

INDUSTRY MENTORING PROGRAMME



An HAI Initiative for the Hotel Sector

गजेन्द्र सिंह शेखावत
Gajendra Singh Shekhawat



संस्कृति मंत्री एवं पर्यटन मंत्री
भारत सरकार
Minister of Culture and
Minister of Tourism
Government of India



MESSAGE

I am immensely pleased to learn about the "Mentor Mentee Program", conceived and formalised by Hotel Association of India (HAI), the apex forum of the Indian Hospitality Industry. It is a very welcome initiative not just for the Indian hotels but for the whole of India tourism and for Industry at large. All sectors can benefit from it. Industry leaders can replicate the same in their respective sectors.

The program executed professionally will facilitate a sustainable growth of the sector by developing critical leadership skills necessary to meet fast paced changes in technology, in sustainable practices and in customer behaviour and expectations.

The Mentoring handbook is a useful tool. Not only does it provide the practical framework of the program, it also lays down its ethical boundaries. It is a handy guide for both the mentor and the mentee in terms of their expectations, rights, duties and conduct during the program.

I wish the program all success.

(Gajendra Singh Shekhawat)

New Delhi

HAI EXECUTIVE COMMITTEE



Mr. K.B. Kachru
President
Hotel Association of India
Chairman - South Asia
Radisson Hotel Group



Mr. Puneet Chhatwal
Corporate Member
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Hotel Association of India
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Mr. M.P. Bezbaruah
Member (Ex-officio)
Secretary General
Hotel Association of India

PRESIDENT'S MESSAGE

The hotel industry is fast-paced and ever-evolving, requiring adaptability and strong people skills, in addition to operational expertise. New professionals face a steep learning curve, while seasoned experts hold valuable insights gained through years of experience. The unprecedented growth in tourism post Covid and the resultant rapid expansion of hotels across the country has created a shortage of talent more so at the senior levels.

To develop future leaders, as the apex body of the Indian hospitality industry, Hotel Association of India (HAI) has taken a bold initiative - The **Mentor-Mentee Programme**, that has been designed specifically for the hotel sector. A structured Industry Mentoring Programme, it aims to bridge the talent gap, fostering collaboration, and professional guidance.

At a conceptual level, the programme entails current hospitality leaders mentoring emerging ones to create future leaders promoting Stronger Organizational Culture, Career Pathing & Growth, Leadership Development, Knowledge Transfer, Employee Engagement & Retention. The Programme framework includes setting up of clear goals & expectations by defining roles and objectives for both mentors and mentees supported by regular feedback and course correction.

Crafted by domain experts of HAI member hotels it will facilitate a sustainable growth of the sector by developing critical leadership skills necessary to meet fast paced changes. It is different from the regular and continuous skilling programmes that hotels, skill councils and hospitality schools operate and offer.

I thank the members of the HAI executive committee for their contribution and support in the fructification of the programme.

A special word of appreciation and gratitude for the effort and time put in by the working group in finalising the framework and facilitating the operationalisation of the programme.

Able led by Mr. Sanjay Bose from ITC Hotels Ltd., assisted by team members, Mr. Nilesh Mitra & Ms. Shefali Rawat; supported by Mr. Yogendra Agnihotri of the Radisson Hotel Group, Ms. Vibhuti Verma from Lemon Tree Hotels, Ms. Mugdha Mahambrey of Chalet Hotels, Ms. Himani Sharma of the Taj group of hotels and Ms. Charulata Sukhija at the HAI Secretariat.

HAI looks forward to the adoption of the programme by Members. Nothing would give me more pleasure than its integration in various hospitality brands in India. I would be very grateful if the respective country heads draw on the benefits of the initiative that is rooted in the age old Indian tradition in education - the "**Guru Shishya Parampara**".

(K.B. KACHRU)
President HAI



LeaderSpeak

The strength of our industry lies not just in the legacy of excellence we uphold, but in how we shape the leaders of tomorrow. The Industry Mentoring Programme by HAI is a transformative initiative—one that brings together experience and aspiration, wisdom and curiosity. Mentorship, when structured with intent and shared with sincerity, becomes a powerful catalyst for both personal growth and organizational progress.

Puneet Chhatwal, Managing Director & CEO
The Indian Hotels Company Limited

The HAI Industry Mentorship Programme is a commendable initiative and a significant step to empower and inspire hospitality professionals across organizations. The programme reflects a shared commitment to cultivate the next generation of hospitality leaders and experts and is a much-needed investment in people, providing an invaluable platform for learning, guidance, shared insights and professional development.

Priya Paul, Chairperson
Apeejay Surrendra Park Hotels Limited

Mentorship is a powerful way to nurture the next generation - bridging experience with fresh perspectives and values with vision. At a time when skilled talent is in short supply, structured mentorship can accelerate learning, close industry gaps and build a future-ready workforce. I commend HAI for launching this meaningful initiative to support talent and growth in hospitality.

Dr. Jyotsna Suri, Chairperson & Managing Director
The LaLiT Suri Hospitality Group

The Mentor-Mentee initiative by the Hotel Association of India is a meaningful step in shaping the future of our industry. At its heart, hospitality is about people — and this programme recognises the power of investing in talent. By sharing our time, experience, and perspective with emerging professionals, we not only help shape tomorrow's leaders but also reinforce a culture of purpose, excellence, and resilience that will define Indian hospitality in the years ahead.

I am delighted to support this initiative and am confident it will prove to be a significant success.

Vikram Oberoi, Managing Director & CEO
EIH Limited

The hospitality industry has always thrived on the spirit of service, adaptability and human connection. As we navigate an evolving landscape shaped by technology, changing guest expectations and the rise of new talent, the importance of nurturing our future leaders has never been more critical.

It is my belief that a structured, industry-wide mentoring programme is one of the most powerful tools we can adopt to support this evolution. Such a programme allows us to tap into the rich experience of seasoned professionals and share it with the next generation of hospitality leaders. It becomes a bridge—connecting knowledge, culture, and values—with practical insights that no classroom or training module alone can fully impart. Mentorship is not merely about career guidance. It is about inspiring confidence, sharpening perspective and instilling the intangible traits that define excellence in hospitality—grace under pressure, guest-centricity and leadership by example. For mentors, the experience is equally rewarding—it offers the opportunity to give back, stay connected with emerging trends and shape the future of our industry.

In today's talent-hungry environment, where organizations compete not just for customers but for capable, committed professionals, the mentoring relationship becomes a differentiator. It is a meaningful investment in people—one that builds loyalty, improves retention and enhances capability at all levels. The future of hospitality rests not just on innovation or infrastructure, but on People. And when we invest in People, we invest in a legacy that transcends generations. Let us come together not just as individual brands but as a collective force working toward a stronger, more future-ready hospitality ecosystem.

On behalf of HAI, I urge my industry peers to support and actively promote the Industry Mentoring Programme.

Anil Chadha, Managing Director
ITC Hotels Ltd.

The hotel sector has shown steady growth and a strong performance over the last three years and will continue to do so over the next 5 years and more. In this environment, it is important for hospitality companies to develop a pipeline of leaders who can run hotels effectively and profitably. The Hotel Association of India has developed the Industry Mentoring Programme to ensure a structured plan to provide on-ground learning (to mentees) that drives excellence and performance. We are confident we are creating the right environment for knowledge-sharing (by mentors) and consequent best-in-class service across the Indian hospitality sector.

Patanjali G Keswani, Chairman and MD
Lemon Tree Hotels Limited

Mentoring is more than guiding talent – it's about maximising potential, nurturing future leadership and building a resilient tomorrow for our industry. Through this structured mentorship programme, we will empower individuals to grow, innovate, and carry ahead the legacy of Indian Hospitality that is synonymous with Excellence.

**Rohit Khosla, Vice President
Hotel Association of India**

It gives me immense pleasure to extend my heartfelt appreciation for the launch of this insightful handbook on "Industry Mentoring Programme" by the Hotel Association of India.

This Mentor-Mentee initiative is a timely and transformative step towards bridging generational knowledge gaps, nurturing young professionals, and building a resilient talent pipeline for the future.

I firmly believe that this programme will empower emerging hoteliers to meet global standards while upholding the unique warmth and hospitality that India is known for.

My congratulations to the entire HAI team and all contributors to this initiative and I am quite optimistic this programme will serve as a beacon of excellence, and the mentor-mentee bonds will help to shape the next generation of leaders in Indian hospitality.

**Dr. J. K. Mohanty, Managing Director
Swosti Premium Limited**

The hospitality industry is powered by people – their passion, resilience, and drive to deliver exceptional guest experiences. While knowledge and technical skills form the foundation, it is the wisdom, values, and mentorship of seasoned professionals that truly shape future leaders.

The Hotel Association of India's Industry Mentoring Programme is a strategic initiative that bridges experience with aspiration. By connecting veterans with emerging talent, it strengthens our leadership pipeline and reinforces hospitality as a career of choice. I urge all stakeholders to actively support this programme and help build a stronger, more future-ready industry.

**Dr. Sanjay Sethi, Managing Director & CEO
Chalet Hotels Limited**

Professional success comes with responsibilities. This includes giving back to the community that has been instrumental in that success.

There is no better investment than knowledge. Wisdom, experience, personal learning squeezed and synthesized for the benefit of the next generation of hoteliers. HAI's initiative in launching a mentor and mentee programme is laudatory. Comes at a perfect time for a growing and shining India. The programme aims to transform budding young managers into brilliant hoteliers. It will bring about significant positive transformation in the quality for our next gen hoteliers. And in the experiences of hotel guests across the country.

**Ajay Bakaya, Chairman
Sarovar Hotels Pvt. Ltd.**

Industry Mentorship Programme is a visionary initiative that embodies the spirit of collaboration and knowledge-sharing. By pairing seasoned industry professionals with emerging talent, we can foster a culture of growth, innovation, and excellence. I believe this programme will play a pivotal role in shaping the future of hospitality, and I'm honored to support this endeavor.

**Rupak Gupta, Managing Director
U.P. Hotels Limited**

The heart of our industry lies in people, and as we move into a future driven by innovation and empathy, nurturing talent has never been more vital.

The HAI Mentor-Mentee Programme is a timely initiative that reflects our shared responsibility to invest in the next generation of hospitality leaders. To all the aspiring professionals: your curiosity, courage, and commitment will shape the future of this dynamic industry. Seek guidance, ask questions, stay curious – because your journey begins with the right mentorship.

Together, let's build an ecosystem where talent is not only discovered but also deeply valued and meaningfully developed.

**Nikhil Sharma, Managing Director & Chief Operating Officer
-South Asia, Radisson Hotel Group**

Few industries are as fiercely human as hospitality, where every touchpoint is a person and every experience is a reflection of someone's care. The people behind the service are the true differentiators of our industry. They shape not just guest experiences, but brand reputation, operational resilience, and long-term business value.

As the industry grows, the expectations placed on those people, especially emerging leaders, are evolving faster than ever. Many are stepping into complex roles without the benefit of structured guidance or cross-functional context. This is where the Industry Mentoring Programme plays a pivotal role.

This initiative addresses a pressing industry need: to prepare future leaders not just through training, but through wisdom, passed on by those who've navigated the challenges, decisions, and nuances of leadership first-hand. By fostering one-on-one, experience-rich mentoring relationships across organisations, it enables practical learning, sharper instincts, and a more confident, capable talent pool.

What makes this programme especially valuable is its collaborative spirit. It moves beyond brand boundaries to serve a larger purpose: building leadership capacity for the sector as a whole. In doing so, it reinforces the foundation on which hospitality thrives – people who are empowered, equipped, and deeply invested in what they do.

In no other business does the product walk, speak, listen, and feel, because in hospitality, the people are the experience. Investing in them isn't just good practice, it's the future of our industry. Programmes like this remind us that when we invest in people, we invest in everything that truly matters.

**Mr. Zubin Saxena, SVP, Region Head – South Asia
Hilton Hotels Management India Pvt. Ltd.**

In hospitality, experience is our most precious currency, but its true value lies in how it's shared. The Mentor Mentee Program by HAI is a timely initiative that transforms experience into growth, purpose and leadership.

At The Leela, we believe great leadership is less about titles and more about creating environments where others can thrive. This programme invites us to be enablers of that growth, not instructors, but guides who listen, challenge and inspire.

The program's structured, people-centric approach reflects the finest traditions of our industry. As leaders, we must now invest in our next generation with the same rigour we apply to our brands.

I urge my peers to embrace this not as an obligation, but as a legacy. Mentorship is our opportunity to shape the future of Indian hospitality with purpose, with passion and with people at the heart of it all. Our true legacy will be the leaders we help rise.

**Anuraag Bhatnagar, Chief Executive Officer
The Leela Palaces, Hotels and Resorts**



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**Working
Group**



INDUSTRY MENTORING PROGRAMME

An HAI Initiative for the Hotel Sector



Sanjay Bose

HR and Learning & Development
ITC Hotels Ltd.



