

BMIH6013

Organisational Consultancy

- Evaluation
- Recap
- *Dr. Ernest Balutie Wavei*



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Lectures so far:

1. Diagnosis – *DONE!*
2. Planning – *DONE!*
3. Implementation – *DONE!*
4. ‘Ethics and other considerations’

**Today: Evaluation – Evaluation & 360 Monitoring
Recap**

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Today's Learning Objectives

- Understand the importance of evaluating organisational change
- Identify key evaluation methods and metrics
- Explore 360-degree feedback as a monitoring tool
- Assessment

LET'S RECAP...

ACTIVITY:

How do we measure the success of change in an organisation?

What tools or resources can we use to measure effectiveness?

Model / Tool / Framework	Primary Topic / Purpose	Key Use
5 Whys	Diagnosis	Root cause analysis of simple or isolated issues
McKinsey 7S	Diagnosis & Strategic Planning	Internal alignment across structure, systems, etc.
Star Model	Diagnosis & Strategic Planning	Organisational design & interdependent levers
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Stakeholder Mapping	Communication / Implementation	Identifying and analysing key stakeholders
Kotter's 8 Steps	Change Management	Structured model for leading change
Lewin's Change Model	Change Management	Unfreeze–Change–Refreeze model
Balanced Scorecard	Monitoring & Evaluation	Measuring performance across multiple dimensions
360 Feedback	Evaluation / Ethics	Multi-source performance appraisal
Ethical Decision Models	Ethics	Guiding ethical choices during consultancy

*We've 'diagnosed' the problem,
'planned' a solution, 'implemented'
change; now...*

- we monitor*
- we evaluate effectiveness*
- we continuously improve*

Why Evaluation Matters



- Ensures accountability and transparency



- Measures impact and effectiveness of change



- Identifies what worked and what didn't



- Informs future strategies and continuous improvement

Measuring the Success of Change

Measuring the success of organisational change is essential to evaluate its impact and make necessary adjustments. Key metrics include:

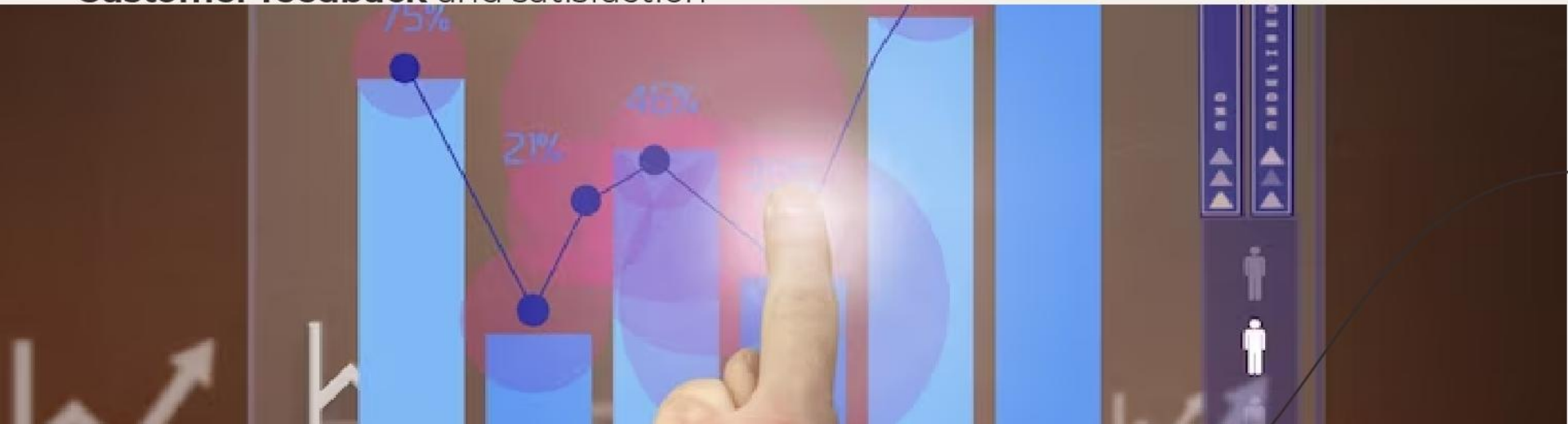
Employee satisfaction and engagement

Adoption rate of new processes or systems

Productivity and efficiency improvements

Financial performance indicators

Customer feedback and satisfaction



Common Evaluation Methods



- KPIS AND PERFORMANCE METRICS



- SURVEYS AND QUESTIONNAIRES



- INTERVIEWS AND FOCUS GROUPS



- OBSERVATIONS AND AUDITS



- BENCHMARKING AGAINST INDUSTRY STANDARDS

KPIs and Performance Metrics

- Quantifiable measures to track progress toward goals



Hotel examples:

- Guest satisfaction scores
 - Staff turnover rate
 - Check-in/check-out speed
- Track changes pre- and post-intervention

Surveys and Questionnaires

- Collect structured feedback from employees or guests
- Use rating scales and open-ended questions
- Hotel example: Post-training survey on staff confidence with new software
- Ensure clarity and anonymity for reliable results



Interviews and Focus Groups

- In-depth qualitative feedback
- Interviews for individual perspectives; focus groups for shared insights
- **Hotel example:**
Interviewing managers on implementation experience
- Use structured guides and record themes



Observations and Audits

- Directly observe processes or outcomes
- Identify discrepancies between policy and practice
- Hotel example: Auditing guest check-in process for consistency
- Combine with other methods for deeper insight



Benchmarking

- Compare against industry standards or competitors
- Set performance targets and identify improvement areas
- Hotel example: Benchmark digital service adoption vs. local competitors
- Helps validate results and inspire innovation





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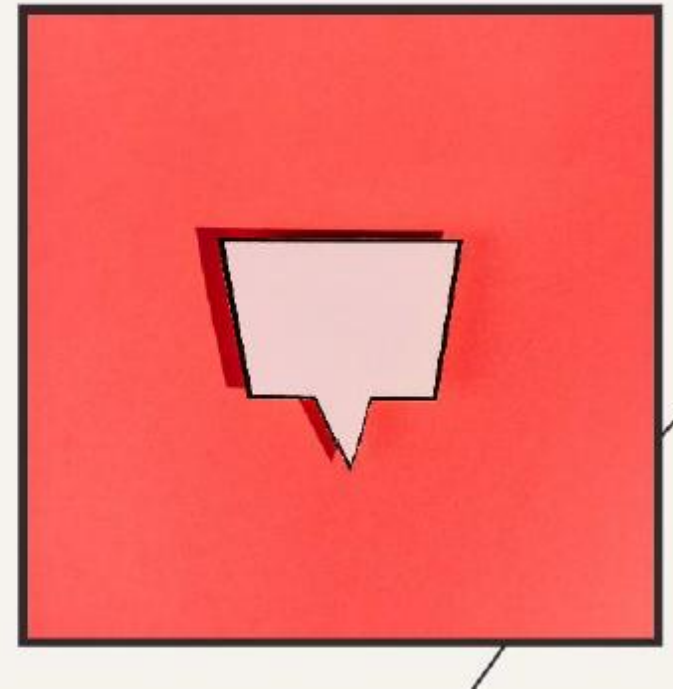
What is 360 Feedback and why is it important?

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Implementing Effective Feedback Systems

Feedback is essential for improving communication and resolving breakdowns. Establish **effective feedback systems** that encourage both positive and constructive feedback. Regular feedback sessions, surveys, and suggestion boxes can provide valuable insights and help address communication issues before they escalate.



360-Degree Feedback



- A tool that gathers feedback from multiple sources: - Peers, managers, direct reports, and self-assessment



