

DANIEL THWAITES

ELMA...
MY TEAM
MEMBER'S
CONVERSATION

LINE
MANAGER'S
BOOKLET

Team member's name:

Job:

Managers name:

Property:

Date:



ELMA ... Line Manager Preparation

It's time to prepare... grab a drink and spend some time making some notes before your team member's ELMA. To help us smash our business performance and profitability, ELMA focuses on 3 things:

What I do... Our purpose

Everything we do should help contribute towards our purpose:

Making people feel at ease... through our real hospitality delivered in a socially responsible way by friendly faces in our outstanding properties in great locations.

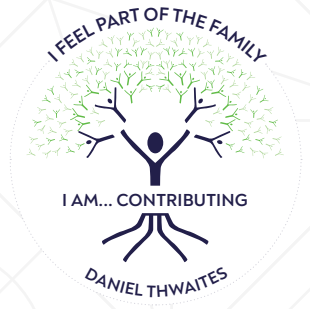
Tell us how your team member got on below:

		I've lost my way	I'm getting there	I'm on track	I'm ahead of the game
Making people feel at ease	I always go the extra mile for our guests, teams and colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outstanding properties	I take care of where I work and pick up on small details to help deliver brilliant standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Socially responsible	I am confident about what I am doing and always do the right thing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendly faces	I love coming to work and am always warm, friendly and authentic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How I do it... Our principles

The Daniel Thwaites principles are at the heart of how we do things at work.

<p>An Eye for Quality</p> <ul style="list-style-type: none"> We endeavour to be the best by providing first class products and services, outshining the competition with meticulous attention to detail. We deliver this service consistently, with love and passion. We maintain high standards, always challenging ourselves to be better. 	<p>Innovation</p> <ul style="list-style-type: none"> We endeavour to stand out from the rest and inspire creativity. We do this by staying ahead of trends, being adventurous, trying new things and not being afraid to make mistakes. We celebrate individuality, entrepreneurial spirit and brave thinking, helping us develop and move forward.
<p>Craftsmanship</p> <ul style="list-style-type: none"> We endeavour to bring skill and expertise to everything we do and we will not compromise. We deliver this by taking pride in our work, growing our talent and respecting our heritage. Our eye for detail and tenacity helps drive excellence and build trust in our brand. 	<p>Warm Hospitality</p> <ul style="list-style-type: none"> We endeavour to provide the warmest of welcomes and exceptional customer service, going the extra mile to create a unique experience. We do this by appreciating every customer is different, anticipating needs and exceeding expectations. Our service is honest and genuine, packed full of personality and delivered with a smile.















ELMA ...

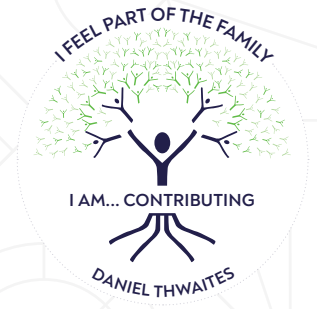
Line Manager Preparation

How well does your team member bring these principles to life? Can you provide an example?

Their previous goals

How has your team member got on with their previous goals?
If you've forgotten the goals...have a look at their previous ELMA (If applicable).

	Put a quick reminder of their previous goals here	I've lost my way	I'm getting there	I'm on track	I'm ahead of the game
Goal 1		 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>
Goal 2		 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>
Goal 3		 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>	 <input type="checkbox"/>



ELMA ...


Line Manager Preparation

Before the ELMA discussion, think about the following questions:


- What has gone well?
- What hasn't gone well/what was the key learning?
- What help does your team member need?

Thinking about everything you've prepared...


How do you think your team member has got on overall? Think about **what they do, how they do it and their goals.**




I've lost my way



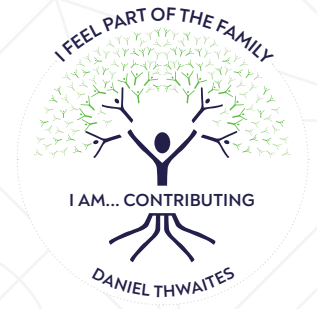
I'm getting there



I'm on track



I'm ahead of the game



ELMA... The Conversation

Its time for the ELMA! Have a great conversation with your team member.

Listen to each others views and make a note of any key points below! Don't forget to add both of your signatures at the end of the form and agree the next ELMA date!

What they do...

How well has your team member got on with **'what I do'**?
What can they do to improve in the future?

How they do it...

How well has your team member brought our principles to life (**how I do It**)? What could they do improve in the future?


Their previous goals

How has your team member got on with their previous goals? (If applicable).