Hospitality, at its core, is an art—one that is best honed through observation, experience, and immersion. While development programmes provide a foundation in domain knowledge and skills, it is experiential learning that truly shapes capable professionals and future leaders.

The Industry Mentoring Programme initiated by the Hotel Association of India represents a commendable step in bridging this gap. By facilitating direct engagement between seasoned industry leaders and aspiring professionals, it offers a unique opportunity to impart knowledge that transcends conceptual knowledge and organisational boundaries. There can be no greater preparation for leadership than learning from those who have navigated the journey themselves.

This initiative not only supports individual development, but also contributes meaningfully to the creation of a stronger, more future-ready hospitality workforce. It is a privilege to support such a purposeful endeavour, and I am confident it will make a lasting impact on all those involved.



INDUSTRY MENTORING PROGRAMME

An HAI Initiative for the Hotel Sector



Nilesh Mitra

Talent Management
ITC Hotels Ltd.



As the competition for in-demand talent intensifies, the relevance of co-learning programmes continues to gain greater momentum. The Industry Mentoring Programme designs to deliver people development solutions fast enough to meet evolving needs, across different functions and levels within the hospitality industry. By pairing experienced professionals with emerging talent, it enables impactful knowledge transfer and sharper career focus apart from driving collaboration. This strategic investment reflects our commitment to capability-building as a pathway to Leadership. With its efficacy aiming to arrive at win-win outcomes for all stakeholders, I am convinced of its relevance and benefit across all organizations.





INDUSTRY MENTORING PROGRAMME

An HAI Initiative for the Hotel Sector

Mugdha Mahambrey

Human Resources
Chalet Hotels Ltd.



Being part of the team that brought HAI's Mentor-Mentee programme to life has been incredibly meaningful. Creating different learning tracks to meet people where they are in their journey—whether just stepping into leadership or growing into larger roles. It's been a chance to build something that empowers real people with real potential in a time which is need of the hour. Truly grateful to have played a role in shaping tomorrow's hotel leaders.



Vibhuti Verma

Human Resources
Lemon Tree Hotels Ltd.



It has been a privilege to work with such learned leaders and colleagues and contribute my bit to the "Mentoring Handbook". The Industry Mentoring Programme will surely provide great insight to new and budding talent and equip them with well-rounded practical knowledge from the personal experiences of industry stalwarts.



INDUSTRY MENTORING PROGRAMME

An HAI Initiative for the Hotel Sector



Yogendra Agnihotri

Operations - South Asia
Radisson Hotel Group



It's a great initiative! Creating a mentorship relationship can offer mentees with immense advantages, such as new knowledge, extended networks, and the ability to grow. Having a mentor is about having someone who can provide valuable feedback, encouragement and support to help you grow both professionally and personally.



Himani Sharma

Human Resources
Indian Hotels Company Ltd.



Through meaningful conversations and guided exploration, this programme builds bridges between experience and ambition.







INTRODUCTION

Mentorship programmes are pivotal in cultivating a culture of continuous professional growth and meaningful development. When thoughtfully structured and actively supported, such programmes become a powerful tool to enhance employee engagement, build leadership pipelines and foster collaboration.

A well-designed mentorship framework not only facilitates the transfer of knowledge, skills and organizational values, but also provides a structured platform for employees to receive guidance, expand their perspectives and develop competencies aligned with both personal and organizational goals. Mentees gain from the insights and experience of seasoned professionals, while mentors refine their leadership, communication and training abilities.

The impact of mentorship extends beyond individual development. It contributes to higher retention rates, improved performance, and a resilient workplace culture rooted in trust and mutual respect. By enabling meaningful connections across hierarchies and departments, mentorship creates a dynamic, agile workforce equipped to meet current demands and future challenges—resulting in sustained benefits for employees and the organization alike.

An initiative of Hotel Association of India, the Industry Mentoring Programme refers to a professional relationship in which an experienced professional provides guidance, support and knowledge to a less experienced individual. This programme helps the mentee navigate their career, develop industry-specific capabilities, understand professional expectations and make informed decisions about their growth.

The Industry Mentoring Programme is a strategic initiative designed to promote professional development, knowledge sharing and leadership grooming across the industry. This handbook serves as a guide for the effective implementation and administration of the programme across, within the context of the hotel industry.



OBJECTIVE

A mentorship programme is a vital component of any people-development strategy, designed to enhance employee engagement, lower attrition and transform high-potential talent into future leaders. More than just a development tool, mentorship fosters a culture of collaboration, trust, and continuous learning across the organization.

At its essence, mentorship is a relationship between an experienced professional—the mentor—and a developing team member—the mentee. The mentor commits to guiding, advising, and supporting the mentee in navigating both professional and personal growth. What distinguishes mentorship from traditional training is its inherently human, social nature. Rather than focusing solely on knowledge transfer, mentorship encourages dialogue, mutual problem-solving, and shared reflection.

Unlike conventional instruction, mentorship is deeply experiential. Mentors draw from their real-life journeys—lessons learned, challenges overcome, and milestones achieved—to provide context and wisdom. Mentees, in turn, contribute fresh perspectives, curiosity, and a willingness to evolve, creating a dynamic exchange that benefits both parties.

While informal mentoring can naturally occur in workplaces, a structured mentorship programme brings intentionality and clarity to the process. It establishes defined objectives, ensures thoughtful matching of participants, and creates a framework that sets expectations, timelines, and accountability. This structure helps maximize the value of the relationship, ensuring consistency and impact across the organization.

Importantly, mentorship goes beyond professional skill-building. Conversations often touch on broader aspects of personal development—ranging from managing stress and maintaining work-life balance to building confidence and resilience. These deeper connections strengthen employee well-being and create a sense of belonging and support within the workplace.

In its truest form, mentorship is a two-way journey—where both mentor and mentee evolve, not only as professionals but as individuals. It is this shared growth that makes mentorship one of the most meaningful and impactful forms of development in the modern workplace.



NEED

Unprecedented Industry Growth Amidst Talent Shortages: A Strategic Imperative for Leadership Capability Building

The hospitality industry is currently navigating a phase of unprecedented growth—a strong upcycle that is both promising and challenging. While this surge presents abundant opportunities for business expansion and individual career progression, it is accompanied by an acute shortage of skilled talent across levels. This “double whammy” of rapid growth and constrained human capital is creating a complex operating environment for organizations.

In many cases, the accelerated career advancement of individuals is outpacing their readiness for higher responsibilities. The absence of well-rounded, fully prepared professionals capable of handling the full spectrum of leadership duties is beginning to impact organizational effectiveness and service standards. The implications extend beyond individual establishments—this capability gap is influencing the industry’s performance at large.

If unaddressed, the situation poses significant mid to long-term risks. As customer expectations continue to rise, the inability to consistently deliver quality experiences due to inexperienced leadership could result in declining guest satisfaction, brand erosion and potential stagnation in demand.

To mitigate these risks, there is an urgent need to establish a stable and scalable pipeline of leadership-ready talent across various operational and strategic levels. This cannot be the responsibility of individual organizations alone. It calls for a collaborative, industry-wide effort to design and implement structured capability-building programmes that prepare professionals for next-level roles with speed, depth, and precision.

In conclusion, the hospitality industry must recognize this inflection point as an opportunity to collectively invest in long-term talent sustainability. Proactively addressing the leadership readiness gap today will ensure resilience, competitiveness and continued excellence in the years to come.

APPROACH

Hotel Association of India (HAI) will be the umbrella body responsible for its governance and integrity. The following roles and responsibilities are envisaged:

Role of HAI

- Programme Custodian: HAI will serve as the central authority to uphold the programme’s purpose, ensure continuity and oversee its strategic direction.
- Ombudsman: HAI will act as an impartial body to mediate any disputes or conflicts arising between participating organizations.

Core Principles of the Programme

- Intergenerational Knowledge Transfer: The programme aims to ensure that the collective wisdom and experience of current industry leaders is effectively passed down to emerging talent, building leadership capability for the future.
- Organisation-Agnostic Framework: The design of the programme will be conceptually robust and neutral, encouraging participation from diverse hospitality brands without favour or bias.

Ethical Boundaries and Code of Conduct

To ensure trust, transparency, and professionalism, the following boundaries will be strictly maintained:

- No sharing of commercial business data or proprietary information.
- A mandatory No-Poach Clause between participating organizations for a minimum period of two years.
- Adherence to a clearly defined Professional Code of Conduct governing all participants and mentors.

Programme Positioning

- This initiative will be promoted as a non-commercial, industry-led “Give-Back” programme, focused on developing future-ready leadership talent across the sector. There will be no commercial gain for any participating entity.

Review and Recognition

- The programme’s effectiveness will be regularly reviewed and refined based on industry feedback and evolving needs.
- Success stories and milestones will be celebrated to inspire wider adoption and engagement.





KEY DESIGN ELEMENTS

Participation Framework and Operating Guidelines for Member Organisations.

To ensure structured implementation of the Industry Mentoring Programme, member organisations of Hotel Association of India (HAI) are invited to confirm their willingness to participate in alignment with the defined terms. This includes commitment to (1) The responsibilities outlined for participating entities, (2) Adherence to the Code of Conduct & (3) Observance of all ethical and professional standards set forth by the programme.

Mentor and Mentee Enrolment

- Eligible mentors and mentees from participating organisations may volunteer to join the programme, subject to meeting defined eligibility criteria.
- Enrolment will require formal sign-off on the Code of Conduct to ensure commitment to professionalism and confidentiality.

Mentor–Mentee Pairing Guidelines

To ensure effective developmental engagement:

- Both mentor and mentee must have completed a minimum of two years in their current roles.
- There must be no prior or existing reporting relationship between the pair.
- Mentors should be at least two levels senior to the mentees in the organisational hierarchy.

Engagement Structure

- The programme will run over a 9-12 month cycle.
- Interaction frequency should ideally not exceed two sessions per month, with at least one in-person meeting encouraged.
- All engagements must be conducted in a professional setting, with clarity on expected do's and don'ts to preserve the integrity and intent of the programme.

Focus of Interaction

- The core objective is to prepare mentees for their next-level roles by developing relevant leadership and managerial capabilities.

Development Tracks

Ensuring a balanced and holistic talent development pipeline across all critical areas, a dual-track approach across a total of 12 distinct learning tracks has been designed to address both leadership breadth and functional depth.

- General Management: 4 tracks focused on building strategic, cross-functional, and leadership capabilities essential for senior management roles.
- Functional Expertise: 8 specialized tracks tailored to deepen domain knowledge and operational excellence within key business functions.



STAKEHOLDERS & RESPONSIBILITY

#1 HOTEL ASSOCIATION OF INDIA

Programme Approval
Oversight & Monitoring
Administration & Governance

- Implement and operate Industry Mentoring Programme
- Invite applications of mentees from participating organisations
- Pairing of mentor and mentee
- Initiate introductory mentoring meeting, track progress through HAI designated coordinators, facilitate workshops, provide resources and address challenges
- Certify recognition to mentors and mentees upon successful programme completion
- Amplify in industry forums.

#2 PARTICIPATING ORGANIZATIONS

Implementation
Collaboration & Stakeholder Management
Monitoring & Reporting

- Foster a culture of knowledge-sharing & continuous learning
- Communicate and amplify in external forums
- Build advocacy for the programme internally by enhancing interest, spirit and participation in your organization
- Encourage ethical practices & abide by the Code of Conduct Policy
- Identify and nominate qualified mentors to HAI
- Provide necessary tools and platform for mentoring interactions
- Establish a structure internally to invite mentee application for sharing with HAI.



#3 MENTOR

Guidance & Knowledge Sharing
Support & Encouragement
Role Modeling & Networking

- Fostering open communication and trust
- Guide, support and inspire the mentee
- Act as a coach and role model, offer constructive feedback and encouragement
- Demonstrate professional behavior and values
- Actively participate and engage to achieve the programme goals
- Facilitate networking opportunities.

#4 MENTEE

Active Learner
Proactive Participant
Self-Reflection

- Take ownership of personal and professional development
- Seek guidance, knowledge, and feedback from the mentor
- Embrace constructive criticism
- Proactively take initiative in setting up interactions
- Document learnings and action plans after each interaction.



CONFIDENTIALITY AND ETHICS

Mentors and mentees are expected to uphold the highest standards of professional conduct, maintain confidentiality and foster a relationship based on mutual respect throughout the duration of the programme. Any potential conflict of interest or concerns arising during the engagement must be promptly reported to the HAI for appropriate resolution.





CODE OF CONDUCT

The Industry Mentoring Programme has been curated to strengthen leadership capability, enhance service excellence and build a future-ready talent pipeline across hotel operations. In keeping with the values of the hospitality industry, all participants are expected to conduct themselves with dignity, discretion and professionalism throughout the engagement.

1. Confidentiality and Discretion

- All shared discussions, performance insights, personal challenges, and brand strategies must remain confidential
- Mentors and mentees must exercise discretion in protecting guest data, colleague information, and operational specifics.

