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1. Executive Summary

Problem statement

The Jefferson Hotel, Washington, DC, is experiencing some problems in communication and leadership. Communication problems can lead to dissatisfied guests and staff, a bad reputation, operational dysfunction, negative feedback, and a decline in bookings. Poor leadership can negatively affect the hotel's income, external and internal stakeholders, working atmosphere, and productivity. Ineffective communication in the hospitality industry can lead to high turnover rates, higher hiring costs, operational dysfunction and crisis management issues. Language and cultural barriers can complicate communication and missing important details can result in unmet needs or unhappiness. Unsatisfied customers are 91% less likely to return and often share their experiences with others. Therefore, creating an inclusive atmosphere is crucial. Incompetent or unscrupulous executives often lead to serious issues like harassment, theft, abuse and unrestrained absence. Poor leadership often lacks both hard and soft skills, such as emotional intelligence and other soft skills. In the hospitality industry, bad leadership can lead to impolite and irresponsible interactions, resulting in negative feedback cycles. A toxic manager uses this information to defend and legitimise poor service, affecting guest satisfaction.

Findings

The hotel's yearly revenue is \$2.0 million, according to Zippia (2025); in 2023, it had its highest revenue of \$2.0. million. Every day, the hotel makes \$5.479 in revenue. Hyatt Hotels is the Jefferson Hotel's largest rival in terms of revenue, coming in around \$5.9 billion annually.

The SOAR Analysis shows the strengths of the hotel; the most important are for instance, central location, cleanliness, well-equipped rooms, multiple languages spoken, and excellent service. Regarding the external opportunities, increased communication skills, developed problem-solving, teamwork and interpersonal skills, and industry awareness can be analysed. Considering the future aspirations of the hotel, the analysis highlights the possibility of improved reputation, more staff

training, improved guest experience, and optimised operating expenses. The expected result can be higher profit, a higher number of guests, better leadership, and better cooperation in the hotel.

The TOWS Analysis also presents the aforementioned strengths and weaknesses of the hotel, for example, high prices, poor leadership, lack of communication, expensive valet parking, the hotel is not family friendly. It analyses the threats like change in guests' favor, epidemic, economic crises, etc. It contains strategies on how to correct the problems and reach the desired aim.

Recommendations

Answer the messages as soon as possible: Technology should be used by staff members to immediately answer to visitors; on weekdays, they should reply to emails within 24 hours, and at weekends, by the next working day.

Use active listening: A key communication strategy for improving both professional and interpersonal relationships is active listening, which includes paying attention, asking probing questions, showing empathy, and permitting in-depth conversation.

Have regular staff meetings: Frequent staff seminars and meetings encourage problem-solving, compliance with rules and best practices. A digital workplace called Beekeeper can improve employees' comprehension of hotel operations and team needs.

Collaborate across the departments: By building relationships and understanding roles among staff members, encouraging cross-departmental collaboration in hotels can improve internal communication, foster a cohesive work atmosphere and increase operational efficiency.

Be transparent: Share information fast without sacrificing privacy. Describe the logic behind decisions, especially those that are controversial. Regardless of team consensus, leaders should convey decisions with optimism and confidence.

Show vulnerability and visibility: Recognising and appreciating a leader's vulnerability is essential because great leaders are self-aware and willing to display their vulnerabilities, exhibiting the appropriate consideration, time and effort.

Teamwork: A pleasant guest experience depends on efficient departmental

teamwork, from front desk to cleaning. Collaborative environments are fostered by leaders who encourage teamwork.

Be positive and objective: Keeping an optimistic outlook has a beneficial effect on emotions, reactions to challenges and overcoming obstacles. Recognise unreasonable behaviour and cultivate a fair viewpoint. Regulate responses, manage stress, embrace change, preserve well-being and output, and lead by example as a resilient leader.

