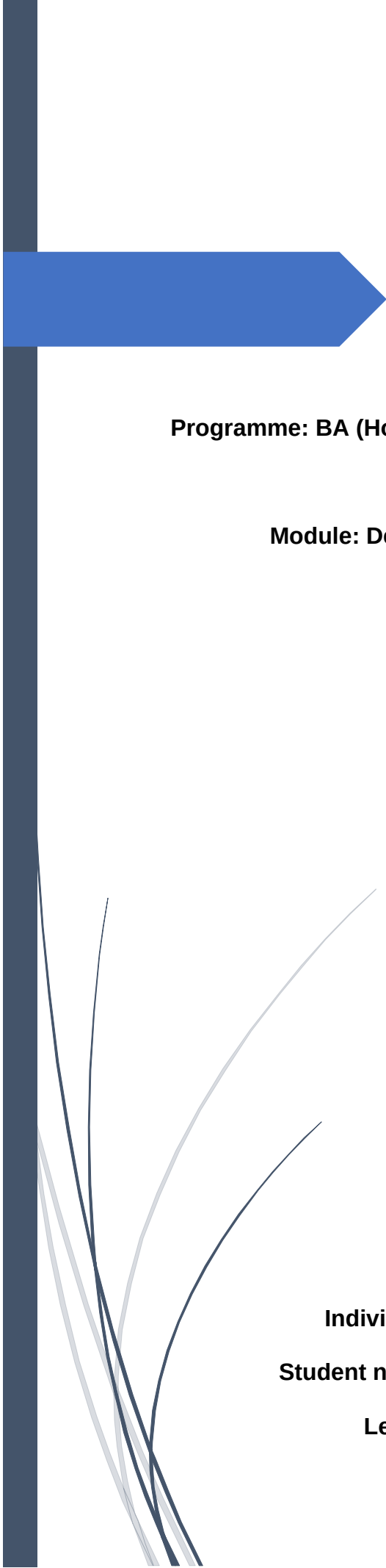




**Programme: BA (Hons) Leadership and Management Skills for the
Workplace**

Module: Developing Workplace Critical Thinking

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Individual written report of hilton hotel

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EXECUTIVE SUMMARY

This report has been produced to analyze how the beliefs, attitudes and value systems of the organization affect behavior in the workplace and how a change in mindset can help to make the necessary changes in the workplace to face the next challenges post-COVID, especially for the Hilton hotel company, which is the company that will be analyzed in this report.

With the application of several theories such as: Red Model, De Bono's 6 thinking hats method, Elton Mayo Theory of Human Relations and Contingency Theory, it is possible to see in a practical way how important it is to see the same problem from different points of view and how it should be seen to analyze the different problems that may arise at work in a critical way, evaluating all the possible reasons that cause that particular problem to occur, making sure that different beliefs, attitudes and values do not influence decision-making to solve a problem that must be critically analyzed.

A critical evaluation has also been made of how a person according to their different beliefs, attitudes and values can interpret different theories in a totally different way than another person with different experiences and different ways of behaving and thinking, causing this to influence decision-making and in the application of a particular theory or model.

At the end of this report, some recommendations are named that may be useful for Hilton hotels and generate economic benefits by benefiting from some services that are not yet being performed, such as allowing access to the local population thanks to a membership in order to have access to hotel services such as the pool, gym or work spaces without having to be a hotel customer and pay a full night to use those services and simply pay for the service itself.

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1.0 INTRODUCTION

The main reason for writing this work is to evaluate how different beliefs, values and attitudes of a person can influence the workplace, and what changes can influence the mentality that is currently held in the staff of Hilton hotels helping to improve in the future to face new challenges in an optimal way, taking into account the coronavirus and the measures that must be taken in a workplace such as a hotel where social distance measures and measures to avoid the spread of the coronavirus will affect directly in the way of interacting with customers.

