

BA International Hotel Management

Organisational Consultancy

BMIH6005

Week Five

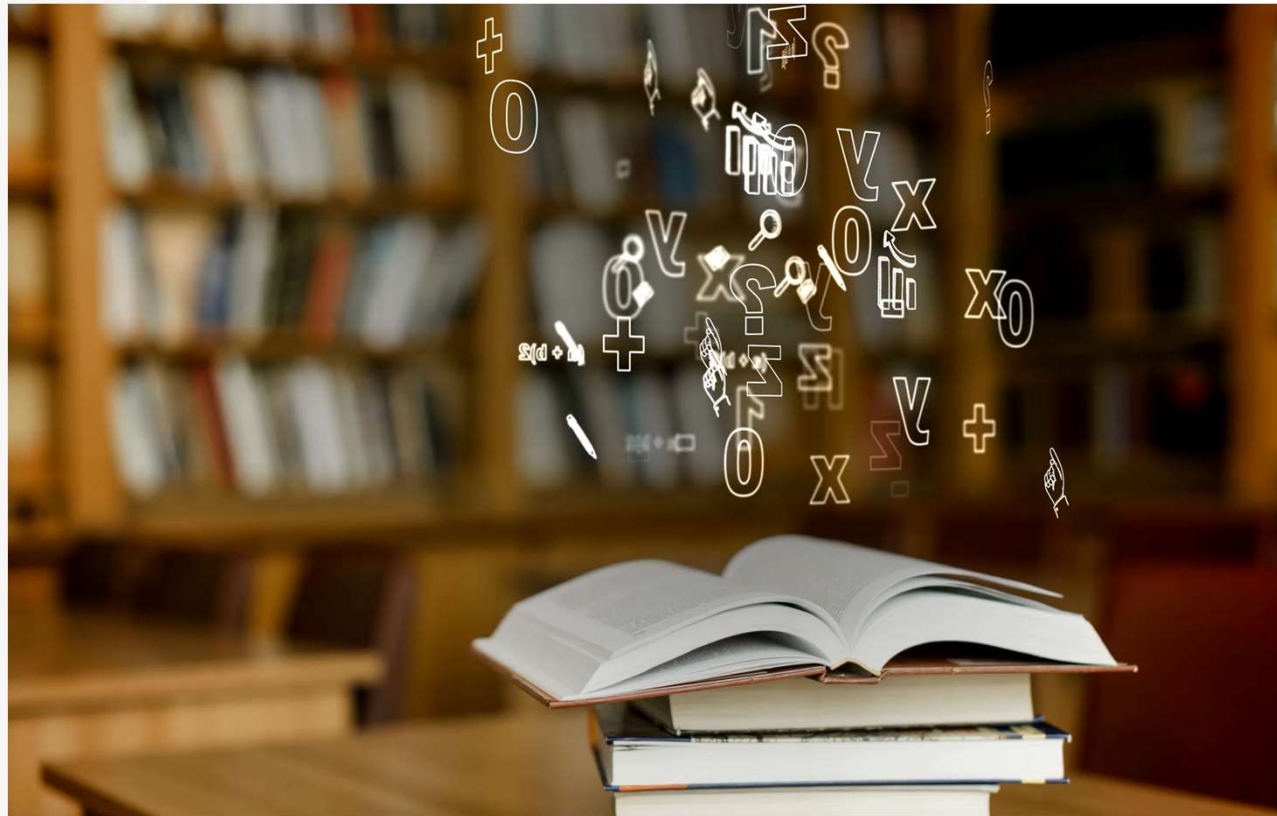
*Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales*

www.uwtsd.ac.uk





Outcomes of the Session



Change
Management
definition and
understand why we
need

Organisational
Leadership

Application of
change
management
models

Industry examples

Before we start

As there are quite a few of us here, please ensure that your microphone is muted during all teaching until you are asked a question or there is a group discussion to prevent background noise.

Your camera must be always on during lectures please.

Use the Teams university background to protect your privacy.

This and all sessions will be recorded so that you can watch it again

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



Group Discussion:
Hospitality braces
for 101% in rise in
bills this quarter

Answer the following question. Feel free to
demonstrate further reading.

