

BMTP4004

Managing Tourism, Leisure & Events Organisations

Change 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.

RECAP ACTIVITY

(and register)

In groups, discuss:

- 1. How do culture and structure influence behaviour?*
- 2. Why are teams important during change?*
- 3. Leadership vs management – what's the difference?*
- 4. What makes leadership effective during change?*



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*

- Teams require shared goals and interdependence
- Clear structure and leadership improve performance
- Temporary tourism teams need strong coordination
- Ethical employment practices influence culture and retention



Let's Review – *Management vs Leadership*

- Management maintains stability; leadership drives change
- Management focuses on systems; leadership focuses on people
- Management plans and controls; leadership inspires and influences
- Effective organisations require both

Key Takeaways So Far

- Culture shapes behaviour
- Structure shapes responsibility
- Teams = collaboration & shared goals
- Ethics influence trust, retention & performance (*as does leadership*)
- Effective leadership is a balance depending on organisation needs at the time/during change ('situational leadership')



Aims For Today



Understand key change management frameworks



Explore resistance and behavioural responses to change



Examine contemporary issues in tourism work



Understand talent management as a strategic priority

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

Kotter, J (1990) A Force for Change



What is Organisational Change?

- A deliberate shift from a current state to a desired future state (Senior & Swailes, 2016)
- Can be reactive (crisis-driven) or proactive (transformational, strategic)
- Involves changes to structure, people, strategy, culture, leadership and systems/processes
and
- Affects organisational structure, people, strategy, culture, leadership and systems/processes

“Successful Change relies on behavioural change, not just structural or system change.”



External Drivers of Organisational Change?

Think about PESTEL factors...

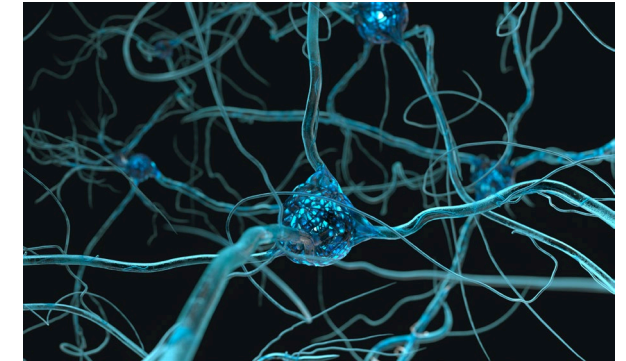
- **Political shifts** (change of government and policy)
- **Economic pressures** (inflation, funding, cost of living)
- **Societal changes and trends** (fashions, trends, influencers)
- **Technological developments** (AI, drones, keyless tech, digital shifts)
- **Environmental and Sustainability demands** (Renewable energy)
- **Law changes and regulatory shifts** (Health & Safety, 20mph speed limit)
- **Competition pressure** (aggressive pricing, ratings, new entrants)
- **Crisis events** (e.g. pandemics, safety incidents)



Tourism and Events are particularly exposed to external shocks — making change a constant feature rather than a one-off event.

Internal Drivers of Organisational Change?

- **Leadership Changes** (new CEO/senior management with new ideas, new leadership style, governance restructuring)
- **Strategic Repositioning** (rebranding, entering new markets, diversifying services)
- **Employee Feedback/Engagement** (bottom-up suggestions, concerns or ideas for improvements)
- **Organisational Performance** (declining profits, low productivity, poor service quality, high staff turnover)
- **Culture Realignment** (Low morale, toxic behaviours, poor communication, lack of accountability)
- **Innovation/Improvement** (product enhancements, process efficiencies, new technology adoption, sustainability initiatives)
- **Company Vision** (changes in values, alignment to new corporate strategy or priorities)



Resistance to Change

Why do **individuals**/employees resist change?

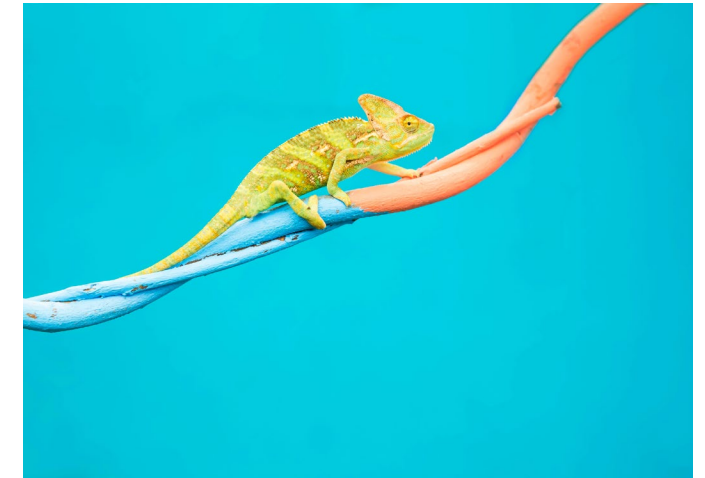
- Fear of insecurity (job loss)
- Habit and comfort (fear of unknown)
- Loss of control (role changes)
- Poor communication (confusion)
- Lack of trust in leadership

