

## Learning & Development - On Boarding

<b>WHY</b>	<p>The time when you'd work for one company your whole life seems now revoluted. In a world in constant mutation, where businesses are not only competing to attract customers but also to attract talents, it is crucial to have a strategy when it comes to hiring and on boarding your people, if not the winning strategy!</p>
<b>WHO</b>	<p><b>Audience:</b></p> <ul style="list-style-type: none"> <li>- Hospitality professionals of all levels</li> <li>- Anyone curious about people management</li> </ul> <p><b>Facilitator:</b></p> <ul style="list-style-type: none"> <li>- Self-learning</li> <li>- Managers of all levels</li> </ul>
<b>WHAT</b>	<p><b>Content includes:</b></p> <ul style="list-style-type: none"> <li>- Why is on boarding so crucially important?</li> <li>- Hiring right your people Vs hiring the right people</li> <li>- Successful On Boarding, from start to finish</li> </ul> <p><b>Content length:</b></p> <ul style="list-style-type: none"> <li>- Approximately 60 minutes in this section</li> </ul>
<b>HOW</b>	<p>1<sup>st</sup> Read content and select what you believe to be useful for you/your team</p> <p>2<sup>nd</sup> Decide what element you/your team will apply and make a plan</p> <p>3<sup>rd</sup> Set a deadline for application to be reviewed</p> <p>4<sup>th</sup> Review results, amend methods according to specific needs and apply again until satisfied</p>
<b>PLUS</b>	<p><b>Internal resources:</b></p> <ul style="list-style-type: none"> <li>- Courses such as 'Motivation', 'Feedback' and 'Coaching' will prove to be essential in order to apply the learning from this course more efficiently</li> </ul>

## **Why is on boarding so crucially important?**

First things first, here is a check-list of essentials you must have clear answers for prior to on boarding people:

- What are your business' values?
- What's your business motto?
- Do you have an interview form with pre written questions assessing candidates based on your values?
- Do you run an induction? Alternatively, do you provide on boarding documents to your newly hired people, introducing your business, its values, house rules and other training?
- Are you clear with the probation period length, purpose and structure?
- How do you support newly hired people to learn and perform during the probation period? How do you assess their progress and needs?
- How thorough and fair is the end of probation meeting? You run this meeting, don't you?
- What's the process of selection, application and assessment for candidates to promotion within your organisation?

(Please contact us directly should you need support with any of the above)

Ok. This sounds like a lot of work... and your business might be too small for you to have an HR and/or L&D person managing the above for you. But it is essentially what makes the difference between great businesses (where people really want to work for) and basic businesses (where people who aren't hired in great business end up). The greatness of your business, from a people point of view, has nothing to do with its size and success. People will want to join your business if you put them first, consider them as the most valuable assets in your organisation.

Basically, deal with your people the way you're dealing with your customers.

## **Hiring the right people Vs Hiring right your people**

Hiring people for their CV or their potential?

In hospitality, like in many other industries, our CVs are a collection of achievements. But a majority of the time, we were hired to do one job, and over the course of our employment, have been given opportunities to learn, develop, take on new challenges and achieve more than what we were hired to do in the first place.

The reason we were given these opportunities is that we had the potential to take them on and be successful. The good news is that it is quite easy to assess whether a candidate has this potential or not: it is all up to them and how motivated they are to do it!

So rather than expecting a candidate to know everything about the job you're hiring for, assess whether they have the will, the curiosity and the humility it takes to learn. If you only need to hire one person to do one very specific job and nothing else, you might consider whether a consultant or freelance not be more appropriate and relevant.

Nailing interviews: attitude Vs skills

Interviewing well and being the perfect candidate are totally different things. Talking the talk is one thing... walking the walk is another.

There are 4 types of candidates:

1. Nails the interview but loses interest once on the job
2. Nails the interview and perform on the job
3. Fails the interview but perform once on the job
4. Fails the interview and performs poorly on the job

Please note that none of the 4 candidates describe above are good or bad people. We can fail at an interview despite being an awesome candidate for the job and we can perform poorly at a job for any sort of reasons, outside the remit of our control.

Candidate 1 and 4 are obviously the ones you do not wish to hire. The question is then, how do you assess someone's potential to perform on the job, regardless to their ease during the interview.

→ Whenever possible, arrange for a trial shift to take place and observe their attitude towards customers and team members

→ Ask for an experienced team member (at the level of the role you're hiring for) to buddy with them, and trust your team member's judgement when he/she gives you their feedback. Who knows best what a great candidate for a role is than someone you trust and already doing that exact job!

