SeasonREADY:

Work Based Methodology for Seasonal Hospitality workers

Training material for the up skilling of seasonal hospitality workers

Module 3: Personal and Professional Development
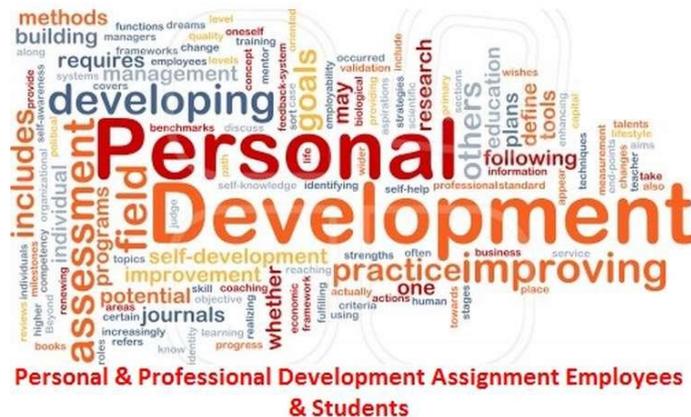
Personal & Professional Development Assignment Employees & Students

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Explanation of Symbols

For the facilitation of your study the icons below are introducing to you some different activities in this document

	Theory – Information
	Think about it
	Additional information from external resources
	Video
	Reflection exercise
	Apply what you have learnt

	Solve a problem with peers
	Self assessment exercises
	Review

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Introduction

After the end of this module you will be able to:

- Be aware of the personal and professional skills that are required in hospitality services
- Be acquainted with the work ethics in hospitality
- Have a comprehensive understanding of the importance of the provision of quality services
- Be aware of the basic principles of collaboration and teamwork and the advantages and disadvantages that may bring in a SMHE

Subunit 3.1: Understanding Requirements of Job/ Tasks in Hospitality Sector

The need for constant personal and professional development of employees in SMHE seems to be "one way road" in order for them to be more competitive, to upgrade their skills and knowledge and provide eventually services of high quality. Starting point for the employees in hospitality sector is the awareness of their role within the SMHEs and their responsibilities when they exercise their profession. The recognition of needs for further development, the factors that motivate employees and affect their performance are of high importance for the development of the professional status of employees, especially for seasonal ones, who might have different motives, occupational and educational backgrounds from the regular tourism professional employees.

	Realization of the professional role and its requirements
INFO	Employees in hospitality industry have to be aware of the significance of their work, since human resources play a pivotal role in customers' satisfaction and the provision of high quality services. It is pointless to have luxury premises without having committed and capable staff to run them, since *"employees bridge the gap between the company's sustainability goals to the realization of these goals"* (Slidesharenet, 2014). This in turn requires seasonal staff to realize how important their job is within a SMHE. There are many factors related to seasonality of a profession that affect performance, such as (Marhuenda et al., 2005): - *Little recognition of previously acquired experience* - *Lack of career prospects* - *Scarce learning opportunities* - *Low qualifications in accordance with the low prestige of the job*

It should be made clear to seasonal staff from the very beginning of the season about:
- ✓ *The goals and vision of the SMHE*
- ✓ *The importance of their job within the SMHE*
- ✓ *The need to seek their development through work and the benefits for them that this entails*
- ✓ *The need to show professionalism and act like this*
- ✓ *The fact that none of the job/tasks within a SMHE are less prestigious or demand less attention by them*

Having in mind all the information presented above, try to describe the following:
- *What is your professional role within the SMHE?*
- *What are the requirements of your tasks?*
- *Have you been provided with adequate information about the SMHE's vision and goals?*

Further personal and professional skills in hospitality

Personal and professional development consists of a continuous process. There is always a need for acquiring new skills and gaining new knowledge due to the fact that hospitality sector is affected by numerous factors such as technology, new trends that demand new skills, competitiveness, increase of tourism flows from different destinations, development of new services etc.

Four concepts that can be useful to deliver excellent services and professionalism in a nutshell are:

   (a) friendly without being familiar;
   (b) always one step beyond expectations;
   (c) good enough is the enemy of excellence;
   (d) success is a journey, not a destination

Source: http://www.cedefop.europa.eu/files/5161_en.pdf

If you want to learn more about the personal and professional skills that you should have as a seasonal staff in SMHE, watch the following video.

26 Skills for Hotel Professionals

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Consider your job as a seasonal employee and try to write down the professional and personal skills that you have in order to perform your tasks effectively.