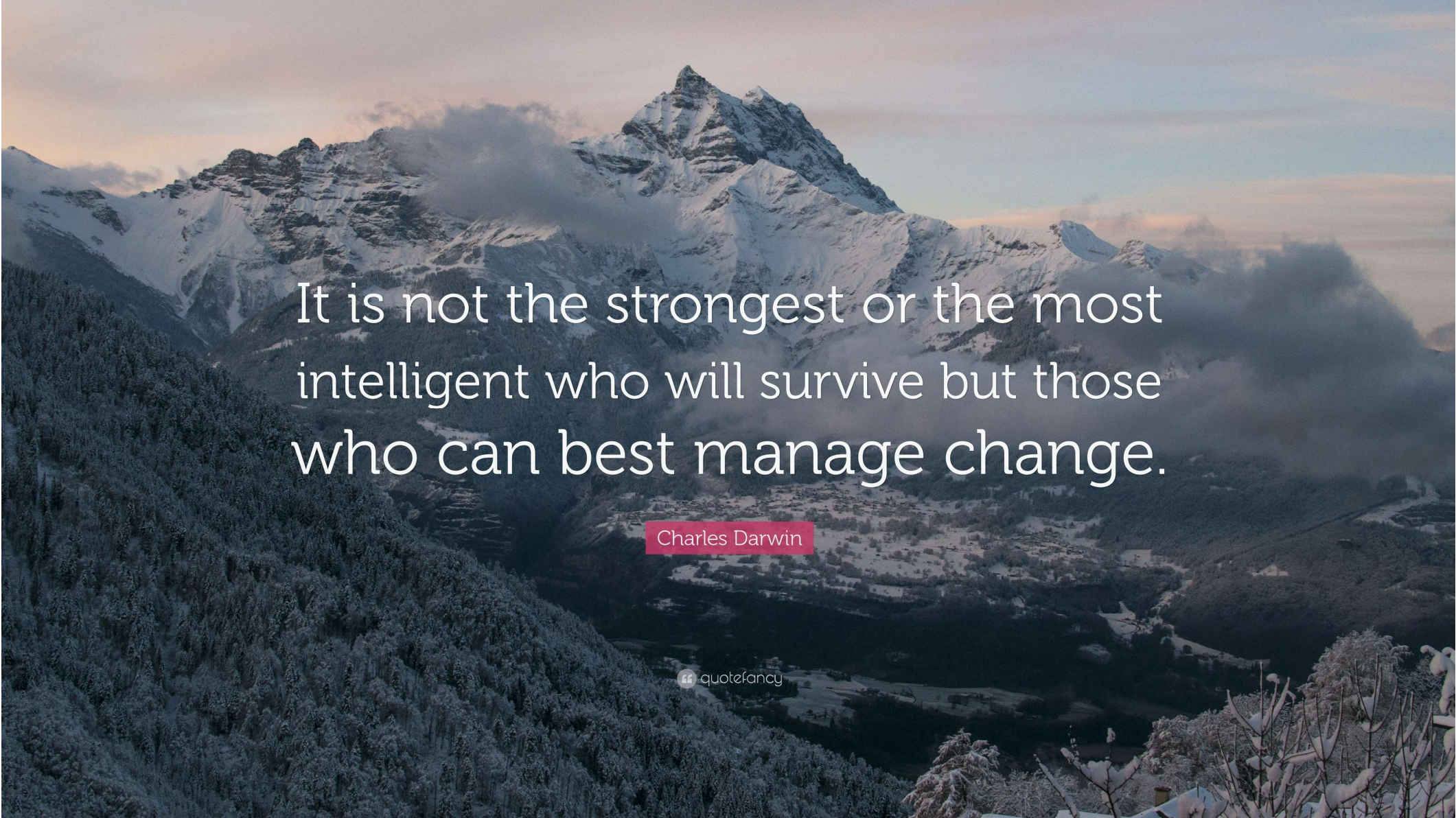
How should the hotel adapt to this change?

What would be the most appropriate strategy
and why?

Change Management Definitions

“Change management, which is the term most everyone uses, refers to a set of basic tools or structures intended to keep any change effort under control. The goal is often to minimize the distractions and impacts of the change.” **(Kotter, 2011)**

The change management process is the sequence of steps or activities that a change management team or project leader would follow to apply change management to a project or change. **(Prosci, 2022)**



It is not the strongest or the most
intelligent who will survive but those
who can best manage change.

Charles Darwin

quote fancy

Change Management...



What does
Change
Management
mean to you?

