

# Leading and Managing Change in the Tourism and Hospitality Industry

Evangelia Baralou

Email: [ebaralou@alba.acg.edu](mailto:ebaralou@alba.acg.edu)

# Aim of the presentation

- ▶ To help trainers communicate to guests, but also to colleagues the importance of adding exercise and good nutrition habits to their lives.
- ▶ To help people understand the need for change, but also to lead them through the change process, supporting them emotionally at all stages.

# Context-Sensitive Approach to Change



Adapted from Balogun, J. and Hailey, V . 2008. *Exploring Strategic Change*, 3<sup>rd</sup> Edition. Essex, England: Prentice-Hall, page 13.

# Key Challenges

- ▶ Any change process involves not only learning something new, but **unlearning** something that is already present;
- ▶ No change will occur, unless there is **motivation** to change;
- ▶ Organization changes such as new structures, processes, reward systems, and so on occur only through **individual changes** in key members of the organization.

E. H. Schein, *Organizational Psychology*, 3rd ed.  
(Englewood, NJ: Prentice Hall, 1980), 243-244.

# Change management style

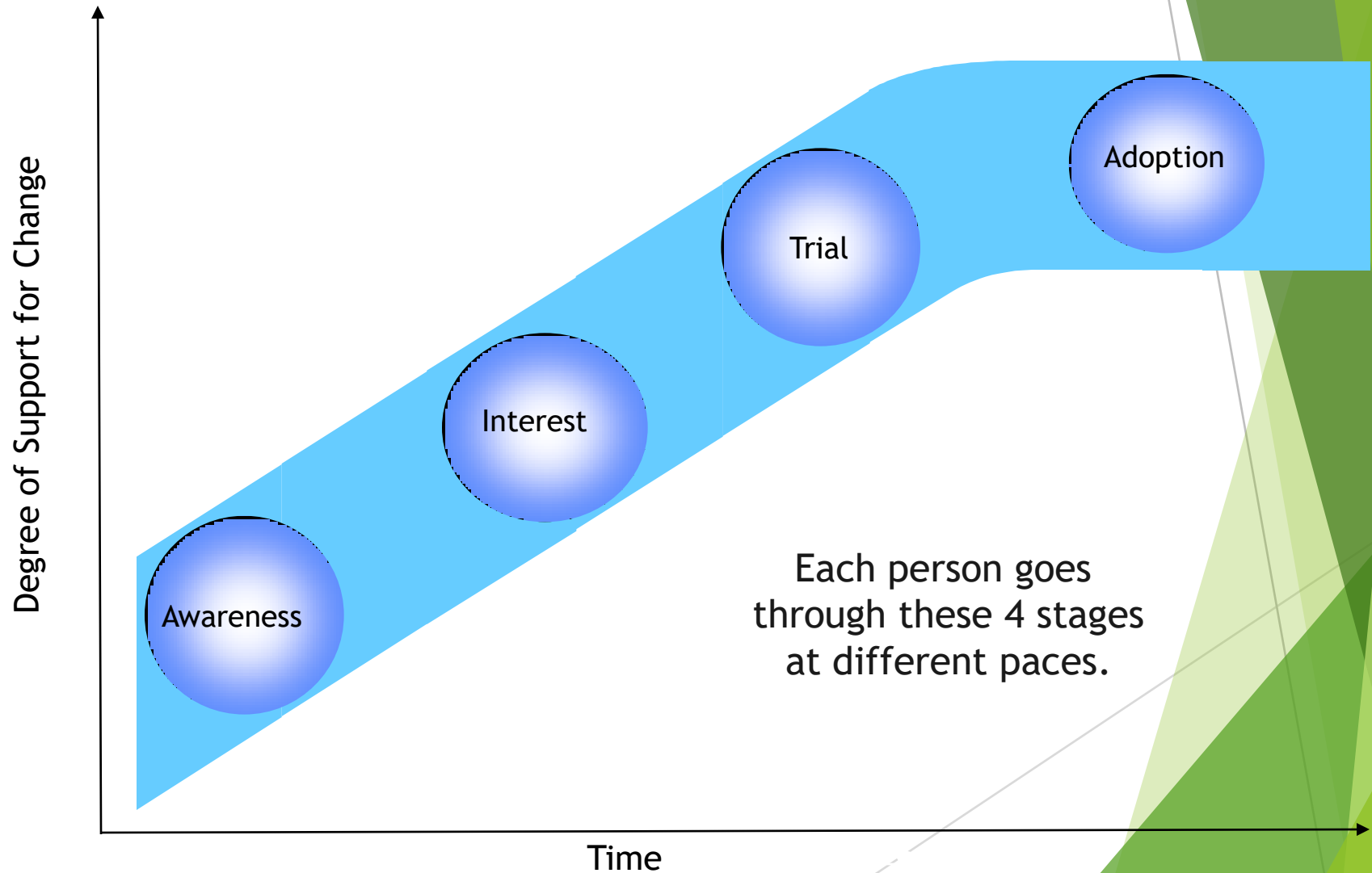
