FOCUS ON FIVE

Our five priority areas for managing people — and how you can excel at each one
People are at the heart of everything we do in Sodexo. So managing our people in a way that allows them to contribute to their full potential is absolutely fundamental to our success.

Our engagement and customer surveys in recent years have given us a clear picture of what it’s really like to work for Sodexo, and how well we are delivering on our own principles and values.

What we discovered was that there are many great examples of team leadership in our organisation. You can see some of them highlighted in this booklet. We also found that we do not always implement these practices consistently. We need to get better at talking to our people, recognising the great work they do, and making the time to discuss their performance and development.

These things are not optional extras. They’re crucial to delivering outstanding results. And of course, they make Sodexo a better place to work for everyone.

To achieve this, you’ll need to focus on five key things to manage your people effectively. At your next appraisal, you will need to provide evidence of how you have demonstrated these behaviours.

This booklet takes you through the five areas: what we expect from each manager, what to focus on, and where to find help and advice if you need it.

You’ll notice there’s nothing new here. The key is to ensure that you do these things consistently well – day in, day out.

As a manager you play a critical role in helping us get the best from our people. Follow the guidance in this booklet and you’ll be doing just that.

Simon Seaton
Chief Operating Officer
Sodexo Remote Sites Western Region
COMMUNICATION

WHAT WE EXPECT FROM YOU

Hold regular face-to-face communication sessions with your team, which allow them to contribute their suggestions, ideas and feedback.

WHY IT’S ESSENTIAL

Whatever people’s motivations at work, everyone wants to feel part of something.

Tell people what’s going on both in your unit and the wider business. Let them know how they can contribute and they’ll start to feel part of it.

Ask them for feedback or suggestions and they’ll feel valued and appreciated. You’ll also get a stronger insight into the issues affecting your team, and how to solve them.

KEY THINGS TO FOCUS ON

Talk to your team every week. It doesn’t have to be long. A five-minute huddle at the start of a shift can be surprisingly effective and help focus people for the day ahead.

Explain why: give reasons for decisions and events and your team will be far more likely to support them.

Ask questions: encourage your team to share their views and ideas. But make sure you act on their feedback or explain why you can’t take it forward.

Toolbox Talks: Use the Standard Operating Procedure Videos and Toolbox Talks to make your safety messages clear and engaging. You can view them at www.sodexo-glo.com. Use the username ‘Vcoach’ and password ‘Learning01’

WHERE TO FIND HELP

- Managers’ guide to communication booklet
- Video guides and eLearning tutorials

Visit www.sodexoremotesites.com/hr/growing-hr-employees.php and select the link for your country.

All the resources for Focus on 5 and links to the relevant pages can be found here!
Shane Rees  
Facilities Manager – Ocean Endeavour (Shetland)

Communication is obviously a vital part of working effectively in a team. I need to make sure that my team have all the information, all the resources and all the support they need to deliver the Sodexo service to all of our customers, day in, day out. For me, keeping promises, following through on commitments and understanding the pressures that my team are under is really important. To do this I need to be listening just as much as I’m talking!

In my opinion, one of the most useful tools a manager has is giving positive, constructive and practical feedback. This helps us develop personally and professionally. It helps when discussing individual and team performance, it shows that I am aware of what’s going on, and that I care about helping them to improve. It’s also about giving praise and positive feedback – an opportunity to thank people for a job well done. I appreciate it and I hope my team does as well.

I believe one of the main jobs a manager has to do is to remove obstacles that get in the way of the team performing to their very best. The only way to do this is to listen to what is causing them problems, and act to do something about it. If I can’t change things I’ll always explain why, and then we can start to look for other approaches which might improve the situation together.
RECOGNITION

WHAT WE EXPECT FROM YOU

Recognise your team members on a regular basis, both informally and through effective use of our various reward channels.

WHY IT’S ESSENTIAL

We all have a need to feel appreciated, whether at home or at work.

Regular, positive recognition shows you care about your team enough to pay attention to what they’re doing. It not only makes them feel valued, but encourages them to continue to give their best at work.

Rewarding a specific behaviour also increases the likelihood of that behaviour being repeated. So the more good things you can find to recognise, the more chance you have of reinforcing that performance.

WHERE TO FIND HELP

• Managers’ guide to recognition booklet
• Video guides and eLearning tutorials
• The Spirit of Sodexo guide

Visit www.sodexoremotesites.com/hr/growing-hr-employees.php and select the link for your country.

All the resources for Focus on 5 and links to the relevant pages can be found here!

KEY THINGS TO FOCUS ON

Hit the mark: make your recognition specific, timely and sincere. And keep it separate from pointing out any improvement opportunities.

Catch someone doing something right: we often only notice when someone is doing something wrong. Why not catch them doing something right?

Do it every day: with a bit of practice, it’s easy to spot things to compliment! Look out for colleagues who have role modelled our values: service spirit, team spirit and spirit of progress.

Use a range of channels: a verbal ‘thank you’, handwritten notes, team meetings, celebrating service milestones, vouchers, thank you cards, Spirit of Sodexo nominations… there are lots of ways to show your appreciation.

