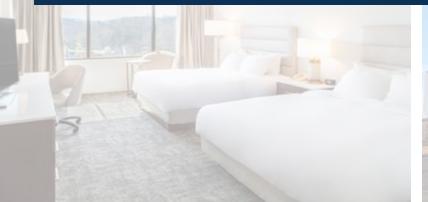
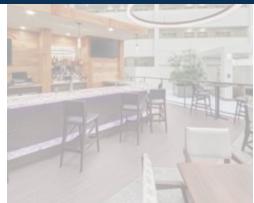


Hotel Equities Leadership Development Process













Using our vision, mission and culture statements as our "true north", Hotel Equities prides itself on our many leadership offerings for both existing team members and new hires.

Mission Statement To be an extraordinary lodging company Our value statement #3 of "hire an attitude and teach them the business" is apparent in all we do. Our goal is to create servant leaders who are best in class– in hotel operations/sales and brand knowledge.

Culture Statement

A legendary lodging company making a distinct difference in people's lives

Our development of leaders is a multi-program approach; offering more challenging curriculum and assignments as a leader progresses in our company.

Read on to learn more about our programs.



Our Value Statements

Do unto others as you would have them do unto you. (The Golden Rule)

You never get a second chance to make a first impression.

Hire an attitude and teach them the business.

Inspect what you expect.

The greatest leaders are the greatest servants.

Wherever you are, be there.

If it were my money, would I spend it?

Nothing happens until somebody, sells something.

Guests aren't always right, but they are always guests.

Having integrity is doing the right thing when no one is looking.

Learn from your mistakes.



All people matter to God.



HE Leadership Development Process

At Hotel Equities, we balance Universal Leadership skills along with Hotel Equities Specific Leadership skills.

Through our many program offerings, leaders focus on Operations, Sales, Revenue Management, Asset Management, Accounting, Common Management, HR practices and Leadership Skills.

Continue reading for a breakdown of each program we offer.

INDIVIDUAL Development Program

INTERNAL HIRES

> Self-Directed--GM Supported

Participants: Aspiring Property Leaders MANAGEMENT Development Program

Correctly Self-Directedmanaged by Talent team

Participants: Supervisors + Managers LEADERSHIP Development Program

Developing Tomorrow's Multi-Unit Leaders

Participants: New Multi-Unit Leaders ONGOING Development

Annual Conference Monthly Training Calls Discipline Specific Training Brand Specific Training

> Participants: GM's and DOS'

EXTERNAL HIRES

SUMMER Internships

GM Managed Supported by Talent Team

Participants: Sophomore + Junior Undergraduate Students MANAGEMENT Training Program

Entry to HE Management Team

Participants: Recent College Graduates (last 5 years)



Individual Development Program (IDP)

Initiated by the student. Typically, the first introduction to management & leadership principles Includes both program & learning cohort coaches, that student meets with (each) monthly

Focus on completion of tasks- both technical and leadership based

- This program is self-directed with assistance from General Manager
- The Talent Department supports students by answering questions, connecting students with others in IDP and houses all work on shared platform

Continuation of tasks started in IDP

Intended Result:

Self-development or future readiness for MDP

Management Development Program (MDP)

Nominated by GM, endorsed by Leadership Team.



 Approximately 6 months in length
"Correctly self-directed" program with both universal skill building, as well as some aspects that may be unique to the individual learner

Capstone project is ROI based, with final presentations to company senior leaders in Atlanta. Begin to understand the uniqueness of Hotel Equities

Either because the individual wants to initiate the focus on their development or as a prerequisite to MDP



Intended Result:

Promotion into, or further into management



Management Training Program (MIT)

MIT works in each area of hotel including rooms, F & B, night audit, maintenance, sales, and revenue management

- Length is approximately 6-9 months, depending on level of experience when hired.
- GM treats MIT as part of the leadership team and mentors MIT in areas of their day-to-day operation such as rooms, F & B, hiring, discipline, accounting, owner relations, sales, etc.

Intended Result:

Promotion to management

Summer Internships available for current college students prior to graduation

Leadership Development Program (LDP)

The focus of this program is for experienced leaders moving into, or enhancing their skills in, multi-unit leadership. Time is spent on key areas of development in many disciplines within Hotel Equities.



The learning is focused on a major project that will add value to the overall organization.

Senior leaders participate in learning sessions with each group of students. Senior Leaders participate in learning sessions with each group of students.

Intended Result:

Enhanced skills in multi-unit leadership



Ongoing Development

Foundations is a class that focuses on the culture of Hotel Equities and what makes us unique to the industry.

Intended Result:

Continuing the growth and development of our talented managers

- Hotel Equities is always seeking ways to keep managers current and help them grow.
- This includes annual, regional and brand conferences or other training opportunities throughout the year.



For more information, please contact Marissa Little: mlittle@hotelequities.com