Conclusion

In summary, this consultancy report aims to analyse the issues which the Jefferson Hotel is experiencing. The hotel has two problems, one of them is lack of communication and the other one is poor leadership. Furthermore, the additional purpose of the report is to find the reasons and impacts of the problems, find solutions for them, and suggest recommendations on how to correct them. In order to analyse the hotel's problems, the report has used two kinds of analyses, SOAR and TOWS analyses. Examining the findings, they show the positive and negative sides of the hotel and the strategies on how to change. Taking the mentioned recommendations, the hotel will be able to reach the desired goal to run well and more efficiently. Change management practices and procedures are involved in the report to help the hotel ease the recent situation and contribute toward a seamless transition. I would like to thank the hotel for the opportunity to collaborate on this project.

2. Introduction

This consultancy report aims to consult on a specific issue The Jefferson Hotel is experiencing. This hotel has problems with its management, including the issue of lack of communication and poor leadership. It is problematic for the hotel because a lack of communication can cause a great number of problems. For example, it can lead to misunderstandings, poor productivity, fewer sales, and so on.

It was built by Richmond philanthropist and industrialist Major Lewis Ginter and opened on Halloween 1895 (Historic Hotels, 2025). Three restaurants are located in this opulent, 5-star hotel in downtown of Washington, DC. This smoke-free hotel features a bar/lounge and a fitness facility. (Michelin Guide, 2025). Free WiFi is available in public spaces. There is also on-site conference space, concierge services, and valet parking. There are 99 rooms with iPads and fireplaces at the Jefferson in Washington, DC (Momondo, 2025). The Jefferson began as a high-end apartment complex in 1923 and is now a gem among Washington, DC's historic hotels. By 1955, the apartments, which had been designed in the magnificent beaux-arts style by architect Jules Henri de Sibour, had been converted into a hotel for the most affluent tourists (Jefferson DC, no date). A group of the best architectural, design, and construction companies in the world spent two years completely restoring this iconic building to bring it into the twenty-first century. They did this by adding both historical and contemporary elements to the magnificent edifice (Five Star Alliance, 2023). One of the most thrilling finds during the makeover was the recovery of a gorgeous skylight in the lobby. Other improvements included a state-of-the-art kitchen and stylish updates to all the suites and rooms, common areas, meeting spaces, and restaurants (Jefferson DC, no date). Deluxe and Premier rooms are available in the hotel. The size of the Deluxe room is 300-440 sq.ft., 29,7- 40,8 metres. It provides a king-size bed, marble bathrooms, walk-in shower, in-mirror TV and some rooms with a large tub for unwinding. The size of the Premier room is 300-320 sq.ft., 27,8-29,7 metres. A King-size bed, a well-appointed workstation, and access to a Peloton-equipped fitness facility make the Premier Room in Washington, DC. an opulent, homey experience that offers a chic and comfortable haven for work, relaxation, or play (Jefferson DC, no date).

There are two types of suites, the Deluxe and the Executive Suites. The size of the Deluxe Suite is 630-690 sq.ft., 58,5-64,1 metres. With breathtaking views of the

stunning skyline of Washington, DC, the deluxe suites offer home comfort with style, whether the guest is dining, working, or just lounging (Jefferson, no date).

While the separate parlor has a huge coffee table, a writing desk, and a pull-out sofa, the exquisite bedroom has a king bed.

The size of the Executive Suite is 760 square feet, 70 metres. The Executive Suite provides roomy elegance for the discriminating businessperson (Jefferson, no date). From the writing desk to the king-size bed, pull-out sofa, and huge coffee table, it has everything the guest needs for working, entertaining, and unwinding in luxury (Jefferson, no date).

My consultancy firm, whose name is Diamond Consultant Ltd, is located in Washington DC. Our company was established 10 years ago, we work with only experienced, professional consultants. The firm has 4 enthusiastic members. We eagerly work to solve any issue and boost the clients' business. We can find a solution for any impossible problem.

To analyse the problem, the following frameworks will be used. At first, SOAR analysis will be applied, which is necessary to provide an overview of the hotel and its strengths and areas. Finally, TOWS analysis (Threats, Opportunities, Weaknesses, Strengths) expands upon the well-proven SWOT analysis. TOWS will be used to enable the consideration of both internal and external strategies. Any level of the company- the entire organisation, a department, or even a team- should conduct a TOWS study.