FOCUS ON FIVE

Hit the mark:

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Catch someone doing something right:

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- Why not catch them doing something right?

Do it every day:

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- Look out for colleagues who have role modelled our values: service spirit, team spirit and spirit of progress.

Use a range of channels:

- A verbal ‘thank you’, handwritten notes, team meetings, celebrating service milestones, vouchers, thank you cards, Spirit of Sodexo nominations… there are lots of ways to show your appreciation.
You can’t manage a team just by focusing on what people need to improve on. I believe you get the very best out of people when you recognise when things are going right. The thing with recognition is that if you are not specific enough then people don’t really know what they are being thanked for. I think when you thank someone for something, they have to be clear on what they did that was good, and why it means such a lot. You have to use a range of different methods of recognition for it to stick.

Every month we have employee of the month where it’s the staff that nominate each other based on the Sodexo values. The winner gets £25 of John Lewis vouchers and a well done card.

We also partner with the client for really big ‘thank yous’. Our Handyman was recently given vouchers from BG Group and recognised at the town hall for his exceptional customer care skills which was fantastic!

And we also had the whole team nominated for an excellence award at a recent town hall. I had to stand up and say a speech in front of the whole of BG Group and explain to them the challenges we have had trying to make cost savings without having an effect on the services we provide. All the staff will receive vouchers and a thank you card.

I think you can see that if you are genuinely recognising the work of your team, your team will then pass that recognition on to their colleagues too. We have really focused on the Spirit of Sodexo awards and it’s paying off. People appreciate the service and support they receive from each other and are actively recognising each other’s efforts, it’s great to see.
EMPLOYEE WELFARE

WHAT WE EXPECT FROM YOU

The wellbeing and performance of your team is what makes this business tick. Follow the appraisal process for every member of your team, whatever their level. Every employee is entitled to meaningful appraisals and 1:1s so they know what’s expected and how to achieve it.

WHY IT’S ESSENTIAL

“How am I doing?” is a fundamental employee question. Answering it is key to improving engagement.

If you give your team members regular feedback, they’re likely to work harder, focus on the right things, and stay with Sodexo longer. You can also prevent small issues from escalating, saving you hours of time dealing with difficult issues later on.

The appraisal also ensures that everyone’s role is aligned to achieving our group goals. If we’re all rowing in the same direction, we’re far more likely to get better results.

Employee Welfare is also about personal wellbeing. Get to know your team and the Sodexo services available when they need it.

KEY THINGS TO FOCUS ON

Make time for regular review meetings. Put meetings in your diary in advance, and don’t move them.

Make them meaningful: encourage your team members to reflect on what’s gone well in their job, and what hasn’t. Help them to see how their role supports the wider business, and how even small improvements can make a big difference.

Talk about the future: find out what their career aspirations are, and if appropriate discuss actions that might help move them forward.

Set SMART objectives that give a clear direction on what your team members need to achieve.

WHERE TO FIND HELP

- Managers’ guide to employee welfare booklet
- Appraisal guides and video clips
- Visit www.sodexo-glo.com for e-learning modules on appraisal and management skills
- The UK runs face to face workshops on ‘Effective Appraisals’ and ‘Performance Management’ — these help managers to have great performance conversations — you can book them via Learning and Development Team

Visit www.sodexoremotesites.com/hr/growing-hr-employees.php and select the link for your country.

All the resources for Focus on 5 and links to the relevant pages can be found here!
A really important part of looking after the performance and welfare of the team is the daily discussions and interactions you have with your people. In some respects I think this type of daily recognition is more important than just giving praise.

In my 1:1s I focus a lot on who it is we really work for, the common goals we have as a team and how we plan to achieve them. It is about the people and the customers we serve, not just numbers or results. I am trying to create a pleasant working environment for each individual, so while it’s important that we are discussing work, we need to remember that we are individuals who will perform better if there is a real atmosphere of trust and respect on board.

It is very important to feel that you are liked and respected – for who you are and not just what kind of job you do. This means that others in the workplace must know me as a leader, and it’s important that we all become acquainted with each other, finding something in common that we can share.

I believe this helps people provide a better service and makes people excited to come to work. In an environment like this, performance improves, safety improves and relationships improve – that’s what everyone wants!

When I talk about employee welfare, I’m talking about creating a good feeling with others. Motivational leadership does not cost money; it requires awareness of people and their personalities, and taking the time to ensure that everyone feels part of something positive when they come to work.
LEARNING AND DEVELOPMENT

WHAT WE EXPECT FROM YOU

Ensure your team have access to appropriate learning opportunities, development plans are completed and reviewed, and all new starters have a comprehensive induction.

WHY IT’S ESSENTIAL

Even minor improvements to performance can have a dramatic effect across the business. The way to achieve that is to focus on development.

Some of your team may be quite happy staying in their current role, but don’t assume that’s the case. Even if they are, that doesn’t mean you should ignore their development.

Your team members can all get better at what they do, and as a manager you can help them identify how. Remember, learning is not just about going on a course. Most of our learning is from working with colleagues, taking on new tasks or practising a skill.