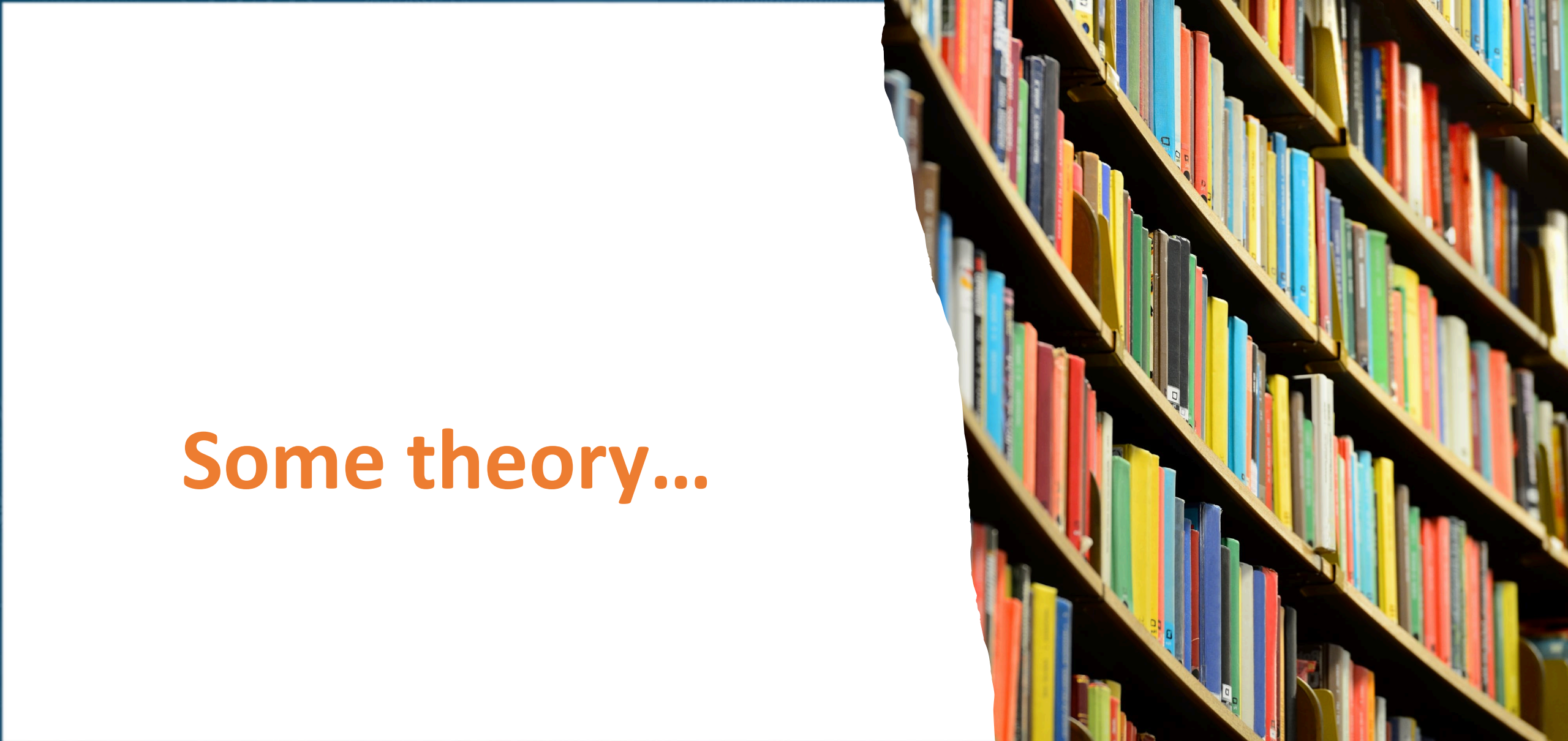


Resistance to Change

Why do **organisations** resist change?

- **Culture:** Established values and behaviours resist change.
- **Maintaining Stability:** Organisations prefer stability over uncertainty.
- **Resource Heavy:** Change requires resources (investment of time, money, energy, etc).
- **Current Commitments:** Current projects, contracts, customer agreements may have to be cancelled or put on hold; requiring flexibility and risking relationships.
- **Threats to Power:** Change may challenge the status quo, causing resistance from those in power.





Some theory...

Change Management Models

Lewin's Change Model (1947)

- **Unfreeze > Change > Refreeze**

Kotter's 8-Step Model (1990)