Goal 1	
Goal 2	
Goal 3	

Thinking about everything you have discussed...


How do you think your team member has got on overall? Think about **what they do**, **how they do it** and **their goals**.



I've lost my way



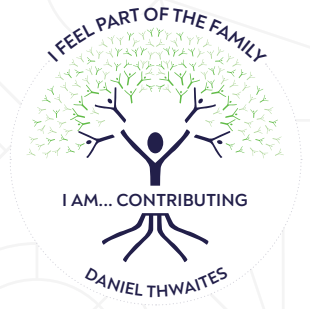
I'm getting there



I'm on track



I'm ahead of the game



ELMA... The Conversation

Their goals

It's now time to focus on the future and set some goals!

	What are the actions they will take?	When do they need to do it by?
Goal 1		
Goal 2		
Goal 3		

Things to think about

- Who may your team member need help from to meet their goals?
- How will you know your team member has achieved their goal? What does good look like?
- What are the steps they need to take to achieve their goal?
- Do the goals set help contribute towards our purpose to 'put people at ease'?

Ask your team member to make a copy of these goals on the postcard included and scan the QR code to share their views of their ELMA conversation.

What should your team member be supported with to help develop them in the future?

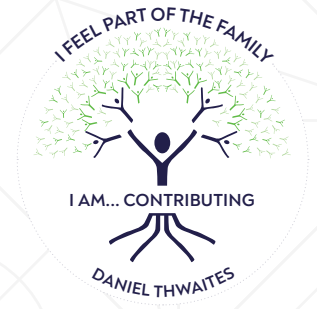
Stuck for some ideas? Have a look at the table opposite for some inspiration!

Signed (line manager)

Date

Signed (team member)

Next ELMA conversation

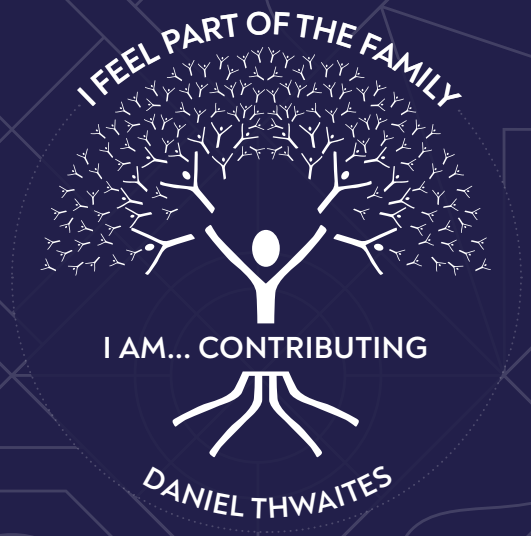


ELMA... Developing Your Team

When we talk about development, we often think about a training course, however, that's only one option of a whole range of amazing development ideas for your team!

Why not take a look at the ideas listed below and pick one for their ELMA that you can help them with!

<p>Job shadowing</p> <p>Why not arrange for your team member to work alongside a colleague that they could learn from for a couple of hours.</p>	<p>Lunch and learn</p> <p>Organise for a few team members to meet over lunch and discuss a topic, it could be a development area or improvements for the team!</p>	<p>Internet/YouTube</p> <p>Identify a topic and encourage your team member to spend some time researching it and bringing that learning back into work.</p>	<p>Job swap</p> <p>Organise for your team member to swap with another member of the team to learn skills in a different area.</p>
<p>Mentoring</p> <p>Involves finding someone with more experience or knowledge in a specific area who can help guide and support your team member.</p>	<p>Local network/ community</p> <p>Are there any local professional networks that your team member would benefit from attending and learning from to broaden their skills/knowledge?</p>	<p>Work buddy</p> <p>Find someone in your team to help new team members with any questions they may have whilst at work.</p>	<p>Training course</p> <p>See if there are any training courses running on the CPL Training Supermarket.</p>
<p>Coaching</p> <p>People often respond better by finding answers themselves rather than being told what to do... a useful tool is the GROW model. For more details visit: www.businessballs.com/coaching-and-mentoring/grow-model/</p>	<p>Feedback from others</p> <p>Seek feedback from others about your team members performance, what are they good at and what could they do to improve?</p>	<p>Learn from our competitors</p> <p>Ask your team member to identify what our competitors are doing and bring it back to work to improve their skills/knowledge.</p>	<p>Work different shifts</p> <p>Why not ask your team members to do another shift in the week to learn something new, ie breakfast instead of evenings.</p>



WE ARE... DANIEL THWAITES

Making people feel at ease...
through our real hospitality delivered in a
socially responsible way by friendly faces in
our outstanding properties in great locations.

DANIEL THWAITES