Are there any kinds of skills that you should further develop or missing at all?

Motivators of employees in hospitality sector

Motivation is very crucial in the hospitality industry, because employees play pivotal role in the realization of the SMHE's vision, they have to feel as being part of it and perform their tasks efficiently and effectively. Motivators are these elements that lead to the creation of loyalty and commitment between the employees and the SMHE in which they are working.

Moreover, the factors that seem to motivate mostly employees in hospitality industry are (Hertel, 2014):

1. *Good wages*
2. *Tactful discipline*
3. *Job security*
4. *Interesting work*
5. *Empowerment*
6. *Sympathetic help for personal problems*
7. *Opportunities for development and involvement*
8. *Good working conditions*
9. *Supervisors loyalty to employees*
10. *Appreciation for accomplishments*

If you want to learn more about the factors that motivates employees in the hospitality sector read the articles given below

The Employee Motivation in Hospitality Industry

How to: Keep staff motivated

What are the factors that motivate you in your work? Write them down and then discuss them with your colleagues.

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Factors affecting employee's performance

There are many factors that may lead to maximum or minimum performance of an employee. In fact there are different categorizations of them which are in dependence with the aspect through which they are approached.

The main categories are (Diamantidis & Gatzoglou, 2019):

1. *Working environment related factors:*
    a. *Training culture*
    b. *Management support*
    c. *Environmental dynamism*
    d. *Organizational climate*
2. *Job related factors:*
    a. *Job environment*
    b. *Job autonomy*
    c. *Job communication*
3. *Employee related factors:*
    a. *Intrinsic motivation (personal interest on the job itself, self-satisfaction, incentives)*
    b. *Skill flexibility*
    c. *Skill level*
    d. *Adaptability*
    e. *Commitment*

If you want to learn more about the factors that affect employees performance read the article below

Factors affecting job performance: How to know if training is the answer

For more information on factors that affect employees performance read the article below

Factors affecting employee performance

What are the main factors that affect your performance during your working routine? Which of them is most important to you?

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Review

In this subunit the term of "Role awareness" and its importance in the success of a SMHE was introduced. Apart from that, numerous factors that may have a direct impact on employees' performance were discussed. Finally, a deep understanding was gained on the numerous personal and professional skills that seasonal staff should further develop/ cultivate in order to consider themselves as professionals in the hospitality sector regardless of the job that they have (i.e. housekeepers, waiters, managers etc.).

Assessment

1. Which of the following sentences is correct?
   a. Seasonality is connected usually with minimum career prospects
   b. Seasonality has no impact on the performance of an employee
   c. Seasonality does not require from employees to have specific skills

2. The existence of good communication within the organization is one of the main factors that affects employees' performance
   a. True
   b. False

3. The term "Role awareness" concerns (choose the right answer):
   a. The ability on behalf of an employee to know the tasks of a certain job
   b. The ability on behalf of an employee to recognize the role that he/she has within an organization and the responsibilities that derive from it

Subunit 3.2: Work Ethics in Hospitality

All employees have to follow specific rules in their work since the rules define their daily functioning and behavior and constitute the guidelines that comply with specific moral standards, which are acceptable and applied by all employees regardless of hierarchical rank. In general, there are two types of behavioral rules; moral rules and ethics; the first one includes moral obligations and duties connected to human behavior, while the latter one consists of values that define ethical principles. These values will be presented in this subunit since they play a crucial role for the success of a SMHE.

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Critical values of employees in hospitality sector

The provision of high quality services means a lot more than a clean room and friendly staff. Guests are expecting to get the maximum experience from the hotel by enjoying their staying and having, at the same time, discretion and confidentiality of their private moments. Especially, when it comes to handling of guests personal information confidentiality and discretion are of high significance (Van der Wagen, 2010).

There are plenty of values that define ethical principles (Stevens, 2008) in the hospitality industry with the most crucial to be:

➢ **Honesty** – *is a facet of moral character that connotes positive and virtuous attributes such as integrity, truthfulness, straightforwardness, including straightforwardness of conduct, along with the absence of lying, cheating, theft, etc. Honesty also involves being trustworthy, loyal, fair, and sincere (Wikipedia,nd).*

➢ **Trustworthiness** - *is the quality of a person that inspires reliability (vocabulary.com, nd),*

➢ **Integrity** - *the quality of being honest and having strong moral principles that you refuse to change (Cambridge dictionary, nd),*

➢ **Discipline** - *the ability to control yourself or other people, even in difficult situations (Cambridge dictionary, nd),*

➢ **Personal Accountability** - *responsibility to someone or for some activity (vocabulary.com, nd),*

➢ **Discretion**- *the ability to behave without causing embarrassment or attracting too much attention, especially by keeping information secret (Cambridge dictionary, nd),*

➢ **Confidentiality** – "*The state of keeping or being kept secret or private (oxforddictionaries, nd).*

It is worth noting that, "*all hospitality professionals should possess these values as they are critical in the success of any organization*" (Stevens, 2008).

