

GROW LEADERSHIP

For people who serve people

The quality of leadership in retail is vital to the employees and their opportunities to thrive and be successful – and in the end to the customers buying-experience. Loyalty is the key to growth.



Training for middle managers in the service industry

“Socrates believed that all knowledge was really inside a person and simply needed to be drawn out. While no one believes that today the Socratic method of teaching has proven quite useful in getting people to come to their own conclusions – to think about ideas rather than listen to ideas.”

(Roger C. Schank)

In most industries the route to the top passes through a number of supervisory/managerial positions. The more you advance the less you need your original functional skills and the more you need leadership skills. But where do great leaders learn their leadership skills? School? Books? Or are they just born that way?

The best leaders will tell you that a very high proportion of their so-called managerial skills have been learnt over time, on the job and that theories and formal learning played only a small part.

None the less companies keep sending their potential managers to class-based training courses.

The reality is that what managers need to learn is not well suited for formal institutionalised learning – add to that hospitality managers are not very good at formal learning. If they had enjoyed formal school learning they would have gone to university and professors

in school of management in the first place. Most managers like learning by doing – it’s in their blood.

Feedback is the breakfast of champions

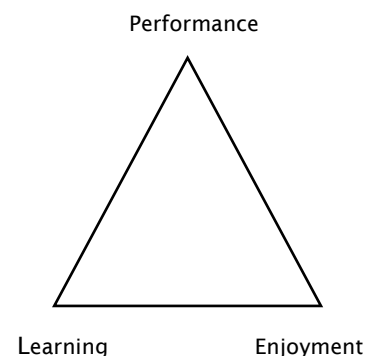
The best way to accelerate learning by doing is to create an intensive feedback environment – very similar to what happens when you are working with a tennis or golf coach. You take a swing at the ball and you receive immediate feedback on what happened. The recipe for successful (accelerated) learning is lot of doing combined with lots of feedback. If you don’t believe it just think of what happens when a baby learns to walk – not an easy feat – no manual, no explanation. Just trial and error combined with lots of positive feedback from admiring adults who go over the top in their praise of the efforts being displayed on the carpet. The performer goes from failure to failure with no loss of enthusiasm. Managing is much like riding a bike – no matter how much you read, the only way you really will learn is by doing – and by doing we mean entering into the cycle of: action – result – feedback – new (corrected) action.

So, how do we create “learning by doing” in an efficient but flexible way?

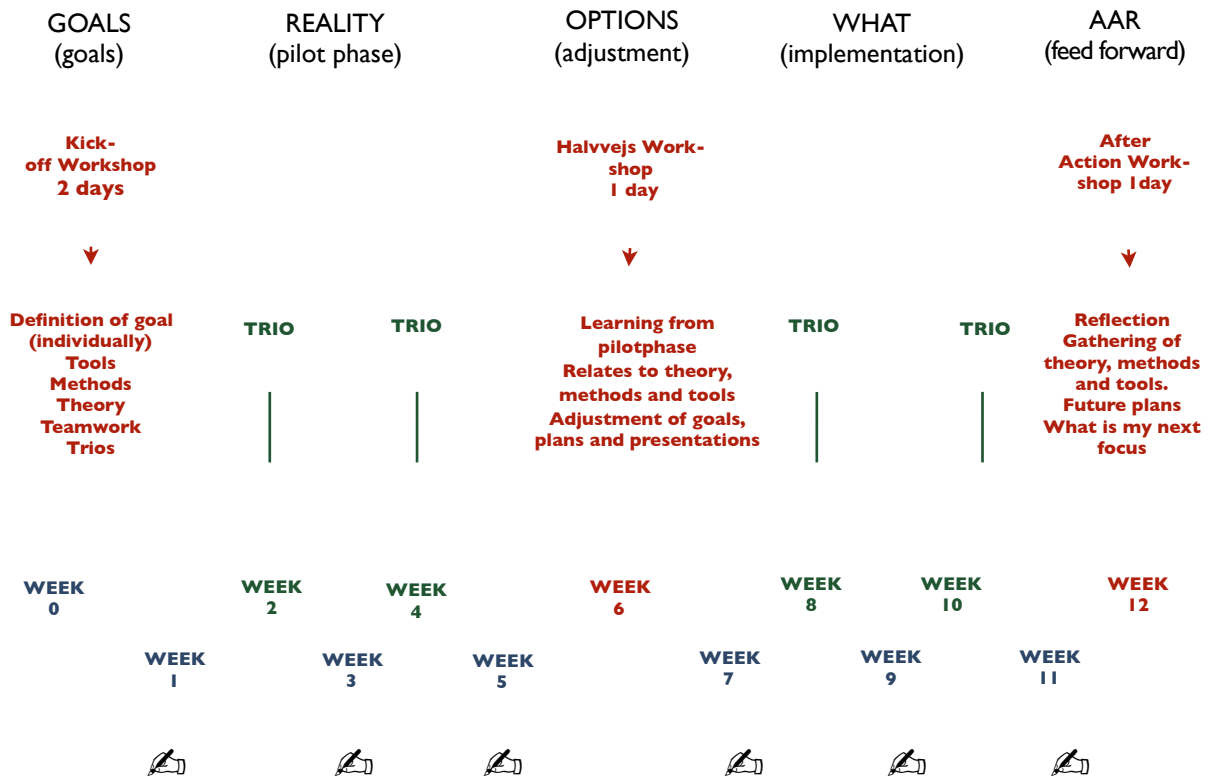
Learning, a need to become a by-product of working – not something that just happens by chance. In a fast tempo and rapidly evolving world getting the job done is not good enough if at the same time we do not increase our know-how.

