

BMTP4004

Managing Tourism, Leisure and Events Organisations

Change Management



HOSPITALITY
AND
TOURISM
MANAGEMENT



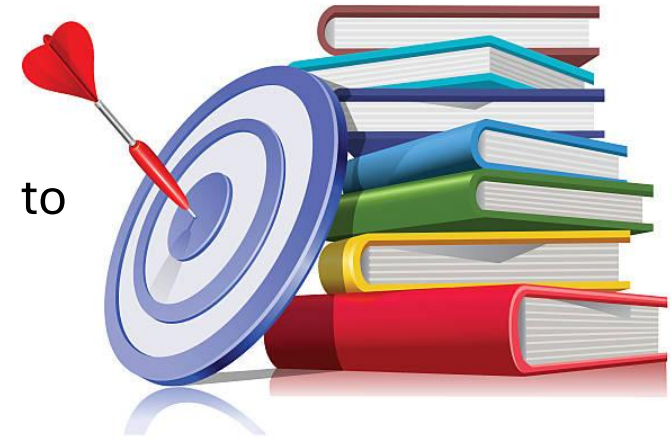
*Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales*



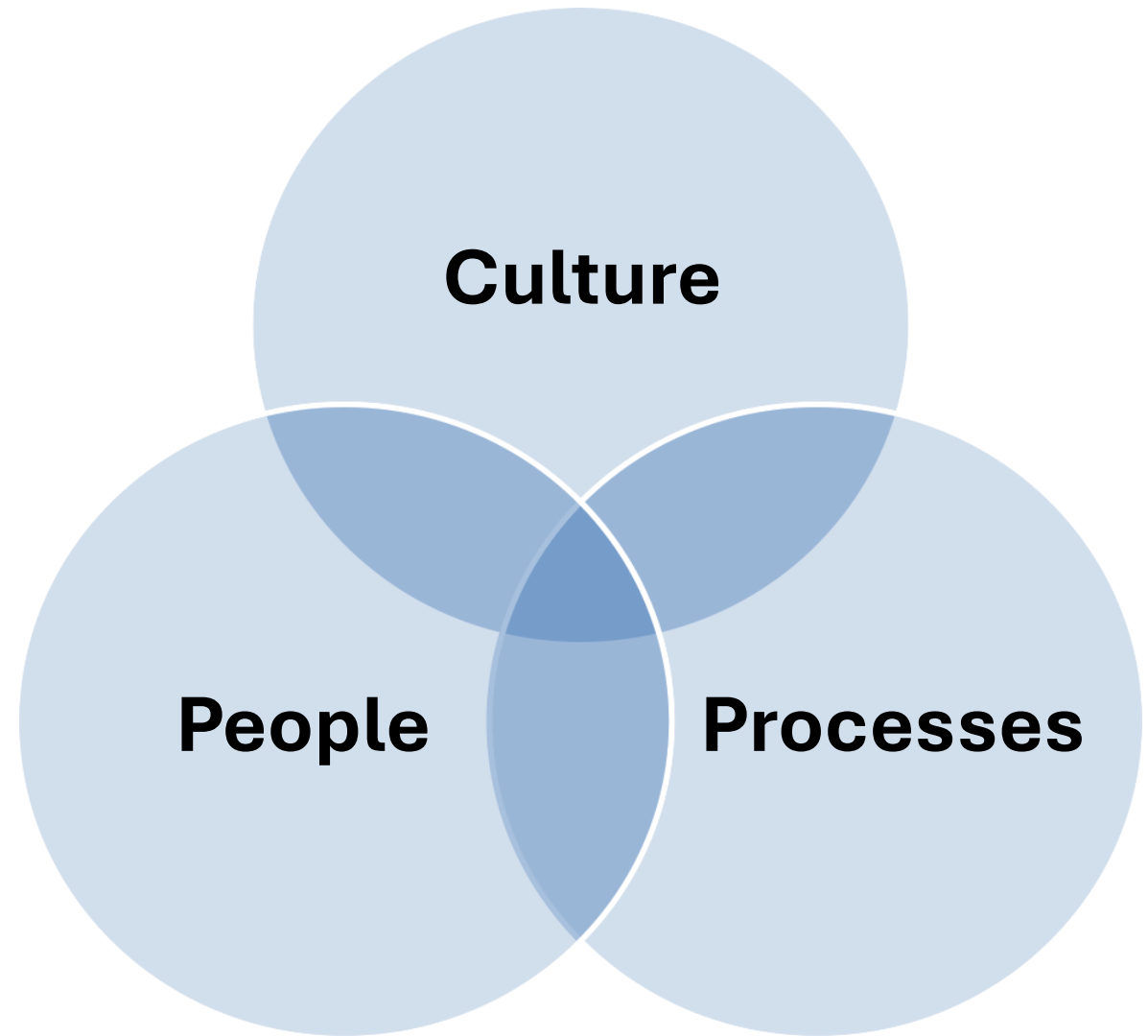
Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Today's Objectives

