



***“Leading Hospitality Forward”
Creating an Enduring High-
Performance Culture***

January 23, 2024

Moderator: Jane Yrenaya, Implementation Strategist





Facilitating today's discussion



Jane Yrenaya
Implementation Strategist

Former client of FranklinCovey

25 years hospitality experience including experience working in Human Resources and Learning & Development space.

Positions include, Room Attendant Concierge, Banquet Server and Front Desk Agent, Service Excellence Trainer, Recruiter, Learning Manger, HR Director and most recently Corporate Director, Talent & Learning.

Worked with an international hotel brand, Fairmont Hotels & Resorts with global experience having worked in 6 different countries including Canada, Bermuda, New York, UK, Abu Dhabi and Dubai. Most recently with Marriott and Hilton Brands.

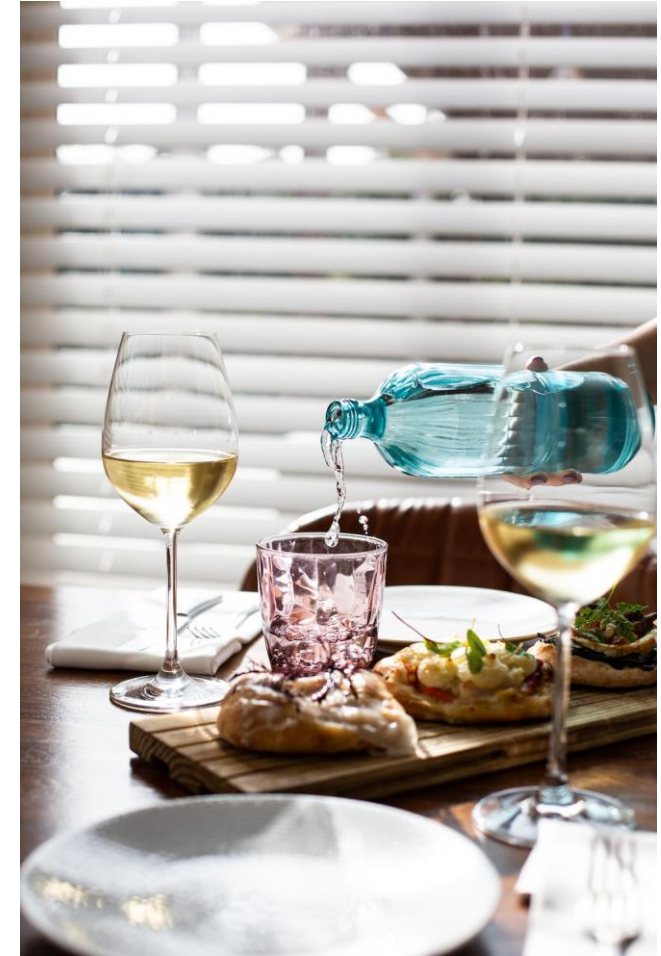
What is on the menu for today?



What is culture and why it is a priority for leading hospitality forward?

What are the benefits of culture as it relates to your employees and guests?

3 Steps to build a culture where employees thrive.





The Challenges That Matter Most

Everything we do is designed to help our clients succeed in four key areas.

1

Develop exceptional leaders at every level.