For further information on what is hospitality ethics read the following article

What is hospitality ethics

Read a very interesting article on discretion and confidentiality in hotels.

Confidentiality in the Hospitality Industry

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Watch a very interesting video on how ethics and especially honesty play a pivotal role in the tourism industry.

The effects of ethics in tourism industry

For further information on how to be personally accountable read the article presented below.

How to be personally accountable and why it's so important

If you want to learn more on the importance of integrity and honesty in the workplace watch the following video.

Integrity and Honesty

For further information regarding the importance of credibility and trustworthiness in tourism read the article presented below.

The importance of Credibility in Tourism

Ethical Principles for Tourism and Hospitality Professionals

- ✓ *We cannot separate who we are as individuals or professionals when it comes to ethics.*
- ✓ *As human beings we are different in terms of our values, backgrounds, and our strengths and weaknesses.*
- ✓ *We put together teams of people whose strengths and weaknesses complement each other, and a variety of backgrounds expand the team's understanding and vision.*
- ✓ *However, to be effective, the team's ethical values need to be the same.*

Source: https://www.scribd.com/doc/33011084/Ch-7-Ethics-in-Tourism-and-Hospitality-Industry

Consider which of the above mentioned values you adopt during your personal and professional life. Are there any of them, that you haven't thought to be significant in your

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work? If yes, indicate them.

On the other hand, are there any values that you adopt in your working life that there aren't in the above mentioned list but they should? If yes, please indicate them.

Discuss your answers with your colleagues

Harassment and behavior issues

One of the most serious problems that employees may face during their working routine is harassment and bullying and general behavior issues (i.e. insulting, rude and judgmental comments) towards them not only by their colleagues but also by customers. Usually these kinds of situations indicate poor management strategies (Kusluvan, 2003) and they are combined with numerous factors, such as low job security, low promotional opportunities, demanding managers, poor co-worker attitudes and heavy workload and stress.

Try to remember the times that you were frustrated during your work.

- What were the reasons that led you to lose your temper?

- Did you behave inappropriately to other colleagues, managers or even to clients?

- How did you try to resolve the issues that caused you frustration? Was it enough or should you do something more?

If you want to learn more about the most usual unethical behaviors you may face in the workplace read the article given below.

The 5 most common unethical behaviors in the workplace

If you want to learn some tips on how to handle bullying and harassment situations at your workplace just watch this video.

HOW TO DEAL WITH PUTDOWNS AT WORK

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If you want more details on how to respond in insulting comments at your workplace just watch these videos.

3 Power Responses for Insulting Comments at Work | effective communication skills training course

How to react when someone insults you? Dealing with Rude People – Personality Development Tips

HOW TO RESPOND TO RUDE PEOPLE

After reading the extra material provided by the sources on how to deal with harassment and bullying during your working routine and considering the situations that you have already described above (in the previous exercise), write down what you should have done differently?

Ethical and more dilemmas

Ethical dilemmas arise when employees are facing a situation where there are potential benefits, but they are unethical. The most common circumstances under which ethical dilemmas occur is when the company's culture and philosophy is against the personal ethics of the employees (Lovelock & Lovelock, 2013).

Below you can see a helpful checklist that you can use when you are dealing with ethical dilemmas:

➢ *Recognize the ethical dilemma*
➢ *Get the facts*
➢ *Identify your options*
➢ *Test each option whether it's good, moral, legal or beneficial*
➢ *Decide which option to follow*
➢ *Check again your choice by asking questions to yourself*
➢ *Take action*

For further information regarding common ethical dilemmas that employees may face during their working routine read the article given below.

Common Ethical Workplace Dilemmas

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A golden rule by Rabbi Hillel and work ethics
Do unto others that which you would have done to you. That is the law. All the rest is commentary.