To write this report, the following theories or models will be used: Red Model, De Bono's 6 Thinking hats method, Human relation theory Elton Mayo and Contingency Theory, where it will be possible to see in a practical way how the different values and attitudes that the staff of a hotel can have and directly affect decision-making and the implementation of necessary changes, being of vital importance to recognize that critical thinking is important because not always what is thought subjectively helps positively in decision-making, making the evaluation of the difference between beliefs, attitudes and values within a workplace context help us to understand that the way of acting to achieve post-covid benefits in the workplace must be done critically regardless of personal values or certain attitudes learned in past situations, being open to change and acting differently solving a problem or making a possible change.

2.0 HILTON

It is an international hotel company founded in Texas (United States) by Sheyla Vera Hilton and Conrad Hilton. In 1925 the first hotel in America with the Hilton name was opened with the commitment to offer skills such as leadership and innovation, always providing the best service to its clients (Hilton, 2021).

Currently the hotel franchise has more than 5,600 hotels in 113 countries offering service to people of any culture and looking for different types of services. Today it is the best-known hotel brand in the world thanks to the high quality of service and a solid foundation in luxury (Hilton, 2021).

3.0 CRITICAL THINKING

It is the ability to analyze information by evaluating reasoning before affirming that they are true, with the function of analyzing ideas objectively and critically to get verified and true answers (Nardi, 2017). To organize the Hilton hotel during the coronavirus pandemic, it is important to have good critical thinking to be able to analyze the different information received and analyze what type of information is really useful so that the virus does not spread through the hotels because the staff have not been selective with the sources of information that were really reliable on how to prevent the spread of the virus and what measures to take and why.

Because if the Hilton franchise fails in the administration of security measures due to the coronavirus for not having analyzed in depth all the available information, the Hilton hotels would lose the trust of customers and employees, causing the service offered to the customer to be look heavily damaged and the image as a company as well.

3.1 BELIEFS

It is a mental attitude that accepts an idea or a theory considered true without having to prove its veracity. It is what a group or an individual decides to believe and think is true without evidence that it is true or false (Cawley, 2018). Our values grow or decrease according to the things we see or hear around us and from there we build our own opinion considering it true regardless of whether it is true or not. Some beliefs influence the way of behaving and dressing like religious beliefs, being especially important to respect everyone at work regardless of their personality for religious reasons.

In most cases the beliefs that a person has, over time end up becoming values or can even change and be different.

3.2 ATTITUDES

It is a learned predisposition to value something like a person, an object or situation in a positive or negative way. According to the predisposition that one has about what is being valued, there will be a more positive or negative behavior, since the things that do not like are rejected (Cherry, 2021). In the workplace, care must be taken with the skills that have been learned because this may not be the most beneficial to do the job correctly, letting ourselves be carried away by our emotions and losing the objectivity that is needed to be a professional. Objectivity should not be lost even if we have been working with a learned action since at that particular moment it may not be the most appropriate and may be affecting teamwork or relationships with clients, depending on the circumstances there must be adaptation and be able to change if necessary to remain productive and that productivity positively affects work, because having a negative attitude will affect the people around us and those people will complain about the negative attitude, influencing work, instead with positive attitudes people around us will feel comfortable working in a positive way and benefits such as teamwork and motivation at work can be obtained.

3.3 VALUES

Values are principles, virtues or qualities that people have or what they think about themselves being positive or of importance to a social group, motivating people to act in one way or another, defining the thoughts of individuals and how they behave (Lilach Sagiv, 2017). The values of a person come from beliefs about particular knowledge or specific feelings about something that is considered important. Normally the values are positive, such as honesty, initiative or commitment, being values that companies value very positively in employees and when they have good values, labor relations can be benefited by making teamwork easier, helping to create connections between employees.

Values are more important in the personality of people than attitudes because through the attitudes of people can also show the values that someone has. Having positive moral values such as honesty can help to have a better critical and logical thinking to make decisions.

