

BMIH4010

Hotel & Hospitality Management

Personnel Resourcing and Development

Week 8 – Change Management, Ethical Leadership



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

Change Management

1. What is change management?
2. Why do we need it?



Do you love
changes?
Why or why not?



Organizational Change



What are the drivers of Change?

- Growth opportunities, especially new markets.
- Economic downturns and challenging trading conditions.
- Shifts in strategic objectives.
- Technological developments.
- Competitive pressures, including new entrants, mergers and acquisitions.
- Customer or supplier pressure, particularly shifting markets.
- Learning new organisation behaviours and skills.
- Government legislation/initiatives



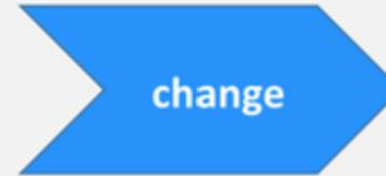
Kurt Lewin's 3 Stage Model

LEWIN'S CHANGE MODEL

Lewin's Three Stage Change Process – Practical Steps



- Determines what needs to change
- Ensure there is strong support from management
- Create the need for change
- Manage and understand the doubts and concerns



- Communicate often
- Dispel rumors
- Empower action
- Involve people in the process

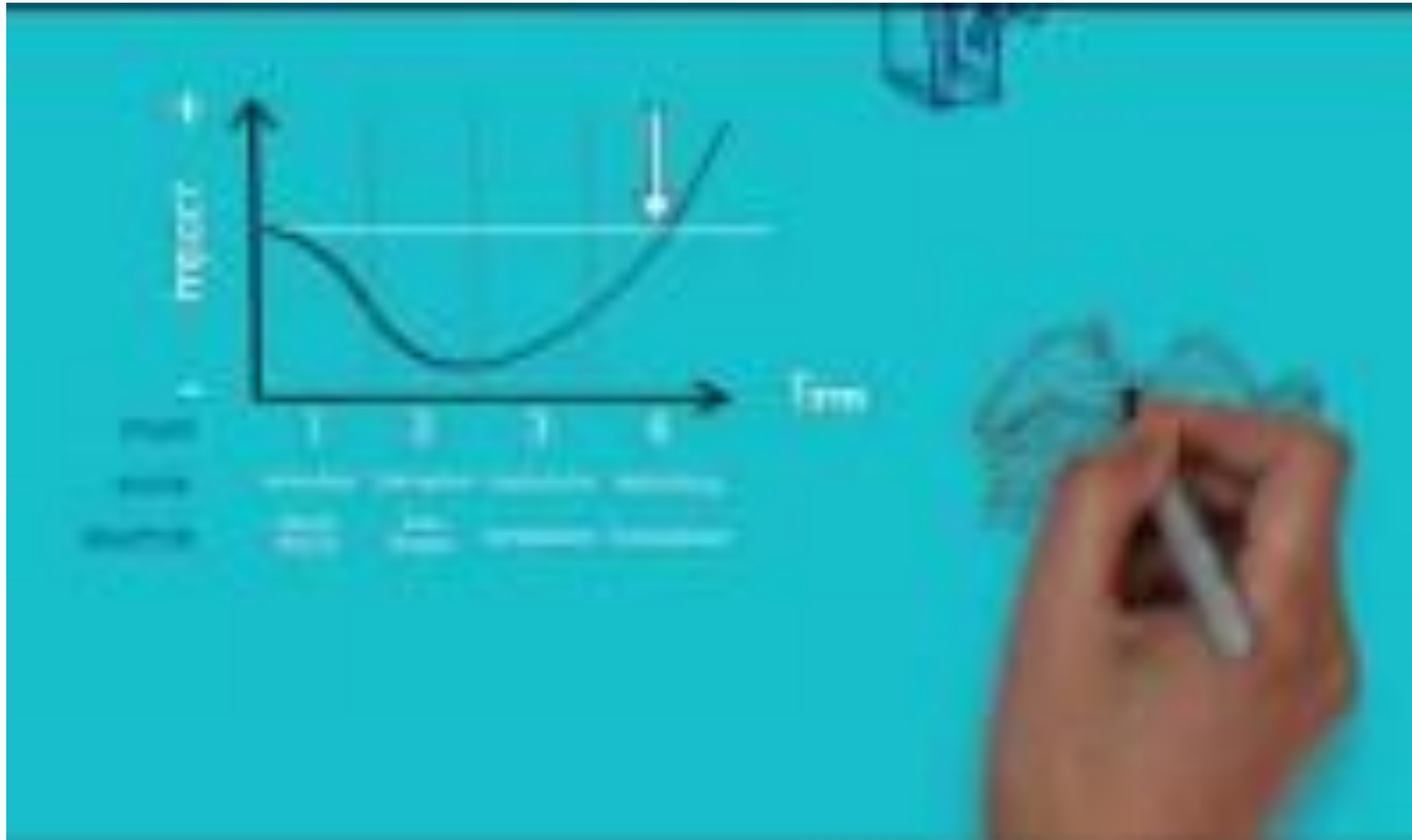


- Anchor the changes into the culture
- Develop ways to sustain the change
- Provide support and training
- Celebrate successes

What is one word that
you think when it comes
to change?



Kubler Ross Change Curve



Scenario:

- The Village Hotel Swansea have introduced a check in procedure with the aim of upskilling staff to meet the growing demands of customers.
- Acting as the HR manager and using Kubler Ross Change curve, come up with tactics in which you can smoothly introduce this new strategy to staff.