3. Analysis

In this section, the issues defined by the hotel will be analysed in detail, including impacts, causes, feedback, reputation, income, and scope.

First of all, one of the main problems is the lack of communication. The other problem is poor leadership. From the reservation stage to the final check-out stage, which is handled in the front office, communication with visitors is maintained. The front office shares guest information with other departments. As a result, the front desk has grown in importance within hotels. For productivity, there should be no issues with communication inside the department, with other departments, or with visitors (Sayin, 2019). Promoting inclusivity, comprehension, and clarity for patrons is the primary function of communication in the hospitality sector.

It is crucial to understand that there are two types of communication: verbal and non-verbal. The words we use and the way we speak them are both aspects of verbal communication. Body language is referred to as non-verbal communication. Verbal and non-verbal communication work together to help people understand what we intend. What impression does it convey, for instance, if someone apologises for being late for work while fumbling with their fingers, shuffling their feet, and avoiding eye contact (Petty, 2023)? It means absolute unawareness, disinterest towards other people, it is rude, impolite behaviour. A reduced turnover rate, fewer visitors and other tangible harm could arise from any action that goes against the expectations of the guest (Teskera, Kovačević and Kovač, 2022). Good communication in the hotel industry is a two-way process where management and staff exchange ideas, discoveries, facts, and opinions in a way that ensures the message is understood. In order to maintain employee engagement and boost morale, solve problems more effectively and quickly, promote the free exchange of information in both directions, and support management and staff development over time, two-way communication is essential in the hospitality industry. Establishing functional lines of communication and disseminating clear information among team members in order to improve the guest experience are the objectives of efficient communication in hotels (SiteMinder, 2025). Effective team communication can enhance efficiency, minimise mistakes and guarantee timely task completion (Karina, 2025).

Supervisors and managers use evaluation techniques to evaluate employee performance and provide feedback in a variety of organisational kinds. By getting

criticism, people can see their limitations (Okoro, 2023). After their identification of the constraints, they put the solutions into practice to improve things and get the intended results. It is critical to provide constructive criticism while giving it. Because receiving constructive criticism will boost one's motivation for effort. Feedback is, therefore, seen as a crucial component of communication (Okoro, 2023).

Ineffective business communication presents serious hazards in the hospitality industry. Poor communication can lead to unhappy clients, mediocre services, and tarnished reputations. Additionally, it might demotivate workers who feel disconnected from the objectives of the company. High turnover rates and higher hiring expenses could potentially follow from this (Glion, 2024). Misunderstanding can also lead to operational dysfunction by creating inefficiencies and impeding crisis management initiatives. Effective corporate communication must be a top priority for businesses in this industry in order to prevent these unfavourable consequences. In order to guarantee both operational performance and customer happiness, communication tactics must be optimised (Glion, 2024).

The reasons of poor communication can be language differences, cultural barriers, lack of compassion, ineffective listening, and accessibility. Communication might be challenging due to linguistic and cultural barriers. Visitors to the hospitality sector frequently arrive weary, anxious, or irritated from their journeys. This can occasionally result in rudeness or irritation. In these circumstances, it is imperative that staff members show compassion and understanding (Lacalle, 2024). Tension can be reduced by acknowledging the visitor's condition and reacting patiently. Listening to words is only one aspect of effective listening; another one is comprehending the meaning behind them. Missing important details in the hospitality sector can result in unmet needs or unhappiness. According to Pujalt (2024) unsatisfied customers are 91% likely to not return to a company and often share their experience with 9 to 15 others. It is crucial to create an inclusive atmosphere in order to meet these needs (Lacalle, 2024).

Poor communication can result in negative reviews that diminish average daily rates, booking rates, and occupancy levels. Research indicates that negative reviews can cost hospitality organisations up to 22% of bookings. Potential customers are much less inclined to make a reservation when they come across negative reviews online. The negative impacts are exacerbated if the poor reviews spread on social media, which can lead to disastrous booking losses of up to 70%. Potential visitors can see

these unfavourable ratings for years on the internet, making the compounding effect of online reviews even more harmful (Farrell, 2024).