4.0 BELIEFS, ATTITUDES AND VALUE SYSTEMS OF HILTON

The Hilton company is focused on the priorities that its clients have and being prepared for change according to the changing needs of clients according to different types of events, always being prepared to offer the type of service and products that clients are waiting for, with flexible prices according to market demand, always being ready to change processes and improve them (Dieter Huckestein, 1999).

This business model has been very beneficial for Hilton hotels during the coronavirus pandemic, being able to adapt to new situations and new customer needs, without having a fixed work process that limits and slows down the reaction time to a new reality never seen before. Such as having to get tourists or a type of local client by not having many clients from other countries due to international travel restrictions due to coronavirus. Services such as the swimming pool are currently being a magnet to attract local customers with the sole purpose of having time to relax and forget about the situation for a few moments. Hilton hotels apart from incredible rooms and excellent customer service, have many attractive services such as spa, restaurants, sauna and gym.

The values of the Hilton hotel are hospitality, integrity, leadership and teamwork, since owners opened the first hotel in 1925 with the goal of becoming the best hotel in Texas thanks to those values (Hilton, 2021). Staff of the Hilton Hotel have continued to work during the coronavirus pandemic, putting them at risk and having the company take security and training measures to protect its employees and customers.

One of the major successes of the Hilton hotels has been the implementation of key digital technology that can be used with the mobile phone through an application and that consists of giving digital control to customers without the need of help from the staff, make reservations or go to the hotel reception, making it possible to do practically anything with the mobile phone such as making reservations, ordering food, using hotel services such as swimming pool or gym, opening and closing the hotel doors (Mullen, 2017). This type of technology reduces contact between employees and clients, making them stay safer, making it more difficult to get coronavirus or even for clients who speak a different language they do not have to be in a difficult situation trying to explain themselves in a language they do not understand to do the hotel check-in, this technology offers easy access to the room, everything being programmed.

The Hilton company is committed to the environment to create long-term value by promoting responsible travel and tourism with Purpose strategy and Hilton Effect Foundation (Hilton, 2020).

5.0 CONTINGENCY THEORY

This theory is that there is no single way to organize and run a company, depending on the environment, external factors, internal factors and where you can use one way of organizing or another knowing which is better only by experience and not by reason (Soebbing, 2018). According to this theory, there will always be a relationship between the internal or external factors that a company has with the way it is organized, causing the way the company is organized can change over time due to factors that make the traditional organization that was being done so far is no longer as effective when new problems appear that must be solved and that did not exist before.

The Hilton hotel has been severely hit negatively by the coronavirus pandemic, suffering an economic impact, causing, as in most hotels in the world, the dismissal of part of its employees, as trips from other parts of the world are stagnant. Being forced to maintain changes by implementing hybrid events even when people feel more secure about the coronavirus and are less afraid to socialize, the Hilton hotel will continue to maintain security measures promoting virtual attendance at events. Hilton hotels also support the coronavirus vaccine in the population and their employees because it increases confidence in security and increases room reservations favoring business (Wood, 2021). Before the coronavirus, no hotel manager had had in mind whether or not to support the vaccination of its employees in order to increase the economic benefits in their workplace, which could create a dilemma in the beliefs on the part of the leaders of the Hilton hotel. Before the pandemic, for religious or personal reasons, they did not see well the use of certain vaccines and now they are forced to think deeply and analyze the benefits of changing their way of thinking for the economic good of the business.

The same occurs with the maintenance of certain security measures such as the promotion of virtual meetings, many leaders of the Hilton hotel in the face of the pandemic could have a more positive view of face-to-face meetings compared to virtual in order to provide a better service. By being more focused on that face-to-face area, it will now be vitally important to make a change in the attitudes that were carried out before, to change and improve online meetings and improve the service in that digital area regardless of whether a better service was previously offered face-to-face.