2. Professionalism and Grooming Standards

- Participants are expected to consistently present themselves in accordance with the professional grooming and appearance guidelines
- Conduct must reflect the service ethos—polite, composed and solution-oriented in all interactions.

3. Mutual Respect and Cultural Sensitivity

- Recognize and respect diversity across departments, backgrounds, and experiences
- Interactions must be rooted in empathy, openness, and a willingness to listen and learn.

4. Commitment and Accountability

- Attend all scheduled sessions punctually and well-prepared
- Define clear development goals and commit to follow-through on agreed actions
- Mentees should proactively seek feedback; mentors must guide with patience and clarity.

5. Role Model Behaviour

- Mentors serve as brand ambassadors—demonstrating excellence in guest interaction, staff management and adherence to SOPs
- Mentees must emulate professionalism in language, posture, and conduct—on and off the floor.



6. Conflict of Interest and Independence

- Mentor-mentee pairings must not involve current or past reporting relationships to preserve objectivity
- Any potential conflict of interest must be shared with HAI for review.

7. Ethical Conduct

- Uphold the integrity and the values of the brand at all times
- Refrain from favouritism, gossip, or influencing operational decisions
- Avoid any form of harassment, discrimination or coercive behavior.

8. Feedback and Escalation

- Maintain an open feedback loop between mentor and mentee
- Concerns, discomfort or misalignments should be escalated to HAI without fear of reprisal.

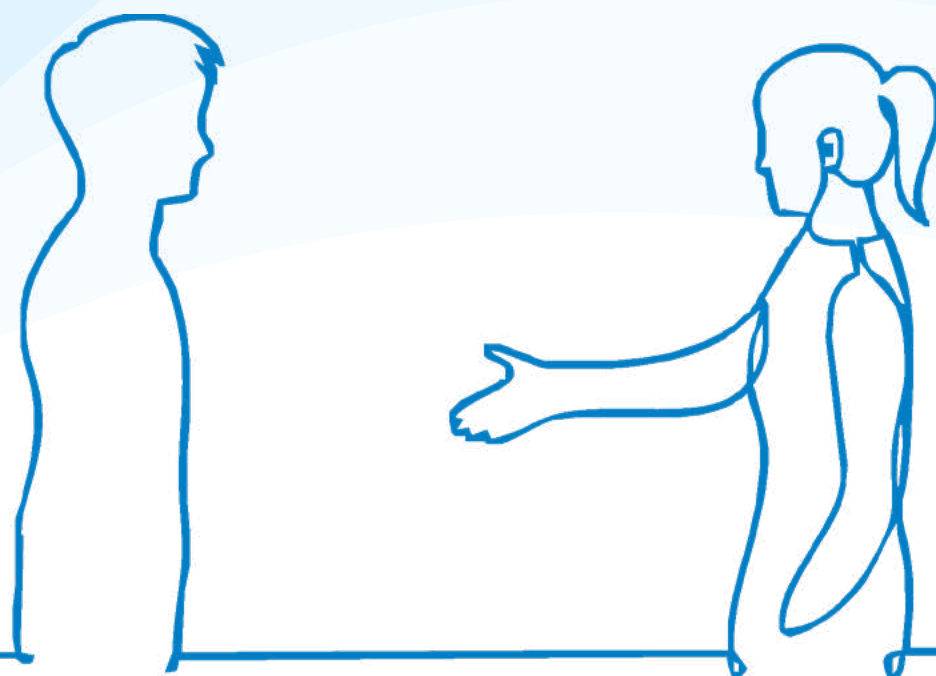
Acknowledgement

By participating in the Industry Mentoring Programme, I affirm my commitment to uphold this Code of Conduct in letter and spirit, and contribute to a culture of leadership and trust.

Signature	Signature
Name	Name
Mentor	Mentee
Designation	Designation
Brand	Brand
Hotel	Hotel
Location	Location



Guide for Mentors



INTRODUCTION

Dear Mentor,

Welcome to **HAI's Industry Mentoring Programme** and congratulations on your new role as a mentor.

As you are aware, this programme has been launched for the benefit of the hospitality industry with no commercial considerations, which makes your contribution even more special.

This guide provides an overview on how to approach your participation in the Industry Mentoring Programme. We recommend you review it before the first meeting with your mentee and revisit it as often as you wish. We hope it can help you navigate the mentoring relationship in a structured and effective manner.

You can find more resources with HAI including proposed agendas for mentoring sessions and other resources to prepare and inspire you.

We thank you for being a part of the Industry Mentoring Programme and wish you a fulfilling experience.

At any point of the process, you can contact us at info@hotelassociationofindia.com to ask for advice, voice a concern or simply tell us how your mentoring relationship is going.

- Team HAI



1

MENTORING OVERVIEW

1.1. Benefits for Mentors

Mentoring is a relationship between two people aimed at professional development. It is based on mutual respect, trust and integrity.

Why is mentoring important? Relationships drive growth, motivation and inspiration in an organization. Mentoring relationships are proven to improve productivity, staff engagement and retention. Connecting with mentees and building these relationships can be a fulfilling part of one's career. Some benefits we hope you will gain from this programme include:

- Gain new insights and perspectives
- Develop your management skills
- Reflect on your accomplishments
- Increase your awareness of talent in the industry.

1.2. What Mentoring Is and Is Not

It is important to understand what constitutes a mentoring relationship. Since this programme is across organizations, it is even more important to understand the nuances and boundaries.

Mentoring Is...

- **Development Tool:** A mentoring relationship can help one understand more about the industry, the function and more importantly, what one wants out of their career and how to accomplish it.
- **Knowledge-Sharing Opportunity:** Mentoring facilitates the flow of information and ideas among individuals in varied roles, functions and organisations.
- **Culture Support:** Mentoring can help individuals better understand the organization's/ industry's cultural norms, some of which are not captured in written policies and rules, within the organization or otherwise.
- **Candid and Specific:** A good mentoring relationship provides honest and specific feedback and a route to growth.



Mentoring Is Not...

- **Replacement for Formal Development:** Mentoring IS NOT training for skills. It cannot take the place of formal training but can augment it.
- **Management Replacement:** A mentor should not take on the role or responsibilities of a mentee's manager. The mentor's role is that of imparting know-how, wisdom, experiential learning. It does not step over the boundary to assess the mentee's knowledge, performance or technical capability.
- **A Guaranteed Promotion or Role Enhancement:** A mentoring relationship provides no assurance of a promotion, career growth or a new job. However, both parties may develop competencies and skills that improve overall job performance.
- **Personal Counselling:** It is best to seek help on personal issues from a life coach or mental health professional.

1.3. Mentoring and Coaching: What's the Difference?

Many first-time mentors find it difficult to differentiate between mentoring and coaching. Mentoring and coaching differ in their objectives, impact and duration.

Mentoring

- Tends to focus on an individual's overall career goals and aspirations
- Mutually benefits the mentor and mentee
- Formal mentoring period may be finite, but the relationship may continue.

Coaching

- Assesses and improves an individual's performance in a particular area
- Benefits the coachee more than the coach
- Often has a time-bound relationship defined to meet specific goals.



1.4. Cornerstones of Mentoring Relationships



Self-Reflection

Some important traits of a mentor include empathy, curiosity, authenticity and the ability to connect and impart trust. Research shows that these are more important than the professional skills a mentor may have. Reflect on how you display or convey these traits in your relationships and how you might use them in mentoring.



Building Trust

As a mentor in a nine to twelve-month programme, remember that your mentee will need to trust you rather quickly in order to accomplish their goals. Everyone has a different trust profile. Some of us trust people quickly and others take longer, withholding trust until the other person has proven trustworthy. Keep this in mind as you get to know your mentee.

There are actions that erode trust in a mentoring relationship. These may include,:

- Lack of preparedness
- Breaches of confidentiality
- Cancelling meetings for more important priorities
- Lack of follow-through on planned actions
- Impatient or unfocused listening.



Confidentiality

Personal and professional information divulged during a mentoring relationship may be confidential. It is expected that both parties not disclose such information to anyone else unless both mentor and mentee agree otherwise.



2

GETTING STARTED

Some mentees may know just what they want to discuss from the first meeting. Some may need more encouragement to open up. Some mentees can be keen on more structured meetings and have a detailed plan while others prefer more spontaneity.

There is no right mentoring formula. All of these approaches and preferences are okay! Aim to simply get to know one another at first and communicate expectations and preferences. Together you will figure out what works best for both of you.

Also, keep in mind that if you've been a mentor before, the way you communicated last time may not work this time. Many factors influence communication in a mentoring relationship including interpersonal chemistry, years of experience, one's cultural background and one's personality type, to name a few. For both first-time mentors and more experienced ones, we recommend that you consider the following phases and related steps-

Phase 1: Establish Expectations and build Trust (Pre-work & Sessions 1-2)

- Identify your expectations for the mentoring relationship
- Hold the first introductory meeting – ice breaker, yet with a purpose
- Listen to your mentee's expectations and goals
- Clarify roles and responsibilities
- Share your expectations for the programme with the mentee.

Phase 2: Create an Action Plan (Sessions 2-3)

- Get to know (Ask) about your mentee's strengths and challenges
- Discuss their goals and action items for the programme
- Encourage your mentee to fill out the goals and action plans on paper for both of you to refer as you go along.



Phase 3: Meet consistently and revise the Action Plan (Session 3 onwards)

- At each meeting, review progress on actions items
- Discuss items of interest, current challenges, recent successes, etc.
- Foster learning and development with practical exercises.

Phase 4: Reflect on Your Experience and determine Next Steps (Last session)

- Acknowledge your relationship and what you accomplished together
- Discuss next steps: challenges ahead and new goals
- Provide feedback on the Industry Mentoring Programme.

The next section provides more details on how to address each phase.





PHASE 1 – ESTABLISH EXPECTATIONS

(PRE-WORK & SESSIONS 1-2)

At the start of a mentoring relationship, it's important to focus on expectations – for both parties to understand what each would like to give and gain from the relationship.

Part of this process is figuring out what kind of role you might play. The list below has roles that mentors typically have and the effective and ineffective behaviours that can result:

	Effective Behaviours	Ineffective Behaviours
Advisor	<ul style="list-style-type: none"> Acts as a sounding board and facilitator Maintains privacy/confidentiality 	<ul style="list-style-type: none"> Fixes problems Assumes responsibility for mentee
Protector	<ul style="list-style-type: none"> Supports, is a safety net Ensures a safe environment to take risks 	<ul style="list-style-type: none"> Fights mentee's battles Overprotects
Developer	<ul style="list-style-type: none"> Gives structure and direction Provides guidance based on observations during interactions with mentee Empowers mentee to handle their problems independently 	<ul style="list-style-type: none"> Dictates, controls learning Looks for quick-fixes Provides general criticism or judgment Tells mentee what to do
Broker	<ul style="list-style-type: none"> Identifies skill or competency gaps through a "third party" lens Identifies and facilitates development opportunities 	<ul style="list-style-type: none"> Allows for personal biases Abdicates, does not follow up
Challenger	<ul style="list-style-type: none"> Positively provokes, pushes toward highest standards Helps mentee explore potential career opportunities 	<ul style="list-style-type: none"> Pushes too far too soon Discounts mentee's thoughts and opinions
Clarifier	<ul style="list-style-type: none"> Teaches organizational values and politics 	<ul style="list-style-type: none"> Removes obstacles so mentee does not have to deal with organizational politics
Affirmer	<ul style="list-style-type: none"> Gives needed support, enhances self esteem Exhibits empathy and understanding 	<ul style="list-style-type: none"> Gives too much feedback Discounts mentee's feelings or concerns
Sponsor	<ul style="list-style-type: none"> Provides visibility and recognition of mentee 	<ul style="list-style-type: none"> Promotes mentee at the expense of others



Remember that the role(s) you take on – and they may change periodically - depend on your personal preferences and personality, the approach you might have to mentoring and your mentee's expectations and goals. Similarly, you may adopt some roles depending on the organizational and industry context, and choose what's right for the situation. Again, there is no right formula.

Get to know each other as people. Spend time introducing yourselves, sharing information such as your preferred names, one another's current positions and your relevant job histories, why you decided to participate and any information about hobbies and interests that you feel comfortable sharing.

You might use some of the following questions to help drive conversations:

Questions for the First Meeting

- What is your motivation for signing up for the mentoring programme?
- What is your educational and professional background (including an explanation of your current and previous roles along with timelines)?
- What have been some high points in your career? Some low points?
- What is interesting about life in your duty station?
- What is your next big challenge?
- What are your greatest strengths? Greatest weaknesses?
- What do you hope to accomplish in the next 6 months, 1 year, 3 years and 5 years?
- What are your hobbies/interests outside of work?
- Discuss things about the mentee's profile that were interesting to you.

Also, keep in mind that mentors can learn from mentees. You will need to communicate with your mentee about what you would like to learn. Review their profile and identify a topic that you would like their input on or a skill you would like to develop during the four months.

