



TFE hotels

FAST TRACK MANAGEMENT PROGRAMS

Companies Don't Succeed,
People Do.



ACADEME 



EXPAND YOUR LEADERSHIP SKILLS AND BOOST YOUR LEADERSHIP WITH THE ACADEME

FOSTERING LEADERS, CREATING FUTURES

TFE Hotels' successful leaders create a vision in which others can believe, and then take their people to new heights of performance. They have a powerful ability to inspire, motivate and guide others through key processes such as change, innovation, growth and continuous improvement.

Our ACADEME Fast Track Management programs brings together the cream of the crop from TFE Hotels, developing their personal leadership qualities and outstanding skills, transforming the way they think, work, interact and live. Participants learn how to create a culture that attracts, engages and empowers the best people across all areas of our business.

The three Fast Track Leadership programs are:

- Future Leaders Program
- Management Leadership Program
- Senior Management Leadership Program

Download application form from the TFE Hotels intranet and submit to your Hotel Manager.

PROGRAM FORMAT

Each program features a four-pillar approach to Leadership Development:



1. COMPETENCY BASED ON THE JOB LEARNING

12-month work based, competency driven programs, designed to improve operational capability.

2. ONE-ON-ONE MENTORING WITH A SENIOR LEADER

Participants are mentored one-on-one, throughout the year, by a member of the TFE Hotels Senior Leadership Team.

3. PROFESSIONAL DEVELOPMENT BOOTCAMP & WORKSHOPS

Participants complete a series of one-day workshops and also attend the ACADEME Bootcamp week to develop personal leadership qualities and target outstanding skills.

4. WORK-BASED PROJECTS AND FINAL PRESENTATIONS

Participants completing the Future Leaders Program will present their journey, demonstrating the Five Practices of Exemplary Leadership, as expressed in Kouzes and Posner's Leadership Challenge®. Participants completing the Management and Senior Management Leadership Programs will work on work-based Innovation projects which drive change and efficiencies within the business and will be required to present on these projects and their outcomes.

PAST PROGRAM GRADUATES

KRISTY BLAND

ASSISTANT HOTEL MANAGER | ADINA APARTMENT HOTEL BONDI BEACH



After graduating with a degree in Business Administration (Hospitality) and travelling the world working casually, Kristy's foray into full-time employment began as a Receptionist at Vibe Hotel Rushcutters Bay in March 2011.

The following year Kristy completed the ACADEME Future Leader's Program which saw her promoted to the role of Duty Manager. In August 2013 Kristy spent 4 weeks at the newly opened Travelodge Hotel Hobart, assisting in the training of new team members and glimpsing life at another property. Following this, Kristy was accepted into

"I love being able to share my enthusiasm and knowledge with a broader network and I look forward to continuing my career progression with TFE Hotels."

the 2015 ACADEME Management Leadership Program, simultaneously being promoted to Relief Assistant Hotel Manager for NSW.

In 2016 Kristy took on the position of Assistant Hotel Manager at Adina Apartment Hotel Bondi Beach where she has truly embraced her role and loved every moment, working with local partners and developing an engaged and high-performing team.

HAYDEN SARKIS

ASSISTANT HOTEL MANAGER | RENDEZVOUS HOTEL SYDNEY CENTRAL



Hayden begun his Hospitality career in 2004 at the age of 15 at Rendezvous Hotel Sydney Central (formerly Country Comfort & the Marque Hotel), before graduating in 2008 with an Advanced Diploma of Hospitality Management.

Since his commencement, Hayden has worked across every department of the Hotel, gaining knowledge and experience and it was during this time, Hayden found his true desire to be at the forefront of guest service, taking up the position of Front Office Supervisor in 2012.

“TFE’s ACADEME Future Leader Programs really inspire you to aim higher than expected and have such an amazing support network to assist in your growth.”

Hayden successfully graduated from the 2014 ACADEME Management Leadership Program and was offered a role as Duty Manager at Vibe Hotel Rushcutters Bay where he expanded his leadership skills in a significantly larger property. Here Hayden worked through another full-property extensive refurbishment and prepared the team to launch the next-gen Vibe Hotel Rushcutters Bay. In May 2017, Hayden was promoted to the role of Assistant Hotel Manager at Rendezvous Hotel Sydney Central, returning to the property where he begun his career, this time as a key player in the Management Team.