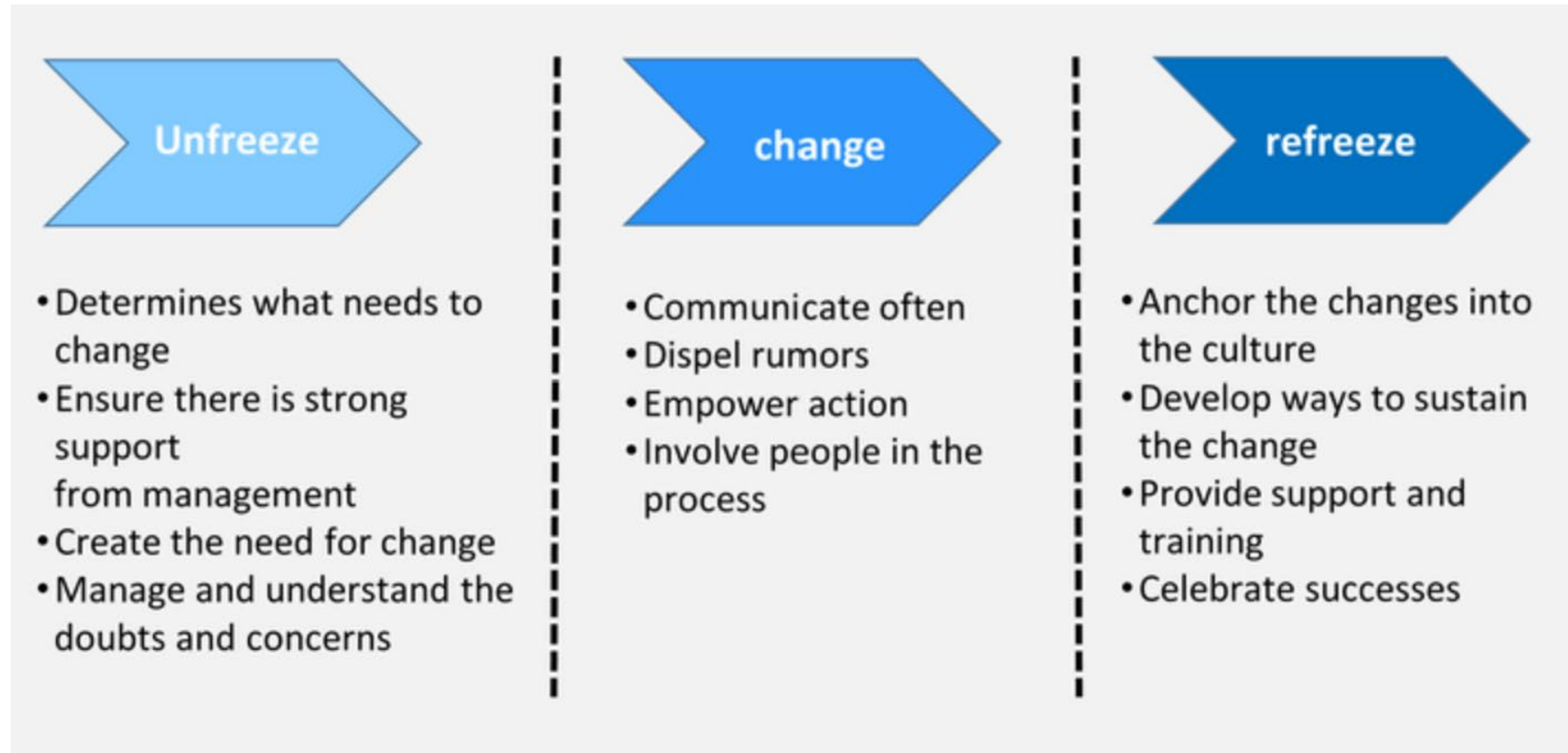
- **From 'Creating Urgency' to 'Anchoring Change'**



Lewin's Change Model (1947)



Lewin's Change Model (1947)



1. Unfreeze

Unfreeze is the first stage of change, where the organisation **prepare to accept new ways of working**. It involves breaking down old behaviours and beliefs to make people open to change.

What does it involve?

- **Create Awareness:** Help people understand why change is needed.
- **Challenge the Status Quo:** Show that the current way isn't working or needs improvement.
- **Reduce Resistance:** Address fears and concerns to ease anxiety about the change.
- **Build Motivation:** Highlight the benefits of the change and how it will improve the organisation.



2. Change

The change stage is when the **actual transformation happens**, and the organisation adopts new behaviours, processes, or technologies.

What are the key activities that happen here?

- **Implement the New Ways:** Put changes into action, like new software or policies.
- **Provide Support & Training:** Offer tools and resources to help employees succeed.
- **Monitor Progress:** Track how the change is going and address any issues.
- **Encourage Engagement:** Gather feedback and make adjustments to ensure success.



3. Refreeze

This is when **new changes are stabilised** and become permanent parts of the organisation, ensuring they stick and become normal practices.

What are the key activities during this stage?

- **Solidify New Behaviours:** Ensure new ways of working are consistently followed.
- **Embed Changes into Culture:** Integrate new practices into routines, policies, and values.
- **Provide Ongoing Support:** Offer continued training, feedback, and recognition.
- **Celebrate Success:** Recognise and reward successful adoption to motivate employees.



Kotter's 8-Step Change Model (1970)



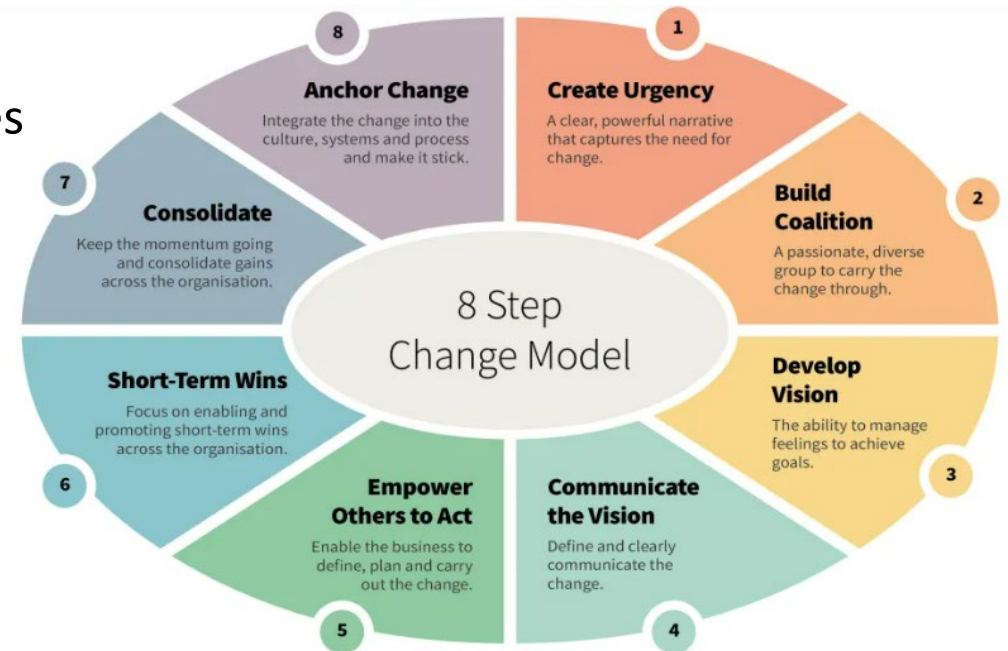
Kotter's 8-Step Change Model (1970)

...With Example Scenario

A large UK seaside resort hotel modernising operations after declining occupancy and rising competition from Airbnb and boutique hotels.

