Case study

Jurys Doyle Hotels

Hotel chain using Thomas assessments to develop Head Chefs to meet changing organisational needs.

Jurys Doyle Hotels

Headquartered in Dublin, Ireland, the Jurys Doyle portfolio consists of 12 hotels located in key cities throughout Ireland, the UK and USA.

Jurys Doyle is dedicated to providing good quality hotel products that are appropriate to its customers’ needs in a friendly, professional and flexible environment. Offering guests a choice of 4-star and 5-star hotels, all their properties are centrally located in major cities. They also offer corporate clients a wide range of superb conference venues at all their locations.

The challenge

Edward Gallier, Development and Training Manager explains, “With the recent sale of the Jurys Inn budget brand and our new focus on 4 and 5 star luxury accommodation the company is going through a dramatic period of change. We are moving towards a more blended business where bedrooms are no longer our primary focus and provisions such as food are increasingly important. As a company we employ around 2,500 people throughout Ireland, the UK and USA and we needed a structured plan to retain our current staff. We needed solutions to assist employees to adapt to changes within their roles and help them meet the new requirements of the business.”

“The provision of food within our hotels was one of the key issues that needed to be addressed. Kitchen staff work as part of a very close knit team and their success is determined by the head chef. We realised that although our head chef’s creativity was excellent they were not necessarily good business people.

To enable the transition to a more ‘luxury’ focus, tackling this skills gap was crucial. By helping the head chefs perform to their potential we aimed to place our kitchen teams in the best position to meet the changing needs of the organisation.”

The solution

“In tandem with Rachel Jameson, responsible for Business Excellence, we created a Head Chef Development programme. The 12 month programme was created to help our chefs manage themselves and their teams better, improving the output of our kitchens. Raising self-awareness among the chefs was a key component of the programme – enabling them to monitor and control their own behaviours and emotions, and helping them to relate to their staff better.”

“The Thomas Personality Profile Analysis (PPA) was the tool that fitted our requirements the best. It is quick and easy to administer and crucially was available online. With chefs based at eight different locations across the UK and Ireland it was impractical and undesirable to travel to administer each test. The Thomas system allowed us to email out the tests, and then collect and analyse the information centrally. The choice of reports available with PPA was also extremely good and meant we could tailor the final reports to focus only on topics relevant to our specific programme.”

“The PPA reports played an important role in achieving the chef’s ‘buy-in’ to the development programme. Our investment in tools that could make a real difference to their personal development showed our commitment to their continuing career progression.”
PPA assesses an individual’s behaviour in the work environment. It can answer questions such as: what are their strengths and limitations? Are they self starters? How do they communicate? What motivates them? The PPA enables people to become more self aware, which in turn gives them the means to consolidate their working strengths and compensate for their limitations. It is a series of 24 questions on a forced choice ‘first impressions’ basis, taking no longer than eight minutes to complete. The answers are charted on a graph under the four headings of Dominance, Influence, Steadiness and Compliance (DISC).

“We found that our chefs all tended to have profiles containing a high D and a low C. Individuals with a high D tend to be self starters who are driving, competitive and assertive. A low C indicates that the individual is likely to be persistent, stubborn, independent and strong-willed. This was a very accurate reflection of our chefs who have a strong need for autonomy and freedom to follow their creative visions. The PPA reports played an important role in achieving the chef’s ‘buy-in’ to the development programme. Our investment in tools that could make a real difference to their personal development showed our commitment to their continuing career progression.”

“Thomas PPA and EIQ have made a real contribution to our head chef development programme. They have been instrumental in enhancing our chef’s self awareness – helping them to deal with their emotions, their team and their changing role within the company more effectively. They have provided a great outlet for our chefs who previously had little access to any structured personal development. The PPA and EIQ reports have helped the HR team to understand the chefs better and given us a language to discuss any problems. Less time is wasted ‘talking around’ a subject and we get to the heart of the matter quicker.”

“The simplicity and power of these tools can not be overstated. They have formed a critical part of our head chef development programme and for a minimum of effort, given us maximum benefits. Following the success of the head chef development programme we hope to use Thomas tools in other areas of our organisation, to help us adapt to the changing needs of the business and continue our growth within the luxury marketplace.”

“To compliment the reports provided by PPA, we decided to use the Thomas Emotional Intelligence Questionnaire (EIQ) to ‘add depth’ to the information we were collecting. PPA predicts how a person is likely to behave in a work situation and EIQ takes this analysis to another level by uncovering why they are likely to behave in that way.”

EIQ is an objective way to measure emotional competences in a work context. It reports on a Global Intelligence Score, four factors of broader relevance and 15 further facets of behaviour. It is a powerful development tool that can predict performance, tell you how well people understand and manage their emotions, how well they interpret and deal with the emotions of others and how they use this knowledge to manage relationships.

“The PPA reports are like 2D pictures – then when you add EIQ it’s as if you have put on 3D glasses. EIQ gives you an amazingly detailed and accurate portrait of an individual. It is a very powerful tool, and one that has to be used sensitively. Thorough feedback is required to ensure the report is understood and the information is put to good use. The feedback sessions helped our chefs to identify ways of managing their own emotions better and those of their team, in order to improve performance.”

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