

BA International Hotel Management

Organisational Consultancy

BMIH6005

Week Three

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www.uwtsd.ac.uk



Before we start

As there are quite a few of us here, please ensure that your microphone is muted during all teaching until you are asked a question or there is a group discussion to prevent background noise.

You should attend every class and have a private space to work so that you can concentrate fully on the lesson.

You should not be at work, shopping, driving or caring for children.

Your camera must be always on during lectures please. -Use the Teams university background to protect your privacy.

YOU must join via a laptop or PC/MAC—No attendance permitted on phones or tablets

You will be removed from the session and logged as absent if you fail to adhere to these criteria.

This and all sessions will be recorded so that you can watch it again

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Why is this important?

- This is a Full Time University course and as such the University definitions of engagement and decorum apply as they would in a physical classroom.
- Your Cameras must remain 'On' for the duration of the session in order to ensure equal engagement and for your lecturers to observe your full attendance of the session which is a condition for student loans/maintenance to be authorised.
- You should be using a **desktop or laptop device** with a camera, speakers and a microphone so that you will be able to engage in the session on equal footing with your classmates.
- You will be asked to share your screen and "present" your work, access documents, engage in writing activities use websites and create presentations which are either difficult or impossible on a phone.

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Get a laptop!

- Therefore, we ask you to purchase a laptop if you don't already own one, **by the end of Week 2.**
- Failure to do so within this time period will result in you being reported to the Level Lead in Week 3.
- The University offers bursaries that can provide a suitable device and/or contribute towards connectivity costs if you need some financial help with this.

-Digital Connectivity Bursary Application Form

-Undergraduate Bursaries

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From Last week

- **Research your chosen hotel or department. Begin to think about issues at your chosen areas**
- **Watch Google talks: John Taffer. Raise the bar. management consulting:** [Raise the Bar](#) | [Jon Taffer](#) | [Talks at Google - YouTube](#)

Outcomes of the session



1. Case study review
2. Developing client relationships
3. Communication
4. Planning and managing projects



Hotel or Department of choice



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Group Discussion: Heythrop Park Case Study

Review the articles and answer the following question. Feel free to demonstrate further reading.

- Describe what changes have been made to the hotel?
- As a Consultant, what next steps would you propose to the client to remain competitive?



Developing Client Relationships



What does this involve:

- **Client variety**
- **Communication**
- **Client relationships**

Types of client:

- Organisational Client
- Individual Client



Both have different ways of communicating to



Communication definition:

'The transmission or exchange of information, knowledge, or ideas, by means of speech, writing, mechanical or electronic media'

(Oxford Dictionary, 2020)

Communication

Top-down and bottom-up approach

Adapting style to different audiences and situations

Attention to details

Relationship with Colleagues & Clients

Empathy

Integrity

Supporting individuals

Leadership skills



10 ways to have a better conversation | Celeste Headlee



Group Activity:



Answer the following questions:

- **How important is communication with the client?**
- **How would you establish a communication plan?**



Establish a communication plan

- Who are the key stakeholders?
- What should be communicated?
- When should communication happen?
- Where should communication occur?
- How must they be communicated with?

Stakeholder map		
Interest in project	Influence on project	
High		
Low		

Tactical comms tips for Consulting

- **Create a list of client contacts**
 - Note their position and ranking
- **Track your client data requests**
 - Note which service, action or product should be delivered by when



Client relationship first impressions



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Group Activity:



Answer the following questions:

- **How was the communication?**
- **Would you have communicated differently?**

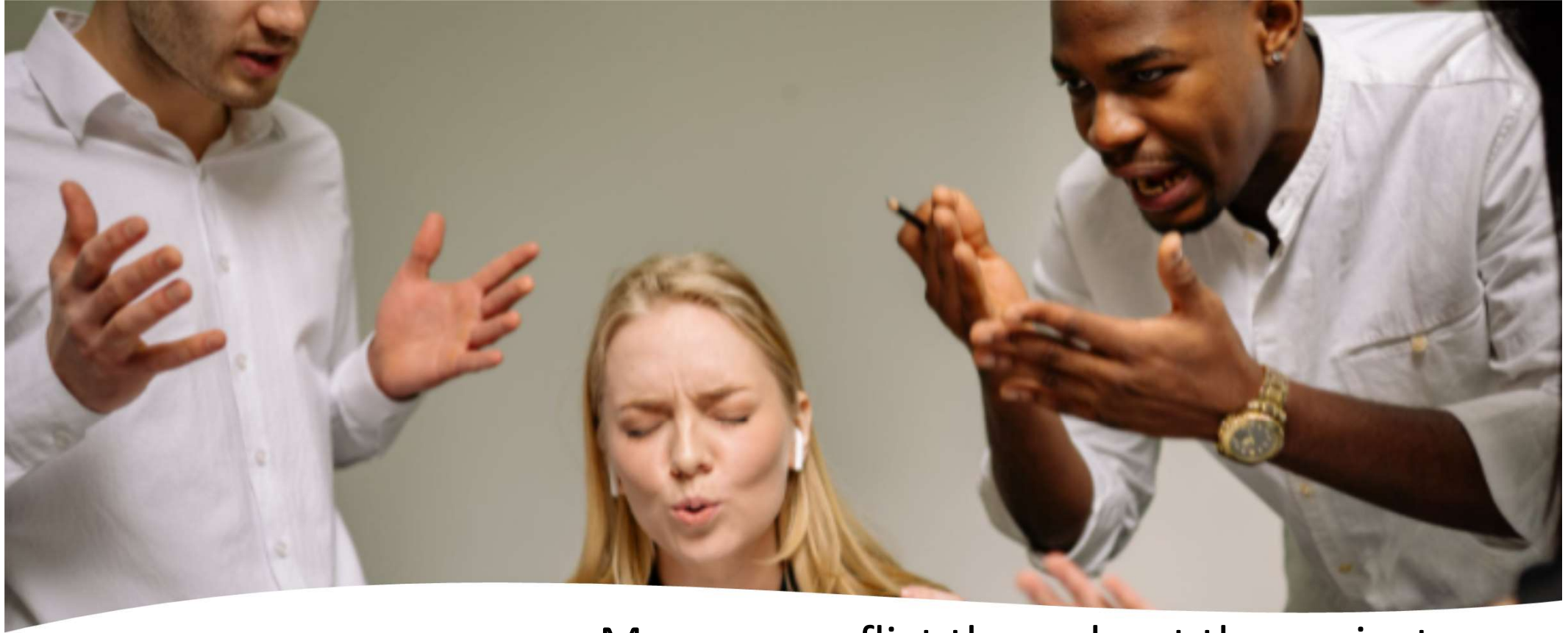
Any Questions?



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Conflict management

- Manage conflict throughout the project
- Identify the sources of conflict
- Get senior management to committed to changes and their support
- Figure out ways to relieve fears through project work

Would you do with conflict?



Group Activity:



**Answer
the following
questions:**

- **Was the consultant reasonable?**
- **How could this situation have been avoided?**



Rapport is the ultimate tool for producing results with other people. No matter what you want in your life, if you can develop rapport with the right people, you'll be able to fill their needs, and they will be able to fill yours.

Tony Robbins

quote fancy

When clients do not take your advice?



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Group Activity: Answer the following questions:



- Was a rapport made between the consultant and the client?
- Which personality trait is the Client?
- How should you communicate with them?

Any Questions?



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Planning and Managing Projects



*‘No plan
survives first
contact with
the enemy’*

Helmuth van
Moltke



The four phases for project planning

- Planning
- Build up
- Implementation
- Closeout (Harvard business review, 2014)

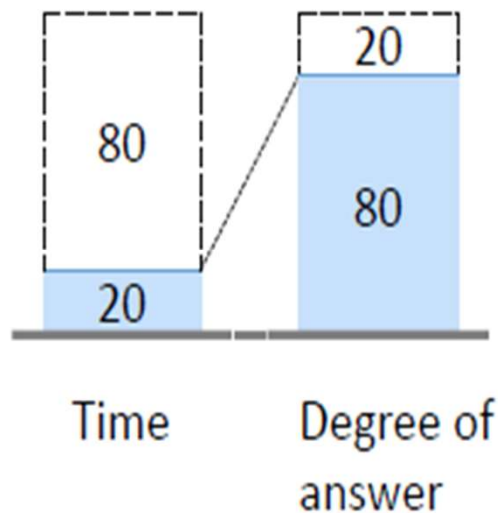


Goal setting think SMART:

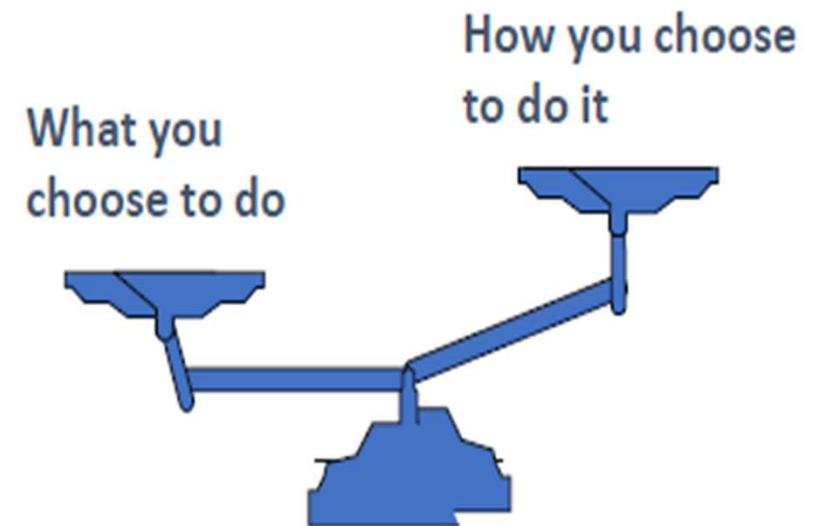
- Specific
- Measurable
- Action orientated
- Realistic
- Time limited

Apply '80/20' principle an effective tool for project success

80% of the answer can be achieved in 20% of the time



If you don't identify the right questions, it doesn't matter how you choose to do them