The hotel is introducing:

- Digital check-in
- Refurbished communal spaces
- Sustainability initiatives
- New service standards
- Revised staffing structure



Kotter's 8-Step Change Model (1970)

Step 1: Create a Sense of Urgency

Theory:

- Highlight threats or opportunities.
- Make the need for change visible and credible.

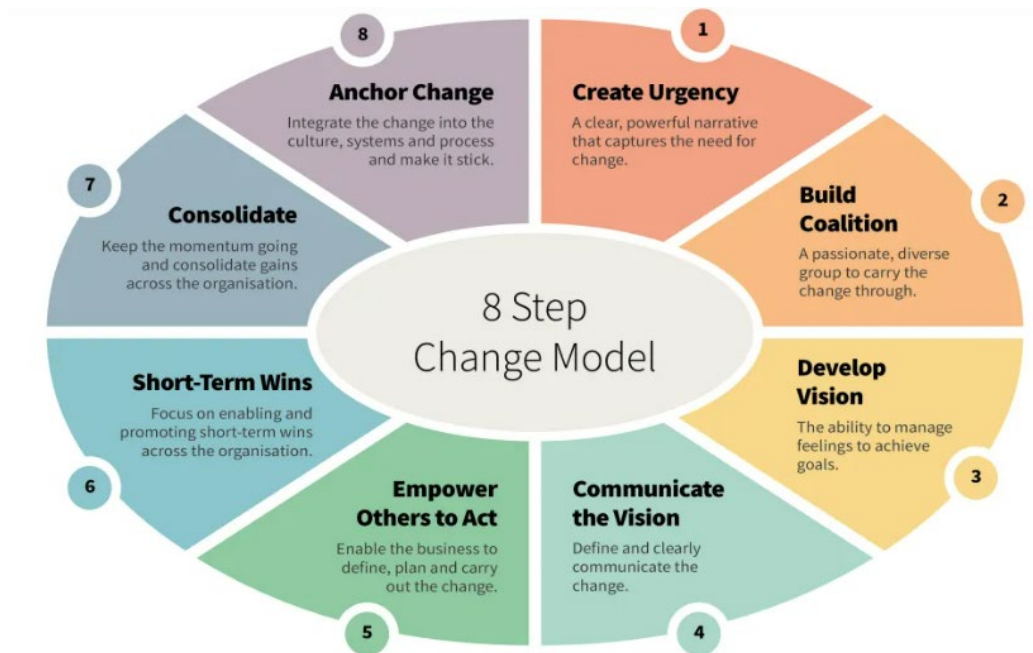
Scenario:

- Present data: falling occupancy rates.
- Show competitor pricing and TripAdvisor reviews.
- Share financial projections if nothing changes.

Likely actions:

- Town hall meetings.
- Transparent performance data shared with staff.
- External market analysis presented.

Without urgency, complacency dominates.



Kotter's 8-Step Change Model (1970)

Step 2: Build a Guiding Coalition

Theory:

- Form a powerful group to lead change.
- Include credibility, authority, and influence.

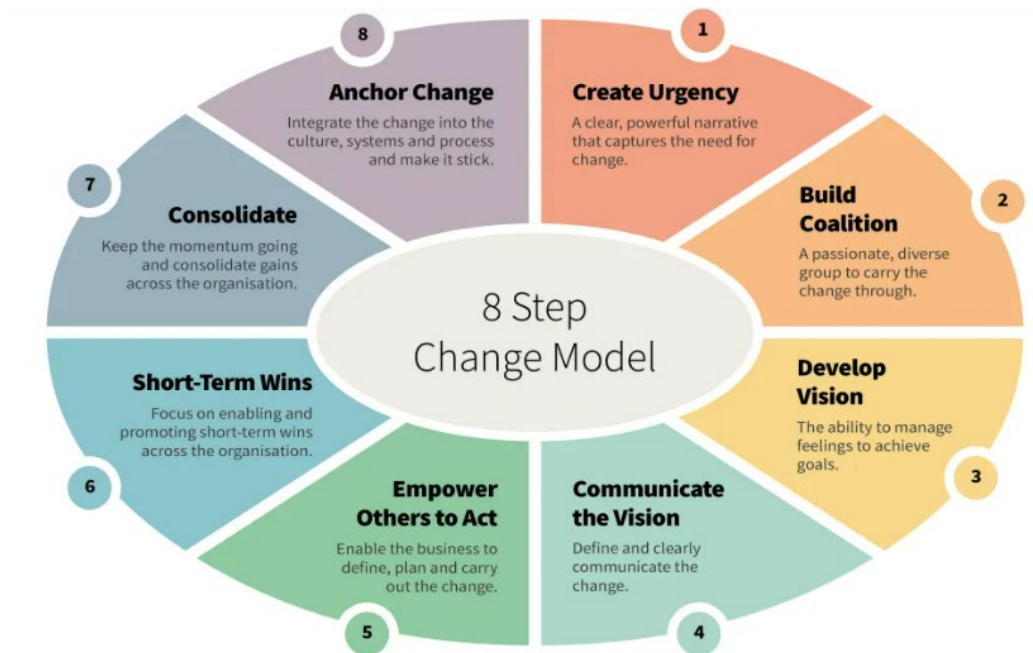
Scenario:

- General Manager, HR Manager, Front-of-House, etc

Likely actions:

- Cross-department working group.
- Weekly change meetings.
- Visible leadership presence.

Change cannot rest on one individual.



Kotter's 8-Step Change Model (1970)

Step 3: Create a Vision for Change

Theory:

- Develop a clear, compelling future state.
- Vision must be understandable and actionable.