- Provides a holistic view of performance and behaviour

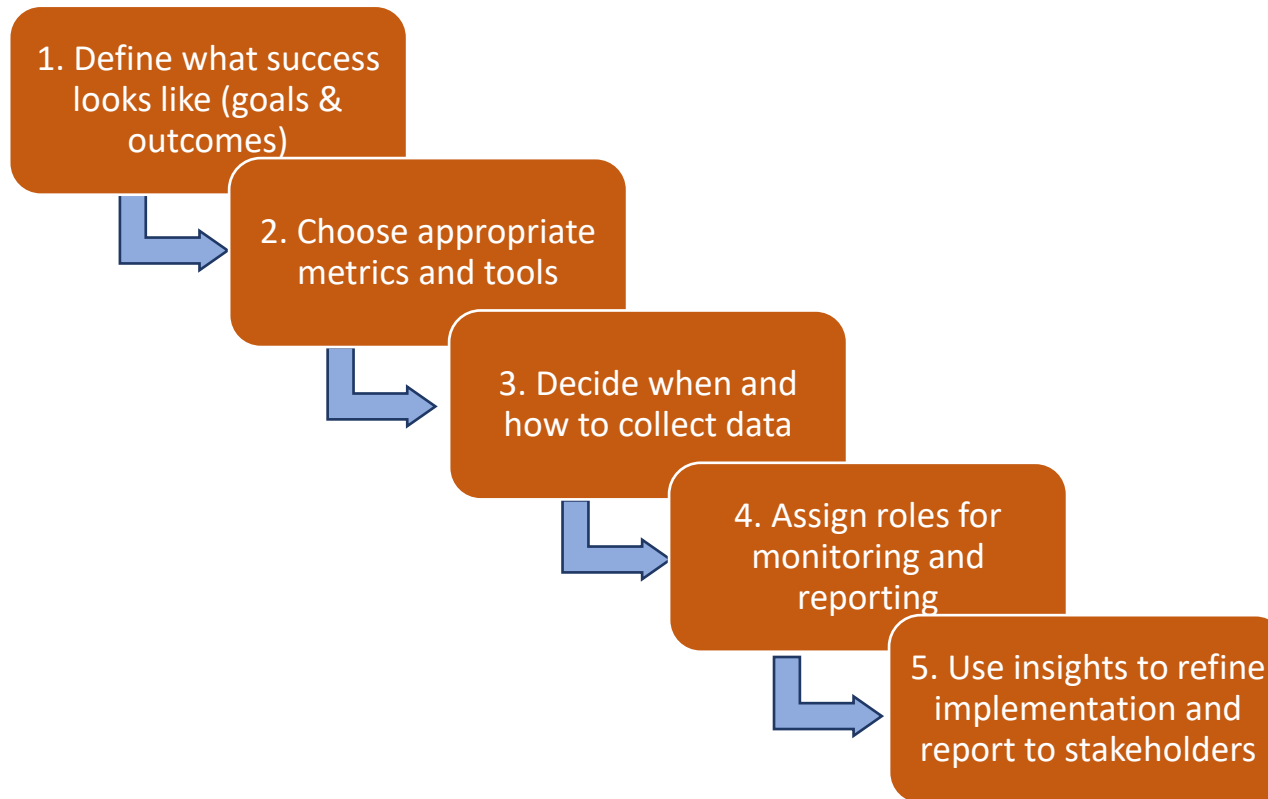


- Useful for leadership development and team improvement



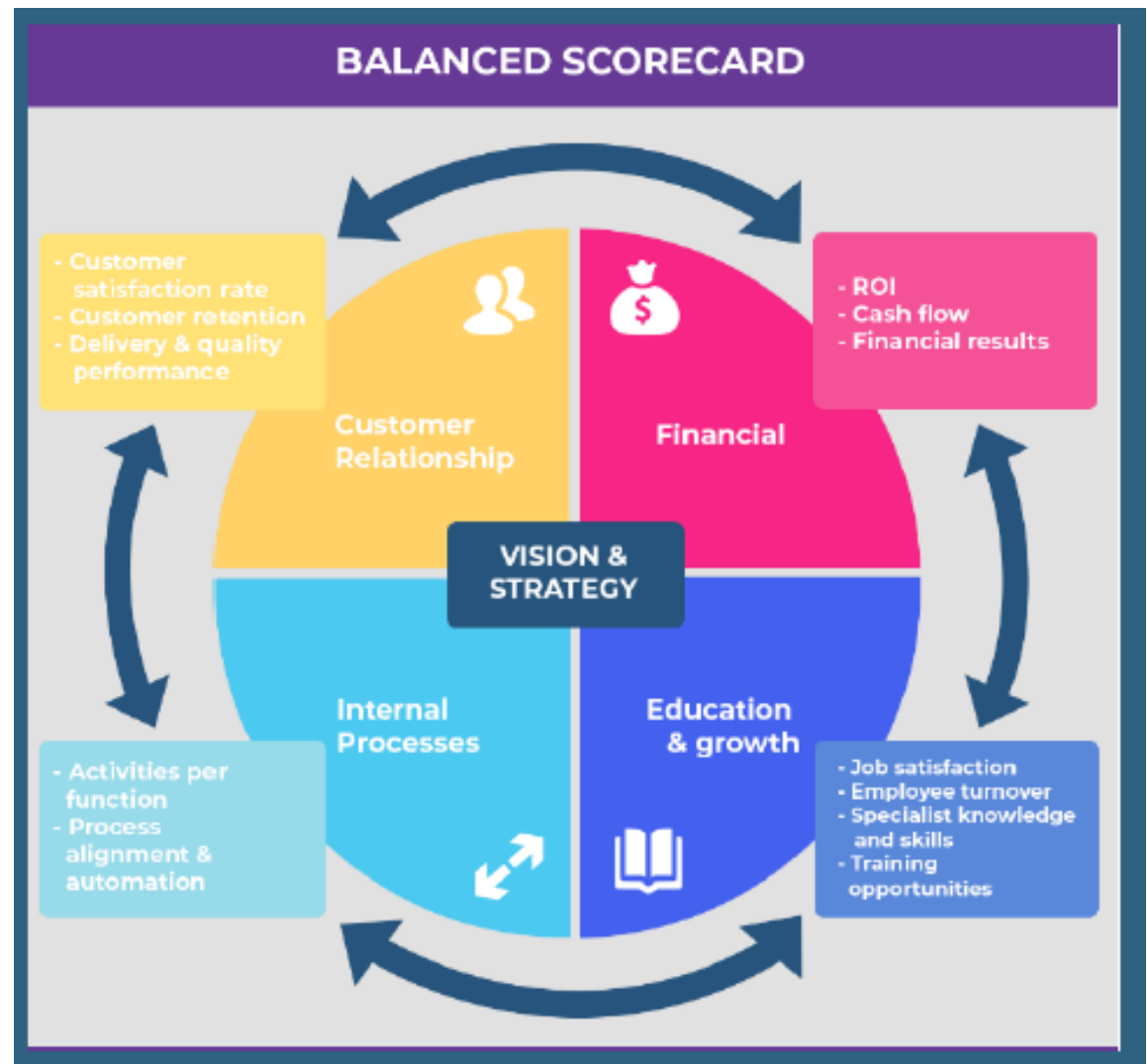
- Must be anonymous, structured, and followed up with action = 'You said, we did!'

Designing an Evaluation Plan



The Balance Scorecard Approach to Evaluation

A strategic planning and management tool used to align business activities to the vision and strategy of the organisation, improve internal and external communications, and monitor performance against strategic goals.



Balance Scorecard

