

The Hotel

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THE HOTEL

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Introduction needed

Task 1

The hotel industry, like any other industry, demands proactive leaders that are willing to effect change. Holten et al. (2019) state that a change in leadership stems from a variety of reasons, such as change of management or incompetence. The hotel industry is ever-changing and hence the need for leaders that are willing to take risks to ensure that the services provided not only generate profit but are also revered by the consumers. The industry is characterized by stiff competition. Therefore, it is only fair that those tasked with managing such companies are up to the task. Consequently, the leadership style employed in such industries will influence the productivity of the team. Thus, leadership dictates the performance of the company in an

industry. That is, the team will perform following the efforts of their leader. To put it into perspective, the Grovenor hotel's performance is a true reflection of its leadership. Mark is the hotel manager, and his leadership skills have impacted the abysmal performance of the hotel.

Style of Management

Mark is afraid of change, and therefore, he retains the former employees of the hotel after he takes over its management. For a hotel that was performing poorly in the past, retaining former employees is a recipe for disaster. Taylor and Francis (2020) state that continuous change is the only option. That is, if a particular method failed to work in the past, then change is the only way that the organization can experience progress. Therefore, Mark failing to fire the wedding coordinator, Philip, meant that the progress could be hindered. Mark is noted saying that Philip does not fit, but he stills lets him retain his not-so-working ideas (All Documentary, 2019). Mark is resigned that Philip's ideas won't work, and instead of being assertive, he lets him go on with his plan.

Mark employs a democratic form of leadership. That is, his employees have a say on what is to be done. They do as they please, and Mark lets them explore their ideas. That is, in an instance where Philip insists that the menu arrangement is fine, Mark lets him explore that idea knowing that the idea could cause trouble. Murphy believes that leadership is characterized by a top-down approach (cited in Rhabi et al. 27). Therefore, Mark not exerting his power and telling his workers that the ideas they are proposing will not work contributes to the hotel's poor performance. By allowing his workers to undertake their preferred methods in providing services to the customer's Mark fails as a leader.

Managerial grind

Essay format required

According to Blake and Mouton, focusing all the efforts in a single area over the other leads to poor results (cited in Todăriță, 2021). Mark is focused on ensuring that his hotel is the best at hosting weddings that he neglects the feelings of his employees. Mark is concerned with fulfilling the desires of the consumers of his services. Although this is a bad approach to leadership, according to Elkington et al. (2017), leaders should communicate their vision for the organization with their team. Mark was to tell his team the vision he has for the hotel and urge them to work with him to ensure they achieve these goals. However, Mark was concerned with the welfare of the people that he neglected and how these results could be achieved. Mark's leadership can be analyzed using the managerial grid as:

Impoverished management

To manage both the people and work, a lot of effort has to be put in place to ensure that the industry works. Therefore, when a manager scores low on the amount of effort they put in place and their relationship with the team, it is termed as impoverished management. Mark, the hotel manager, exhibits this trait. He has goals that he wants his hotel to achieve. However, his relationship with his team is non-existent. For example, Philips makes fun of him with his peers after the meeting on weddings showing that whatever Mark was talking about was not taken seriously. Leaders' relationships with their teams influence performance (Chiniara & Bentein, 2018). The non-existent relationship between Mark and the hotel employees creates a thus degrading service offered at the hotel. Philip showcases how the relationship has fallen since he does not take suggestions from Mark (All documentary, 2019).

develop further

Produce or perish management



Blake and Mouton state that leaders interested in results and not the concern of people perform poorly (cited in Alanoğlu & Demirtaş, 2020). Management requires that leaders are interested in performance and the well-being of their team. Mark demands results from his workers without even listening to what they have to say. He is only concerned with the performance of his hotel and wants it to be the best at hosting weddings. However, to maximize performance, leaders must serve as role models to their peers (Maurya & Sharma, 2017). That is, the hotel could only achieve results if the leader interacted with the team and understood their views on the things that would improve the hotel's performance. Mark is against such views since he is determined to ship out anyone that was not read to bring results. He already has his doubts about Philip, and without even giving him a chance, he is ready to relegate him (All Documentary, 2019). Focusing on results alone will not effect change. The constant sabotage by the team for the mistreatment and disregard of their view about what would work hinders the success of the hotel.