Further understanding of change management

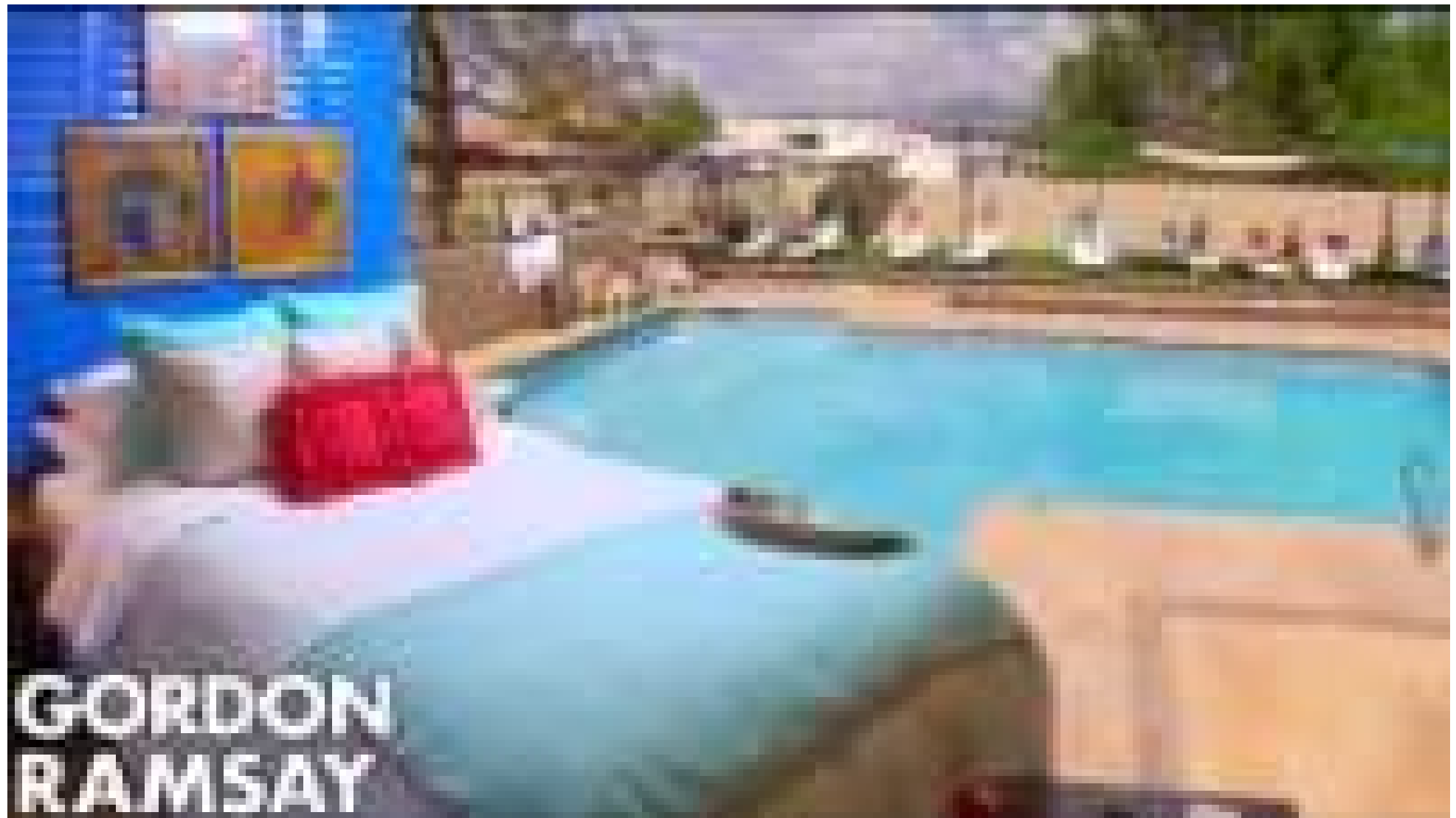
Who moved my cheese? Dr Spencer Johnston



What are the drivers of Change?

- **Growth opportunities, especially new markets.**
- **Economic downturns and challenging trading conditions.**
- **Shifts in strategic objectives.**
- **Technological developments.**
- **Competitive pressures, including new entrants, mergers and acquisitions.**
- **Customer or supplier pressure, particularly shifting markets.**
- **Learning new organisation behaviours and skills.**
- **Government legislation/initiatives**

Not everyone likes change!



Group Exercise:



Why would the client resist change?

What could the consultant have done differently?