In the Industry Mentoring Programme, participants may define how often they meet. We advise not more than twice monthly for the entire mentoring cycle; at least one interaction in-person. Meeting lengths are flexible. Your mentee will be responsible for scheduling and leading each session, but we recommend that in the beginning you decide on a time that usually works for both. Having sessions booked in advance in your calendar will help you prioritize them.

Finally, mentoring programmes can contribute to fostering talent development, knowledge sharing, innovation, and inclusivity, enhancing workforce engagement and future leadership. We hope the Industry Mentoring Programme will have the same effect in the hospitality industry.

Please help us reach this goal by following these mentoring citizenship tips:



Mentoring Citizenship Tips

- Attend mentoring-related meetings and events
- Maintain privacy/ confidentiality of conversations with mentees
- Provide input to assess and improve the Industry Mentoring Programme
- Take advantage of other HAI learning resources
- Track your development and career progress.

PHASE 2 - CREATE AN ACTION PLAN

(SESSIONS 2-3)

Once you have gotten to know each other's expectations for the programme, you can help your mentee develop an action plan for the nine to twelve-month mentoring period. The format does not matter as long as you have the destination and the action plans broken down into steps. You could encourage your mentee to fill it out and then review it with them and give feedback. You both could formalize the process by signing the document.

Or your mentee may want to use another type of action plan document; this is fine too. On the other hand, your mentee may not be interested in developing a written action plan; this is okay too. You might remind them, however, that people tend to achieve goals and accomplish action items more often when they have written them down.



PHASE 3 - REVIEW AND REVISE THE ACTION PLAN

(SESSION 3 ONWARDS)

The topics you discuss during mentoring sessions should be centered around the goals. If you have time, help your mentee track progress and reassess the action plan. Encourage them to adjust some actions if they are no longer useful and to add new ones that might serve their goals better.

Of course, conversations tend to flow into other areas that can be equally useful and interesting. As a mentor, try to remember that finding a balance between structure and flexibility can help ensure fulfilling meetings for both parties.

Using exercises or activities during sessions can accelerate learning and growth. Take a look at the list below.



Ideas for Exercises and Activities

- **Situation-based exercises:** discuss with your mentee how to best address past or upcoming situations they need help with
- **Role Play:** do they have a tough conversation or presentation ahead? Take time to talk through it and help your mentee prepare
- **Shadowing:** ask your mentee to join you for an event or a meeting so they can learn from observation. This can work in a virtual environment too!
- **Peer Feedback:** encourage your mentee to get feedback from someone they work with. Then discuss the feedback.

PHASE 4 – REFLECT ON YOUR EXPERIENCE AND DETERMINE NEXT STEPS

(LAST SESSION)

Your last session is approaching. Consider the following steps in this last phase.

Reflect

- Thank each other and acknowledge what your time together accomplished. What were the most useful exercises? What were the biggest takeaways?

Going Forward

- Determine if or how you want to stay in touch. If there's more you can accomplish together, set up more monthly sessions!
- Share your success: as you make traction, update each other. Send an email when you have news to share
- Spread the word: did you find the experience rewarding and fulfilling? Invite other colleagues to serve as mentors.

Feedback

- Respond to the survey from Team HAI. You can also share feedback with Team HAI through info@hotelassociationofindia.com
- Your comments will help the programme grow.



MENTOR APPLICATION FORM

Instructions:

- Complete all the information requested on this page
- Attach updated resume & a passport photograph (on resume)
- The application may be forwarded to info@hotelassociationofindia.com through the designated authority in your organization.

Credentials Summary:

Name	
Company & Location	
Designation	
Total work experience (in yrs.)	
Highest Educational Qualification	

Work Experience:

Years		Company	Designation
From	To		

**You are also requested to update your details in case you plan to change your organization, for our records.*

Professional course/s attended in the last 2 yrs.

Years		Courses
From	To	

What makes you a good Mentor? (statement of purpose, relevant skills and experience)

Are there any aspects of your work situation that we need to consider in assigning you a Mentee?

Would you be prepared to act as a Mentor for more than one person? If yes, how many?

Declaration

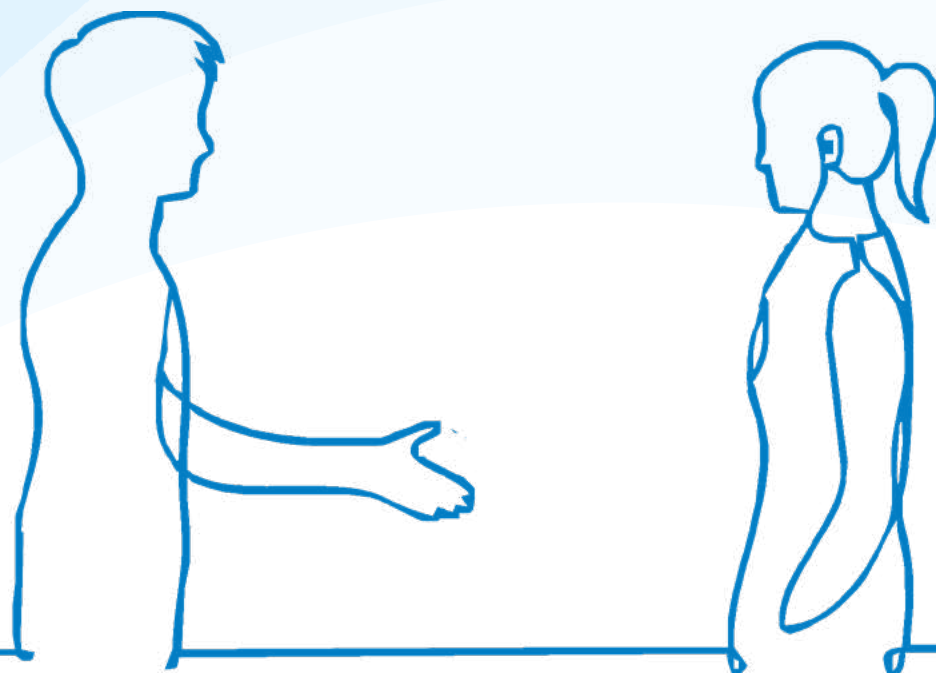
I hereby confirm that the information provided above is accurate. I will maintain confidentiality and abide by the programme framework regarding all discussions and information shared during the Industry Mentoring Programme.

Signature : _____

Date : _____



Guide for Mentees



INTRODUCTION

Dear Mentee,

Welcome to **HAI's Industry Mentoring Programme** and congratulations on being selected as a mentee.

As you are aware, this programme has been launched for the benefit of the hospitality industry with no commercial considerations, which makes your contribution even more special.

This guide provides an overview on how to approach your participation in the Industry Mentoring Programme. We recommend you review it before the first meeting with your mentor and revisit it as often as you wish. We hope it can help you navigate the mentoring relationship in a structured and effective manner.

You can find more resources with HAI including proposed agendas for mentoring sessions and other resources to prepare and inspire you.

We thank you for being a part of the Industry Mentoring Programme and wish you a fulfilling experience.

At any point of the process, you can contact us at info@hotelassociationofindia.com to ask for advice, voice a concern or simply tell us how your mentoring relationship is going.

- Team HAI



1

MENTORING OVERVIEW

1.1. Benefits for Mentees

Mentoring is a relationship between two people aimed at professional development. It is based on mutual respect, trust and integrity.

Why is mentoring important? Relationships drive growth, motivation and inspiration in an organization. Mentoring relationships are proven to improve productivity, staff engagement and retention. Connecting with mentors and building these relationships can be a fulfilling part of one's career. Some benefits we hope you will gain from this programme include:

- Gain new insights, perspectives and feedback
- Develop your management skills
- Obtain career guidance
- Expanded network
- Personal growth.

1.2. What Mentoring Is and Is Not

It is important to understand what constitutes a mentoring relationship. Since this programme is across organizations, it is even more important to understand the nuances and boundaries.

Mentoring Is...

- **Development Tool:** A mentoring relationship can help one understand more about the industry, the function and more importantly, what one wants out of their career and how to accomplish it.
- **Knowledge-Sharing Opportunity:** Mentoring facilitates the flow of information and ideas among individuals in varied roles, functions and organizations.
- **Culture Support:** Mentoring can help individuals better understand the organization's/ industry's cultural norms, some of which are not captured in written policies and rules, within the organization or otherwise.



- **Candid and Specific:** A good mentoring relationship provides honest and specific feedback and a route to growth.

Mentoring Is Not...

- **Replacement for Formal Development:** Mentoring IS NOT training for skills. It cannot take the place of formal training but can augment it.
- **Management Replacement:** A mentor does not take on the role or responsibilities of a mentee's manager. The mentor's role is that of imparting know-how, wisdom, and experiential learning. It does not step over the boundary to assess the mentee's knowledge, performance or technical capability.
- **A Guaranteed Promotion or Role Enhancement:** A mentoring relationship provides no assurance of a promotion, career growth or a new job. However, both parties may develop competencies and skills that improve overall job performance.
- **Personal Counselling:** It is best to seek help on personal issues from a life coach or mental health professional.
- **Having all the Answers:** A mentoring relationship helps you explore options, think critically and find your own path. It does not dictate what you should do.
- **One-sided:** A mentoring relationship works best when it's mutual. The mentor shows up with support, honesty and encouragement – but you are expected to be proactive, prepared and open to feedback.

1.3. Mentoring and Coaching: What's the Difference?

Before you dive into your mentoring journey, it's helpful for you to understand the difference between mentoring and coaching. Mentoring and coaching differ in their objectives, impact, and duration.

Mentoring

- Tends to focus on an individual's overall career goals and aspirations
- Mutually benefits the mentor and mentee.
- Mentoring works on a relationship-based approach: sharing experience, guidance and having honest conversations
- A mentoring relationship is primarily driven by the mentee – what you want to learn or talk through
- Formal mentoring period may be finite, but the relationship may continue.

Coaching

- Assesses and improves an individual's performance in a particular area
- Benefits the coachee more than the coach
- Coaching works on a structured approach: focused questions and tools
- The agenda of coaching is often set by the coach
- Often has a time-bound relationship defined to meet specific goals.



1.4. Cornerstones of Mentoring Relationships



Managing Self

Some important traits of mentee include commitment, curiosity, authenticity, having the willingness to learn and to impart trust. Research shows that these are more important than the professional skills a mentee may have. Reflect on how you display or convey these traits in your relationships and how you might use them in supporting your growth during the mentoring journey.



Building Trust

For mentoring to be effective, the mentor must see the mentee as trustworthy – someone who shows up consistently, communicates honestly, and takes the process seriously. When a mentor feels their time and guidance are valued, they invest more deeply. Trust builds mutual respect, creating space for meaningful support, growth and honest dialogue. Everyone has a different trust profile. Some of us trust people quickly and others take

longer, withholding trust until the other person has proven trustworthy. Keep this in mind as you get to know your mentor.

There are actions that erode trust in a mentoring relationship. These may include:

- Lack of preparedness
- Breaches of confidentiality
- Cancelling meetings for more important priorities
- Lack of follow-through on planned actions
- Trying to use the relationship only for personal gain (eg. expecting a job offer)
- Impatient or unfocused listening.



Confidentiality

Personal and professional information divulged during a mentoring relationship may be confidential. It is expected that both parties not disclose such information to anyone else unless both mentor and mentee agree otherwise.



2

GETTING STARTED

As a mentee, it's important to know that mentors come in many different styles—and that's part of what makes each mentoring experience unique. Some mentors are very hands-on and structured, offering clear guidance, tools, or action steps. Others are more reflective, acting as a sounding board to help you think things through on your own. Some mentors may share personal stories and career advice, while others focus more on listening and asking thought-provoking questions. You might also find that your mentor's style is shaped by their personality, background, or how much experience they've had with mentoring.

There's no one 'perfect' mentoring style—what matters most is building mutual trust, being open about your needs, and working together to create a dynamic that fits both of you. Stay flexible, communicate honestly, and remember: the strength of a mentoring relationship lies not in the type of mentor you have, but in the connection you build together. We recommend that you consider the following phases and related steps.

Phase 1: Establish Expectations and build Trust (Pre-work & Sessions 1-2)

- Identify your expectations from the mentoring relationship
- Come prepared for the first meeting – your mentor will want to get to know you
- Be open when discussing your expectations, goals and how you prefer to communicate
- Understand that trust is built through honesty, respect and showing up consistently
- Ask questions about your mentor's role and experience to understand what you can learn from them.

Phase 2: Create an Action Plan (Sessions 2-3)

- Share your current goals, strengths and any challenges you're facing
- Collaborate with your mentor to set clear, achievable goals for the mentoring journey
- Be open to feedback and suggestions
- Write down your goals and action steps – these will guide your sessions going forward.



Phase 3: Meet consistently and revise the Action Plan (Session 3 onwards)

- Check in regularly and come prepared to discuss your progress, wins and any roadblocks
- Use your meetings to explore new skills, ask for advice or reflect on recent experiences
- Update your action plan as your goals evolve or new priorities emerge
- Stay committed – showing consistency builds trust and momentum.