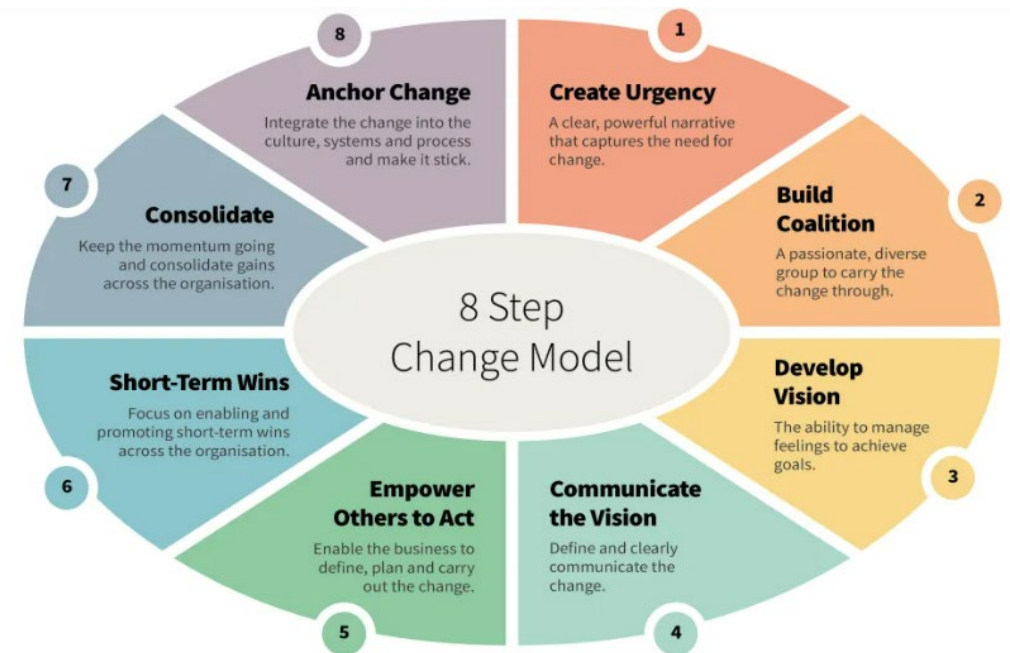
Scenario:

- “To become the region’s leading modern, sustainable seaside retreat delivering seamless digital service and exceptional guest experience.”

Likely actions:

- Clear 3-year strategy.
- Defined service standards.
- Sustainability targets.

Vision provides direction.



Kotter's 8-Step Change Model (1970)

Step 4: Communicate the Vision

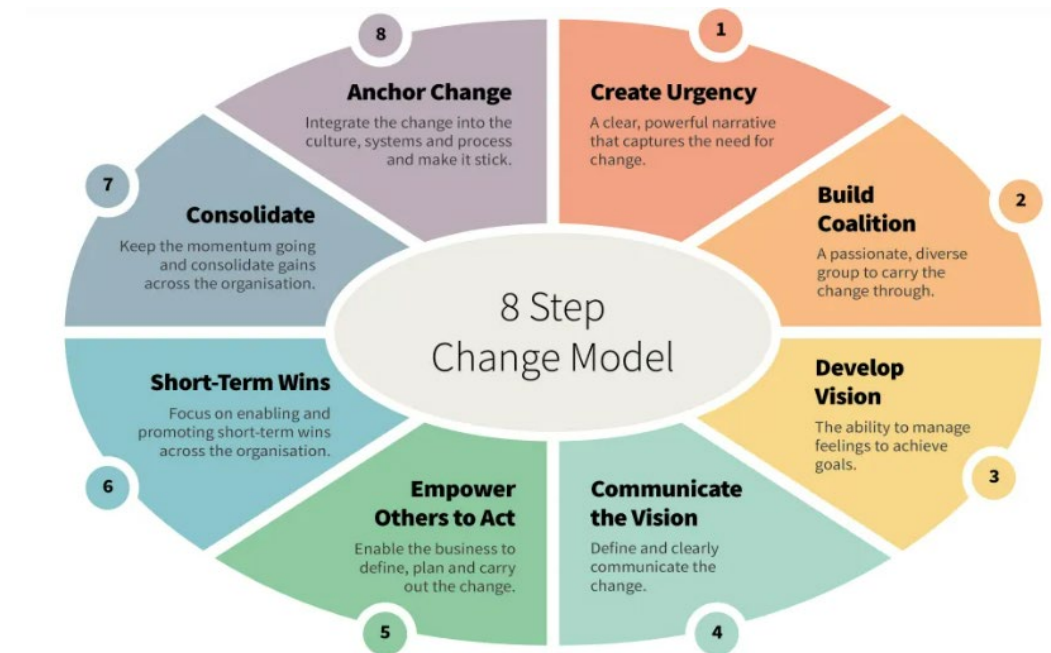
Theory:

- Communicate frequently and consistently.
- Embed vision in daily operations.

Scenario:

- Staff briefings.
- Posters in staff areas.
- Email updates.
- Managers modelling digital system use.

Over-communication reduces resistance.