2

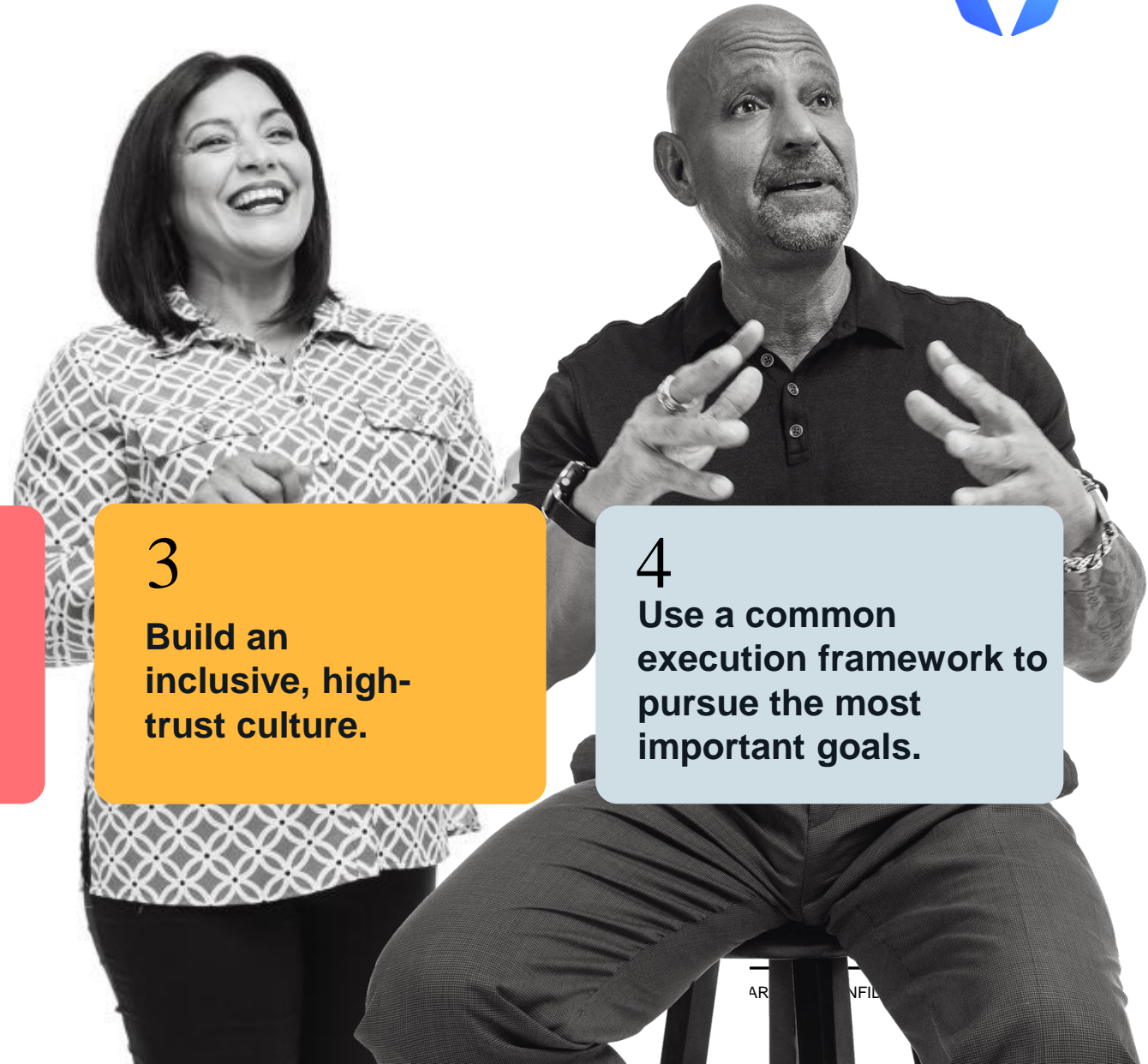
Instill Habits of Effectiveness in every individual.

3

Build an inclusive, high-trust culture.

4

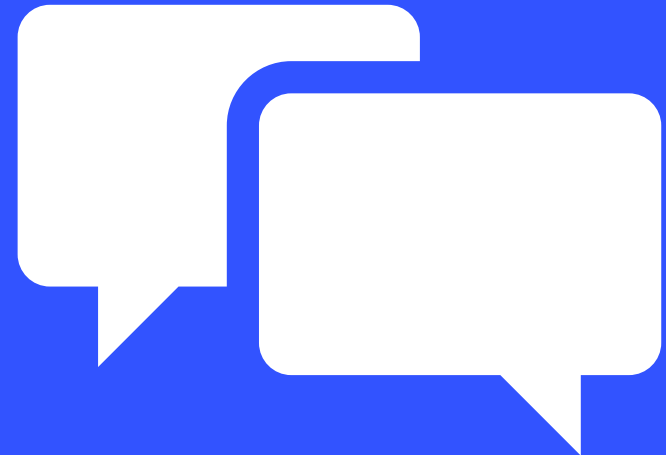
Use a common execution framework to pursue the most important goals.





