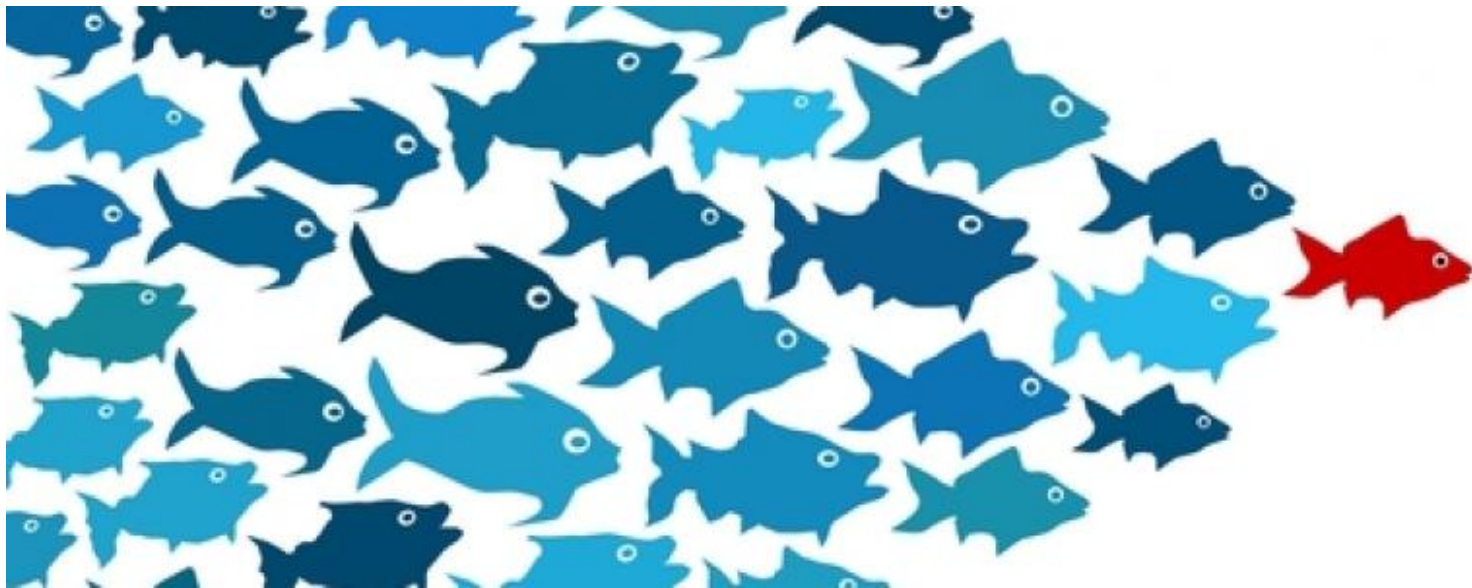


“Restaurant Leadership”



Objectives

- After reading and studying this chapter, you should be able to:
 - 1.** Describe the characteristics of effective leaders
 - 2.** Discuss some important factors that must be considered when leading restaurant employees
 - 3.** Know several important management concepts



Leading Employees

- Employee resources are the most valuable asset and competitive advantage
- We need to realize that leadership of employee resources is critical:
 - We don't manage our employees, we lead them
- Being a leader is exciting:
 - There are challenges, opportunities, and rewards
- In the hospitality industry:
 - Almost everything depends on the physical labor of many hourly (or nonmanagerial) workers
 - People who cook, serve tables, mix drinks, wash dishes, and mop floors



Leading Employees (cont'd.)

- How well employees produce:
 - Depends largely on how well they are led
 - Greatest challenge: employee motivation
- Leadership:
 - Process by which a person with a vision is able to influence the activities and outcomes of others
 - Begins with a vision, a mission, and goals



Leading Employees (cont'd.)