It evaluates performance across four key perspectives:

1. Financial – How do we look to shareholders?

1. Revenue growth, cost control, profitability.
2. *Hotel example:* Increase in RevPAR (Revenue per Available Room).

2. Customer – How do customers see us?

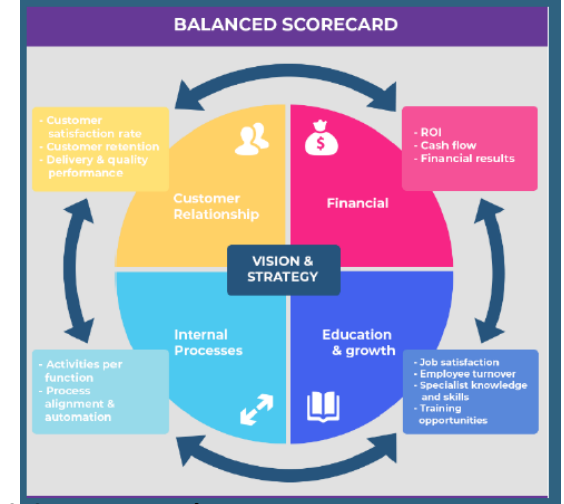
1. Customer satisfaction, retention, loyalty.
2. *Hotel example:* Guest satisfaction survey scores, Net Promoter Score.

3. Internal Processes – What must we excel at?

1. Efficiency, service quality, innovation.
2. *Hotel example:* Speed of check-in, cleanliness scores, staff training completion.