The resistance to change management

- **Everything seems different**
- **Loss of control**
- **Excess uncertainty**
- **More work**

It is not always an organisation that needs change.

Organisational Leadership



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

200
1822 - 2022

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

Seven types of action logic

Rooke and Torbert (2005)

Type	Characteristics	Strengths	Weaknesses
Opportunist	<i>Wins any way possible.</i> Self-oriented; manipulative; "might makes right."	Good in emergencies and in pursuing sales.	Few people want to follow them for the long term.
Diplomat	<i>Avoids conflict.</i> Wants to belong; obeys group norms; doesn't rock the boat.	Supportive glue on teams.	Can't provide painful feedback or make the hard decisions needed to improve performance.
Expert	<i>Rules by logic and expertise.</i> Uses hard data to gain consensus and buy-in.	Good individual contributor.	Lacks emotional intelligence; lacks respect for those with less expertise.
Achiever	<i>Meets strategic goals.</i> Promotes teamwork; juggles managerial duties and responds to market demands to achieve goals.	Well suited to managerial work.	Inhibits thinking outside the box.
Individualist	<i>Operates in unconventional ways.</i> Ignores rules he/she regards as irrelevant.	Effective in venture and consulting roles.	Irritates colleagues and bosses by ignoring key organizational processes and people.
Strategist	<i>Generates organizational and personal change.</i> Highly collaborative; weaves visions with pragmatic, timely initiatives; challenges existing assumptions.	Generates transformations over the short and long term.	None
Alchemist	<i>Generates social transformations (e.g., Nelson Mandela).</i> Reinvents organizations in historically significant ways.	Leads societywide change.	None



Fergusons Formula (Elberse, 2013)

- Start with the foundation
- Dare to rebuild your team
- Set high standards and hold people accountable to them
- Never cede control
- Match the message to the moment
- Prepare to win
- Rely on the power of observation
- Never stop adapting

Organisational Change Implementation

Adaptive Change



Transformational Change
(Miller, 2020)



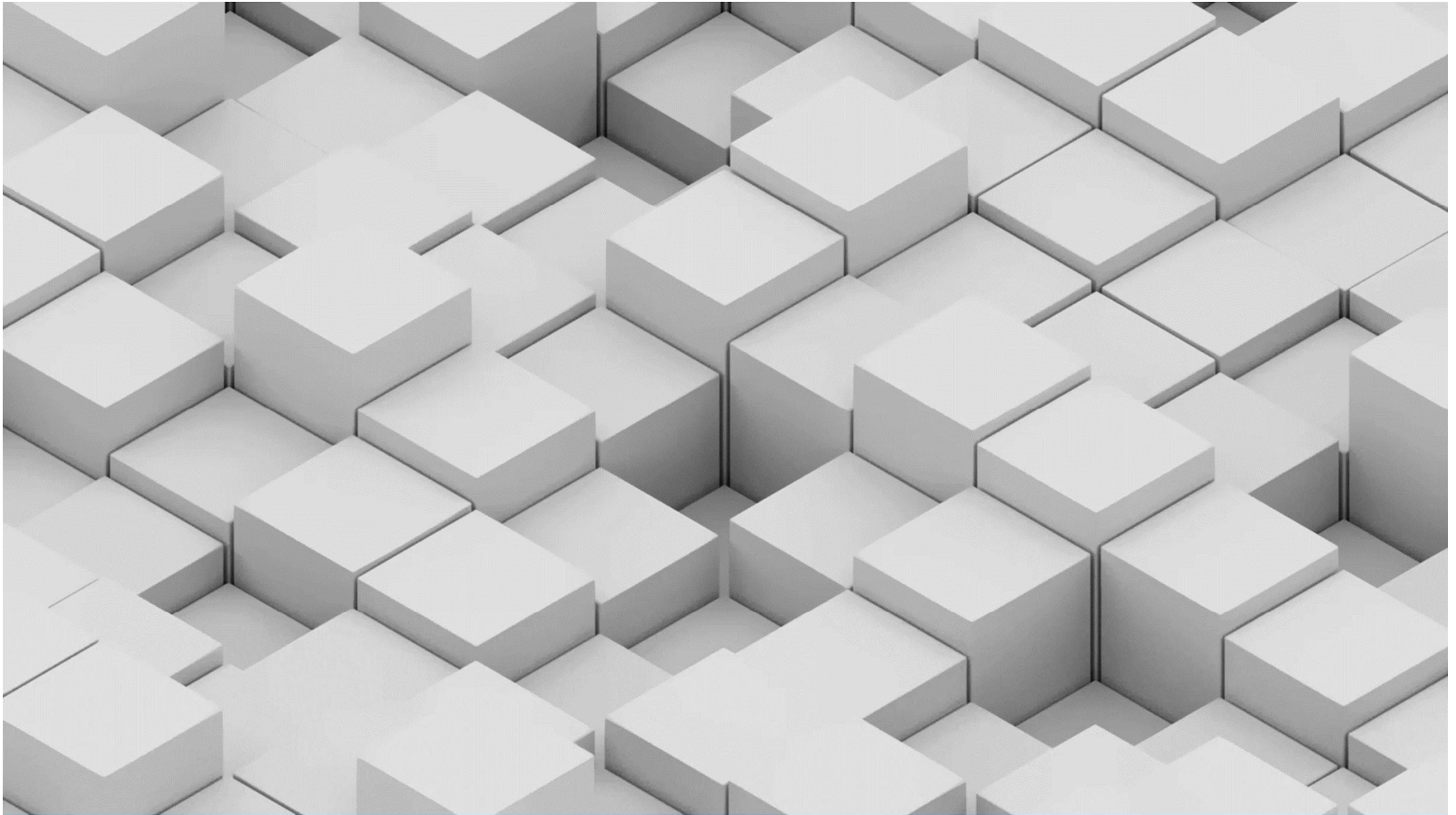
Process for Planned Organisational Change