Source: https://core.ac.uk/download/pdf/46947102.pdf

Exercise on making ethical decisions

Separate in teams of 5 persons. Each team should have a specific subject to discuss with regard to ethical dilemmas. Possible subjects are the following:

1. *Find a method to minimize the time that housekeepers spend for cleaning a room*
2. *Provide solutions for minimizing the costs of the morning buffet*
3. *Provide solutions for storing more luggages in the store room.*

After deciding the subject that the team will undertake, write down as many solutions as you can regarding the subject. Then discuss which of them are ethical and which are not and the terms upon which you counter this ethicality. At the end, each team will present its results and discuss the provided solutions with the rest of the teams

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Review

In this subunit certain qualities that seasonal employees should have as professionals working in the hospitality industry were introduced. The distinction between moral and ethics was made as well as values compatible to the provision of high quality services and building of trust and loyalty with clients. Finally, other behavioral situations were analyzed, such as harassment and bullying as well as simple methods on how to handle harassments and bulling and any possible ethical dilemmas that may arise during work.

Assessment

1. *The best way to examine whether you have reached a decision ethically correct is to check whether it is good for the profitability of the SMHE*
   a. *True*
   b. *False*

2. *When you are dealing with ethical dilemmas, then you should (choose the correct*

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answers):
    a. *Recognize the dilemma first*
    b. *Write down the options that you have*
    c. *Check which option is ethical, legal, moral etc.*
    d. *All of the above*

3. *With which of the following situations are harassment and bullying connected in the working place? (choose the correct answers):*
    a. *Low promotional opportunities*
    b. *Good relationships among employees*
    c. *Heavy workload and stress*
    d. *Loose managers and supervisors*

4. *The term "Integrity" refers to the ability of a person to have a low profile and do not interfere with the others*
    a. *True*
    b. *False*

Subunit 3.3: The Role of Quality

Why there is so much noise around the terms of quality and provision of high quality services? One reason is for sure, that quality isn't just a trend of the recent times. It consists more of some "golden rule" for employees and employers that when followed may lead to the business prosperity, profitability and customers' loyalty.

In this subunit the terms of quality, sustainability and competitiveness will be presented, and how the provision of such quality services carves out the place of a given SMHE in the market.

Definition of Quality

Quality consists of a very important element that defines the profitability and success of any SMHE. There are a lot of definitions about quality which are in accordance with the context they are taking place. For an employee in a restaurant and/or a hotel quality is translated to "Customer's satisfaction" (Ross, 1999).

There are many aspects upon which quality can be seen, such as:

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- ➢ *Product or services features*
- ➢ *Freedom from deficiencies*
- ➢ *Production perspective*
- ➢ *Value perspective*
- ➢ *Customer perspective*

If you want to learn more on quality and how it is defined according to the context within which it is approached read the following article.

7 Definitions of Quality

For further information regarding quality and what it does according to the department that an employee works, watch the video given below.

What Is Quality?- **Quality meaning in real terms**

Following the instructions provided in the video and the article above, try to write down as many examples as you can related to quality and how it is "perceived" in the department in which you are working for.

Discuss the answers with your colleagues.

Importance of provision of high quality services

In a more competitive environment the SMHEs have to figure out how they will stand out from the numerous others that have almost the same characteristics with them. The criterion that it can make the difference for them is to get the clients attention by providing high quality services and exceeding customer's expectations (Pascu & Orheian, 2012). Other factors that lead to the provision of high quality services are the expansion of consumer rights and the need for new quality conscious customers.

Therefore, employees and managers in the hospitality and tourism industry should be aware of the basic quality components that lead to the development and implementation of a quality service system, such as (Essays UK, 2018):
- ➢ *Consideration of the guests that have been served*
- ➢ *Determination of their desires*

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➢ Development of procedures for covering those desires and needs
➢ Relative training and empowerment of the employees towards these direction (namely the provision of service that meet customers' expectations)
➢ Implementation of the revised systems
➢ Evaluation and Identification of service delivery systems

For more details on the importance of providing high quality services in the tourism industry read the following article.

The Importance Of Quality In Tourism

If you want to get more information on the provision of high quality services and the connection to customers' satisfaction, read the following article.

Service Quality & Customer Satisfaction In The Hotel Industry

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Providing good service is about understanding, recognizing, and anticipating the needs of customers and working hard to meet or exceed them. The core service essentials are also simple: make eye contact, smile, greet warmly, and use the customer's name. These simple actions tell customers that your organization values them and is eager to help. In order to exceed expectations, your organization must be on the alert for opportunities to provide remarkable service.