Phase 4: Reflect on Your Experience and determine Next Steps (Last session)

- Take time to reflect on what you've learned and how you've grown
- Celebrate your progress and express gratitude for the journey you've shared
- Talk about next steps – what will you focus on now? What support might you still need?
- Offer feedback on the mentoring experience – it helps improve the programme for future participants.





PHASE 1 – ESTABLISH EXPECTATIONS

(PRE-WORK & SESSIONS 1-2)

At the start of a mentoring relationship, it's important to focus on expectations – for both parties to understand what each would like to give and gain from the relationship.

Part of this process is figuring out what kind of role you might play. The list below has roles that mentors typically have and the effective and ineffective behaviours that can result.

	Effective Behaviours	Ineffective Behaviours
Learner	<ul style="list-style-type: none"> Comes prepared Reflects on feedback Asks thoughtful questions Takes initiative in learning 	<ul style="list-style-type: none"> Passive during sessions Dismisses feedback Expects answers without engagement Avoids discussions
Collaborator	<ul style="list-style-type: none"> Participates actively Communicates openly Shares goals and opinions honestly 	<ul style="list-style-type: none"> Agrees without thinking Doesn't speak up about challenges
Achiever	<ul style="list-style-type: none"> Sets clear goals Takes ownership of progress Follows through on action plans 	<ul style="list-style-type: none"> Relies too heavily on mentor to guide every step Avoids responsibility for results
Seeker	<ul style="list-style-type: none"> Explores opportunities Stays curious Is open to new experiences or perspectives 	<ul style="list-style-type: none"> Is narrowly focused on personal gain (e.g. job referrals) Uninterested in broader learning
Reflector	<ul style="list-style-type: none"> Is honest about strengths and weaknesses Open to self-discovery and reflection 	<ul style="list-style-type: none"> Hides challenges Puts up a front Avoids vulnerability
Partner	<ul style="list-style-type: none"> Respects the mentor's time Builds trust through consistent engagement Maintains confidentiality 	<ul style="list-style-type: none"> Cancels frequently Doesn't follow up Breaks trust or confidentiality



Remember, the way you show up as a mentee—and the role you take in the relationship—may shift over time. It depends on your personality, your approach to learning, and what you hope to gain from mentoring. Your mentor's style, the context of your industry or organization, and even the stage of your career can also influence how the relationship unfolds. There's no one 'right' way to be a mentee—what matters is being open, engaged, and adaptable. Again, there is no right formula.

In the first few meetings, focus on getting to know each other as people. Take time to introduce yourself: share your preferred name, your current role, a bit about your professional background, and what motivated you to join the mentoring programme. Feel free to mention any hobbies, personal interests, or values that matter to you—only what you're comfortable sharing. These conversations lay the foundation for mutual trust and understanding, which are key to a meaningful mentoring experience.

You can expect some of the following questions to help you be prepared for the first meeting:

Questions to expect for the First Meeting

- What is your motivation for signing up for the mentoring programme?
- What is your educational and professional background (including an explanation of your current and previous roles along with timelines)?
- What have been some high points in your career? Some low points?
- What is interesting about life in your duty station?
- What is your next big challenge?
- What are your greatest strengths? Greatest weaknesses?
- What do you hope to accomplish in the next 6 months, 1 year, 3 years and 5 years?
- What are your hobbies/interests outside of work?

Mentoring is a two-way relationship. Your mentor may learn from you, too. Don't hesitate to share your perspective, experience, or skills where relevant. Your mentor might be curious to hear your thoughts on certain topics or learn something new from your background, so stay open and communicative.

In the Industry Mentoring Programme, you and your mentor can decide how often to meet. While the frequency is flexible, we recommend not more than twice a month, with at least one in-person meeting over the four-month cycle. Meeting lengths are up to you both. As the mentee, you'll be responsible for scheduling and leading each session. In your early meetings, agree on a regular time that works well for both of you. Booking meetings in advance can help ensure mentoring remains a priority for you and your mentor.

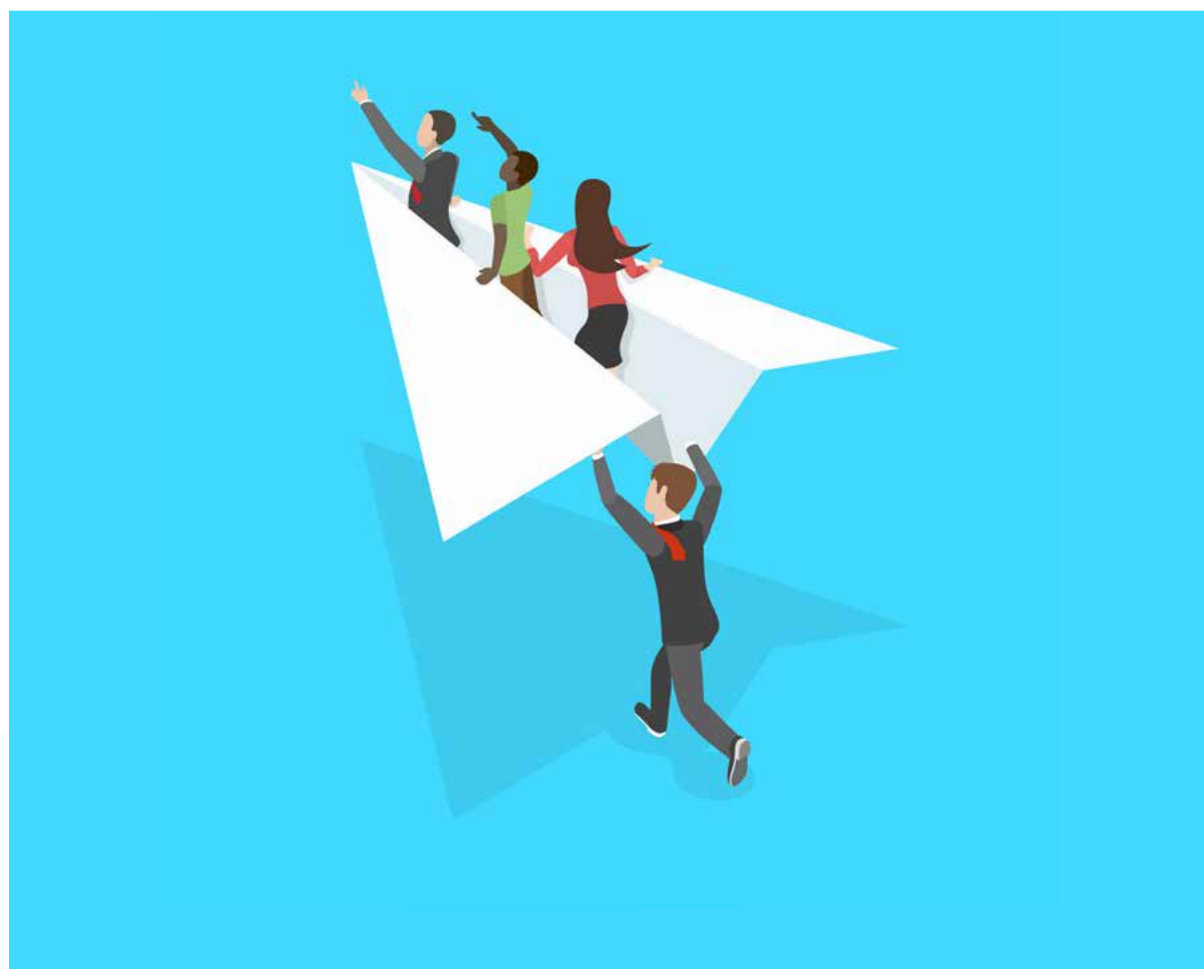


Finally, mentoring can have a powerful impact—not just on your own development, but across the industry. Programmes like this one **contribute to talent development, innovation, knowledge sharing, and inclusion, all of which support stronger leadership and a more engaged workforce.** We hope you'll find this experience valuable for your personal and professional growth in the hospitality industry.

Please help us reach this goal by following these mentoring citizenship tips:

Mentoring Citizenship Tips

- Attend mentoring-related meetings and events
- Maintain privacy/ confidentiality of conversations with mentors
- Provide input to assess and improve the Industry Mentoring Programme
- Take advantage of other HAI learning resources
- Track your development and career progress.



PHASE 2 - CREATE AN ACTION PLAN

(SESSIONS 2-3)

Once you and your mentor have discussed your expectations and goals for the programme, it's helpful to put together an action plan to guide your mentoring journey over the next 9 to 12 months. The format isn't important—it could be a simple document, a checklist, or even notes you keep—but what matters is having a clear goal and small steps to help you get there.

You can draft the plan yourself and then share it with your mentor for review and feedback. Some mentor–mentee pairs even choose to formalize the plan by signing it as a way to stay committed.

If you prefer to use your own format or planning style, that's completely fine. And if you don't feel ready to create a written plan, that's okay too. Just remember: research shows that we're more likely to achieve our goals when we write them down. So even a simple outline can make a big difference in keeping you focused and moving forward throughout the mentoring programme.





PHASE 3 - REVIEW AND REVISE THE ACTION PLAN

(SESSION 3 ONWARDS)

Your mentoring conversations should mostly revolve around the goals you've set in your action plan. These goals help give structure to your meetings and keep your progress on track. It's a good idea to check in on your goals from time to time—see what's working, what isn't, and update your plan if needed. Sometimes, you'll discover that certain actions are no longer helpful, and that's okay. Adjusting your plan is part of the growth process.

That said, don't be surprised if your conversations naturally shift into other areas—mentoring is about the whole you, and sometimes the most valuable insights come from unexpected directions. Finding a balance between staying focused on your goals and being open to other meaningful discussions will help make your sessions both productive and rewarding.

Your mentor may also use exercises or activities to help you reflect, learn, or take action. These can be fun, eye-opening, and a powerful way to deepen your growth—so stay open and engaged when those opportunities come up!

Take a look at the list below:

Ideas for Exercises and Activities

- **Situation-based Exercises:** Talk through a real situation you've faced—or one coming up—that you'd like guidance on. Your mentor can help you think through how to handle it more effectively.
- **Role Play:** Nervous about a difficult conversation or a big presentation? Practicing with your mentor can help you feel more confident and prepared.
- **Shadowing:** Try to seek shadowing opportunities from your mentor if they are comfortable with it. It's a great way to learn from their experience by seeing them in action. This can work in a virtual environment too!
- **Peer Feedback:** You might be encouraged to ask for feedback from a colleague or teammate. You can then review that feedback with your mentor and discuss how to grow from it.



PHASE 4 – REFLECT ON YOUR EXPERIENCE AND DETERMINE NEXT STEPS

(LAST SESSION)

As your last session approaches, take a moment to pause and reflect on everything you've gained. This final phase is just as important as the beginning—it's a chance to celebrate progress and decide what comes next.

Reflect

- Thank each other and acknowledge what your time together accomplished. What were the most useful exercises? What were the biggest takeaways? Reflect on how you've grown—personally, professionally, or both.

Going Forward

- Determine if or how you want to stay in touch. If there's more you can accomplish together, set up more monthly sessions! Mentoring doesn't have to end with the programme. Many mentoring relationships continue informally for years. Whatever you choose, take pride in showing up, learning, and leading your own development.
- Share your success: as you make traction, update each other. Send an email when you have news to share.
- Spread the word: If you found the mentoring experience meaningful, let others know! Encourage peers or colleagues to apply for the programme as mentees or even mentors in the future.

Feedback

- Respond to the survey from Team HAI. You can also share feedback with Team HAI through info@hotelassociationofindia.com



MENTEE APPLICATION FORM

Instructions:

- Complete all the information requested on this page
- Please provide a 200-300 word biography. Please include your academic background, and your professional experience (if any)
- Attach updated resume & a passport photograph (on resume)
- The application may be forwarded to **info@hotelassociationofindia.com** through the designated authority in your organization.

Credentials Summary:

Name	
Company & Location	
Designation	
Total work experience (in yrs.)	
Highest Educational Qualification	

Work Experience:

Years		Company	Designation
From	To		

*You are also requested to update your details in case you plan to change your organization, for our records.

Professional course/s attended in the last 2 yrs.

Years		Courses
From	To	

Why do you want to be a Mentee? What do you hope to achieve from it?**What are your career goals and objectives?****Are there any issues or challenges which you would like to address with your Mentor?****Please provide any additional information that you feel will be useful for the matching process (interests, hobbies, etc.)****Where did you hear about the Industry Mentoring Programme?**


☐ HAI Website ☐ Online Search ☐ Social Media ☐ My Company ☐ Other

Declaration

I hereby confirm that the information provided above is accurate. I will maintain confidentiality and abide by the programme framework regarding all discussions and information shared during the Industry Mentoring Programme.

Signature : _____

Date : _____

An illustration on a light blue background with a textured blue border. A large hand holding a blue pen is shown on the right, drawing a white, winding path that curves across the scene. Several stylized business professionals in dark suits and one woman in a white top and black skirt are walking along this path towards the horizon. The sky is light blue with a few white clouds. The text 'General Management Tracks' is written in a bold, white, sans-serif font with a black drop shadow on the right side of the illustration.

