



Be a Leader: 5 strategies to Results Management

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Recently many hospitality industry organizations have had layoffs. Now more than ever it is important to get the best out of employees. Many in the industry have systems to plan successful meetings and events but few have a system to get results through their people. Below are 5 strategies to **results management**.

Clarify Expectations

Just as greater meeting and event success is tied to clear client expectations, our employees' success is directly related to clear job expectations. Set clear written expectations for employees' job responsibilities. Review expectations with them and encourage questions to reinforce understanding. Seek mutual agreement on what is expected. This clarity assures there will be no surprises when feedback is given. If the employee is not achieving the desired results, the focus can quickly shift to strategies to overcome barriers to their performance.

Provide Resources

When hiring, use an assessment tool or interview questions to identify the strengths and skill sets of the potential employee to ensure alignment with the position responsibilities. Employees will perform at their best when their job responsibilities are aligned with their strengths. Give the resources they need to be successful. Resources include training, supplies, support staff and budget. Ask: "*What do you need from me to be successful?*" Providing resources demonstrates an investment in their success. Create a positive experience for employees and they will provide a positive experience for customers.



Connect to Significance

Everyone wants to feel significant. When I started with Maritz Travel Company, I'll never forget how I felt when CEO, Bill Maritz, walked into our training room and called me by name (I was not wearing a name tag) and knew specific things about me. He did this with each of the 15 newly hired Travel Director Staff. He explained how important we were to the success of the company. Staff need to know their contributions make a difference. In the hospitality industry, performance is measured by customer experience and the front line staff must understand how important they are for this to be achieved. People also feel significant when a manager gets to know them personally and understands what motivates them to perform. This will differ depending on the individual and may include money, opportunity to learn and grow, flexible schedule, promotion or recognition. Spending time to learn about employees also earns employee respect and trust which is directly tied to performance results.

Build Respect & Trust

Respect is a two way street that has trust as the on and off ramps. Earn respect by promising and producing. Research in the *Harvard Business Review* (June 2009) article *How to be a good Boss in a Bad Economy* explains the loss of time and energy when people do not trust their boss. As a result, performance suffers. One way to demonstrate respect is to include staff in the decision making process to get their feedback on things that will affect them. Inclusion gains buy in. When facilitating focus groups in the Denver hospitality industry to prepare for the Democratic National Convention, I heard repeatedly the front line staff indicate the best way to motivate them was to demonstrate respect. It cost little time, no money and pays excellent returns. Once expectations are clear, people want to be trusted and have freedom to do their job. Patricia Aburdene, author of *Megatrends 2010* says, "Transcendent values like trust and integrity literally translate into revenue, profits and prosperity." Respect and trust leads to ownership and ultimately accountability.



Provide Feedback & Accountability

Measuring and improving performance is an ongoing process that cannot be handled in an annual performance review session. Many hospitality organizations have feedback cards or post event meetings to obtain feedback to improve what they do, it works the same with staff. Employee feedback sessions include celebrating successes, measuring progress towards agreed upon expectations, giving incentives and recognition, re-clarifying expectations and determining what else is needed for success plus reconnecting employees to their motivators and the importance of their job. Ongoing performance feedback drives performance results.

The majority of the time when employees are not performing, it is due to a lack of agreed upon expectations, not having a big enough purpose to be successful or lack of ongoing support, respect and feedback. Avoid these performance blocks, be a leader by applying these five strategies to results management and watch performance soar!

Dean Savoca helps hospitality industry organizations get results by improving the effectiveness of their performance management systems and giving managers the coaching strategies to execute the system to achieve performance and production goals. He offers strategic planning, leadership development, sales & customer service training, executive, career & sales coaching, assessments and keynote speaking. He holds a Master's Degree in Organization Performance & Change. For more information visit www.deansavoca.com.