Good communication in a hotel guarantees that guests are satisfied, provides outstanding service, collects feedback from guests, promptly resolves problems, disseminates information, and upholds a stellar reputation. Communication is given top priority, resulting in unforgettable encounters that surpass visitors' expectations and foster enduring bonds (Dajka, 2023).

In the following, the analysis refers to another problem: poor leadership.

The entire organisation is affected when there is a breakdown in leadership, and this frequently results in obvious problems like low employee morale, absenteeism, or subpar customer service. However, when incompetent or unscrupulous executives are in charge, these signs usually point to more serious issues: harassment, theft, substance abuse, and unrestrained absence are all too prevalent (Career Phoenix, 2025).

An organisation's success depends on its leadership, particularly when it comes to providing outstanding customer service. The quality of services declines as a result of a series of detrimental consequences caused by poor leadership. Establishing a customer-focused culture, boosting staff engagement and restoring service quality are all achievable with effective leadership (Shelley Bridgman, 2023).

Poor leadership can have negative effects on the hotel's income. Constant revenue deficits can cause cash flow issues, which can make it challenging to pay bills, pay for utilities, and repay loans. This may eventually lead to monetary difficulties and even insolvency (Frothingham, 2024).

Failure to possess both hard and soft skills frequently leads to poor leadership. Emotional intelligence and other soft skills are essential for effective leadership. Dark leadership can grow and result in unfavourable consequences that affect the happiness or quality of life of both external stakeholders, such as customers, and internal stakeholders, such as managers and employees. An organisation's internal operations eventually affect the services that are offered to customers. Resolving internal problems, such as destructive leadership, is essential to guaranteeing excellent service and upholding a favourable industry reputation (Dimanche and Valdivia, 2024).

Additionally, in the hospitality, the level of satisfaction of guests is heavily reliant on the caliber of service rendered by employees, toxic leadership encourages stressed-out employees to engage in impolite and irresponsible interactions with clients, resulting in vicious cycles of negative feedback: the more customers criticise and review the employee's poor service, the more the toxic manager will use this information to defend and legitimise it (Cavelzani, 2023).

A crucial ability for any leader is empathy. It enables them to relate to and comprehend the difficulties and worries of their team. They could reject or completely ignore their team's feelings rather than providing them with understanding, support, or direction. This indicates poor leadership. A detached workplace where workers feel underappreciated and neglected is the result of a lack of empathy. Burnout, excessive stress levels, and low morale might result from this. Furthermore, poor leadership that lacks empathy might keep workers from asking for assistance or raising issues, which exacerbates low productivity and discontent at work (Mentorink, 2024).

According to Zippia (2025), the hotel's annual revenue is \$ 2.0M; in 2023, its income reached the top with \$2.0M. The hotel generates \$5,479 daily revenue. Compared to other hotels, the Jefferson Hotel's biggest competitor is Hyatt Hotels with \$5.9B annual revenue.

Examining the reviews of the hotel, according to reviews of Wotif (2025), it can be claimed that guests prefer the cleanliness the best and the value for money the least.

3.1.SOAR Analysis

	Internal	External
Current	Strenghts convenient location sleep quality cleanliness pet-friendly well-equipped rooms proper place for meetings historic hotel multiple languages spoken excellente service (Tripadvisor,2025), (Venue Report, 2025)	Opportunities increased communication skills developed problem-solving developed interpersonal skills industry awareness developed teamwork (Miro,2025), (Etcld,2025), (Peregrine Global, 2020)
Future	Aspiration improved reputation more staff trainings improved guest experience optimised operating expenses boosting employee satisfaction (Michalis, 2024)	Results higher profit higher amount of guests satisfied employees proper leadership better cooperation

Table 1. SOAR Analysis

Concerning the SOAR analysis, it can be seen what strengths, opportunities, aspiration, and results are defined by examining the operation of Jefferson Hotel. It possesses a number of strengths and potential opportunities for the future. The results can be tracked by examining the income of the hotel, the number of visitors, satisfied employees, and leadership.

