

Hospitality Company Builds Talent Acumen through MDA Assessment Insights

Challenge

The hospitality industry relies on customers with disposable income and leisure time for its growth. Therefore, customer satisfaction is a primary focus. Energetic and hardworking personalities adept at exceeding customer expectations thrive in leadership roles for hospitality-related businesses.

After years of uninterrupted growth and expansion, a major Midwest-based hospitality company took stock of its leadership talent and identified a need to build its talent pipeline for sustainable business success. The company had no shortage of hard-working and passionate leaders who cared deeply about doing the right things to help the organization deliver a great customer experience. However, the company wasn't sure if these individuals also had the capacity to lead others and demonstrate higher-level skills, like innovation and strategic thinking, to fuel continued growth and evolution. The company's senior leaders needed a better way to assess the readiness and potential of their best director and VP-level talent.

Solution

In partnership with MDA Leadership, the company created its first high-potential talent assessment strategy to determine the preparedness of select employees for future leadership roles. MDA began by tailoring the assessments to capture the company's unique culture and attributes, and then designed assessments for both employee selection and development.

Individually, MDA's assessments provided leaders, their managers and executive sponsors with greater insight into development opportunities related to next-level readiness. In aggregate, the assessment data helped to shape the company's talent strategy in new ways. For example, the shared development needs tied to innovation and strategic thinking were linked to gaps in the company's competency framework, such as the fact that mid-level leaders simply weren't being asked to demonstrate level-appropriate behaviors related to these competencies. Addressing this gap could now enable top talent to exercise and build these abilities long before they became an expectation for performance.

Results

MDA's assessments prompted the company to look at its top employees in new and more mutually beneficial ways. This sparked crucial, previously unspoken dialogue about the company's future interests and individuals' aspirations and commitments toward specific development actions. For instance, while the assessments revealed leadership potential, it also led some employees to share that they were not interested in next-level roles, even if they possessed the capabilities to get there. Additionally, by beginning at the "top of the house," the company established greater emphasis on the role of managers to develop talent at all levels and model high-impact conversations with team members about their futures.

Equipped with MDA's assessment analyses and reports, the company's senior leaders, including the CEO, now believe they have a richer and more valid basis for understanding and gauging the potential and preparedness of their top talent. As a result, the company continues to enjoy robust sales growth.

BETTER LEADERS NOW

Team up with MDA to build your leadership talent today and equip your organization to take charge of tomorrow.