

Part 1

Leading Human Resources, Equal Opportunity, Diversity, And Planning

Chapter 1
Leading Human Resources

Chapter 2
Equal Opportunity Laws and Diversity

Chapter 3
**Human Resources Planning, Job
Analysis, Job Description, and
Organizing**



Leading Human Resources

Overview

The Practice of Leading Human Resources
The Importance of Leading Human Resources
The Challenge of Leading Human Resources
Leaders, Supervisors, and Associates
Characteristics of Leaders
The Nature of Leadership
Leadership Styles
Developing Your Own Style
Ethics
The Leader as Mentor

The hospitality industry is composed of 70 percent part-time, short-term people. They are “only working here until”—until they get out of high school, until they get out of college, until they have enough money to buy a car, or until an opening comes up someplace else. It is not uncommon to hear a young hourly employee say, “I’ll keep this job until I can get a real job,” for what they often mean is that they plan to switch from an hourly to a salaried position.

In this chapter we examine the role of the human resources director and the HR department and leadership in work situations. It will help you to:

- **Realize the importance of leading human resources.**
- **Explain the concept of leadership.**
- **Describe the characteristics of leadership.**
- **Compare and contrast the concepts of formal authority and real authority.**
- **Compare and contrast Theory X and Theory Y management styles.**
- **Describe and give examples of leadership styles—autocratic, bureaucratic, democratic, and laissez-faire, situational, transactional, transformational.**
- **Outline leadership practices.**
- **Develop your own leadership style.**



The Practice of Leading Human Resources

The practice of leading human resources is mission critical to all successful hospitality organizations. Leading human resources has evolved from the early days of maintaining employee records, scheduling vacations, organizing activities, and arranging health coverage.

Work and the workplace are now much more complex than they were years ago. Not only has legislation and compliance become more important but also so has equal opportunity, creating a positive work environment, technology, diversity, recruiting, selection, compensation and benefits, training and development, team building, performance management, conflict management, safety and health, as well as planning, organizing, decision making, communication, motivating, and controlling. All of these important topics impact human resources supervision and leadership.

Human resources leadership utilizes elements of management but it is how these elements are put into practice that makes the difference. Simply put, HR professionals get, keep, and grow talented associates who have a passion for the hospitality industry.¹

Some leading hospitality companies like Ritz-Carlton have introduced the term *organizational effectiveness*, the intention being to go beyond performing mainly administrative and legally mandated tasks that traditional HR functions have performed to adding value through directly improving the performance of the business.² Human resource professionals can add more value by effective talent leadership, helping with change management, influencing business strategy, and a host of other high-value-added activities that impact organizational effectiveness. Given that hospitality organizations are dependent on their “human capital” for competitive advantage, their market value increasingly depends on their intangible assets, such as their knowledge, core competences, and organizational capabilities.³



The Importance of Leading Human Resources

Corporations of excellence regard their human resources as their most valuable asset and competitive advantage. Progressive employers seek to become the employer of choice. We need to realize that the leadership of human resources is critical because we don't manage human resources, we lead human resources. We manage finances, we lead associates. This is a fundamental paradigm shift. The hospitality experience is intangible, meaning that one restaurant, hotel, or tourism enterprise is much the same as the other. What makes the difference is the human element of service, service, and service!⁴

The human resources director and the HR department are a *strategic business partner* with the executive team, adding intrinsic value to the organization as a *resource* for all departments. Human resource professionals are responsible for the efficient and effective operation of the human resources of the organization. This is a tall order when we realize that no other industry in the world has as much frontline entry-level guest contact as the hospitality industry. Employment ranges from entry-level positions to specialized, supervisory, and leadership-executive positions. Human resources is all about attracting, selecting, recruiting, orienting, training, coaching, counseling, developing, disciplining, mentoring, evaluating the performance of, and supporting and retaining an organization's most important resources, the associates.⁵ Figure 1-1 shows the key human resource leadership activities.

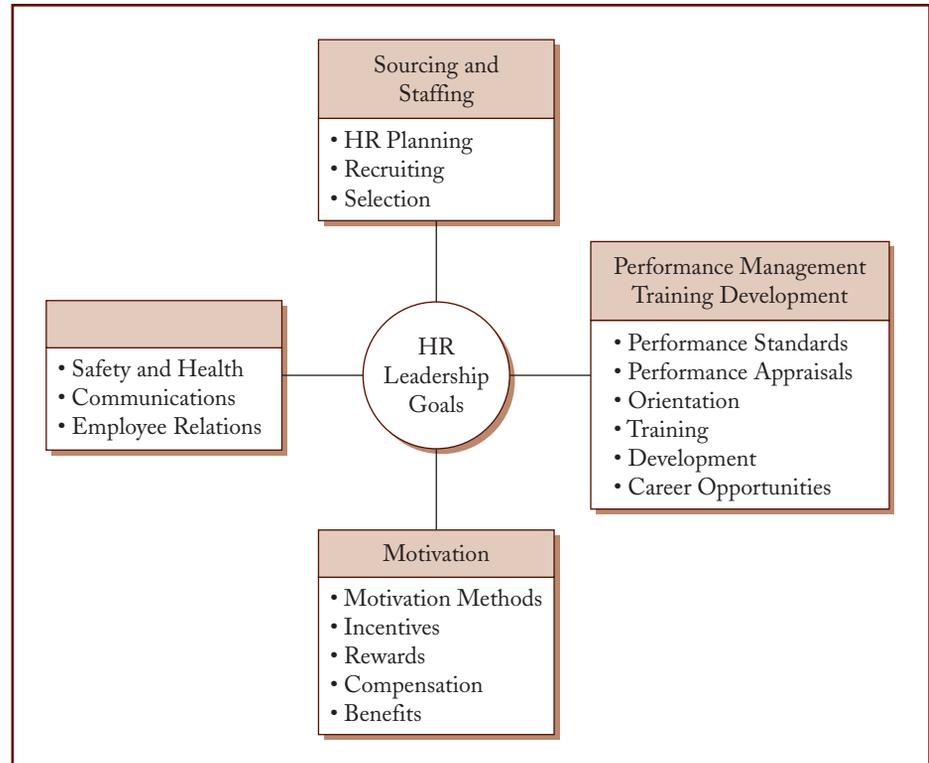


FIGURE 1-1: The key human resource leadership activities.

Adapted from David A. Decenzo and Stephen P. Robbins, *Fundamentals of Human Resource Management*, Ninth Edition. 2007. John Wiley & Sons, Inc., Hoboken, NJ.

Leading human resources is important because of the high cost of staff turnover in the hospitality industry, which is often over 100 percent. Too frequently the wrong person is hired and they do a poor job. Today, the costs of legal and court fees are enough to scare any law-abiding citizen; but what if there is a lawsuit filed against you—just ask Brinker International; they have had to hand over millions of dollars for poor human resources management practices. Additionally, failure to comply with government regulations—of which we shall see there are many—will also mean stiff penalties.

Hopefully, by reading and studying this book you will examine leading human resource practices and not only avoid costly mistakes, but also help your organization become an example of excellence.

THE HUMAN RESOURCES DEPARTMENT

The human resources department is led by the director of human resources. The HR director is an executive committee position and carries with it the enormous responsibilities of running an efficient and effective HR department. The human resources director is a member of the executive committee or “guidance team” that run the organization—making all the important decisions.

The HR director sets the tone of how employee relations are conducted and establishes a vision for the company's human resources. The director is the advocate for the employees at executive-level decision making. The HR department generally has a co-coordinator, who ensures that all employee and management inquiries are handled with courtesy and given to the appropriate HR manager. Many HR departments have an employment specialist, who checks applications and does employment suitability interviews and reference checks. The benefits specialist ensures that all employees apply for and receive their appropriate benefits. Figure 1-2 shows the organization chart for a large hospitality company's human resources department.⁶

Progressive organizations are involving their human resources directors with strategic planning because of the need to align the optimal talent with meeting the mission. Here is a great example of human resources leadership that is truly distinctive and one that we can learn from. Sarasota Memorial Hospital (SMH) has built itself into one of America's best hospitals by adopting a progressive approach to human resources practices. Laurie Bennett, the Director of Human Resources, worked with the executive team to develop a vision, mission, and values for the hospital, which are:

Sarasota Memorial Hospital Vision:

Our community will be served by the best health care system in America. SMH will be the best place to be a patient, the best place to work, and the best place to practice medicine. Our extraordinary people, our innovative clinical technology, and our effective use of information systems will set us apart.

Sarasota Memorial Hospital Mission:

To provide health care services that excel in Caring, Quality, Safety, and Innovation.

Sarasota Memorial Hospital Values:

To create an environment that supports and rewards: caring and compassion; excellence; teamwork and trust; mutual respect and recognition; and cost-effective, ethical behavior.

