



DEVELOPING PEOPLE IN ORGANISATIONS

BMMB7000

Alina Tatar
1814394

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Executive Summary

Non-surgical Aesthetic industry is one of the fastest growing sectors in UK, with the industry estimated to be worth £3bn per year by the end of 2022. The range of treatments available include, Botox, Dermal fillers, laser, skin peels, body contouring, fat-dissolving, with a huge number of customers and many salons open and a huge risk for customers safety, England and Wales are the only country in the world to have an unregulated aesthetic industry, there are deep concerns over the level of knowledge and client's safety from less trained practitioners. The aim and objectives of this paper is to highlight a professional understanding of what effective leadership can deliver in term of sustainable organisation capability and innovation through the development of people, also to demonstrate competitive knowledge and understanding of a number of advance issues in people management and business environment, internal and external factors to influence policies, procedures and processes by an organisation, the purpose of this report is to develop recommendations based on business strategies and business leadership models in order to value people while optimising organisation performance. The report will show a leadership strategy that seeks to achieve a particular business objective in delivering outstanding customer service, developing people is an essential strategy to enable the organisation to achieve its goals and a huge role in keeping the best employees and talents to sustain and secure long-term success. A number of researchers and strategy theories will point one of the global market that grow by 12 percent to 14 percent a year over the next five years is Aesthetics Industry a powerful innovation driver, investors and people who break new ground, one of the most effective ways to build a client based over the years with new products and treatments to hit the market, focusing also in delivering outstanding customers service also a hot toping in customers safety, the aesthetics industry a rapid growth yet the risk of customers facing the new trends but also the unsafe practices.

Introduction

The aesthetic market has historically grown by more than 10% every year, expand services and growing customers have accelerated global penetration in emerging markets, customers attitude about wellness, beauty, and anti-aging injectables have increased awareness and acceptance of aesthetics (Parslow,2020). The medical aesthetics industry is in a period of exciting change, the rapid advances in technology and treatment innovations combined with increasingly better educated costumers is driving widespread shifts in the overall focus and approach to the practice of medical aesthetics, on the other side, the clients safety is the main purpose in the aesthetics industry, but a report from National Federation (2023) reported that more than a third (39%) of aesthetic treatments are now taking place in beauty salons, while just under half (49%) are happening in medical clinics run by medics and nurses, treatments such as: chemical peels, injectables, dermal fillers and non-invasives, laser, body contouring, toxin and fat- dissolving, procedures that are performed by beauticians, the NHBF report stated that a number of beauty therapists are offering aesthetic treatments with only Level 2 beauty qualifications which does not comply with the current guidelines, however, it should be noted that only in recent years that JCCP the body developed regulated qualifications for some of the treatments, it is stated that beauticians need a minimum knowledge in anatomy, physiology and advance consultation skills, skills that are not enough to ensure the customers safety, on the other side NHBF stated that some therapists may have gained knowledge, skills and experience well before qualifications or medical studies. The aim and objectives of this report is to deliver outstanding customer service it important because is a great way to build relationship attract and retain clients (Clutterbuck, 2018).

Main Body

Taylor (2018) highlight in his research that the aesthetic industry is highly competitive, and customers outstanding service is key differentiator for businesses in UK, however, clients often experience waiting periods for aesthetic treatments, increased prices, lack of qualified employees and booking issues to address these challenges on improving customer service experience a number of models and theories are used, Morgan (1986) stated that application of behavioural science should be seen as part of more understanding of how people influence and control the perception of Aesthetic market also today's changes are directly influence on current trends, new treatments, new technology and innovation, appearance is one of the hot topics in today's world and customers pay huge amount of funds to support these treatments, another model used for aesthetic industry to build a strategy in order to retain clients and to deliver outstanding customers service is the importance of change management in order to enables the organisation to leverage best practice tactics, and strategies to increase clients experience, these strategies have huge implications that can have effect in productivity, revenue, brand image also clients experience, the Lewin's Model offer strong support for managers to guide organisations through change, COVID 19 had impacted the Beauty and Aesthetic industry in the first faze of "Freeze" as all the salons closed down for a number of months, also this period managers and practitioners used the time to unfreeze and to overcome resistance and to provide training to the employees in order to have a more knowledge practitioners, a safer premises and a better customers experience after the Covid19, they also develop new treatments, and implement Digital Strategy to increase customers access through online booking, online consultations, consent forms, updated information about treatments, side effects for clients to have all the details to take an inform decision before booking any treatments (Timms, 2022).

- ✓ Resolve issues with empathy and care.
- ✓ Nature relationships and improve brand credibility.
- ✓ Regulated industry and trained practitioners.
- ✓ Ensure customers safety and wellbeing.