FUTURE LEADERS PROGRAM

SUCCESSFUL GRADUATES WILL FAST TRACK TO DUTY MANAGER IN 12-MONTHS

The Future Leaders Program provides a pathway for operational team members who successfully graduate the program, to fast track to the role of Duty Manager. The program is structured to build participants' experience and confidence as they progress through three distinct stages of this 12-month program:

LEVEL 1 - 12 WEEKS

- Provides participants with a solid foundation of skills, experience and knowledge as an operational level team member.
- Participants complete work assignments in Housekeeping, Maintenance, Portering, Front Office, Food & Beverage and Night Audit.

LEVEL 2 - 26 WEEKS

- Designed to provide participants with an opportunity to gain experience managing the work of others, building essential people management skills as a Supervisor.
- Participants will complete allocated supervisory tasks in Housekeeping, Food & Beverage, Front Office, Logistics, Reservations and Night Audit.

LEVEL 3 - 12 WEEKS

- Designed to provide participants with hands on management experience. During this stage in the program, participants will be based in the Front Office Department as a Duty Manager or in the Food & Beverage Department as a Food & Beverage Supervisor.

Participants will be required to prepare and present one of their personal 'Leadership Challenges' by demonstrating Kouzes & Posner's five principles of effective leadership (Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, Encourage the Heart). This presentation will form part of their final assessment.

WHO SHOULD APPLY?

- High performing TFE Hotels Operational Team Members (e.g. Front Office Receptionist, Food & Beverage Attendant, Room Attendant, Reservations Agent).

ELIGIBILITY CRITERIA

Candidates must:

- Have been working with TFE Hotels for a minimum of 6-months and excelling in their current role or have a minimum of 12-months combined hotel experience and a strong endorsement from one of our leading Hotel School partners.
- Have demonstrated leadership potential.
- Be open to redeployment within the TFE Hotels portfolio during or at the conclusion of the program.

APPLICATION REQUIREMENTS

- Complete Future Leader Program Application Form and submit to Hotel Manager.
- Hotel Manager to endorse application and submit to Area Hotel General Manager.
- Area Hotel General Manager to endorse and submit to The Leadership ACADEME Panel.
- The Leadership ACADEME Panel to shortlist top candidates and conduct interviews.

GRADUATION REQUIREMENTS

- Successful achievement of the key competencies at each level of the program as assessed and signed off by the assessing Hotel Manager.
- Presentation of an appropriate case study clearly demonstrating one or more of the Five Practices of Exemplary Leadership, as expressed in Kouzes and Posner's Leadership Challenge®.

MANAGEMENT LEADERSHIP PROGRAM

SUCCESSFUL GRADUATES WILL FAST TRACK TO ASSISTANT HOTEL MANAGER OR DEPARTMENT MANAGER IN 12-MONTHS

The objective of the Management Leadership Program is to develop high performing Supervisors including Duty Managers to the competence level of an Assistant Hotel Manager or a Department Manager.

Each participant will have an individual development plan, outlining tasks and/or competencies which need to be mastered throughout the 12-months of the program.

Structured on the job learning is supported by work-based Innovation projects which drive change and efficiencies within the business.

WHO SHOULD APPLY?

- High performing TFE Hotels Supervisory Team Members (e.g. Duty Manager, Reservations Manager, Food and Beverage Supervisor and Housekeeping Supervisor).

ELIGIBILITY CRITERIA

Candidates must:

- Have been working with TFE Hotels for a minimum of 6-months in either a Duty Manager or Supervisory role and excelling in their current role.
- Have demonstrated commitment to the Five Practices of Exemplary Leadership (The Leadership Challenge®).
- Be open to redeployment within the TFE Hotels portfolio at the conclusion of the program.

APPLICATION REQUIREMENTS

- Complete Management Leadership Program Application Form and submit to Hotel Manager.
- Hotel Manager to endorse application and submit to Area Hotel General Manager.
- Area Hotel General Manager to endorse and submit to The Leadership ACADEME Panel.
- The Leadership ACADEME Panel to shortlist top candidates and conduct interviews.

GRADUATION REQUIREMENTS

- Successful achievement of the key competencies at each level of the program as assessed and signed off by the assessing Hotel Manager.
- Demonstration of ongoing commitment to the mentoring relationship throughout the duration of the Program.
- Presentation of the work-based projects completed during the program, clearly demonstrating the Five Practices of Exemplary Leadership, as expressed in Kouzes and Posner's Leadership Challenge®.

SENIOR MANAGEMENT LEADERSHIP PROGRAM

SUCCESSFUL GRADUATES WILL FAST TRACK TO HOTEL MANAGER IN 12-MONTHS

The objective of the Senior Management Leadership Program is to develop high performing Assistant Hotel Managers or Department Managers to the competence level of a Relief Hotel Manager or Hotel Manager.

