



知享会
HR Excellence
Center

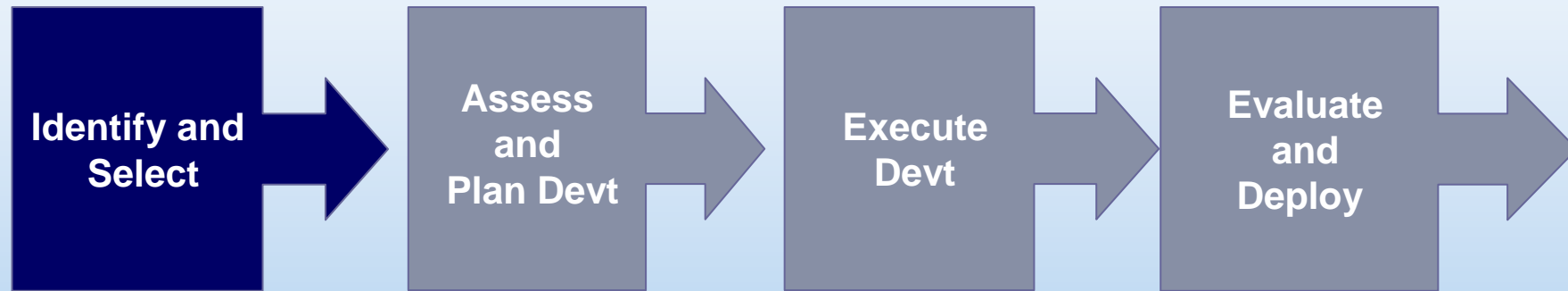
Visiting us at  www.hrecchina.org



Effectively Using Development Center to Support Succession Planning



Four Steps to High Potential Development Program



Talent Review
