

SHINE 1:

ENGAGING FUTURE COMMERCIAL AND OPERATIONAL LEADERS PROGRAM

EMEA SHINE 1 is a structured development program that supports our identified internal talent in their transition to a Commercial or Operational Leader role at the hotel Executive Committee level.

Participants will **move into a Commercial or Operations Leader role, within 12 months** of successfully completing **SHINE 1**, subject to the participant's state of readiness and positions availability. The career paths of all participants are regularly reviewed during Talent Reviews to ensure the right moves take place at the right time.

PROGRAM OVERVIEW

The Program runs over 9 months and includes:

- SHL Verbal and Numerical Tests
- Psychometric assessments
- Webinars and LinkedIn modules
- Technical Skills profile assessment
- On the job learning assignments
- A Business driven project
- Virtual and Residential Development Center
- Individual Mentor at GM or Area specialist level
- Career Development Plan (CDP) aligned to the individual's technical and leadership capabilities

BENEFITS

The blended learning approach ensures a rich development experience. Participants will learn about themselves, about being a leader, about the Leader Business Capabilities and about the business.

In addition, being part of a high potential talent group provides great teamwork and networking opportunities, as well as exposure to senior executives.

COSTS

The costs are \$1500 per person excluding travel costs..



PARTICIPANT PROFILE

The Program is intended for hotel Heads of Department or area specialists with the desire to become a hotel level Commercial or Operational Leaders.

Delegates are identified by the Area VP Operations and RHRD and Talent Manager and GMs are requested to nominate their talent.

Nominees application forms are reviewed and the candidate completes a verbal and numerical reasoning test with SHL. The outcome and final selection is then approved by the Area VP Operations, HRVPs and Talent Management.

Team Members who attended other development programs, like LEAD 3.1 or Commercial Aspire, should leave a minimum of six months between the two Programs to ensure that there has been enough time to put the learning into practice.

QUESTIONS?

Please contact:

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“ The Shine Program gave me the opportunity to receive very concrete and constructive feedback from great leaders and colleagues!

The project allowed me to look into another area – F&B, something I had always been interested in. I am extremely thankful for this unique learning and growth opportunity! ”

“ Participating in the program gave me the opportunity to see a wider spectrum of our hotel operation. While developing the project I needed to involve several departments, adapt myself to different challenges and learn new skills to ensure the success of the project! ”