→ Focus as many questions as possible during the interview on HOW they got on with the people they previously worked with, rather than on WHAT they were doing there.

## On boarding process, from start to finish

### 1. HIRING

#### a. Hiring based on your values

This obviously implies that your business has a set of values that you'd hire people against, assess your people against for appraisals, performance reviews and when considering them for promotions

#### b. Attitude Vs skills

Great attitudes are taught over the course of a lifetime, 99% of which is taught at home during our childhood, at school and during our first job experience. From eye contact, good manners, ability to listen, all the way to humility, assertiveness and self-confidence, the right attitude is unlikely to be something you will be able to teach to an employee, and certainly not something you'll be able to change or correct if not appropriate.

Any skill can be taught to anyone, as long as they have the will to learn. (A bold statement indeed, based on an extensive experience of hiring, training and developing people)

### 2. ON BOARDING: THE NECESSARY TOOLS

#### a. Induction and on boarding documentation

Once hired, the most crucial part of anyone's experience joining a company is by far their first day. The same way that first impressions are made in seconds and near impossible to overturn, successful first days set people for success and poor ones set businesses for failure.

For some reason, no one seem to remember their first day, how stressful they are. Good news, there is a recipe to make that day a success: make a plan for it

- Make sure someone in your organisation will be with your new starter during their first day. Pair them up with people you trust – a buddy
- Let the buddy know exactly what the plan for the day is: where they need to visit, who they need to meet, what tools must be provided and so on
- Let the new starter know BEFORE they start how the first day will go and what the program for them is. They will be far more relaxed on their day, and everyone's experience of it will then be great
- Have training documentation, handouts and/or access to necessary information available for the new starter
- Talk to them at the end of their first day to make sure it is all on track

#### b. Probation framework and on the job training

Past the first day, make sure you have a plan for the entire probation period, at the end of which your new starter must be performing at the level you and them have agreed. If 12 weeks, make sure you're regularly assessing their progress and provide all the support needed for them to perform at their best.

#### c. Assessing progress

The buddy you have chosen has the responsibility to train the new starter. Your entire team must provide the new starter support. a manager need to sit down on a regular basis (every other week) to discuss progress at a technical level. Any behavioural issues should be discussed on the spot.

Referring to the interview questions to assess progress is fair. Is the new starter delivering on all that has been agreed?

d. Buddy systems

It is essential that new starters, regardless to the industry and size of the business, have someone to go to when they have questions. Counter-intuitively, this is not the role of a manager. The role of the manager is to organise everyone's workload so that buddies have time and resources to support new starters.

Buddies (or trainers) are experienced team members you trust. Which means that new starters will have a role model shadowing them right from the start, ensuring the right attitude is promoting. In time, your new starters will have more experienced and one day become buddies (even though no one tells them that, they know and hopefully want that to happen).

### 3. PROMOTIONS & LEAVERS

a. Succession planning

Whether the structure of your business is flat or vertical, whether your business is small or not, many of your employees will work towards being promoted. It is crucial you have a plan for that ladder to be a motivational tool within your business (but this do not make the ones who are not interested in progressing their career any less important).

Often employees believe we will promote them, and then train them on how to do this new job they are given. A recipe for success consists in fact of training people who have the will and potential to learn on the tasks and skills required so that they are ready for when they are promoted.

b. Advertising roles

Regardless to how sure you are you'll give the job to Paul, you still have to advertise the role, at least internally. The idea is not to pretend you'll let anyone to apply, but actually give everyone a fair chance to.

c. Interview process

The main differences when interviewing internal candidates for promotions are:

- You already know the candidates, their attitude and potential
  - They already know you and what the job they are applying for is about
- The paradox is: both yourself and the candidate, for the interview to be meaningful, must discard these two points. The job for which this employee you know is applying for is new. Neither you nor the candidate really know how they would perform in this new role.

Very often, people are applying for roles within their organisations because they are both bored and strong performers. A healthy question to ask is: is there a way to make their current role less boring for them? Rather than giving them a new challenge as a solution for it.

d. The end of the road?

Rarely considered is how important your ex-employees are. People who left your business went on to work with so many other people and obviously promote (detract) your business. Whether they were good employees or not, all your former employees can be strong advocate, promoting your business and contributing to its reputation.

At the end of the day, a business is only great when its people are great.