

ONE INDUSTRY. ALL PEOPLE.

In this update:

- [*Don't talk to me about Talent right now!*](#)
- [*Research 2009*](#)
- [*Reverse Mentoring, places limited.*](#)
- [*Discussion Forum, Jan 09*](#)
- [*What is this all about?*](#)

“We are in the middle of economic crisis and a recession – Don’t talk to me about Talent!”

I was at an event this week, and like many meetings and events over the past month, it was seriously hijacked by talk of economic doom and gloom.

A gentleman made the all too familiar comment:

“I’m about to have to lose 20% of my staff - staff I care about - and what’s worse, if I don’t let the 20% go now, 100% might have to go in a few months time. I really can’t think right now about Talent Management”

And of course, that’s natural. It’s not pleasant out there at the moment and people are scared. For many, survival is becoming the name of the game.

BUT... it’s now more important than ever to make sure that the people that you are retaining and relying on are engaged, motivated and highly productive.

They not only need to ensure that you ‘ride out the storm’ by continuing with their existing role, they will probably also have to rise to the occasion and stretch further to cover lost colleagues and to drive the business harder in this difficult environment. Then, when all is said and done, they will be the ones to pitch in as the economy recovers and business, once again, booms.

So, my question to you is: ‘Can we afford to not think about Talent Management at the moment?’

This will no doubt be a difficult time for our industry, as it will for others. However, it may also be an opportunity to get back to basics and re discover some of the skills and techniques that have fallen by the wayside in year after year of boom.

More of an onus will be placed on individual managers to get the best out of their teams. At the same time, less money might be available in training budgets for courses and classroom learning.

We have to remember we have done this before, we can so it again. We need to encourage managers to take talent under their wing and share everything that they know.

When you ask most people about their careers and their most important influences, it is very rarely a course or training session that is credited. More often than not it’s a person. Someone who took an interest and took the time to invest in their learning and development. So let’s make sure that the next generation of leaders and managers get the same opportunity.

It doesn’t cost much.

How can you get involved?

1. Register your support on our [website](#)
2. Get involved in mentoring and [nominate](#) candidates for mentoring
3. [Sign up](#) for one of our discussion groups or send along members of your team
4. [Support us](#) financially by becoming a sponsor of one of our initiatives – Research, Discussion Forums or our Mentoring Programme

News...

Research Project for 2009

One and All is working closely with the Department of Hospitality Leisure & Tourism and the Centre for Diversity Policy research at Oxford Brookes University to secure funding to undertake a significant Research Project in 2009.

We hope to gain further knowledge about the progression of diverse talent in the industry and the work already undertaken to address the issue in other sectors or countries.

Reverse Mentoring Programme – sign up now...

The One and All Foundation is launching a mentoring programme in January 2009.

Places are limited for the first session and with **only 10 places left**, time is running out!!

The aim of the programme is to involve individuals from middle management in coaching and mentoring talented people from diverse backgrounds who have just started out on their management career in our industry.

It's called **Reverse** Mentoring because just like other mentoring programmes, we want the mentees to learn more about themselves and ways to approach their career in the industry. However, at the same time, we will encourage the mentors to learn just as much from their mentees about the challenges or barriers that they face in the industry and their outlook on the future.

Mentors will attend a training session in January to learn more about the art of mentoring and about the 'reverse' aspect of this programme, then the pairs will meet once a month until July.

So get involved – volunteer as a mentor or nominate someone from your team as a mentee by [emailing](#) us.

The Dreaded 'D' word...

Diversity.

It's a part of talent management that has many people running for the hills – that is, until you understand what it's all about.

We are not advocating the downfall of the white male. Nor are we suggesting that positive discrimination is the way ahead!

The aim of One and All is to help businesses understand ALL of their employees and to actually engage all the available pools of talent in our industry to develop the managers and leaders for tomorrow.

We will be holding monthly discussion forums where peers can come together to discuss the practical, positive impact that understanding your employees can really have on your business and its future.

And it's not all one way. After an introduction to the Foundation and some of the core issues, these forums are intended as a venue for open, honest debate and ideas.

So get involved.

The first Discussion Forum is taking place in **London on January the 29th from 8.30 - 10.30am** and is for people who are in **Middle Management** – Area Managers of Contracts or High Street operations, Heads of Department in Hotels etc... So get in touch to find out more or to book your place – [email us](#).

We hope to create an environment where people feel that they can share their ideas and concerns and where we can discuss together possible ways to have an impact on your business and your team so places are strictly limited to 15 per session.

Dates have also been set for Discussion Forums in February and March...

Middle Managers, January 29th from 8.30 – 10.30am

Human Resources, February 19th from 8.30 – 10.30am

Chefs, March 19th from 8.30 – 10.30am

If you or a member of your team would like to attend, please [email](#) us to register a place.

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What is One and All?

There are some truly startling facts and figures out there. For example, did you know:

- *By 2011 only 20% of the workforce will be white, male, able bodied and under 45*

- *In London, the hotel and restaurant sector consists of 40.8% female and 44.1% BAME (black, Asian and minority ethnic) employees*

- *Nearly one in five people of working age in Great Britain are disabled*

Yet in an industry long regarded as a true meritocracy, an industry lauded for its ability to enable 'burger flippers' to become CEO's, we have a remarkable lack of diverse talent in our middle and senior management levels.

Why?

Well that's what the One and All Foundation wants to find out, and we want to help the hospitality industry understand the multitude of talent already working in our businesses. We need to engage, nurture and develop talent for the future that will be truly representative of the workforce that they lead.

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