

# purple

JUNE 2010

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Now printed on recycled paper

# LOOKING AHEAD WHAT YOU NEED TO KNOW

BY JANE SUNLEY

Whether you feel you're emerging from the economic crisis, or the green shoots are still to surface, it may well be that for some of your people the 'Dunkirk spirit' is wearing a bit thin. Even in organisations that weren't hit as badly as others, people have found it hard to experience family and friends being affected; to witness doom and gloom in the media for months (and months) on end and then to have it all topped off with a dollop of political uncertainty. Even in a small, privately owned business like ours where we, perhaps conceitedly, decided 'not to have a recession' and resolved neither to lose any of our team nor to cut any overhead; without a lot of engagement, leadership and motivational activity, people would be feeling pretty worn down by now.

We formed our business in 2001, basing our products and services around the outcomes of an original piece of research. This concluded that the top five things people need to remain engaged and retained are: communication; leadership; career path / progression; development and to have their individual aspirations met. Countless studies since have concurred with this information. Ironically these five aspects are often the first to be adversely affected in tough times.

I doubt you'd disagree that now, perhaps more than ever before, engaging and retaining talented people is absolutely business critical. A recent article in Personnel Today claimed that as the economy picks up, 70% of the UK workforce will change jobs. (Think about that for a minute - it's an alarming figure). According to the Harvard Business Review, a quarter of high-potential people intend to jump ship within the year. Look around you - it's happening already. Half of workers are still in fear of losing their jobs. A third are already job-seeking. Half of people at work in the UK have lost faith in their employer and are no longer proud to work for them. On top of all that, in no country in the world is more than 20% of the workforce fully engaged. What a waste and what an all-out crisis in the making. Unless you do something about it now.

You can only engage people if you understand them. They are individuals and need to be recognised as such. It might sound obvious though since so many organisations fail to apply this simple principle we feel it is our mission to write about this stuff. You wouldn't treat your customers as if they were all the same so why do it with your people? Some of the basics need to be put back in place without delay.

Like training those in leadership positions so they know how to inspire others to give their best. Keep things simple - make sure that quality one to ones happen with trained people who take actions and ensure there are outcomes from any actions agreed. Find out what people need to be able to do a great job and love doing it. Culture is so important - do you know what you stand for and 'how things are done around here'? Do your managers know? Do all your people know?

One of the key issues we see impacting upon business is a lack of understanding around generational disparity. If you want to make a difference to your organisational performance right now, make sure you and your teams are not in the dark on this one. There are marked differences in the attitudes, expectations and beliefs of different generations and this can have a serious impact. Have you ever heard a 'baby boomer' manager complaining about the attitude of younger people and trying to make them more like him? (They're not going to be, by the way). Or a Gen Y-er on the grad scheme shocking the leadership team by making challenges seen to be 'above her station'? This is why:

BABY BOOMERS (1945 - 1961)	GENERATION X (1962 - 1981)	GENERATION Y (1982 - 2001)
Work centric (live to work)	Work to live	Work life balance / home working
Long hours OK - job comes first	Flexible though less committed	Loyal if they get what they want
Defined by career / position	Defined by relationships	Defined by belonging / group
Motivated by perks, prestige	Motivated by freedom / respect	Motivated by making a difference
Compliant / fearful of authority	Disdain for authority / structure	Happy to challenge the employer
Parent child relationship with boss	Adult to adult relationships at work	Want to be part of a team
Goal / challenge junkies	Learning junkies	Technology junkies
Prefer structure and hierarchy	Disdain for authority	Expect a lot of their employer
Autonomous	Want to be consulted	Team work
Crave knowledge (coined phrase "knowledge = power")	Will not be micromanaged - want empowerment	Seen by other generations to lack commitment

This just goes to show the power of being perceived as a 'best place to work'. We have often helped our clients to enter awards, and this proves the power in both entering (you have to be in it to win it!) as well as being nominated / shortlisted / winning. If you have initiatives you are proud of, you must shout about them. Take a look at this website for dates of all upcoming awards in several industries and categories: [www.boost-marketing.co.uk/awards](http://www.boost-marketing.co.uk/awards).

We thought we would share some of the key factors that make our student placements so exceptional:

- They are able to try many different things, and are trusted and valued as an important member of the team - we show enormous belief in our placement students and they always respond accordingly.
- We set them challenges that are above their skills and experience and then put the effort in to support them through - it is amazing what they achieve. We are careful to make this 'safe' for them so they move at a pace appropriate to the individual.