1. **Understand change:** Define the nature, scope, and forces driving change in organisations.
2. **Explore change targets:** Identify key areas affected by change in modern organisations.
3. **Examine change strategies:** Review strategies managers use to implement change.
4. **Address resistance:** Explain why people resist change and how to manage resistance effectively.



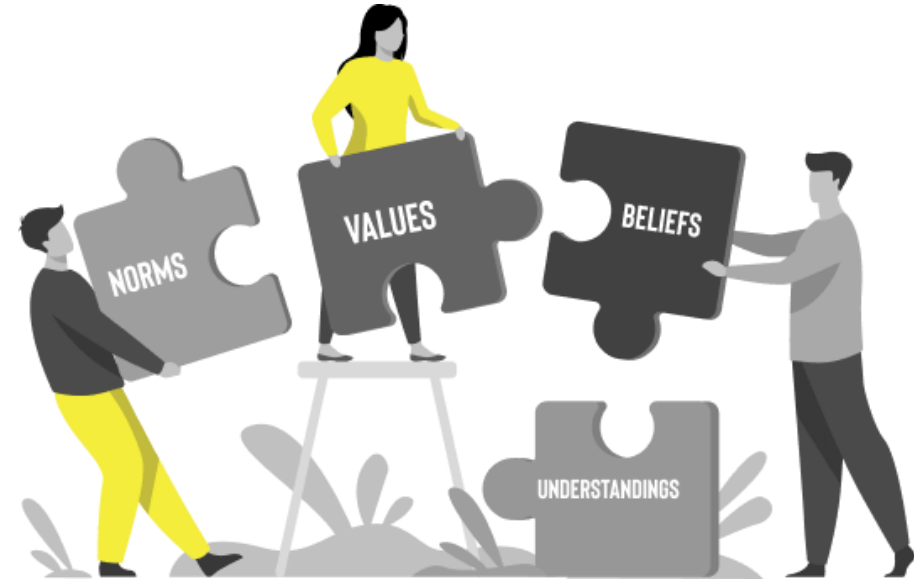
Aspects of Change



Aspects of Change: Culture

What is the impact of change on organisational culture?

- **Adapting to Change:** Cultural shifts can occur during mergers, leadership changes, or restructuring.
- **Adopting New Values:** New strategies or technologies may require embracing values like innovation.
- **Evolving Employee Behaviour:** The culture may need to shift to encourage collaboration or customer focus.



What are examples of Organisational Culture Change?

- **Mergers/Acquisitions:** Merging different corporate cultures, including decision-making and leadership styles.
- **Digital Transformation:** Shifting from traditional methods to digital practices like remote work and innovation.
- **Leadership Change:** A new CEO may bring a fresh vision, shifting the culture towards values like inclusivity or sustainability.