3.2.TOWS Analysis

	Strengths (S) S1. location S2. historical background S3. excellent service S4. convenient, well-equipped rooms S5. pet friendly S6. close to the airport S7. proper place for meetings (Washington DC, 2025)	Weaknesses (W) W1. expensive W2. poor leadership W3. lack of communication W4. expensive valet parking (Travel US News, 2025) W5. not family-friendly W6. disadvantageous room view (Fodors Travel, 2025) poor free WiFi (Booking, 2025)
Opportunities (O) O1. new markets O2. higher profit O3. increase leadership O4. staff training O5. develop communication skills	SO Maxi-Maxi Strategy use the historical background to increase the popularity of the hotel use location to reach higher profit improving of employees' skills by training by the hotel	WO Mini-Maxi Strategy applying discounts common staff programmes organised by the hotel to build good relationship regular staff trainings
Threats (T) T1. changes in guests' favor T2. epidemic T3. economic crisis T4. new entrants T5. terrorist activities T6. inflation	ST Maxi-Mini Strategy using vouchers extensive promotion strengthen cooperation	WT Mini-Mini Strategy market segmentation promote cooperation engage the guests with constant awareness and rewards

Table 2. TOWS Analysis (Lucidity, 2025),(Duchnova and Goranczewski, 2018)

Regarding Table 2, TOWS Analysis can show the strengths, weaknesses, threats, opportunities, and the strategies on how to develop and reach the proposed aim.

4. Recommendations and Change Management

After analysing the problems, which are experienced by the hotel, the following recommendations and change management are suggested.

Recommendations:

4.1. Recommendations for lack of communication

- **Reply as soon as possible:** Employees should be ready to answer to guests in a timely and professional manner as technology allows hotels and their guests to communicate more quickly. The property's ranking on specific social media networks and in search engine results can also be impacted by response time. As is common for those channels, guests who use hotel texting, direct messaging, or chat services can anticipate a response in a matter of minutes to a few hours. On weekdays, try to reply to emails within 24 hours, and at weekends, by the next working day. To make sure that every email, review, social media comment, post, picture, and direct message gets a thorough response, assign guest communication responsibilities and make a master checklist (Campbell,2023).
- **Apply active listening:** An excellent communication technique for improving connections at business and in personal life is active listening. Being completely present in the conversation, paying close attention, repeating what you hear, asking follow-up questions, practicing empathy, and giving the speaker space to go into further detail about their issue rather than interrupting with a response are all components of active listening (Chrisiansen, 2023).

- **Organise regular staff training:** Frequent staff meetings and seminars support the implementation of best practices, guarantee adherence to regulations, and tackle emerging problems. Additionally, it allows workers to express their worries and have management listen to them. It is not necessary to attend these sessions in person. You can enhance your staff's comprehension of hotel operations and team requirements by using workshops and automated sequences. Beekeeper is a digital workplace that can support this training (Grossmann, 2020).

For instance:

Documents: A safe document repository where staff members can access SOPs and training materials directly from their smartphones.

Workflow automation: An HR chatbot can assist the HR team with some of the manual onboarding tasks by responding to a new hire's basic inquiries.

Integrations: Management and room attendants can communicate thanks to Whispr integration. Additionally, in order to ensure that every room is in ideal condition for visitors, housekeepers can instantly notify the engineering staff of maintenance issues (Grossmann, 2020).

- **Collaboration across departments:** Improving internal communication and creating a coherent work environment require promoting cross-departmental collaboration. By planning cross-departmental projects, cooperative training sessions, and team-building exercises, hotels can promote cooperation. These programs help employees develop relationships, understanding one another's responsibilities, and cooperating more successfully (Training Hotels, 2025). Additionally, cross-departmental cooperation fosters innovation and knowledge exchange, which enhances problem-solving and service provision. For instance, a collaborative emergency procedures training session can guarantee that all employees, irrespective of department, are equipped to manage emergencies. Front desk, housekeeping, and IT personnel can collaborate on a cross-departmental project to enhance visitor check-in procedures in order to create more effective workflows. Hotels can improve overall communication and operational efficiency by encouraging departmental collaboration (Training Hotels, 2025).