Follow the four stages:

Stage 1: Shock and Denial

- People need to understand what is happening. How are you going to communicate this to staff, and where can they go for support?

Stage 2: Fear and Anger

- The common reaction is concern, and people feel the need to voice their anger over the change. How can you best manage this?

Stage 3: Acceptance

- This is the stage where staff accept and embrace the change. However, this will only work if they are given the chance to test what the change means. What can you implement to ensure staff are given all the resources to be successful in the change?

Stage 4: Commitment

- This is the stage where the change becomes second nature, and people embrace the improved changes. The road to this point may have been stressful and uncomfortable for people, so it is important to celebrate the success. However, what can you implement to ensure that future changes are less difficult to implement?

Ethical Leadership





Ethical Leadership

- Ethical leadership is when business leaders demonstrate appropriate conduct - in accordance with recognised principles and values - both inside and outside of the office.
- Ethical leadership is about demonstrating strong moral principles that will point out wrongdoings
- Ethical leaders set the example for the rest of the company and expect that their actions and words are respected and followed with the same convictions from their staff.

Decisions

How do we come to a decision?



Definitions of Ethics

Ethics is a science of human choice concerned with the basic guidelines for how one ought to live one's life. It answers the question, "How should I live?" (Machan & Chesher, xiii.)

Ferrell, Fraedrich and Ferrell (p 8) define ethics as the study and philosophy of human conduct with an emphasis on determining right and wrong.

Ethics is the systematic study of general principles of right and wrong behaviour (Craig, xxii).



Ethical behavior is doing the right thing
when no one else is watching- even
when doing the wrong thing is legal.

Aldo Leopold

“ quote fancy

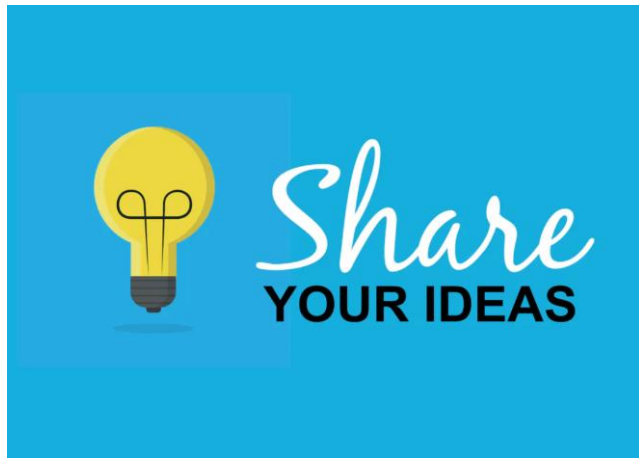


Ethics in the workplace - Task

1. In your groups, come up with 5 ethical behaviours to enhance the workplace.
2. How can you embed an ethical culture within the workplace.

Ethics in the workplace

QUESTION: How can we embed an ethical culture?



- Recruitment
- Induction
- Training
- Leadership
- Learning and Development
- Corporate Standards
- Ethos of company
- Integrity Line – share unethical concerns in confidence
- Reinforce ethical behaviour – don't penalise whistleblowing

Are Ethics and Morals the same?

Ethics	Morals
The rules of conduct recognized in respect to a particular class of human actions or a particular group or culture.	A person's idea of morals tends to be shaped by their surrounding environment (and sometimes their belief system). Moral values shape a person's ideas about <i>right</i> and <i>wrong</i>.

In short, morals are beliefs from an internal or personal perspective- while ethics are beliefs from an external (community, culture, religion, etc) perspective.

What would you do?

- You see a co-worker harassing another employee, or you see a supervisor harassing or bullying a subordinate. What do you do?
- A co-worker is consistently late, and you know it's because of their home situation; however, they continue to slide into work unnoticed. Do you say something or not?

Would you rather?

- Give up social media or eat the same dinner for the rest of your life?
- Win £25,000 or have your best friend win £50,000
- Work in a high paying job that you hate, or your dream job with only enough money for basic necessities?
- Give up brushing your hair or brushing your teeth?
- Have a pause button on your life, or a rewind button?

The Chores!

- Ironing
- Washing the dishes
- Doing Laundry
- Vacuuming
- Changing the bedding
- Cleaning the house
- Making Dinner

Task (10 minutes)

- Rank them in order of preferences and list
- Why do we do certain tasks first?
- Do you do chores, or do you leave this to others?

A top-down view of a white circular table with four people sitting around it. Clockwise from top-left: a man in a red and white checkered shirt with glasses resting his chin on his hand; a person in a green sweater writing on a notepad; a person in a light blue shirt holding a smartphone; and a person in a dark shirt with their hand near a stack of orange and blue folders. Two cups of coffee are also on the table.

- Slide 1: Introduction
- Slide 2: Attraction
- Slide 3: Recruitment
- Slide 4: Onboarding
- Slide 5: Development
- Slide 6: Retention
- Slide 7: Separation
- Slide 9: Reference list

Employee Lifecycle (1/2)

Thinking about your current or past job, spend 15 minutes thinking about and making notes on the following questions relating to the employee lifecycle:

1. Attraction

How did you first hear about, and get attracted to a job?

2. Recruitment

What was the process that you went through to get the job?

3. Onboarding

How did they get you started in the organisation?

Employee Lifecycle (2/2)

Thinking about your current or past job, spend 15 minutes thinking about and making notes on the following questions relating to the employee lifecycle:

4. Development

Did you get any training? Has this continued?

5. Retention

Now you've been in the job a while- will you stay?

6. Separation

Why did you leave? How did it end? Was it a good or bad experience?

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

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