



*Soft skills development for trainers working in the
Tourism and Hospitality industry*

Evangelia Baralou

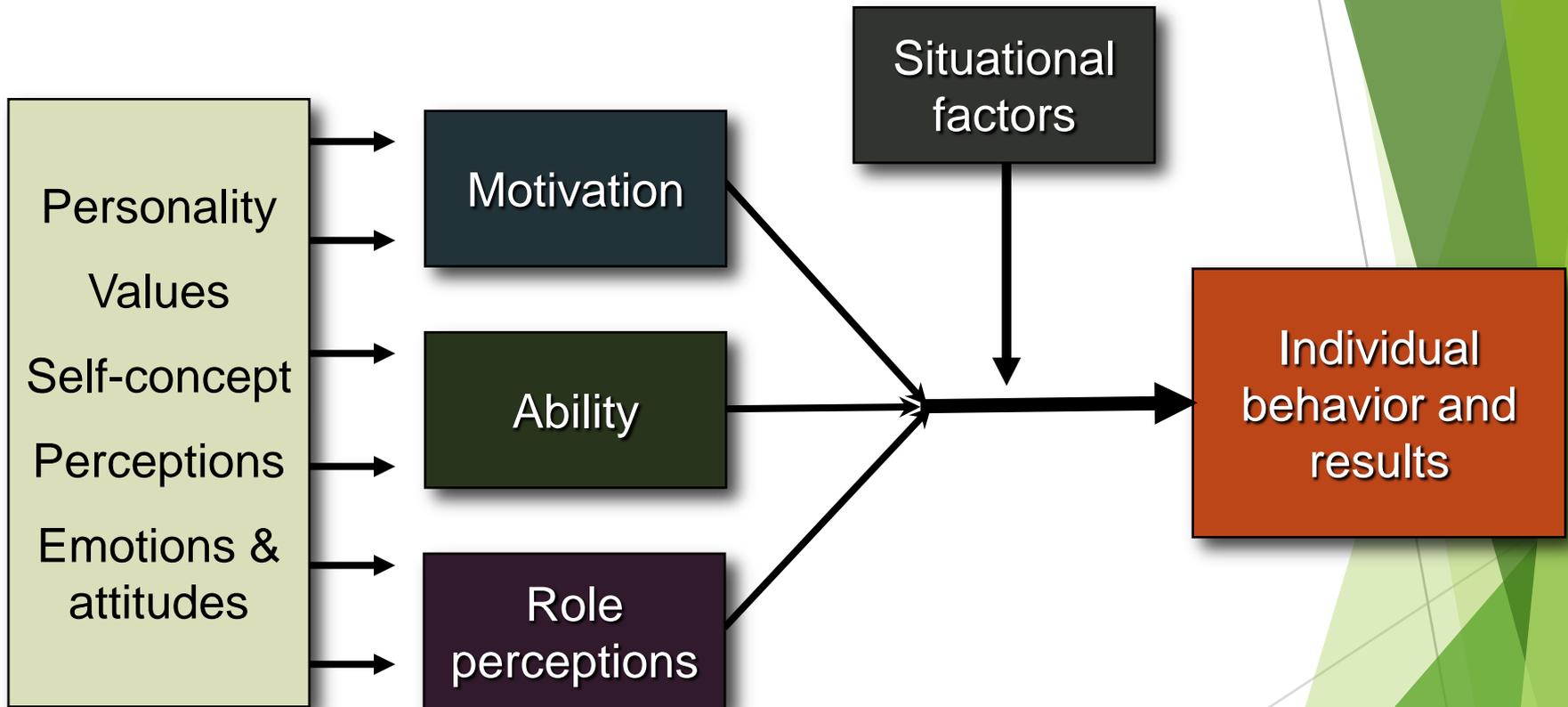
Email: ebaralou@alba.acg.edu

Aim of the presentation

Understand and manage the behavior of people you work with (colleagues and guests), focusing on:

- ▶ Personality
- ▶ Motivation
- ▶ Conflict management

MARS Model of Individual Behavior



Personality

Includes the behavior, thoughts and emotions, of a guest:

- ▶ observable behaviors in the form of external traits
- ▶ non-observable thoughts, emotions and values, etc. inferred from behaviors

Personality Model

(Five-Factor or CANOE)

- ▶ describes five major 'domains' of personality
- ▶ describes the structure of personality
- ▶ offers personality assessment for:
 - pre-employment screening
 - candidate assessment
 - potential behavior
 - team building

Five categories ...

Conscientiousness

Organized,
dependable

Five categories ...

Agreeableness

Trusting, helpful,
flexible

Five categories

Neuroticism

Anxious, self-conscious

Five categories ...

