



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

200
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Strategic Tourism, Events and Leisure Management (BMTP6016)

Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales

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Session Aims

- Introduction to Strategic Leadership in Tourism and Events
- Key Principles and Models of Strategic Leadership
- Assignment 1 Breakdown

The Importance of Strategic Leadership Tourism and Events Sector



As a reminder... what is Strategic Leadership?

Strategic leadership is the ability to guide an organisation towards long-term goals by making smart decisions, setting a clear direction, and inspiring people to work together toward a shared vision.

It involves thinking ahead, understanding the bigger picture, and adapting to changes in the environment.

It's about;

- Setting the direction: Figuring out where the organization should go and what it needs to achieve.
- Making smart decisions: Identifying opportunities and challenges and choosing the best path forward.
- Inspiring and motivating others: Leading people to work toward those goals with energy and focus.
- Adapting to change: Adjusting plans when necessary to stay on track in a changing world.

The Importance of Strategic Leadership

Changing Trends:

- The industry is influenced by shifting travel trends, preferences, and technologies.
- Strategic leaders help organisations adapt and stay relevant.

Competition:

- There are many options for travellers and event-goers.
- Strong leadership helps create unique offerings that stand out.

Crisis Management:

- Events and tourism can be affected by crises like natural disasters or pandemics.
- Strategic leaders can navigate these challenges and help organisations recover.

The Importance of Strategic Leadership

Collaboration:

- This sector often involves partnerships between various stakeholders, like hotels, attractions, and local governments.
- Strategic leaders build strong relationships to enhance overall experiences.

Sustainability:

- With increasing awareness of environmental impact, strategic leaders can guide organisations in adopting sustainable practices.
- What are these benefits?

The Importance of Strategic Leadership

Adaptability:

- The industry is constantly changing, so effective leaders can quickly adapt to new trends and challenges, ensuring the organisation stays relevant.

Decision-Making:

- Leaders make important decisions that affect operations, marketing, and customer experiences, helping to drive success.

Vision and Direction:

- Strategic leaders set a clear vision for the organisation, helping everyone understand the goals and direction.

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What unique challenges do leaders face in industry?

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Seasonality:

- Demand can vary greatly with seasons or holidays, making it hard to manage resources effectively throughout the year.

Economic Factors:

- Economic changes, like recessions or rising costs, can affect people's travel budgets and spending.

Regulatory Issues:

- Leaders must deal with different rules and regulations, such as safety guidelines and permits, which can differ by location.

Technology Changes:

- Keeping up with new technologies, like booking platforms and social media, is essential for reaching customers and enhancing experiences.

What unique challenges do leaders face in industry?

High Customer Expectations:

- Travelers and event-goers expect high-quality, personalised experiences, which requires constant innovation.

Global Events:

- Crises like pandemics, natural disasters, or political unrest can suddenly disrupt travel plans and require quick adaptation.

Sustainability:

- Increasingly, there's pressure to adopt environmentally friendly practices, which can be challenging to implement while still being profitable.

The Role of Strategic Leaders in Shaping Organisational Vision, Culture, and Strategy

Strategic leaders play a key role in shaping an organisation's **vision**, **culture**, and **strategy** in the following ways:

Shaping Vision:

- They define a clear and inspiring vision for the future, helping everyone in the organisation understand what they are working toward.

Building Culture:

- Strategic leaders set the tone for the organisational culture by promoting values like teamwork, innovation, and customer focus. This creates a positive work environment.

The Role of Strategic Leaders in Shaping Organisational Vision, Culture, and Strategy

Setting Strategy:

- They develop plans and strategies to achieve the vision, identifying goals and the best ways to reach them.
- This includes making decisions about resources and priorities.

Building Culture

A healthy culture helps attract talent, boosts employee morale, and aligns everyone with the company's vision and values.

From your perspective, what are the three “big things” that can truly shape and sustain a positive organisational culture?

Scott’s three big things;

- Open and transparent communication
- Recognition and appreciation
- Work life balance and transparency

How can Strategic Leaders shape an organisation's vision, culture, and strategy?

Communicating Effectively:

- Strategic leaders communicate the vision and strategy to all employees, ensuring everyone is on the same page and motivated to contribute.

Fostering Collaboration:

- They encourage teamwork and collaboration across different departments, helping to break down silos and promote a unified approach.

Adapting to Change:

- Strategic leaders anticipate changes in the industry and adapt the organisation's vision and strategy, accordingly, ensuring continued growth and relevance.

How can Strategic Leaders shape an organisation's vision, culture, and strategy?

Inspiring Others:

- By embodying the values and vision of the organisation, they inspire and motivate employees to embrace the culture and work towards common goals.