## Directive

- Urgency or crisis
- High dissatisfaction
- Change agent has relevant information

## Persuasive

- Not a crisis
- High need for commitment to engage in change
- Change is not clear
- Change is complex
- Change Target Receptivity

# Adoption curve



# Reaction Cycle

Individuals that resist change have usually developed a psychological barrier to change causing them to go through a reaction cycle which affects their reaction negatively, resulting in unanticipated hidden costs.



# Reaction cycle: The Comfort Zone

“**The Comfort Zone**” is where people :

- ▶ reside emotionally before dramatic change occurs
- ▶ feel in control of their lives and work
- ▶ confident in their abilities
- ▶ feel capable of handling whatever situations arise.

In “The Comfort Zone” people are happy and comfortable with the way things are.

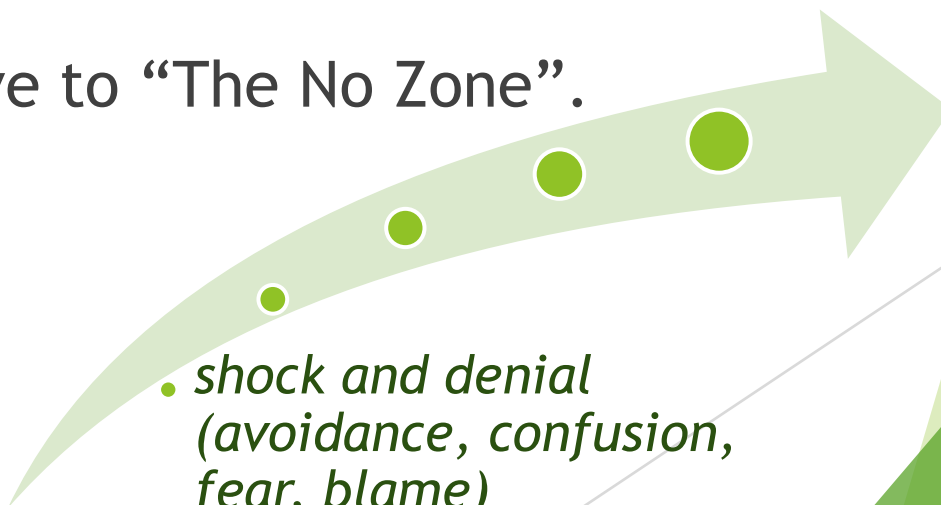




# Disruption in the Comfort Zone

- ▶ methods and routines are questioned
- ▶ people are asked to use new processes
- ▶ develop new habits
- ▶ might lose confidence when “the way we’ve always done it” gives way to something new and unknown.

They then move to “The No Zone”.