4. Learning & Growth – Can we continue to improve and create value?

1. Employee engagement, skills development, cultural alignment.
2. *Hotel example:* Staff turnover, number of cross-training hours, internal promotions.



Group Activity: Evaluation in Practice

Scenario: You have recommended a hotel client to implement a new staff training programme.

Task:

- Identify 2 goals of the programme
- Select 3 ways to evaluate its success
- Suggest how 360 feedback might add insight
- Share your ideas on the chat



Take a break...



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The importance of 'quality assurance' and 'continuous improvement'?

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Implementing Continuous Improvement Strategies

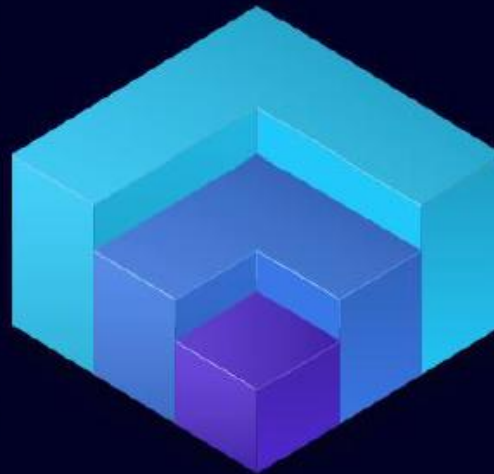
Driving ongoing improvement within the organisation

Monitoring Progress

Regularly tracking and evaluating the effectiveness of implemented solutions

Continuous Learning

Encouraging a culture of learning and growth



Iterative Problem Solving

Applying an iterative approach to problem-solving and improvement

What is TQM?

Total Quality Management (TQM) is a management philosophy that emphasizes continuous improvement, customer focus, and employee involvement. It is a holistic approach that involves all aspects of an organisation, from processes and systems to people and culture. TQM aims to achieve excellence in quality, productivity, and customer satisfaction by eliminating defects, reducing waste, and fostering a culture of continuous learning and innovation.

(Hussain et al., 2020)





Key Principles of TQM

TQM is based on several **key principles**:

Customer Focus: Meeting and exceeding customer expectations.

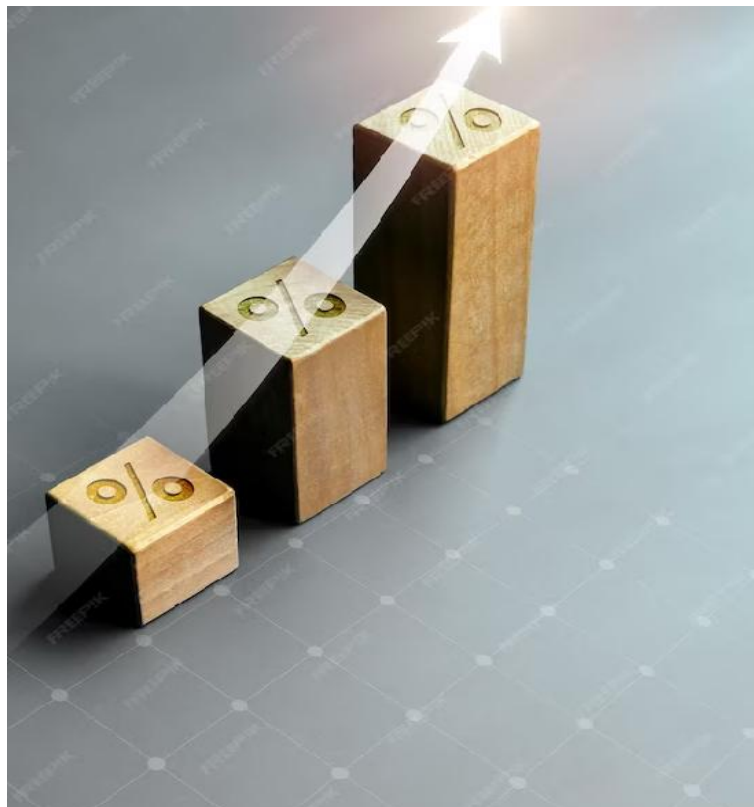
Continuous Improvement: Striving for incremental and breakthrough improvements.

Employee Empowerment: Involving and empowering employees at all levels.

Process Orientation: Managing and improving processes for efficiency and effectiveness.