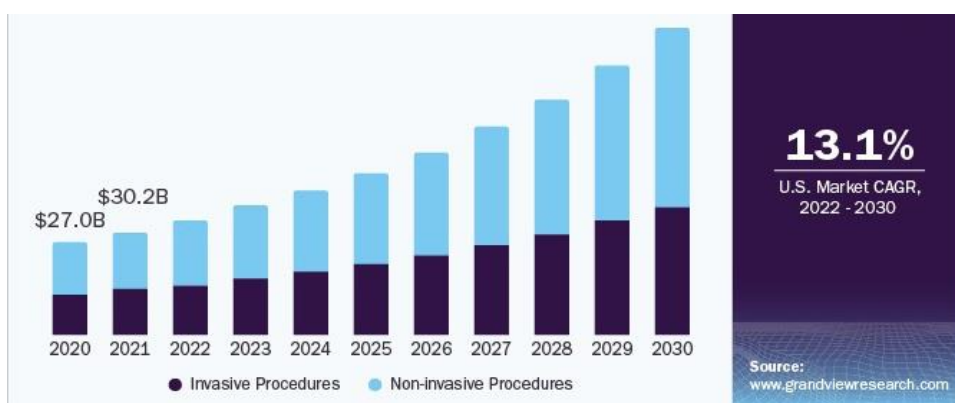


Table 1. US the biggest market worldwide.

One of the Models that is often seen in business industry and Aesthetic market is McKinsey 7's Model one of the most complex models, the seven elements are not designed in a specific

industry rather assessed by how they can improve customers experience and to highlight the weaknesses for the organisation to take actions:

- ✓ Strategy- Aesthetic Industry is implementing Digital Strategy to enable customers to have faster access to information and booking system.
- ✓ Structure- the organisation structure is important as it create a safe environment for practitioners and customers.
- ✓ System- Regulated Body in Aesthetic treatments should implement rules and regulations in order to minimise the danger that some clients are experiencing due to unlicensed products or untrained practitioners, the first three elements in McKinsey Model are to identify steps to plan a more competitive and processes for how to create a better practice. The remaining four are soft elements to describe the practice culture, staff skillsets, the management leadership style as well as the values that employees have and how well they interact with each other.
- ✓ Share values.
- ✓ Style
- ✓ Staff
- ✓ Skills

In the Aesthetic Medical Industry has changed considerably over the last years, with more demand and the social media is constantly advertising new treatments has had a huge impact on the aesthetic clinics. As England and Wales are the only countries in the world with unregulated industry in aesthetic medicine, customers are often enticed into undergoing treatments having been promised unrealistic goals, discounts and cheap products often fake products impacting the customers well-being, there is currently no legislation of redress customers who have suffered from negligence, however, a Model implemented by Jeffery Hiatt, the ADKAR Model:

- ✓ Awareness
- ✓ Desire
- ✓ Knowledge
- ✓ Ability
- ✓ Reinforcement

Hasson, (2020) stated that, this model can create a strategy of safety for aesthetic customers in order for them to take the right decision, and for practitioners to create a safe environment and train employees to act fast and to spot any side effects of the procedure. The Model's knowledge and ability goals are closely linked the ability for practitioners to act with confidence to complete the task and customers experience-centric to ensure a higher success rate for retain customers and offer outstanding client experience within Aesthetic Industry. On another hand, there are a number of concerns that customers are jeopardising their health in what remains an unregulated blackhole, the benefits of Outstanding Customers experience:

1. Increase profits for the organisation.
2. Customers loyalty
3. Customer recommendations
4. Improve Brand Image

✓ **Training and Qualifications**

Based on Mullins (2019) research it is noted that, currently there is no need for injectable practitioners in beauty salons to hold a medical degree or any academic medical knowledge, no need to show any medical qualification before administering non-surgical procedures, these actions are placing the customers at immediate risk, with no proper knowledge of the procedure or product administration, and appropriate aftercare this is a huge risk for customer safety in UK. Aesthetic treatments can be hazardous some required a prescription only treatment and with side effects such as infection, temporary paralysis and other problems can occur, the wellbeing of customers may be placed in danger if the practitioner fails to identify and know how to resolve complications as they arise, the conclusion of this problem in the aesthetic industry is that there are too many salons with providers with no proper qualifications, no register of official, accredited providers and no policing of the standard of training providers, the impact can be profound on client experience, both at the time of treatment but also can have long-term effects (Armstrong, 2020).

