

**Task:** Prepare a comprehensive critical essay on the change management.

**Topic:** Change Management Plan

**Type:** Critical Essay

**Length:** 6 pages

**Formatting:** MLA

**Requirements:**

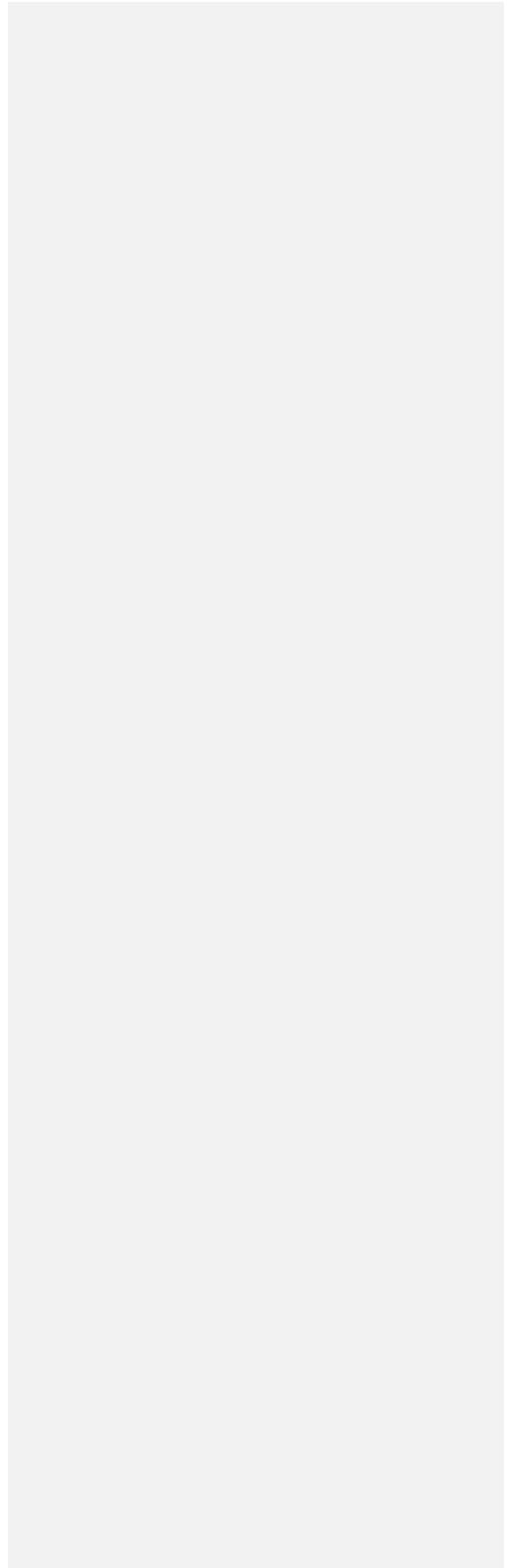
Write a critical essay on the change management plan for the selected Human Resource situation. Refer to Kotter's 8 stages of change.

CHANGE MANAGEMENT PLAN

Name

Course

Date



Abstract: This work is devoted to the problem of human resource management. Using the Ritz Carlton hotel chain, it identifies a Human Resource Management program, policy, procedure and initiative that need to be changed. The whole work is applied Kotter's 8 Stage Process of Creating Change to the selected Human Resource situation, with corresponding suggestions for how to put this change initiative into practice. Once it is formulated, It presents the recommendation that should be taken into account. This assignment consists of two (2) sections: a written report and a PowerPoint presentation. It describes the organization in terms of industry, size, and history. Also, it gives information about how the Human Resource policy initiative that has been proposed should be changed. It gives three reasons why this change is important to make. It describes the recommended change. It develops a strategy that illustrates how we would address each of the eight Stages of Change (Establishing a sense of urgency; creating coalition; developing vision and strategy; communicating the vision; empowering broad-based action; generating short term wins; consolidating gains and producing more change; anchoring new approaches into the culture). It identifies potential resistance to change and describes how the resistance would be managed. So, this work is extremely interesting for the students as well as for the researchers who are looking for the examples of applying Kotter's eight step theory.