Source: https://opentextbc.ca/introtourism/chapter/chapter-9-customer-service/

Quality, Sustainability, Competitiveness

Quality, sustainability and competitiveness are thee elements that are used interchangeably in the tourism industry. While **quality** refers to the "maximum provision of customers in order to meet their expectations", **sustainability** refers to "*the ability to continue at a particular level for a period of time*" (oxford dictionaries, nd). Lastly, **competitiveness** is the "*ability of a firm to offer products and services that meet the quality standards of the local and world markets at prices that are competitive and provide adequate returns on the resources employed or consumed in producing them*" (business dictionary, nd).

As can be seen from the above, SMHEs have to aim in completing all of them accordingly since they affect their establishment in the tourism market and their ability to cope with

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any challenges that arise during this effort (Angelkova, Koteski, Jakovlev, & Mitrevska, 2012).

A Good Practice for Outstanding service that affected the hotel's image and reputation to the best

Andrea Chan, a guest services supervisor at the Holiday Inn and Suites in Vancouver, received a call from a hotel guest who said she was ill. Concerned because the caller sounded disoriented, Andrea recommended a visit to the hospital. To be sure her guest was safe, Andrea accompanied her to the emergency room and stayed with her until her health and safety were assured — working well beyond the hours of her shift, and returning home the next morning. By treating every guest like family, Andrea created a lasting impression about Holiday Inn and its customer service values.

Source: https://opentextbc.ca/introtourism/chapter/chapter-9-customer-service/

Considering the information given above with regard to quality, sustainability and competitiveness try to write down examples that reflect the meaning of these terms within a SMHE.

Discuss your answers with your colleagues

Did you know?

*In 2012, Cornell Hospitality presented a report from PKF Hospitality Research that showed **guest satisfaction is heavily influenced by service factors such as employee attitude and the pacing and order of services provided.** It found that the greater the client satisfaction, the higher the revenues for a given hospitality business, and that **service plays a far greater role than price and location in the guest-purchase decision** (Cornell Hospitality Research, 2012).*

Source: https://opentextbc.ca/introtourism/chapter/chapter-9-customer-service/

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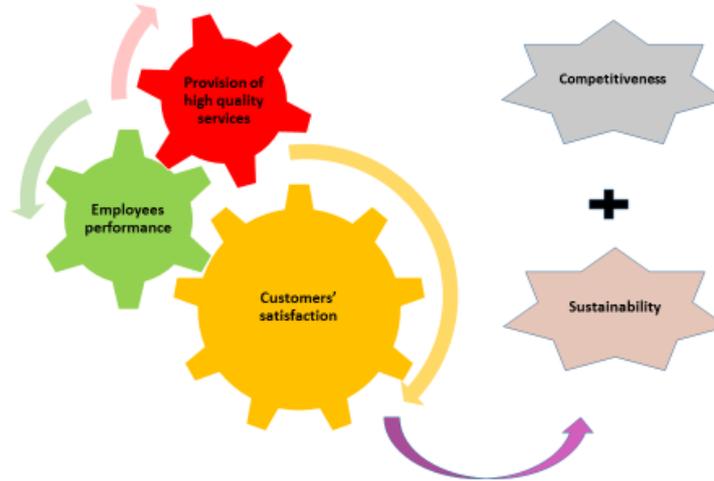
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Review: The Interchangeability of specific "attributes" in a SMHE

Assessment

1. If you want to provide high quality services you have first to consider the needs of your customers that you have already
   a. True
   b. False
2. Quality means different things with regard to the context within which it is seen.
   a. True
   b. False
3. Which of the following factors play a pivotal role in the sustainability and success of a SMHE
   a. Its location
   b. The luxurious infrastructure
   c. High quality services
   d. Good prices

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Subunit 3.4: Teamwork

Teamwork is a very important element for the effective operation of a SMHE. Especially in the case of hotel and tourism establishments that operate seasonally, the need to train seasonal staff towards a common goal and vision is of high importance. For this to happen, employees, employers and in general, people who work and are active in the hospitality sector, have to know how team works and what the phases for building a team are. In addition, other factors are analyzed such as the different personalities of team members and how they may affect the team, how to set common goals for team members, the advantages and disadvantages of working in teams and finally how to deal with possible conflicts that may occur during the employees' working routine.

