

BMTP4004

Managing Tourism, Leisure & Events Organisations

Leadership vs Management
Talent Management

HOSPITALITY
AND
TOURISM
MANAGEMENT

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



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

Assignment 1

- **Friday 27th March 23:59PM**
- **REPORT:** Choose a leader in the tourism, leisure, or events sector (this will be discussed in class and must be agreed by your tutor so that all students choose a different leader). Evaluate how this leader has dealt or could deal with changes in the industry. Focus on their leadership style, decisions, and how they have impacted the people and culture within the organisation. Explore how these actions can help the sector perform better during times of change.

Assignment 2

- **Wednesday 13th May 23:59PM**
- **Round Table Discussion: Managing Change and Organisational Strategy in the Tourism, Leisure, and Events Sectors**
- In this assignment, you will work with your group to discuss a real-world case study about changes in an organisation related to culture, leadership, and management in the tourism and events sectors. You will look at how these changes affect the organisation and suggest ways to improve things.
- Roughly, 5 minute presentation by each member with supporting material, followed by Q&A.

The Assignments

Any questions?

RECAP ACTIVITY

(and register)

In groups, discuss:

- 1. How does culture influence behaviour at work?*
- 2. Why does structure affect accountability?*
- 3. What makes teams effective in tourism settings?*
- 4. How do ethical decisions impact motivation?*



Let's Review – *What is Organisational Culture?*

- 'The way things are done around here'
- Shared values, norms and expectations
- Shapes behaviour at work
- Often invisible but powerful



Let's Review – *Organisational Structure and Accountability?*



- How work and roles are organised
- Clarifies reporting lines and decision-making authority
- Defines accountability and management responsibility
- Directly affects safety, performance and service quality
- Balancing flexibility, innovation, collaboration against risk



Let's Review –*Teams & Ethics*

- Ethical employment practices influence organisational culture
- Perceived fairness affects team cohesion and performance
- Short-term cost decisions can create long-term retention problems
- Management responsibility includes moral as well as legal accountability

Key Takeaways So Far

- Culture shapes behaviour
- Structure shapes responsibility
- Teams require coordination & shared goals
- Ethics influence trust, retention & performance



Aims For Today



Leadership vs management: what's the difference?



How leadership style shapes culture and behaviour



Leading people through change

Management vs Leadership

What does management do in an organisation? What are they responsible for?

- Planning / Organisation / Control

Then how is leadership different? What do leaders do?

- Influence / Inspire / Set direction

Could we then say that “Managers ‘maintain’ systems/stability, whereas Leaders drive change in an organisation”



Management vs Leadership

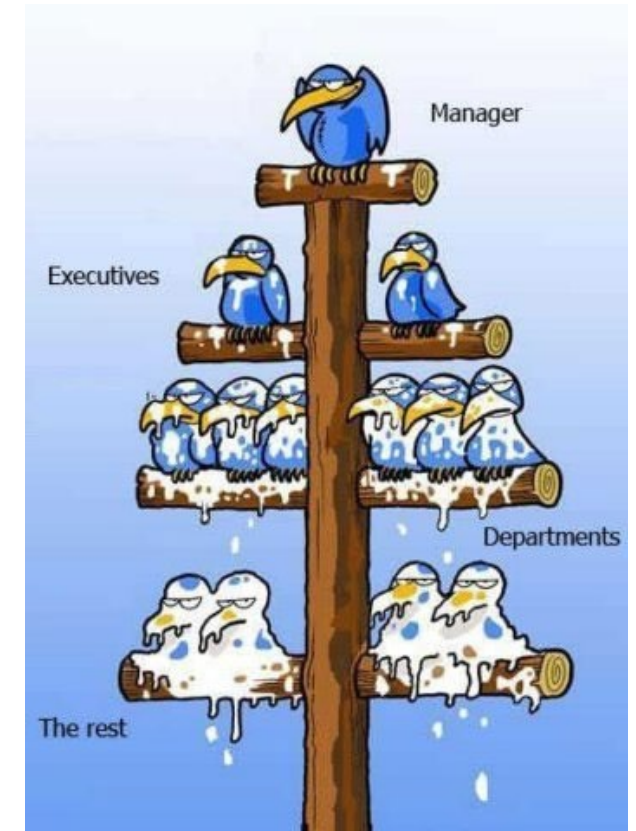
Management involves **directing people** and **resources** to achieve goals, focusing on operations and structure.

What is the role of management?

Managers oversee daily tasks, organise resources, and ensure targets are met.

What should be the focus:

Efficiency, consistency, and stability through established processes.



Management vs Leadership

Leadership is about **inspiring** and **guiding people** toward a **common goal**. It involves setting a **clear direction**, **building relationships**, and **motivating** others.

What is the role of leaders?