4.2. Recommendations for poor leadership

- **Transparency:** Occasionally, details of confidential conversations are revealed. When team members are not fully informed, rumors and false information can divert everyone's attention from their work. Try to communicate information as soon as you can without endangering the privacy of visitors or team members (Hill, 2024). Explain the reasoning behind a decision when it is made, particularly if it is a contentious one. Leaders need to come together and communicate the decision to their team members with positivity and conviction, regardless of whether they agree with it or not. Your delivery of the message will be more confident and upbeat if you practice beforehand (Hill, 2024).
- **Show Vulnerability and Visibility:** A crucial quality for a leader to have is confidence. However, it is as important to acknowledge and value a leader's vulnerability. Although all leaders are susceptible, exceptional leaders possess the self-awareness to acknowledge this and feel free to show their vulnerabilities. A relevant quality is displaying vulnerability. Successful leaders are willing to be vulnerable when interacting with people and put in the necessary thought, time, and effort (Andersen, 2018).
- **Teamwork:** From cleaning to the front desk, several departments must collaborate well to provide a great visitor experience. Leaders who encourage teamwork foster an atmosphere where suggestions are promptly exchanged and implemented to enhance the visitor experience (Les Roches, 2024).
- **Be Positive and Objective:** As your resilience increases, your thinking matters. Maintaining your optimism will affect your feelings, responses to difficulties, and handling of barriers. Look for instances in which you are acting irrationally in your work and concentrate on developing a more impartial, balanced viewpoint. At least you will be able to control your reaction and cope with the stressful situation, even if it is beyond your control. You will be able to accept the changes that lie ahead, maintain your health and productivity, and set a positive example for people in your organisation by becoming a resilient, agile leader (Whitehead, 2020).

4.3. Measuring the success

Any communication effort of this kind must include high-quality feedback, measurement, and assessment. In addition to being a crucial component of the process of continuous improvement, communication needs to be routinely observed to make sure that messages are received, retained, and replied to as intended. It also ensures that future messages are composed and communicated in an appropriate manner (Mindtools, 2025).

Ask precise questions: Focus on specific messages or channels rather than asking broad questions about the communication. This will enable to determine what is and is not working (Haiilo, 2023).

Ask both qualitative and quantitative questions: To collect qualitative feedback, use open-ended questions; to collect quantitative data, use multiple-choice questions.

Report the findings: Report the findings to the staff. Inform them of the adjustment you want to make in light of their suggestions and solicit their ongoing opinions (Haiilo, 2023).

Hotels should track key performance indicators (KPIs) like employee turnover rates, guest satisfaction ratings, and operational efficiency metrics in order to evaluate the efficacy of communication tools and strategies. These KPIs can shed light on how well enhanced communication is producing observable advantages. A lower percentage of employee turnover, for example, can suggest that improved communication is fostering a more pleasant workplace. Improved service delivery brought about by improved internal communication can also be reflected in increases in guest satisfaction ratings. Hotels may analyse the effectiveness of their communication initiatives, spot patterns, and make data-driven decisions to improve internal communication by routinely examining these KPIs (Training Hotels, 2025).

KPIs (Key Performance Indicators)

These indicators are used by hotel management teams to assess their performance, pinpoint areas in need of development and make well-informed decisions. Incorporating these KPIs into their plan allows hoteliers to improve guest experiences, acquire insightful information, and position their establishments for long-term success in a constantly changing sector (My Hotel Line, 2023).

1. Occupancy Rate

It represents the proportion of available rooms that are reserved and is the cornerstone of hotel performance. An increased occupancy rate is a sign of effective income generation and room utilisation (My Hotel Line, 2023).

2. Average Daily Rate (ADR)

ADR is the average revenue per room occupied over a specific period. Maximising revenue requires finding the ideal balance between ADR and occupancy (My Hotel Line, 2023).