Data-Driven Decision Making: Using data and metrics to make informed decisions.

Supplier Relationships: Collaborating with suppliers for mutual benefit.



Benefits of TQM

Implementing TQM can bring numerous **benefits** to an organisation, including:

Improved Quality: Enhanced product and service quality.

Increased Efficiency: Streamlined processes and reduced waste.

Higher Customer Satisfaction: Meeting or exceeding customer expectations.

Employee Engagement: Empowered and motivated employees.

Stronger Competitive Advantage: Differentiation in the market.

Organizational Excellence: Achieving long-term success and sustainability.

TQM Implementation Strategies

Successful implementation of TQM requires a systematic approach. Here are some **strategies** to consider:

Leadership Commitment: Top management support and involvement.

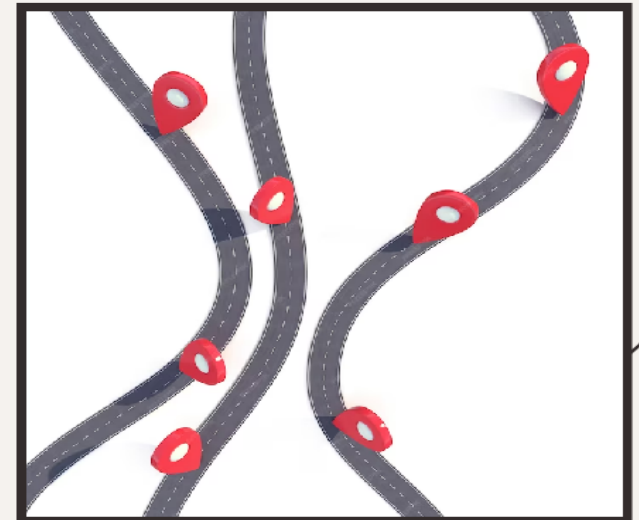
Employee Training: Providing necessary skills and knowledge.

Continuous Improvement Initiatives: Implementing tools like Kaizen and Six Sigma.

Effective Communication: Open and transparent communication channels.

Performance Metrics: Establishing measurable goals and benchmarks.

Employee Recognition: Acknowledging and rewarding contributions.



ACTIVITY:

What do you think some of the challenges are for implementing TQM in an organisation?

While implementing TQM can yield significant benefits, organisations may face certain **challenges**, including:

Resistance to Change: Overcoming employee resistance to new practices.

Lack of Resources: Allocating sufficient time, budget, and personnel.

Complexity: Dealing with the intricacies of implementing a comprehensive model.

Organisational Culture: Aligning TQM with existing culture and values.

Sustainability: Maintaining long-term commitment and continuous improvement.





Best Practices for TQM Implementation

To ensure successful TQM implementation, consider these **best practices**:

Top-Down Approach: Leadership commitment and involvement.

Employee Involvement: Encouraging ideas and participation.

Continuous Learning: Promoting a culture of learning and innovation.

Customer Feedback: Listening to and acting upon customer feedback.

Regular Evaluation: Monitoring progress and making necessary adjustments.

Celebrating Success: Recognising and celebrating achievements.

REVISITING Six Sigma

The DMAIC cycle for *continuous improvement in processes*:

Define – the problem and requirements

Measure – current performance

Analyse – root causes of defects or issues

Improve – the process with targeted solutions

Control – maintain improvements over time

Tools: *Statistical analysis, control charts, process mapping, root cause analysis, etc.*



Focus on Six Sigma

Example:-

Define: Problem is high number of guest complaints about room cleanliness. Goal is to reduce complaints by 50% in 3 months.

Measure: Collect data on number of complaints per day, time spent cleaning each room and housekeeping checklist completion rates

Analyse: Find patterns in certain staff members or shifts that have higher complaint rates, checklist items often missed (e.g., under beds, bathrooms)

Improve: Provide targeted training, implement mobile checklists, add random room inspections

Control: Weekly audits, track trends in complaints, maintain training refreshers every quarter.

DESIRED OUTCOME = Complaints drop significantly, and guest satisfaction scores rise.

Striving for perfection...

Defining Quality Assurance

Quality assurance is the process of **ensuring consistent excellence** in products, services, and processes. In the hospitality industry, it involves implementing **rigorous standards** to meet and exceed guest expectations. By focusing on **continuous improvement**, quality assurance enhances guest satisfaction, loyalty, and ultimately, the reputation of the establishment.