- We allow them to make mistakes and then celebrate and learn from them.
- They are exposed to many life situations, such as being involved with interviewing, selecting new recruits, dealing with clients, suppliers and colleagues.
- They receive constant development in the way of our many training courses and one to one sessions.
- They are kept in contact with after their placement with us, and still invited to Christmas parties etc, as well as receiving one-to-one mentoring with a Director for as long as they would like.
- They have all the benefits of regular employees including subsidised gym membership; once a month in office massages; birthday presents; social events.

If you want help with designing your student placement programmes, or you would like to see our top ten tips for entering awards, please email [emily@learnpurple.com](mailto:emily@learnpurple.com)

And of course next up we have the emerging 'i Generation'; those who have grown up with the Internet and who are wedded to social media. They will find decision making hard, are low to initiate, require structure and high level of consultation and feedback. If you've been used to asking 595 friends whether you should dye your hair or not you're going to expect a lot of feedback when you make it into work. Start thinking now about the challenges this brings - people who would rather text than speak; who think twitter is for old people who don't know how to use Facebook.

In the meantime, the good news is that we believe that if you target the top five priorities of communication; leadership; career path / progression; development and to have individual aspirations met, you'll have a head start and will be creating competitive advantage for your organisation when it comes to engaging and the retaining talented people you need to prosper and grow.

For more information join the Purple Revolution at [www.learnpurple.com/purple-revolution](http://www.learnpurple.com/purple-revolution)

## LEARNPURPLE BEST PLACE FOR WORK EXPERIENCE!

BY JODI GOLDMAN

Learnpurple and talent toolbox recently were awarded 'Highly commended in the category of Best Work Experience Provider 10-250 employees' in the National Council for work experience awards 2009/10.

We have always known that the purple palace is a fantastic place to work, so being awarded with this has made us all beam with pride. In the two weeks following this commendation for the work we put into our student placements, we received two letters and about 12 emails from students interested in joining us.



*If the Dunkirk spirit is wearing thin for your people, read on...*

## CONGRATULATIONS!

Congratulations to...

Sean Wheeler on his new role with the Dorchester Collection after five and a half fabulous years as Head of People with Malmaison & Hotel du Vin hotel groups... and also to Mike Williams who leaves Firmdale Hotels to replace him.

Blythswood Square (Town House Collection) who won both Scottish Hotel of the Year and Design Award at the 2010 Scottish Hotel Awards.

Learnpurple associate Martin Brookes for his (now famous) iphone app (see <http://bit.ly/aOC3I8>).

The Lexington Culinary Team for scooping two gold medals in the La Parade des Chefs, Hotelympia.

talent toolbox for being shortlisted for a Catey award.

## 5 MINUTE BUSINESS BOOKS – THE BOOKS WE READ SO YOU DON'T HAVE TO!

# FLIP IT

HOW TO GET THE BEST OUT OF EVERYTHING

BY MICHAEL HEPELL  
PUBLISHED BY PEARSON BOOKS



I have to say I am not one for reading books! A strange way to start a book review you may say, however "flip that thought" and that's exactly why I am writing this review. As I said, I am a self confessed non-reader; I much prefer CDs I can listen to on my travels. However on picking up this book at an airport recently, I couldn't put it down. It was not only a really easy read, but has had a lasting positive affect on me. I have shared the message on every training programme up and down the country since!

The author, Michael Heppell is not new to me as I have not only read his first book "how to be BRILLIANT"(another airport buy) but I have a signed copy as I met Michael at one of his inspirational seminars.

This book appeals to me in many ways. I am a great believer in the power of positive thinking in business and private life. We are often in situations which we have no power to change, so the only option is to change how we view or think about it - and that is the "flip it" principle.

The book is split into 10 easy to read chapters and allows the reader pop in and out in any order. The chapters include personal and business topics such as:

- confidence & happiness at work & in business
- health
- money
- success

The text is split with some great cartoons, brilliant quotes and bullet points called "flip bits" making it really easy to read.

"Flip it" doesn't try to prove its validity by over complicating the messages with too much theory. In contrast to some books, which make it hard for a non-reader like me to get past the first chapter, this one is full of practical and pragmatic ideas to put into action right away.

The key learning points in the book can be transferred into all walks of life and occupations from customer service to managing your staff or just your outlook on life in general. The hints, tips and tools can also help improve personal relationships.

A very simple example of putting these principles into practice I have adopted is not writing "to do lists" anymore, I now flip it and write "not to do lists" e.g. today I'm not going to:

- Put off that difficult conversation
- Miss out on time with my kids
- Doubt myself

Another example of a "flip it" moment: I recently had the opportunity to train the staff at Jamie Oliver's Fifteen restaurant in London. On arriving home my daughter asked me if I met Jamie Oliver, I told her I had not, at which point my daughter "flipped it" and said "I bet HE was disappointed" now that's flip it brilliance.

Go on try it, flip your negative thoughts into positive ones and see the difference it makes in your interactions with people and the stressful world we live in today.