Basic Principles of working in a team

Working in a team is *"to work together in an organized manner to achieve a common goal"* (Cardona & Wilkinson, 2006). In order to achieve the goal people working in the hospitality and tourism sector, have to take into account the interdependencies that exist among team members and realize how to use them effectively. Each team member has its own skills, knowledge and capabilities; therefore it brings an added value in the team. Hence it is normal that team members have different personalities and attributes, which in turn leads to the formation of teams consisted of different persons that play a supplementary role to each other.

Keep in mind that:
- ➢ *All team members have the same mission, namely to achieve the goals that have been set*
- ➢ *Team members are characterized by different capabilities and position. If you know one's specific capabilities, strength and weaknesses, you are a step closer in building a successful team*
- ➢ *There are certain "rules" that need to be followed such as, giving and receiving feedback, time management and adaptability. Also a number of common exercises are being conducted in order team members to strengthen their skills and develop a sense of unity and loyalty to the team*
- ➢ *Every team needs the right atmosphere in order to proceed with its mission. The right atmosphere defines the relationships within the team and facilitates the whole procedure*
- ➢ *Team members should have a certain attitude with regard to elements such as listening, collaboration and optimism*
- ➢ *Each team goes through different phases and it should be taken in account that each team has also each own pace in going through these phases.*

As for the pattern that every team follows, it is usually consisted of 4 phases (Cardona & Wilkinson, 2006):

1. ***Team building phase*** – *team members get to know each other and explore their possibilities*
2. ***Debate phase*** – *defending one's ideas and views against group challenges*
3. ***Organizing and/or formulating an action plan*** *phase* – *goals, rules, processes and atmosphere are set up and behaviors are accepted or unaccepted among team members*
4. ***Implementing the action plan phase*** – *collaborating and cooperating to obtain results*

Another part of team building that one should be aware of, is the roles that different persons may display within the team. If you know your team members well and you can recognize in which category they belong to, then it would be easier to form an effective team. Many theorists have been occupied with team roles but the model that is most known is Belbin's *"The Model of 9 Team Roles"* (Sesba, 2017). More specific, Belbin has categorized team members in 9 categories where people belonging to each one of these have a specific role, attributes and characteristics and bring certain added value in the team.

For more details on what are the basic principles of teamwork and how they can be achieved read the following article.

Team Effectiveness: Principles of effective teamwork

If you want to learn more on how you can build a team watch the following video.

Forming, Storming, Norming, and Performing: Bruce Tuckman's Team Stages Model Explained

For more details on how you can motivate employees working in a team read the following article.

5 Ways to Keep Your Hospitality Team Motivated

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If you want to learn more regarding Belbin's Team Roles Model, watch the following video

Belbin's Team Roles

Key Points

Team building can only occur when relevant and timely activities that address specific needs are part of your organization's culture. One-off exercises can help with this, but they are not a shortcut to success.

The purpose of team building activities is to motivate your people to work together, to develop their strengths, and to address any weaknesses. So, any team building exercise should encourage collaboration rather than competition.

Be sure to incorporate team building into your workplace routines and practices. For example, get to know your people better, work toward common goals, develop their skills, and make the extra effort to connect with your virtual team members.

In this way, you'll build a firm foundation of purpose, trust and rapport that you can add challenging events to, appropriately and effectively.

Source: https://www.mindtools.com/pages/article/newTMM_52.htm

After finishing the video with Belbin's Role Model, follow the link given below and try to match the description of each team member to the role that suits him/her better within the team.

https://www.sqaacademy.org.uk/pluginfile.php/42752/mod_resource/content/2/HTML_files/media/BelbinMatch/quiz.html

Setting common goals

Goal setting constitutes a significant procedure for any business and therefore it comes along with a major responsibility (Harvard Business Press, 2009). In other words, setting goals may give direction to a team by indicating how to invest their time and energies

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boosting at the same time the team member's satisfaction.

There are specific steps when you want to set common goals, which include (Sesba, 2017):

➤ Inclusion of all team members in the goal setting.
➤ Prioritization of the goals within the team.
➤ Determination of objectives and action plan to be followed for each goal.
➤ Specification of certain measurable outcomes and setting of deadlines
➤ Implementation of the goals
➤ Provision of feedback and evaluation during the whole process.
➤ Corrections/ adjustments should be done if needed

If you want to learn more on how to set effective team goals watch the video given below

Team Goal Setting

If you want to learn more on how to set goals in your team read the following article.

How to set goals for your team

Case Study- Setting common goals among hotel employees for the new season

For this season, Mr. Johnson decided to organize a meeting to introduce the new employees to the senior ones and also to make known his vision for the SMHE and the new goals that everyone should achieve within this season.