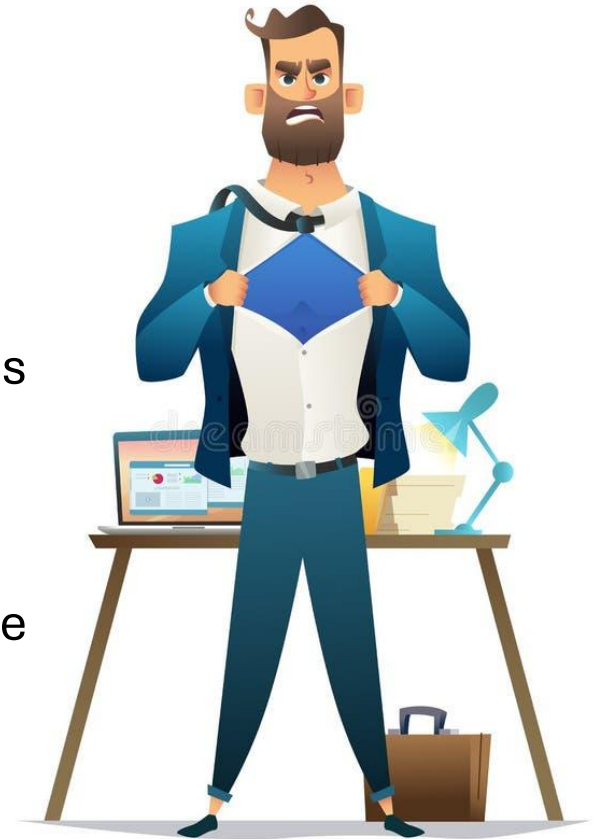




Aspects of Change: People

What is the role of people in organisational change?

- People are key to driving and experiencing change in an organisation.
- Their attitudes, behaviours, and ability to adapt are crucial to the success of change efforts.
- When employees embrace and adjust to change, the organisation is more likely to succeed.
- If they resist or don't engage, it can slow down progress and impact the outcome.



What are the impacts of change on people?

- **Adapting to New Roles:** Change often brings new responsibilities that require quick adaptation.
- **Shifting Skills:** Employees must learn new skills or retrain to meet changing demands.
- **Mindset Changes:** Adopting a new mindset, like embracing innovation, may be needed to succeed in a changing environment.



What are the challenges in managing change for people?



- **Resistance to Change:** Employees may resist due to uncertainty, fear, or attachment to old methods.
- **Managing Stress:** Change can cause anxiety and lower morale if not managed well.
- **Employee Engagement:** Keeping employees motivated during change is key to maintaining productivity and commitment.

Scenario

In this activity, you will act as the General Manager or Owner of a festival. Your goal is to create a strategy to address challenges faced by teams during a major change in festival operations.

Consider these key areas:

- **Communication:** How will you clearly communicate changes to all teams? What methods will you use?
- **Training:** What training will you provide to help teams adapt to new processes or tools?
- **Resistance:** How will you handle any resistance to change, such as concerns about job security or extra workload?
- **Trust:** How will you create an environment where employees feel supported and motivated during the transition?

Think creatively about both short- and long-term strategies to make the transition smooth.

Aspects of Change: Processes



The Role of Processes in Organisational Change

- Processes are **structured workflows** that ensure efficiency and consistency.
- During change, they may need to be **adjusted or redefined** to align with new goals or strategies.
- This helps the organisation **stay effective and adaptable** while maintaining control.

Example: Hidden Gems Tours

Previously, Hidden Gems Tours handled all bookings by phone or in person. Tourists had to call to inquire about tours and book, which was slow and difficult when the office was closed, requiring back-and-forth communication to confirm details.

The Change:

The company switched to an online booking system with a website where tourists could browse tours, choose dates, and pay easily, making the process quicker and more convenient for both customers and staff.



What was the result?

1. **Better Customer Experience:** Tourists could quickly compare tours, read reviews, and book without waiting for staff, with instant email confirmations and tickets.
2. **Higher Satisfaction and Loyalty:** Customers appreciated the ease of online booking and the ability to modify bookings or get support through chat or FAQs.
3. **Increased Sales:** The 24/7 booking system boosted bookings, especially from tourists in different time zones, and made it easier to offer promotions.
4. **Enhanced Marketing:** The online system helped collect customer data and send personalised promotions or updates.



Typology of Change

Type of Change	What it is	Example
1. Incremental	Small, gradual changes that happen over time.	Tweaking a process, improving a product, or adjusting the work schedule slightly.
2. Transformational	Major, deep changes that affect the entire organisation.	A company changing its business model, adopting new technology, or shifting its core mission.
3. Planned	Changes that are deliberately planned by the organisation.	A company decides to introduce a new software system for all employees.

Typology of Change

4. Unplanned	Unexpected changes that occur due to external or internal factors.	A sudden economic downturn or an unexpected leadership change.
5. Reactive	Changes that happen as a reaction to something that has already happened.	Changing policies or practices after receiving customer complaints or negative feedback.
6. Proactive	Changes made in anticipation of future challenges or opportunities.	A company launching a new product line before competitors do or updating systems in preparation for future growth.