- Vision:
 - Articulation of the mission in an appealing way that it vividly conveys the future
 - Instills a common purpose, self-esteem, and a sense of membership
- Mission statement:
 - Describes the purpose of the organization
 - Outlines activities performed for guests



Mission & Vision

STARBUCKS COFFEE

Mission Statement

“To inspire and nurture the human spirit – one person, one cup and one neighborhood at a time”

Vision Statement

”The vision of Starbucks is to establish Starbucks as the premium purveyor of the finest coffee in the world while maintaining our uncompromising principles while we grow”

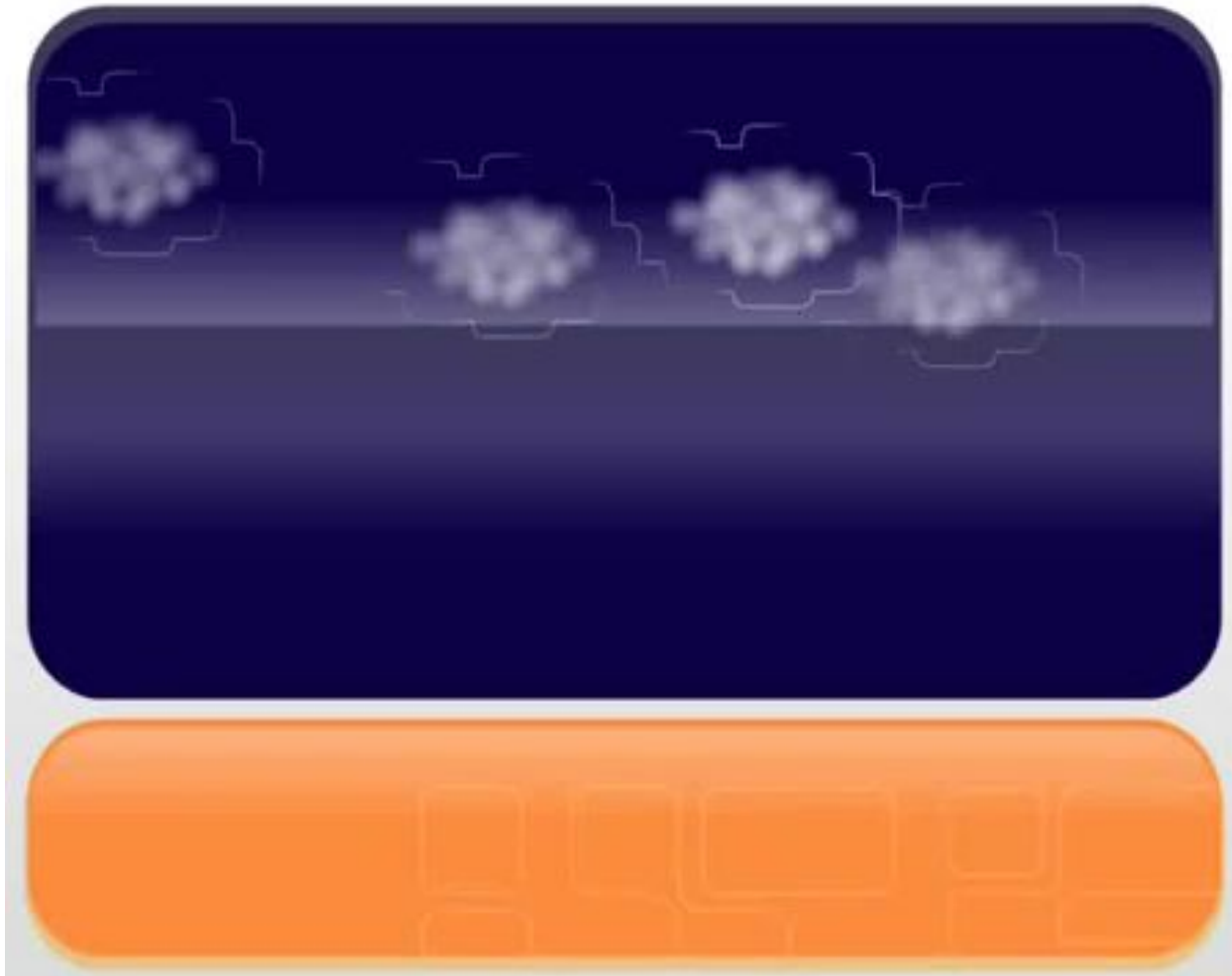


Leaders and Associates

- Restaurants are dependent on large numbers of people to fill low-wage entry-level jobs
 - Washing dishes, bussing tables, hosting, etc.
 - Often taken for granted
 - Turnover is high
- Another level of hourly worker is the skilled or semiskilled
 - Cashiers, bartenders, cooks, and servers
 - May also be temporary workers



The Power of a Team



Characteristics of Leaders

- Traits of effective leaders:
 - Drive
 - Desire to influence others
 - Honesty and moral character
 - Self-confidence
 - Intelligence
 - Relevant knowledge
 - Power



Characteristics of Leaders (cont'd.)