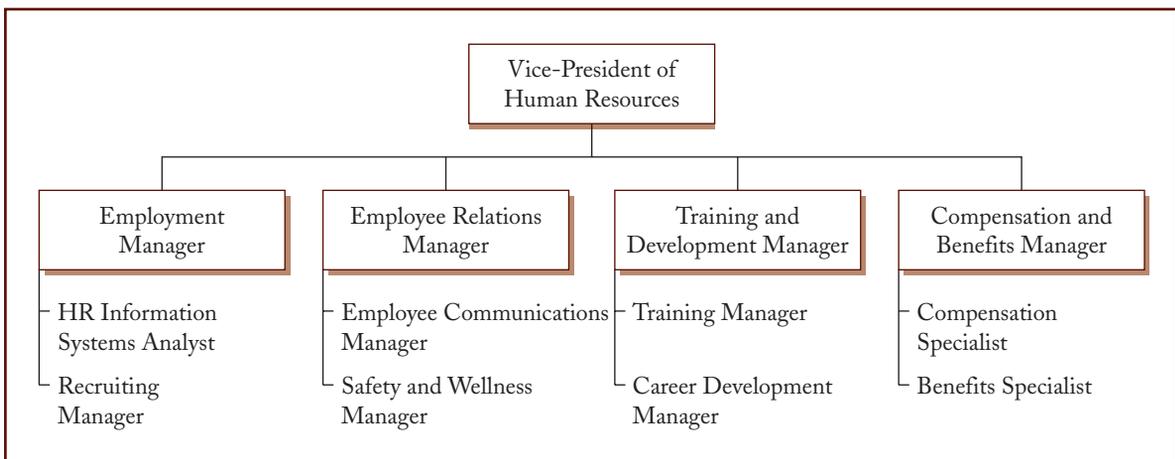


FIGURE 1-2: An organization chart for a large hospitality company's human resources department.



A human resource director with HR associates.

Notice how the vision, mission, and values of SMH describe what they want to be, why they are there, and what they believe in. SMH's vision, mission, and values can easily be adapted to suite a hospitality organization. Figure 1-3 illustrates the human resources strategic direction.

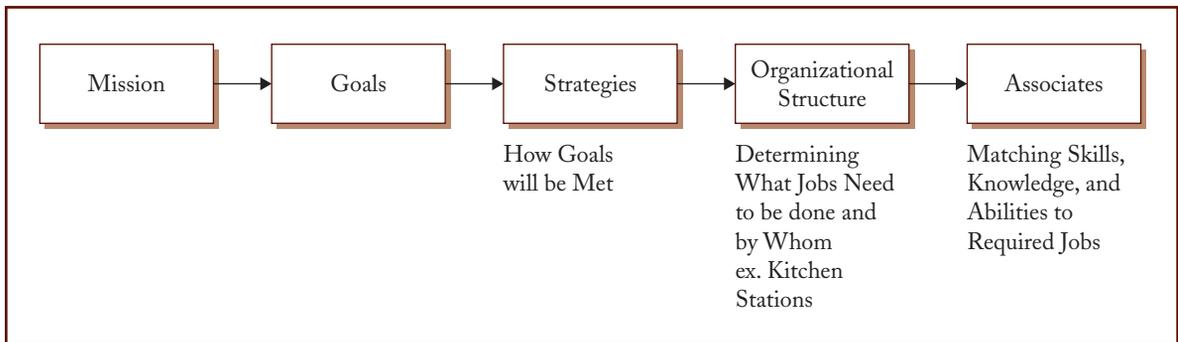


FIGURE 1-3: Human Resources Strategic Direction.

Adapted from David A. DeCenzo and Stephen P. Robbins, *Fundamentals of Human Resource Management*, Ninth Edition. 2007. John Wiley & Sons, Inc., Hoboken, NJ, page 126.

LEADERSHIP

You may already be, or soon may be, a leader in the hospitality industry. Being a leader is exciting; there are challenges, opportunities, and rewards. If you are a leader, your company has invested its trust in you and has expectations of your performance. But how do you feel? Well, you wouldn't be alone if you felt some apprehension because you are responsible not only for your work, but also for the work of others. We hope you get off to a great start with this book and wish you success in your career.

Ever wonder about the impact that leaders and human resources professionals have on the success of a hospitality company? Here is an example: On Restaurant Row in one city, one family restaurant has had 12 different busboys in two months. In the restaurant next door, the food is superb one week and terrible the next. The bar on the corner cannot find a decent bartender, much less keep one. Across the street, one restaurant had a near-riot in the kitchen resulting from an argument between the cooks and servers. The Italian restaurant two doors down is losing customers steadily because its service is so poor. But the oldest restaurant on the block is packing them in night after night, with staff who have been there for years.

In many of the city's hotels, the employee turnover rate is fantastically high. Every seven days we turn thousands of employees in this industry. We don't have a "labor" crisis. We have a turnover crisis. Service is poor and guests complain, but then that's just part of the game, isn't it? Yet several hotels in town have few *staffing* problems and happy guests. Throughout the city a common cry in the hospitality industry is that you just can't get good people these days. People don't work hard the way they used to, they don't do what you expect them to, they come late and leave early or don't show up at all, they are sullen and rude, they don't always speak English—the complaints go on and on.

The rotten help you get today must cause all the problems. Is this true? If it is true, what about those establishments where things run smoothly? Can it be that the way in which the workers are led has something to do with the presence or absence of problems? You bet it does! And that is what this book is all about. In this chapter we explore the human resources leadership aspect of the supervisor's job. Figure 1-4 shows the interactions of a leader.

In the hospitality industry almost everything depends on the physical labor of many hourly (or nonmanagerial) workers: people who cook, serve tables, mix drinks, wash dishes, check guests in and out, clean rooms, carry bags, mop floors. Few industries are as dependent for success on the performance of hourly workers. These employees make the products and they serve the customers—or drive them away.

How well these workers produce and serve depends largely on how well they are led. If they are not led well, the product or the service suffers and the establishment is in trouble. It is the people who supervise these workers who hold the keys to the success of the operation.

Staffing

Determining personnel needs and recruiting, evaluating, selecting, hiring, orienting, training, and scheduling employees.



The Challenge of Leading Human Resources

If you were to ask any hospitality leader what his or her greatest challenge is, the likely answer would be finding and keeping great employees motivated. Given the high turnover in the hospitality industry and the resultant cost, we begin to understand some of the leadership challenges that human resources professionals face.

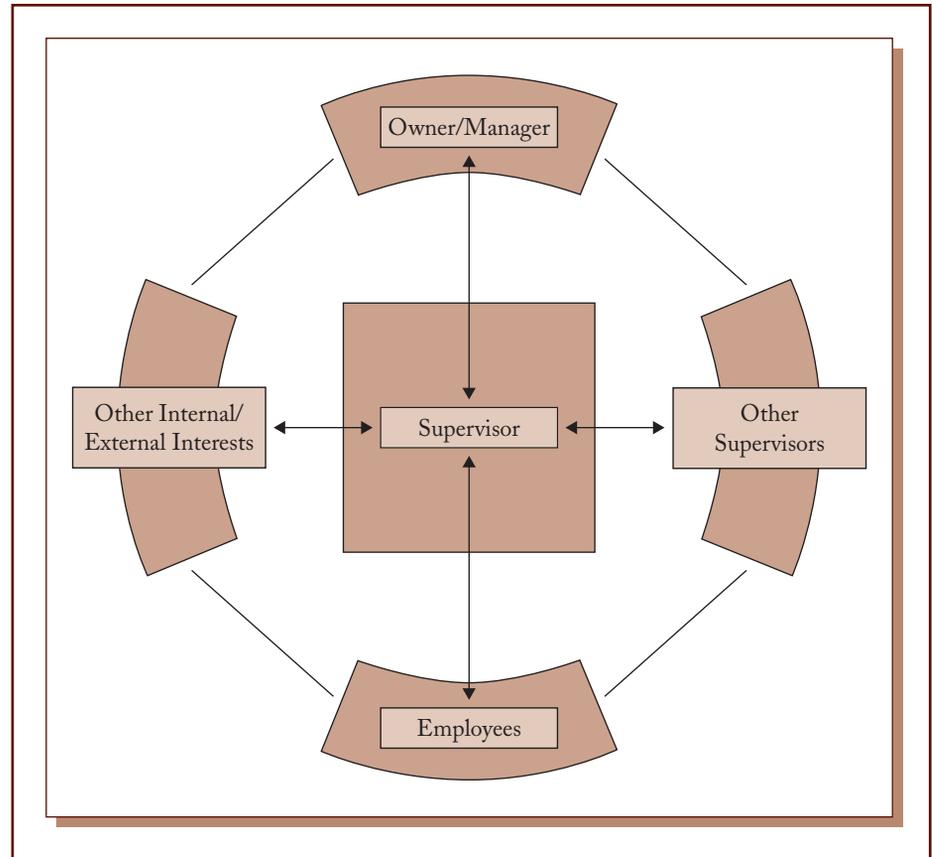


FIGURE 1-4: The interactions of a leader.