Book reviewed by Phil Clarkson, people development specialist and training consultant for learnpurple.

## INTERVIEW: GONE IN 60 SECONDS!



Nick Caton  
General Manager, Soho House private members club.

### 1. Nick, can you give us a brief introduction to Soho House?

High level but very relaxed service for the film, music and media industry - somewhere they can see familiar faces and be treated with smiles. It's somewhere to go on your own or in big groups. 'Understate and over deliver' would be our motto and 'work hard, play hard' would be our attitude. (No wonder we get along so well, that's learnpurple's motto and attitude too!)

### 2. How did you become the General Manager there?

After five years studying Civil Engineering at Oxford Brookes I needed to pay my student loan, so I got a job at Café Bohème - where I was a naughty waiter (I wasn't very compliant!). But I fell in love with working with people and was spotted by the owner and asked to go to the Cannes Film Festival - where Soho House does a party every year. They then offered me a trainee manager position back in London, which I took... and it's now going on to my 12th year within the group. I have opened sites, worked in different roles, but kept moving up.

### 3. What was your first job ever?

During school holidays I worked as a baker... then I did a paper round - but the first job after university was as a waiter with this company!

### 4. What advice would you give to people aspiring to work in Hospitality?

Make sure you love people, and because it's a hard industry - if you don't really love it, move on. If you do really love it, ask as many questions as possible, get stuck in and mimic the people you aspire to be...

### 5. What are the key characteristics that you look for in the people you bring on board?

Good fun. Someone who just has a lovely way about them. Someone suited not just for the role, but also within in the team. And someone with a natural love, vibrancy and energy that is easily seen.

### 6. Could you share some of your life lessons with us?

To listen to people, never assume your way is correct - different people have different needs. Learn patience - especially the patience to show someone how you want something done instead of assume they can / will do it.

### 7. What are you reading at the moment?

I only read on holiday! The last one was Shantaram, by Gregory David Roberts - which was amazing.

### 8. What is the importance you place on learning and development?

I have learnt a lot from on the job training, asking questions, and trying new things and to be honest I always felt that was the best way to learn. However, recently with the company growing it's been necessary to put more formal training and processes in place. I have just completed my first session of our new leadership development programme (with learnpurple!) and I have found it immensely useful.

### 9. What is your philosophy on leadership/ recipe for success?

Teach someone to do it, and then let them get on and do it. Let them make mistakes, then be patient and go over it again. As long as they keep making different mistakes you are going about it the right way.

### And last but not least...

### 10. You have recently started working with both learnpurple and talent toolbox, what are your thoughts so far, and what results do you expect in the future?

We just did our first leadership development session - 'Manage and motivate' using your SDI psychometric profiling tool, and I have also just been involved in the pilot of our new talent toolbox appraisal.

The session was great and I have already put into practice many of the techniques we learnt about managing people to their strengths. The talent toolbox appraisal has given me a structured way to lay down objectives, I was able to set goals, structure the goals, and help my team to create their personal development plans. Both the training and the appraisal system are great new tools in my box to help me with my own development as well as that of my team!

## TALENT TOOLBOX BREAKFAST CLUB

BY SALLY BRAND

The talent toolbox Breakfast Club brings together like-minded senior professionals involved with talent management to meet one another, share best practice and benefit from listening to practical, yet inspirational speakers. As well as the latest insights from the world of talent management we were delighted to have Nick Davies presenting at our most recent event. The breakfast was held on the 15th April, at Marriot County Hall Hotel.

A former barrister, Nick is a new associate with learnpurple. His award winning presenting style is a combination of intelligence and insight with the wit and energy of a stand-up comedian. Nick's worked out how to crack the age-old problem of really engaging people in learning and development. He shared his formula of how to ensure employees are motivated to attend in-house training and make sure they're excited enough to want to come back for more.

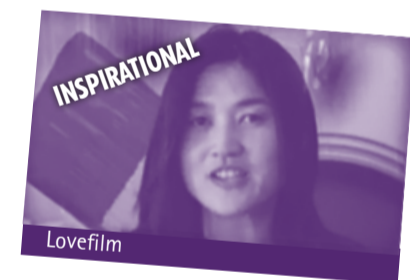
With many well known fans including Alistair Darling, who having shared a stage with Nick, once

wrote in The Independent "Note to self: don't share a stage with a former barrister turned comedian. Nick Davies is very clever and very funny"; we had a fab turn out for our breakfast event.

If you are interested in some of Nick's top tips for making in-house training engaging, take a look at the video found on our website or visit this link:

<http://bit.ly/chrY5T>

For more information about our Talent Breakfast Clubs, please contact [sally@talenttoolbox.com](mailto:sally@talenttoolbox.com).