The triangle of work

What drives success in most business can be expressed in the triangle of work with three components: Performance, learning and enjoyment and they are interdependent. Each is just as important as the other. Increasing just one and neglecting the others only works short-term. Pushing for further performance means neglecting the other two and a negative spiral is initiated which quickly spills over into the customer’s experience...



OUTLINE OF GROW LEADERSHIP



Five Steps

GROW Leadership has five distinct steps:

GOAL

REALITY (pilot)

OPTIONS (adjusting)

WHAT (implementing)

AAR (feed forward)

We work with participants on three levels:

1. The set (the whole group typically between 15 and 21 persons)
2. Individually (log books)
3. In trios (groups of three participants with facilitator)

GOAL

Involves the whole set. Here we set the scene for what is going to happen. Generally, we spend time on understanding “Service Profit Chain” and how this is the foundation for long-term results in the hospitality industry. We then open the ‘toolbox’ and

introduce participants to the first number of managerial tools that they will use during the coming 12 weeks.

Most importantly we show them their team profiles. Good knowledge of oneself is a first important step to become a good leader. We use either Belbin or TMS depending on the group and the languages involved. We also introduce participants to a number of theory resources, in the form of a general book on management, a number of articles that we find appropriate and some web-based resources links. We don’t expect participants to read all of the materiel from A to Z. Information is served on pull and not a push principle. They draw information when they need it.

Typically we also create a virtual meeting place – a web-board – where participants can exchange news, questions and answers during and after the course. The kick-off workshop runs over 2 days. During the evening of the first day participants are introduced to their ‘trio’ – the small work group that they will be part of for the duration of the course.

At the end of the second day participants are given their first assignment to be completed at home: “Define using no less than 250 words what you see as a major personal leadership challenge in your job just now.” Challenges are e-mailed to the facilitator for comments and final approval.

REALITY – pilot phase

Trios meet with the facilitator every other week for 90 minutes at a time throughout the 12 weeks. During this period the goal is to fully understand all aspects of the chosen challenge. This is done in a combination of coaching from the facilitator and the fact that each participant needs to make the challenge understandable to the other members of the trio. Trio members take turns being coached typically 30 min. each. Each session is ended with an agreement on what each person will be working on until the next trio meeting.

OPTIONS – adjustment

On the halfway meeting after six weeks we gather the insights from the pilot step, which we transform into a revised and qualified goal for each individual. The experience provide courage and engagement to challenge oneself even more, and the safe environment on the team gives the basis for great honesty and valuable dialogue within and between the trios. The halfway meeting also makes it possible to introduce more theories, methods according to the participants needs. The theories introduced on the kick-off meeting are no longer something that we have just ‘heard of’ but something that we have now put into action. In this way we have learned the great qualities of dialogue and developed a deeper understanding of our work role.