In the chat:

What evidence do you see of high performing teams?



Winning Culture

We define culture as the collective behavior of your people. It's what the majority of your people do the majority of the time, the nature of the language and relationships within the organization, and the spoken and unspoken values, norms, and systems operating at work.

Breakout (10 minutes)

How would you describe the “culture” of the hospitality industry?

What are the advantages and disadvantages?



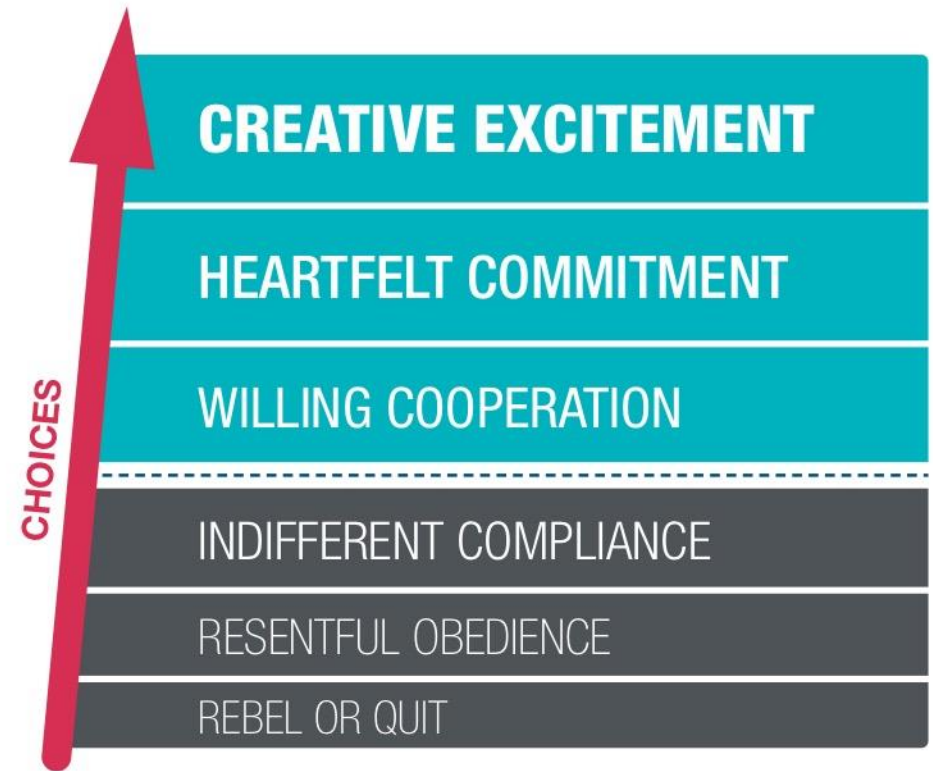
WHY DOES IT MATTER?



LEVELS OF ENGAGEMENT

Think of a time you were at the level of creative excitement.