Leadership Scenario

With the handout I have given you, how would those respective leadership styles react to the following scenario... “Organising a local festival or conference”

For example... an Autocratic Leader would make quick decisions and assign tasks without asking for input from others.

Once complete, answer the following questions:

1. What were the strengths and challenges of each leadership style in the context of the event?
2. Which leadership style seemed best suited for the scenario? Why?
3. How do these leadership styles impact the team, event success, and organisational culture in tourism and events?

Leadership Styles



Autocratic Leadership

Autocratic leadership is a style where the leader makes all the decisions on their own and expects the team to follow them without input or feedback.

- **Centralised Decision-Making:** The leader makes all decisions without consulting the team.
- **Clear Direction:** The leader gives specific instructions and expects them to be followed exactly.
- **Little Team Input:** Team members have little to no say in how things are done.
- **Efficiency:** This style can be fast and efficient, especially in urgent or high-pressure situations.
- **Control:** The leader maintains full control over the work and the team.

Democratic Leadership

Democratic leadership is a style where the leader involves the team in decision-making, values their input, and encourages collaboration.

Key Features:

- **Team Involvement:** The leader seeks ideas and feedback from the team before making decisions.
- **Collaboration:** The leader encourages open communication and teamwork.
- **Shared Responsibility:** Everyone has a role in shaping the direction of the project or task.
- **Empowerment:** Team members feel more valued and motivated because their opinions matter.
- **Slower Decision-Making:** Since input is gathered from everyone, decisions may take longer to reach, but they are more likely to be supported by the team.

Transformational Leadership

Transformational leadership is a style where the leader inspires and motivates the team with a vision for the future, encouraging innovation and personal growth.

Key Features:

- **Inspiration:** The leader shares a clear, exciting vision that motivates the team to work towards a common goal.
- **Encouragement of Creativity:** The leader encourages team members to think outside the box and come up with new ideas.
- **Focus on Growth:** The leader helps team members develop their skills and grow personally and professionally.
- **Positive Influence:** The leader acts as a role model, inspiring trust and respect through their passion and commitment.
- **High Morale:** Team members are often highly engaged, feeling inspired and driven by the leader's vision.

Laissez-Faire Leadership

Laissez-faire leadership is a style where the leader gives the team a lot of freedom to make decisions and manage their work, with little interference or direction.

Key Features:

- **Hands-Off Approach:** The leader provides minimal guidance and allows team members to make their own decisions.
- **Autonomy:** Team members have the freedom to decide how to complete their tasks and solve problems.
- **Trust in the Team:** The leader trusts that the team will manage their work without needing constant supervision.
- **Less Control:** The leader is not involved in day-to-day tasks or micromanaging, focusing more on big-picture goals.
- **Suitable for Experienced Teams:** This style works best when team members are skilled, self-motivated, and capable of working independently.

Transactional Leadership

Transactional leadership is a style where the leader focuses on clear goals, rewards, and punishments to motivate the team and ensure tasks are completed as expected.

Key Features:

- **Clear Expectations:** The leader sets specific goals and clearly outlines what needs to be done.
- **Rewards and Punishments:** Team members are rewarded for meeting goals and penalized for not meeting them.
- **Focus on Tasks:** The leader emphasises completing tasks and achieving set objectives.
- **Short-Term Goals:** This style is often used to manage day-to-day operations or achieve short-term results.
- **Structure and Control:** The leader maintains control by monitoring progress and ensuring that tasks are completed on time.

What type
of leader
are you?



<https://www.mindtools.com/azr30oh/w-hats-your-leadership-style>

The Importance of Adaptability and Strategic Thinking

Adaptability

Changing Circumstances:

- Events can face unexpected challenges, like bad weather or travel restrictions. Being adaptable helps organisers adjust plans quickly.

Audience Needs:

- Tourist preferences can shift. Adaptability allows organisers to respond to trends and what attendees want.

Technology:

- New tools and platforms emerge regularly. Being flexible means using the latest technology to enhance the event experience.

The Importance of Adaptability and Strategic Thinking

Strategic Thinking

Planning Ahead:

- Strategic thinking involves setting clear goals and planning steps to achieve them. This ensures the event runs smoothly.

Resource Management:

- It helps in making the best use of time, money, and personnel, ensuring that everything needed for the event is in place.

Long-term Success:

- Thinking strategically allows organisers to build relationships and reputation, leading to future opportunities and repeat attendees.

Example: A Large International Music Festival

Scenario:

- Imagine a major music festival being organised in a large city, attracting thousands of visitors from around the world.
- The event is crucial for the city's economy, involves many stakeholders (such as artists, vendors, local government, and sponsors), and requires precise coordination.
- The festival organiser is the head of a large team, and due to tight deadlines, budget constraints, and the need for quick decision-making...