The idea that a “manager or supervisor” must be a leader comes as a surprise to people who have never thought about it before. A definition of leadership is: “The ability to articulate a vision, to embrace the values of that vision, and nurture an environment where everyone can reach the organization’s goals and their own personal needs.”⁷

Leadership begins with a vision, a mission, and goals. *Vision* is the articulation of the mission of the organization in such an appealing way that it vividly conveys what it can be like in the future. Vision instills a common purpose, self-esteem, and a sense of membership in the organization. The *mission statement* describes the purpose of the organization and outlines the kinds of activities performed for guests.

Mission statements normally have three parts: first, a statement of overall purpose; second, a statement explaining the values employees are expected to maintain in the daily decision-making process; third, a declaration of the major *goals* that leaders believe are essential to attain the missions. Goals should be relevant to the mission, specific and clear, challenging yet achievable, made in collaboration with employees, and written down with the strategies and tactics of how to meet the goals. The



importance of vision, mission, goals, *strategy*, and *tactics* is critical to the success of the company, and supervisors do much of the crucial work.

In a work situation, the leader is placed there by the company. In the hospitality industry the term leader often refers to a manager at a lower organizational level who supervises entry-level or other employees who themselves do not have supervisory responsibilities. The employees are expected to do what the boss tells them to do—that's just part of the job, right?

But if employees simply do what they are told, why is labor turnover so high, productivity so low, and absenteeism so prevalent? Why is there conflict between employees and management? The truth of the matter is that the leader is supposed to be leading the employees, but that does not guarantee that the employees will put all of their efforts into the job. This is where leadership comes in.



When you become a leader, your responsibilities are leadership responsibilities, and you cannot carry them out successfully unless you maintain a leader's point of view.

Courtesy of Sodexo



Leaders, Supervisors, and Associates

Hotels and restaurants are dependent on large numbers of people to fill low-wage entry-level jobs that have little interest and no perceived future. Washing pots, busing tables, dishing out the same food every day from the same steam table, lifting heavy bags, mopping dirty floors, cleaning restrooms, straightening up messy rooms left by



unheeding guests every single day can become very tiresome. Employees take these jobs either because no special skill, ability, or experience is required, or because nothing else is available.

Some of these people consider the work demeaning. Even though they are doing demanding work that is absolutely essential to the operation, management often looks down on them. They are frequently taken for granted, ignored, or spoken to only when reprimanded. Given the nature of the work and the attitudes of management and sometimes of other workers, it is no wonder that turnover is high.

Another level of hourly worker is the skilled or semiskilled: the front desk clerk, the cashier, the bartender, the cook, the waiter and waitress. These jobs are more appealing, the money is better, and there is a chance for advancement. Yet here, too, you often find temporary workers—students, moonlighters, people who cannot find anything in their own fields—people working there “until.”

Many employers assume that their employee will not stay long, and most of them do not. According to a National Restaurant Association’s Restaurant Industry Operations Report, the turnover rate for hourly workers in full-service operations is 100 percent. That means that your typical full-service restaurant will lose every one of its hourly employees during one year and have to fill every position. If we were to ask workers to explain why they left their jobs, the most frequently cited reasons would likely be more money, a better work schedule, and more enjoyable work. Given this alarming statistic of 100 percent turnover we need to examine human resources leadership in hospitality beginning with the characteristics of leaders.



Characteristics of Leaders

If we were to examine great leaders of the past we would likely come up with a list of characteristics and traits like this from the *U.S. Guidebook for Marines*.

Courage, decisiveness, dependability, endurance, enthusiasm, initiative, integrity, judgment, justice, knowledge, loyalty, tact, and unselfishness. Of these, a marine would likely say that integrity is the most important. Integrity to a marine means to do something right even if nobody is aware of it.

Several studies have shown that effective leaders have six traits that distinguish them from nonleaders: drive, the desire to influence others, honesty and moral character, self-confidence, intelligence, and relevant knowledge.

A person’s *drive* shows that he or she is willing and able to exert exceptional effort to achieve a goal. This high-energy person is likely to take the initiative and be persistent.

Leaders have a *desire to influence others*. This desire is frequently seen as a willingness to accept authority. A leader also builds trusting relationships with those supervised, by being truthful. By showing consistency between their words and actions, leaders display *honesty and moral character*.

Leaders have *self-confidence* to influence others to pursue the goals of the organization. Employees tend to prefer a leader who has strong beliefs and is decisive over one

Do You Know?

Name the top five characteristics of a good leader.

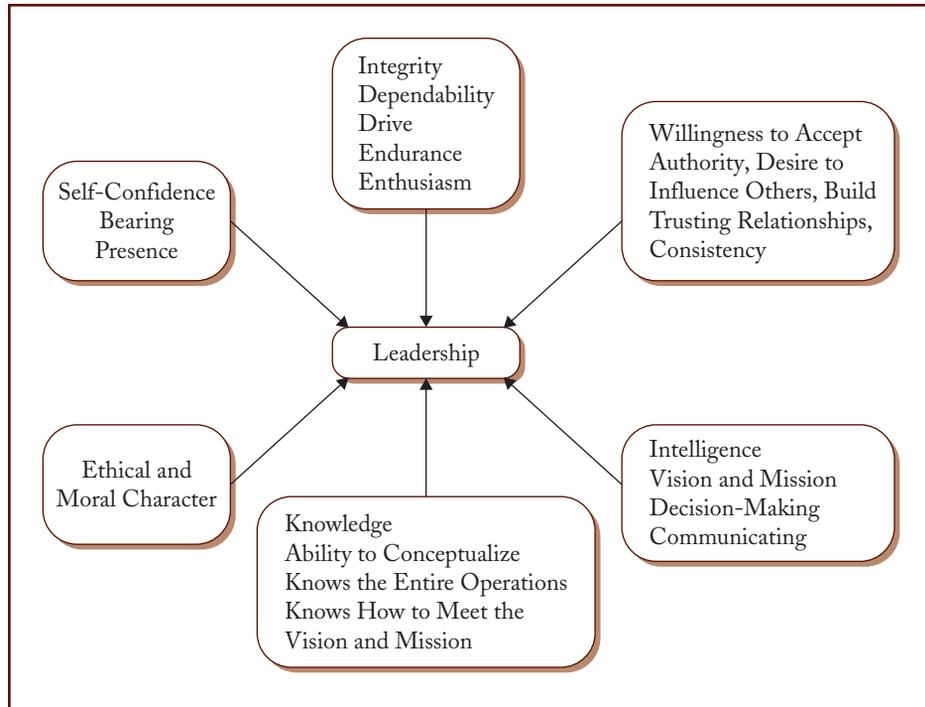


FIGURE 1-5: Characteristics and traits of effective leaders.

who seems unsure of which decision to make. Figure 1-5 shows the characteristics and traits of effective leaders.

Influencing others takes a level of *intelligence*. A leader needs to gather, synthesize, and interpret a lot of information. Leaders create a vision, develop goals, communicate and motivate, problem-solve, and make decisions. A leader needs a high level of *relevant knowledge*, technical, theoretical, and conceptual. Knowledge of the company, its policies and procedures, the department, and the employees are all necessary to make informed decisions.⁸

Effective leaders are able to influence others to behave in a particular way. This is called *power*. There are four primary sources of power:

1. Legitimate power, which is derived from an individual's position in an organization
2. Reward power, which is derived from an individual's control over rewards
3. Coercive power, which is derived from an individual's ability to threaten negative outcomes
4. Expert power, which is derived from an individual's personal charisma and the respect and/or admiration the individual inspires

Many leaders have a combination of these sources of power to influence others to goal achievement.⁹



Approximately half of the hospitality workforce are employees from 18 to 38 years old, others are older and these two groupings present leaders with a challenge.



The Nature of Leadership

Now, you may wonder, “What is a *leader*, and how is it any different from being a manager?” These are good questions. Professor Chad Gruhl says, “As a future manager you will also want to be a leader.” As a part of the management staff, one is expected to produce goods and services by working with people and using resources such as equipment and employees. That is what being a manager or supervisor is all about. A leader can be defined as someone who guides or influences the actions of his or her employees to reach certain goals. A leader is a person whom people follow voluntarily. What you, as a supervisor, must do is to direct the work of your people in a way that causes them to do it voluntarily. You don’t have to be a born leader, you don’t have to be magnetic or charismatic; you have to get people to work for you willingly and to the best of their ability. That is what *leadership* is all about.

Although it is true that many leadership skills are innate and that not all managers make great leaders, it is also true that most managers will benefit from leadership training. Moreover, natural leaders will flourish in an environment that supports their growth and development.

There are seven steps to establishing a foundation for leadership development:

1. Commit to investing the time, resources, and money needed to create a culture that supports leadership development.
2. Identify and communicate the differences between management skills and leadership abilities within the organization.

Leader

A person in command who people follow voluntarily.

Leadership

Direction and control of the work of others through the ability to elicit voluntary compliance.