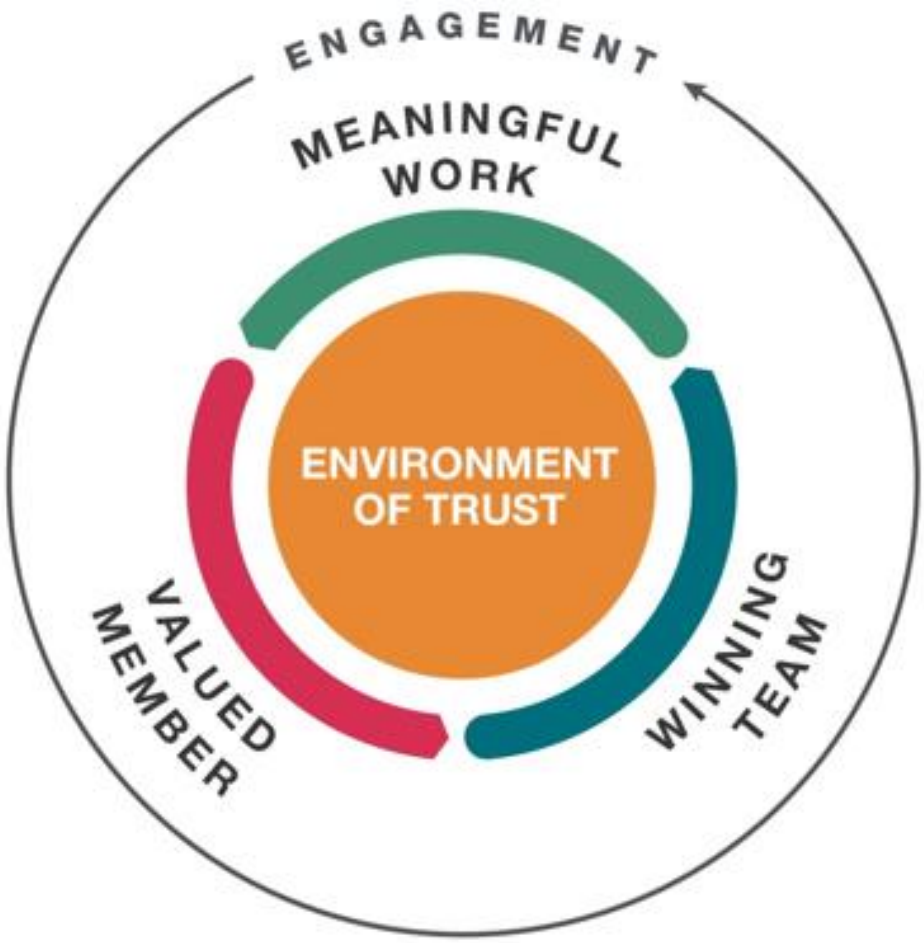
- Why were you so engaged?





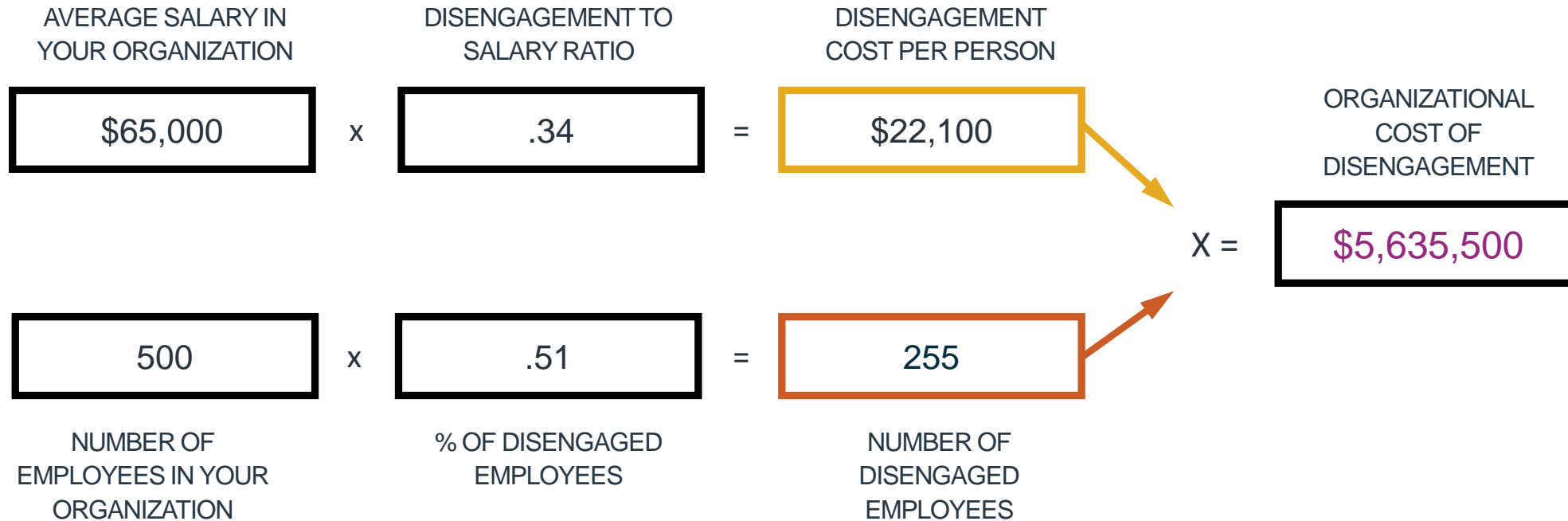
“I’m a valued member of a winning team doing meaningful work in an environment of trust.”

