



HOTELMANAGEMENT.NET

# HOTEL MANAGEMENT

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## CRITICAL DECISION

### HOW TO CHOOSE THE RIGHT GM TO RUN YOUR HOTEL

## OWNING THE CUSTOMER

### Why Airbnb is the least of hoteliers' worries

## 6 WAYS TO IMPROVE HOTEL RATINGS

#### ONE-ON-ONE WITH PREFERRED HOTELS' LINDSEY UEBERROTH

Family has defined Preferred Hotels & Resorts ever since the Ueberroths acquired the company 14 years ago. It was Ueberroth paterfamilias, John, who led Preferred through the early years before ceding the CEO role to daughter, Lindsey, in 2014. Now, she is paving her own path.



**ONLINE EXTRA:** FOR MORE INDUSTRY PROFILES, VISIT HOTELMANAGEMENT.NET



## CAREER GROWTH

## Company support fuels personal, professional evolution

BY ELAINE YETZER SIMON  
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**G**one are the days when an employee was hired for his or her first job and stayed put for their entire careers. Turns out, employees are much more likely to take their talents on the road these days. According to the Bureau of Labor Statistics, the average worker currently holds 10 different jobs before age 40, and this number is projected to grow. Forrester Research predicts that today's youngest workers will hold 12 to 15 jobs in their lifetime.

There are ways, however, to entice quality employees to think long-term, and one of the most valuable tactics is to help employees grow as people and in terms of their careers. This issue, we asked members of our Thirty Under 30 class to share what their companies do to nurture career growth. Here are their responses.



## CREATING A PATH

**Katherine Kies, corporate director of F&B, PM Hotel Group:** The leadership team at PM Hotel Group has been incredibly supportive of my personal career growth, helping create a path for me that leverages my skillset and expertise in food and beverage while increasing my management experience. The culture of mentorship, combined with the willingness to embrace innovation and create new opportunities, has allowed me to continue to feel challenged professionally while also feeling valued. As the ultimate

show of support, PM Hotel Group has provided me the time to pursue an Executive MBA so that I will continue to be positioned for personal and professional growth.



## DEVELOPMENT PLANS

**Tricia Wieser, senior manager of food & beverage operations, Marriott Irvine (Calif.) Spectrum:** Marriott does an excellent job of fostering career growth across all positions, no matter if you are an hourly associate or a high-level executive. Each year, as leaders, we have to make personal development goals; our senior leaders do everything in their power to make sure that each person successfully completes their personal development plan. Even outside of the personal development plan, each leader I have

worked under has never had any sort of issue with sending me to any training I show interest in.

## EXPANDED NETWORK

**Sean Kreiman, manager, CHMWarnick:** Since joining CHMWarnick, I have been fortunate to receive strong mentoring from a number of senior members within our organization, both as it relates to my specific role as well as guidance on my future career path. I have been given opportunities to take on additional responsibilities and further develop



as an asset manager through practical experience and exposure to a wide range of assets and related challenges. CHMWarnick also recognizes the value of developing a professional network, and your own voice as an industry thought leader. I am encouraged to actively participate in industry organizations and conferences as well as author articles and research. Exposure to these organizations and events allows me to develop new relationships and stay current with the latest industry news and trends so that I can continue to broaden my network and add value to ownership clients I represent.



## FREEDOM TO EXPLORE

**Joseph Heck, director of people support, HHM:** I've found that at Hershaw our runway for opportunity is longer than most organizations. We are given the freedom to move our careers forward by taking on new projects in our focus areas, but also outside of our immediate disciplines. By collaborating with team members outside of our core departments, we find creative solutions to move our business forward.



## CLASS SELECTION

**Tim Goebel, marketing activation manager, Best Western Hotels & Resorts:** Something that I really love about Best Western is that they offer a variety of classes for self-improvement and professional growth here at the corporate office in Phoenix, with topics varying from finances to improved employee relationships. I have been fortunate enough to participate in a few of these courses, and they have helped me develop new skills and habits to continue to grow as a person and employee.



## TAILORED ROLES

**Greg Prescott, director of talent & organizational development, people and culture, Columbia Hospitality:** Columbia is the perfect-size company in that it's large enough to support vertical and lateral mobility of our team members, yet small enough that no one is lost in the shuffle. With our rapid growth trajectory, we have the luxury of creating tailored roles based on unique skills and talents. Columbia has always proven to me that if you have the desire to grow and possess the drive and commitment to build your future, they will provide the avenue. **HM**



## COMPANY SUPPORT LEADS TO NEW ROLE AS HOTEL GM

When **Emma Williams** was named a member of HM's Thirty Under 30 class, the **area director of revenue management for HHM's independent hotel portfolio** indicated that someday she wanted to be a hotel GM. Now, less than a year later, the ownership

and management company has helped her meet her goal by recently appointing Williams GM of The Independent Hotel in Philadelphia.

"I worked hard, learned a lot from those in the corporate office and on property

and when a GM role opened up, I applied," Williams said. "HHM took a chance on me and I am now the general manager of a small, 24-room boutique hotel here in center-city Philadelphia. I feel very lucky that HHM believed in me that I was ready and capable to take the first step in making my professional dreams come true!"



**Thirty Under 30:** Hotel Management Young Professionals, or HMYP, is designed specifically for hospitality professionals within the first decade of their careers. And during the year, we go back to our Thirty Under 30 class for their takes on what's going on in hospitality.

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