



## The Hotel Owner's Leadership & Talent Readiness Checklist

### Instructions

Complete this checklist to spot strengths and potential people/culture risks in your property or portfolio—so you know where to focus next.

- For each statement, check the box only if it is **consistently true** (not “sometimes”).
- If you're unsure, leave it unchecked and jot a quick note about what information you'd need to confirm it.
- Answer based on observable behaviors and recent execution (e.g., the last 60–90 days), not intent or isolated events.
- When you're done, review “How to Read Your Results” and circle the 3–5 unchecked items that matter most right now.

*Tip:* Plan for 10–15 minutes. If multiple leaders are completing this, compare answers and discuss where ratings differ—those gaps are often the most useful. Share your notes with your advisor/consultant if you'd like help prioritizing next steps.

### Leadership Alignment

- Do we have clear expectations for our General Manager and leadership team?
  - Are leadership behaviors consistent across properties?
  - Do leaders understand what “good” looks like—beyond KPIs?
  - Are leadership issues addressed early, or allowed to linger?
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### Hiring & Talent Risk

- Are we hiring for culture fit, not just resumes?
- Do we clearly define success before starting a search?
- Have recent hires strengthened—or disrupted—our culture?
- Do we know the *true cost* of a mis-hire in our organization?



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### **Culture & Engagement**

- Do team members understand the brand promise in daily behavior?
  - Is engagement measured beyond annual surveys?
  - Are accountability and support balanced?
  - Do leaders model the culture we expect?
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### **Ownership Confidence**

- Do we feel confident in our leadership bench?
  - Are we proactive—or reactive—when people issues arise?
  - Do we have a trusted outside perspective when needed?
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### **How to Read Your Results**

- If you checked **most boxes**:  
You likely have strong alignment—but even high-performing teams benefit from periodic outside perspective.
- If several boxes gave you pause:  
Those gaps often lead to turnover, inconsistency, and performance drag when left unaddressed.

This checklist is not a scorecard. It's a **starting point for clarity**.