General Management Tracks



1. GENERAL MANAGEMENT

Track 1.1

Heads of Departments aspiring for Resident Manager/ Operations Head Role

Construct

Your mentee is a high performing head of department aspiring to become a #2 in a hotel in the same hotel segment. So far, they have been restricted to one function and obviously they have excelled in that area to get here.

Your role is to guide them in building capability to manage the next role. This will be fundamentally different from what they have experienced. They will be responsible for all operations functions, have key HODs reporting to them and will be expected to oversee functions in which they do not have an in-depth exposure.

Also, the leadership bandwidth here requires a much larger understanding of business nuances, balancing priorities between different stakeholders, functions, guests, processes and compliances etc.

Focus Areas

Your role is to provide guidance to the mentee from your own experiences and from developing other individuals. In other words, you do not train but help the mentee develop a self-development plan, you do not provide templates and learning material but advise the mentee on their learning



path. It is a two-way process, and you will need to adapt your style to that of the mentee. Use your judgement to find the right balance of comfort with the mentee but remember that this is a structured exercise with time-bound deliverables.

Broadly, there are two areas that you can look at during your conversations:

1. **Enhancing Functional Knowledge:** This will be particularly relevant to the areas your mentee has not been exposed to. Besides operational functions, create emphasis for building capability and understanding the deliverables of Security, Engineering, Revenue Management, Digital Marketing and its play and so on.
2. **Leadership and Behavioral Capability:** As a HOD, your mentee already has proven that they have leadership capabilities. The area that you need to prepare the mentee for is the change in bandwidth that the next role would require.

Functional Focus	Leadership Competencies
1. Front Office	1. Drive for Results
2. Food & Beverage Service	2. Managing People and Self
3. Food Production	3. Time Management
4. Housekeeping	4. Managing Ambiguity
5. Finance	5. Business Acumen
6. Sales	
7. Loyalty, Digital & Brand Marketing	
8. Revenue Management	
9. Accommodation Management	
10. Human Resources and L&D	
11. Technical Services and EHS	
12. Owner Management	
13. Technology based Digital Transformation	



Session Flow

Phase 1: Establish Expectations and build Trust (Pre-work & Sessions 1-2)

- Identify your expectations for the mentoring relationship
- Hold the first introductory meeting – ice breaker, yet with a purpose
- Listen to your mentee's expectations and goals
- Clarify roles and responsibilities
- Share your expectations for the programme with the mentee.

Phase 2: Create an Action Plan (Sessions 2-3)

- Get to know (Ask) about your mentee's strengths and challenges
- Discuss their goals and action items for the programme
- Encourage your mentee to fill out the goals and action plans on paper for both of you to refer as you go along.

Phase 3: Meet consistently and revise the Action Plan (Session 3 onwards)

- At each meeting, review progress on actions items
- Discuss items of interest, current challenges, recent successes, etc.
- Foster learning and development with practical exercises.

Phase 4: Reflect on Your Experience and determine Next Steps (Last session)

- Acknowledge your relationship and what you accomplished together
- Discuss next steps: challenges ahead and new goals
- Provide feedback on the Industry Mentoring Programme.

Track 1.2

Heads of Departments aspiring for General Manager/ Unit Head Role

Construct

Your mentee is a high performing head of department aspiring to become the unit head in a hotel in the next hotel segment. So far, they have been restricted to one function and obviously they have excelled in that area to get here.

Your role is to guide them in building capability to manage the next role. This will be fundamentally different from what they have experienced. They will be responsible for an entire unit, have all the HODs reporting to them and will be expected to oversee functions in which they do not have in-depth exposure.



Also, the leadership bandwidth here requires a much larger understanding of business nuances, balancing priorities between different stakeholders, functions, guests, processes and compliances etc.

Focus Areas

Your role is to provide guidance to the mentee from your own experiences and from developing other individuals. In other words, you do not train but help the mentee develop a self-development plan, you do not provide templates and learning material but advise the mentee on their learning path. It is a two-way process, and you will need to adapt your style to that of the mentee. Use your judgement to find the right balance of comfort with the mentee but remember that this is a structured exercise with time-bound deliverables.

Broadly, there are two areas that you can look at during your conversations:

1. **Enhancing Functional Knowledge:** This will be particularly relevant to the areas your mentee has not been exposed to. Besides operational functions, create emphasis for building capability and understanding the deliverables of Security, Engineering, Revenue Management, Digital Marketing and its play and so on.
2. **Leadership and Behavioral Capability:** As a HOD, your mentee already has proven that they have leadership capabilities. The area that you need to prepare the mentee for is the change in bandwidth that the next role would require.

Functional Focus

Leadership Competencies

- | | |
|---|-----------------------------------|
| 1. Front Office | 1. Drive for Results |
| 2. Food & Beverage Service | 2. Managing People and Self |
| 3. Food Production | 3. Time Management |
| 4. Housekeeping | 4. Managing Ambiguity |
| 5. Finance | 5. Business Acumen |
| 6. Sales | 6. Crisis Management |
| 7. Loyalty, Digital & Brand Marketing | 7. Industry Trend Impact Analysis |
| 8. Revenue Management | |
| 9. Accommodation Management | |
| 10. Human Resources and L&D | |
| 11. Technical Services and EHS | |
| 12. Owner Management | |
| 13. Technology based Digital Transformation | |



Session Flow

Phase 1: Establish Expectations and build Trust (Pre-work & Sessions 1-2)

- Identify your expectations for the mentoring relationship
- Hold the first introductory meeting – ice breaker, yet with a purpose
- Listen to your mentee's expectations and goals
- Clarify roles and responsibilities
- Share your expectations for the programme with the mentee.

Phase 2: Create an Action Plan (Sessions 2-3)

- Get to know (Ask) about your mentee's strengths and challenges
- Discuss their goals and action items for the programme
- Encourage your mentee to fill out the goals and action plans on paper for both of you to refer as you go along.

Phase 3: Meet consistently and revise the Action Plan (Session 3 onwards)

- At each meeting, review progress on actions items
- Discuss items of interest, current challenges, recent successes, etc.
- Foster learning and development with practical exercises.

Phase 4: Reflect on Your Experience and determine Next Steps (Last session)

- Acknowledge your relationship and what you accomplished together
- Discuss next steps: challenges ahead and new goals
- Provide feedback on the Industry Mentoring Programme.

Track 1.3

Resident Manager/ Operations Head aspiring for General Manager/ Unit Head Role

Construct

Your mentee is a high performing resident manager/ operations head aspiring to become the unit head in a hotel in the same hotel segment. So far, they have been restricted to managing the core operating functions and obviously they have excelled in that area to get here.

Your role is to guide them in building capability to manage the next role. This will be an augmentation of what they have experienced. They will be responsible for an entire unit, have all the HODs reporting to them and will be expected to oversee functions other than operating functions in which they do not have an in-depth exposure.



Also, the leadership bandwidth here requires a much larger understanding of business nuances, balancing priorities between different stakeholders, functions, guests, processes and compliances etc.

Focus Areas

Your role is to provide guidance to the mentee from your own experiences and from developing other individuals. In other words, you do not train but help the mentee develop a self-development plan, you do not provide templates and learning material but advise the mentee on their learning path. It is a two-way process, and you will need to adapt your style to that of the mentee. Use your judgement to find the right balance of comfort with the mentee but remember that this is a structured exercise with time-bound deliverables.

Broadly, there are two areas that you can look at during your conversations:

1. **Enhancing Functional Knowledge:** This will be particularly relevant to the areas your mentee has not been exposed to. Besides operational functions, create emphasis for building capability and understanding the deliverables of Security, Engineering, Revenue Management, Digital Marketing and its play and so on.
2. **Leadership and Behavioral Capability:** As a Resident Manager/ Operations Head, your mentee already has proven that they have multi-function leadership capabilities. The area that you need to prepare the mentee for is the change in bandwidth that the next role would require.

Functional Focus

Leadership Competencies

- | | |
|---|-----------------------------------|
| 1. Front Office | 1. Drive for Results |
| 2. Food & Beverage Service | 2. Managing People and Self |
| 3. Food Production | 3. Time Management |
| 4. Housekeeping | 4. Managing Ambiguity |
| 5. Finance | 5. Business Acumen |
| 6. Sales | 6. Crisis Management |
| 7. Loyalty, Digital & Brand Marketing | 7. Industry Trend Impact Analysis |
| 8. Revenue Management | |
| 9. Accommodation Management | |
| 10. Human Resources and L&D | |
| 11. Technical Services and EHS | |
| 12. Owner Management | |
| 13. Technology based Digital Transformation | |



Session Flow

Phase 1: Establish Expectations and build Trust (Pre-work & Sessions 1-2)

- Identify your expectations for the mentoring relationship
- Hold the first introductory meeting – ice breaker, yet with a purpose
- Listen to your mentee's expectations and goals
- Clarify roles and responsibilities
- Share your expectations for the programme with the mentee.

Phase 2: Create an Action Plan (Sessions 2-3)

- Get to know (Ask) about your mentee's strengths and challenges
- Discuss their goals and action items for the programme
- Encourage your mentee to fill out the goals and action plans on paper for both of you to refer as you go along.

Phase 3: Meet consistently and revise the Action Plan (Session 3 onwards)

- At each meeting, review progress on actions items
- Discuss items of interest, current challenges, recent successes, etc.
- Foster learning and development with practical exercises.

Phase 4: Reflect on Your Experience and determine Next Steps (Last session)

- Acknowledge your relationship and what you accomplished together
- Discuss next steps: challenges ahead and new goals
- Provide feedback on the Industry Mentoring Programme.



Track 1.4

General Manager aspiring for Cluster General Manager/ Area Manager

Construct

Your mentee is a high performing General Manager aspiring to become the Cluster General Manager/ Area Manager in a hotel within the same or the next hotel segment. So far, they have been restricted to managing one unit and obviously they have excelled in that area to get here.

Your role is to guide them in building capability to manage the next role. This will be an augmentation of what they have experienced. They will be responsible for multiple units, have all unit heads reporting to them and will be expected to oversee multiple units, an area in which they do not have an in-depth exposure.

Also, the leadership bandwidth here requires a much larger understanding of business nuances, geographical dynamics, balancing priorities between different stakeholders, functions, guests, process and compliances etc.

Focus Areas

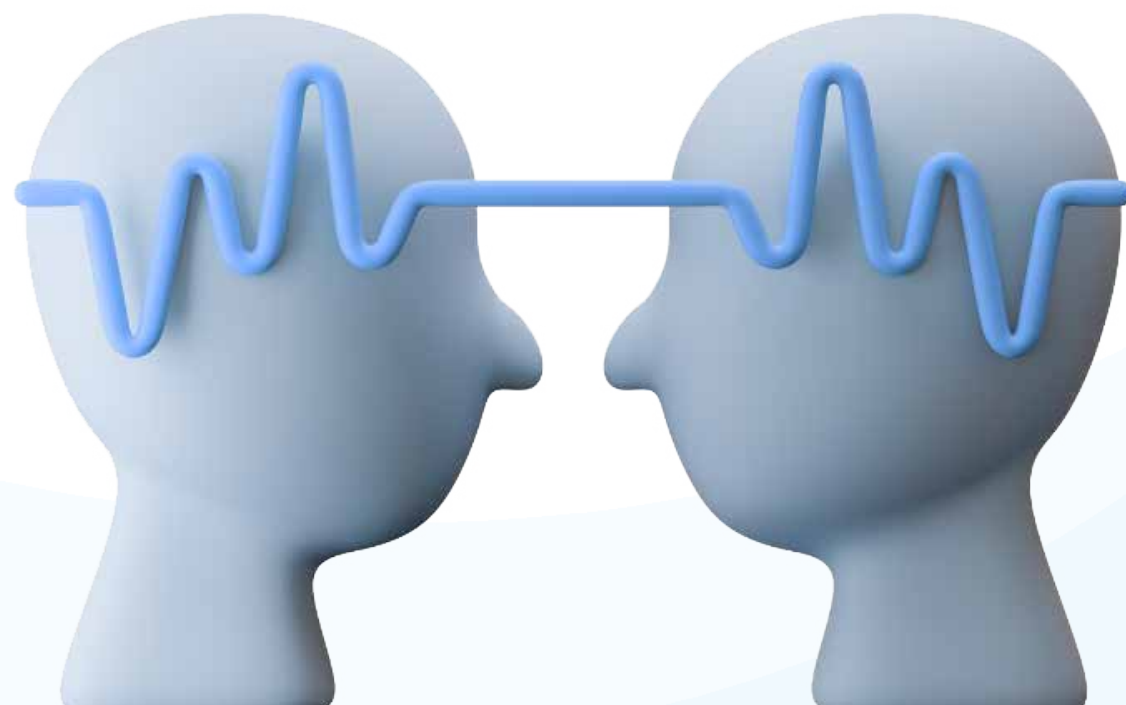
Your role is to provide guidance to the mentee from your own experiences and also from developing other individuals. In other words, you do not train but help the mentee develop a self-development plan, you do not provide templates and learning material but advise the mentee on their learning path. It is a two-way process, and you will need to adapt your style to that of the mentee. Use your judgement to find the right balance of comfort with the mentee but remember that this is a structured exercise with time-bound deliverables.