Each participant selected for the Senior Management Leadership Program will have an individual development plan created for them, with a detailed competency checklist identifying skill gaps and tasks, which will need to be mastered throughout the 12-months of the program.

Participants identify and manage work-based Innovation projects which drive large-scale change and efficiencies across departments, properties or a portfolio. Projects are not restricted to internal innovation – participants can look at the broader Hospitality Industry, market, geography etc. to identify opportunities for TFE Hotels e.g. community engagement, technology, social responsibility.

WHO SHOULD APPLY?

- High performing TFE Hotels Management Team Members (e.g. Assistant Hotel Managers & Heads of Department).

ELIGIBILITY CRITERIA

Candidates must:

- Have been working with TFE Hotels for a minimum of 6-months in either an Assistant Manager or Department Head role and excelling in their current role.
- Be able to provide examples of initiatives they have implemented that generated positive business results.
- Be open to redeployment within the TFE Hotels portfolio at the conclusion of the program.

APPLICATION REQUIREMENTS

- Complete Senior Management Leadership Program Application Form and submit to Hotel Manager.
- Hotel Manager to endorse application and submit to Area Hotel General Manager.
- Area Hotel General Manager to endorse and submit to The Leadership ACADEME Panel.
- The Leadership ACADEME Panel to shortlist top candidates and conduct interviews.

GRADUATION REQUIREMENTS

- Successful achievement of the key competencies at each level of the program as assessed and signed off by the assessing Hotel Manager.
- Presentation of the five work based projects completed during the program, clearly demonstrating the Five Practices of Exemplary Leadership as expressed in Kouzes and Posner's Leadership Challenge®.

PROFESSIONAL DEVELOPMENT



PROFESSIONAL DEVELOPMENT

The continued success of our business is attributed to TFE Hotels clear deliverable strategy, focusing on the two critical areas of our business: the success of our people and the consistency of our financial performance.

The Leadership ACADEME offers participants professional development to develop personal leadership qualities and target their outstanding skills.

ACADEME BOOTCAMP WEEK

The ACADEME Bootcamp week brings together all participants to engage in a series of professional development workshops, team building activities and networking opportunities with senior leaders.

The Bootcamp is facilitated by our Learning & Development Team, an external facilitator and keynote speaker and is designed to challenge and develop participants' behaviours, motivations and leadership interactions.

Bootcamp themes include:

- Model & Inspire
- Adaptable & Accountable
- Leading & Creating

FEATURED WORKSHOPS THROUGHOUT THE ACADEME PROGRAM

- The Leadership Challenge®
- Developing Business Acumen
- ChangeXplorer
- Managing challenging situations and people

Each of the above workshops are outlined in the following pages.

ACADEME BOOTCAMP

THE ACADEME BOOTCAMP IS DESIGNED TO HELP YOUR LEADERSHIP SKILLS MAKE A QUANTUM LEAP TO THE NEXT LEVEL OF PERFORMANCE, PRODUCTIVITY, AND EFFECTIVENESS.

MODEL & INSPIRE

LEADERSHIP ESSENTIALS, BEHAVIOURS AND INTERACTION

Understand how to model the way and the thinking, feeling and decision-making processes that play out for all of us. Appreciate the motivation behind our behaviour to help you take deliberate action that builds credibility. Know your purpose and collaborate to develop and communicate a compelling shared vision.

ADAPTABLE & ACCOUNTABLE

UNDERSTANDING AND FACILITATING CHANGE

Build the capability to lead change initiatives. Transformational leaders encourage the heart and enable organisations to adjust, adapt, improve and evolve. A key leadership capability that enables others to act and drives improvements across all the balanced scorecard metrics.

LEADING & CREATING

CREATIVITY AND INNOVATION AND PRESENTING

Bringing divergent ideas and approaches together requires an open mindset and the ability to challenge the process. New people, shifting customer expectations and our evolving industry require a commitment to on the one hand, stay current, seek novelty and innovation and on the other communicate with clarity, deal with conflict and build consistency in best practice.



THE LEADERSHIP CHALLENGE®

The Leadership Challenge® is a global leadership model designed to liberate the leader in everyone. The program is built on the belief that the team, businesses, and even the world, get better when ordinary people enable those around them to achieve extra-ordinary things.