4 Drivers of Engagement



How much is disengagement costing you

Disengaged employees cost their organization \$3,400 for every \$10,000 of salary or 34%*



ON AVERAGE 51% OF EMPLOYEES ARE DISENGAGED*

"Hacking Diversity with Inclusive Decision Making," Cloverpop
Decision Wise; Show Me the Money: The ROI of Employee Engagement; Justin Warner; July 10, 2018
Shiftboard; The Real Cost of Employee Disengagement; Clay Robinson; February 14, 2018

A group of diverse business professionals in a meeting room, smiling and engaged. The image is dimmed to serve as a background for the text.

“The **culture** of any organization is simply the collective behavior of its leaders. If you want to **change** your culture, change the collective behavior of your **leaders**.”

Ram Charan



3 Steps to Build a Culture Where Teams Thrive

3 Steps to Build a Culture Where Teams Thrive



Step 1: Develop a Culture of Psychological Safety

Step 2: Grow Your Team's Emotional Intelligence

Step 3: Set (*and Enforce*) Clear Work-Life Boundaries

Step 1: Develop a Culture of Psychological Safety

WELCOME



1. Develop a Culture of Psychological Safety



Cultivate Inclusivity

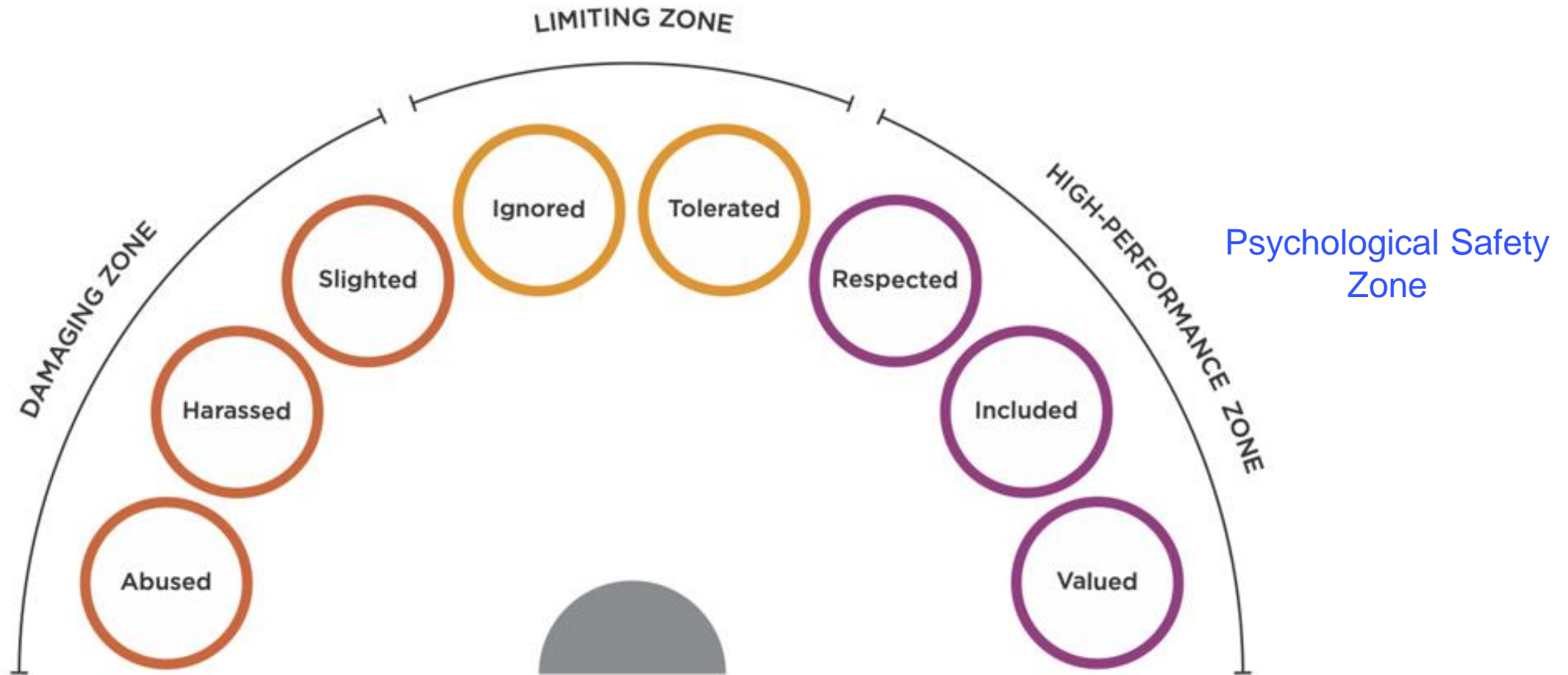


Create a safe space to fail



Democratize ideas and feedback

Impact of Behaviors



Step 2: Grow Your Team's Emotional Intelligence





People skills account for 80 percent of your success as a **first-level leader.**

Technical skills account for 80 percent of your success as an **individual contributor.**