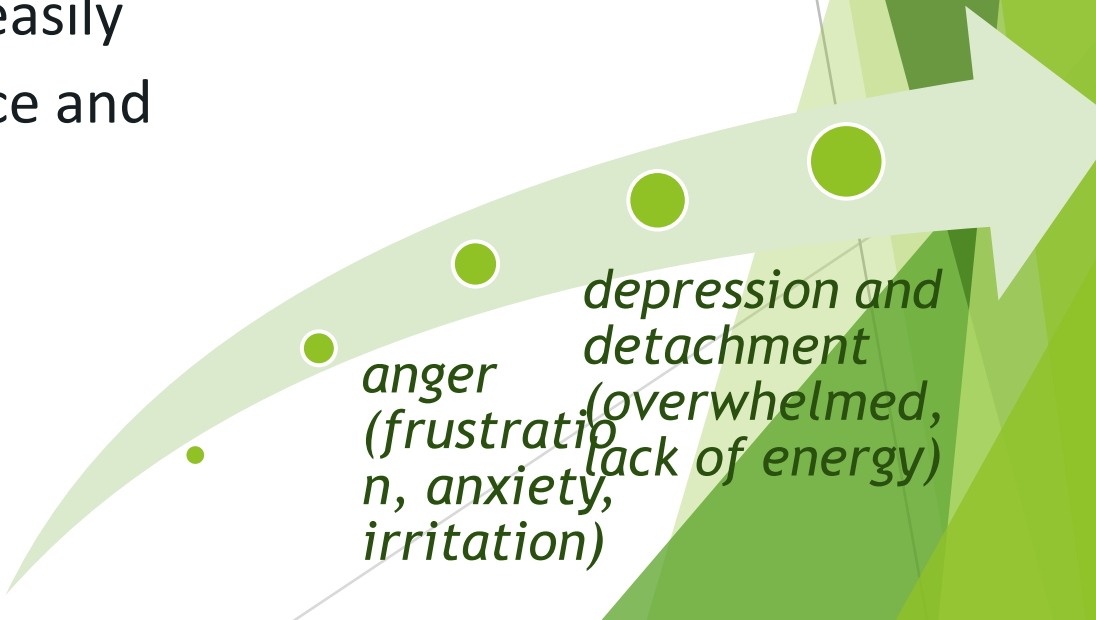


• *shock and denial  
(avoidance, confusion,  
fear, blame)*

# Reaction cycle: The No Zone

**“The No Zone”** is the most difficult and delicate phase:

- ▶ people become psychologically paralyzed at the news of proposed change in their work-lives
- ▶ their shock immediately affects their reaction/performance
- ▶ people may enter a stage of denial
- ▶ anger cannot be managed easily
- ▶ passive-aggressive resistance and subtly sabotage efforts



*anger  
(frustration, anxiety,  
irritation)*

*depression and  
detachment  
(overwhelmed,  
lack of energy)*


# Disruption in the No Zone

- ▶ At some point move from “The No Zone” to “The Gap Zone”.
- ▶ People know they can’t go back.
- ▶ Need a clear direction.

# Reaction cycle: The Gap Zone

In “**The Gap Zone**” people wonder “How do I fit in this picture?”

- ▶ need to reflect
- ▶ discover their own view about the proposed change
- ▶ understand their role in the change
- ▶ need a clear vision
- ▶ not ready
- ▶ not committed yet



*bargaining and  
dialogue  
(reaching out  
to others,  
struggling to  
find meaning)*

# Reaction cycle: The Go Zone

In **“The Go Zone”** momentum toward the future has been reached:

- ▶ some never reach the necessary stage of acceptance
- ▶ get on board or get out
- ▶ excited about the possibilities
- ▶ motivation increases



