Coaching in Hospitality

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For Teachers

Introduction

Coaching others is about guiding and facilitating more than teaching and telling. Workplace coaches share what they know, and help others master new skills and develop further knowledge.

This program provides coaches with the knowledge and skills required for on the job mentoring and coaching, particularly in the hospitality industry. It looks at what coaching is, how to get ready to coach, the processes of effectively coaching others, and monitoring and supporting ongoing development of learners.

The program uses interviews with workplace coaches and provides practical advice on how you can be a successful coach.

Timeline

00:00:00	Introduction to coaching
00:03:59	Getting ready to coach
00:07:51	On the job coaching
00:11:06	Follow up on coaching
00:14:24	Benefits of coaching
00:17:50	Credits
00:18:30	End program

Related Titles

Five Star Hospitality
Managing Conflict in Hospitality
Hospitality Series
Teamwork in Hospitality

Recommended Resources

- *http://www.experiencepays.qld.gov.au/pdf/eii/epas/retrain/your-role-as-a-workplace-coach.pdf*

- *http://www.eduweb.vic.gov.au/edulibrary/public/postcomp/Soyou_reaworkplacecoach.pdf*

- *http://theworkplacecoach.com.au/*

Student Worksheet

Initiate Prior Learning

1. Look up a dictionary and find definitions for the following terms: Not the similarities and differences.

   a) Coaching

   _____

   _____

   _____

   b) Training

   _____

   _____

   _____

   c) Teaching

   _____

   _____

   _____

   d) Facilitating

   _____

   _____

   _____

2. Why do you think that the hospitality industry needs coaches?

   _____

   _____

   _____

3. In a group, list the activities you think take place in the hospitality industry. Remember that the industry covers many sectors.

_____

_____

_____

_____

_____

_____

_____

_____

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_____

4. What attributes do you think a good hospitality coach requires?

_____

_____

_____

_____

_____

_____

Active Viewing Guide

1. Circle your response:

   What is at the heart of coaching in the hospitality industry?

   a) Those who know it all being able to tell others what they need to do

   b) The coach needs to be an expert in all facets of the industry

   c) The experienced sharing their skills and knowledge with the inexperienced

2. Circle you response:

   There are a few qualities that are useful to a coach. Which one was highlighted by the coach interviewed.

   a) Passionate

   b) Positive

   c) Patience

   d) Preparation

3. Circle the two factors that would make it much easier for the coach to be effective?

   a) Giving clear instructions

   b) Being quick to pick up on any difficulties

   c) Being a good communicator

   d) Empowering the learners

4. True or False. Coaching has nothing to do with OHS?

   True   or   False

5. Circle your response:

   What is the key to effective coaching?

   a) Knowledge

   b) Public speaking

   c) Preparation

   d) Listening

6. Circle your response:

   Information about which of the following aspect will help or hinder the coach?

   a) The learner cohort

   b) The training needs analysis

   c) The past experience and knowledge of the learner

7. Fill in the missing words in the following statements

   Reoccurring coaching needs include:

   a) Working _____ and _____ under pressure

   b) _____ service skills

   c) Dealing with _____

   d) OHS statutory _____

8. True or False. Much coaching occurs informally when the coach and learner work together.

   True   or   False

9. Circle your response:

   Coaches aim to develop what with the learners?

   a) Trust and rapport

   b) Encouragement and support

   c) Questions and feedback

10. One of the coaches interviewed discussed how he uses a sequence to develop skills. The basic steps mentioned are listed in the table below, but are not in the correct order. Place a number next to the statement to indicate the correct order.

Do it slowly	
Discuss processes used	
Inform the learner about the expectations	
Show the methods	
Discuss the final outcome	
Do it at full pace	
Get the learner to do it at full pace.	

11. Circle your responses:

    What are some ways the coach can follow up with the learner?

    a) Get the supervisor to look after things

    b) Observe the learner in action

    c) There is no need to follow up

    d) Schedule a time to catch up

    e) Schedule a surprise inspection

12. Fill in the missing words from the following statements.

    a) Coaching is about building _____ skills

    b) Coaching helps with the _____ and _____ of the business

13. Choose the word from the list below to fill in the gap of the following statement.

    "The future of the hospitality industry depends on the quality of the next generation of workers,

    who will only be as skilled and as qualified as their _____ allows

    a) Coaching

    b) Initiative

    c) Knowledge

    d) Skills

    e) Attitude

14. What statement did one of the coaches interviewed make about defining the success of coaching?

    a) If they don't drop anything when they serve a customer

    b) If they can keep their job for a while

    c) If they can train someone else to do that task

    d) If they turn out like their coach

    e) If they understand what the tasks involve.