Kotter's 8-Step Change Model (1970)

Step 5: Empower Broad-Based Action

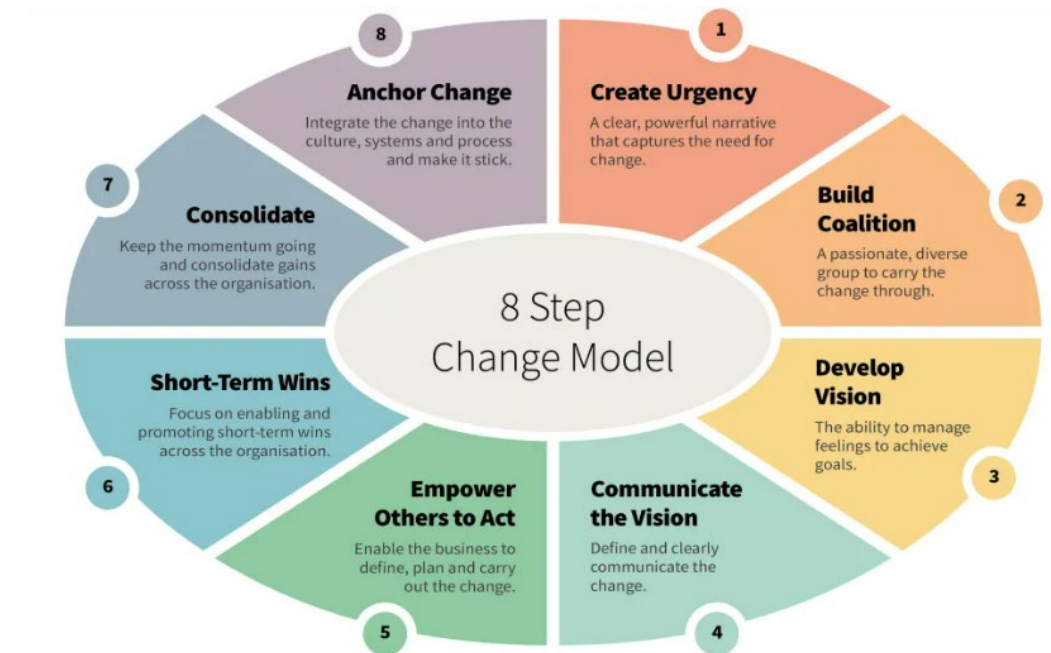
Theory:

- Remove obstacles.
- Change systems that undermine vision.

Scenario:

- Invest in training for digital systems.
- Adjust job descriptions.
- Remove outdated manual booking systems.
- Provide time for staff learning.

If barriers remain, staff disengage.



Kotter's 8-Step Change Model (1970)

Step 6: Generate Short-Term Wins

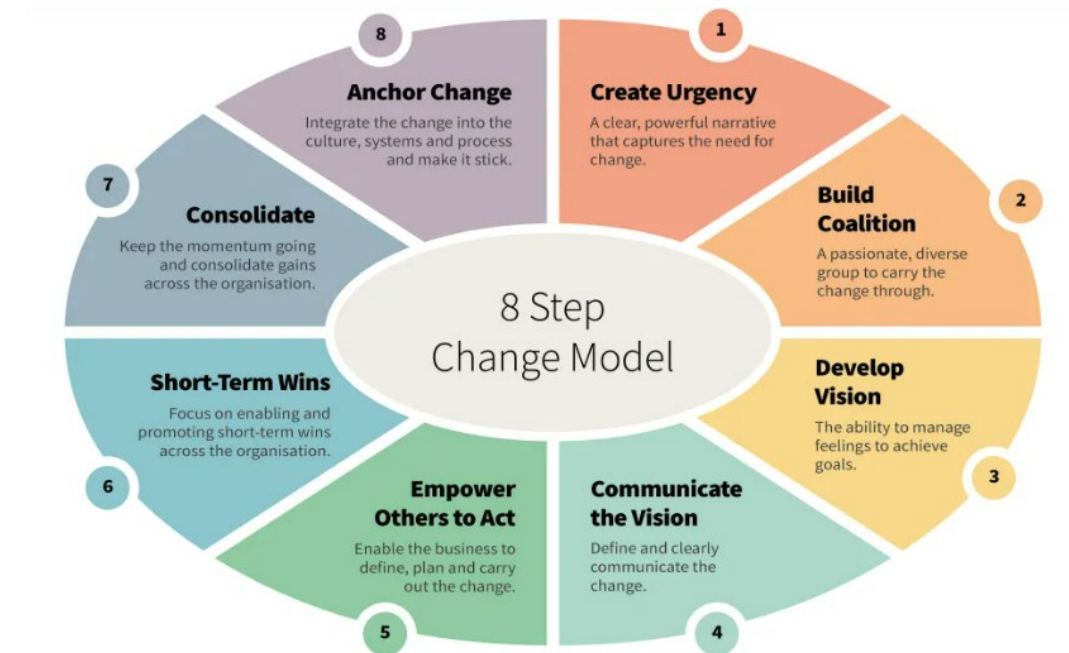
Theory:

- Create visible, early successes.
- Reward progress.

Scenario:

- Publicise first month of improved guest ratings.
- Celebrate successful launch of digital check-in.
- Recognise teams with highest service scores.

Wins build momentum.



Kotter's 8-Step Change Model (1970)