6.0 HUMAN RELATION THEORY ELTON MAYO

Developed by elton mayo, it studies the organization as a group of people, emphasizing trust and openness to human relations among the employees of a company, motivated by social needs and not only economic needs, thus increasing their efficiency at work. Emphasizing that morale at work is more important than physical conditions (Hoque, 2018). For this theory to work in the workplace, it is necessary to focus on psychology with employees and not only on the authority to give orders to comply with rules, so that employees feel more free and increase their confidence and teamwork when feeling all the most valued employees as people and not only for their results.

Currently due to the extra stress that all employees suffer due to the new normal due to the new coronavirus measures, all employees are more sensitive than normal, making this theory of great help to improve the work environment by getting hotel managers forget about their work style before the coronavirus, especially those managers who were harsher and more authoritarian with the employees.

Now with the implementation of this theory, managers must make an effort to understand and help employees psychologically empathize with the emotions and needs of employees to offer them extra support without being focused on immediate results and trying to make the staff feel comfortable working to improve their performance. Things like vacations should be approved easily and quickly or flexibility in schedules to make the staff feel important and listened, at the same time they can rest in the way they need, being able to occupy time in other areas of their lives and not only labor, making their performance improve and the benefits of the company also by having more competent staff.

The application of this theory can be difficult at first for managers since they have to empathize and get along with different types of staff personalities that can be very different from the beliefs and values that they may have, making it easier for them to apply an authoritarian role but they must make the effort since the benefits are many when achieving a good work environment where a good work environment and labor relations are prioritized with good teamwork.

7.0 THE RED MODEL

It serves to organize and help develop critical thinking, to be able to recognize what an assumption is by evaluating the arguments to know if they are wrong or not reaching an appropriate conclusion. This model consists of three parts: recognize assumptions, evaluate arguments and draw conclusions (Riska Wulandari, 2020). Analyzing the situations from different points of view, it is achieved that we do not accept information that comes from a single source, making it more difficult to take it for true when there is not enough evidence that it is true, leaving the feelings and memories of past experiences to one side to see and analyze the situation in an analytical and objective way.

7.1 Recognize assumptions

The Hilton hotel has received several negative feedbacks from the staff and some clients about the non-compliance of some anticovid measures in the restaurant part of the hotel such as the safety distance or the frequent hand washing with sanitiser.

This type of negative comments seen in a generic way can be interpreted as correct as they come from different sources such as customers and part of the hotel restaurant staff, but although subjectively it can be interpreted as correct information if it is analyzed in a deeper way, it can be discovered that it may be a misunderstanding as there is no solid evidence.

7.2 Evaluate arguments

After having spoken with all the staff members about this and having been in contact with some clients who have left their negative feedback, it has been possible to see that although at first it seems correct information, when it is analyzed more deeply and objectively. Helping us with recordings of hotel cameras to see exactly the moments where supposedly someone breaks the rules, it has been discovered that customers with negative comments did not complain about the service they had received directly but about the service they saw that others received and always they were sporadic moments

and the staff's comments were not objective, commenting on situations that they had not seen clearly.

A possible solution is to put sanitiser cans for more places in the restaurant so that it is easier for everyone to use it while being in view of others, this will cause an economic investment on the part of the hotel but better comments will be won and not only within the private area for the staff, the staff will also be informed that they should not approach less than 1 meter from the customer table at any time, not even to remove the dishes unless the client is asking for it.

7.3 Draw conclusions

The evidence that has made negative comments be analyzed in depth to really know what was happening has been the discovery that possibly both the clients and the staff were not talking about a clear situation and were talking about sporadic situations about which they did not have enough information to know if it was something recurrent or not. The staff who are accused of not using sanitiser for the hands, used to do it within the space provided for the staff and that is not in view of the clients but that does not mean that they do not do it, clients just do not see it and the safety distance was always maintained, only broken at specific times to clean the table and in most cases with the approval of the client, so that it is not a lack of care by the staff about the protection measures .

Within a few weeks, having made it clear to everyone to use the sanitiser products that are visible throughout the restaurant, if negative comments are still being received, it will be necessary to review a second time what is really happening because the problem should have been resolved by complying with the measures so that it is visible to everyone, giving the opportunity for customers and staff to be more aware of the measures and comply with them at all times without forgetting them.