- Leaders focus on **inspiring** and **motivating** individuals, creating a **vision**, and **influencing** others to work toward common objectives.

What should be the focus?

- Vision, innovation, and change.
- Leaders often focus on moving people toward growth, improvement, and new opportunities.



What's the difference in Responsibilities?

Leadership

Setting a vision and inspiring others to follow it

Motivating and encouraging team members

Building relationships and trust

Empowering others to reach their potential

Navigating change and encouraging innovation

Management

Planning and organising resources

Setting goals and deadlines

Implementing systems and processes

Monitoring performance and managing tasks

Problem-solving within established frameworks

Communication

Integrity

Vision

What are the
qualities/traits of a
good leader?

Empathy

Adaptability

Decision-Making

Inspirational

What's the difference in Skills/Traits?

Leadership

Communication and interpersonal skills

Visionary thinking

Emotional intelligence

Adaptability and resilience

Problem-solving in dynamic situations

Management

Organisational and time management skills

Analytical thinking

Attention to detail

Risk management

Performance monitoring

CV tip: consider the difference here when you write your next job application or CV.

ACTIVITY

Let's discuss: "What about overlap and integration?"

Great managers often need to be effective leaders, and vice versa.

- *Management without leadership – what will this lead to?*
- *Leadership without management – what will this lead to?*





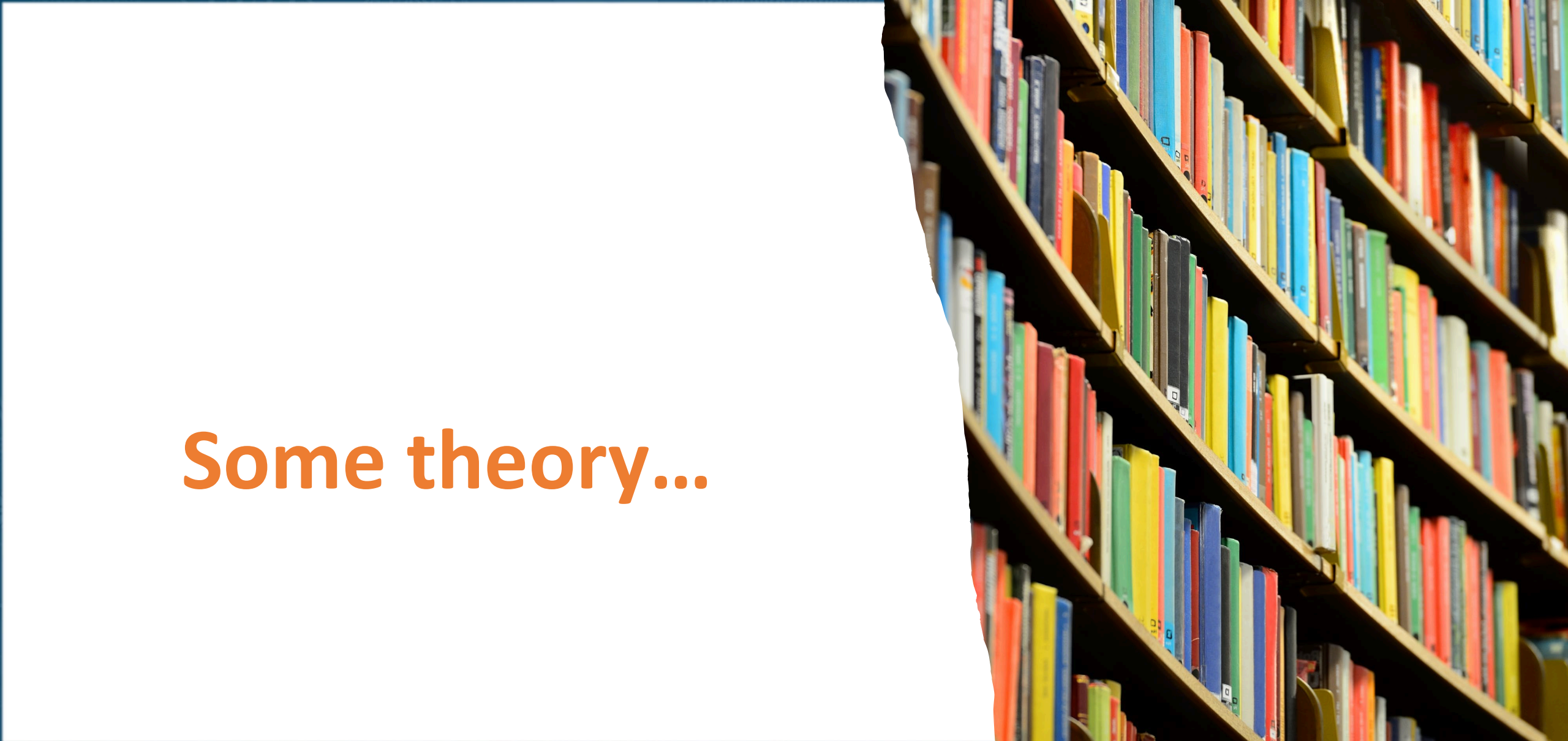
ACTIVITY REVIEW

In practice, the most successful individuals are those who can balance both **management** (ensuring tasks are completed efficiently) and **leadership** (guiding and motivating others to grow and succeed).