The halfway meeting holds a private view, where each participant ‘exhibits’ his or her goal and a plan for carrying it out (or parts of a plan). Here

the invited participant’s leaders have the opportunity to learn about the problems, insights and solutions that their employees work with.

WHAT – implementation

The other six-week period focuses on implementing the new behaviours, new ways of thinking and new methods in a lasting form. Where the focus in the pilot phase was a test to explore and understand the focus in the implementation phase is to make lasting changes.

The trio meetings contribute to maintain the focus and to give the participants the courage to take the necessary steps and the action needed. The other trio participants – and the facilitator are important sparring partners and contribute with good questions and constructive challenges.

AAR – feed forward

The great learning cycle, which form the whole GROW process ends with After Action Review, where the learning becomes evident, reflections are shared – and theory, methods and tools are related to the experiences of the participants.

The end of a learning cycle is at the same time the beginning of a new learning cycle, and the participants finish the GROW process by making a feed-forward: What can I take with me, and what is my next step of development and learning?

On the After Action Review meeting we recommend the participant’s leaders to join in a part of the day and get insight in their employees development. This creates an important relation, and quite often they recognize issues that have an effect on the whole organization.

Leadership challenge



To be a leader involves at least three important tasks: To create profit and growth, to manage others and yourself. These three aspects are closely linked together, and it’s only possible to be successful as a leader, if you can manage all three. In GROW Leadership you can develop in all three areas or focus on the areas that gives you the greatest benefit. Your choice of challenge and goal is an important part of the direction for your process.

Log books

During the weeks where there are no trio meetings or common workshops, all participants have to send a ‘log book’ to the facilitator/coach by email and answer the following questions:

Which part of my goal is my focus this week?

What observations did I make?

What have I learned/what are the new insights?

What is my plan for next week?

The participants will receive written feedback on the log books from facilitator/coach. In the beginning the log book is quite a challenge for some of the participants. But the experience is that as the GROW process develops they look back and realise how the log book have become an important tool to learn and reflect upon their experiences and their development as a whole.

GROW LEADERSHIP – CONTENT & BACKGROUND

The basis of GROW Leadership is a theory that evolved in Harvard University in the end of the nineties. The theory explains what makes the difference between an average and a fantastic service company. James Heskett and his colleagues have proved that there is an absolutely clear chain of causes – a step-by-step process that gives extraordinary growth and results. In short the whole philosophy can be illustrated as in the model below. To get the good result you have to create the best internal quality possible of a good leadership. Which why we are using the following tools:

The Service Profit Chain

Profit/growth

Customer loyalty

Customer satisfaction

Value

Employee loyalty

Employee productivity

Employee satisfaction

Internal quality

Competence, availability, belonging, team spirit, good colleagues, appreciation and leadership relations

Systems and relations

Most companies' dream is to create a whole that is conceived by the customers without limits and borders - where anyone helps each other. It is possible, but insight in complexity and will to change is necessary.

Motivation and trust

In the end motivation is about motivating one and others. A motivating working environment is an environment, where employees and colleagues have the opportunity to do their absolute best.

Feedback

We can learn to improve the way we contribute to problem solving, and we can help others. Basically, it is all about improving the daily communication and ability to solve problems, when there is a conflict.

Team development

Solid and anchored values are the key to a good team. A good team brings thought into line with action.

Situational leadership

People and situations are different, and it's not fair to treat everybody alike. It can be a great advantage to explore your typical leading style and learn new ways of acting towards your team.

Coping with change

A fundamental condition for humans is that it's difficult for us to cope with change, and not many realize how fast the world changes in our time. But the changes do happen - whether we like it or not – and that's why it's of great importance to improve our ability as individuals and organizations to meet these changes.

Time and time horizon

In the modern world we have more of almost everything – but not time. On the contrary we try to do more things in the very limited time. The solution is not to plan your time in every little detail but to see time in a bigger perspective.

GROW – GOAL, REALITY, OPTIONS, WHAT (ACTION)

GROW Leadership is based on a concept developed by former Formel 1 race driver John Whitmore. A very simple model that he has used in his coaching sessions.