At the meeting, after the introductions Mr. Johnson announced the goals that should be realized within this season:

Increase of the number of old customers returning back to the facility

Increase of customers that will enjoy the café/ bar services

Increase of the room's occupancy not only in the high season.

After the announcement of this season's goals, Mr. Johnson encouraged all the employees, old and new, to work together as a team for the realization of goals and told them that they should do their best starting from that moment , pointing that he would be on their side if they need anything

Do you think that Mr. Johnson's attempt will work? If not explain why

What should he make differently in that meeting

Pros and Cons of working in a team

It is natural that every positive aspect is followed by a negative one. In this sense team working has very important advantages both to the organization and the employees individually, followed also by some critical disadvantages.

The main advantages of team working refer to (Onyett, 2003):
- *The development of high quality products and services*
- *The promotion of cross-fertilization of ideas*
- *The saving of time regarding the tasks need to be undertaken and the effective use of resources*
- *The integration of information*
- *The collaboration and development of joint initiatives*
- *The increase of staff satisfaction*

On the other hand, the disadvantages that it may bring, concern:
- *The existence of problematic power relationships that are affected by factors such as different culture, philosophies, educational background, status etc.*
- *The lack of agreement of what working together means*
- *The persistence of ideological differences that derive from different values and assumptions*
- *The existence of ambiguous roles and responsibilities of staff*

For further information about the pros and cons of working in a team read the following article

Top 11 Advantages and Disadvantages of Working in a Team

If you want to learn more regarding the advantages and disadvantages when working in a team, watch the following video

Advantages and Disadvantages of Teams

If you want to learn more on pros and cons of working in a team read the following article

Getting Work Done: In Groups and Alone

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Managing conflicts in a team

It is expected that when different people work together conflicts seems to be unavoidable to happen. The truth is that conflicts do not always bring a negative aspect to a team (Tjosvold, 1993), however it is advisable for someone to know how to deal with them effectively when they occur. There are three phases for managing conflicts (Mindtools, nd):

1. *Preparation for Resolution*
   a. *Acknowledge the conflict*
   b. *Discuss the impact of the conflict within the team*
   c. *Cooperation of the team members for fining a resolution*
   d. *Agreement among team members for communication*
2. *Understanding the Situation*
   a. *Each team member should clarify its positions*
   b. *List facts, assumptions and beliefs underlying each position*
   c. *Break the team in smaller groups and analyze associated facts and assumptions. The target is to break any alliances among team members in order to have a more objectively aspect*
   d. *Bring the team members again together for discussion*
3. *Reaching an agreement – all team members have to decide how to move on by resolving the initial facts / assumptions that led to the conflict at first place*

If you want to learn on how to resolve conflicts in a team read the following article

10 Methods of Resolving Conflict Between Team Members

If you want to learn some tips on how to manage team conflicts watch the video presented below

Conflict Resolution Training: How To Manage Team Conflict In Under 6 Minutes!

Here are some of the key points on how to avoid conflict:

- ✓ *Dealing with conflict immediately – avoid the temptation to ignore it.*
- ✓ *Being open – if people have issues, they need to be expressed immediately and not allowed to fester.*
- ✓ *Practicing clear communication – articulate thoughts and ideas clearly.*
- ✓ *Practicing active listening – paraphrasing, clarifying, questioning.*
- ✓ *Practicing identifying assumptions – asking yourself "why" on a regular basis.*

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✓ *Not letting conflict get personal – stick to facts and issues, not personalities.*
✓ *Focusing on actionable solutions – don't belabor what can't be changed.*
✓ *Encouraging different points of view – insist on honest dialogue and expressing feelings.*
✓ *Not looking for blame – encourage ownership of the problem and solution.*
✓ *Demonstrating respect – if the situation escalates, take a break and wait for emotions to subside.*
✓ *Keeping team issues within the team – talking outside allows conflict to build and fester, without being dealt with directly.*

Source: https://www.mindtools.com/pages/article/newTMM_79.htm

Exercise on how to manage conflicts in a team

By taking into account the characters participated in the previous case study (a) Mary, senior receptionist – very communicative and friendly, she doesn't like to take responsibilities, b) John senior waiter- he has a long experience in serving guests, he is stubborn, he is a little bit tired of this job, it's his last year before retirement, c) Anna senior housekeeper- she is very organized and fast in her work, she is not feeling good in communication since she is from a different country, d) Aliki, new receptionist- she is eager to start, she is very ambitious and she wants to remain in the hotel, e) Sofia, new housekeeper- she is new to the job, she has low profile and need guidance f) George, barista- he is young, he likes his job and he is ready to apply all of his knowledge to his new post, g) Mr. Johnson, Hotel owner- very friendly but he is impulsive and he is not spending too much time in the hotel).