more needed

Task 2

Action-Centered leadership

Leadership requires certain actions that will help in the realization of the goals of the organization are undertaken promptly. That is, it is fair enough to focus on the actions in analyzing a leader rather than the leadership style they are using. No matter the style, leadership requires a flexible that is willing to act in case of anything. Flexible leaders allow for room for their subordinates to learn from their actions (Lemke, 2017). Therefore, that will require that the



leader is willing to compromise his leadership style for the organization's success. Additionally, actions would define leadership by analyzing the steps a leader has taken to lead their team effectively. Adair talks of task, team, and individual as action-centered leadership forms (cited in Ghanbari, Eskandari & Saed, 2017). That is, the team expects their leader to help them achieve the common goals of the organization. This builds teamwork, thus helping the leader in responding to the needs directed to him. Mark is not yet perfect but tries to follow the three concepts of action-centered leadership, namely:

Task

define concept

Leaders are often mistaken, and their intentions are misperceived. Team members may try to enact their agenda that collide or conflict with the leader's vision for the organization (Rutan, Green & Kaklauskas, 2019). Mark has a goal that he wants to enact at the hotel. He is interested in making the hotel a wedding hub where couples can come and live their fantasies. He is concerned with the services the hotel is providing and wants to improve them. However, he is faced with various challenges as any other leader. Even though he wants what is best for the hotel, he does not initially dismiss his wedding coordinator's views. He is focused on providing the best services to his hoteliers, but he does not dismiss Philip's ideas on how to conduct a wedding. Leaders are required to hear out their subordinates (Frémeaux & Pavageau, 2020).

As a leader, Mark has determined the goal of his organization. He pushes through and ensures all the employees know of his desire to make the hotel one of the best at hosting weddings. Therefore, for him to achieve this, he must work with his team. Nevertheless, to enhance performance during the transition, it is important not to discard the team that worked at an establishment before the leader (Dello, Miraglia & Borgogni, 2017). Mark maintains the team

that he found at the hotel. Even though he thinks Philip will fail at the job, he still allows him to showcase his ability. This, according to John Adair, is what the team expects from their leader. That is, a leader is determined to give his team a chance to work for the company's betterment (Ross et al., 2021).

Team

define concept 

An organization can only perform at the highest level if its team is willing to work in the realization of the goals set by the team leader. Gowda states that the team and the leadership should share a common goal which at the very least is succeeding (n.d). However, this can only happen when there is trust and bonding between the leaders and the employees. Not having a common goal will ensure that every person works for their benefit. That is, the team will work in different directions, and this may lead to sabotage of the leader's vision and goal of the organization. At first, there seems to be a difference in goals between Mark and Philip. Philip makes fun of Mark's desire to make the hotel the best hotel in hosting weddings. Their difference in ideologies ensures that the first wedding they host as a team turns out to be a disaster. However, Mark has a close relationship with the rest of the workers. He talks and cracks jokes whenever he has the time. He also explains to them his desire and how they should conduct their choirs. Mark is trying to show the employees that the hotel is a collective responsibility. Therefore, it is their responsibility as a team to ensure that they succeed in the services they are offering. Schmutz et al. states that teamwork enhances performance (2019). Therefore, it was important for Mark to ensure that he gets along with his team. An organization's team reflects on the type of leader the organization has (Reeves et al., 2018). The lackluster exhibited by the

employees of the Grovenor hotel was as a result of Mark, their leader. He was uninspired and could not effect change among his team.  7

Individual  define concept 

Leaders responsible for any organization are required to exhibit certain characteristics for the organization to succeed. They are required to be committed, creative, flexible, and inspiring (Gandolfi and Stone, 2018). Mark is flexible with his dealings. He attends to the needs of his hoteliers and his staff. This can be shown by his ability to include the wishes of the couple at the hotel. He accommodates their desires and implements them. He is also committed to ensuring that the hotel provides desirable services to its customers. According to Sousa and Rocha (2019), a leader that communicates his desires to his peers has a better chance of achieving success.

Mark communicates to his subordinates what he feels is right. He has time to spend with them  8 and discuss the progress of the hotel. Leaders determine the performance of their teams. According to Rego et al. (2021), the support of a leader reinforces the belief among their peers that with determination, their efforts can cause change at the organization.