Succession
Plan

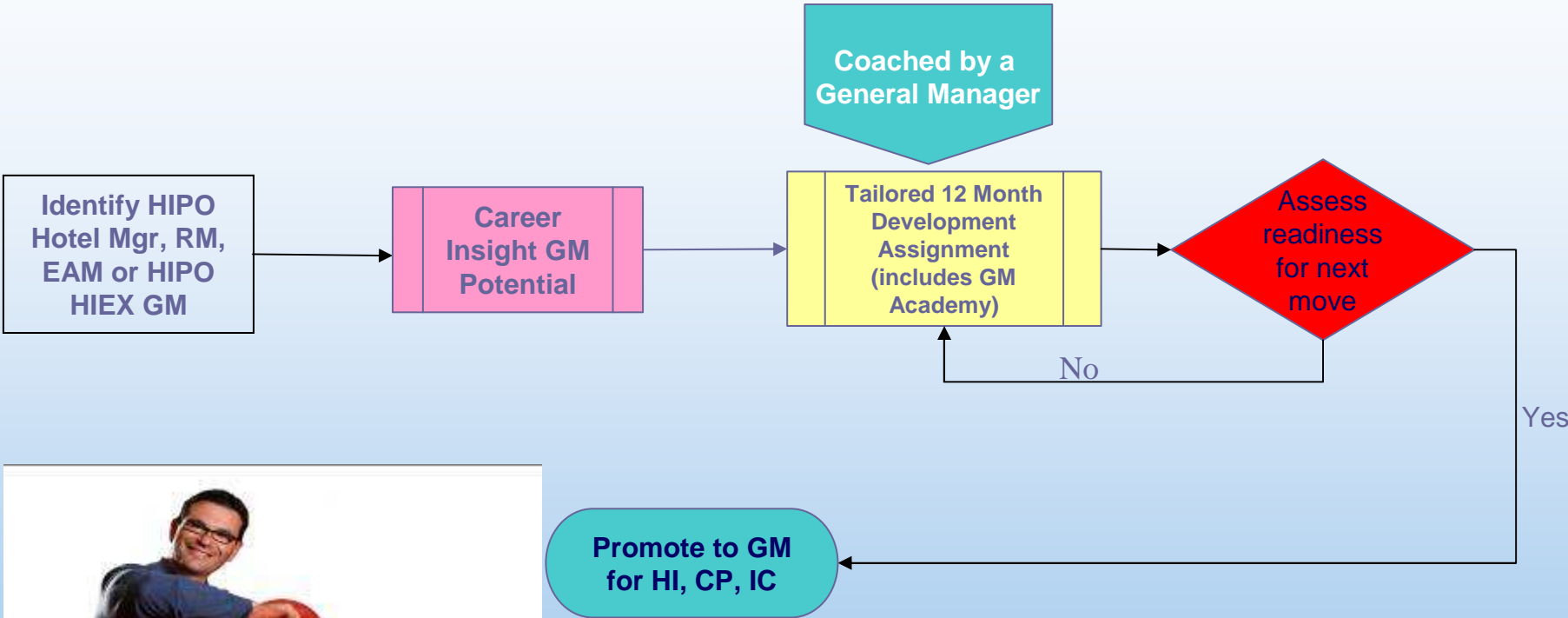
Development
Center
Development
Planning

Coaching

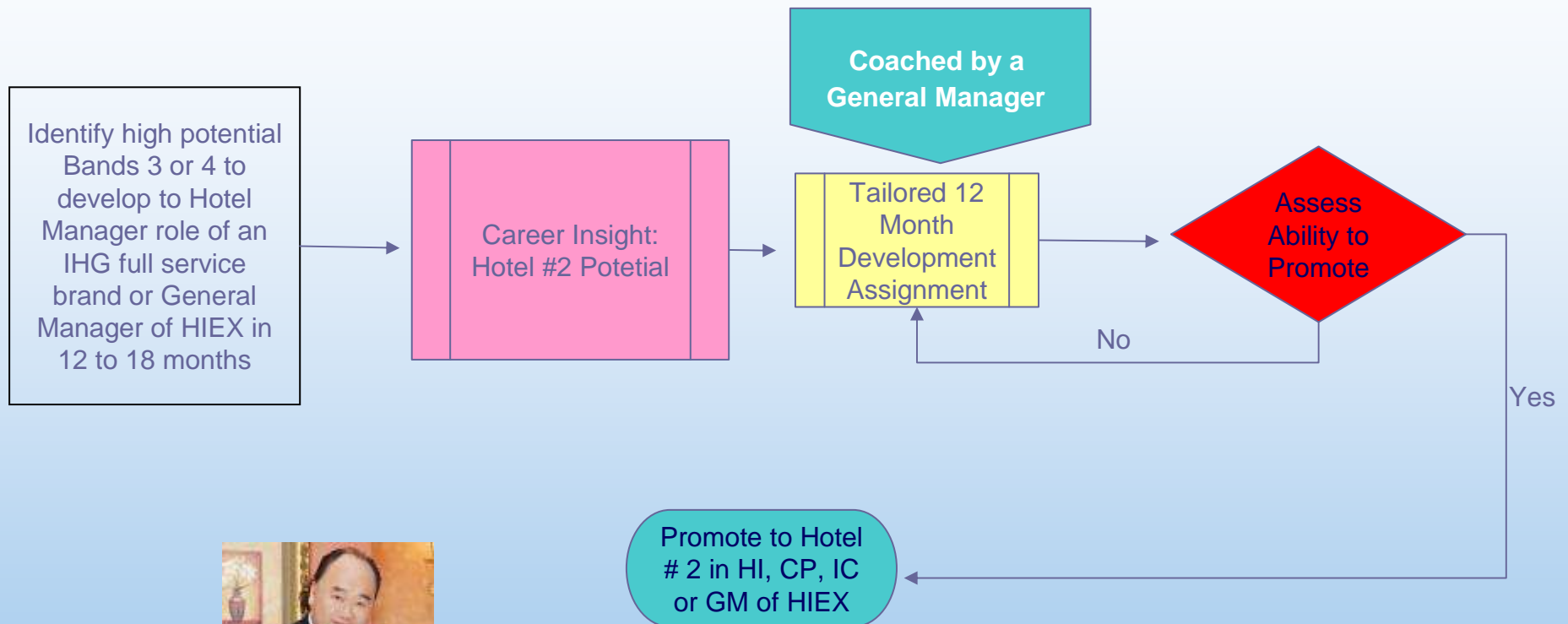
People
Planning
Meeting



GM Potential – Development Roadmap



HIPO Hotel Bands 3 or 4 - Development Roadmap