Broadly, there are two areas that you can look at during your conversations:

1. **Enhancing Functional Knowledge:** This will be particularly relevant to the areas your mentee has not been exposed to. Besides operational functions, create emphasis for building capability and understanding the deliverables of Security, Engineering, Revenue Management, Digital Marketing and its play and so on.
2. **Leadership and Behavioral Capability:** As a General Manager, your mentee already has proven that they have unit leadership capabilities. The area that you need to prepare the mentee for is the change in bandwidth that the next role would require.



Functional Focus	Leadership Competencies
1. Front Office	1. Drive for Results
2. Food & Beverage Service	2. Managing People and Self
3. Food Production	3. Time Management
4. Housekeeping	4. Managing Ambiguity
5. Finance	5. Business Acumen
6. Sales	6. Crisis Management
7. Loyalty, Digital & Brand Marketing	7. Industry Trend Impact Analysis
8. Revenue Management	8. Resource Allocation across Properties
9. Accommodation Management	
10. Human Resources and L&D	
11. Technical Services and EHS	
12. Owner Management	
13. Technology based Digital Transformation	

**Session Flow****Phase 1: Establish Expectations and build Trust (Pre-work & Sessions 1-2)**

- Identify your expectations for the mentoring relationship
- Hold the first introductory meeting – ice breaker, yet with a purpose
- Listen to your mentee's expectations and goals
- Clarify roles and responsibilities
- Share your expectations for the programme with the mentee.

Phase 2: Create an Action Plan (Sessions 2-3)

- Get to know (Ask) about your mentee's strengths and challenges
- Discuss their goals and action items for the programme
- Encourage your mentee to fill out the goals and action plans on paper for both of you to refer as you go along.

Phase 3: Meet consistently and revise the Action Plan (Session 3 onwards)

- At each meeting, review progress on actions items
- Discuss items of interest, current challenges, recent successes, etc.
- Foster learning and development with practical exercises.

Phase 4: Reflect on Your Experience and determine Next Steps (Last session)

- Acknowledge your relationship and what you accomplished together
- Discuss next steps: challenges ahead and new goals
- Provide feedback on the Industry Mentoring Programme.



Functional Tracks



2. FUNCTIONAL MANAGER TRACKS

Track 2.1

Front Office #2 aspiring for Front Office HOD

Construct

Your mentee is a high performing Manager in the Front Office Department, aspiring to become the head of department. So far, they have been able to demonstrate good functional knowledge of the function and have displayed the right qualities and attitude to lead the function.

Your role is to guide them in building capability to manage the next role. This will be fundamentally different from what they have experienced. They will be responsible for the overall operation of the function and have the entire department reporting to them. They are also the cultural custodians of the hotel, from assisting HOD in managing the teams to now being fully responsible for the performance and conduct of the team. As department leaders, they need to be aligned with the hotel revenue and EBITDA targets and their department's expenses. They are responsible for processes and compliances, and apart from that, they need to balance the work and life events of the team while maintaining harmony in the department. Also, in the role of an HOD they need to work in coordination with Housekeeping, Engineering, Sales and Revenue functions to ensure the combined contribution to reach the common Hotel KRAs. Their role will evolve from managing self to managing others.

Focus Areas

Your role is to provide guidance to the mentee from your own experiences and from developing other individuals. In other words, you do not train but help the mentee develop a self-development plan; you do not provide templates and learning material but advise the mentee on their learning path. It is a two-way process, and you will need to adapt your style to that of the mentee. Use your judgment to find the right balance of comfort with the mentee but remember that this is a structured exercise with timebound deliverables.

Broadly, there are two areas that you can look at during your conversations:

1. **Enhancing Functional Knowledge:** This will be particularly relevant to the areas your mentee has not been exposed to.
2. **Leadership and Behavioral Capability:** The area that you need to prepare the mentee for is the change in bandwidth that the next role would require.

Functional Focus	Leadership Competencies
1. Guest Experience & Service Personalization	1. Managing People and Expectations
2. Complaint Handling & Service Recovery	2. Time Management
3. Reservations, Check-in & Check-out Efficiency	3. Situation Handling
4. Revenue Support & Upselling	4. Building Capability
5. Operational Control & Reporting	5. Business Acumen
6. Compliance & Audit	

Session Flow

Phase 1: Establish Expectations and build Trust (Pre-work & Sessions 1-2)

- Identify your expectations for the mentoring relationship
- Hold the first introductory meeting – ice breaker, yet with a purpose
- Listen to your mentee's expectations and goals
- Clarify roles and responsibilities
- Share your expectations for the programme with the mentee.

Phase 2: Create an Action Plan (Sessions 2-3)

- Get to know (Ask) about your mentee's strengths and challenges
- Discuss their goals and action items for the programme
- Encourage your mentee to fill out the goals and action plans on paper for both of you to refer as you go along.

**Phase 3: Meet consistently and revise the Action Plan (Session 3 onwards)**

- At each meeting, review progress on actions items
- Discuss items of interest, current challenges, recent successes, etc.
- Foster learning and development with practical exercises.

Phase 4: Reflect on Your Experience and determine Next Steps (Last session)

- Acknowledge your relationship and what you accomplished together
- Discuss next steps: challenges ahead and new goals
- Provide feedback on the Industry Mentoring Programme.

Track 2.2**F&B Service #2 aspiring for F&B Service HOD****Construct**

Your mentee is a high-performing #2 in the F&B Service Department, aspiring to become the department head. So far, they have been able to demonstrate good functional knowledge of the function and have displayed the right qualities and attitude to lead the function.

Your role is to guide them in building their capability to manage the next role. They will be responsible for the overall operation of the function and have the entire department reporting to them. They are also the cultural custodians of the hotel, from assisting the HOD in managing the teams, to now being fully responsible for the performance and conduct of the team. As department leaders, they need to be aligned with the hotel revenue and EBITDA targets and their department's expenses. They are responsible for processes and compliances, and apart from that, they need to balance the work and life events of the team while maintaining harmony in the department.

Also, as HOD they need to work in coordination with Front Office, Housekeeping, Engineering, Sales and Revenue functions for ensuring combined contribution to reach the common hotel KRAs. Their role will evolve from managing self to managing others.

Focus Areas

Your role is to provide guidance to the mentee from your own experiences and from developing other individuals. In other words, you do not train but help the mentee develop a self-development plan; you do not provide templates and learning material but advise the mentee on their learning path. It is a two-way process, and you will need to adapt your style to that of the mentee. Use your judgment to find the right balance of comfort with the mentee but remember that this is a structured exercise with timebound deliverables.

**Broadly, there are two areas that you can look at during your conversations:**

1. **Enhancing Functional Knowledge:** This will be particularly relevant to the areas your mentee has not been exposed to, such as departmental P&L, Guest Satisfaction Scores, Compliance and audit parameters, etc.
2. **Leadership and Behavioral Capability:** The area that you need to prepare the mentee for is the change in bandwidth and taking on ownership that the next role would require.

Functional Focus	Leadership Competencies
1. F&B Contribution	1. Drive for Results
2. Guest Experience Excellence	2. Managing People and Expectations
3. Product Knowledge & Menu Familiarity	3. Time Management
4. Service Standards & SOP Adherence	4. Situation Handling
5. Operational Efficiency & Floor Management	5. Business Acumen
6. Upselling & Revenue Generation	6. Building Capability
7. Technology & Systems Familiarity	7. Cross-Functional Collaboration
8. Cost Control & Inventory Management	

Session Flow**Phase 1: Establish Expectations and build Trust (Pre-work & Sessions 1-2)**

- Identify your expectations for the mentoring relationship
- Hold the first introductory meeting – ice breaker, yet with a purpose
- Listen to your mentee's expectations and goals
- Clarify roles and responsibilities
- Share your expectations for the programme with the mentee.

Phase 2: Create an Action Plan (Sessions 2-3)

- Get to know (Ask) about your mentee's strengths and challenges
- Discuss their goals and action items for the programme
- Encourage your mentee to fill out the goals and action plans on paper for both of you to refer as you go along.

**Phase 3: Meet consistently and revise the Action Plan (Session 3 onwards)**

- At each meeting, review progress on actions items
- Discuss items of interest, current challenges, recent successes, etc.
- Foster learning and development with practical exercises.

Phase 4: Reflect on Your Experience and determine Next Steps (Last session)

- Acknowledge your relationship and what you accomplished together
- Discuss next steps: challenges ahead and new goals
- Provide feedback on the Industry Mentoring Programme.

Track 2.3**Food Production #2 aspiring for Food Production HOD****Construct**

Your mentee is a high-performing Chef in the Food Production function, aspiring to become the department head. So far, they have been able to demonstrate good functional knowledge of the function and have displayed the right qualities and attitude to lead the function.

Your role is to guide them in building their capability to manage the next role. They will be responsible for the overall operation of the function and have the entire department reporting to them. They are also the cultural custodians of the hotel, from assisting the HOD in managing the teams, to now being fully responsible for the performance and conduct of the team. As department leaders, they need to be aligned with the hotel revenue and EBITDA targets and their department's expenses. They are responsible for processes and compliances, and apart from that, they need to balance the work and life events of the team while maintaining harmony in the department.

Also, as HOD they need to work in coordination with Front Office, F&B Service, Kitchen Stewarding, Engineering, Sales and Revenue functions for ensuring combined contribution to reach the common hotel KRAs. Their role will evolve from managing self to managing others.

Focus Areas

Your role is to provide guidance to the mentee from your own experiences and from developing other individuals. In other words, you do not train but help the mentee develop a self-development plan; you do not provide templates and learning material but advise the mentee on their learning path. It is a two-way process, and you will need to adapt your style to that of the mentee. Use your judgment to find the right balance of comfort with the mentee but remember that this is a structured exercise with timebound deliverables.

**Broadly, there are two areas that you can look at during your conversations:**

1. **Enhancing Functional Knowledge:** This will be particularly relevant to the areas your mentee has not been exposed to, such as departmental P&L, Guest Satisfaction Scores, Compliance and audit parameters, etc.
2. **Leadership and Behavioral Capability:** The area that you need to prepare the mentee for is the change in bandwidth and taking on ownership that the next role would require.

Functional Focus	Leadership Competencies
1. Menu Engineering & Innovation	1. Drive for Results
2. Quality & Consistency of Food Standards	2. Managing People and Expectations
3. Kitchen Operations & Efficiency	3. Time Management
4. Cost Control & Food Yield Management	4. Situation Handling
5. Kitchen Audits, Compliance & Sustainability	5. Business Acumen
6. Team Development & Succession Planning	6. Building Capability
	7. Cross-Functional Collaboration

Broadly, there are two areas that you can look at during your conversations:

1. **Enhancing Functional Knowledge:** This will be particularly relevant to the areas your mentee has not been exposed to, such as departmental P&L, Guest Satisfaction Scores, Compliance and audit parameters, etc.
2. **Leadership and Behavioral Capability:** The area that you need to prepare the mentee for is the change in bandwidth and taking on ownership that the next role would require.

Session Flow**Phase 1: Establish Expectations and build Trust (Pre-work & Sessions 1-2)**

- Identify your expectations for the mentoring relationship
- Hold the first introductory meeting – ice breaker, yet with a purpose
- Listen to your mentee's expectations and goals
- Clarify roles and responsibilities
- Share your expectations for the programme with the mentee.

**Phase 2: Create an Action Plan (Sessions 2-3)**

- Get to know (Ask) about your mentee's strengths and challenges
- Discuss their goals and action items for the programme
- Encourage your mentee to fill out the goals and action plans on paper for both of you to refer as you go along.

Phase 3: Meet consistently and revise the Action Plan (Session 3 onwards)

- At each meeting, review progress on actions items
- Discuss items of interest, current challenges, recent successes, etc.
- Foster learning and development with practical exercises.

Phase 4: Reflect on Your Experience and determine Next Steps (Last session)

- Acknowledge your relationship and what you accomplished together
- Discuss next steps: challenges ahead and new goals
- Provide feedback on the Industry Mentoring Programme.

Track 2.4**Housekeeping #2 aspiring for Housekeeping HOD****Construct**

Your mentee is a high-performing Deputy Housekeeper or Assistant Housekeeper, currently the #2 in the department, aiming to take on the Executive Housekeeper or Housekeeping Head role at a hotel. While the mentee is strong in operational execution, their readiness for the next step involves mastering strategic, people, and administrative leadership dimensions.

Your role is to guide them in transitioning from a task-focused leader to a department head capable of leading a large team, owning service quality, optimizing costs, collaborating cross-functionally, and handling emergencies with confidence.

They must also broaden their exposure to budgeting, training, vendor management, sustainability practices, and handling VIP expectations.