- ❖ Recognising need for change
- ❖ Diagnose the readiness for change
- ❖ Identify likely sources of resistance
- ❖ Set overall goals, objectives and vision for change
- ❖ Educate, persuade and enthuse people about the change
- ❖ Generate involvement and empowerment
- ❖ Identifying specific change targets
- ❖ Decide on specific change approach/technique
- ❖ Implement change
- ❖ Evaluate change

Any Questions?



Change Management Modelling



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

200
1822 - 2022

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

Breakout Room Exercise:



Can you research
some different
Change
Management
Models?

Lewin's 3 Stage Model of Change

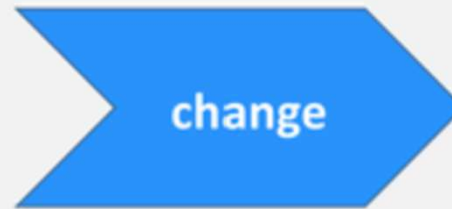


LEWIN'S CHANGE MODEL

Lewin's Three Stage Change Process – Practical Steps



- Determines what needs to change
- Ensure there is strong support from management
- Create the need for change
- Manage and understand the doubts and concerns



- Communicate often
- Dispel rumors
- Empower action
- Involve people in the process

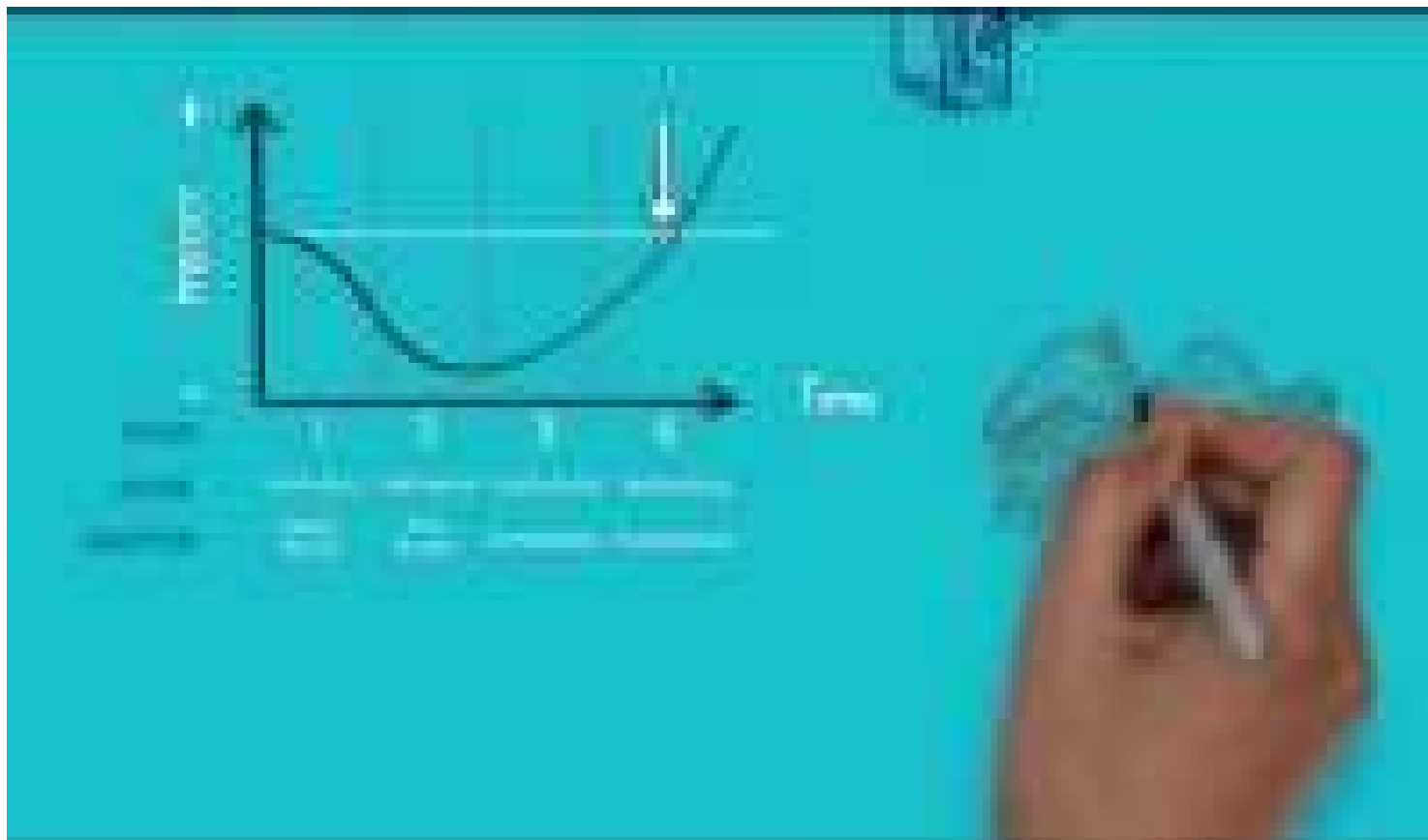


- Anchor the changes into the culture
- Develop ways to sustain the change
- Provide support and training
- Celebrate successes

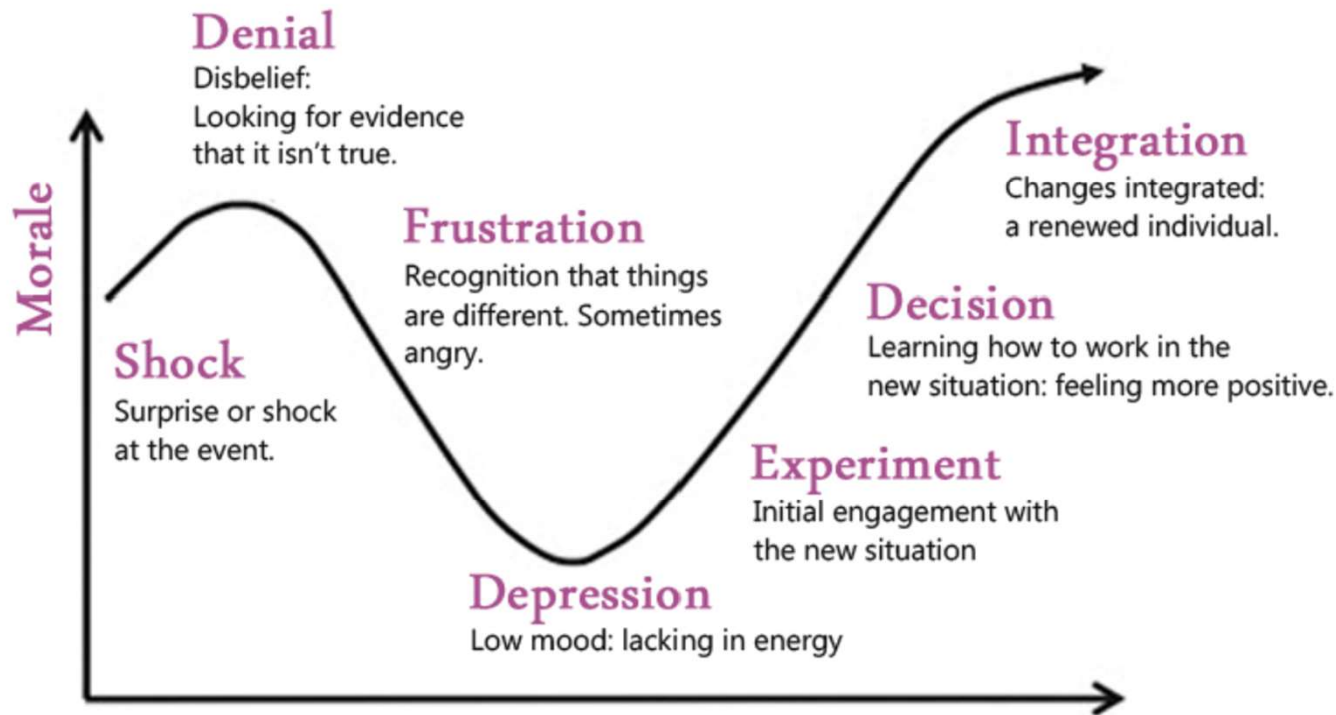
Kotter's eight step change model (1995)

