

When Different Perspectives Can Both Be Right

A familiar story tells of two people who bring their disagreement to a judge. After hearing the first person, the judge says, “You are right.” The second presents the opposite argument, and the judge—again—tells him, “You are right, too.”

Their lawyer objects: “We cannot both be right.” The judge smiles and answers, “You are also right.”

Now, you might be thinking about how relevant this story is. Behind this story lies a characteristically true approach to disagreement...

In the workplace, particularly in hospitality, there is rarely ever only one perspective. Employees, managers, owners and colleagues may all see the same situation differently—and often, there is always some truth in each point of view.

Gratitude in the workplace does not mean ignoring problems or pretending that every job is perfect; rather, it means recognising the people, opportunities and experiences that contribute to our professional growth.

The hospitality industry makes this especially important: a hotel, resort or restaurant functions because many individual responsibilities come together every single day. A guest may remember the General Manager who welcomed them, but behind that moment are housekeepers, engineers, chefs, front desk employees, sales teams, finance professionals and countless others whose work often happens quietly in the background.

One of the simplest forms of workplace gratitude is therefore recognising work that is not always visible.

Recognition does not always require a formal award or promotion. Sometimes it is simply thanking someone for staying late, handling a difficult guest, helping another department or solving a problem before it becomes noticeable.

You know how the saying goes: **People remember how they are treated.**

This is especially true in hospitality, where employees are expected to provide warmth and professionalism even during stressful periods. Leaders who acknowledge that effort create stronger teams and healthier workplace cultures.

Not every job will be the job in which you remain forever. Hospitality is a highly mobile industry, and many executives move between brands, countries, ownership groups and property types throughout their careers.

Even a difficult role can provide something valuable—operational knowledge, leadership experience, international exposure or simply a better understanding of what you want from your next opportunity.

Being grateful for a position does not mean being obligated to remain in it indefinitely. You can appreciate what a company has given you while still recognising that it may be time to move forward.

Good managers are often remembered long after an employee has left a company. The leader who gave someone their first management opportunity, trusted them with greater responsibility or encouraged them to pursue a promotion may influence an entire career.

Poor leadership, on the other hand, can *also* teach valuable lessons by showing us the behaviours we do not want to repeat when we eventually manage teams of our own.

In both cases, there is something to learn.

But, gratitude should never be expected only from employees. One of the realities we regularly see in executive recruitment is that organisations sometimes recognise the value of an employee only after that person has decided to leave.

Retention begins long before a counteroffer...

Employees are more likely to remain where they feel respected, appropriately compensated and able to grow. For employers, gratitude should therefore be practical. It may mean investing in training, promoting from within, providing meaningful feedback or simply recognising strong performance before an employee begins looking elsewhere.

A company's best people should not have to resign before management begins discussing their future.

An employee can appreciate an opportunity and still negotiate compensation. They can respect an employer and *still* accept a better position elsewhere. They can be thankful for many years with an organisation while recognising that the next stage of their career may belong somewhere else.

The same applies to employers. A company can appreciate an executive's contribution while understanding that careers naturally evolve.

That is why it is worth thanking the people who helped you, maintaining relationships with former colleagues and leaving positions respectfully whenever possible.

At Renard International, we have seen careers begin, change direction, cross continents and come full circle... and that is just the beauty of recruitment.

Companies change. Managers move. Hotels are sold, rebranded and repositioned. Careers evolve!

What often remains are the relationships people built along the way and the opportunities they were given.

Especially in an industry ultimately built around people, perhaps that is something worth being grateful for.

**Review our Newsletter and 2025/26 International Salary Surveys at
www.renardnewsletter.com**



Stephen J. Renard,

President

RENARD INTERNATIONAL HOSPITALITY SEARCH CONSULTANTS

121 Richmond Street West, Suite 601

Toronto, ON. Canada, M5H 2K1

Tel: (1) 416 364 8325 ext. 228

Email: steve@renardinternational.com

Websites: www.renardinternational.com

www.renardnewsletter.com

WE USE OUR REPUTATION TO HELP BUILD YOURS!

"Celebrating 56 years of Excellence" 1970 to 2026