COURSE OVERVIEW

'The Leadership Challenge®' focuses on the five practices that successful leaders put into place to bring out the best in themselves and the best in those they lead. The program is structured as a facilitated process to ensure growth on a personal level as well as developing the critical competencies of leaders. The overall purpose of the program is to drive real commitment into going back to the work environment, with strengthened credibility and determination to apply these learnings for the benefit of the teams they lead.

COURSE OUTCOMES

The Leadership Challenge® addresses the five key areas for exemplary leadership.

1. **Model The Way** – What do leaders need to do to identify their values and to transform these values into actions. What you do to find your voice and to set the example by aligning actions with shared values.
2. **Inspire a Shared Vision** – How do leaders envision a preferred future and how do they involve others in this vision. What steps do you take to identify exciting and enabling possibilities and how do you enlist others by appealing to shared aspirations.
3. **Challenge The Process** – How do leaders seek out opportunities by seizing the initiative, generating small wins and learning from mistakes.
4. **Enable Others To Act** – What can you do to promote collaboration by building trust and relationships. What can you do to strengthen others by increasing self-determination and developing competence.
5. **Encourage The Heart** – How do leaders reward and recognise individuals by celebrating the values and the victories through a spirit of community. How do you recognise the contributions of others by showing appreciation for excellence.

TFE HOTELS DEVELOPING BUSINESS ACUMEN

TFE Hotels is in business to deliver strong return to our investors. Sound business management is the basis for our business success, it is critical that Leaders throughout our business understand the complexities of our varying management agreements and leases and the intricacies of our financial processes.

COURSE OVERVIEW

The Business Acumen short course provides a practical guide to analysing financial data and understanding the implications of financial performance in your business. You'll be introduced to all aspects of TFE Hotels Financial Management process from the planning stages through to budget reviews and reporting financial outcomes.

COURSE OUTCOMES

By the end of the program, successful participants should be able to:

- Analyse a Profit and Loss statement.
- Understand key performance indicators, how they are calculated and strategies to achieve them.
- Understand the different types of Management Agreement and Lease Agreements.
- Differentiate between the income received by the operator and that received by the owner.
- Contribute to the preparation of annual hotel budgets.
- Review an annual budget and key performance indicators to assess business performance and implement strategies to achieve results.
- Understand the process of effective forecasting and the importance of this process.

CHANGEXPLORER

As a leader at TFE Hotels, you always need to be prepared for change. Ongoing change is an essential component of business in order to remain competitive. Indeed, one of the attributes of a successful leader today is the capability to lead teams through change processes in order to deliver stronger business outcomes. However, the pathway for successfully implementing change amongst a team of people is not so well understood.

COURSE OVERVIEW

This change management course will equip you with techniques that will enable successful change. This change can be instigated from within the organisation or imposed by external factors. Either way, change management needs to win over the hearts and minds of team members to enable success. This, in turn, requires the change leader to understand the motivational triggers for each team member and to be flexible and creative in satisfying these motivations so that a positive outcome is achieved for all parties.

COURSE OUTCOMES

By the end of the program, successful participants should be able to present a business case that is:

- Develop the case for change
- Undertake stakeholder engagement & impact assessment
- Identify key change success factors
- Plan and execute communications
- Develop a strategy for capability identification and development
- Execute the change plan
- Overcome resistance and remove barriers
- Monitor & review change programs
- Embed & sustain change in the organisation.

MANAGING CHALLENGING SITUATIONS AND PEOPLE

As leaders, we regularly come into contact with positive and negative challenging people and situations. Managing these events successfully requires highly developed communication, negotiation and conflict resolution skills.

COURSE OVERVIEW

Focused on advanced communication techniques, this challenging program will provide you with the skills and confidence to address issues, provide constructive feedback and resolve conflict. Participants are encouraged to bring examples of challenges they have or are currently facing in order to receive feedback and advice for successful outcomes.

COURSE OUTCOMES

By the end of the program, successful participants should be able to:

- Explore the communication model and encode and decode messages for effective outcomes.
- Appreciate the differences between verbal and non-verbal communication and select the mode of communication that brings greatest understanding to your audience.
- Facilitate better teamwork and minimise team conflict using DISC Profiling to understand natural behavioural styles.
- Use appropriate constructive feedback models to manage poor performance and resolve work difficulties.
- Identify challenging customer and employee types and utilise correct strategies to get them on side – how to have a tough conversation.
- Establish a process for handling conflict.

APPLY TODAY

We look forward to receiving your application to join the ACADEME Fast Track Management Programs.

Application forms are available on the TFE Hotels Intranet or by contacting our Learning & Organisational Development Manager, Jay Hore via jhore@tfehotels.com

Do you have what it takes?

TFE HOTELS

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