

CASE STUDY - Victoria

Raising standards amongst front of house staff

Client	Employees	Industry Sector	Main service
Mark Chester CEO	20	Hotel and Tourism	The Victoria Hotel & Restaurant



Nature of problem

- Front of house staff not providing adequate levels of customer care
- Low morale
- General Manager working excessive hours

How JHK solved the problem

JHK provided monthly coaching sessions for the General Manager to improve general management and leadership skills and to understand the behaviours required to structure, develop, motivate and gain the confidence of her team. In addition, we worked on specific skills such as delegation, motivation, action planning and time management. The General Manager modelled the structured approach and coaching methods used by JHK and used them to coach and develop her team.

This approach allowed the General Manager to:

- Work through real-world situations
- Continually practise newly acquired skills over the course of several months in particular delegation, motivation, planning and time management.
- Use tried and tested skills models in leadership, management, communication, influence, negotiation, problem-solving, decision-making, and motivation

Outcomes & Benefits

- General Manager more effective in her role as a Team Leader
- Better use of time allowed General Manager to assist Director on strategic issues
- Improved work-life balance including reduced working hours
- Improved level of customer satisfaction and a significantly more professional front of house operation
- Improved morale and more open communication

The Victoria is a well established restaurant in an idyllic pub setting in Richmond, providing top of the range food to a mainly young, gastro-loving clientele.

Mark Chester CEO was recommended to JHK Ltd by a mutual colleague. He felt that the levels of customer care among front of house staff did not meet the exceptional high standards set by the establishment and wanted Judith to work with the General Manager to improve the situation.

Workers in this industry sector are often transient, casual, in-between permanent jobs, with varying levels of education and inter-personal skills.

Chef and co-owner of The Victoria is Darren Archer, previously Head Chef at Nosh Brothers in Notting Hill. Darren has worked for Nico Ladenis, Marco Pierre White, and John Torode. Mark Chester CEO spent 12 years with Terence Conran, setting up and running Bluebird and as Director for Conran Holdings.

“This is the single best investment I have ever made in the Victoria. I have never seen our staff so motivated” Mark Chester CEO

Future plans

- Undertake a Training Needs Analysis for front of house staff and provide training to plug any skills gaps eg improve knowledge of wines.
- Consider a team-building exercise to celebrate the progress made to date.
- Coaching is an invaluable tool in assisting individuals who are not working to their full potential. Not only does it identify skills gaps or areas of weakness which can be addressed by further training, but it often uncovers deep-rooted personal issues such as differing values or cultures, fear of failure and lack of self-esteem.