3. Develop quantifiable measurables that support leadership skills. These include percentage of retention, percentage of promotables, and percentage of cross-trained team members.
4. Make leadership skills a focus of management training. These include communication skills (written, verbal, nonverbal, and listening), team-building skills (teamwork, coaching, and feedback), proactive planning skills (transitioning from managing shifts to managing businesses), and interpersonal skills (motivation, delegation, decision making, and problem solving).
5. Implement ongoing programs that focus on leadership skills, such as managing multiple priorities, creating change, and presentation skills.
6. Know that in the right culture, leaders can be found at entry level.
7. Recognize, reward, and celebrate leaders for their passion, dedication, and results.

In theory, you have authority over your people because you have *formal authority*, or the right to command, given to you by the organization. You are the boss and you have the power, the ability to command. You control the hiring, firing, raises, rewards, discipline, and punishment. In all reality, your authority is anything but absolute. *Real authority* is conferred on your subordinates, and you have to earn the right to lead them. It is possible for you to be the *formal leader* of your work group as well as have someone else who is the *informal leader* actually calling the shots.

The relationship between you and your people is a fluid one, subject to many subtle currents and cross-currents between them and you. If they do not willingly accept your authority, they have many ways of withholding success. They can stay home from work, come in late, drag out the work into overtime, produce inferior products, drive your customers away with rudeness and poor service, break the rules, refuse to do what you tell them to, create crises, and punish you by walking off the job and leaving you in the lurch. Laying down the law, the typical method of control in hospitality operations, does not necessarily maintain authority; on the contrary, it usually creates a negative, nonproductive environment.

What it all adds up to is that your job as a leader is to lead and coach a group of employees who are often untrained, all of whom are different from each other, and many of whom would rather be working somewhere else. You are dependent on them to do the work for which you are responsible. You will succeed only to the degree that they permit you to succeed. It is your job to get the workers to do their best for the enterprise, for the customers, and for you. How can one do this?

As a distinguished leadership expert noted, “Managers are people who do things right, and leaders are people who do the right things.” Think about that for a moment. In other words, managers are involved in being efficient and in mastering routines, whereas leaders are involved in being effective and turning goals into reality. As a human resources leader, your job is to *do the right things right*, to be both efficient and effective. An effective supervisor in the hospitality industry is one who, first, knows and understands basic principles of management, and second, applies them to managing all the resource operations.

In the hospitality industry we use a technique referred to as *LBWA*, *leadership by walking around*, spending a significant part of your day talking to your employees, your guests, and your peers. As you are walking around and talking to these various people, you should be performing three vital roles discussed in this book: listening, coaching, and troubleshooting.

Authority

Possessing the rights and powers needed to make the decisions and take the requisite actions to get a job done.

Authority, formal

The authority granted by virtue of a person's position within an organization.

Authority, real or conferred

The authority that employees grant a supervisor to make the necessary decisions and carry them out.

Informal leader

The person who, by virtue of having the support of the employees, is in charge.



Leadership Styles

LBWA

Leadership by walking around: spending a significant part of your day talking to your employees, your guests, your peers while listening, coaching, and trouble-shooting.

The term *leadership style* refers to your pattern of interacting with your associates: how you lead and coach the work of others, and how you get them to produce the goods and services for which you are responsible. It includes not only your manner of giving instructions, but the methods and techniques you use to motivate your workers and to assure that your instructions are carried out.

There are several different forms of leadership style: autocratic, bureaucratic, democratic, and laissez-faire being the most popular styles today (Figure 1-6). Before choosing a style of leadership, one must identify the pros and cons of each and then decide if it will be the most effective style in the hospitality industry.

Forms of Leadership Style

Autocratic	Bureaucratic	Democratic	Laissez-Faire
Sees self as sole decision maker	Strictly by the book	Almost a reversal of autocratic	Hands-off approach
Shows little concern about others' opinion	Relies on rules and regulations	Wants to share responsibilities	Turns over control; delegates authority
Focuses on completing goals	Acts like a police officer	Collaborates opinions when decision making	Works well when employees are self-motivated
Dictates tasks to be accomplished	Appropriate when employees are permitted no discretion	Is a concerned <i>coach</i> of the team	Little application in the hospitality industry

FIGURE 1-6: The pros and cons of each leadership style.

Check Your Knowledge

1. What is a leader?
2. How does leadership differ from management?
3. Name the characteristics of leaders.

Leadership style

The pattern of interaction that a manager uses in directing subordinates.

instructions. The wants and needs of the employees come second to those of the organization and the supervisor.

In *bureaucratic* leadership style, a supervisor manages “by the book.” The leader relies on the property’s rules, regulations, and procedures for decisions that he makes. To the employees, their leader appears to be a “police officer.” This style is appropriate when the employees can be permitted no discretion in the decisions to be made.

Autocratic leadership style can be identified with the early, classical approach to management. A supervisor practicing an autocratic style is likely to make decisions without input from staff, to give orders without explanation or defense, and to expect the orders to be obeyed. When this style of leadership is used, employees become dependent on supervisors for



Democratic (also called *participative*) leadership style is almost the reverse of the autocratic style discussed previously. A democratic supervisor wants to share decision-making responsibility. The supervisor wants to consult with the group members and to solicit their participation in making decisions and resolving problems that affect the employees. The employer strongly considers the opinions of employees and seeks their thoughts and suggestions. All employees are informed about all matters that concern them. One could compare a democratic supervisor to a coach who is leading his or her team.

Laissez-faire (also called *free-reign*) leadership style refers to a hands-off approach in which the supervisor actually does as little leading as possible. In effect, the *laissez faire* supervisor delegates all authority and power to the employees. The supervisor relies on the employees to establish goals, make decisions, and solve problems. At best, the *laissez-faire* style has limited application to the hospitality industry.

THE OLD-STYLE BOSS

In the hospitality industry, the traditional method of dealing with hourly workers has generally been some variation of the command-obey method combined with *carrot-and-stick techniques* of *reward and punishment*. The motivators relied upon to produce the work are money (the carrot) and fear (the stick)—fear of punishment, fear of losing the money by being fired. All too often, the manner of direction is to lay down the law in definite terms, such as cursing, shouting, and threatening as necessary to arouse the proper degree of fear to motivate the worker.

People who practice this *autocratic method* of managing employees believe that it's the only method that employees will understand. Perhaps that is the way the supervisor was raised, or perhaps it is the only method the supervisor has ever seen in action. In any case, it expresses their view of the people involved that “workers these days are no good.”

Some workers are simply bad workers. However, cursing, shouting, and threatening seldom helps them improve. Some employees do respond to a command-obey style of direction, but those workers often come from authoritarian backgrounds and have never known anything else. This style is traditional and military; the styles of dictatorship in countries from which some immigrants come. However, for your average American employee, it does not work. It may be enough to keep people on the job but not working to their full capacity.

When coupled with a negative view of the employee, this style of direction and control is far more likely to increase problems than to lessen them, and to backfire by breeding resentment, low morale, and adversary relationships. In extreme cases, the boss and the company become the bad guys, the enemy, and workers give as little as possible and take as much as they can. In response, close supervision and tight control are required to see that nobody gets away with anything. In this type of atmosphere, customer service suffers and patrons go somewhere else.

We are also learning more about what causes workers to work productively, including many of the things we have been talking about, such as positive work climate, person-to-person relations, and other people-oriented methods and techniques. At this point, let us look at some current theories of leadership and see how—or whether—they can be applied in hotel and foodservice settings. These theories emerged following the discovery that making workers happy does not necessarily make them productive.

Carrot-and-stick motivation

The use of promised rewards plus punishment to motivate performance.

Reward and punishment

A method of motivating performance by giving rewards for good performance and punishment for poor performance.

Autocratic

Behaving in an authoritarian or domineering manner.



The theories are based on what behavioral scientists, psychologists, and sociologists tell us about human behavior. They explore what causes people to work productively and how this knowledge can be used in managing employees.

THEORY X AND THEORY Y

Theory X

The managerial assumption that people dislike and avoid work, prefer to be led, avoid responsibility, lack ambition, want security, and must be coerced, controlled, directed, and threatened with punishment to get them to do their work. A Theory X manager is one whose direction of people is based on these assumptions.

Theory Y

The hypothesis that (1) work is as natural as play or rest; (2) people will work of their own accord toward objectives to which they feel committed, especially those that fulfill personal needs of self-respect, independence, achievement, recognition, status, and growth; and (3) arranging work to meet such needs will do away with the need for coercion and threat. A Theory Y manager is one who holds and practices this view of employee motivation.

Douglas McGregor of the MIT School of Industrial Management advanced the thesis that business organizations based their management of workers on assumptions about people that were wrong and were actually counterproductive. He described these faulty assumptions about the average human being as *Theory X*:

1. They have an inborn dislike of work and will avoid it as much as possible.
2. They must be “coerced, controlled, directed, threatened with punishment” to get the work done.
3. They prefer to be led, avoid responsibility, lack ambition, and want security above all else.