Step 7: Consolidate Gains & Produce More Change

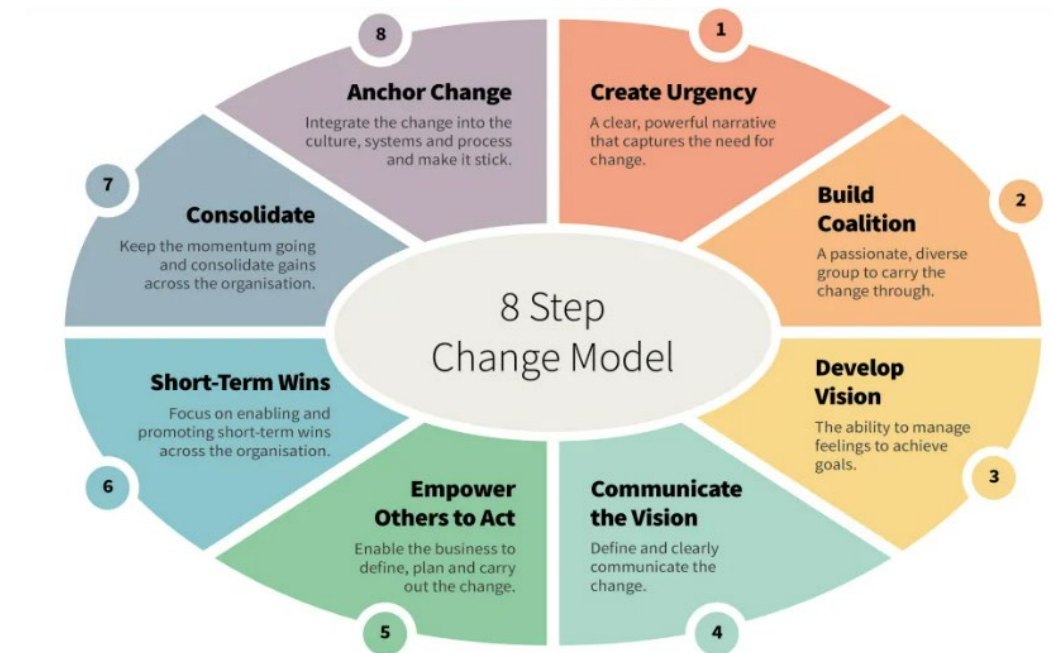
Theory:

- Build on credibility.
- Avoid declaring victory too soon.

Scenario:

- Expand digital systems to restaurant bookings.
- Launch sustainability marketing campaign.
- Review staffing structures again.

Early success should fuel further improvement.



Kotter's 8-Step Change Model (1970)

Step 8: Anchor Change in the Culture

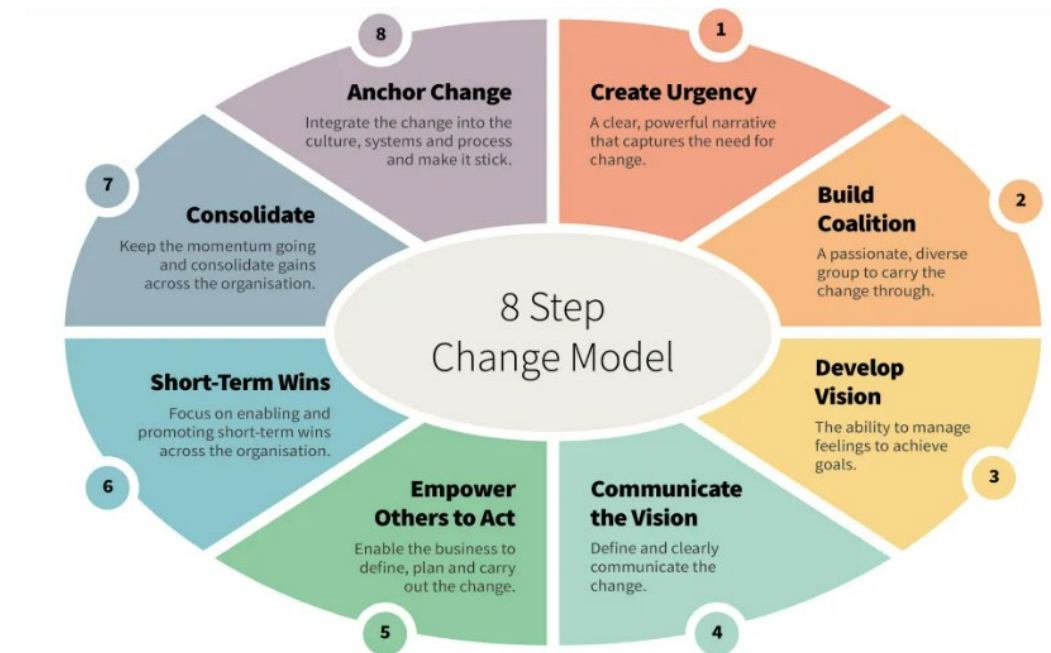
Theory:

- Embed change into organisational culture.
- Align recruitment, training, and values.

Scenario:

- Recruit digitally competent staff.
- Include sustainability in induction.
- Update performance appraisals to reflect new service standards.

Change only lasts if it becomes “how we do things here.”



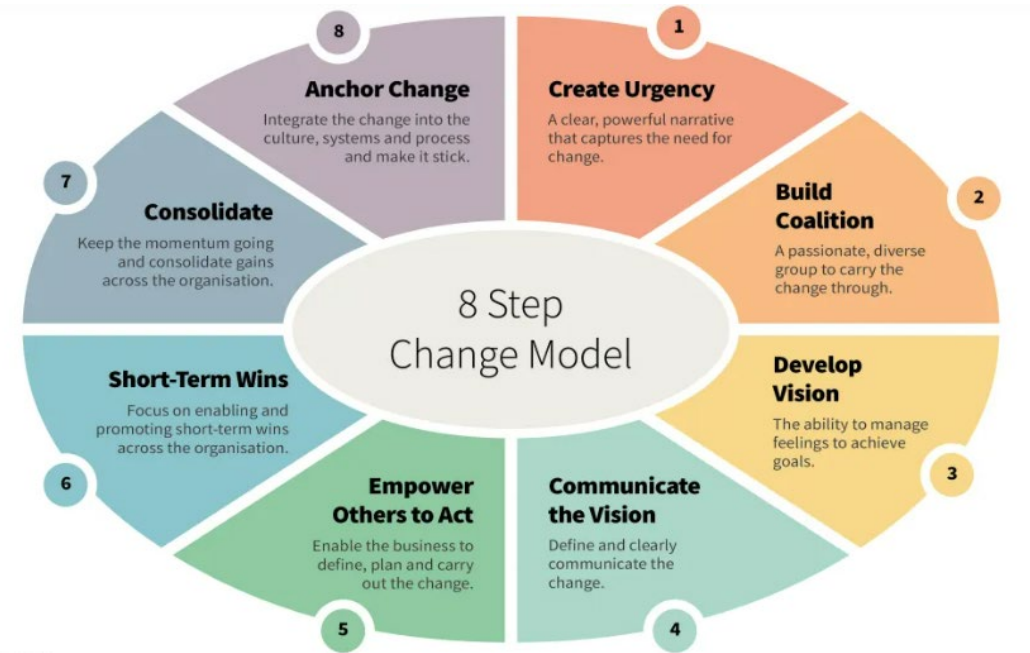
Kotter's 8-Step Change Model (1970)

What are the limitations to this model do you think?