8.0 DE BONO'S 6 THINKING HATS METHOD

It is a communication tool to analyze problems from different perspectives, getting different individuals to see different points of view at the same time in different ways and laterally (Dall'Acqua, 2019). There are 6 different types of hats of different colors, white: is neutral based on facts and evidence, red: expresses feelings and emotions, green: expresses different ideas and points of view, yellow: positive aspects and advantages of different ideas, black: aspects negative and identifies the disadvantages, blue: controls the different phases defining the strategy and purposes (Dall'Acqua, 2019).

Interesting conclusions are achieved when thinking towards different ways of seeing the same situation since individually you can avoid seeing certain aspects of a subject that using this method cannot be avoided and all perspectives are seen and analyzed, helping to have control over the different thoughts that exist, making this method positive to use in a group meeting where several people have to analyze a situation, getting everyone to analyze different perspectives and not focus only on some.

8.1 APLICACION DE BONO'S 6 THINKING HATS METHOD

The Hilton hotel wants to reduce costs by avoiding the hiring of new staff and moving fixed staff from a branch of the hotel that is less busy at that time to another branch that at specific times needs extra staff because it is busier than usual, due to the coronavirus. This measure means that by using personnel who are already known and are confident that they follow the coronavirus norms such as safety distances or correct use of masks, the company does not risk hiring new people who are not known and it is not known if they can be trusted or not, putting the image of The Hilton hotels at risk.

- **Blue hat:**

The session will be held with a duration of 2 hours to be able to analyze the advantages and disadvantages of the proposed new way of working to see all the possible points of view

- **White hat:**

The Hilton hotel saves the training that it would have to do to the new staff (Keefe, 2021). Although the permanent staff of the hotel that would have to be transferred do not live so close to their new branches, causing them to have an extra expense of time and money spent on transport, although personal surveys of hotel staff show that 80% are willing to work as Flexible way, facilitating the decision not to hire new staff at the moment, being a decision that must be made quickly because it is expected to be busy during the summer in some specific branches.

- **Red Hat:**

It does not produce positive feelings to see that some of the staff in some branches of The Hilton hotel are doing nothing because there are not enough customers and in other branches some of the staff have too much work to do due to lack of staff and overwork due to arrival of many clients.

Most employees are willing to make the effort to go to a branch further from their homes to learn new procedures when working in new locations with different clients and colleagues that bring them newness in their work and new skills while feeling more satisfied.

Some of the staff, although the minority, have negative feelings towards this new measure that the hotel want to take, thinking that it is unnecessary and blaming part of the new hotel leaders for wanting to take it over the top since it would not be done with the old leaders.

- **Black hat:**

Really, personnel from another branch will be put to work without any prior training, simply by trusting that they will work in a branch of the same company, without thinking that the work procedures may still be different.

Predictions indicate that with this work model of moving the staff of the hilton franchise, sooner or later new staff will have to be hired because it will not be an effective measure in the future when it is very busy in all branches making it a waste of time not to go on incorporating and training new employees and that they are prepared for when there is no time for training.

- **Yellow Hat:**

Moving employees from one branch to another will increase the exchange of new skills and knowledge and will be positive for the company and customer service (Keefe, 2021). It has to be considered the wishes of the staff so that they do a better job by being happy and most of them want to work in different locations to learn new skills and interact with new people to help them be more successful in their workplace.

The organization of the staff will be easier by making the work more organized by reducing staff and increasing it in the locations where it is necessary according to the number of clients expected.

- **Blue hat:**

What yellow hat raises had not been studied in depth, taking into account the wishes of the staff will make them work more effectively when they are heard by the company they work for.

- **Green hat:**

Discounts may apply to hotel staff willing to be temporarily moved to another branch (Keefe, 2021). To be able to use the pool or gym services of any of the Hilton hotels and in any country, entering the programs with advantage to be able to work in Hilton hotels in other countries and that there is usually a long waiting list in this type of program, doing that the majority of employees are in favor of the measure to change the branch of workers.

