

"From Chaos to Success: A Case Study on Change Management"

The Rosewood Hotel is a 4-star property located in the heart of the city. While it is a popular choice for travelers due to its convenient location and reasonable prices, it has struggled to consistently deliver a high level of service and guest satisfaction. The hotel management team has been working to improve the overall guest experience but has faced challenges in implementing necessary changes due to resistance from both staff and guests. Despite these challenges, the Rosewood Hotel remains committed to providing its guests with a comfortable and enjoyable stay.

The hotel has recently undergone a change in ownership and the new owner has implemented several new policies and procedures. While some of these changes have been well-received, others have caused frustration and confusion among the staff, leading to decreased employee morale and increased customer complaints. The general manager, Maria, has been tasked with managing and implementing these changes in a way that minimizes disruption and maximizes buy-in from the staff.

As the new owner of the hotel, Mr. Smith had a vision for how he wanted the property to be run. He wanted to modernize the hotel and bring it up to the same standards as the other hotels in the chain. To achieve this, he implemented several new policies and procedures, including a new reservation system, loyalty program, and training program for all staff members.

While these changes were meant to improve the overall guest experience and increase efficiency, they also caused a significant amount of disruption and confusion among the staff. Many of the employees were not used to working with the new reservation system and struggled to navigate it, leading to longer wait times and frustrated guests. The new loyalty program was also met with some resistance, as some staff members felt that it was too complex and time-consuming to implement. As the general manager, Maria managed and implemented these changes. She knew that it was important to communicate clearly and consistently with the staff to ensure that they understood the new policies and procedures and were able to effectively implement them. She also recognized the importance of addressing the concerns and frustrations of the staff, as a decrease in employee morale could negatively impact the guest experience.

To communicate the changes to the staff, Maria held several meetings to explain the new policies and procedures in detail. She also provided written materials and offered additional training to those who needed it. Despite these efforts, some staff members remained confused and frustrated by the changes.

Personas:

Maria, the General Manager: Maria has been working in the hotel industry for over 20 years and has been the general manager of this particular hotel for the past 5 years. She has a strong background in operations and is known for her attention to detail and ability to effectively manage a team.

John, the Front Desk Manager: John has been working at the hotel for the past 10 years, starting as a part-time front desk agent and working his way up to the front desk manager position. He is well-respected by the front desk team and known for his friendly and helpful attitude towards guests.

Sarah, the Housekeeping Manager: Sarah has been with the hotel for the past 7 years and has been the housekeeping manager for the past 2 years. She has a strong background in the housekeeping department and is known for her dedication to maintaining the highest level of cleanliness and guest satisfaction.

Questions:

1. How can Maria effectively communicate and implement the new policies and procedures to the staff in a way that minimizes confusion and maximizes buy-in?
2. How can Maria address the concerns and frustrations of the staff and improve employee morale during this time of change?
3. How can Maria address the increase in customer complaints and maintain high customer satisfaction levels during this transition?

Submission Guidelines: -

- The submission has to be in PPT format.
- Naming Convention: MindXpedia_Team Name_Institute Name.
- The number of slides should not exceed 4 slides excluding the cover pages and annexures if any.