Development Center

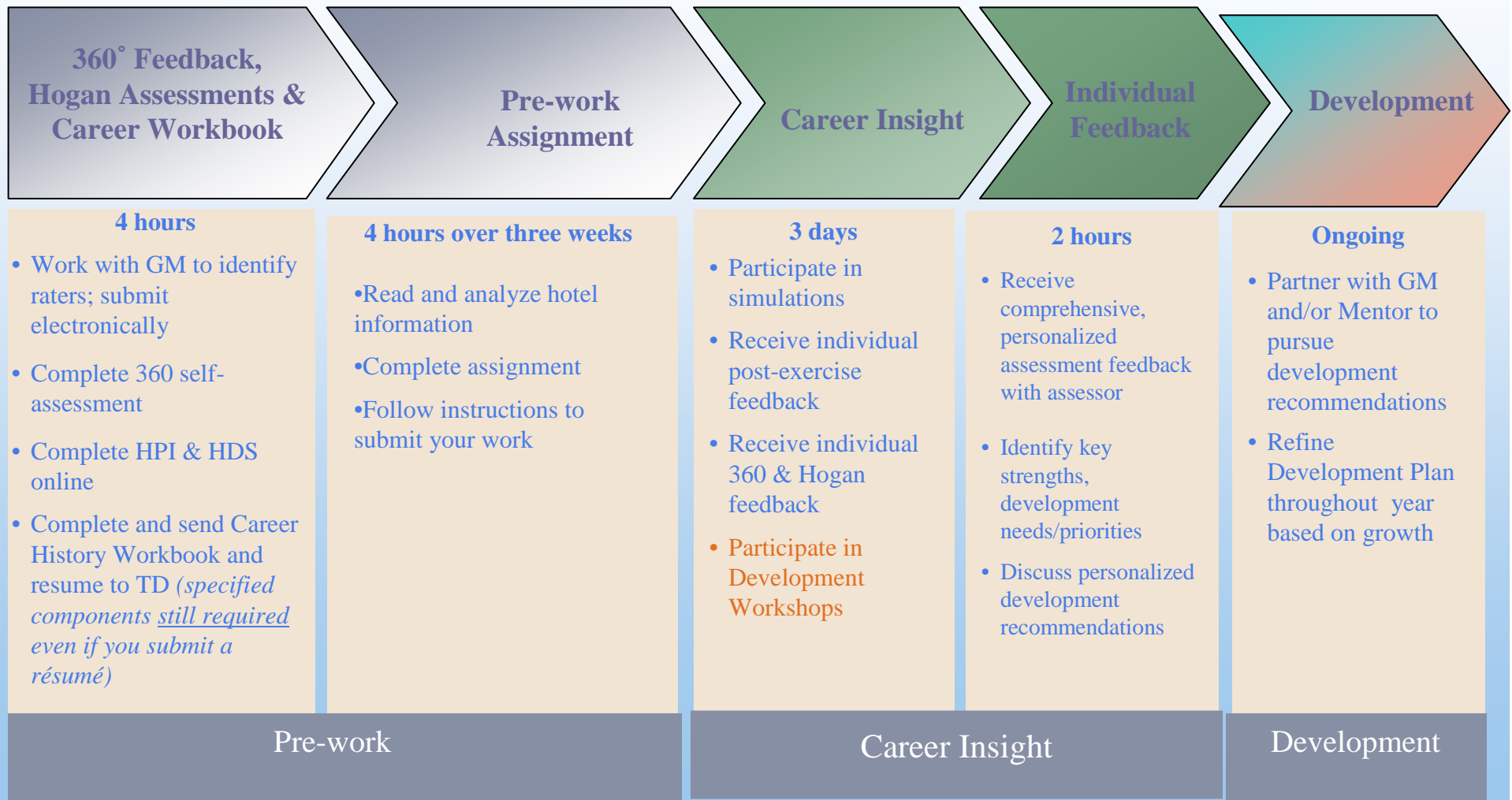


To identify potential General Managers from the hotel Executive population, assess current skills & capabilities, provide appropriate development planning

