



IFA ANNUAL CONVENTION

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22



Build Your Grass Roots Leadership Program as a Labor Solution

Session Moderator & Coordinator



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What is Leadership?

“A process of social influence, which maximizes the efforts of others, towards the achievement of a goal.”

Kevin Kruse

Author, *Employee Engagement 2.0*

Session Panelists



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Effects of the Covid-19 Pandemic



During the past two years, the pandemic has resulted in a **nationwide labor shortage** that is significantly impacting the hospitality industry. The labor shortage wave **swept throughout the nation** and affected many industries, including ours. The pandemic **wiped out 10 years of job growth** leading into 2020. In fact, the hospitality and leisure sector is **down 1.2 million jobs** pre-pandemic. The good news is that we have open jobs in the hotel industry right now with **more than a hundred thousand jobs available** around the country.

Now let's talk about **how to fill them...**

Session Objectives

In this session, you will learn how to:

- **Establish a **KIND** Leadership Culture & Growth Pipeline**
- **Develop and Implement the Five Key Steps of Our
Grassroots Leadership Plan**

Grassroots Growth Pipeline

Be **KIND** to your team members to build a **Leadership Culture** that will morph into your **internal growth pipeline** of team members and **future managers**.



A pipeline of team members that you have **cultivated** to be both personally and professionally **committed** to your **franchise's success**.

Grassroots Leadership Program



Knowledge

facts, information, and skills acquired through experience or education; an understanding of a subject.



Inclusion

the action or state of including or of being included within a group or structure.



Networking

the action or process of interacting with others to exchange information and develop professional or social contacts.



Diversity

the acceptance and inclusion of employees of all backgrounds; variety.

KIND → Opportunity

[Click to Play Video](#)

Knowledge

- Are team members given sufficient knowledge about internal and external processes, policies and operations?
- Is cross-functional training expected or offered?
- Are personal growth opportunities offered to learn more about the industry or specific aspects of your business in which they can grow?
- Do you regularly assess potential team member knowledge gaps?

Inclusion

- What is your company's culture? Is it written down? How is it communicated? Does management walk the talk?
- How are team members included in decision-making processes?
- How are team members involved in setting SMART goals, for themselves or for departments in which they work?
- In what specific ways are personal and professional accountability expectations communicated and part of your culture?

Networking

- How are associates encouraged to talk to each other about if the *mission* of their business is being achieved and if not, why?
- How much does your team believe that management really cares about them? How is it shown today? Can this be improved?
- In what specific ways are your people encouraged to grow personal networks through which they can grow professionally?
- A positive environment that promotes networking inspires *self confidence and exponential growth as ideas are shared.*

Diversity

- In what ways are you encouraging team members to interact or work with team members in different departments or areas of the business?
- Cross experiential collaboration provides opportunity for *creativity, innovation, and process efficiencies.*
- As an owner or management team, how are you nurturing diverse thinking how open are you to team members' differences in work dynamics. If you don't know, it's a certainty that your team members have an opinion...

The Value of Planning



A plan should be **results driven**, promoting a **motivated, committed and vested involvement** from all parties.

It also encourages an opportunity to **build a valuable asset** – the **individuals** that make your team.

Your team directly **impacts your bottom line** making this investment a **win-win** for you and your team members.

Grassroots Leadership Plan

- 1. Develop a Coaching Culture**
- 2. Define Skills and Ensure Training for Each Position**
- 3. Know Your People and Understand Their Needs**
- 4. Develop a Road Map for Each Team Member's Growth**
- 5. Evaluate and Reward to Make Progress Towards your Goals SMART-ER**

Session Handout

Scan the QR Code to Download a Copy of our
Build Your Grass Roots Leadership Program
 as a Labor Solution Session Handout



Grassroots Leadership Program

Be **KIND** to your team members and build a Leadership Culture that will morph into your internal growth pipeline of team members and future managers. A pipeline of team members that you have cultivated to be both personally and professionally committed to your franchise's success.