G for Goal: *What is my goal?*

R for Reality: *What is my starting point? (The condition for real progress is a clear sense of understanding where you start from)*

O for Options: *What are my opportunities/what alternatives do I have?*

W for What Action: *What should I do?*

Goals without action are – as is well-known – just daydreams, and action without goals is what hens do when you chop off their heads and let them free.

GROW LEADERSHIP 2008

DATES

GROW Leadership 2008 start in week X with Kick-off workshop den X.

Halfway meeting is held the X, and the final After Action Review-workshop is held the X. All the dates are important, but just as important is the work in between, where trio meetings and log books ensure an intensive process of learning and development throughout the period.

LOCATIONS

GROW Leadership 2008 is held on conference centres (the common workshops) and with the participants in turn (trio meetings). Further information is available when you sign up.

PARTICIPANT REQUIREMENTS

To participate in GROW Leadership requires an effort from the participant in order to get the maximum benefit. The best benefit for all participants happens when the whole team is motivated and open to share their personal experiences and insights. That is why we require the following in order to participate in GROW Leadership:

- You need to have leadership responsibility
 - You have to be motivated for learning and development
 - You have to be prepared to use your time and focus on your own personal development throughout the GROW process.
 - You will have to engage in handing in log books and participate in the trio meetings.
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COST

The cost of participation in GROW Leadership 2008 is Dkr. xx.000 including VAT. In addition food and housing during the three workshop.

If there is a wish for it we can arrange a process for whole companies.

The participants have to pay for transportation in connection to workshops and trio meetings.

GROW LEADERSHIP'S FACILITATOR

MIKE HOHNEN

Mike Hohnen is a Service Management Specialist and a passionate advocate of Action Learning. He has spent over 20 years as a manager and active change leader in service and hospitality companies worldwide – among others as administrative director for Kristensen Oceanfront Restaurants in South Africa, sales- and marketing director for Hartek in Switzerland and former senior consultant in NCM City Center Development in Copenhagen. Today he is the principal shareholder in Thoughts4Action Consulting CC from where he delivers Action Learning based leadership development programmes and coaching in the theoretical framework of Service Profit Chain and Integral Theory. Mike works as a coach, consultant, teacher and speaker. His humor and passion is contagious in a way that always seem to inspire his audience – regardless if there are 2 or 200. He has taught on BSN in Holland and in South Africa and he has designed a diploma in service management in collaboration with Chester University on the basis of the theory of The Service Profit Chain. Furthermore he writes articles for Visitor, the magazine of HORESTA, and the international magazine Food Service Europe. Have a look at Mike's webblog – www.mikehohnen.com.



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Slow down, stop knowing, start learning...

REFERENCES

✦ COWI ✦ ISS ✦ PHILLIPSON WINE ✦ TIVOLI ✦ CSC BALTIKUM ✦ ZEPTO COMPUTERS ✦ RESTO PRO ✦ RAMBØLL MANAGEMENT ✦ FREDERIKSHAVN KOMMUNE ✦ BALLERUP KOMMUNE ✦ BORNHOLMSTRAFIKKEN ✦ VESTAS ✦ LEJ NU V/JOHNNY NOISEN ✦ AMAGERCENTRET ✦ BELLA CENTRET ✦ GASTRONOMYA ✦ BEST PRACTICE FORUM ✦ DEWBERRY REDPOINT ✦ BSN ✦ IAAPA ✦ MARRIOTT HOTELS INTERNATIONAL ✦ NORDIC COUNCIL OF SHOPPING CENTRES ✦ FAZER/AMICA ✦ LEADERS CLUB INTERNATIONAL ✦ DKBS ✦ COMWELL ✦ HOTEL KOLDINGFJORD ✦ GAMMEL SKOVRIDERGAARD ✦ FERSKIVANDSCENTRET ✦ KOLLO KOLLE HOTEL, KURSUS- OG KONFERENCECENTER ✦ LEDERNES KONFERENCECENTER ✦ VILVORDE KURSUSCENTER ✦ SCHÆFFERGÅRDEN ✦ RUNGSTEDGAARD ✦ ODDER PARK HOTEL APS ✦ SABRO KRO ✦ HOTEL KOLDINGFJORD ✦ HOTEL OPUS ✦ MONTRA HOTELS ✦ WIP PERSONALE RESTAURANTER ✦ VISIT DENMARK ✦ HORESTA ✦