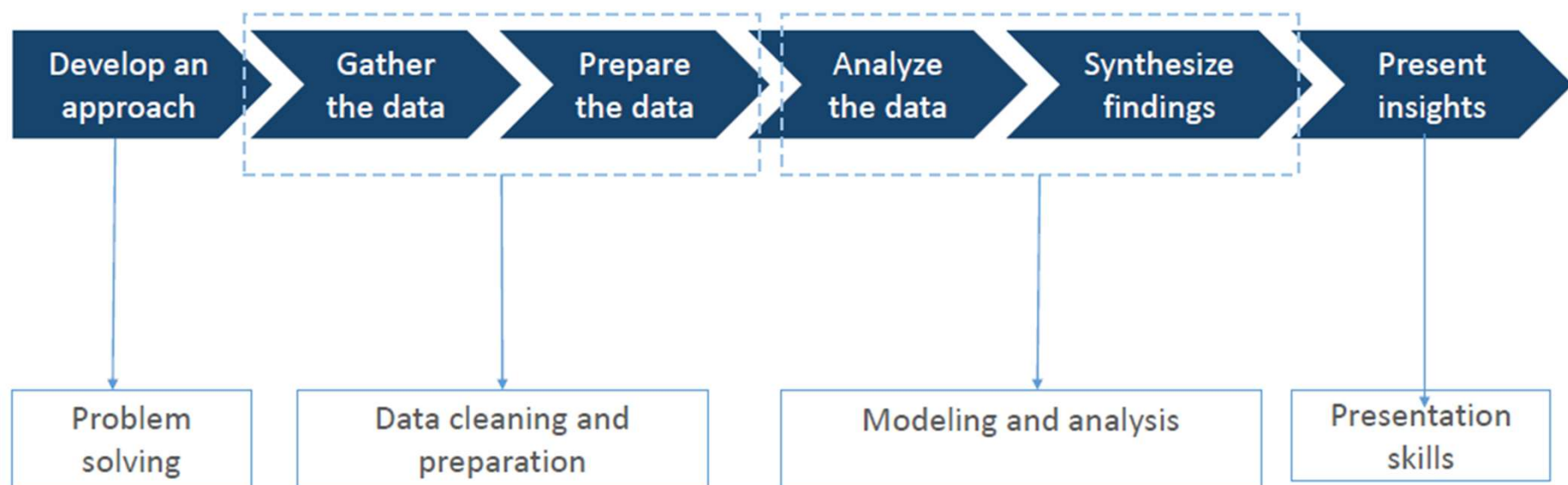
Time



Cost

Quality

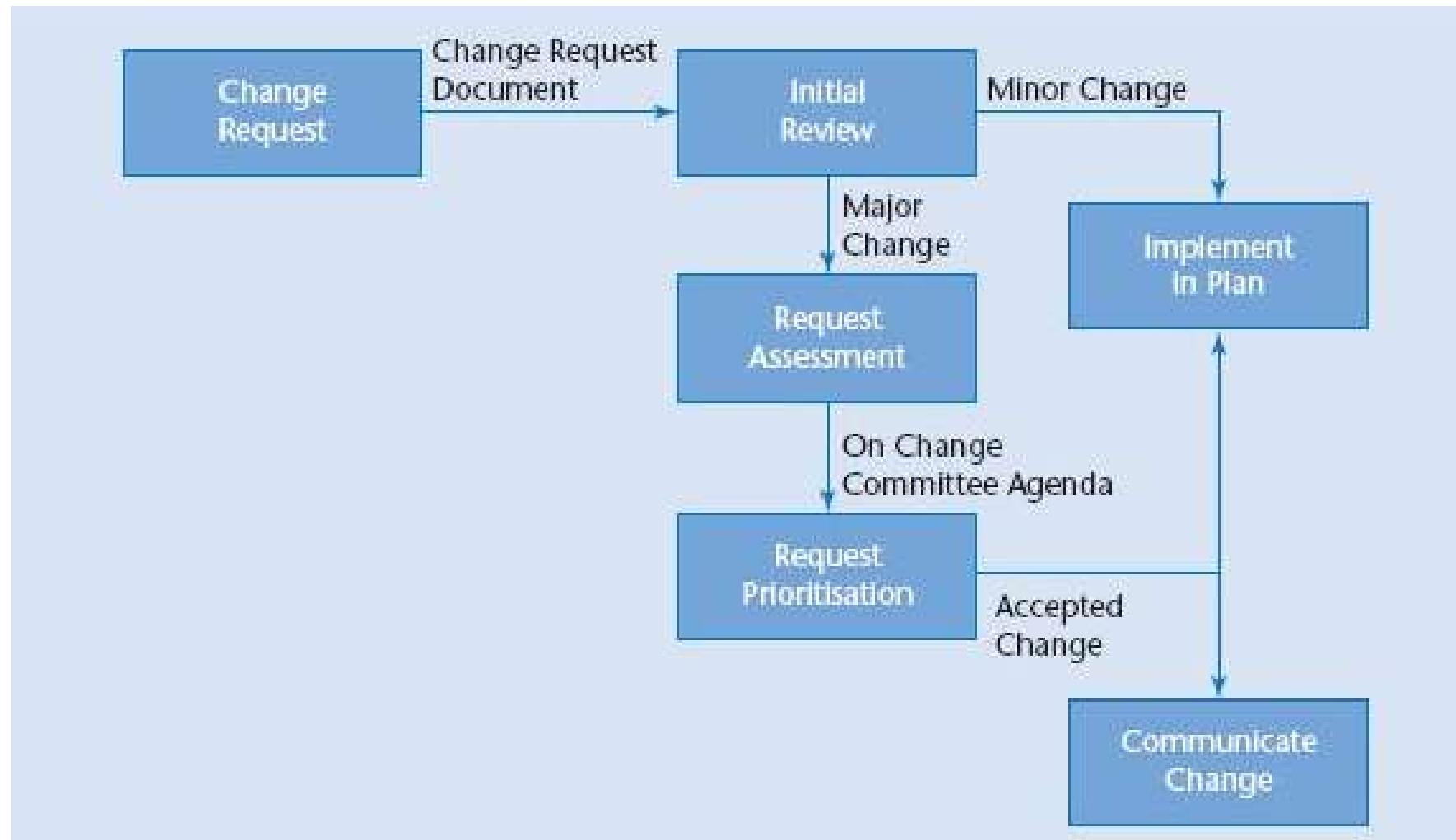
Successful approach to consulting projects



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Project Change Request



Outcomes of the session



1. Case study review
2. Developing client relationships
3. Communication
4. Planning and managing projects

Next Week!

- External or internal influences that impact upon an organisations
- Problem evaluation

I look forward to seeing
you next week.

If you have any
questions in the
meantime, please send
an email from your
student account

I.blake@uwtsd.ac.uk

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