

CASE STUDY: STRUCTURING LEADERSHIP AND OPERATIONS EFFICIENCY

HOTEL IN YANGON, MYANMAR

Contract Period: 2012 • Services Model: Consulting and Coaching Services

EXECUTIVE RESUME

An executive case review highlighting Sherwood's comprehensive, hands-on hotel advisory, leadership, and operational restructuring turnaround. Through targeted consulting and coaching interventions, Sherwood supported the Managing Director (who served as Hotel Manager in charge) and the Family Enterprise Business Owner to enhance the strategic thinking of executives, raise self-awareness, improve teamwork, and align the entire leadership team towards the hotel's core operational and commercial objectives within a six-month contract tenure.

TABLE OF CONTENTS

1. The Client and The Transformation Mandate		Page 2
2. Structuring a Pragmatic Transformation Action Plan		Page 3
3. The 4-Layer Transformation Process		Page 4
4. Key Working Relationship Insights on Role of MD & Consultant		Page 7
5. The Bigger Picture: The Leadership Legacy & Work Culture Transformation		Page 7

1. The Client and The Transformation Mandate

1.1: The Client | Corporate Entity

A highly successful Family Enterprise Business Owner with a core business in property development, mainly in Yangon, Myanmar. Operating with a traditional, conservative approach to business and management, the Enterprise is one of the pioneer hotel owners in the city. The Hotel business had gone through many challenges and the Managing Director (MD) in charge recognized the critical need for transformation.

1.2: The Hotel Asset and Management Team

The operating model is Owner-Operator, with the Owner | MD serving as Hotel Manager in charge of the day-to-day operations of the Hotel. Business was sustainable for many years post-launch. However, with new hotel openings in the local market, competition built up. The MD recognized that the Hotel Executive Team lacked in-depth experience in strategic thinking and planning. A restructuring in operational efficiency was needed to ensure consistency and sustainability in all aspects of operations, with teamwork fully aligned to the hotel's core objectives.

1.3: The Transformation Mandate

Key areas of focus: Deployed a structured two-pronged program: Facilitate Coaching processes for Individuals and Team Leadership, and strategize operational restructuring processes to align towards Operations Efficiency.

The Mandate: Through dedicated consulting and coaching interventions, the core mandate was to enhance the strategic thinking of the MD and his Hotel executive team to become better leaders. By raising self-awareness, clarity in thinking, communication, and day-to-day workflow processes, the program aimed to improve teamwork and align all departments toward the Hotel's core strategic objectives.

2. Structuring a Pragmatic Transformation Action Plan

To turn around operational bottlenecks and drive performance, Sherwood structured a pragmatic transformation action plan backed by available organizational resources. This structured approach focuses on maximizing human resource output, operational accountability, and leadership development over a defined contract timeline.

Key Focus Area	Strategic Objectives	Target Outcome
2.1: Restructuring for Operations & Cost Efficiency	Establish operating policies, check-and-balance guidelines, and scorecard-based tracking to improve organization work behavior and professionalism across all departments.	a: Each department's efficiency is relative to its operations deliverables. b: Productivity output based on efficiency in work and service delivery. c: Standard operating and check-and-balance guidelines put in place. Performance Scorecard Benchmarks: • Self-Awareness in raising quality of work output. • Improvement in sales and departmental revenues. • Worker productivity seen in service delivery.
2.2: Human Resource Output Productivity	Structure clear human resource policies with explicit strategic actions to improve workers' work culture, attitude, overall productivity, service delivery, and customer engagement.	• Improved productivity measured with less wastages in man-hours, absenteeism, and medical expenses. • Elevated service delivery validated by customer feedback and community support.
2.3: Facilitate Coaching Sessions & Workshops	Conduct targeted individual and team coaching sessions to provoke a deep mindset and behavior shift, focusing on raising self-awareness and clarity in thinking process.	• Leaders and Team Executives achieve a better version of self and self-confidence in handling challenges. • Developed a clearer, structured thinking process for day-to-day operations.
Contract Mandate	Complete hands-on executive management, coaching, and close advisory within a defined timeline.	Comprehensive delivery within a six (6) months contract.

3. The 4-Layer Transformation Process

To bring the hotel to a successful transformation and align with the MD's mandate, the transformation framework was structured around the **4-Layer Transformation Process**. This rigorous, tracking-oriented methodology moves systematically from identifying operational pain and friction points to implementing sustainable structural outcomes.

The Tracking Tool is utilized to recognize the progress and status of the transformation. Based on the 3 Key Focus Areas (2.1 to 2.3), the entire journey is mapped into four clear dimensions: Issue -> Cause -> Process -> Outcome. The ultimate goal is tracking and delivering the final Outcome.