2. Grow Your Team's Emotional Intelligence



Create a high-trust environment

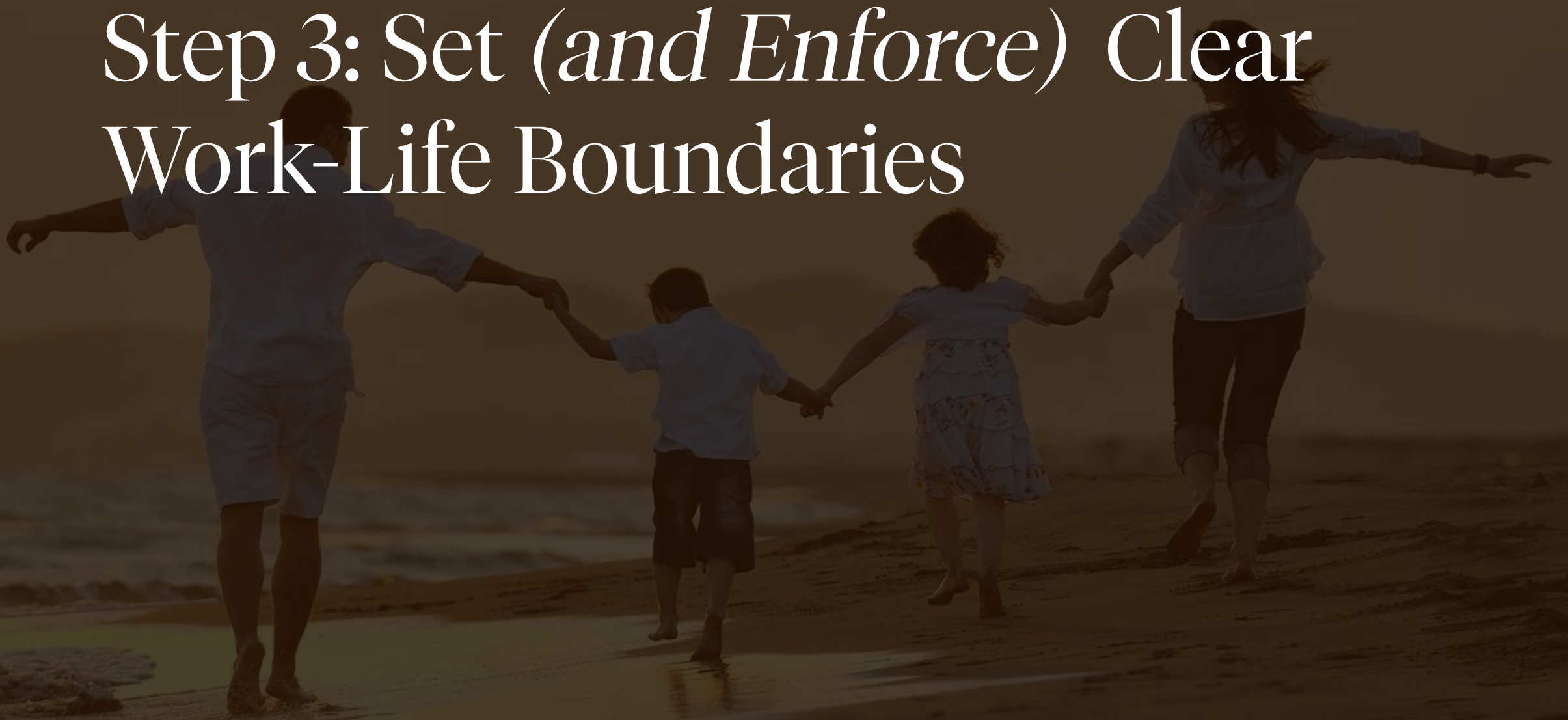


Reward empathy and curiosity



Facilitate relationships

Step 3: Set (*and Enforce*) Clear Work-Life Boundaries



3. Set (and Enforce) Clear Work-Life Boundaries



Provide employees time and resources for self renewal



Define clear goals and act on what is important rather than urgent




Model healthy boundary setting



Motivate them, train them, care about them and make winners out of them. We know if we treat our employees right, they'll treat the customers right. And if customers are treated right, they'll come back.

— *J. W. "Bill" Marriott* —

AZ QUOTES

A group of five diverse professionals in business attire standing together in an office setting. The image is dimly lit, with a dark overlay. The text is centered over the group.

“I’m a valued member of a winning team
doing meaningful work in an environment
of trust.”

In summary....

3 Steps to Build a Culture Where Teams Thrive



Step 1: Develop a Culture of Psychological Safety

- Cultivate inclusivity
- Create space to fail
- Democratize ideas and feedback

Step 2: Grow Your Team's Emotional Intelligence

- Create a high-trust environment
- Reward empathy and curiosity
- Facilitate relationships

Step 3: Set (*and Enforce*) Clear Work-Life Boundaries

- Provide employees time and resources for self renewal
- Define clear goals and act on what is important rather than urgent
- Model healthy boundary setting

A Digital Gift Bag for you!



FranklinCovey Guide



Webcast Link: [Recharge Your Culture by Aligning With Your Values](#)



Recharge Your Culture by Aligning With Your Values





HR Training Programs



Here you will find a list of HR training programs offered by Franklin Covey. Members of ORHMA receive a **10% discount** to any of the following courses by using the code **ORHMA10** at registration.

7 Habits Essentials

UNLOCK THE TOOLS AND HABITS THAT LEAD TO LONG-TERM SUCCESS

This course is a step-by-step guide to the principles, tools, and applied human behavior of each of Stephen R. Covey's *The 7 Habits of Highly Effective People*.

<https://www.orhma.com/hrtrainingprograms>

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