

Customer centricity and the role of talent management

Peter Reilly
peter.reilly@employment-studies.co.uk

hospitality

‘Applying for low-paid ~~retail~~ jobs used to involve a short chat with the manager. So why do employers increasingly make interviews feel like auditions for a West End show?’



Is talent management a strategic priority in the hospitality sector?

Editor: Norma d'Annunzio-Green

WHATT

10,1 Building customer centricity in the hospitality sector: the role of talent management

42 Peter Reilly Edinburgh Napier University, Edinburgh, UK



Journal's objective

WHATT uses questions to find and apply solutions to industry challenges and every issue:

1. Provides theme-based reviews of real industry issues.
2. Draws on analysis, applied research and dialogue with industry.
3. Offers practical solutions (to industry challenges) in concise, accessible articles.
4. Develops industry-based frameworks that can be used.

Different approaches to talent management



Everyone
is
talented

High
professionals
(in critical roles)

Leadership
and
successors

High
(leadership)
potential

Talent management becomes a business priority

Customer centricity a business requirement

The rise of the 'experience economy'

Move from standardised to bespoke products



Adjustments to:

- structures, processes, metrics and incentives
- behaviours and culture
- the practice of talent management

So talent management reimaged

From

General
resourcing
and
Hipo focused
development

To

Agent of culture
change
through selection,
development &
leadership

service > profit chain

Evidence of a different talent approach

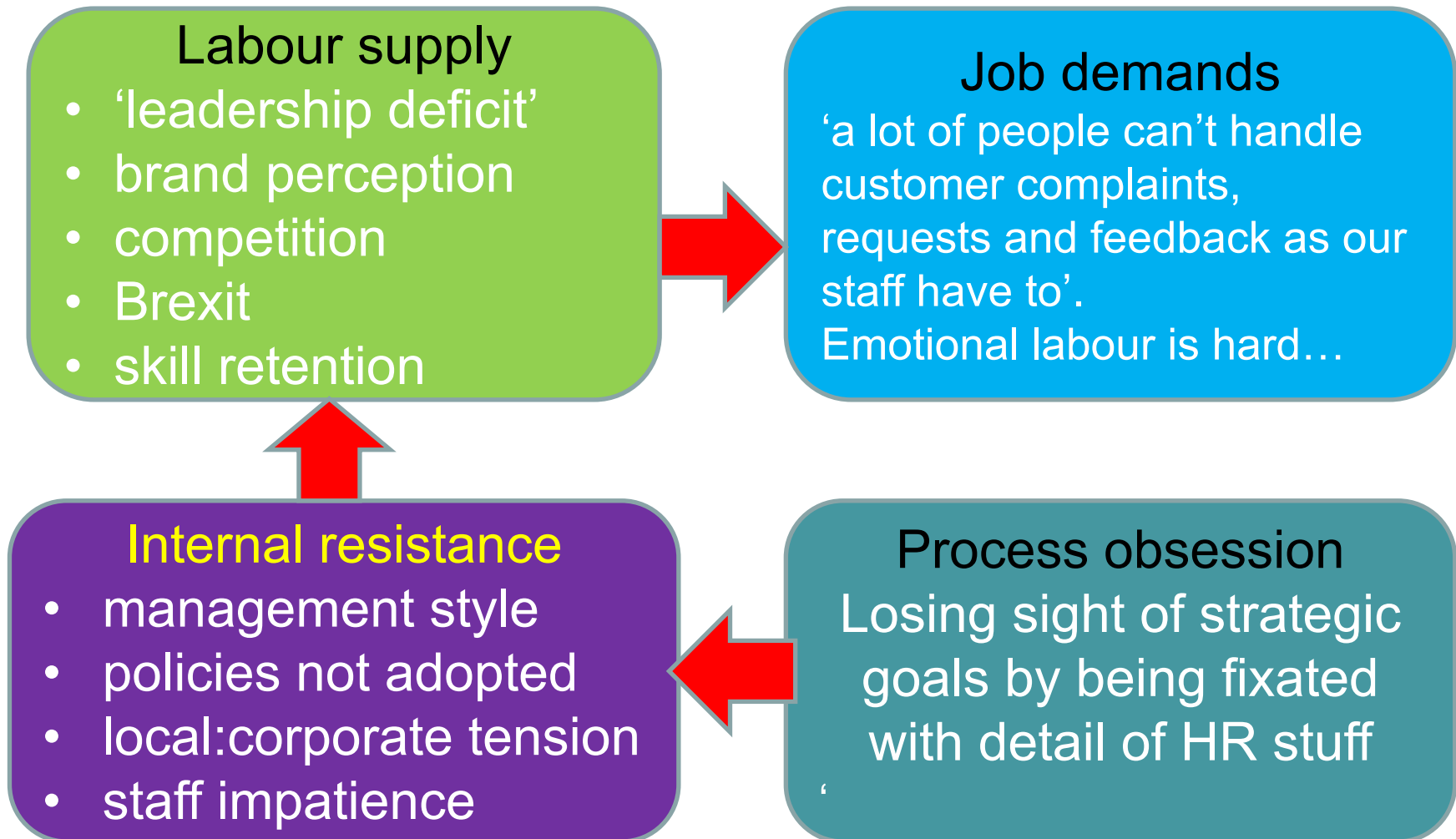
- Hire for attitude train for skills
- Build more than buy
- Emphasis on retention
- Employment as a career
- Centrality of leadership (skills)
- Aligning resourcing with the business strategy
 - Common employee and product branding
 - Workforce and customer segmentation
 - Organisational structure and resourcing
 - Flexible development and deployment
 - People in performance scorecards
- Values-led people management, eg
 - Performance management
 - Reward