- **Blue hat:**

The session ends after 2 hours of having been analyzing the pros and cons of the new measure to be implemented (Keefe, 2021). Thanks to this session it can be clearly seen if it is a measure that has more advantages or has more disadvantages and which it is the right decision to make.

9.0 CRITICAL ASSESSMENT OF AN MANAGEMENT THEORIES

The use of different theories such as Red Model, De bono's 6 thinking hats methods, Human relation theory Elton Mayo and Contingency Theory in an international hotel like Hilton where its clients are from different countries, helps to see the different points of view to solve a problem in a different way according to the culture or attitude of each client of the hotel Hilton with the help of the critical evaluation of different arguments without the solution being always the same, motivating the rest of the workers to use the same methods, seeing the situations from different points of view, taking into account the culture of others and not that of oneself or acting according to the way that clients expect the staff to act and not how they have acted in the past with attitudes learned from past experiences.

Being fully aware of your own values, attitudes and beliefs is important to know exactly how the hotel staff differs from the clients and in what situations they should act in a different way, being the most successful according to the type of client that is in that moment in the hotel (Pratap, 2017). For example, in some countries it is not as common to say thank you as in countries like England, and it is a purely cultural matter, the hotel staff must know how to react in a friendly and polite way even if it seems that the client is being rude, even if the staff has different values and would act differently in the same situation, they have to adapt to the values and attitudes of the clients and not their own, achieving better customer service and benefits such that they do not feel confronted and want to return to the same hotel in the future.

10.0 RECOMENDACIONES

Currently with travel restrictions in different countries, the number of tourists visiting the UK has dropped considerably, making many services that were previously exclusive to hotel customers, could now be economically profitable if the local population could benefit from them without the need of staying all day and overnight at the hotel, such as using the pool, gym, or quiet spaces to work (Taylor, 2021). The Hilton hotels have gyms and swimming pools with better characteristics than those that can be found publicly for the local population and currently many of these spaces in the hotels are almost unused due to lack of customers, if through special bonuses the local population could benefit

from them. By only paying for the membership to use that particular service, the hotel would achieve great financial benefits.

Hotel staff should focus on avoiding unnecessary interactions and maintaining social distancing (Taylor, 2021). This can be difficult for people who are especially friendly and like physical contact to create connections with the rest of the workers to create better teamwork, it is especially difficult to change their mentality and be more distant or not talk excessively to maintain good teamwork with others and with clients. But employees must do it for the good of the hotel and offer a more professional attitude.

With the help of some models such as Red Model where different arguments are evaluated to know which is the correct one or 6 Thinking hats method where it is achieved that the same situation can be seen from different points of view to forget the personal and subjective thoughts that is possible have, knowing if it will be mostly beneficial or not to make or implement a change to a certain situation such as post covid changes regardless of what we think or the attitudes that a person has, and being able to change their mentality for the benefit of the company. The meetings where these methods will be applied will be formed by most of the staff so that everyone benefits from a change in mentality seeing its benefits in the application of the changes.

11.0 CONCLUSION

This report aims to analyze critical thinking to know How do the beliefs, attitudes and values of a company affect the way employees work. In addition, how people adapt to changes made in the workplace, especially post-COVID changes in order to address all the new difficulties and problems that already exist in order to have more prepared and successful businesses in the future. After the application of theories such as Red Model, the 6 methods of De bono's thinking hats, Human relation theory Elton Mayo and Contingency Theory, results can be obtained that indicate that there is not only a single established way of managing and working in a workplace and that Regardless of the way someone works, it can always be positive for the organization to make changes in the way of doing the work and in the way of thinking that an individual has, even if the changes are totally different from what had been done previously and regardless of whether previously it was effective or not, you always have to be willing to make a change in the way employees think and watch a problem by modifying values and attitudes because the situations are not always the same and the answers must be different.

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