Share these roles among your teammates. A third group of teammates might be observers. By using role playing, try to figure out different scenarios where the different characters display during their effort to provide a number of suggestions during a meeting regarding new specific high quality services that the SMHE should provide to customers this season. Mr. Johnson will be the one to facilitate the meeting and try to resolve any possible conflicts that may arise. During the whole procedure the observers should write down and comment what went wrong and what was right, indicating in such a way the practices for managing conflicts that seem to work better. After the first round, teammates should change roles and further practice the different scenarios that have arisen.

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Review

Team work is one of the most basic features of employees within SMHEs. As long as employees, employers and people, in general who are active in the hospitality sector, are familiar with the basic principles for building teams, setting common goals and manage conflicts, it could be proved as a very useful "tool" for achieving the expected results. When employees are working in a team, especially when it comes to seasonal staff, then it is more likely to exploit ones' strengths and form a sense of unity that works toward common goals. And this is, actually, the aim of a SMHE, isn't it?

Assessment

1. *Through teamwork relations between employees tend to be better and over time employees learn to communicate better.*
   a. *True*
   b. *False*

2. *Which of the following are advantages of teamwork and which are disadvantages? Choose the appropriate answer.*
   a. *Promotion of brainstorming (advantage / disadvantage)*
   b. *Need for many meetings (advantage / disadvantage)*
   c. *Existence of power relationships (advantage / disadvantage)*
   d. *Each member has its own personality (advantage / disadvantage)*
   e. *Members may have different values (advantage / disadvantage)*

3. *What are the right steps for managing a conflict among team members? Choose the correct answer:*
   a. *Recognize the cause of the conflict, list the facts, bring team members together for discussion, reach an agreement*
   b. *List the facts, bring team members together for discussion, recognize the cause of the conflict, reach an agreement*
   c. *Bring team members together for discussion, list the facts, recognize the cause of the conflict, reach an agreement*

4. *When you set goals in a team, you should provide with clear goals to each member individually:*
   a. *True*
   b. *False*

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Final activity for application

You are working in a small seasonal Hotel that has 12 rooms. The hotel is in the region of "Korinthos" Greece and is called "Oraia Eleni". You have been working there for the past 8 seasons in the front office and you are considered as a senior there, since the rest of the staff is seasonal workers that change every season. It is end of March and the hotel owner announces you that for this season he is going to hire new employees and therefore he wants to promote you as the manager in the hotel that has also the critical responsibilities in the front office. In general, he will hire 2 housekeepers, 2 front office assistants and 2 waiters.

In addition, as the new manager of the hotel that knows all of the departments and how they operate you have to train the staff according to their job positions. So, you have to organize a personal and professional plan for them.

What would it be the main aspects of the training?

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How would you communicate the goals of the hotel and motivate them towards the realization of common goals?

What kind of activities would you include in the training in order to make them feel as a team?

What kind of tools would you use in order to discover their previous knowledge, skills and competences?

What means and methods would you use in order to motivate them with regard to the importance of their job regardless the seasonality that characterizes it?

How would you communicate the importance of provision high quality services and the values needed for this job?

How do you plan to communicate with your team and give feedback on their accomplishments? Would you use rewards and/or punishments in accordance with the results?

Write down your training plan and discuss it with your colleagues.

Answers to assessment activities

Subunit 3.1
1. a
2. true
3. b

Subunit 3.2
1. b
2. d
3. a, c
4. b

Subunit 3.3
1. a
2. a
3. c

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Subunit 3.4

Case Study

First of all, Mr. Johnson brought the new and old employees together in order to get know each other, but he didn't organize any common activities to bring them together and make them a team.

Secondly, although he had good intentions the goals that he had set to the team was extremely vague and he didn't show how they would be accomplished by setting specific tasks for each one of them.

Thirdly, although he seemed to be supportive, he didn't inform the team about the assessment of these goals and how often they would get feedback from their accomplishments.

1. a
2. a. advantage, b. disadvantage, c. disadvantage, d. advantage, e. disadvantage
3. a
4. b

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