In Conclusion, Contemporary Issues in Leadership are...

- **Vision & Direction:** Leaders guide organisations through change with a clear vision.
- **Empowering Teams:** Leadership motivates and empowers employees to reach their potential.
- **Emotional Intelligence:** Leaders use empathy and communication to build trust and collaboration.
- **Adaptability:** Leaders navigate change and lead through uncertainty.
- **Diversity & Inclusion:** Effective leaders foster diverse, inclusive cultures that boost creativity and performance.





Some theory...

Leadership Styles

Kurt Lewin (1939) early research identified three core leadership styles that still underpin much of modern thinking.

- **Autocratic vs Democratic approach**
- **Laissez-faire leadership**

Burns (1978) distinguished the difference between these two forms of leadership, later developed by Bass(1985)

- **Transactional vs Transformational**

Modern thinking proposes a new style:

- **Inspirational leadership**



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.

- **Team Involvement:** The leader seeks feedback before deciding.
- **Collaboration:** The leader encourages teamwork and open communication.
- **Shared Responsibility:** Everyone helps shape the project's direction.
- **Empowerment:** Team members feel valued and motivated.
- **Slower Decisions:** Gathering input takes time, but decisions have team support.



Autocratic vs Democractic Leadership

Autocratic:

- Centralised decision-making
- Clear direction
- Little collaboration
- Efficiency
- Control

VS



Democratic:

- Team involvement
- Shared responsibility
- Collaboration
- Slower decisions
- Empowerment

Which is more effective during change?

Laissez-Faire Leadership

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

- **Hands-Off Approach:** The leader gives minimal guidance, letting the team decide.
- **Autonomy:** Team members have the freedom to solve problems and complete tasks.
- **Trust:** The leader trusts the team to manage their own work.
- **Less Control:** The leader focuses on big-picture goals, not daily tasks.
- **Best for Experienced Teams:** Works well with skilled, self-motivated teams.



Leadership Style Quiz

Mostly A's:

Autocratic Leadership: You tend to make decisions on your own and direct the team to follow your instructions. This style is effective in high-pressure situations but can sometimes result in low team morale if overused. It works well in emergencies or when strict control is needed.

Mostly B's:

Democratic Leadership: You value collaboration and feedback from your team. You involve others in decision-making and encourage open communication. This style is great for fostering innovation, team cohesion, and motivation but can be time-consuming in decision-making processes.

Mostly C's:

Laissez-faire Leadership: You prefer a hands-off approach, giving your team members freedom to make decisions and manage their work. This style works well when team members are highly skilled, motivated, and capable of working independently. However, it may lead to a lack of direction or accountability in less experienced teams.



BREAK – 15mins

Leadership Styles

Kurt Lewin (1939) early research identified three core leadership styles that still underpin much of modern thinking.

- **Autocratic vs Democratic approach**
- **Laissez-faire leadership**

Burns (1978) distinguished the difference between these two forms of leadership, later developed by Bass(1985)

- **Transactional vs Transformational**

Modern thinking proposes a new style:

- **Inspirational leadership**



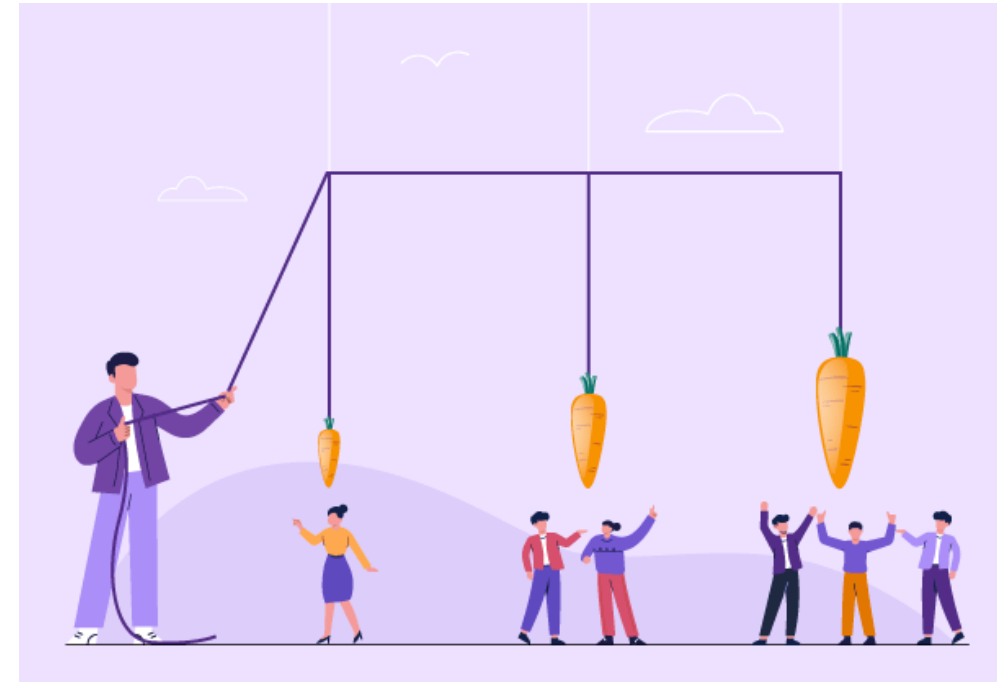
What's the difference between Transformational and Transactional?