ACTIVITY:

What areas/aspects of a hotel do you think we should strive for quality assurance in?

Think from an employers/company's point of view, and from the view of a customer.

Key Elements of Quality Assurance



Quality assurance in the hospitality industry encompasses several essential elements. These include **meticulous cleanliness, efficient operations, well-trained staff, seamless guest interactions, consistent service delivery, and effective complaint resolution.** By integrating these elements, establishments can create an environment of excellence and ensure guest satisfaction at every touchpoint.

Implementing Quality Assurance Strategies

Successful implementation of quality assurance strategies requires a **comprehensive approach**. This involves **establishing clear standards and protocols, regular staff training and evaluation, ongoing monitoring of guest feedback, and continuous process improvement**. By adopting these strategies, hospitality businesses can proactively identify areas for improvement and consistently deliver exceptional experiences to their guests.



Measuring Quality Assurance Success



To measure the success of quality assurance efforts, **key performance indicators (KPIs)** play a crucial role. KPIs such as **guest satisfaction scores, repeat guest rates, online reviews and ratings, and revenue per available room (RevPAR)** provide valuable insights into the effectiveness of quality assurance practices. Regular analysis of these metrics enables businesses to assess their performance and make data-driven decisions for continuous improvement.

SUMMARY:

- Evaluation validates the impact of change
- Feedback fuels learning, growth, and accountability
- Improvement is an ongoing, strategic mindset

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Any Questions?





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The consultancy process:

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3. Implementation – *DONE!*
4. Evaluation – *DONE!*

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'**planned**' a solution, '**implemented**'
change and will continuous
'**evaluate**' and improve.*

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We have also looked at the ethical considerations of consultancy.

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Announcement

Christmas Break: 12th December 2025- Friday 9th January 2026

Next Lecture: Monday 12th January 2026

Assignment Submission Deadline: Thursday 16 January 2026

Written Business Report – 6000 words (+/- 10%)

Case Study – Organisational Consultancy in the Hotel Sector

Background:

The hotel sector is dynamic, highly competitive, and demands deliberate, evidence-based strategic decision-making. In alignment with its corporate social responsibility commitments, your consultancy firm has recently undertaken a pro bono initiative to advise several hotels in the United Kingdom.

Acting as a consultant, you are required to conduct a critical analysis of a chain-affiliated hotel that you have either:

- Personally visited,
- Visited as part of a class trip, or
- Thoroughly researched (this hotel should be confirmed in advance by your lecturer).

Task:

Based on your chosen hotel, you are required to develop a 6,000-word report analysing the hotel performance and making recommendation. Your analysis should cover the following aspects:

- Overview of the Hotel: Mission, vision, core values, strategy, products and services, organisational structure, workforce, customer base, and overall business culture.
- Problem analysis: Key operational problems or service gaps requiring attention.
- Recommendation and Change Management: Recommend practical strategies for improvement, explaining what could be enhanced and how these changes might be implemented.
- Action Plan.

Additional Guidance:

- Include a brief background section about your chosen hotel, focusing on one specific property within an international brand rather than the brand as a whole, outlining its location, unique selling points and operational problem or service gap.
- Your analysis should demonstrate a clear understanding of the organisation's strategic context, evaluate key operational and managerial factors, and provide evidence-based insights that can inform future decision-making.
- Ensure your report clearly links theory and practice by incorporating relevant concepts discussed in class and insights gained through independent research.
- Focus on analysing the hotel rather than providing a purely descriptive overview. Compare your chosen hotel's approach with other chain affiliated hotels and industry best practices where possible.

Let's look at the assignment structure:

1. **Title Cover**
2. **Executive Summary** (600 words)
3. **Table of Contents or Content List** (excluded from word count)
4. **Introduction** (700 words)
5. **Analysis** (2000 words – STEEPLED, TOWS, 7S's, Star)
6. **Recommendations & Change Management** (1800 words)
7. **Action Plan** (500 words)
8. **Conclusion** (400 words)
9. **Reference List** (a minimum of 60 references)

Optional: *Appendices (Research, analysis, data, reports, images)*

Thank You
For
Joining

See you soon!

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