



Strategic HR and Talent Leadership in Hotel Groups Course

9 – 13 November 2026
Vienna



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Overview

Strategic HR and Talent Leadership in Hotel Groups Course is a one-week advanced programme for hotel group HR directors, regional HR managers, property HR heads, workforce planners, talent leaders, learning leaders, and hospitality executives. Participants build a Group Hotel Talent Leadership Pack connecting business priorities, multi-property workforce planning, talent segmentation, succession, mobility, retention, employee experience, people analytics, governance, and a 90-day action plan. Agile Leaders Training Center develops practical capability for group-wide hotel talent decisions.

Who Should Attend

- Hotel group HR directors and regional HR leaders
- Property HR heads and cluster HR managers
- Talent, learning, organisation development, and workforce planning leaders
- Hospitality executives responsible for workforce capability and productivity
- People analytics, recruitment, mobility, and employee experience managers

The course assumes experience in HR or hotel operations. It does not provide legal advice, payroll instruction, or guaranteed recruitment, retention, localisation, or performance outcomes.

Departments and Industries

The course supports strategic hotel HR leadership across hotel groups, management companies, owners, resorts, serviced accommodation, and hospitality portfolios.

- Human resources and talent management
- Learning, leadership development, and organisation development
- Hotel operations, finance, and asset management
- Recruitment, workforce planning, and employee experience
- People analytics, governance, and risk

Learning Objectives

By the end of this course, participants will be able to:



- Align a hotel group people strategy with portfolio and operating-model priorities
- Build multi-property hotel workforce planning scenarios from demand, supply, skills, and productivity evidence
- Segment critical roles and design hospitality talent pipeline management controls
- Run transparent hotel group succession planning and talent-review calibration
- Connect retention with mobility, development, and employee experience
- Use people analytics for hotel groups to guide decisions and track action

Course Agenda

Day 1: Hotel Group People Strategy and Governance

- Portfolio Strategy and People Implication Map
- Owner, Operator, Region, Cluster, and Property Accountability Matrix
- HR Operating Model and Decision-Rights Review
- Workforce Risk and Critical Dependency Register
- Group People Strategy Outcome Map

Day 2: Multi-Property Workforce Planning

- Demand Drivers by Brand, Property, Function, and Season
- Workforce Supply, Skills, and Capacity Baseline
- Labour-Cost, Productivity, and Service Interface
- Scenario Assumptions and Workforce Gap Analysis
- Property-Cluster Workforce Plan

Day 3: Talent Segmentation and Leadership Pipelines

- Critical Role and Capability Matrix
- Talent Segmentation and Evidence Review
- Readiness Definitions and Leadership Exposure
- Development, Mobility, and Pipeline Actions
- Talent Review Calibration Record

Day 4: Succession, Retention and Employee Experience

- Critical-Role Succession Slate
- Successor Readiness and Development Plan
- Turnover and Retention Diagnostic
- Employee Experience and Career Access Review
- Mobility, Retention, and Risk Response Plan



Day 5: People Analytics and Group Talent Action

- Hotel Talent Indicator and Data Dictionary
- Ethical People Data and Access Controls
- Executive Talent Dashboard and Decision Rhythm
- Group, Region, Cluster, and Property Review Cadence
- Group Hotel Talent Leadership Pack and 90-Day Plan

Practical Exercises

Participants use suggested activities to turn hotel-group workforce evidence into governed talent decisions.

- Suggested activity: map workforce demand and skills gaps across a property cluster
- Suggested activity: calibrate a talent review using common evidence and readiness criteria
- Suggested activity: build succession slates and response plans for critical hotel roles
- Suggested activity: present a Group Hotel Talent Leadership Pack and 90-day priorities

FAQs

Who suits this strategic hotel HR leadership course?

It suits experienced hotel group HR directors, regional and cluster HR leaders, property HR heads, talent leaders, workforce planners, learning leaders, and executives who influence group-wide people decisions.

How does multi-property hotel workforce planning differ from a property staffing plan?

It connects portfolio growth, brands, operating models, property demand, skills supply, mobility, labour cost, productivity, and shared capability decisions across several hotels rather than staffing one site in isolation.

What does hospitality talent pipeline management cover?

It covers critical-role identification, transparent talent evidence, readiness definitions, leadership exposure, development actions, internal mobility, succession coverage, and review governance.

How should hotel group succession planning be governed?

Governance needs common criteria, documented evidence, calibrated reviews, clear decision rights, confidentiality controls, development ownership, coverage-risk reporting, and regular refresh points.



How can people analytics for hotel groups support decisions?

Teams can combine workforce demand, vacancies, skills, mobility, readiness, turnover, development, labour cost, productivity, and employee experience indicators while applying defined data ownership and access controls.

What should a hotel talent retention plan examine?

It should diagnose avoidable turnover, role and location patterns, management factors, career access, workload, recognition, mobility, learning, employee experience, and accountable actions for priority causes.

Conclusion

Participants take back a Group Hotel Talent Leadership Pack connecting people strategy, operating-model governance, multi-property workforce plans, talent segmentation, leadership pipelines, succession, retention, mobility, employee experience, analytics, risk, and a 90-day action plan.