Why might it not always be adoptable in the Tourism and Events industry?

Limitations to Kotter:

- Assumes linear process.
- May be too structured for fast-moving crises.
- Less suited to small tourism businesses with limited hierarchy.



Kotter gives us a structured roadmap — but tourism organisations often operate in messy, unpredictable environments.

Leadership & Change

- Leadership copes with change (Kotter)
- Transformational leadership inspires vision (Burns/Bass)
- Transactional leadership stabilises operations
- Effective change requires behavioural & structural alignment



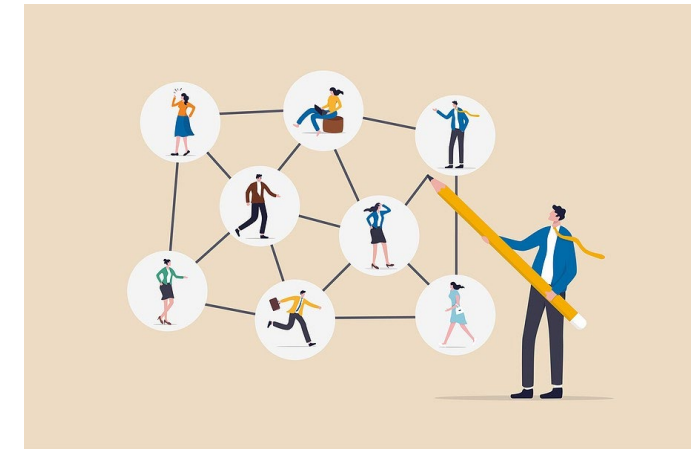


BREAK – 15mins

What is Talent Management?

Strategic approach to ‘Attracting’, ‘Developing’ and ‘Retaining’ employees.

- Identifying the best, high-potential individuals
- Ensures right people in right roles at right time – improving performance overall
- Ensuring skills for future strategy (CIPD definition)
- Enhances employee retention through role satisfaction and career growth opportunities.
- Encourages positivity and morale, and an inclusive workplace culture.
- Linked to Succession planning & Strategic Workforce Planning



Attract, Develop, Retain (or, Get-Grow-Keep)!

- **Talent Acquisition:** Finding and hiring the best candidates for key roles (recruitment).
- **Onboarding:** Helping new employees integrate into the company and succeed.
- **Employee Development:** Providing training and growth opportunities to enhance skills and careers, mentoring and performance feedback.
- **Performance Management:** Setting goals, giving feedback, and conducting reviews to align with company objectives.
- **Succession Planning:** Preparing high-potential employees for future leadership roles.
- **Employee Engagement and Retention:** Creating a motivated, satisfied workforce to reduce turnover.
- **Workforce Planning:** Forecasting talent needs and aligning recruitment and development strategies

Why Retention Matters

Employee retention is the ability to keep employees **engaged**, **satisfied**, and **committed** to their roles. It focuses on strategies to retain talented staff and reduce turnover.

High retention/Low Turnover helps...

- Reduce turnover costs (recruitment, training, lost productivity).
- Builds a strong, experienced workforce that contributes to growth.
- High retention rates enhance company culture and morale.



Exit/Transition

Exit/Transition management is the process of managing **employee departures** (resignation, retirement, or termination) to minimise disruption and ensure a smooth transition.

- **Exit Interviews:** Collect feedback for improvement.
- **Knowledge Transfer:** Ensuring the departing employee shares relevant knowledge with their successor.
- **Transition Plans:** Step-by-step guide for ensuring a smooth handover of responsibilities.



Succession Planning

Succession planning is the process of **identifying** and **developing** employees to fill important leadership roles when they become available.

Key Elements of Succession Planning:

- **Talent Identification:** Recognising high-potential for future leadership through evaluations and assessments.
- **Employee Development:** Offering training, mentoring, and growth opportunities to prepare employees for future roles.
- **Knowledge Transfer:** Sharing key knowledge from leaders to successors.



Why Talent Management Matters in Tourism & Events!

- High turnover sector
- Seasonal and temporary workforce
- Skills shortages
- Service quality depends on experienced staff



Why Leadership & Talent Management is Important During Change

- Change increases risk of losing key staff
- Uncertainty reduces commitment
- High performers often leave first
- Leaders must protect morale and progression pathways



ACTIVITY

Scenario:

You lead a major attraction facing falling visitor numbers...

- How would you retain key staff during change?
- What leadership behaviours would protect morale?
- How would you identify critical roles?





ACTIVITY REVIEW

- Uncertainty increases turnover risk — visibility and empathy reduce it
- Morale is shaped more by leadership behaviour than by structural change
- Critical roles are defined by organisational value, not hierarchy
- Short-term survival decisions can create long-term talent loss

Link to Assignment 1:-

“Choose a leader...”

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

Next week:

Recap & Assessment Workshop

- Applying theory to cases
- Assessment support and Q&A

Prep:

- Bring assignment questions

Thank you!

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

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

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