McGregor argues: “These characteristics are not inborn.” He believed people behaved this way on the job because they were treated as though these things were true. In fact, he stated, “This is a narrow and unproductive view of human beings,” and he proposed *Theory Y*:

1. Work is as natural as play or rest; people do not dislike it inherently.
2. Control and the threat of punishment are not the only means of getting people to do their jobs. They will work of their own accord toward objectives to which they feel committed.
3. People become committed to objectives that will fulfill inner personal needs, such as self-respect, independence, achievement, recognition, status, and growth.
4. Under the right conditions, people learn not only to accept responsibility, but also to seek it. Lack of ambition, avoidance of responsibility, and the desire for security are not innate human characteristics.
5. Capacity for applying imagination, ingenuity, and creativity to solving on-the-job problems is “widely, not narrowly, distributed in the population.”
6. The modern industrial organization uses only a portion of the intellectual potential of the average human being.

Thus, if work could fulfill both the goals of the enterprise and the needs of the workers, they would be self-motivated to produce, and consequently, coercion and the threat of punishment would be unnecessary.

Theory X fits the old-style hospitality manager to a T, and it is safe to say that this pattern of thinking is still common in many other industries as well. However, behavioral science theory and management practice have both moved in the direction of Theory Y. Theory Y is a revised view of human nature with emphasis on using the full range of workers’ talents, needs, and aspirations to meet the goals of the enterprise.

A popular way of moving toward a Theory Y style of people management is to involve one’s workers in certain aspects of management, such as problem solving and decision making. Usually, such involvement is carried out in a group setting: meetings of the workers for the specific purpose of securing their input. The degree of involvement



the boss allows or seeks can vary from merely keeping the workers informed of things that affect their work to delegating decision making entirely to the group.

The participative management style results when workers have a high degree of involvement in such management concerns as planning and decision making. Enthusiasts of a participatory style of leadership believe that the greater the degree of worker participation, the better the decisions and the more likely they are to be carried out. However, others point out that the degree of participation that is appropriate for a given work group will depend on the type of work, the people involved, the nature of the problem, the skill and sensitivity of the leader, and the pressures of time—the situational leadership approach, to be discussed shortly. The degree to which the boss involves the workers may also vary from time to time, depending on circumstances. You are not going to make a group decision when a drunk is making a scene in the dining room or when a fire alarm is going off on the seventh floor.

SITUATIONAL LEADERSHIP

In the *situational leadership* model developed by Kenneth Blanchard and Paul Hersey, leadership behaviors are sorted into two categories: directive behavior and supportive behavior. *Directive behavior* means telling an employee exactly what you want done, as well as when, where, and how to do it. The focus is to get a job done, and it is best used when employees are learning a new aspect of their jobs. *Supportive behavior* is meant to show caring and support for your employees by praising, encouraging, listening to their ideas, involving them in decision making, and helping them reach their own solutions. This method is best used when an employee lacks commitment to do a job.

By combining directive and supportive behaviors, Hersey and Blanchard came up with four possible leadership styles for different conditions. When an employee has much commitment or enthusiasm but little competence to do a job, a directing style is needed; this is high on directive and low on supportive behaviors. Suppose that you have a new employee full of enthusiasm who knows little about how to do the job. A *directing style* is appropriate: You train the new employee by giving multiple instructions, you make the decisions, you solve the problems, and you closely supervise. Enthusiastic beginners need this direction. A directing style is also appropriate when a decision has to be made quickly and there is some risk involved, such as when there is a fire and you need to get your employees out of danger.

As new employees get into their jobs, they often lose some of their initial excitement when they realize that the job is more difficult or not as interesting as they originally envisioned. This is the time to use a *coaching style*, with lots of directive behaviors to continue to build skills and supportive behaviors to build commitment. In addition to providing much direct supervision, you provide support. You listen, you encourage, you praise, you ask for input and ideas, and you consult with the employee. As employees become technically competent on the job, their commitment frequently wavers between enthusiasm and uncertainty. In a situation like this, the use of a *supporting style* that is high on supportive behaviors and low on directive behaviors is required. If an employee shows both commitment and competence, a *delegating style* is suitable. A delegating style of leadership is low on directive and supportive behaviors because you are turning over responsibility for day-to-day decision making to the employee doing the job. These employees don't need much direction, and they provide much of their own support.

Situational leadership

Adaptation of leadership style to the needs of a situation.

Directing style

Within the managerial grid, a supervisory style used with enthusiastic employees with little competence to do a job, or when a decision needs to be made quickly, such as in an emergency.

Coaching style

Within the managerial grid, a supervisory style that uses lots of directive and supportive behaviors with an employee.

Supporting style

Within the managerial grid, a supervisory style marked by highly supportive behaviors with an employee.

Delegating style

Within the managerial grid, a supervisory style that is low on directive and supportive behaviors because responsibility is being turned over to an employee.

Transactional leadership

Leadership that motivates workers by appealing to their self-interest.

Using this view of situational leadership, you need to assess the competence and commitment level of your employee in relation to the task at hand before choosing an appropriate leadership style (Figure 1-6). As a supervisor, your goal should be to build your employees' competence and commitment levels to the point where you are using less time-consuming styles, such as supporting and delegating, and getting quality results.

TRANSACTIONAL LEADERSHIP

Transactional leaders motivate employees by appealing to their self-interest. In other words, employees do their jobs and give their compliance in return for rewards such as pay and status. Transactional leaders stress communication of job assignments, work standards, goals, and so on, in order to maintain the status quo.

James McGregor Burns wrote a significant book entitled *Leadership*. In the book Burns describes leadership as falling within two broad categories: transactional and transformational. Transactional leadership seeks to motivate followers by appealing to their own self-interest. Its principles are to motivate by the exchange process. Transactional behavior focuses on the accomplishment of tasks and good employee relations in exchange for desirable rewards.

Transactional leadership behavior is used to one degree or another by most leaders. However, as the old saying goes, "If the only tool in your toolbox is a hammer . . . you will perceive every problem as a nail." Transactional leadership seeks to influence others by exchanging work for wages, but does not build on the employee's need for meaningful work or tap into their creativity. The most effective and beneficial leadership behavior to achieve long-term success and improved performance is transformational leadership.¹⁰

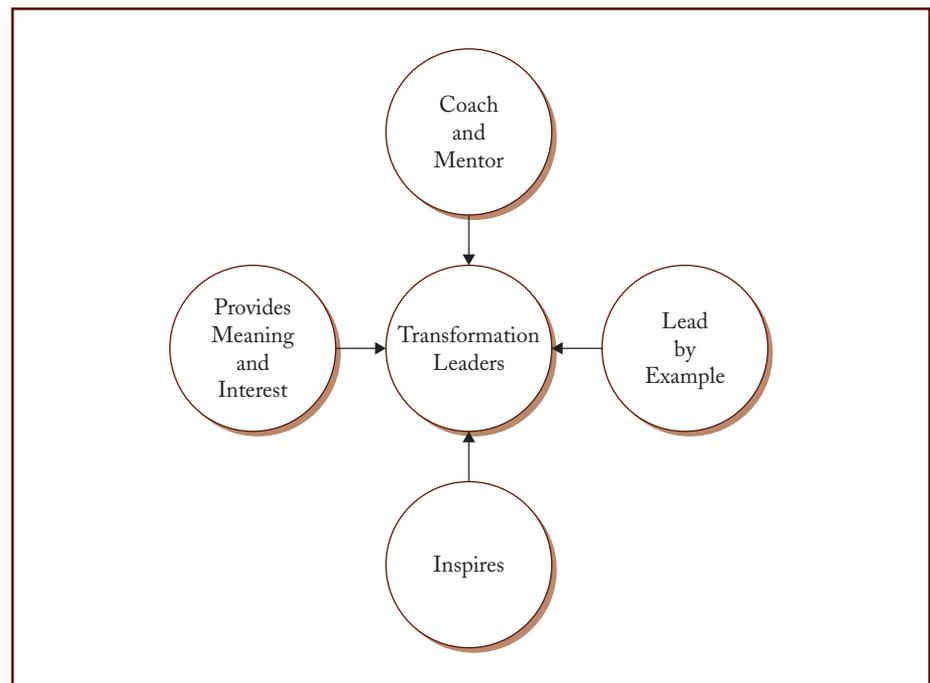


FIGURE 1-7: Transformational leaders.



PROFILE Laura Horetski



Courtesy of
Laura Horetski

I was asked what leadership means to me as the front office manager of a major hotel chain. When you look at the definition of a leader, it states, “one who leads or guides.” And we’ve all heard the phrase “lead by example.” I don’t think that is enough. There are at least seven qualities of leadership that I can think of that make a good leader.

A good leader is someone who is not afraid to get his or her hands dirty. Someone who will do the same job, duty, or task alongside subordinates, peers, and supervisors, while keeping a positive attitude. This helps build and gain respect. Besides, how else can you

expect someone to do the job you ask him or her to do if you do not know how or are not willing to do it yourself?

A person who listens, not just hears. Pay complete attention to what the person is saying. Look them in the eyes, acknowledge them and don’t interrupt. Ask questions of clarification, reiterate what they are saying, and ask the person if you understand them correctly. But listening doesn’t stop there. You need to follow through on the conversation and do what you said you would do. Build integrity and trust.