**Comment [AwfulEssa1]:** Whoa, whoa. Too many capital letters here. Are you sure you made no mistake?

**Comment [AwfulEssa2]:** This is a lovely little unfinished sentence.

**Comment [AwfulEssa3]:** Such care about the reader is touching, but I guess most people know what "two" means.

**Comment [AwfulEssa4]:** This is too difficult. Break it into smaller sentences. Also, please rewrite everything here – the sentences are written awfully.

**Comment [AwfulEssa5]:** I think you meant "researchers."

**Comment [AwfulEssa6]:** What's wrong with your formatting?

## Change Management Plan

Human Resource management is considered to be one of the most important aspects each organization deals with. It is aimed to organize, regulate and maintain teamwork, determine what functions each worker has, what his duties are and what he is supposed to be. In other words, human resource management is aimed to regulate all the processes which are connected with staff and its working operations. Audra Bianca and Demand Media state that “The human resources management team suggests to the management team how to strategically manage people as business resources. This includes managing recruiting and hiring employees, coordinating employee benefits and suggesting employee training and development strategies. In this way, HR professionals are consultants, not workers in an isolated business function; they advise managers on many issues related to employees and how they help the organization achieve its goals” (The Role of Human Resource Management in Organizations, Chron.com). Apparently, making an attempt to organize the work and reduce wastes, and make the process of goal achievements much easier, such aspect as Human Resource Management should be taken into account.

Human Resource Management is considered to be an indispensable element any organization can't exist without. Describing advantages and disadvantages it suggests is useless. That is why, it is necessary to provide any organization that requires human resource management changes and new strategy plan that will help to improve the general condition and make the process of achieving goal easy and fast. As a result, we suggest choosing of one of the most widely-known hotel chains “Ritz Carlton”. Ritz Carlton is considered to be one of the most popular international hotel chains de luxe. It contains eighty hotels which are situated in the most exotic places of our planet as well as in the biggest cities all over the world. The Ritz Carlton hotel chain is controlled by Ritz-Carlton Hotel Company. Ritz-Carlton Hotel Company is likely to be an affiliated company of the Marriott International –

**Comment [AwfulEssa7]:** Sounds like companies prefer to hire T-800 robots. It would be better to write, “what kind of work each of the employees can perform.”

**Comment [AwfulEssa8]:** ???

**Comment [AwfulEssa9]:** Have I already recommend you to stop capitalizing these terms?

**Comment [AwfulEssa10]:** Finishing sentences adverbs with, like Master Yoda look you makes. And what's with using “can't” in a formal text?

**Comment [AwfulEssa11]:** This is a useless sentence. Actually, I could delete every third sentence in this paper – it would become much better, in fact.

one of the biggest hotel corporations in the world. The headquarters is situated at Maryland – the United States of America. The president of corporation is Herve Humler. It is commonly known that the total staff number comprises about 38000 workers. As a result, because of its popularity and excellent service Ritz Carlton has a huge profit. For example, in 2005 the earnings of the Ritz Carlton hotel chain counted approximately 673 million dollars. Obviously, Ritz Carlton has an untarnished reputation. But still, it is absolutely impossible that all the things are good. That is why, there are some questions concerning Human Resource Management that should be changed as soon as possible.

Making an analysis of the Ritz Carlton hotel chain, it has been pointed out that there are some problems that Ritz Carlton hotel deals with. That is why it is necessary to conduct the policy that will help to make some changes in human resource management.

The analysis provided in the work is totally based on the Dr. Kotter's methodology described in the "The eight step process for leading change". So, it is necessary to name and describe each step the strategy provide and then to apply it to the Ritz Carlton hotel chain human resource management. So, the strategy presupposes the next eight steps: creating a sense of urgency, creating the guiding coalition, developing a change vision, communicating the vision for buy-in, empowering broad-based action, generating short-term wins, don't let up, making it stick.