Knowledge facts, information, and skills acquired through experience or education; an understanding of a subject.	Internal: Prepare team members with knowledge about current processes, policies, and operations. Provide ongoing training to master job related skills. Provide opportunities for cross functional training. External: Provide current industry growth opportunities for personal growth. Provide opportunities for cross unit/location knowledge sharing. Avoid knowledge gaps that could result in job dissatisfaction and apathy. Openly share requirements and progress to establish transparency.
Inclusion the action or state of including or of being included within a group or structure.	Allow opportunities that encourage team members to participate in the decision-making process. Include them in initial brainstorming and concept creation stages. Include all levels of team members in setting SMART goals. Promoting inclusion will positively impact the success of the final decision / action / task to be completed. Inclusion will foster personal and professional accountability by each team member.
Networking the action or process of interacting with others to exchange information and develop professional or social contacts.	Professional Networking: Promoting opportunities to meet fellow team members to build stronger relationships that work towards company vision. Provide opportunities to "get to know your" team. Personal Networking: A positive environment that encourages networking opportunities promotes self-confidence and exponential growth as ideas are shared. Promote opportunities that allow team members to grow a personal network. Networking also opens opportunities to nurture skills and experiences that are not used in respective job descriptions. Build both Mentor and Mentee opportunities.
Diversity the acceptance and inclusion of all backgrounds; variety.	A diverse workplace is an important asset since it acknowledges the individual strengths of each employee and the potential they bring to the team and business. Provide opportunities for team members to work with a variety of members across the team. Cross experiential learning provides opportunity for creativity and innovation. Nurture diverse thinking and be open to team members' differences in work dynamics.

CONTENT CO-CREATORS:

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Grassroots Leadership Plan

A strategic plan is results driven and promotes a motivated, committed, and vested involvement from both parties. It also encourages an opportunity to build a valuable asset – the individuals that make your team. Your team directly impacts your bottom line making this investment a win-win for any business.

Step 1) Develop a Coaching Culture

- Can be as simple as weekly or monthly [One-On-One Conversations](#) to show your employees support.
- Can be a centered on a mentored approach using [The Four P's of Professional Development](#).
- Can be a structured model like [Grow by Sir John Whitmore](#):
 - Goal: What does your employee want?
 - Reality: Where is your employee now?
 - Options: What could your employee do?
 - Will: What will your employee actually do?

Step 2) Define Key Hard Skills & Soft Skills Required for Each Position

Customer Service	Managerial Accounting	Data Analytics
Professionalism	Asset Management	IT / Computing
Communications	Sales & Marketing	Human Resources:
Professional Presentations	Social Media	Recruitment
Exceptional Writing Skills	Reputation Management	On-Boarding
Leadership & Ethics	Franchise Brand Standards	Training & Development
Project Management	Compliance	Scheduling
Strategic Planning	Budgeting	Payroll
Problem Resolution	Cost Control	Staff Motivation
Operations Management	Inventory Management	Disciplinary Action
Revenue Management	Procurement	Separation

Step 3) Understand Your Team

- Who are they and how do they fit within the team?
 - Understand personality/learning/work traits of team members by completing a Personality Test.
 - Understand background and education level with Skills Assessments.
 - Review and share results in a "Get to Know Your Team" session to foster unity.

Step 4) Develop a Road Map for Each Team Member's Growth

- Define **SMART** Goals: Specific, Measurable, Achievable, Realistic, Timely
 - Include Personal Goals: Goals that may be directly beneficial to a job, or may be personal goals that are intrinsic and build a positive work environment.
 - Include Professional Goals: Goals that will position a team member to "climb the ladder" efficiently.

Step 5) Evaluate and Reward to Make Progress Toward Your Goals Smarter

- Make Goals **SMART-ER**: Continuously Evaluate and Reward
 - Provide feedback iteratively.
 - Make the process transparent to drive success!