Extension Activities

1. One of the points made during the video was the need for the coach to be able to respect cultural diversity. Create a chart that shows where people who work in the hospitality industry come from, and some of the cultural issues they bring with them.

2. A couple of times the video made reference to the 'transient' nature of the workforce. What does this mean, and how might it impact on coaching?

3. Mention was made of statutory requirements such as RSA, Food Handling and Gaming. Research what these are?

4. Barriers to effective coaching were mentioned, including lack of time, lack of money, lack of access to the learners and resistance from the learner. Brainstorm some ideas that could be used to overcome these barriers

5. During the video, when making coffee, they talked about the 'third/third/third'. Do some research on this, and then create a graphic that explains what each third is. Then Discuss how this graphic could be used as part of the coaching sessions

6. Draft up a script that a coach could use to demonstrate a simple task (such as cutting an onion or setting glasses on a table). Role play this script in small groups.

7. Think about the following scenario.

   A group of friends go out to a new restaurant which has received rave reviews for the quality of the food. However, they feel that the front of house service is very poor, with the waiters not taking their orders quickly enough, and when they do come, they don't seem to understand English very well. When the food finally arrives, the orders are wrong. When the group complain, the head waiter yells loudly that it's not their fault, and that they have been very busy. When they go to pay, the drinks haven't been included on the bill from the computerized ordering/billing system

   a) What coaching opportunities can you identify for the staff at this restaurant?

Suggested Student Responses

Initiate Prior Learning

1. Look up a dictionary and find definitions for the following terms: Not the similarities and differences.
   Answers will vary, depending on the sources used for the definitions. The terms all have similar meanings. Coaching is often more similar to facilitating, in that it's about making it easier for the learner to learn what they need to know. Teaching and training often have connotations of class room settings (but not always).
   The intent here is to get the learners to think about the different terms, and get them ready for what they will see in the program.

   a) Coaching

   b) Training

   c) Teaching

   d) Facilitating

2. Why do you think that the hospitality industry needs coaches?
   Answer will vary according to the learners' knowledge of the industry. The main reason for coaching is for those experienced to pass on their skills and knowledge to those less experienced. The hospitality industry has many young and inexperienced workers.

3. In a group, list the activities you think take place in the hospitality industry. Remember that the industry covers many sectors.
   Answers will vary according to the learners' knowledge of the industry, and the sectors therein. The intent is to get them to think about a range of activities, and prepare them for the program.

4. What attributes do you think a good hospitality coach requires?
   Answers will vary. Attributes include:
   Patience
   Passion
   Good communication
   Good listening skills
   Knowledge of the industry
   Awareness of learning styles
   Understanding of cultures

Active Viewing Guide

1. Circle your response:

   What is at the heart of coaching in the hospitality industry?

   a) Those who know it all being able to tell others what they need to do

   b) The coach needs to be an expert in all facets of the industry

   c) The experienced sharing their skills and knowledge with the inexperienced

2. Circle you response:

   There are a few qualities that are useful to a coach. Which one was highlighted by the coach interviewed.

   a) Passionate

   b) Positive

   c) Patience

   d) Preparation

3. Circle the two factors that would make it much easier for the coach to be effective?

   a) Giving clear instructions

   b) Being quick to pick up on any difficulties

   c) Being a good communicator

   d) Empowering the learners

4. True or False. Coaching has nothing to do with OHS?

   True   or   **False**

5. Circle your response:

   What is the key to effective coaching?

   a) Knowledge

   b) Public speaking

   c) Preparation

   d) Listening

6. Circle your response:

   Information about which of the following aspect will help or hinder the coach?

   a) The learner cohort

   b) The training needs analysis

   c) The past experience and knowledge of the learner

7. Fill in the missing words in the following statements

   Re-occurring coaching means:

   a) Working **efficiently** and **effectively** under pressure

   b) **Customer** service skills

   c) Dealing with **conflict**

   d) OHS statutory **knowledge**

8. True or False. Much coaching occurs informally when the coach and learner work together.

   True　　　　or　　　　False

9. Circle your response:

   Coaches aim to develop what with the learners?

   a) Trust and rapport

   b) Encouragement and support

   c) Questions and feedback

10. One of the coaches interviewed discussed how he uses a sequence to develop skills. The basic steps mentioned are listed in the table below, but are not in the correct order. Place a number next to the statement to indicate the correct order.