Make good business decisions but show compassion when needed. The bottom line is the bottom line. You don’t have to be cruel to accomplish tough results. Be honest, state the facts, ask for suggestions, and make the best decision. A lot of times things look good on paper but don’t really work in reality. Sometimes those who are on the front lines and performing the job every day give the best answers. Not only do you get

TRANSFORMATIONAL LEADERSHIP

Transformational leadership is about finding ways of long-term higher order changes in follower behavior. It is the process of gaining performance above expectations by inspiring employees to reach beyond themselves and do more than they originally thought possible. This is accomplished by raising their commitment to a shared vision of the future. As illustrated in Figure 1-6, instead of using rewards and incentives to motivate employees, *transformational leaders* do the following:

1. Communicate with and inspire workers about the mission and objectives of the company.
2. Provide workers with meaningful, interesting, and challenging jobs.
3. Act as a coach and mentor to support, develop, and empower workers.
4. Lead by example.

By appealing to employees’ higher-order needs, transformational leaders gain much loyalty that is especially useful in times of change. Transformational leaders generally have lots of charisma. One of the most transformational leaders was Dr. Martin Luther King Jr. Dr. King dedicated his life to achieving rights for all citizens by nonviolent methods. In 1964, Dr. King won the Nobel Peace Prize and is perhaps best remembered for his “I Have a Dream” speech. Delivered in front of the Lincoln

Transformational leadership

Leadership that motivates workers by appealing to their higher-order needs, such as providing workers with meaningful, interesting, and challenging jobs, and acting as a coach and mentor.



(continued)

the answer you may be looking for, you also build confidence and develop future managers and supervisors.

Treat others fairly, including yourself. Favoritism has no place at work. Is it hard not to solely rely on those who are the strongest? Absolutely. But as a leader it's your job to encourage and improve your super performers. Favoritism also provides an impartial playing field for everyone. Learn to delegate to improve teamwork and lighten the load for everybody.

Learning never stops. I try to learn something new every day, sometimes without even seeking it out. You also need to be open to learning from subordinates, peers, and supervisors. There is no one person who has all the answers. The workforce is always changing in every aspect and you need to be able to adapt. It's important to stay fresh and current. Think outside the box; there's usually more than one way to accomplish a goal. If the way you tried doesn't work, you've learned, and it's what you take from the experience that's important.

Develop those under you. The fastest way to move up is to train someone to take your job. This is one of the best ways to show leadership. Too often, people are afraid of "losing their jobs" because someone else knows how to do their job. This is not the case. This frees up time for you to develop your skills in another position you are interested in, while developing your successor.

Finally, you need to be able to admit that you've made mistakes. As I said earlier, no one person has all the answers. You're going to stumble, trip, and even fall. But those who are honest and admit their failures will gain the respect of others and will learn the most. There's a saying, "No question is a dumb question." I say, "No mistake is a mistake."

I have had many teachers throughout my career and I have taken pieces of their leadership style along with me. You are never done learning how to lead. Each circumstance has its own manner in how to approach it. Above all else, a good leader is fair and ever changing.

Above all, have fun!

Memorial in the summer of 1963, Dr. King inspired his listeners to feel that history was being made in their very presence.

A more recent example from the hospitality industry of a transformational leader was Horst Schulze, who developed Ritz-Carlton hotels and led them to win two Malcolm Baldrige National Quality Awards. Another was Herb Kelleher of Southwest Airlines. Kelleher set a vision and was able to communicate so well to all employees that they went the extra mile to ensure the company's and their own success.

PRACTICES OF LEADERS

Leaders vary in their values, managerial styles, and priorities. The late Peter Drucker, renowned management scholar, author, and consultant of many years, discussed with hundreds of leaders their roles, their goals, and their performance. Drucker observed that regardless of their enormous diversity with respect to personality, style, abilities, and interest, effective leaders all behave in much the same way:

1. They did not start out with the question, "What do I want?" They started out asking, "What needs to be done?"
2. Then they asked, "What can and should I do to make a difference?" This has to be something that both needs to be done and fits the leader's strengths and the way she or he is most effective.



3. They constantly asked, “What are the organization’s mission and goals? What constitutes performance and results in this organization?”
4. They were extremely tolerant of diversity in people and did not look for carbon copies of themselves. But they were totally—fiendishly—intolerant when it came to a person’s performance, standards, and values.
5. They were not afraid of strength in their associates. They gloried in it.
6. One way or another, they submitted themselves to the mirror test—that is, they made sure the kind of person they saw in the mirror in the morning was the kind of person they wanted to be, to respect, and to believe in. This way they fortified themselves against the leader’s greatest temptations—to do things that are popular rather than right and to do petty, mean, sleazy things. Finally these leaders were not preachers, they were doers.¹¹

EMPOWERMENT

Empowerment is a technique used by participative leaders to share decision-making authority with team members. Empowerment means giving employees more control over their decisions, resources, and work. When decision-making power is shared at all levels of the organization, employees feel a greater sense of ownership in, and responsibility for, organizational outcomes.¹² The relationship between employees and the company is more of a partnership, where the employees feel responsible for their jobs and have a share of ownership in the enterprise. Empowered employees take responsibility and seek to solve problems, they see themselves as a network of professionals all working toward the same goals.

An example of empowered employees making a difference happened at Hampton Inns after they began a program of refunds to guests who were dissatisfied with their stays. The refund policy created far more additional business than it cost, but a surprise bonus was the increased morale when employees—everyone from front-desk associates to housekeepers—were empowered to give refunds. With greater participation and job satisfaction, employee turnover fell by more than half.¹³

Empowering

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



Developing Your Own Style

Applying theory to reality is going to be something you work out for yourself. No one can teach you. Since even the theorists disagree among themselves, the choice is wide open. But don’t throw it all out; a lot of what the behavioral scientists are saying can be very useful to you. There does seem to be general agreement, supported by research and experience, that the assumptions Theory X makes about people are at best unproductive and at worst counterproductive, if not downright destructive. However, an authoritarian style of leadership can be effective and even necessary in many situations, and there is actually no reason why it cannot be combined with a high concern for the workers and achieve good results.

As for Theory Y, probably two-thirds of the workforce has the potential for a Theory Y type of motivation—that is, working to satisfy such inner needs as self-respect, achievement, independence, responsibility, status, and growth. The problem with applying

this theory in the hospitality industry is really not the employees. It is the nature of the work, the number of variables you have to deal with (including high employee turnover), the unpredictability of the situation, the tradition of authoritarian carrot-stick management, and the pressures of time. The pace and pattern of the typical day do not leave much room for group activity or for planning and implementing changes in work patterns to provide such motivation. Furthermore, your own supervisor or your company's policies may not give you the freedom to make changes. In conclusion, Theory Y does not always work for everyone.

However, it is remarkable what is possible when an imaginative and determined manager sets out to utilize this type of motivation and develop this type of commitment. We will have a lot more to say about motivation in Chapter 6.

The best style of leadership, for you, is whatever works best in terms of these three basics: your own personality, the workers you supervise, and the situations you face. It should be a situational type of leadership, just as your management style must be a flex style that reacts to situations as they arise.

You may give an order to Peter, but say “please” to Paul. You may stop a fight in the kitchen with a quick command when server Linda and server Chris keep picking up each other's orders, and then later you may spend a good hour with the two of them helping them reach an agreement to stop their running battle. You may see responsibilities you could delegate to Evelyn or John. You may see opportunities to bring workers in on solving work problems, or you may solve them yourself because of time pressures or because the problems are not appropriate for group discussion.

You can borrow elements and techniques of Theory Y without erecting a whole system of participative management. If something does not work for all three of you—yourself, the workers, the situation—don't do it.

What you need most in finding what works best is *awareness*: awareness of yourself and the feelings, desires, biases, abilities, power, and influence you bring to a situation; awareness of the special needs and traits of your various workers; and awareness of the situation, the big picture, so you can recognize what is needed, conceptual skills and human skills.

Much attention has been focused on corporate leadership and the associated scandals including misuse of power, embezzlement, lack of moral and ethical behavior, lying, and other forms of improper behavior that has shaken the public's confidence in corporate leadership. Add to this the huge salaries many of these leaders are (and were) paid—even if their company did poorly, they still received a large salary increase. Events such as these have caused public opinion to persuade corporate leadership to become more ethical and moral in their behavior and to make better decisions.

As a leader you will need to have a vision that is realistic, credible, and one which everyone in the organization (or department) can rally around. Your vision—to be the best, or to be the most popular—needs to be complemented by the company purpose and mission statement. It needs to be ambitious and inspire enthusiasm. Leaders make things happen because they have developed the knowledge, skills, and attitude to positively motivate others to reach common goals.

Leadership is also about change. As a new supervisor or a supervisor in a new location, you will see an obvious need for change. Remember there is a six-step method for making changes. *First*, state the purpose; *second*, involve others; *third*, test the plan before you implement it company-wide; *fourth*, introduce the change; *fifth*, maintain and reinforce the change; and *sixth*, follow up.¹⁴



The best style of leadership is to be yourself. Trying to copy someone else's style usually does not work—the situation is different, you are different, the shoe does not fit.