LAYER 1: THE ISSUES (Based on the 3 Key Focus Areas | 2.1 to 2.3)

- **Restructuring for Operational & Cost Efficiency:** The strategic vision and direction for the hotel operating business were not well-communicated and implemented by the Hotel Leadership Team; consequently, the desired business outcomes were not achieved.
- **Human Resource Productivity Output:** Significant communication gaps existed at different levels of the Hotel Executive Team. Human resource productivity policies needed immediate review, as gaps were directly reflected in poor work output, lagging service delivery, and slow response times to customer needs.
- **Facilitate Coaching Sessions and Workshops:** Urgent coaching intervention was required to provoke a fundamental shift in mindset and behavior. Raising self-awareness was essential to support individual and team thinking, aligning executive motivation with their respective focus areas.

3. The 4-Layer Transformation Process (Continued)

LAYER 2: THE CAUSE (Root Cause Analysis)

- **Leadership Mentoring and Team Guidance was Lacking:** Operational empowerment granted to the Hotel Leadership Team was restricted by the limits of their existing hospitality knowledge and skill sets. This gap led to frequent operational friction. Mentoring and leadership guidance were severely lacking when needed to deal with internal issues and day-to-day operational crises. Teamwork required structural strengthening.
- **Communication Gaps:** Communication among Hotel Executives in discussions and meetings lacked cohesiveness, primarily due to the absence of a structured, strategic agenda to move action plans forward.
- **Hotel Work Culture:** The overall executive and frontline team was not proactive and lacked the right hospitality service culture behavior.

LAYER 3: THE PROCESS and METHODOLOGY (The Transformation Intervention)

- **Hands-On Intervention by Hotel Consultant:** Sherwood clearly defined the consultant's scope of work and mandate into concrete, target-oriented outcomes.
- **Consulting Process targeting Key Focus Areas: 2.1, 2.2 and 2.3:** Structured a pragmatic action plan process to address each key focus area. Initiatives were discussed in detail with the Managing Director before implementation. Thereon, the Consultant hands-on guided and implemented the action steps directly with the respective Team Leaders.
- **Coaching Process targeting Key Focus Areas of 2.3:** Deployed a structured, three-part coaching process: Mentoring Coaching with the MD > Executive Coaching > Team Coaching Workshop. This intervention focused heavily on patience, empathy, and persistent coaching, recognizing that the program was dealing with the entire Hotel Executive Team.

3. The 4-Layer Transformation Process (Continued)

LAYER 4: THE OUTCOME (Transformation Outcome)

- **4.1: Successful Hotel Transformation:**

- **4.1.1:** Hotel Executives underwent a profound personal and professional transformation, becoming a significantly better version of themselves as Team Leaders and Hotel Executives.
- **4.1.2:** Raised the Managing Director's self-awareness regarding his greater strategic role in the family enterprise business, his hotel management leadership style, forward planning, and, most importantly, built robust self-confidence in his executive leadership.

- **4.2: Operating & Business Model:** Reviewed and improved standard management practices to establish a more consistent and sustainable hospitality operating framework. This model was successfully operationalized within a tight six (6) months contract tenure.

- **4.3: Cohesive and Professional Team Culture:** A more approachable MD Office significantly improved communication, trust, and workflow at all organizational levels. Active idea sharing, open feedback, transparency, and a 'lessons learned' approach to operational mistakes collectively contributed to a highly unified teamwork culture.

4. Key Working Relationship Insights on Role of MD & Consultant

The success of the Hotel Transformation relied heavily on the role and responsibilities between company MD and Hotel Consultant. This work collaboration translate into trust, understanding and transparent communication at all levels.

MD incharge Responsibilities	Hotel Consultant Responsibilities
Clear Outcome Mandate: based on the 3 key focus areas as identified.	Target Outcomes: the 3 Key Focus Areas have outcomes described. Based on past records, Customers review and Client feedback (MD and Hotel Team).
MD role defined: give space, allow discretion and 'quiet enjoyment' to Consultant to discharge his responsibilities.	Consultant: check and balance in place with MD oversight recognised.
New Hotel Operating Policies: approval before implementation.	New initiatives: introduced to present to MD GM for consent before implementation. This applies to all initiatives in Key Focus areas.
Final Approval: all CAPEX procurement, Human Resource Count and Payroll.	Consultant: in support and compliance as per approved guidelines.

5. The Bigger Picture: The Leadership Legacy & Work Culture Transformation

The Attitude from the Leadership: The enterprise is a Family Generational Business with MD as the 2nd Generation incharge. Most welcoming was MD himself being open to be coached, open to new ideas and initiatives. The Hotel Team was responsive to all initiatives for the good of the Hotel. The challenge has more to do with adapting to the local work culture, communication in English has to be simplified, show patience with a lot of empathy in understanding that they are trying their best to raise self-awareness and skills set to be better leaders. Working alongside with the Team was crucial as they need to be guided.

Contract Period: Six (6) Months Contract | 2012

Services Model: Consulting and Coaching

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