

HOSPITALITY TOOLKIT SUMMARY

This summary contains a content comparative analysis of 13 employees from two focus groups and 161 pre-survey responses by employees from various hotel brands within the hospitality industry. The pre-survey helped us understand the needs of mentors from the broader hospitality community while the focus groups were conducted to determine specific support systems needed for workplace mentoring. One key finding that elevated the need for this toolkit was that 96% of participants reported that the hospitality industry is ready to incorporate mentoring into the industry. The toolkit includes a mentoring roadmap, mentor recruitment strategies, interest surveys, employee engagement survey, benefits to consider for mentoring, engagement activities, MENTOR trainings, and an employee resource list to prepare employees in the hospitality industry to establish relationship-centered workplace mentoring practices. The following central themes arose from data gathering and influenced the development of this toolkit:

Employees across both focus groups defined mentoring in a variety of ways, but one quote encompassed the responses received as:

“Mentoring is a partnership that aids in developing and guiding others to discover who they are or whom they want to become.”

EASY ACCESSIBILITY TO INDUSTRY AND OPPORTUNITIES

Employees emphasized the hospitality industry is often misunderstood. There are many opportunities and career paths that do not require a formal degree. The need for collective understanding of the industry is needed. One participant in the focus group mentioned, *“it can kind of be overwhelming for those deciding to join the industry...mentoring could help with closing the gap”*. Another participant stated that, *“...it [is] a great feeling to incorporate mentoring into because hospitality is not necessarily an industry that you need a specific degree for, you can come from any walk of life.”*

PROGRAMS AND INITIATIVES

Employees shared many examples of programs and initiatives that were successful based on experience. Employees credited the success of their experiences with previous and current programs and initiatives to having a strong structure. One participant mentioned that the *“mentor programs didn’t work because we were trying to figure it [all] out”* while asking, *“..who’s going to be responsible for this step”* as the program continued. Another participant followed up with, *“I think if you set that groundwork that gives you a program that can be successful.”*

TIME COMMITMENT AND ENGAGEMENT

A common theme expressed across both groups was the challenge of finding time to participate in mentoring programs and overall engagement. This can lead to an overall lack of commitment. It will be important to work with employees to balance capacity with mentoring commitments. One participant mentioned to participate they had to, *“find time to dedicate...I had to put it on my calendar.”* Another participant stated that, *“I think it’s important that we have a tool that helps the Mentors give them a roadmap...how to become a mentor, how to be a mentor, the things that you should do for successful mentoring.”*

PROGRAM SUPPORT AND RESOURCES

Employees referenced the need for a collective approach when developing mentoring engagements. A one-on-one format was preferred by both groups with the addition of a group mentoring model to combat high transition into new roles by mentors. One participant mentioned, *“training for mentors, guidelines and prompts for discussion. Structured content to help them learn and apply the learning. A model (like tell-show-do).”* Another participant mentioned, *“86% of people will stay if they’ve had a well-structured orientation, onboarding, and training”* so it’s vital they replicate those processes in mentoring programs.

