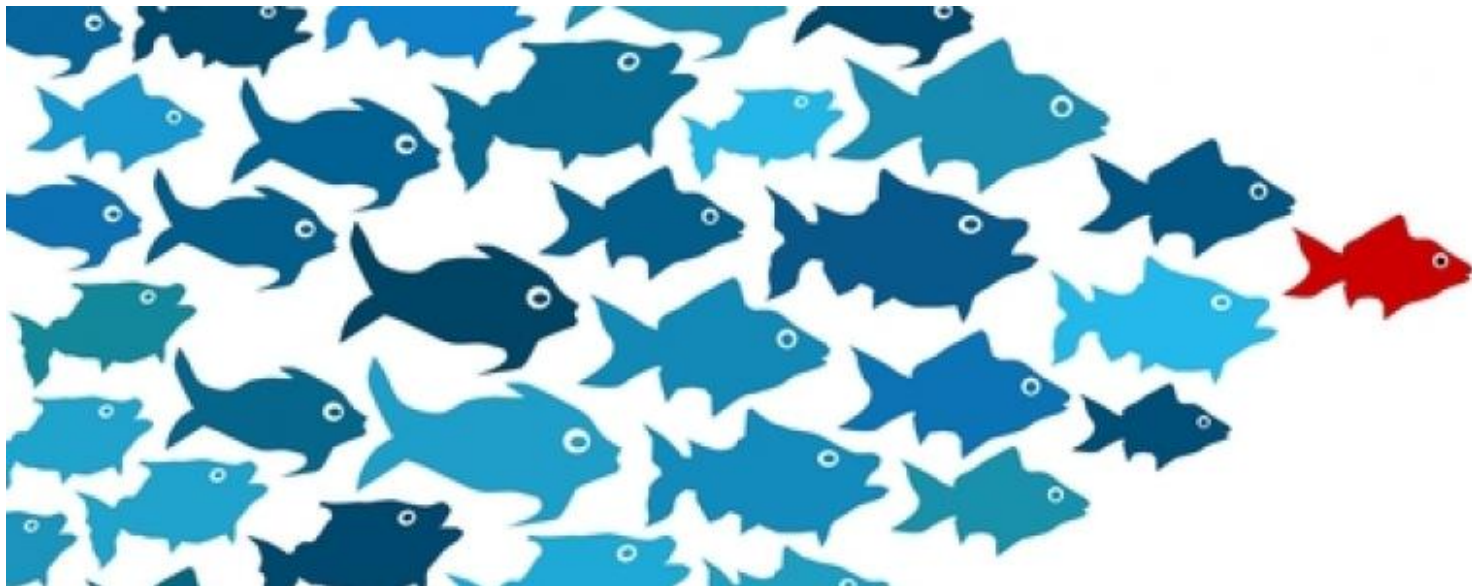


# “Restaurant Leadership”



# 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”

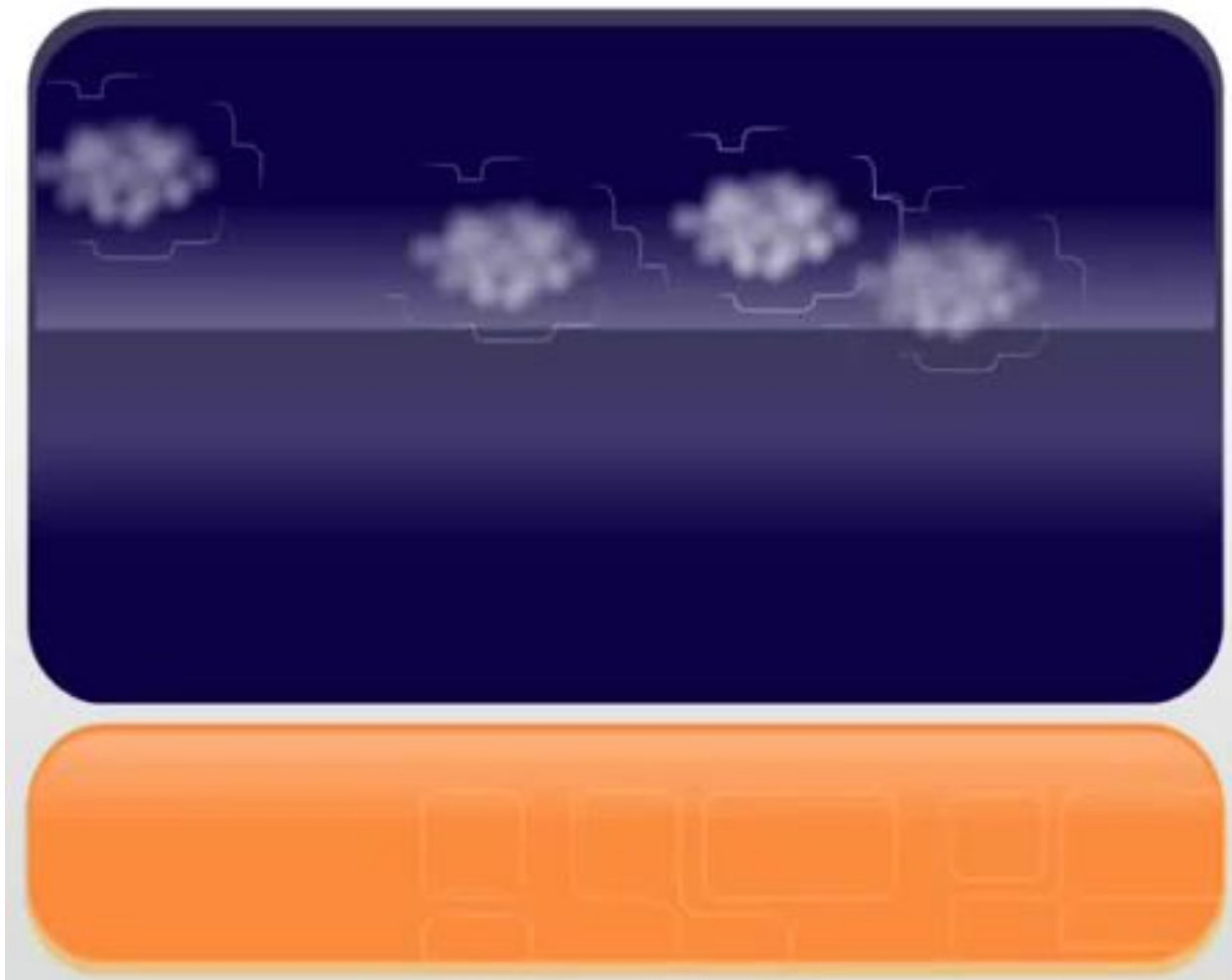


# Leaders and Associates

- Restaurants are dependent on large numbers of people to fill low-wage entry-level jobs
  - Washing dishes, busing 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 as 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!

[swissam.ru](http://swissam.ru)