WORKSHEET 2.10

Managing Change

Subchapter 2.10 · case in the book: Buenos Aires

When a client doubles the number of guests three days before the event, who in your hotel says yes, and against what does that person measure the answer? And where is it written afterwards what was decided and why?

This worksheet turns the tools of the subchapter into a form you can fill in. The texts come from the book; the empty columns are for your own property. Adapt it before use: an unadapted checklist is exactly what the book warns against.

Practical application: what to do in your property

Step (from the book)	Done?	What we found / owner
The purpose behind the wording: The evening moved into the large salon. The grill stood on the upper terrace, reachable from the salon without steps, and burned until eleven; the party continued in the salon until midnight, on the side facing away from the garden wing.		
Options instead of a yes or no: Sixty steaks came from the cooperative, with chicken from a farm in the province, grilled vegetables and provoleta. Romero did not order the wholesaler’s beef. Draught beer was served in glasses, with an extra dishwasher until one in the morning.		
One decision for everyone: The decision and its reason went to kitchen, service, dishwashing, maintenance, reception and the staff office that afternoon. Sosa wrote to Fernández the same day, setting out what the hotel offered and why it differed from Mendoza. Fernández called back to ask whether the managing director might say a few words about the local produce when the grill opened.		
The follow-up on the sheet: After the event four lines were added: access and beef as decided; reusables at every bar; leftovers 31 kilograms, 182 grams per guest, above the objective because the kitchen had cooked a twenty per cent buffer for the steaks. The lesson followed in one sentence: when guest numbers double at short notice, plan without a buffer and grill to order.		

These steps are the book’s method, not requirements of ISO 20121. Evidence can take whatever form suits the property; a separate document is needed only where an applicable requirement, or the property’s own system, makes it necessary.

Verification Pact: what is believed, tested against the standard

What is commonly believed	What actually holds	Our position
The standard requires a change form	No. Documented information to the extent necessary (8.1); A.17 advises documenting only where needed (guidance)	
When the client changes, the client's wish prevails over hotel policy	No. Adaptations must be consistent with purpose, values and policy (8.2)	
Clause 8.2 requires the most sustainable solution	No. It requires the best practicable solution	
Every change must be approved by the general manager	No. The hotel decides; responsibilities are assigned and communicated (5.3)	
A change to an event is a change to the system	Only partially true. 8.1 and 8.2 cover processes and circumstances; changes to the system fall under 6.3	
Lessons from changes are discussed when there is time	No. Lessons go to management review (8.2), whose intervals secure learning across events (9.3.3)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Promising on the phone, so that every later qualification sounds like retreat.		
Booking the change only on the invoice while kitchen and staff plan for the old evening.		
Sending every small change to the general manager until the procedure is bypassed.		
Carrying out the request word for word without asking its purpose.		
Leaving the objectives on the wall instead of on the sheet.		
Treating refusal as compliance, when the standard asks for the best practicable solution.		
Accepting a substitute delivery without reviewing it as an unintended change.		
Never checking afterwards whether the decision worked.		

Operative synthesis

› **Is every change to a booked event written down before it is promised?: A promise on the phone is a decision without a check**

- **Is it settled who decides which kind of change, and by when?: Without levels, either nothing or everything goes upwards**
- **Are the year's objectives and the guiding principles on the sheet used for checking?: What is not on the sheet is not asked**
- **Do we ask for the purpose of a request, not only its wording?: The purpose opens options the wording closes**
- **Do all affected departments receive the decision on the same day?: Separate solutions can together contradict the hotel's commitments**
- **Does the list of changes and lessons reach management review?: Clause 8.2 requires lessons to be reported there**
- **Act on immediately. Stop promising changes on the phone; write each one down and tell the client when the answer will come.**
- **Plan for. Introduce a one-page change sheet with three levels, the objectives and principles printed on it, a deadline for decisions and a line for the law.**
- **Monitor going forward. Add a follow-up line after every larger change, and bring the season's list to management review to see which changes should alter the system.**

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 8a «The Helm», subchapter 2.10. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 20121. It is not legal advice: the law that applies is that of the place where the property operates.