Openness to Experience

Creative,
nonconforming

Five categories

Extraversion

Outgoing, talkative,
energetic

Five categories

Conscientiousness

Organized, dependable

Agreeableness

Trusting, helpful, flexible

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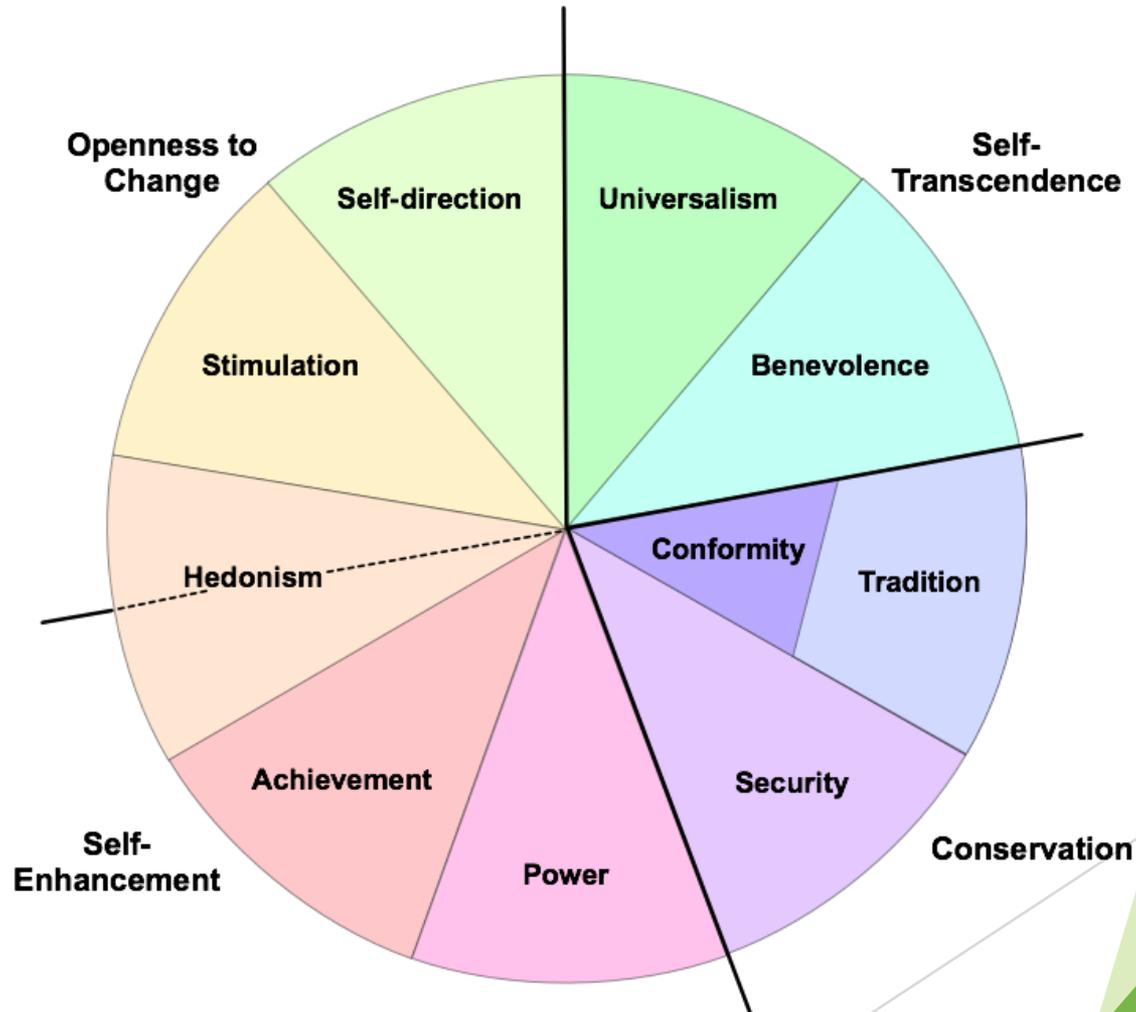
Example

- ▶ You have to work with 3 guests, each with unique personality traits
- ▶ Try to identify the personality traits of each guest
- ▶ How will you customize your training approach to someone:
 - Who is open to new experiences?
 - Who appears to be neurotic and experiences high level of anxiety?