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.

- **Clear Expectations:** The leader sets specific goals and tasks.
- **Rewards and Punishments:** Team members are rewarded for meeting goals and penalised for not.
- **Short-Term Goals:** This style focuses on daily tasks and short-term results.
- **Structure and Control:** The leader monitors progress to ensure tasks are completed on time.



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.

- **Inspiration:** The leader shares a clear vision that motivates the team.
- **Creativity:** The leader encourages new ideas and thinking outside the box.
- **Growth:** The leader helps team members develop and grow.
- **Positive Influence:** The leader sets an example, inspiring trust and respect.
- **High Morale:** Team members feel motivated and engaged by the leader's vision.



Transactional vs Transformational Leadership

Transactional:

- Clear expectations
- Reward & punishment
- Short-term goals
- Structured
- Control

VS



Transformational:

- Vision
- Growth
- Inspiration & positivity
- Culture-building/morale-boosting
- Creativity

Which is more effective during change?

Inspirational Leadership

Inspirational leadership motivates by setting a **positive example, fostering support, and focusing on emotional well-being** to help people reach their potential and take ownership of the mission.

- **Visionary Thinking:** Leaders inspire with a clear future vision.
- **Empathy:** They understand others' feelings, building trust.
- **Authenticity:** Being genuine encourages real connections.
- **Resilience:** They stay positive and help others through challenges.
- **Leading by Example:** They follow the values they promote.



Leadership Styles

Kurt Lewin (1939) early research identified three core leadership styles that still underpin much of modern thinking.

- Autocratic vs Democratic approach
- Laissez-faire leadership

Burns (1978) distinguished the difference between these two forms of leadership. Later developed by Bass (1985)

- Transactional vs Transformational

Modern thinking proposes a new style:

- Inspirational leadership



ACTIVITY

Let's discuss: "Leadership During Change at Weatherspoon"

Wetherspoons is a large UK pub chain known for strong central leadership and standardised practices. During major changes such as Brexit and COVID-19, leadership decisions were decisive but controversial. Some staff valued clarity and direction, while others felt excluded from decision-making.

- ***What leadership style is evident in this case?***
- ***How did leadership decisions affect staff morale and culture?***
- ***Could change have been managed differently?***





ACTIVITY REVIEW

- Strong central leadership can protect organisational survival and success
- However, culture and morale may suffer if staff feel unheard
- Short-term control may create long-term engagement challenges
- Leadership effectiveness depends on context, not popularity

*Leadership is not judged
only by whether the
organisation survives —
but by how people
experience the journey
through change.*

Starting to look at **Change Management**...

1. Why are employees scared of change? Why can we sometimes be resistant to it?

- Fear of insecurity
- Loss of control
- Poor communication
- Lack of trust (in leadership)



Starting to look at **Change Management**...

2. How could leadership help reduce resistance to change and ease uncertainty? How can we lead change effectively?

- Clear communication of vision
- Employee involvement
- Visible leadership presence
- Supporting wellbeing
- Aligning culture with strategy



***Kotter (1990) argues that
management is about
coping with complexity,
while leadership is about
coping with change.***

Kotter, J (1990) A Force for Change

**We'll look at this more next
week...
Read up on it!**



Link to Assignment 1:-

“Choose a leader...”

- Evaluate their leadership during change
- Impact on organisational culture and performance

Next week:

Change Management

- Theory/Frameworks (including Lewin, Kotter)
- Contemporary issues
- Strategic workforce planning

Prep reading:

- Mullins & Rees (2023) – Change chapter
- CIPD Managing Change factsheet

Thank you!

I look forward to seeing you next week, if you have any questions in the meantime please send me an email...

n.dyer@uwtsd.ac.uk

...(from your student email account ALWAYS!).

HOSPITALITY
AND
TOURISM
MANAGEMENT

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



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