- Establishing a sense of urgency
- Forming a powerful guiding coalition
- Creating a vision
- Communicating the vision
- Empowering others to act on the vision
- Planning for and creating short-term wins#
- Consolidating improvements and producing still more change
- Institutionalizing new approaches

The Change Curve

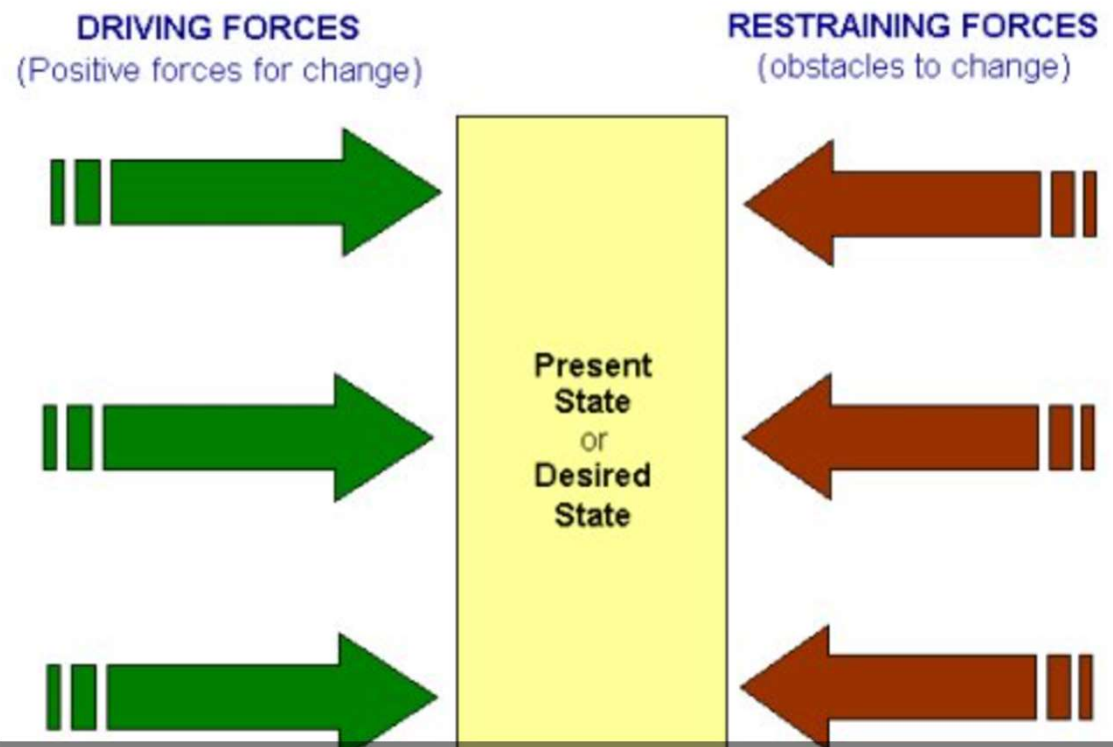


The Kübler-Ross Change Curve



Kurt Lewin's Force Field Analysis

FORCE FIELD ANALYSIS – KURT LEWIN



What Kurt Lewin proposes is that whenever **driving forces** are stronger than **restraining forces**, the status quo or equilibrium will change.