Do it slowly	**3**
Discuss processes used	**4**
Inform the learner about the expectations	**1**
Show the methods	**2**
Discuss the final outcome	**7**
Do it at full pace	**5**
Get the learner to do it at full pace.	**6**

11. Circle your responses:

   What are some ways the coach can follow up with the learner?

   a) Get the supervisor to look after things

   b) Observe the learner in action

   c) There is no need to follow up

   d) Schedule a time to catch up

   e) Schedule a surprise inspection

12. Fill in the missing words from the following statements.

   a) Coaching is about building **sustainable** skills

   b) Coaching helps with the **productivity** and **profitability** of the business

13. Choose the word from the list below to fill in the gap of the following statement.

   "The future of the hospitality industry depends on the quality of the next generation of workers, who will only be as skilled and as qualified as their **coaching** allows

   a) Coaching

   b) Initiative

   c) Knowledge

   d) Skills

   e) Attitude

14. What statement did one of the coaches interviewed make about defining the success of coaching?

   a) If they don't drop anything when they serve a customer

   b) If they can keep their job for a while

   c) If they can train someone else to do that task

   d) If they turn out like their coach

   e) If they understand what the tasks involve.

Extension Activities

1. One of the points made during the video was the need for the coach to be able to respect cultural diversity. Create a chart that shows where people who work in the hospitality industry come from, and some of the cultural issues they bring with them.
   Answers will vary depending on the level of knowledge of cultural diversity. The chart might include people from Asia, Africa, Europe and the Pacific Islands. Cultural issues may include their clothing and related safety issues, their language and how they speak to different groups, gender issues and who can speak to whom, hygiene issues and the lack of understanding as to how things are done.

2. A couple of times the video made reference to the 'transient' nature of the workforce. What does this mean, and how might it impact on coaching?
   Answers will vary. 'Transient' refers to workers who may only be in the workplace for a short time, and so the coach may need to continually train new people to do the same tasks. As people change jobs, some staff may have opportunities to learn other tasks, and so may need further coaching in new areas.

3. Mention was made of statutory requirements such as RSA, Food Handling and Gaming. Research what these are?
   Answers will vary. Most of these are short courses that train staff in different aspects of the hospitality industry. The research would include looking up the courses with different providers and working out the skills and knowledge involved.

4. Barriers to effective coaching were mentioned, including lack of time, lack of money, lack of access to the learners and resistance from the learner. Brainstorm some ideas that could be used to overcome these barriers
   Answers will vary. Responses should include good communication skills, training needs analysis, awareness of the benefits, etc.

5. During the video, when making coffee, they talked about the 'third/third/third'. Do some research on this, and then create a graphic that explains what each third is. Discuss how this graphic could be used as part of the coaching sessions
   Answers will vary. In general, the 'third/third/third' refers to a cappuccino that has one third coffee, one third milk and one third froth (some sources dispute this, but it is sometimes used for initial training). Discussions around how this could be used in coaching would include the explanation of the methods used and how to achieve the outcomes required.

6. Draft up a script that a coach could use to demonstrate a simple task (such as cutting an onion or setting glasses on a table). Role play this script in small groups.
   Answers will vary. The script should include the points outlined below
   Inform the learner about the expectations
   Show the methods
   Demonstrate slowly
   Discuss processes used
   Demonstrate at full pace
   Get the learner to demonstrate at full pace
   Discuss the final outcome
   The role play component should include the 'coach' using the techniques shown in the program. It is not about the task, but the coaching processes

7. Think about the following scenario.

   A group of friends go out to a new restaurant which has received rave reviews for the quality of the food. However, they feel that the front of house service is very poor, with the waiters not taking their orders quickly enough, and when they do come, they don't seem to understand English very well. When the food finally arrives, the orders are wrong. When the group complain, the head waiter yells loudly that it's not their fault, and that they have been very busy. When they go to pay, the drinks haven't been included on the bill from the computerized ordering/billing system

   a) What coaching opportunities can you identify for the staff at this restaurant?
      Coaching opportunities include:
      Customer service expectations
      Dealing with conflict
      Strategies to deal with language issues (such as repeating orders, etc)
      Coaching on how to use the computer systems