegated	participative leadership
empowerment	synergy
feedback	team
formal groups	team morale
formally appointed team	team players
group	teamwork
informal groups	Total Quality Management (TQM)



## REVIEW QUESTIONS

Answer each question in complete sentences. Read the question carefully and make sure that you answer all parts of the question. Organize your answer using more than one paragraph when appropriate.

1. Explain in detail the differences between a group and a team.
2. Compare and contrast a formally appointed team and an informally appointed team. What are some advantages and disadvantages of each?
3. What are norms? How do they evolve? When do they work best?
4. How do you build a cohesive team?
5. What are some ways to influence an informal team?
6. Explain Total Quality Management.
7. What is empowerment? What are the two types of empowerment?
8. What are some of the major challenges a team must overcome in order to be successful?
9. Explain the differences between a coach and a supervisor.



## ACTIVITIES AND APPLICATIONS

### 1. Discussion Questions

- Explain delegation. Other than the examples in the text, what are some appropriate duties in a restaurant that may be delegated? How about in a hotel?



- What are some of the main reasons that people join teams? This does not necessarily have to relate to the hospitality industry. Give examples inside as well as outside the industry.
- Give some examples of how a supervisor can contribute to heightening team morale.
- What are the steps in building a team?
- What does creating successful teams depend on?
- What does TEAM stand for?

### **2.1. Group Activity: Total Quality Management**

You and three investors just bought a new restaurant. In groups of four review the 10 steps of Total Quality Management to implement a plan of action for your new establishment. Have one person keep a list of the plan as the other three brainstorm. Example: The first step is to have excellent leaders. As a new owner how will you find these leaders? Discuss it with the class.

### **2.2. Group Activity: Team-Building Exercise**

The class is assigned to teams of about six people each to participate in a scavenger hunt. Each team must create a team name and motto.

#### **Scavenger Hunt:**

Each team must collect and bring to class the following items:

- a photo of the group
- a meal pass for the cafeteria
- a copy of *USA Today*
- a CD-ROM
- a page of college letterhead paper
- a \$50 bill
- a copy of this course outline/syllabus
- an athlete who represents the school
- a T-shirt with the school logo on it
- a hair clip

You have 30 minutes to bring the above items to class. After the winner is declared, reflect on how well your team did, what role did each member play? Did a leader emerge? Do you now feel more of a bonding with your team members?

### **3. Case Study: “The Just Hired as a Supervisor Blues”**

Mike graduated from school a few months ago. He applied to various companies and has decided to take a position at a well-known local restaurant. On his first day at work Mike felt that it seemed everyone was out for themselves. There was little teamwork going on and hardly any communication. Mike in turn was reconsidering his decision for taking this position. Before Mike decides if he is going to leave or not, he turns to you for some suggestions.

#### **Case Study Questions**

1. What do you think Mike should do to break the ice?
2. What are some ways Mike could try to turn the group into a team?
3. What are some reasons that this group could have such negative norms?
4. What would be some advantages for Mike if he implemented a TQM plan?



## WEB ACTIVITY

- Go to the following Web site: <http://en.wikipedia.org/wiki/teamwork>
- A national representative survey, HOW FAIR, revealed that Americans think that being a team player was the most important factor in getting ahead in the workplace. This was ranked higher than several factors—what were those factors?



## RELATED WEB SITES

Team Member Motivation	<a href="http://www.billmain.com">www.billmain.com</a>
Team Member Motivation	<a href="http://www.eaward.com">www.eaward.com</a>
Team Member Motivation	<a href="http://www.employer-employee.com">www.employer-employee.com</a>
Team Member Motivation	<a href="http://www.generationsatwork.com">www.generationsatwork.com</a>
American Society for Quality	<a href="http://www.asq.org">www.asq.org</a>



## ENDNOTES

1. Jean M. Di Giovanna, "Five Components Needed for High Performing Teams," *Design Firm Management and Administration Report*, New York: April 2007, Vol. 7 Iss. 4, p. 3.
2. Megan Rowe, "Secrets to Guest Service," *Restaurant Hospitality*, March 2006, Vol. 90 Iss. 3, p. 39.
3. "The Restaurant Team: 10 ways to build cooperation," August 2006, [hcareers.com](http://hcareers.com).
4. "Your Business: Team Charter—Getting Buy In to Get Results," April 2006, obtained online at [restaurantreport.com](http://restaurantreport.com), July 18, 2007.
5. Adapted from: A'La Carte Consulting Group Online, "Operating Checklist," Chris Tripoli, [www.alacarteconsultinggroup.com/article6.html](http://www.alacarteconsultinggroup.com/article6.html), February 2008.
6. Jim Sullivan, "The lost art of guest finesse in the dining room," *Nation's Restaurant News*, [http://findarticles.com/p/articles/mi\\_m3190/is\\_10\\_40/ai\\_n16101662](http://findarticles.com/p/articles/mi_m3190/is_10_40/ai_n16101662), retrieved February 2008.
7. Adapted from: A'La Carte Consulting Group Online, "Operating Checklist," Chris Tripoli, [www.alacarteconsultinggroup.com/article6.html](http://www.alacarteconsultinggroup.com/article6.html), February 2008.
8. Jim Sullivan, "The lost art of guest finesse in the dining room," *Nation's Restaurant News*, [http://findarticles.com/p/articles/mi\\_m3190/is\\_10\\_40/ai\\_n16101662](http://findarticles.com/p/articles/mi_m3190/is_10_40/ai_n16101662), retrieved February 2008.
9. Thomas S. Bateman and Scott A. Snell, *Management: Leading and Collaborating in a Competitive World 7th Ed.*, New York: McGraw Hill Irwin, 2007, p. 464.
10. B. W. Tuckman, "Developmental Sequence in Small Groups," *Psychological Bulletin* 63 (1965), pp. 384–99. As cited in Thomas S. Bateman and Scott A. Snell, *Management: Leading and Collaborating in a Competitive World 7th Ed.*, New York: McGraw Hill Irwin, 2007, p. 464.
11. Susan Heathfield, "How to Build a Teamwork Culture. Your guide to human Resources," November 2005, obtained at [www.humanresources.about.com](http://www.humanresources.about.com), July 21, 2007.
12. Nadler, Hackman, and Lawler, *Managing Organizational Behavior*. As cited in Thomas S. Bateman and Scott A. Snell, *Management: Leading and Collaborating in a Competitive World 7th Ed.*, New York: McGraw Hill Irwin, 2007, p. 67.
13. "Better Management by Perception," [www.accel-team.com/pygmalion/index.html](http://www.accel-team.com/pygmalion/index.html), February 2008.
14. U.S. Office of Personnel Management, adapted from Steven J. Stowell, Ph.D., and Matt M. Starevich, Ph.D., Center for Management and Organization Effectiveness, "The Coach: Creating Partnerships for a Competitive Edge," [www.opm.gov/perform/articles/030.asp#Eight](http://www.opm.gov/perform/articles/030.asp#Eight), February 2008.
15. *Ibid.*
16. Bob Gunn, *Strategic Finance*, July 2004, Vol. 86 No. 1, p. 9.
17. Daniel Robin, "Making Workplaces Work Better: The Eight Essential Skills of Coaching: How to bring out the best in others," [www.abetterworkplace.com/075.html](http://www.abetterworkplace.com/075.html), February 2008.
18. Megan Tough, "Coaching—The New Word in Management," [www.siliconfareast.com/coaching.html](http://www.siliconfareast.com/coaching.html), February 2008.