Marriott Hotels reflagging and brand conversion of hotels their UK hotels

- Brand change
- Demographic change
- Corporate ethos and culture
- Change in facilities



Group Exercise:



Benefits and limitations with hotel rebranding or reflagging?

How would you manage this change?

HOW TO MANAGE CHANGE EFFECTIVELY?

Do you understand the forces making change necessary?

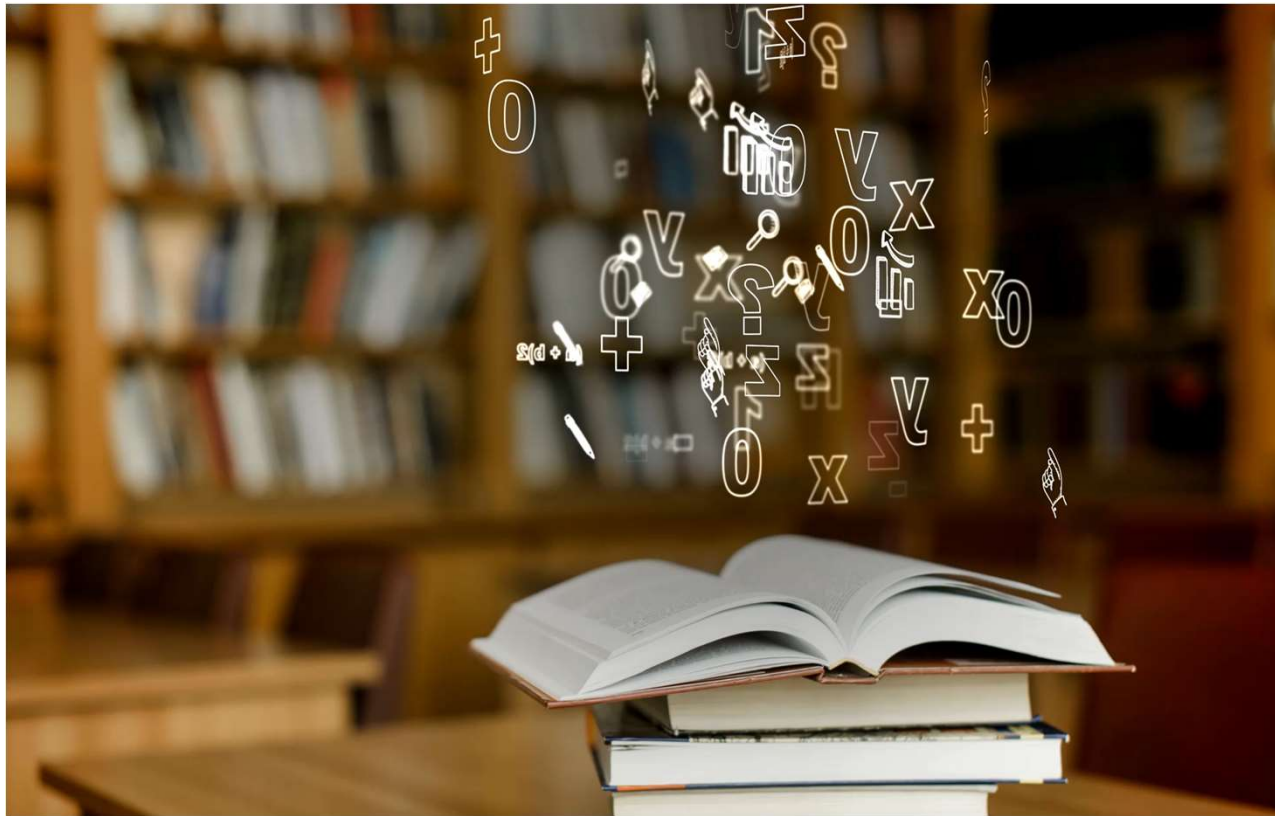
Do you have a plan?

How will you communicate?

Have you identified potential roadblocks?



Outcomes of the Session



Change
Management
definition and
understand why we
need

Organisational
Leadership

Application of
change
management
models

Industry examples

Next Week!

- Analysis tools and frameworks
- Submit drafts
- Arrange one to one sessions regarding the assignment

I look forward to seeing
you next week.

If you have any
questions in the
meantime, please send
an email from your
student account

I.blake@uwtsd.ac.uk

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

www.uwtsd.ac.uk