A *DEVELOPMENT* experience

- For high potential managers, like you, to:
 - Gain insight about your strengths and opportunities for development to help you prepare for a General Manager role
 - Accelerate your career development
- For company to establish a leadership pipeline

Overview Career Insight – GM Potential Process



Career Insight Design

Best Practice:

- Multiple Exercises
- Multi- Assessors
- Assessor Discussion/Integration
- Individual Feedback

Exercises	Behavioural Interview	Financial Test	Crowne Plaza Royal Case Study	Presentation	Tower	Opening Soon	SHL Test
Competencies							
Fostering Collaboration					X	X	X
Lead, Manage, and Develop the hotel Team	X			X	X		X
Business Operations Management	X		X			X	X
Guest Service Delivery	X		X				X
Finance Management, Revenue Management, capital/Asset Management		X					X
Risk Management/Corporate Responsibility	X					X	
Think Ahead	X		X	X			
Drive for Results				X	X		X

Multiple Opportunities to Demonstrate Your Skills

General Manager Leadership & Functional Competencies



Our People

Leads and Develops Team & Talent: *Establishes direction, leads, and manages performance of the team; develops and involves the team and its individual members to realize their maximum potential.*

Builds Collaborative Business Relationships: *Establishes, develops and maintains relationships with internal and external stakeholders who are critical to success of the hotel, including colleagues of the hotel, key accounts, members of the community, and the owner.*

Guest Experience

Operations Management: *Uses understanding of all hotel functions and their inter-relationships in managing daily operations so as to optimize profitability and guest value, and achieve key business results.*

Drives for Results: *Plans and manages others' work so that expected business results are delivered.*

Responsible Business

Thinks and Plans Ahead: *Shapes and manages to medium-term (1 to 2-year) plans; creates and adapts business plans to achieve desired operating results and reflect evolving business priorities and environments.*

Financial Returns

Financial Management: *Analyzes and understands financial results; sets and achieves financial goals related to revenue, profitability, and ROI on owners' equity.*

Sales, Marketing & Revenue Optimization: *Provides direction about sales, marketing and revenue strategies and use of distribution channels to drive revenue and profit; takes advantage of new business opportunities and takes steps to improve competitiveness.*

What Happens After Career Insight?



1. Agree on a 12 month development assignment based on:
 - PDP
 - Profilor 360
 - Career Insight coach's report
 - Defined key development areas
2. Map development assignment based on leadership competencies and GM competencies
3. Identify key development experiences, stretch project assignment, professional development programs or other learning initiatives
4. Monthly formalized reviews with GM
5. Provide exposure to senior leadership:
 - Operations Leadership Meetings
 - GM Academy
6. Debrief with program sponsor

“Drive me crazy in the first two days!”

“The simulation exercises identified those critical areas I need to focus on for my future development”

“For the very first time, I was analyzed so clearly and received such great feedback.”

“I have never had the chance to receive such constructive and detailed feedback from a group of experienced hoteliers.”

“A memorable experience - very stressful and stretching, yet it helps to see the real “me” – my competent areas and areas for development, which surely help me in the future career development”

“360 and Hogan reports were another precious gift we got, I must say it is at least 95% true reflection of my personality (believe or not).”

“360 and Hogan feedback will be really useful for me as it will keep me more effective and team-focused at all times.



”Overall feedback came from multiple parties, well designed, with good interaction and output to all of us, personally I did enjoy it.”

“To be a great leader is not easy but is achievable by personal effort and continuing to update oneself to achieve one’s goals.”11

Factors for Successful Development Center



A carefully and well designed program based on a set of agreed competency

Involve right vendor and resources

Supportive leadership team

Definition for “high potential” and a comprehensive selection criteria of the candidate (consider your existing Performance Review or Succession process).

Position it development center, not just an assessment center (incorporate development planning and post center actions)

Execution of the development plan

Matching and deployment process