Question: What leadership style is best? Autocratic, Democratic or Laissez-Faire?

Answer: Autocratic

Example: Organising a Local Cultural Festival

Scenario:

- Imagine a small town organising an annual cultural festival to showcase local arts, food, and music.
- The event attracts tourists, supports local businesses, and brings the community together.
- The event's leadership team is made up of local organisers, including volunteers, artists, food vendors, event planners, and community members.

Question: If you were the head of the organising committee, what leadership style would be best effective? Autocratic, Democratic or Laissez-Faire?

Answer: Democratic

Example: Organising a Destination Wedding

Scenario:

- Imagine a luxury resort on a tropical island that specialises in hosting destination weddings.
- The resort has a wedding planning team that includes event coordinators, decorators, caterers, and entertainment specialists.

Question: Acting as the head of the resort's event planning department, what leadership style would be most effective?

Answer: Laissez-Faire

Questions

1. What qualities make a good leader in the tourism industry?
2. How can leaders create a positive experience for guests at events?
3. Why is it important for leaders to adapt to changes in the tourism market?

Activity



Come up with your own personal vision for effective leadership in the tourism and events industry.



Consider what qualities, goals and strategies are important to them?



What leadership style are they more aligned to?

Assignment 1

8th December 2024 23.59

2,000 words

Assignment 1 - Task

Task:

Strategic leadership is crucial for a tourism and events company due to the dynamic and competitive nature of the industry. Strategic leadership is particularly important in this context as it can help an organisation navigate market conditions, enhance the customer experience and allow for financial stability and sustainable growth. Acting as a CEO of a chosen tourism and events organisation, your task is to conduct a comprehensive internal review to evaluate the effectiveness of your organisation's current strategies.

What is it asking you to do:

- Understand Strategic Leadership: Recognise the importance of strategic leadership in the tourism and events industry, especially given its competitive and changing nature.
- Act as a CEO: Assume the role of a CEO for a selected tourism and events organisation.
- Conduct an Internal Review: Carry out a detailed evaluation of the organisation's current strategies to assess how effective they are.
- Focus on Key Areas: Consider how these strategies help navigate market conditions, improve customer experiences, and ensure financial stability and sustainable growth.

Assignment 1 - Introduction

Introduction:

- Your report should begin with an executive summary, outlining the focus areas of your review and the methodologies you will be using for analysis. Following this, introduce your chosen company, emphasising the strategic challenges or opportunities it faces.

What it is asking you to do:

- Write an Executive Summary: Start the report with a brief overview that highlights the main focus areas of the internal review and the methods they will use for analysis.
- Introduce the Chosen Company: Provide an introduction to the selected tourism and events organisation.
- Emphasise Strategic Challenges or Opportunities: Discuss the specific strategic challenges or opportunities that the company is currently facing.

Assignment 1 - Findings

Findings:

- In the main body, you are to apply strategic frameworks like Porter's Five Forces, SWOT, or other relevant models to assess the internal audit and the market analysis (external factors) affecting your organisation. Your findings should not just highlight the current status but critically evaluate how effective or ineffective these existing strategies have been.

What is it asking you to do:

- Use Strategic Frameworks: Apply strategic models such as Porter's Five Forces, SWOT analysis or a PESTLE Analysis to examine both the internal aspects of the organisation and the external market conditions.
- Conduct an Internal Audit and Market Analysis: Analyse how these factors impact the organisation's performance
- Evaluate Effectiveness: Go beyond just describing the current situation; critically assess how effective or ineffective the existing strategies have been.

Assignment 1 – Conclusions and Recommendations

Conclusion and Recommendations:

- To conclude, synthesise your observations and offer actionable recommendations to senior management on how the strategies can be improved or pivoted for better results. Remember to properly cite any external information or data used.

What it is asking you to do:

- Synthesise Observations: Bring together and summarise the key findings and insights from their analysis throughout the report.
- Provide Actionable Recommendations: Offer specific suggestions for how senior management can improve or adjust the organisation's strategies to achieve better outcomes.
- Cite External Information: Ensure that any external data or information referenced in their recommendations is properly cited.

Assignment 1 Structure

1. Cover Page
2. Table of Contents
3. Introduction
4. Findings
5. Conclusion
6. Recommendations
7. Reference List
8. Appendices

Assignment 1!

To ensure you are all on the right track, please send me by **Wednesday 27th November** a skeleton draft of your assignment.

This should include;

- Your chosen organisation
- Bullet points of what you are going to be talking about in your introduction, findings and recommendations.
- The frameworks that you are going to be talking about and where in your work they will fit in.



**ANY
QUESTIONS?**





Supranational Forces

Thank you for your time!

If you have any questions, please
contact me via Teams or email
(scott.james@uwtsd.ac.uk).

See you next week!