✓ **No Directory of Treatments**

There is currently no legal obligation for national directory of practitioners administering aesthetic medicine in England and Wales, it is impossible to know who is practicing non-surgical aesthetic medicine or what treatments they are administering, the practitioners do not need licensed premises to administering these treatments, an additional issue caused by the unregulated industry, many are apprehensive that the safety of customers could be compromised as unsafe treatments could be used, an additional concern over this lack of regulatory framework is what happens in the event of any complications following treatment, all procedures are accompanied by a risk of infections and other side effects often needing additional medical attention, a lack of directory puts the customer at risk as medical staff not privy to the original procedure and the lack of treatments were used may cause delays and could have long-term harm both physical and mental to the patient (Reed, 2018).

✓ **The Government Response**

In 2016, Joint Council for Cosmetic Practitioners (JCCP) a voluntary register of aesthetic practitioners in UK has divided into two categories, a list of approved education, training and accreditation providers and a list of practitioners in UK. Since its formed the JCCP worked tirelessly to campaign with healthcare providers for better governance and management of non-surgical aesthetics, the downside of this organisation is that it is voluntary and to be effective and to solve customers safety issues, it must be mandatory, however, for an industry worth £3bn a year with a high potential and with history in harming client safety to be voluntary, furthermore, a new legislation on customer safety in aesthetic industry, a market that is gaining a huge number of clients, a real danger that the government is failing to proceed.

● **Public Awareness**

The importance of educating and rising awareness among customers has been a constant theme throughout this report and should remain a top priority for all aesthetic practitioners, rising public awareness into the dangers of unscrupulous practitioners is an important facet to the JCCP plan, however, there are still many unclear points in this industry that can harm

customers safety, advertising good practice and social media campaign explaining the danger of unregulated industry (Ashdown, 2011).

Answer Choices	Responses
Non-medical people carrying out injectable treatments	66.80%
Unscrupulous practitioners	46.33%
Lack of statutory regulation by government	44.02%
Anyone can do the procedures	35.52%
Poor public awareness of the dangers involved	30.12%
Confusion about rules and regulations	18.53%
Too much competition	15.83%
Inadequate training provision	10.81%
Negative press / media coverage	7.72%
Social stigma associated with aesthetic treatments	5.41%
Inadequate support from manufacturers	3.09%

Table 2: Survey of Practitioners carrying out aesthetic treatments.

Recommendations

1. Recommendations for clients to always check the clinic before they attend, and to require a consultation face-to-face, having prescribed treatment will offer reassuring about the procedure that the client is asking for, always check that premises have licensed products and trained practitioners on dealing with serious side effects and medical emergencies should be mandatory for aesthetic treatments and should be refreshed annually, also practitioners should explain the treatment, side effects and to manage client expectations in order for customers to make an informed decision.

2. The lack of informed choice and treatment used can cause a real harm to the customers safety, it is recommended that after each procedure, aesthetic patients should get from the practitioners an informed treatment plan with the products that was used, any side effects of the procedure, information's concerning the treatment administered, a prescription of the products. This can be served as subsequent medical staff in the event of any complications.

3. Training in order to protect customers but also practitioners- for aesthetic practitioners the expertise is at the core of client safety and satisfaction, practitioners should commit to extensive training and ongoing education to build skills and to ensure clients with highest standard of care, mastering cutting-edge techniques and best practices to elevate customers experience but also to diminish the risks associated with aesthetic treatments, also providing customers with detailed information about the procedure, address their concerns and allow sufficient time for customers to research and make an informed decision, also respect their right to reevaluate and seek second opinion

Conclusion

An outstanding customer experience is one that keeps customers coming back, while spreading the word about their experience, a positive client experience promotes loyalty, increases brand image, and retains customers, in this paper highlighting the benefits of outstanding customer experience and the customer's safety within the Aesthetic Industry, a very well known and with huge revenue in today's trends. In the dynamic world of Aesthetic practices, the highest standards of ethics and safety are crucial to an excellent client experience, vital for client satisfaction but also a key to preserving the customer's satisfaction and the organisation's performance. Ethics and safety are the pillars of a thriving aesthetic practice and critical aspects are vital to provide outstanding customer experience. It is important to highlight that the practitioner is a key component in the future of the Aesthetic Industry, being a member of a regulated industry has its own benefits for the practitioner, better training, better representation, valid insurance, better public perception of the service provider and minimises negligence, it is in the interest of the entire industry to be part of the reform. In this paper recommendations are made to the aesthetic industry and aesthetic practitioners in the lack of a regulated industry, it is suggested that practitioners dedicate themselves to comprehensive training, focusing on communication and consent, maintaining strict hygiene protocols and developing a robust aftercare system, will create an extraordinary experience for customers, the highest standards of ethics and safety will not only protect clients but also ensure business to thrive in the competitive world of Aesthetics.

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