Learning and development is especially important for new starters. As a manager, you play a key role in making sure they get off to the best possible start.

Induction sets the tone of an employee’s experience of Sodexo. Get it right and we set them up for success, making them feel valued, respected and cared for. But get it wrong and we set them up to fail, creating more problems further down the line.

KEY THINGS TO FOCUS ON

Follow the induction process: get your team members off to a great start and you’ll reap the benefits later.

For frontline managers, use the Great! tools with your teams on a regular basis.

Ensure you follow up on development needs identified in appraisals, 1:1s and in development plans.

WHERE TO FIND HELP

- Manager’s guide to Learning and Development
- North Sea Managers’ eLearning portal
- Learning with Sodexo guide
- Great! Managers’ pages
- Learning pathways

Visit the Focus on 5 pages at www.sodexoremotesites.com/hr/growing-hr-employees.php to access these materials
It’s my responsibility to treat all my crew members with respect, and make sure they all get the same attention personally and professionally. It’s easy to use your energy on the colleagues that show you that they are excellent performers on a daily basis. It’s also tempting to focus your energies on the people who most need development and support. However, while it’s your role to organise the support and development of your team members, it does not always have to be you that actually carries it out.

I use experienced members of my team to help coach and guide others. It’s just as important to focus on colleagues that are in the ‘background’ who carry out their duties quietly and to the right standard. They also need your attention. Whether it is a compliment, a quick suggestion or a discussion on how they complete their day to day tasks.

I always try to improve my crew by telling them what they do well and thank them for that. It motivates them and it makes the team stronger.

Start by training your frontline personnel and giving them the tools to train their teams to a higher standard. Sit together for a few minutes on a daily basis to review their work and if necessary support them with your knowledge. I am always looking for opportunities to offer up extra responsibilities or new tasks. For example, when a frontline team member is sick or on holiday we can move a regular crew member into that position to give them an opportunity to show their skills. Not only does it make your teams more flexible, it also allows a fresh pair of eyes to see the task and possibly new ways of doing things.
CLEAR DIRECTION

WHAT WE EXPECT FROM YOU

Ensure each member of your team understands what the business is trying to achieve, and have a clear picture of how they can contribute to the success of your team and the wider business.

WHY IT’S ESSENTIAL

Everyone wants to feel that what they do matters. And if they can see how it matters, they’re more likely to do it more effectively.

For example, a cleaner may see their job as ‘just cleaning’. But you can help them understand that hitting the spec every time improves everyone’s wellbeing on site. This helps people feel better about their work, which makes them more productive; in this way we are all contributing to the same goal.

You can show your team that they are living our values and helping to make the whole experience better.

You can tell the chef the unit’s targets for profitability, for improving customer perception or for reducing costs. Ask them how the team can help achieve those targets. They’re far more likely to deliver results.

WHERE TO FIND HELP

- Managers’ guide to clear direction
- Sodexo’s Remote Sites’ business strategy and country objectives can be found on the Focus on 5 pages
- Groups strategies and plans can be found on SodexoNet

Visit the Focus on 5 pages at www.sodexoremotesites.com/hr/growing-hr-employees.php to access these materials

KEY THINGS TO FOCUS ON

Use 1:1 meetings and the appraisal process to help your team members understand why their role is important.

Talk about business plans in your team meetings. Tell your team about the wider targets and goals of the business, and highlight how your team can contribute to achieving them.

Keep it simple, and translate business plan objectives and targets into simple actions your team can understand.

Keep your team updated on how both your team and segment are performing, where improvements can be made, and how their performance supports the wider plan.
Remote Sites in the North Sea is big business. We’re speaking about catering, hospitality, hygiene, facilities management and all the support services that make it work...this business is worth hundreds of millions of Euros. It’s important that we share the strategy, the goals, the expectations and challenges with our teams, and let them know the vital role they play in making this happen.

Obviously we have business goals and objectives which I try to communicate clearly to my team. To ensure we are being proactive on the client’s requirements I also have regular calls with the Offshore Installation Managers too. Generally there are three things I try to do regularly to provide clear direction to my team.

Setting expectations
My team need to know what I expect from them. I ask them to come into the office regularly when they are mobilising or demobilising so that we can catch up and plan for the trip, or review what happened over the last 2 weeks. My team need to know the standards I expect, and they need to tell me what support and guidance they expect from me. The standards you set are the standards you get.

Visiting installations
Because our teams work remotely, it is really important to get out to the installations to see them. I need to make sure that I am providing my Stewards and Chefs, as well as my Unit Managers, with the clear direction they need. I want to give them a sense of what we are all achieving here. It also gives me an opportunity to listen to their ideas or concerns so that I can do something about them.

Conference Calls
My door is always open, and my team know they can contact me any time. I’m a big believer in communicating regularly. If something’s worth saying, it’s worth repeating. I hold regular conference calls on operational and safety issues to make sure that we are all sharing best practice, sharing ideas, and sharing the team vision of making Sodexo #1 in the North Sea!