3. Revenue Per Available Room (RevPAR)

The ability to make money from each room is measured by RevPAR, whereas ADR simply takes into account revenue from occupied rooms. In general, a high RevPAR indicates that a business is successfully selling its inventory by achieving either a high occupancy rate, a high ADR. Businesses can evaluate a property's overall financial health and make strategic moves to maximise income by monitoring RevPAR over time. Changing room rates, focusing on valuable customers, or developing add-on packages to boost sales are a few popular methods to raise RevPAR (O'Brien, 2024).

4. Average Length of Stay (ALOS)

The average number of nights that visitors spend at a lodging establishment over a given time frame is measured by ALOS. Since it lowers operational expenses related to visitor turnover, like cleaning, laundry, and check-in/check-out processes, a larger ALOS is generally preferable. Hotel profitability, guest relations, and customer retention can all be enhanced by promoting longer stays, frequently through loyalty programs and promotional packages. Furthermore, longer-staying visitors have more chances to take advantage of all the hotel's features and make their stay more unforgettable (O'Brien, 2024).

5. Average Rate per Guest (ARG)

For a given day, the average rate per guest displays the average rate (price) for a guest. When a hotel offers a range of room kinds, including double, triple, quadruple, or suites, this is a helpful tip. It can be calculated by dividing the daily room revenue by the total number of guests (Sabeeapp, 2025).

6. Average Room Rate (ARR)

ARR is determined by dividing the total room revenue by the number of sold rooms over a weekly, monthly, quarterly, or annual period. This is in contrast to ADR, which is a daily indication (Sabeeapp, 2025).

7. Gross Operating Profit Per Available Room (GOPPAR)

This KPI gives information about how well the hotel is being run by focusing on profitability while taking into account all operating costs (Bahl, 2024).

4.4. Change Management Practices

Managing changes inside an organisation is the main goal of change management. Hotels may remove barriers, increase produces and efficiencies and improve the overall experience of both guests and staff by putting effective change management tactics into practice (Dragonfly, 2025).

Flexibility in Operations

In order to adapt to new trends, establishments need to be ready to change their operations and products. For example, the popularity of working remotely has resulted in a mix of pleasure and business travel. By providing facilities that support both work and leisure, such as fully furnished offices and restorative spa treatments, hotels can adjust. Businesses can react quickly to change guest needs when they operate with flexibility (HR Future, no date).

Collaborations

Collaborating with colleagues in the sector, exchanging ideas, and learning from one another's experiences can be advantageous for hospitality businesses. Exposure to new trends and best practices can be gained by participating in industry conferences, workshops, and seminars. Professionals can stay up to date on the latest advancements and acquire new insights through networking opportunities (HR Future, no date).

Involve Employees

Employee participation in the change process from the beginning is one of the best strategies to reduce resistance. Employees are more inclined to support and take part in the shift when they feel heard and comprehend the rationale for the changes.

At each step of the change project, managers should solicit feedback, respond to issues and communicate clearly (Change Adaptive, 2021).

Regular, Clear Communication

Effective communication is the foundation of any effective change management program. When speaking with employees, stakeholders or clients to provide them updates on the change process, justify the changes and spell out what to anticipate going forward. Building trust and reducing uncertainty are two benefits of regular communication (Change Adaptive, 2021).

Focusing on the potential advantages of change rather than potential losses or anxieties is essential for effective change management leadership. Make it a priority to actively and constructively listen in order to identify and comfort individuals who are impacted by this trying circumstance. Assist them in seeing change as a chance to experience something new, which will enable you to be creative and provide your visitors with an unforgettable stay (Trépanier, 2021).

Regarding the costs associated with the recommendations, it is important to be aware that the hotel will expect the cost of regular staff trainings and seminars including the necessary equipment connected to these events such as trainer fee, materials, resources and software tools (Fredrick, 2025).

4.5 How to calculate training cost?

The 2023 Training Industry Report states that each employee received 57 hours of training annually, with employers spending an average of \$954 on training per learner (Alster, 2025). You can determine how much training will cost your business by accounting for all potential training-related expenses, both obvious and obscure. The number of employees is the only additional piece of information you require (Markovic, 2025)

Use this formula to determine a figure unique to the business:

“Total costs / number of employees = per employee training cost (Markovic, 2025)

Nevertheless, staff training can be implemented via internet. Video staff training can be much cheaper, cost-effective solution for the hotel because there is no need for place, so much equipment.