What Triggers Change? - External

1. **Market Competition:** Competitor strategies or new entrants force organisations to adapt.
2. **Technological Advancements:** New tech changes how businesses operate and engage with customers.
3. **Regulatory Changes:** New laws require businesses to adjust for compliance.
4. **Economic Factors:** Economic shifts like recessions, inflation, changes in customer spending drive changes.
5. **Global Events:** Pandemics or disasters can trigger immediate change.

What Triggers Change? - Internal

- 1. Leadership Changes:** New leadership may introduce fresh ideas, priorities, or strategies.
- 2. Employee Feedback & Engagement:** Employee concerns or ideas can drive change.
- 3. Organisational Performance:** Poor performance may lead to change.
- 4. Innovation & New Ideas:** New ideas or innovations can drive changes in products or services.
- 5. Company Culture and Values:** Changes in values, like diversity or sustainability, may require operational adjustments.

Leadership of Change



1. Setting a clear vision
2. Creating a sense of urgency
3. Inspiring and motivating
4. Building trust and engagement
5. Empowering and supporting the team
6. Leading by example

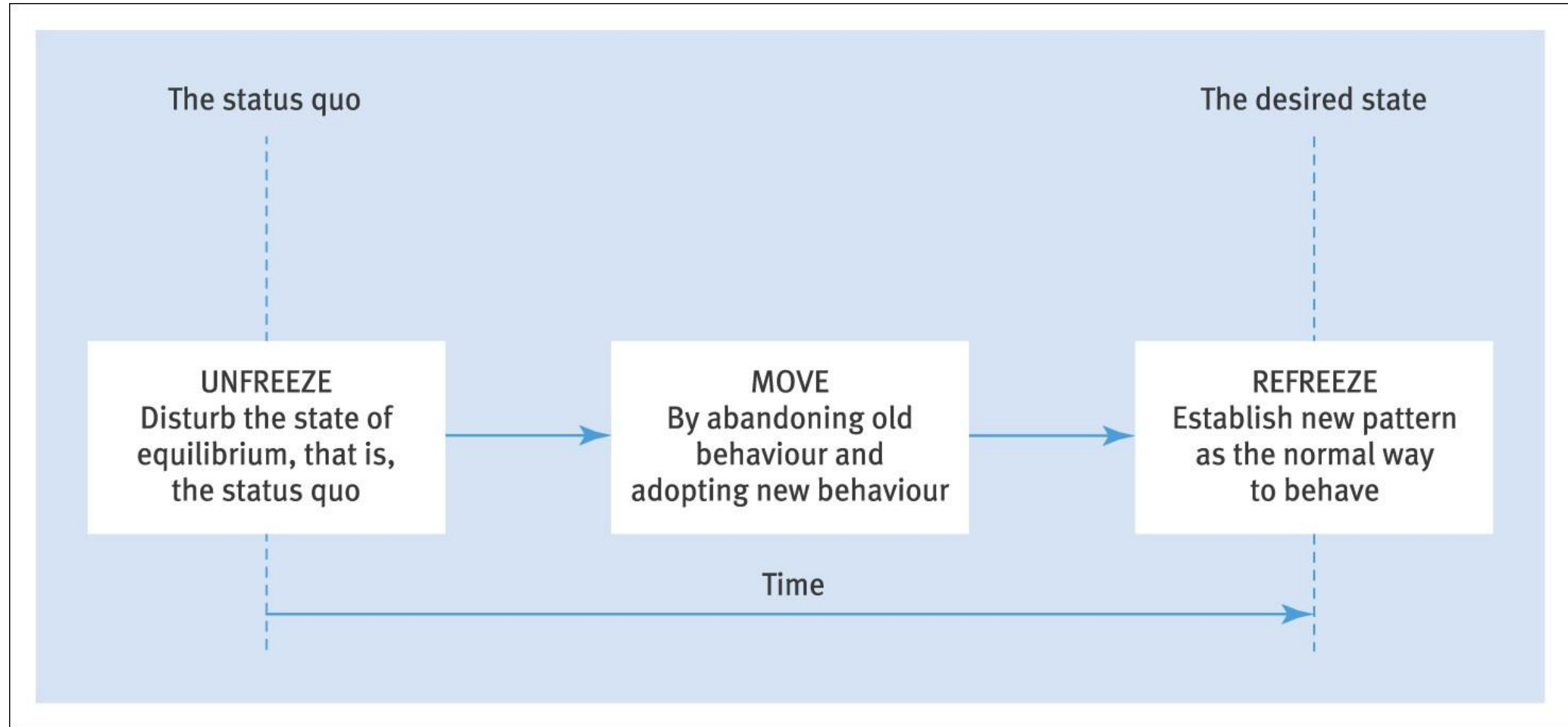
How would this work for Sunset Shores Resort?