- Power: ability to influence others to behave in a particular way

French and Raven introduced the Five Forms of Power in 1959:

1. Legitimate Power
2. Reward Power.
3. Expert Power.
4. Referent Power.
5. Coercive Power.



Characteristics of Leaders (cont'd.)

1. **Legitimate** power comes from the belief that a person has the formal right to make demands, and to expect others to be compliant and obedient.
1. **Reward** power results from one person's ability to compensate another for compliance.
1. **Expert** power is based on a person's high levels of skill and knowledge.
1. **Referent** power is the result of a person's perceived attractiveness, worthiness and right to others' respect.
1. **Coercive** power comes from the belief that a person can punish others for noncompliance.
1. **Informational** power results from a person's ability to control the information others need to accomplish something



Identify an animal that is
representative of each type of
power and how it helps them get
what they want



Expert Power.

Guide Dog

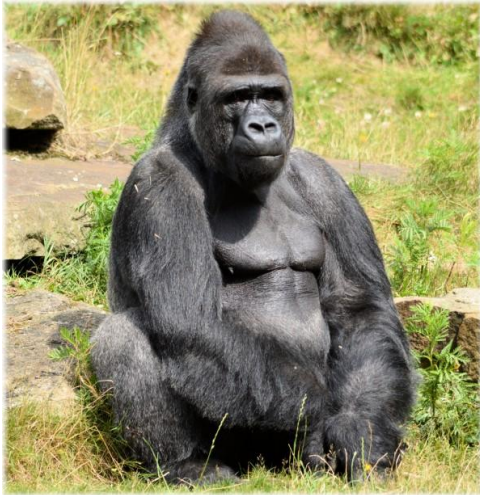


- **The guide dog possesses expert skills and knowledge that enable a blind person to be independent.**
- **A blind person will always listen, trust and respect the guide dog and in return will be compliant with the dogs instruction.**
- **The guide dog will always outperform other dogs.**
- **The owner will always look upon the guide dog has the leader in the relationship.**



Legitimate Power.

Gorilla



- **The gorilla possesses status in the animal world.**
- **Its status speaks volumes and derives from its sheer strength and size.**
- **Others in lower ranking positions look up to the gorilla and will be compliant through fear of repercussions.**

Coercive Power.

Wasp



- **The wasp will influence others with the threat of its sting.**
- **It has the ability to punish those who don't comply with its wishes.**
- **Others will comply through fear of the sting.**

Referent Power.

Peacock



- **The peacock radiates beauty and because of this captures everyone's attention.**
- **It doesn't have to try very hard to capture everyone's attention, it has a natural ability through its visual beauty.**
- **Everyone will always admire, trust and respect the Peacock.**



Reward Power.

Dog



- **Owners expect their dogs to be obedient while demonstrating good behaviour.**
- **Dogs are frequently rewarded with something they love for their compliance and behaviour.**
 - **Rewards may not always be available.**
 - **Without the rewards compliance and good behaviour may become harder to achieve for the owner.**
- **The dog may be difficult to manage without rewards and become less compliant.**



The Nature of Leadership

- Getting people to work for you willingly and to the best of their ability
- Formal authority
 - The right to command, given by the organization
- Real authority
 - Conferred by subordinates
 - You have to earn the right to lead them



The Nature of Leadership (cont'd.)

- Steps to establishing a foundation for leadership development
 - Commit to investing the time, resources, and money needed
 - Identify and communicate the differences between management skills and leadership abilities
 - Develop quantifiable measurements that support leadership skills



The Nature of Leadership (cont'd.)

- Make leadership skills a focus of management training
- Implement ongoing programs that focus on leadership skills
- Know that in the right culture, leaders can be found at entry level
- Recognize, reward, and celebrate leaders for their passion, dedication, and results



The Nature of Leadership (cont'd.)

- LBWA (leadership by walking around)
 - Spending a significant part of your day talking to your employees, guests, and peers



Employee Input and What's in It for Me?

- To optimize restaurant potential:
 - Have extensive employee input:
 - into not only the vision and mission but also how to achieve or exceed them





Thank you!

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