## COMING UP...

### London

#### Learning Bites

8.30-10am

90 Minute seminar style high impact sessions

#### 5\* Front of House Skills

Session date: Wednesday, 9 June 2010

Front of house are the face of any business. By delivering tools that can be used to instil a positive can do attitude and create a fantastic first impression, this learning bite will ensure visitors are greeted by, immaculate and professional people with polished 5\* skills.

#### How to be a Great First Time Manager

Session date: Wednesday, 16 June 2010

This learning bite will assist supervisors and team leaders who are developing into management roles. Taking your first step into management can be a daunting time. This course provides an opportunity to come together and discuss issues surrounding change as well as sharing best practice.

#### Merchandising for Sales Success

Session date: Wednesday, 7 July 2010

In today's market it is vital to understand consumer buying habits and to use proven marketing and merchandising techniques to improve your bottom line and keep customers coming back. This course offers tips, techniques and methods to enable you to improve the frequency of customer visits, bring in new customers and increase the average spend per customer and the sale of products with high GPs.

#### Impact and Influencing

Session date: Wednesday, 14 July 2010

Delegates will gain an understanding of people profiling and how to use effective language and techniques allowing them to have a positive impact on their teams. Includes motivational drivers, profiling jigsaw, tools and techniques for presenting, and tips on effective communication.

#### Intelligent Social Media Networking

Session date: Thursday, 21 July 2010

Facebook, Twitter and other social networks are here to stay. Whilst we can discourage and even ban their usage in the workplace, we cannot control how these networks are used outside of work hours. While there can be benefits from using social media, many organisations are experiencing challenges due to their people's lack of awareness and inappropriate use of these sites. This session will provide managers, team leaders and others with the necessary knowledge and tools to address such issues. Furthermore, it will give them the confidence to use social networking sites professionally and intelligently to benefit their organisations and their people.

#### Purple Leadership Programme

2.00-6.00pm

Half day intensive workshops for up to 15 delegates.

#### Engaging and Retaining Your Talent

Session date: Thursday, 10 June 2010

For Senior Managers (Level 3)

Delegates will be able to review current talent retention practices and policies in the light of best practice and the latest thinking, allowing them to attract and retain talent. Includes: manpower planning and development; what individuals want, and why & how to provide it; increasing the internal talent pool; best practice examples, tools and ideas from the experts.

#### Manage and Motivate

Session date: Thursday, 17 June 2010

For Managers and Supervisors, including 1st time Managers. (Level 1)

Understanding a team and motivating them towards optimum performance is not always as easy as it seems. This workshop will provide practical yet powerful techniques to understand a team better by knowing 'what makes them tick'. By understanding how individuals work, managers will be able to motivate them to achieve greater results. Includes: SDI™ Relationship awareness tool: giving feedback and praise; motivation, delegation and getting results; and team development.

#### Emotional Intelligence

Session date: Thursday, 8 July 2010

For Senior Managers (Level 3)

Gain an insight into the importance of understanding the self and others better to manage today's diverse workforce more intelligently in challenging times. Includes in-depth development of self awareness, managing emotions, managing and motivating the self, and empathy and relationship management.

#### Interview and Selection

Session date: Thursday, 15 July 2010

For Managers and Supervisors, including 1st Time Managers. (Level 1)

Selecting the right people is critical to retention, results and success. Delegates will learn how to structure, plan and carry out sound and consistent selection interviews, make the right decisions, quickly, and ensure the correct follow up takes place. Includes: planning & structure; questioning techniques; probing and understanding; listening skills.

### Scotland

#### Learning bites

#### 16th June

08.30 - 10.00 Edinburgh - Sales Through Service

14.00 - 15.30 Glasgow - Sales Through Service

10.30-12.00 Edinburgh - Time Management

16.00.17.30 Glasgow - Time Management

#### 14th July

08.30-10.00 Edinburgh

How to be a Great First Time Manager

Glasgow

How to be a Great First Time Manager

10.30-12.00 Edinburgh - Customer Service

16.00.17.30 Glasgow - Customer Service

#### 18th August

08.30-10.00 Edinburgh Manage and Motivate

Glasgow Manage and Motivate

10.30-12.00 Edinburgh

Client Relationship Management

Glasgow

Client Relationship Management

#### Learning Bites at £95+VAT per person

Purple Leadership Programme

at £195+VAT per person

Book on line at [www.learnpurple.com](http://www.learnpurple.com) or for more information please contact:

London David de Banke  
T: +44 (0) 207 836 6999  
E: [david@learnpurple.com](mailto:david@learnpurple.com)

Scotland Gavin McLean  
T: +44 (0)131 225 7996  
E: [gavin@learnpurplescotland.com](mailto:gavin@learnpurplescotland.com)