Values in the Workplace

- ▶ Stable, evaluative beliefs that guide our preferences
- ▶ Define right or wrong, good or bad
- ▶ Value system -- hierarchy of value

Schwartz's Values Model

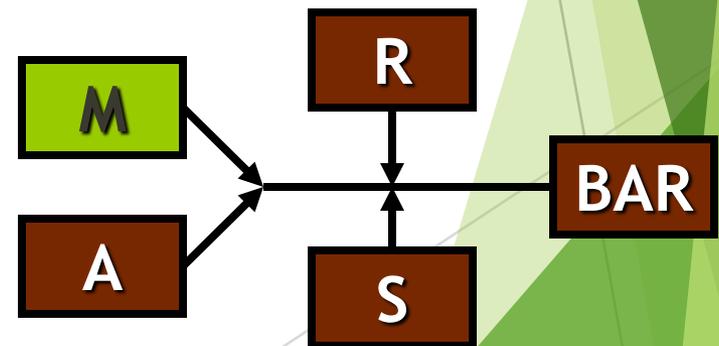


Motivation

Internal-external forces that affect a person's voluntary choice of behavior

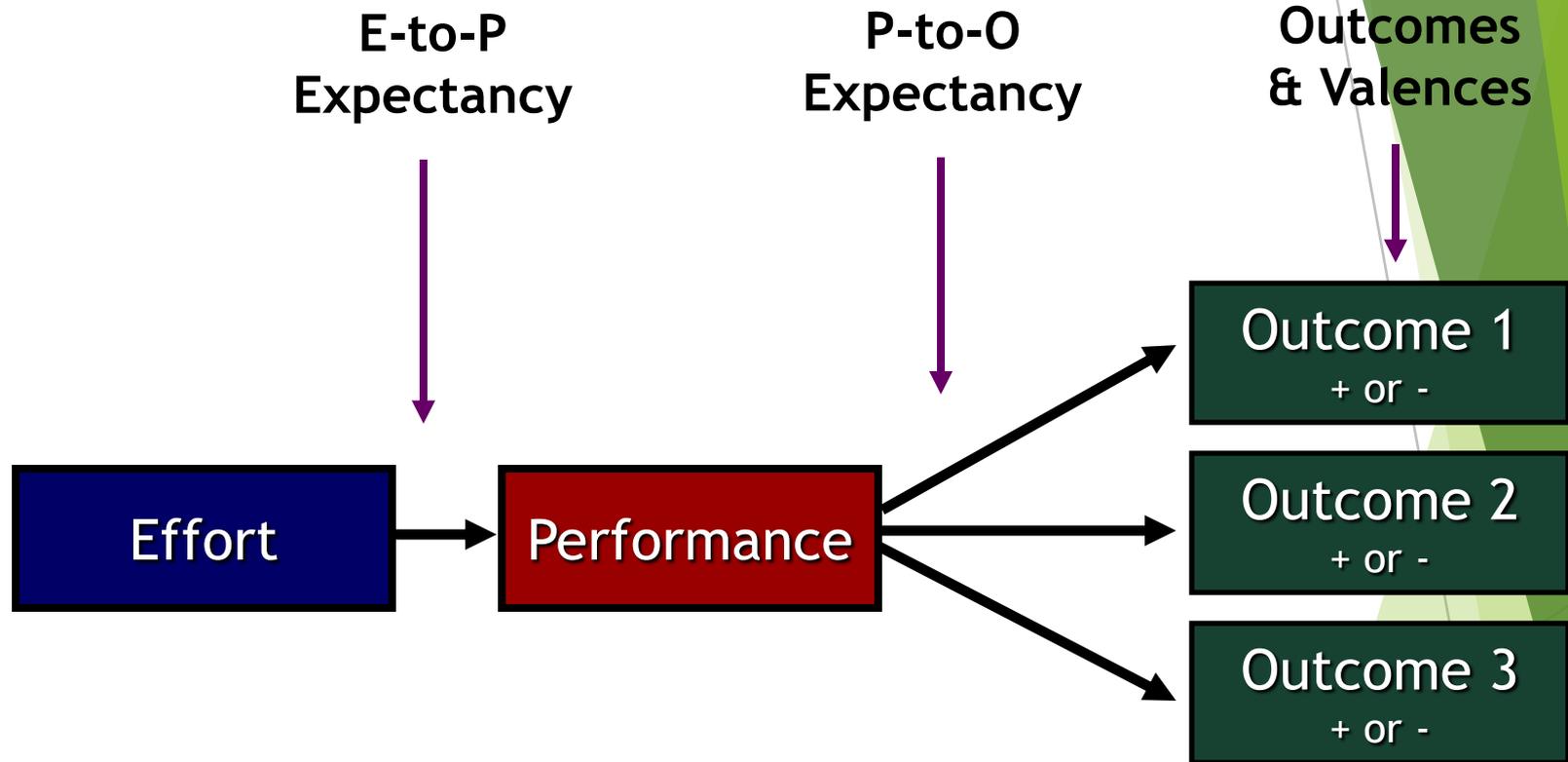
- ▶ direction
- ▶ intensity
- ▶ persistence

towards achieving particular goals



Nohria, N., Groysberg, B. & Lee, L. (2008). Employee motivation: a powerful new model. *Harvard Business Review*, 86 (7/8), p. 78.

Expectancy Theory of Motivation



Questions?