Supply side

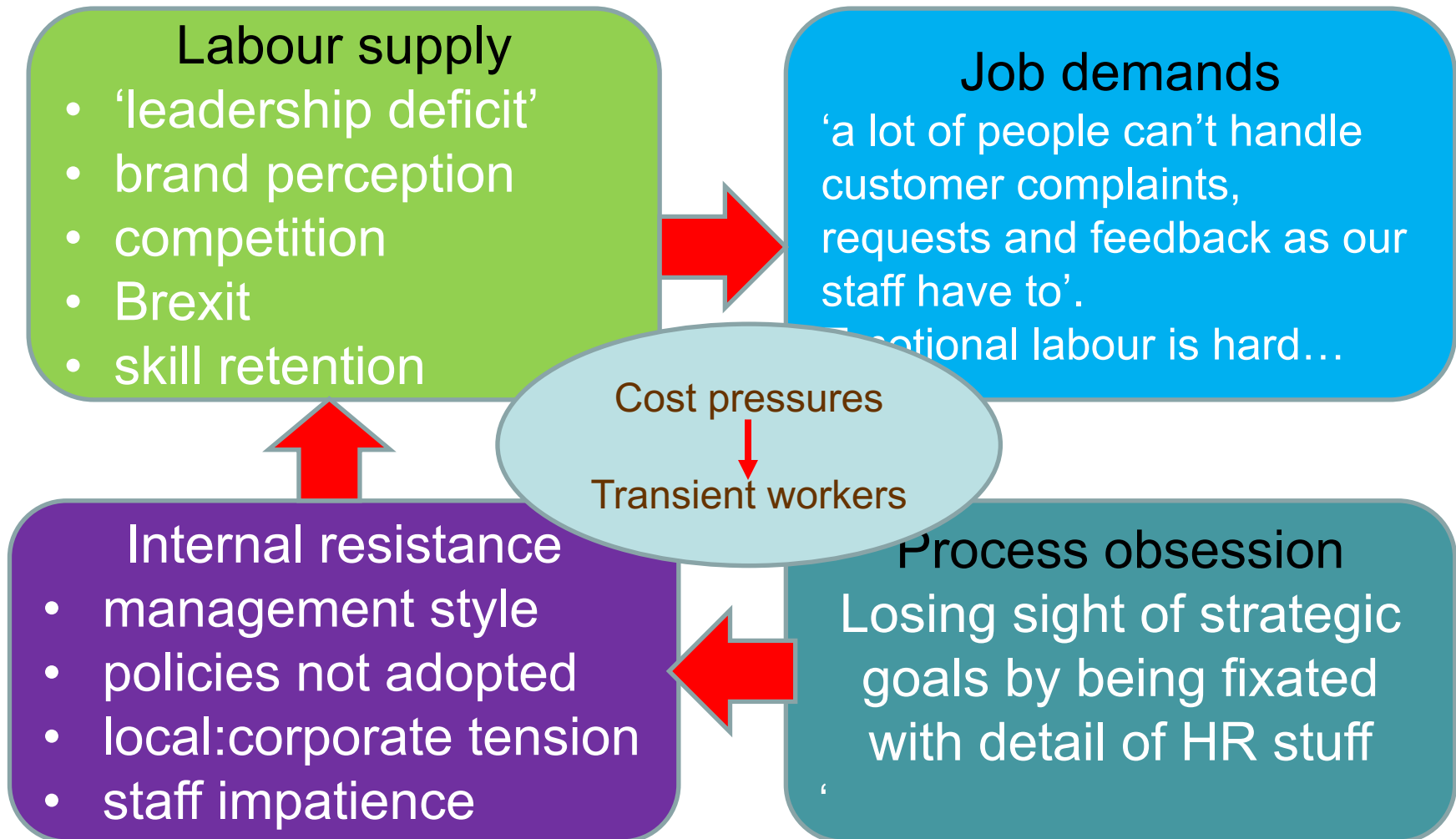
Business
integration

Cultural
development

Challenges in delivering the talent goal



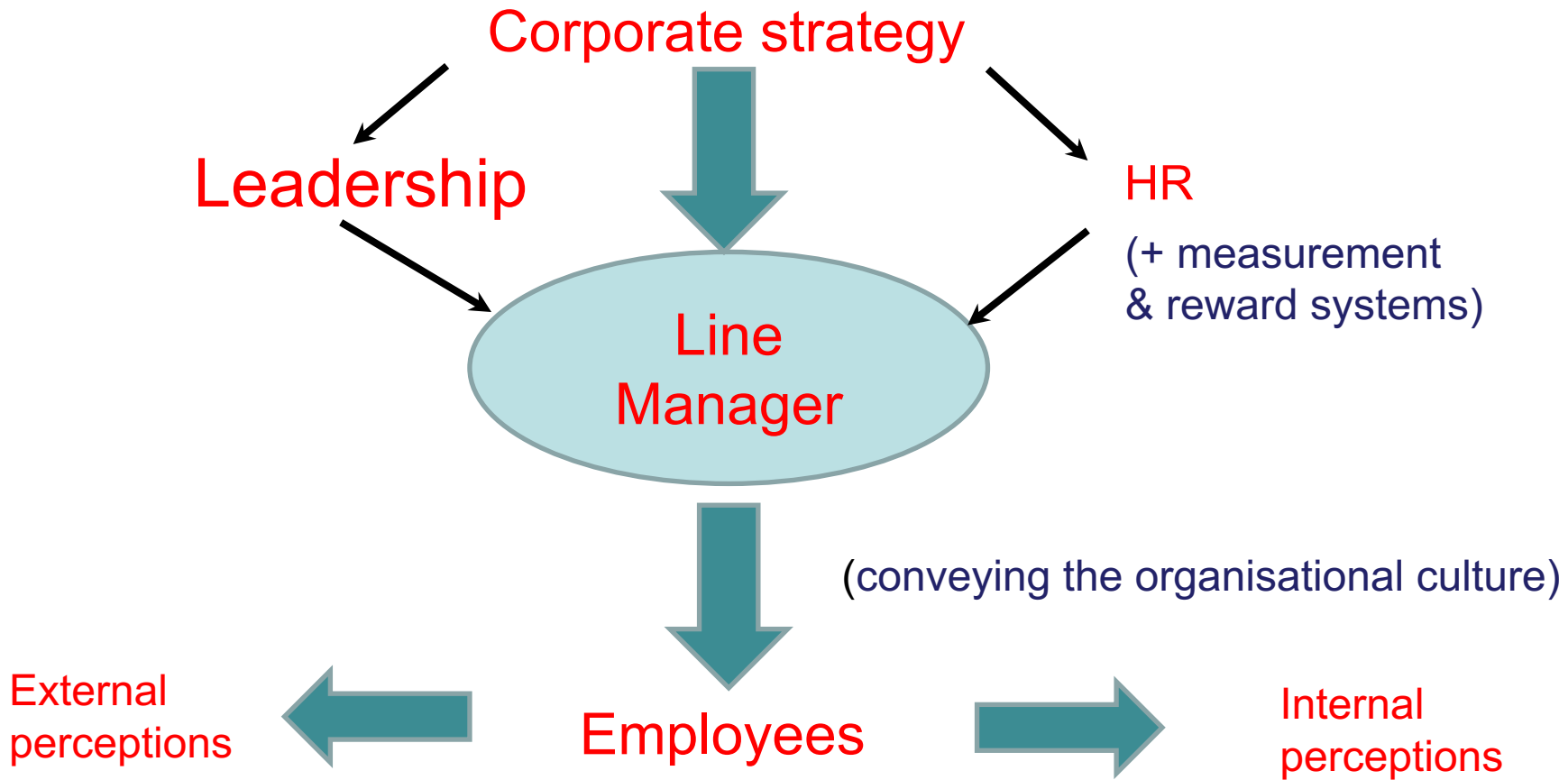
Challenges in delivering the talent goal



What can be done?

- Make a more **attractive sector** (especially compared with retail)
- Build **sector capability** (eg through apprenticeships)
- Be clear on the **strategic aims** of your talent approach
- **Communicate** your talent strategy/processes to staff & managers
- Sell the people component of your **brands** externally/internally
- Develop the right **leadership** culture and credentials
- Require management **behaviour** mirrors the message
- Provide **learning support** to managers with stakeholder tensions
- Develop **'hospitableness' skills** appropriate to your business
- Ensure HR is **joined at the hip** with the business
- **Evaluate** the effect of your initiatives, and learn the lessons
- **Market** your success (especially in global businesses)

“The key lever to the success and sustainability of talent management” *



* D’Annunzio-Green and Teare (2018) Reflections on the theme issue outcomes Is talent management a strategic priority in the hospitality sector?

For further information contact:

peter.reilly@employment-studies.co.uk

... thank you