Analyzing the performance of leadership using the Blake and Mouton managerial grid shows that mark exhibit concerns only on the performance of the hotel. He believes that the hotel can be the best, but he overlooks crucial factors that have made it hard for this to happen. His leadership skills are not up to the task. The constant conflict that he has with his employees shows that they lack the same goal. The existence of different goals makes it harder for the hotel to perform at the highest level. However, the three concepts of action-centered leadership are responsible for the improved performance of the hotel. Even though these concepts are exhibited in glimpses, they have provided Mark with a chance to improve his hotel's stature. Even though

the wedding was not perfect, it was a step in the right direction. Challenges appear in every step of the way, and it is only true leaders that can remain fighting until the very end. Despite all the challenges he has faced since he took over the hotel, Mark has kept fighting for it to be one of the best performing hotels in the region. Although it will take time, but the little progress he has made since taking over is commendable.

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FINAL GRADE

47 / 100

GENERAL COMMENTS

Instructor

Assignment 1 Feedback Summary:

Daniela Dobre

Common Assessment Criteria Applied

1. Engagement with Literature Skills 5/10

(including reading, referencing, academic conventions and academic honesty)

Some attempted wider reading with use of some relevant academic sources, but some appear irrelevant and were not cited. Take care here. Mullins was absent – why?. Not using it has hindered you. Harvard guidelines are applied inconsistently.

2. Knowledge and Understanding Skills 9/20

(Sound knowledge and critical understanding of the well-established concepts and principles in their field of study;

knowledge of the main methods of enquiry in the discipline.)

You demonstrate a basic grasp of some aspects of the models included, but are quite brief with some of the models and could expand your use of them where indicated. Some very broad generalisations don't really help demonstrate a focus on the case itself – this was about Mark's leadership and management performance as GM not a generalised discussion of theory.

3. Cognitive and Intellectual Skills 15/30

(Critical evaluation and analysis of concepts and principles; argument and judgement; the limits of their knowledge,

and how this influences their analyses and interpretations.)

The examples offered are generally valid but could be extended and developed to the case to deepen the scope of your analysis. You could use more of them from the series itself.

4. Practical Application Skills 13/30

(Apply underlying concepts and principles more widely outside the context in which they were first studied;

use a range of established techniques; propose solutions to problems arising from analysis.)

Your application of the models could be more systematic. They are often too brief and lack coherent development. The linking of examples to the models needs further development for a more complete answer.

5. Transferable Skills for Life and Professional Practice 5/10

(Effectively communicate in a variety of forms to specialist and non-specialist audiences; the qualities and

transferable skills necessary for employment requiring the exercise of personal responsibility and decision-making.)

You were asked to use an essay structure, so no headings/sub-headings. Introduction and conclusion need development. You do attempt to evaluate his performance.

Mark 47/100

Assessment marks are subject to ratification at the Exam Board.

These comments and marks are to give feedback on module

work and are for guidance only until they are confirmed.

Comment

You got started but need to further develop your critical analysis skills and follow the instructions given about where to source theory to ensure you properly understand it. Address the tasks more directly.

PAGE 1



Introduction needed

Precis the task as an introduction

PAGE 2



Comment 1

you are meant to be applying the Blake and Mouton grid here but haven't referred to it as yet - see task 1



Comment 2

so which grid style best reflects this?



Essay format required

Essay format specified so no headings/sub-headings.

Turn the task into your introduction - this essay will.....



develop further

develop this further



Comment 3

not a grid style?



more needed

more needed here

Additional Comment

you could construct a stronger overall argument here by using the grid styles more



Comment 4

approach?



define concept

define concept briefly



Comment 5

you could apply Adair's task circle components more rigorously here



define concept

define concept briefly

Additional Comment

team Maintenance by the leader



Comment 6

this is really the task circle

QM

?
?

PAGE 7



Comment 7

you've not properly understood Adair's ACL model here

QM

define concept

define concept briefly

Additional Comment

maintenance of their needs



Comment 8

how is this related to this ACL circle?

PAGE 8

PAGE 9

QM

relevance?

ok but relevance to task?

PAGE 10

QM

incomplete reference

incomplete reference

QM

Mullins?

Mullins is absent - was specified to be used for theory

QM

relevance?

ok but relevance to task?

PAGE 11