- 1. Setting a Clear Vision:** Make Sunset Shores a sustainable, eco-friendly luxury destination with cultural experiences for younger travellers.
- 2. Creating a Sense of Urgency:** Emphasise the decline in bookings, the shift toward sustainability, and the risk of falling behind competitors.
- 3. Inspiring and Motivating:** Share the resort's transformation story, connect it to employees' values, and highlight long-term benefits like more bookings and job satisfaction.

How would this work for Sunset Shores Resort?

- 4. Building Trust and Engagement:** Encourage open communication, involve employees in the change, and recognise their contributions to make them feel valued.
- 5. Empowering and Supporting the Team:** Offer training, resources, and ownership of initiatives to boost engagement and success.
- 6. Leading by Example:** Leaders should model sustainable practices, participate in initiatives, and reinforce the vision to motivate staff and build credibility.

Lewin's Three Stage Change Process



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.



Lewin's 3-Step Model

Please take a moment to reflect on a **personal change** that you have either already made or would like to make. This could be something like adopting a new study habit or changing your exercise routine.

Break down your experience using Lewin's 3-Step Model:

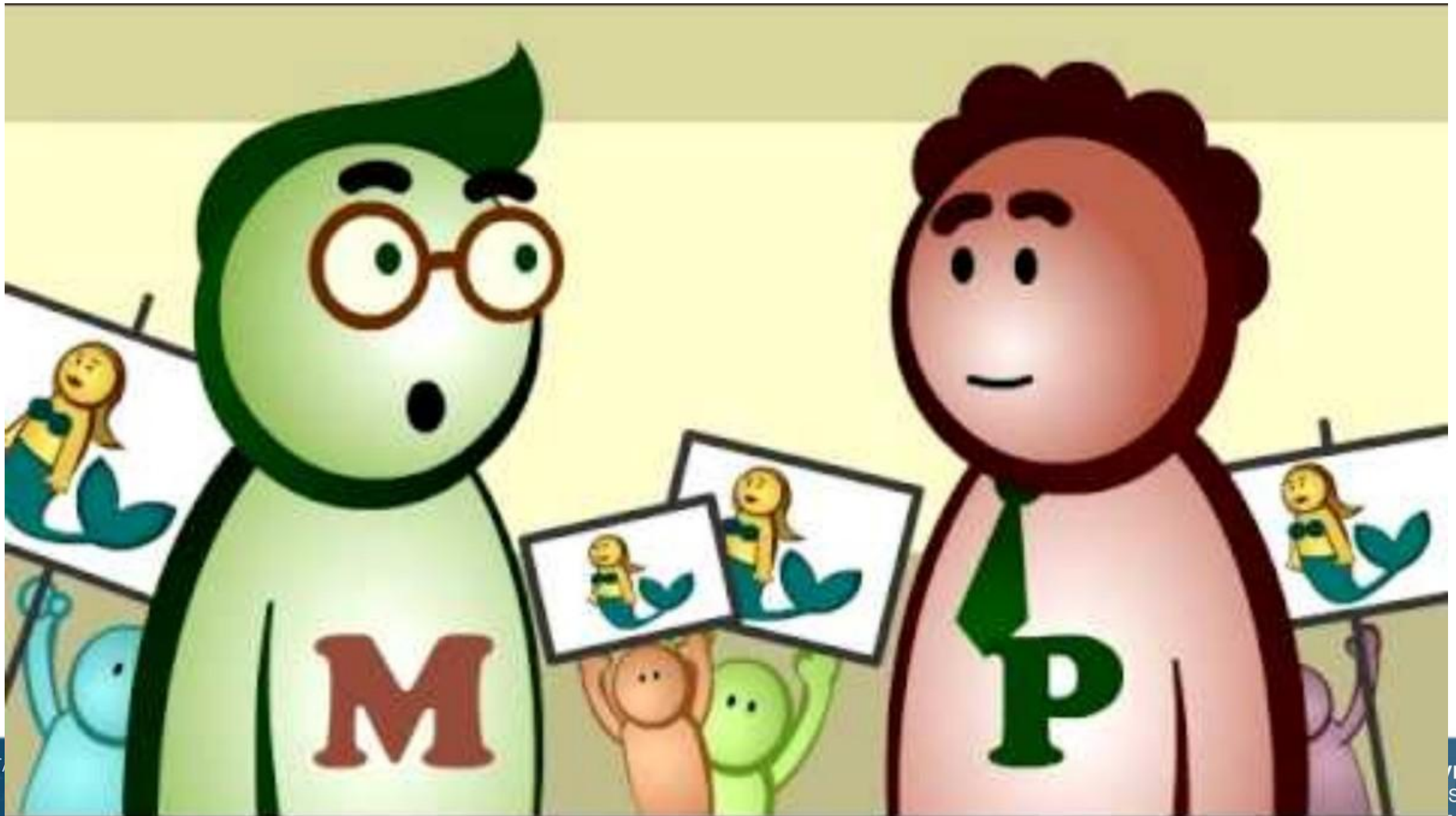
- **Unfreeze:** What motivated the change? What challenges or resistance did you face?
- **Change:** What actions did you take to implement the change?
- **Refreeze:** How did you solidify the change? What steps did you take to ensure the change became permanent?