*acceptance (exploring options, new plans, empowerment, security, self-esteem)*

# Kotter's 8 Steps

## Mobilization (Unfreeze)

Establishing a Sense of Urgency

Forming a Powerful Guiding Coalition

Creating a Vision

Communicating a Vision

Empowering Others to Act on the Vision

Planning for and Creating Short-Term Wins

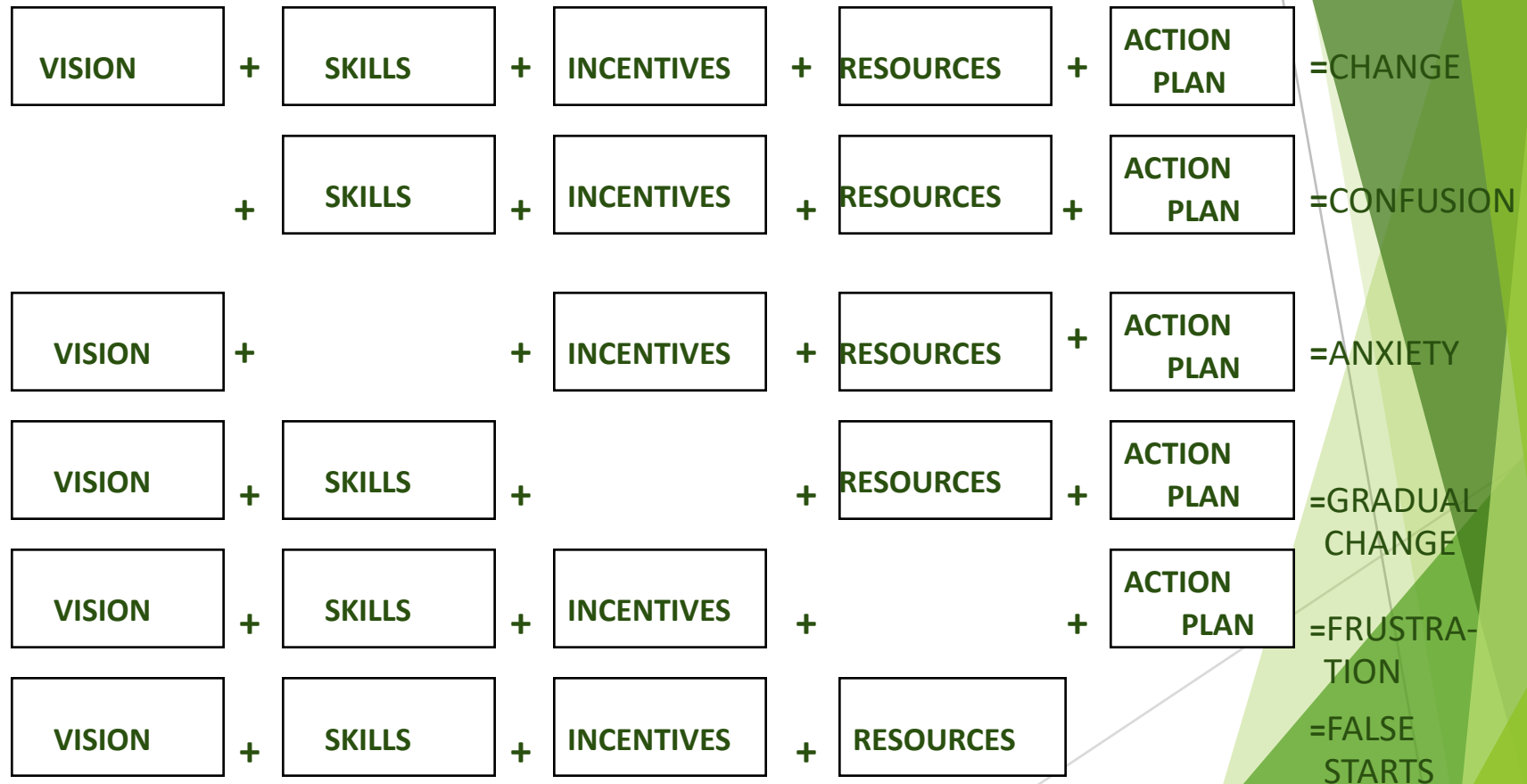
## Movement (Change)

Consolidating Improvements and Producing Still More Change

## Sustain (Refreeze)

Institutionalizing New Approaches

# Common Change Management Pitfalls



*Questions?*