Today the hospitality leaders are expected to be leaders who have the communication skills to mobilize the energy and resources of a management team. Leaders are expected to be visionaries, who see the future clearly and articulate the vision so that others can follow.



Ethics

Although there are many definitions of *ethics*, ethics can generally be thought of as a set of moral principles or rules of conduct that provide guidelines for morally right behavior. To give you an idea of how ethics are involved in your job as a hospitality leader, let's look at three scenarios.

1. You've completed interviewing a number of candidates for a security position. One of the top three candidates is a relative of a supervisor in another department with whom you are close friends. You've been getting pressure from your friend to hire this candidate, and you don't want to alienate him, so you hire his relative even though one of the other candidates is more suited for the job.
2. Business at the hotel could be better on weekends, so you advertise 25-percent discounts on rooms. To keep profitability high, you inflate the room rate before taking the discount.
3. As purchasing manager, you know that the policy is not to accept free gifts from vendors. But one day when you are out to lunch with a vendor, he offers you free tickets to a major league baseball game and you accept them. You can't wait to take your son to the game.

As you can see from these examples, moral principles and standards of conduct are just as necessary in the workplace as they are in your personal life. There are ethical considerations in many of the decisions that you will make, from personnel management issues to money issues to purchasing and receiving practices. Unfortunately, the hospitality industry as a whole has not written its own code of ethics, but you will find that some operations have written their own.

Why is a code of ethics needed for hospitality operations? Just look at the temptations: stockrooms full of supplies that can be used at home and are often loosely inventoried, any kind of alcoholic beverage you want, empty hotel rooms, gambling, high-stress jobs, irregular hours, pressures to meet guests' needs. It can be easy to lose a sense of right and wrong in this field.

Stephen Hall suggests five questions that you can use to help decide how ethical a certain decision is:

1. Is the decision legal?
2. Is the decision fair?
3. Does the decision hurt anyone?
4. Have I been honest with those affected?
5. Can I live with my decision?

These questions can provide much guidance and are illustrated in Figure 1-8.

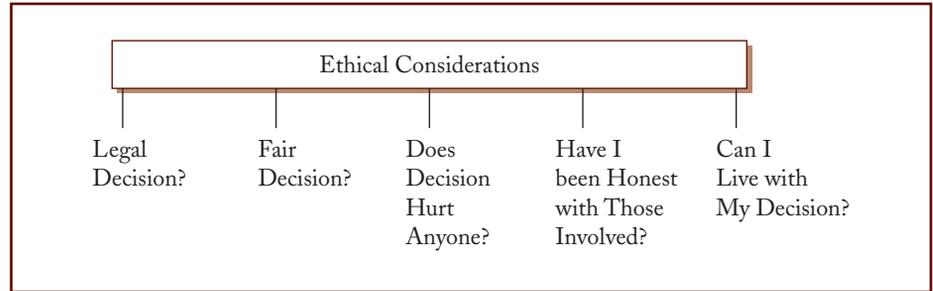


FIGURE 1-8: Ethical considerations.



Mentor

An experienced and proficient person who acts as a leader, role model, and teacher to those less experienced and less skilled.

The Leader as Mentor

This topic is a wonderful way to finish this chapter on human resources leadership. As you become more experienced and proficient at being a hospitality leader, it is more likely that you will be a mentor to those who are less experienced and less skilled. A *mentor* is a leader, an excellent role model, and a teacher. A supervisor often functions as a mentor to a worker by providing guidance and knowledge on learning the operation and moving up the career ladder. The relationship often resembles that between a teacher and a student. At other times, the mentor simply provides an example of professional behavior with minimal or no interaction with the worker. Being a mentor can provide feelings of pride and satisfaction because you have contributed to someone else's career development.



KEY POINTS

1. Human resources leadership has evolved from the early days of maintaining employee records, scheduling vacations, organizing activities, and arranging health coverage.
2. Work and the workplace are now much more complex: legislation, compliance, compensation, equal opportunity, creating a positive work environment, technology, diversity, sourcing, training, development, team building, health and benefits, discipline, retention, Employee Assistance Programs, some companies have introduced organizational effectiveness.
3. Corporations of excellence regard their human resources as their most valuable asset.
4. Human resources leadership is important for a number of reasons: to become the employer of choice, to contribute to the success of the organization, to be a resource for all departments.
5. The HR department is led by an HR director and may have an HR manager, a benefits specialist, and a training specialist.
6. Hotels and restaurants depend on large numbers of people to fill entry-level low-wage jobs that have little interest and no perceived future.
7. Turnover in the hospitality field is generally high. For example, your typical full-service restaurant will lose every one of its hourly employees during one year and have to fill every position.



8. Being a leader means guiding or influencing the actions of your employees to reach certain goals. A leader is a person who people follow voluntarily.
9. As a leader, you have been given the formal authority to oversee your employees. Your subordinates confer real authority, and you have to earn the right to lead them.
10. As a leader, your job is to do the right things correctly.
11. Leadership style refers to your pattern of interacting with your subordinates, how you direct and control the work of others, and how you get them to produce the goods and services for which you are responsible.
12. The old-style boss uses an autocratic method of managing employees that relies on the motivators of money or fear.
13. According to McGregor, the autocratic style is typical of Theory X bosses. Theory Y bosses believe that workers will work of their own accord toward objectives to which they feel committed.
14. In situational leadership, the leadership style is adapted to the uniqueness of each situation. The four primary styles of leading are directing, coaching, supporting, and delegating.
15. Transactional leaders appeal to workers' self-interest. Transformational leaders appeal to workers' higher-order needs.
16. Employers and employees must develop mutual respect for success.
17. Ethics can be thought of as a set of moral principles or rules of conduct that provide guidelines for morally correct behavior. The five questions presented in the chapter provide guidance for making ethical decisions.
18. A leader often functions as a mentor to a worker by providing guidance and knowledge on learning the operation and moving up the career ladder. The relationship resembles that between a teacher and a student.



KEY TERMS

autocratic method
 carrot-and-stick technique
 coaching style
 delegating style
 directing style
 do the right things right
 empowerment
 ethics
 formal authority
 formal leader
 goals
 informal leader
 leader
 leadership
 leadership style
 LBWA

mentor
 mission statement
 organizational effectiveness
 power
 real authority
 reward and punishment
 situational leadership
 strategies
 supporting style
 tactics
 Theory X
 Theory Y
 transactional leader
 transformational leader
 vision



REVIEW QUESTIONS

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

1. Describe the practice and importance of human resources leadership.
2. If a restaurant's turnover rate is 100 percent, what does that mean?
3. Define leader and leadership.
4. What is meant by "do the right things right"?
5. Compare and contrast the concepts of formal and real authority.
6. Why does a fear-and-punishment approach to supervision usually create a negative, non-productive environment?
7. In two sentences, describe the essence of each of the following leadership styles: autocratic, Theory X, Theory Y, situational, transactional, and transformational leadership.
8. Identify the six practices of successful managers.



ACTIVITIES AND APPLICATIONS

1. Discussion Questions

- Why do you think turnover is high in hotels and restaurants? If you resigned from a hospitality job, what were your reasons? What could be done by management to reduce turnover?
- Why might it be difficult to supervise workers in minimum-wage or low-wage hospitality jobs that require no special skills? What kinds of problems might arise? What can be done to solve these problems or avoid them?
- Which view of people is more accurate: Theory X or Y? Give examples from your own work experience to support your view.
- Under what circumstances might you need to be an autocratic leader?
- Describe situations in which each of the four styles of situational leadership would be appropriate.

2. Group Activity

Using the three situations described in the Ethics section, use the five questions from Hall that are listed in that section to examine how ethical each decision was. Discuss each question as a group and have one person record your ideas.

3. Leadership Assessment

Using Figure 1-9, assess your leadership abilities.

4. L-E-A-D-E-R Activity

Using the letters in the word leader, think of a leader's qualities and actions that make him or her a good leader and fit as many as possible into L-E-A-D-E-R. For example, L—lends a hand; E—ethical; A—aware; D— . . . , and so on.



Directions: Answer each question realistically using the following scale.

1—I do this seldom or never.

2—I do this occasionally.

3—I do this always or most of the time.

If your total points are:

175–210 You are an excellent leader.

120–175 You are probably new to leadership and trying hard. Work on the areas where you rated yourself a 1.

Below 120 You need to improve in many areas.

Personal Qualities

Self-Confident

_____ 1. I believe in myself.

Consistent/Committed

_____ 2. I stay focused on the vision.

_____ 3. I keep my word.

Upbeat/Positive

_____ 4. I am a positive thinker.

_____ 5. I am an optimist—my glass is half-full.

Honest/Open

_____ 6. I am up-front and honest with others.

_____ 7. I do not get defensive in conversation.

Integrity

_____ 8. I honor my commitments and promises.

Funny

_____ 9. I use my sense of humor.

_____ 10. I love to laugh at myself.

Risk-Taking

_____ 11. I take calculated risks when appropriate.

_____ 12. I let myself and others make mistakes.

Creative/Divergent and Abstract Thinker

_____ 13. I encourage and try to look at things in new and different ways.

Intelligent/Competent

_____ 14. I am knowledgeable and competent in my field.

_____ 15. I can make the complex simple.

_____ 16. I am a life-long learner.

Win/Win Orientation

_____ 17. In interactions with others, I want everyone to be a winner.

Ethical

_____ 18. I maintain ethical standards.

Organized

_____ 19. My work and paperwork are well-organized.

FIGURE 1-9: Leadership Assessment Tool.



