IPoE 2026
BRIG 27–29 SEPT

International Centre of Excellence in Tourism and Hospitality Education (THE-ICE)

César Ritz Colleges

Redefining Leadership: Innovating for Impact in Global Tourism and Hospitality Education

THE-ICE 19th IPoE Forum 2026

Proudly hosted by
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Brig, Switzerland

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Plenary Panel

Transformational Leadership in Tourism and Hospitality Education

Chair

Mr Andrea Catanoso
César Ritz Colleges

Ms Marion Amacker
Page Executive

Mr Giovanni Odaglia
Les Roches
Crans-Montana

Prof. Mei-Jung Sebrina Wang
National Kaohsiung University of Hospitality and Tourism (NKUHT)

Mr Francis Reichenbach
Le Mirabeau Resort & Spa

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Transformational Leadership in Hospitality Industry & Education

Learn how transformational leadership in the hospitality industry empowers teams, elevates customer experiences, and creates a culture of excellence.

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- Leadership skills in 2026
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Transformational Leadership

1 Idealized Influence
- Role Model
- Ethics
- Trust
- Charisma

2 Inspirational Motivation
- Visionary
- Goal-Oriented
- Teamwork
- Enthusiasm

3 Intellectual Stimulation
- Innovation
- Problem-Solving
- Creativity
- Learning

4 Individualized Consideration
- Empathy
- Coaching
- Support
- Recognition

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Ms Marion Amacker

Page Executive

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1. When a client asks for a transformational leader, what are the first signs you look for?

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How I Identify Transformational Leaders

Marion Amacker | Hospitality Executive Search

🔎 BEFORE

Market Signals

- Internal promotions
- People who followed them
- Reputation as a talent developer

Leadership leaves a footprint before I meet the candidate.

🎤 INTERVIEW

Impact on People

- Who did you develop?
- How do you retain talent?
- How do you lead change?

I listen for stories about people, not only results.

✅ REFERENCES

Validation

- Direct reports
- Peers & managers

Key question:
“Would you work for this leader again?”

⭐ PROOF

Business Impact

- Higher engagement
- Better retention
- Future leaders
- Stronger culture

I identify transformational leaders through evidence: people developed, people retained, and people who would choose to follow them again.

2. How can you tell the difference between a charismatic leader and a transformational leader?
3. What questions do you ask candidates to assess transformational leadership?
4. What role do reference checks play in validating transformational leadership?
5. In hospitality, what is the ultimate proof that a leader is transformational?

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Mr Giovanni Odaglia

Managing Director Les Roches Crans-Montana

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1. As an academic leader overseeing a hospitality school, how do you operationalize the "Four I's" within your academic curriculum and institutional culture to prepare students to become transformational leaders in an evolving industry?

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Professor Mei-Jung Sebrina Wang

Vice President National Kaohsiung University of Hospitality and Tourism (NKUHT)

1. How do you incorporate these transformational techniques into your classroom or research groups to boost student engagement and foster critical thinking?

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Asian Students:

- ❑ Hesitation to Speak
- ❑ Fear of Being Wrong
- ❑ Teacher Expectations

- ❑ Preference for clear answers and teacher authority

Language Barriers

EFL students may struggle to articulate complex ideas in English

Exam-Oriented Learning

To **gradually expand them**—moving from listening and memorizing toward questioning, discussing, creating, and independently making decisions. To help Asian students become more confident critical thinkers while maintaining a classroom environment that values respect and collaboration.

Intellectual Stimulation in Teaching & Research From "Giving Answers" → "Developing Critical Thinkers"

- ❑ **Problem-Solving**
  Use authentic problems and cases → students generate solutions
- ❑ **Questioning Assumptions**
  Ask *Why? What if? What else?* → challenge conventional thinking
- ❑ **Student Decision-Making**
  Allow students to choose topics, methods, cases, and solutions → build ownership
- ❑ **Research Inquiry**
  Move from *finding answers → asking questions → creating knowledge*
- ❑ **AI as a Thinking Partner**
  Generate → Verify → Critique → Improve AI-generated ideas

Transformational Teaching

1. Inspire → Question → Challenge → Empower → Reflect
2. "Don't give students better answers. Give them better questions."
3. Create Psychological Safety + Provide Scaffolding + Encourage Questions

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Mr Francis Reichenbach

General Manager Le Mirabeau Resort & Spa

1. How do you empower frontline hotel staff to independently solve guest service challenges on the spot while maintaining operational excellence and brand standards?

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Transformational Leadership

Goal: Inspire and empower employees to exceed expectations by fostering a culture built on **purpose, trust, autonomy, empowerment, and continuous career growth.**

The Four I's

❑ **Idealized influence:**
Lead by example and model expected standards.

❑ **Inspirational motivation:**
Create a meaningful and motivating vision.

❑ **Intellectual stimulation:**
Encourage new ideas and better solutions.

❑ **Individualized consideration:**
Coach employees based on individual strengths and needs.

Application at Le Mirabeau

❑ Turn "the magical place in Zermatt" into clear and consistent service standards.

❑ Empower frontline employees to solve guest issues confidently and independently.

❑ Support development through regular feedback, recognition, and short 1:1 conversations.

❑ Strengthen collaboration across departments and encourage new ideas.

❑ Give employees ownership of the guest experience and the freedom to create memorable moments.

Leadership Roles

General Manager
→ Role Model
❑ Leads by example and embodies Le Mirabeau's vision and values.

❑ **Department Heads**
❑ **→ Coaches**
Guide, empower, and develop their teams to perform at their best.

❑ **Frontline Employees**
❑ **→ Le Mirabeau Ambassadors**
Bring the brand to life by creating memorable and authentic guest experiences.

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