

BMIH6013

Organisational Consultancy

- Ethical Principles in Organisational Consultancy
- CRM and KM
- *Dr. Ernest Balutie Wavei*

Today's Learning Objectives

- Understand key ethical principles in organisational consultancy.
- Recognise the importance of confidentiality, integrity, and cultural sensitivity.
- Identify common ethical dilemmas and how to navigate them.
- Learn how CRM, KM, and project tools enhance consultancy effectiveness.

Activity - On the chat board

Same question from week 1:

What DO YOU think some of the ethical concerns would be for a consultant?

Ethics in Organisational Consultancy



Integrity and professionalism



Confidentiality and responsible data handling



Conflicts of interest



Managing power dynamics



Cultural sensitivity and inclusive practice

1. Integrity and Professionalism



ALWAYS ACT IN THE CLIENT'S
BEST INTEREST.



MAINTAIN TRANSPARENCY IN
FINDINGS AND
RECOMMENDATIONS.



AVOID OVERSTATING
CAPABILITIES OR PROMISING
UNREALISTIC OUTCOMES.

2. Confidentiality and Data Handling



Handle all sensitive data securely and responsibly.



Ensure informed consent is obtained for data collection and use.



Do not disclose client information without explicit permission.

3. Conflicts of Interest

Declare

- potential conflicts of interest early.

Remain

- impartial and unbiased in analysis and recommendations.

Avoid

- dual relationships that may compromise objectivity.

4. Managing Power Dynamics

01

Recognise and mitigate the consultant's influence over clients.

02

Encourage honest feedback across all organisational levels.

03

Foster a balanced and respectful consultancy relationship.

5. Cultural Sensitivity and Inclusive Practice

Be

- Be aware of and adapt to diverse organisational cultures.

Ensure

- Ensure inclusive practices in data collection and engagement.

Avoid

- Avoid assumptions; use evidence and culturally competent tools

Ethical considerations in **organizational consultancy** involve **maintaining confidentiality, avoiding conflicts of interest**, and **ensuring client well-being**. Consultants must adhere to professional codes of conduct and ethical guidelines to foster trust and integrity. By understanding and addressing these considerations, consultants can create a **solid ethical foundation** for their work.





Leveraging Expertise Responsibly

Expertise is a valuable asset in organizational consultancy, but it must be leveraged responsibly. Consultants should **continuously update their knowledge**, **acknowledge limitations**, and **transparently communicate expertise** to clients. By doing so, consultants can ensure that their expertise is used ethically and effectively to drive positive change and avoid potential harm.

Balancing ethics and expertise requires adopting strategies such as **ethical decision-making frameworks, regular ethical reflection, peer consultation, and client collaboration**. These strategies help consultants navigate ethical dilemmas, make informed choices, and strengthen their ethical and professional practices. By consciously integrating ethics and expertise, consultants can enhance their overall effectiveness and impact.



Best Practices for Ethical Conduct in Organisational Consultancy

Ensuring Ethical Excellence



01 Adherence to Professional Codes of Conduct

Consultants should familiarize themselves with and adhere to relevant professional codes of conduct and ethical guidelines to ensure ethical conduct in their consultancy work.

02 Continuous Professional Development

Consultants should engage in ongoing learning and development to enhance their ethical knowledge and skills and stay updated on emerging ethical issues in the field.

03 Regular Ethical Reflection and Evaluation

Consultants should regularly reflect on their ethical practices, seek feedback from clients and colleagues, and evaluate the impact of their actions on stakeholders and the organization.

Group Activity: Ethics in Practice

Discuss the ethical issues in the following scenarios:

A: You discover during analysis that staff morale is very low due to complaints against a senior manager. The client asks for a summary report. Do you include this finding and how do you report it?

B: You're hired by a hotel chain to assess operational efficiency. You also have a family member working in a supplier company you may recommend. Do you disclose this?

C: You're consulting for an international hotel group. Your standard engagement methods seem to alienate staff from a different cultural background. What should you do?

D: A client hints they expect your report to support a planned restructure. Your early findings suggest this may not be the best option. How do you proceed?



Take a break...

Additional Tools & Concepts



1. CRM systems for stakeholder management



2. Knowledge Management for retaining learning



3. Digital tools for dashboards & collaboration



4. Time & project management (e.g., Gantt, Trello)



5. Consultancy report writing tips



Understanding CRM in Hospitality

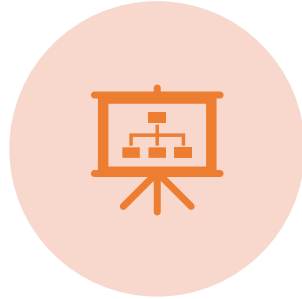
CRM in the **hospitality industry** involves managing interactions with guests to build long-term relationships. It encompasses **personalized service**, effective communication, and **customer feedback**. By implementing CRM systems, hotels can streamline operations and provide exceptional experiences to guests.

Best Practices for Successful CRM

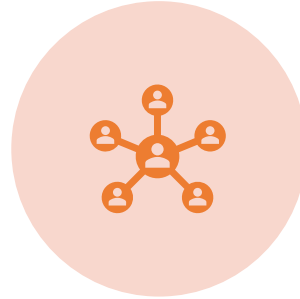


Successful CRM implementation in the hospitality industry requires adherence to best practices. These include **collecting and analyzing guest data, personalizing guest experiences, proactive communication, and ongoing staff training**. By following these practices, hotels can achieve a competitive edge and deliver exceptional customer service.

1. CRM Systems for Stakeholder Management



TRACK ALL
INTERACTIONS WITH
CLIENTS AND
STAKEHOLDERS.



CENTRALISE
COMMUNICATION AND
RELATIONSHIP
HISTORIES.



SUPPORT TAILORED
ENGAGEMENT
STRATEGIES THROUGH
DATA INSIGHTS.

2. Knowledge Management (KM)

- Document and share learnings across consultancy projects.
- Build organisational memory and retain key insights.
- Mitigate knowledge loss due to turnover or restructuring.



3. Digital Dashboards & Collaboration Tools



Use tools like Power BI or Tableau for real-time data visualisation.



Enhance collaboration with platforms such as Microsoft Teams or Miro.



Facilitate transparency and shared understanding in distributed teams.

4. Time & Project Management



Use tools like Gantt charts, Trello, or Asana for planning.



Break down goals into actionable milestones.



Improve accountability and keep projects on schedule

5. Consultancy Report Writing



To create a professional consultancy report, **structure** is key. Start with a clear executive summary that highlights the main findings and recommendations. Then, organize the report into logical sections, such as methodology, analysis, and conclusions. Use headings, subheadings, and bullet points to enhance readability. Remember to include visual aids like charts and graphs to support your analysis and make the report visually appealing.



- SUMMARY:**
- Ethical practice underpins trust and credibility
 - Consultants must handle dilemmas with care
 - Practical tools like CRMs and KM systems add value

Any Questions?



Activity - On the chat board

What is the difference between a hotel brand and a hotel location?

Let's look at the assignment:

See next slide

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!

Dr. Ernest Balutie Wavei

Email: e.wavei@uwtsd.ac.uk