The first step "creating a sense of urgency" is aimed to motivate each worker. Every worker should be well aware of the fact that the work he does influences in a certain measure all the working process. Thus, leader should not omit the stage that explains the purpose and motivates the team. Dr. Kotter states "Help others feel a gut-level determination to move and win, now" (p.2). According to this step, Ritz Carlton hotel chain should apply for various training programs aimed to motivate and clarify the goal of the work. So, it will help to make

**Comment [AwfulEssa12]:** These two sentences could be compressed into one brief and meaningful phrase: "However, the company's human resource management strategies could be improved."

**Comment [AwfulEssa13]:** Like to miss articles, do ya?

**Comment [AwfulEssa14]:** Fragment sentence. Just calling it out.

**Comment [AwfulEssa15]:** You sound like a hippie using this word here.

**Comment [AwfulEssa16]:** Subject-verb agreement disaster.

**Comment [AwfulEssa17]:** Don't write "don't" in formal writing.

**Comment [AwfulEssa18]:** Where are the commas?

**Comment [AwfulEssa19]:** What about female workers?

**Comment [AwfulEssa20]:** Motivate whom and clarify for whom? Herve Humler?

workers feel that each of them is considered to be indispensable part of organization. Training courses should take place at least once a week. It should identify and clarify the threats that may appear as well as develop possible scenarios that will show what may happen in future. Also, it is necessary to evaluate the opportunities. Provide honest discussions. Practice makes perfect. Thus, this policy should be applied through the working process.

The next step presupposes creating the guiding coalition. It means to persuade the people in the necessity to change something. So, how it can be done? For Ritz Carlton it is all important to point out the veritable leaders of organization. Then, it is required to ask for emotional commitment from the chosen people. It is also desirable that we should work on the team building providing it within the change coalition. Then, it is all important to determine what weaknesses the team has and be sure that there is a good mix of various people from different departments. The next step presupposes developing a change vision. The necessity appears as each worker should know why he is asked to do this or that job, what is the purpose. For this step to be achieve it is required to figure out the values that need change. Then, it is necessary to develop a summary of the ideas. Then it is important to create a strategy. Thus, it may help Ritz Carlton hotel chain to become the veritable leaders of the hotel industry. The forth step is communicating the vision for buy-in. It is closely connected with the previous step and presupposes further development of the appeared ideas. In accordance with this step Ritz Carlton hotel chain should talk more often about the change they want undergo. It is also important to address the concerns people have in extremely honest way. Then, applying the vision to all elements of operation. The fifth step is called empowering broad-based action. In order to succeed and provide good and efficient policy it is all-important to check up the new organizational structures and look over the job and performance in order to make sure they coincide with the new vision. Also, it is necessary that all the actions are taken quickly in order to get rid

**Comment [AwfulEssa21]:** How is this derived from the words 'guiding coalition'? And what's with the ultra-vague description?

**Comment [AwfulEssa22]:** I don't know. I'm getting bored of this. Skip to the conclusion.

of obstacles. The sixth step requires generating short-term wins. It is said that success is the best motivator. So, Ritz Carlton Hotel due to the recommendations should look for the projects that can be implemented without any strong change critics. Also, it is all important to analyze all the pros and cons of any potential project. However, the Ritz Carlton is considered to be a very successful and developed company. So, this step can be omitted. The last but one element of the strategy presupposes a deep and profound analysis of the success. So, even if we win, there are some aspects that should be improved in any case. So, analysis is likely to be indispensable part of the process. Finally, we deal with the last point. So, it is aimed to wake up a desire to win more and more. It is impossible to forget about the success achieved. Moreover, it should be talked about all the time. Then, it is desirable that we should include the new experience into the training program of a new staff. Thus, only in case all the steps are followed, there is an opportunity to become not one of the most popular, but the only leader of hotel industry.

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### **Overall Impression**

This paper is much lengthier than it should be; I guess I could cut one third part of it without losing the meaning. Vague and often meaningless.