What are the Resistance to Change (Individual)?



- **Selective Perception:** People focus on info that confirms their beliefs and ignore new ideas.
- **Habit:** Familiar routines make change difficult.
- **Inconvenience or Loss of Freedom:** Change can feel like a burden or loss of control.
- **Security in the Past:** Comfort with the past makes change feel risky.
- **Fear of the Unknown:** Uncertainty about the future creates fear and reluctance.



Resistance to Change: Organisational

- **Organisational Culture:** Established values and behaviours resist change.
- **Maintaining Stability:** Organisations prefer stability over uncertainty.
- **Investment in Resources:** Change may require resources already invested, making it tough.
- **Past Contracts:** Previous commitments limit flexibility.
- **Threats to Power:** Change may challenge the status quo, causing resistance from those in power.



How can we minimise the problems of change?

1. **Create Trust and Commitment:** Build openness and support to encourage collaboration.
2. **Genuine Participation:** Involve employees early for their input and commitment.
3. **Team Management & Union Cooperation:** Foster teamwork and work with unions to address concerns.
4. **HR Action Programme:** Plan clear HR actions to support employees during the transition.
5. **Incentives:** Offer rewards, like financial incentives, to motivate staff and reduce resistance.
6. **Job and Task Design:** Ensure job structure and work methods support the change.

Assignment Two!

Have we got our groups? Please finalise this with me by the end of the week!

What to work on:

- Choose a topic and undertake extensive research.
- Think of a range of hypothetical questions that I may ask you (I will give you some examples next week).
- Since this is a collaborative task, work together in your groups to determine how you will approach the discussion and collaborate effectively.

Assignment Two – Key Dates!

30th April – Discussion Date!

- Depending on the number of groups, you will be given a specific time when the round table discussion will take place. Each group will be given an allocated time of **30 minutes**. This will range from **9:30AM-2PM**.

8th May – Reflective Paper!

- 800 words
- 5-10 references

What is a Reflective Paper?



8th May – Reflective Paper

After participating in the roundtable discussion, you are required to submit a brief reflection paper.

In your paper, you should:

1. **Summary of Key Points:** Recap the main ideas and topics discussed during the roundtable.
2. **Personal Viewpoints:** Share your thoughts on the topic and how your perspective changed during the discussion.
3. **Evaluation:** Reflect on what went well (e.g., productive conversations) and areas for improvement (e.g., disagreements or lack of clarity).
4. **Suggestions for Improvement:** Offer ideas for making future discussions more effective or engaging.

I look forward to seeing you next week.

If you have any questions, please contact me
on Teams or through email

scott.james@uwtsd.ac.uk