4.6. Potential benefits to be experienced by the hotel

The hotel will be able to experience benefits if it implements the recommended strategies because the communication will be improved and the leadership, management will be developed. Therefore, the productivity of the hotel will be also increased, so it will work more effectively in the future.

Creating a nice environment for clients also requires effective communication. This will guarantee that clients have a satisfying experience and return time and time again. Having excellent communication skills is crucial to deliver a wonderful hospitality experience. A hospitality company may make sure that its visitors have a nice and memorable time by paying attention to their needs, making the space welcoming and keeping lines of communication open with coworkers(Chennais Amirta, 2023).

Effective leadership is essential for success and innovation in the hospitality industry. Leaders will be succesful if they address the concerns of all parties involved and use technology to enhance the visitor experience. Gaining effective leadership abilities enables people to communicate across cultural boundaries and make better decisions. It also helps in their effiecient change management (Aura, 2025).

5. Action plan

Number	Problem	Solution	Desired outcome	Time scale	Completion Date	Planned Budget
1	Lack of communication	To increase communication it is essential to cooperate with others, organise staff training, be emphatic and reply messages as soon as possible.	Communication in the hotel will be improved, positive guest feedback, satisfied employees and more effective productivity.	4 months	1/07/2025	\$800 per training- in person training \$500 / per year- online training
2	Poor leadership	To increase leadership in the hotel, transparency is important, moreover, show vulnerability and visibility. Work as a team, think positively and be objective.	Excellent customer service , improving quality of services,not to mention higher income, proper leadership, calm workplace, satisfied guests.	4 months	1/07/2025	free- there is no cost

6. Conclusion

As a professional Organisational Consultant, I have been asked to consult on the specific issues the Jefferson Hotel is experiencing. First of all, I would like to thank the Jefferson Hotel for the opportunity to collaborate on this project. My company hopes that your company will turn to us if there is any problem to solve in the hotel.

The aim of this consultancy report has had to solve the issues the hotel is experiencing. Two kinds of problems have been identified by the hotel, these are the lack of communication and poor leadership. Examining the problems, the report contains detailed information about the problems, reasons, feedback, impacts on the hotel's reputation, income. In order to make a proper examination, SOAR and TOWS analyses have been used. SOAR analysis has shown the areas where the Jefferson Hotel is performing positively. The aim of the TOWS analysis has been to highlight the possible future directions for the hotel including solutions for the issues. The essay has suggested recommendations and change management strategies how to ease the situation and reach the desired goal in order that the hotel will work more efficiently. Connected to these recommendations, the essay has discussed how the success rates will be measured such as by some KPIs (Key Performance Indicators). It has also included the potential benefits to be experienced by the hotel as a result of implementing the suggestions. The possible costs associated with the recommendations are also mentioned regarding staff training costs.

In conclusion, both issues can cause a number of problems in the hotel. In order to improve the communication, it is vital to implement the recommended practices and strategies. Cooperation with hotel staff, frequent staff training , being emphatic, patient with others, especially with guests and answering the messages instantly or as soon as possible are important to corrigate the lack of communication in the hotel. Good communication has impact on guest service, the working atmosphere, satisfied employees and more effective operation of the hotel.

A good leadership also takes part important role in a hotel's life because it also affects customers, positive feedback, the quality of services, income of the hotel and calm workplace. To increase leadership, transparency, showing vulnerability and visibility, working as a team , positive thinking and being objective are important factors to reach the desired outcome in the hotel. Implementing recommended

strategies in a hotel can improve communication, leadership and management, leading to increased productivity and future success. Effective communication is crucial for creating a pleasant environment for clients, ensuring a satisfying experience and repeat business. Addressing client needs, creating a welcoming space and maintaining open lines of communication with colleagues are essential. Effective leadership is important for success and innovation in the hospitality industry, addressing concerns and using technology to enhance guest experiences. Reaching proper leadership skills allows for better decision-making, communication across cultural boundaries and efficient change management.

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