Focus Areas

As a mentor, your focus is not on teaching technical skills, but on guiding the mentee to build their development path. Provide practical exposure, real-life problem solving, and assignments that foster independent thinking and leadership readiness.



Development areas: While it is given that the mentee would be an expert in the housekeeping function, this engagement should help them build on their administrative expertise, greater understanding of the ancillary functions, develop a strategic perspective to the contribution of the function and build on leadership and influencing competencies.

Broadly, there are two areas that you can look at during your conversations:

1. **Enhancing Functional Knowledge:** This will be particularly relevant to the areas your mentee has not been exposed to, such as departmental P&L, Guest Satisfaction Scores, Compliance and audit parameters, etc.
2. **Leadership and Behavioral Capability:** The area that you need to prepare the mentee for is the change in bandwidth and taking on ownership that the next role would require.

Functional Focus**Leadership Competencies**

1. Guest Room & Public Area Standards	1. Drive for Results
2. Quality Control & Inspection Systems	2. Managing People and Expectations
3. Manpower Planning & Productivity Management	3. Time Management
4. Inventory and Cost Management	4. Situation Handling
5. Laundry & Linen Operations	5. Business Acumen
6. Sustainability & Hygiene Compliance	6. Building Capability
7. Rooms Kenfixit Frequency	7. Cross-Function Collaboration
8. Coordination & Guest Interaction	

Session Flow**Phase 1: Establish Expectations and build Trust (Pre-work & Sessions 1-2)**

- Identify your expectations for the mentoring relationship
- Hold the first introductory meeting – ice breaker, yet with a purpose
- Listen to your mentee's expectations and goals
- Clarify roles and responsibilities
- Share your expectations for the programme with the mentee.

**Phase 2: Create an Action Plan (Sessions 2-3)**

- Get to know (Ask) about your mentee's strengths and challenges
- Discuss their goals and action items for the programme
- Encourage your mentee to fill out the goals and action plans on paper for both of you to refer as you go along.

Phase 3: Meet consistently and revise the Action Plan (Session 3 onwards)

- At each meeting, review progress on actions items
- Discuss items of interest, current challenges, recent successes, etc.
- Foster learning and development with practical exercises.

Phase 4: Reflect on Your Experience and determine Next Steps (Last session)

- Acknowledge your relationship and what you accomplished together
- Discuss next steps: challenges ahead and new goals
- Provide feedback on the Industry Mentoring Programme.

Track 2.5**Engineering #2 aspiring for Engineering HOD****Construct**

Your mentee is a high-performing #2 in the Engineering Department, aspiring to become the department head. They have good knowledge of the Engineering function and have displayed qualities to be able to lead the function.

Your role is to guide them in building their capability to manage the next role. They will be responsible for the overall operation of the function and have the entire department reporting to them. They are also the cultural custodians of the hotel, from assisting the HOD in managing the teams, to now being fully responsible for the performance and conduct of the team. As department leaders, they need to be aligned with the hotel revenue and EBITDA targets and their department's expenses. They are responsible for processes and compliances, and apart from that, they need to balance the work and life events of the team while maintaining harmony in the department.

Also, as HOD they need to work in coordination with Front Office, Housekeeping, F&B Service, Sales and Revenue functions for ensuring combined contribution to reach the common hotel KRAs. Their role will evolve from managing self to managing others.

**Focus Areas**

Your role is to provide guidance to the mentee from your own experiences and also from developing other individuals. In other words, you do not train but help the mentee develop a self-development plan; you do not provide templates and learning material but advise the mentee on their learning path. It is a two-way process, and you will need to adapt your style to that of the mentee. Use your judgment to find the right balance of comfort with the mentee but remember that this is a structured exercise with timebound deliverables.

Broadly, there are two areas that you can look at during your conversations:

1. **Enhancing Functional Knowledge:** This will be particularly relevant to the areas your mentee has not been exposed to, such as departmental P&L, Guest Satisfaction Scores, Compliance and audit parameters, etc.
2. **Leadership and Behavioral Capability:** The area that you need to prepare the mentee for is the change in bandwidth and taking on ownership that the next role would require.

Functional Focus	Leadership Competencies
1. Preventive & Predictive Maintenance	1. Drive for Results
2. Energy Management & Sustainability	2. Managing People and Expectations
3. Asset & Infrastructure Management	3. Time Management
4. Safety Compliance & Legal Standards	4. Situation Handling
5. Budgeting and Cost Control	5. Business Acumen
6. Crisis & Emergency Preparedness	6. Building Capability
7. Team Development & Technical Training	7. Cross-Function Collaboration
8. Inter-departmental Coordination & Guest Support	
9. General Maintenance	
10. Sustainability Initiatives & Certifications	
11. Internal & External EHS Audit	



Session Flow

Phase 1: Establish Expectations and build Trust (Pre-work & Sessions 1-2)

- Identify your expectations for the mentoring relationship
- Hold the first introductory meeting – ice breaker, yet with a purpose
- Listen to your mentee's expectations and goals
- Clarify roles and responsibilities
- Share your expectations for the programme with the mentee.

Phase 2: Create an Action Plan (Sessions 2-3)

- Get to know (Ask) about your mentee's strengths and challenges
- Discuss their goals and action items for the programme
- Encourage your mentee to fill out the goals and action plans on paper for both of you to refer as you go along.

Phase 3: Meet consistently and revise the Action Plan (Session 3 onwards)

- At each meeting, review progress on actions items
- Discuss items of interest, current challenges, recent successes, etc.
- Foster learning and development with practical exercises.

Phase 4: Reflect on Your Experience and determine Next Steps (Last session)

- Acknowledge your relationship and what you accomplished together
- Discuss next steps: challenges ahead and new goals
- Provide feedback on the Industry Mentoring Programme.

Track 2.6

Sales #2 aspiring for Sales HOD

Construct

Your mentee is a high performing Director of Sales aspiring to become Director of Sales & Marketing for a hotel. So far, they have been restricted to only sales role and obviously they have excelled in that area to get here.

Your role is to guide them in building capability to manage the next role. This will be different from what they have experienced. They will be responsible for hotel marketing along with sales role and will be expected to oversee functions in which they do not have an in-depth exposure.



Also, the leadership bandwidth here requires a much larger understanding of business nuances, balancing priorities between different stakeholders, functions, guests, processes and compliances etc.

Focus Areas

Your role is to provide guidance to the mentee from your own experiences and also from developing other individuals. In other words, you do not train but help the mentee develop a self-development plan, you do not provide templates and learning material but advise the mentee on their learning path. It is a two-way process, and you will need to adapt your style to that of the mentee. Use your judgement to find the right balance of comfort with the mentee but remember that this is a structured exercise with time-bound deliverables.

Broadly, there are two areas that you can look at during your conversations:

1. **Enhancing Functional Knowledge:** This will be particularly relevant to the areas your mentee has not been exposed to. Besides operational functions, creating emphasis for building capability and understanding the deliverables around hotel branding, marketing on multiple platforms.
2. **Leadership and Behavioral Capability:** As a DoS, your mentee already has proven that they have leadership capabilities. The area that you need to prepare the mentee for is the change in bandwidth that the next role would require.

Functional Focus

1. Revenue Generation & Business Development
2. Sales Planning & Target Achievement
3. Key Account Management & Client Engagement
4. Digital Marketing & Online Presence
5. Collaboration with Operations & Event Planning

Leadership Competencies

1. Drive for Results
2. Managing People and Self
3. Time Management
4. Managing Ambiguity
5. Business Acumen

Session Flow

Phase 1: Establish Expectations and build Trust (Pre-work & Sessions 1-2)

- Identify your expectations for the mentoring relationship
- Hold the first introductory meeting – ice breaker, yet with a purpose
- Listen to your mentee's expectations and goals
- Clarify roles and responsibilities
- Share your expectations for the programme with the mentee.

**Phase 2: Create an Action Plan (Sessions 2-3)**

- Get to know (Ask) about your mentee's strengths and challenges
- Discuss their goals and action items for the programme
- Encourage your mentee to fill out the goals and action plans on paper for both of you to refer as you go along.

Phase 3: Meet consistently and revise the Action Plan (Session 3 onwards)

- At each meeting, review progress on actions items
- Discuss items of interest, current challenges, recent successes, etc.
- Foster learning and development with practical exercises.

Phase 4: Reflect on Your Experience and determine Next Steps (Last session)

- Acknowledge your relationship and what you accomplished together
- Discuss next steps: challenges ahead and new goals
- Provide feedback on the Industry Mentoring Programme.

Track 2.7**Revenue Management #2 aspiring for Revenue Management HOD****Construct**

Your mentee is a high-performing Deputy Manager in Revenue team, currently the #2 in the department or the cluster, aiming to take on the role of the revenue head for a hotel/ cluster. While the mentee is strong in operational execution, their readiness for the next step involves mastering strategic, people, and administrative leadership dimensions.

Your role is to guide them in transitioning from a task-focused leader to a department head capable of collaborating cross-functionally, agility in decision making and action, handling emergencies with confidence and being solution centric.

They must also broaden their exposure to the existing market, building capacity of others in the hotel, stakeholder management, and collaborating with Regional & Corporate colleagues to maximize productivity.

**Focus Areas**

As a mentor, your focus is not just on technical skills, but on guiding the mentee to build their development path. Provide practical exposure, real-life problem solving, and assignments that foster independent thinking and leadership readiness.

Broadly, there are two areas that you can look at during your conversations:

1. **Enhancing Functional Knowledge:** This will be particularly relevant to the areas your mentee has not been exposed to. Besides deep insight into revenue management processes, systems and practices, this engagement should help them build on their administrative expertise, greater understanding of the ancillary functions and develop a strategic perspective.
2. **Leadership and Behavioural Capability:** As a Deputy Manager Revenue, your mentee already has proven that they have leadership capabilities. The area that you need to prepare the mentee for is the change in bandwidth that the next role would require.

Functional Focus**Leadership Competencies**

1. Forecasting & Demand Analysis	1. Drive for Results
2. Pricing Strategies & Rate Optimization	2. Communication & Influence
3. Distribution & Channel Management	3. Time Management
4. Inventory & Yield Management	4. Guest Orientation
5. Collaboration with Sales, Marketing & Operations	5. Business & Commercial Acumen
6. Business Intelligence & Reporting	6. Building Capability
7. System Management & Technology Tools	7. Cross-Function Collaboration
8. Contract Oversight for all Partners and Agencies	

Session Flow**Phase 1: Establish Expectations and build Trust (Pre-work & Sessions 1-2)**

- Identify your expectations for the mentoring relationship
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- Share your expectations for the programme with the mentee.

**Phase 2: Create an Action Plan (Sessions 2-3)**

- Get to know (Ask) about your mentee's strengths and challenges
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Track 2.8**Human Resources #2 aspiring for Human Resources HOD****Construct**

Your mentee is a high-potential HR Manager/ Deputy HR Manager, currently the #2 in their department, with aspirations to move into the Human Resources Head role at a hotel. They have demonstrated performance in executing tasks and supporting HR processes but need to evolve into a strategic HR leader who owns the full people agenda at the unit level.

Your role is to guide them in broadening their capabilities, moving from execution to strategy, from support to ownership, and from task focus to people leadership.

They will need to strengthen their understanding of business priorities, align HR strategy to operations, manage diverse stakeholder expectations (including owners, department heads, community and regulatory partners), and navigate ambiguity with confidence.

Focus Areas

You are not a trainer; your goal is to advise and guide the mentee to develop their own roadmap, identify learning sources, and reflect critically on their development. Use real-life scenarios, reflection, and assignments to build capability.

**Broadly, there are two areas that you can look at during your conversations:**

1. **Enhancing Functional Knowledge:** This will be particularly relevant to the areas your mentee has not been exposed to. While the mentee has a functional understanding of the Core HR processes associated with recruitment, performance management, compensation & benefits, engagement and statutory compliance requirements. They would need to build a greater understanding of the strategic impact of allied areas associated with Human Resources.
2. **Leadership and Behavioural Capability:** They would need to be championing successful change management and be custodians of culture. This would require developing a greater understanding of the business, organizational strategy, understanding of the macro picture, and ability to connect the dots across functions and objectives. They would also need to build networks across stakeholders outside of the hotel in this case specifically the regulatory authorities and the communities where we operate.

Functional Focus	Leadership Competencies
1. Talent Acquisition & Workforce Planning	1. Drive for Results
2. Employee Engagement & Culture Building	2. Communication & Influence
3. Performance Management & Career Growth	3. Time Management
4. Compliance, IR and Policy Governance	4. Managing Self & Others
5. Compensation & Benefits Management	5. Business & Acumen
6. HR Operations & Systems	6. Building Capability
7. People Analytics	7. Cross-Function Collaboration
8. Strategic Business Partnerships	8. Conflict Management
9. Employee Wellbeing	
10. Diversity & Inclusion	



INDUSTRY MENTORING PROGRAMME

An HAI Initiative for the Hotel Sector

Session Flow

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