- _____ **Looks to Future**
- _____ 20. I keep an eye and ear directed to trends in my industry.
- _____ 21. I try to innovate.
- _____ **Congruent**
- _____ 22. I walk the talk.
- _____ **Flexible**
- _____ 23. I keep an open mind.
- _____ 24. I can change my mind and change my plans when appropriate.
- Vision**
- _____ **Vision**
- _____ 25. I let my company's vision be my guide.
- _____ **Personal Vision**
- _____ 26. I write and revise my personal mission statement yearly.
- Managing Relationships**
- _____ **Supporting**
- _____ 27. I seek first to understand, then to be understood.
- _____ 28. I genuinely show acceptance and positive regard toward staff.
- _____ 29. I refrain from rudeness and treat others diplomatically and politely.
- _____ 30. I maintain the self-respect of all individuals.
- _____ 31. I have an open-door policy.
- _____ **Developing/Mentoring**
- _____ 32. I believe developing and mentoring others is part and parcel of being a professional, and that this will enhance, not detract, from my career.
- _____ 33. I actively develop and act as a mentor.
- _____ **Empowering**
- _____ 34. I actively empower staff to do their jobs in the manner they want as long as it supports our mission.
- _____ **Recognizing and Rewarding**
- _____ 35. I use a variety of techniques to recognize and reward staff for their achievements and contributions.
- _____ 36. I provide fair, specific, and timely recognition and rewards.
- _____ 37. I recognize and reward more people than just the top performers.
- _____ 38. I use recognition and rewards that are desirable to the recipients.
- _____ **Managing Conflict and Change**
- _____ 39. I see conflict as an opportunity to grow.
- _____ 40. I mediate conflicts and encourage constructive resolution of conflicts.
- _____ 41. I work on building and maintaining cooperative staff relationships.
- _____ 42. I realize that people generally don't resist change, but they do resist being changed.
- _____ **Teambuilding**
- _____ 43. I understand the teambuilding process.
- _____ 44. I model teambuilding skills.
- _____ 45. I help form and monitor teams.

FIGURE 1-9: (continued)



Networking

- _____ 46. I actively network with people both within and outside of the industry.
 _____ 47. I keep in touch with members of my network.
 _____ 48. I am good at remembering names.

Managing the Work

Planning

- _____ 49. After considering input, I help establish clear priorities and goals for our unit/department.
 _____ 50. Unit/department policies and procedures are spelled out.
 _____ 51. Budgets are devised yearly and compared to monthly reports.

Organizing

- _____ 52. The work of my unit/department runs efficiently.

Decision Making

- _____ 53. I do much information gathering and get much input before making decisions.
 _____ 54. I build commitment for my decisions.
 _____ 55. I develop creative solutions.

Problem Solving

- _____ 56. I identify problems and take responsibility for them.
 _____ 57. I use the problem-solving process including trying creative solutions.
 _____ 58. I don't ignore problem behaviors and I deal effectively and quickly with them.

Clarifying Roles and Objectives

- _____ 59. My employees know what is expected of them.

Informing

- _____ 60. I interact with and inform my colleagues.
 _____ 61. I keep my supervisor informed about what I am doing.
 _____ 62. I prepare meeting agendas for all meetings I conduct.
 _____ 63. I keep staff informed about policies, procedures, and all changes.

Monitoring

- _____ 64. I monitor the performance of staff.
 _____ 65. I meet regularly with staff.
 _____ 66. I periodically walk around to talk with employees and guests.
 _____ 67. I attend monthly meetings of the local hospitality owners/operators.

Managing Time

- _____ 68. I set daily priorities and do first things first.
 _____ 69. I set time aside every day for physical exercise.

Delegating

- _____ 70. I delegate appropriate tasks.

FIGURE 1-9: (continued)



5. Case Study: Firm, Fair, and Open?

Cree has just been hired as the dining room supervisor on the noon shift in the coffee shop of a large hotel. She came from a similar job in a much smaller hotel, but she feels confident that she can handle the larger setting and the larger staff. Because she is eager to start things off right, she asks all the servers to stay for 10 minutes at the end of the shift so that she can say a few words to everyone. She begins by describing her background and experience and then proceeds to her philosophy of management. “I expect a lot of my people,” she says. “I want your best work, and I hope you want it, too, for your own sake. You will not find me easy, but you will find me fair and open with you, and I hope you will feel free to come to me with suggestions or problems. I can’t solve them all, but I will do my best for you.” She smiles and looks at each one in turn.

“Now, the first thing I want to do,” she continues, “is to introduce a system of rotating your stations so that everyone gets a turn at the busiest tables and the best tips and the shortest distance to the kitchen. I’ve posted the assignments on the bulletin board, and you will start off that way tomorrow and keep these stations for a week. I will be making some other changes, too, but let’s take things one at a time. Are there any questions or comments?” Cree pauses for three seconds and then says, “I am very particular about being on time, about uniforms and grooming, and about prompt and courteous customer service. I advise you all to start off tomorrow on the right foot and we’ll all be much happier during these hours we work together. See you tomorrow at 10:25.”

Case Study Questions

1. What kind of impression do you think that Cree is making on the workers?
2. What are the good points in her presentation?
3. What mistakes do you think she is making?
4. Why did nobody ask questions or make comments?
5. From this first impression, what would you say is her management style?
6. Do you think that people will feel free to come to her with suggestions and problems?
7. Do you think that she will set a good example?
8. Is she fair in her demands?
9. Do you think that her people will “start off on the right foot” as she suggests?
10. Do you think that she sees herself clearly? Is she aware of her impact on others?



WEB ACTIVITY

- Go to the Web site for the Society for Human Resources Management at: www.shrm.org and click on “About SHRM.” How many members are there? How many chapters are there and what other areas of the site interest you?



RELATED WEB SITES

Society for Human Resources Corporate	www.shrm.org
Hospitality Magazines	www.corpwatch.org
Hospitality Online	www.restaurantresults.com
Hospitality Net	www.hospitalityonline.com
Hotel Online	www.hospitalitynet.org
National Restaurant Association Educational Foundation	www.hotel-online.com
National Restaurant Association	www.nraef.org
Academy of Human Resource Development	www.restaurant.org
Business for Social Responsibility	www.ahrd.org
	www.bsr.org



ENDNOTES

1. Cloman Peterson, *Get, Keep, Grow, in The Future of Human Resources*, Mike Losey, Sue Meisinger, and Dave Ulrich editors, Hoboken, NJ: John Wiley, 2005, p. 38.
2. Edward E. Lawler III, *From Human Resources to Organizational Effectiveness, in The Future of Human Resources*, Mike Losey, Sue Meisinger, and Dave Ulrich editors, Hoboken, NJ: John Wiley, 2005, p. 144.
3. *Ibid.*, and D. Ulrich and N. Smallwood, *Why the Bottom Line Isn't! How to Build Value Through People and Organization*, Hoboken NJ: John Wiley & Sons, 2003.
4. John R. Walker, *Introduction to Hospitality*, Upper Saddle River, NJ: Prentice Hall, 2006, p. 535.
5. *Ibid.*, p. 536.
6. *Op. cit.*, p. 537.
7. www.leadingtoday.org/onmag/jan01/leadership12001.htm
8. Larry J. Gitman and Carl McDaniel, *The Future of Business*, 5th ed., Cincinnati, OH: South-Western Publishing, 2005, p. 209.
9. S.A. Kirkpatrick and E.A. Locke, "Leadership: Do Traits Matter?" *Academy of Management Executive* (May 1991), pp.48–60 as cited in Stephen P. Robbins and David A. DeCenzo, *Supervision Today*, 4th ed., Upper Saddle River, NJ: Prentice Hall, 2007, pp. 249–50.
10. www.leadingtoday.org/onmag/jan03/transaction12003.html
11. Peter F. Drucker, "Foreword," in F. Hesselbein, M. Goldsmith, and R. Beckhard (eds.), *The Leader of the Future*, San Francisco: Jossey-Bass, 1966, pp. xii–xiv.
12. Larry J. Gitman and Carl McDaniel, *The Future of Business*, 5th ed., Cincinnati, OH: South-Western Publishing, 2005, p. 211.
13. Ricky W. Griffen and Ronald J. Ebert, *Business*, 7th ed., Upper Saddle River, NJ: Prentice Hall, 2004, p. 445.
14. *Foodservice Leadership: Becoming an Effective Leader*, The Educational Foundation of the National Restaurant Foundation, Video.