

IHG Survey Results

1. List two things you would like to persuade hotel managers to do in the next three months.

Financial:

- To have a better understanding of what they have control over during these tough economic times. Especially with the budget cuts at their hotels.
- Reevaluate their financial goals. Realistic vs. Necessary
- Create and maintain a revenue management routine

Increase teamwork and employee recognition:

- Spend more time working on service with staff.
- To acknowledge and remember the importance of their teams and how their work directly relates to the success of the hotel.
- Recognize the value of each and every employee.
- Appreciate each other's roles more
- Invest in employee recognition and learn better service recovery skills.
- implement onsite service culture training

Listen and Consider possibilities:

- be-open minded and accepting of change – willing to contribute/accept ideas
- Listen and be opened minded to doing things differently.
- Even if tried it before, try again
- Consider pieces of business previously turned away

Behavior change - Observe, Participate, attitude (become a coach)

- Be more observant of and participatory in what is going on around them, (i.e. a new Priority club promotion, a new class, STAY REAL classes, implementation, and making sure it is sustained, etc). Recognizing the tools that we (IHG) make available to them
- Actively participate in on-going projects
- Keep a positive outlook. Everything we hear is negative on the news, but people are still traveling. If the management team is negative, then it filters down to the rest of the employees and creates a negative work environment.
- coach staff to higher consistency in Priority Club (frequent member) recognition
- Stop taking your job personally; understand that working as a team is the right thing to do. (co-workers)

Question 1 -Other / Specific

- Update Action Plans
- More sales calls and proper staffing for the hotel guest service

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- Eliminate distractions that do not pertain to selling

2. What do you think keeps managers from making changes or following through with recommendations?

TIME or RESOURCES:

- Time Management
- Not having the correct resources or access to communication needed in order to have the changes go into effect correctly.
- No time or resources to complete changes/recommendations.
- time and money
- Schedules and work load
- limited resources – particularly time constraints (covering shifts, etc)

Upper management / Owners:

- Usually, it's because their hands are tied by decisions made from upper management
- Some have no authority. They are under a controlling ownership that does not understand or recognize the value of empowerment.
- lack of accountability by their owners
- The constant negativity from the owners or staff in regards to the economy.
- Resistance from ownership and/or a lack of conviction that we are making recommendations based on their best interests.

Individual Style and Personality:

- Some are apathetic, just there for the check and to baby-sit a property.
- Some have pre-conceived notions that THEY are the only ones that truly know what will work or not work for their hotel/staff.
- Hard to teach a dog new tricks!! They are in their comfort zone and experience has been tested and applied so changes are hard to convince someone to partake in
- Unfocused – multiple messages from guests, IHG, their own management company – unable to balance the priorities with the impact that it will have on their hotel.
- Poor delegation
- Some are afraid of change or simply don't take the time and effort to make change even if it would be better in the long run.

Question 2 - Other responses:

- Two main reasons. Sometimes the changes are a) too complicated and b) not enforceable – Sometimes “simple” is better, but we sometimes act as if “a project wasn't developed by a rocket-scientist, and then it can't be any good”. On the other hand, when accountability for changing a process rests w/ a person, (not a system) it's difficult to truly change behavior. We tend to “snap back” to the old familiar way.
- They face no repercussions if they fail to make changes. (co-workers)

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Question 3: How do hotel managers express conflict? What do they say and what do they do nonverbally?

Nice general summary comment:

Some will argue with you outright and tell you that you are wrong. The ones that are more subtle will not confront you, but generally show closed body language (crossed arms, lack of eye contact, allowing repeated interruptions, etc.) or tell you that they are busy and need to cut the meeting short.

Verbal actions: - excuses

- They pass the buck to the managers or hourly staff members when something is not going correctly.
- They shut themselves off from the world and stop giving praise.
- There is a focus on what CANT be done and the reasons why, rather than a focus on what can be done.
- Verbally express concern about how change (or whatever) will affect their staff, budget, etc. “My owners will never let me do that” “I’m not allowed to do that” “That is not in the budget” “I can’t add more hours - an extra person – an hour long training module- etc etc etc”

Verbal actions: - agree then do nothing

- Silent Resistance sometimes occurs, they’ll verbalize that they’ll agree with an action plan but not take action on it after the initial conversation, making excuses or trying to validate their lack of focus.
- They say they will and then they don’t

Non - Verbal:

- Smile (only with their mouth – not their eyes).
- Nod, but have no real input.
- Roll eyes, sigh, cross arms
- Avoid the meeting. **OR** In and out of meeting
- Disengaged with folded arms, eye contact. They may think they know what to do.
- body language – sometimes a look of exasperation
- They may take longer on getting something to you or just not reply to your e-mail. If it is in person, they don’t turn around right away or at all if you go to their desk.

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