FROM PROTOCOLS TO A SAFETY CULTURE

INGRAINING HEALTH & HYGIENE PROTOCOLS IN OUR TRAVEL & TOURISM DNA THROUGH MEANINGFUL MANAGERIAL ENGAGEMENT

WORLD TRAVEL & TOURISM COUNCIL

iosh
Institution of Occupational Safety and Health

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Introduction

As Travel & Tourism moves towards recovery, traveller confidence in the sector and its different industries will be an essential ingredient in restoring belief that travel is once again safe. It is imperative that whilst the sector may create the impression of normalcy, it has the necessary measures in place to mitigate a resurgence of the virus. In effect, the sector will need to further ingrain high health & hygiene standards in its DNA to create a safety culture as it has done with security.

To support the safe, healthy, and responsible restart of Travel & Tourism around the world, WTTC has developed a series of 11 industry focused protocols. It will be essential for protocols to be implemented and maintained across all relevant functions with an increased focus on health, safety, and physical distancing, standards which travellers will come to expect. The protocols are divided across four pillars, notably, operational and staff preparedness; ensuring a safe experience; rebuilding trust and confidence; and implementing enabling policies.

It is important to note that the measures highlighted are based on higher risk contexts where sustained ongoing transmission is evident. As such there will be a need to moderate the protocols and guidance, as they may not be necessary in low-risk contexts. Measures should be limited in time and re-evaluated and monitored regularly. In effect, the protocols highlight that it will be critical to reduce the measures as the risk diminishes.

The success of any largescale, multidisciplined, global initiative, rests largely on the implementation at a local level. That is to say with the managers and employees who actually work in the business whether it be an airline, attraction, hotel, or restaurant chain.

In effect, while the analysis presently published is comprehensive, it will only be as effective as its implementation. This document therefore focuses on how private sector organisations may seek to implement the protocols better and thereby improve public confidence.

Supporting Local Managers and Their Teams

Looking at the protocols, there is an opportunity for increased engagement of local managers through targeted practical guidance and advice on how managers might implement, adapt but most crucially, maintain control measures to ensure their most effective application. This document aims to provide tools to help expand managers' knowledge and understanding of the protocols, their purpose and functionality in reducing the spread and impact of COVID on the sector.

In terms of the controls available, some will be wholly deployed by the business, but a great many will rely on local implementation by managers and their teams. Hardware such as screens will need little management once in place but those that rely on public participation such as hand sanitiser, or one-way routes will require constant management to remain effective. Generally speaking, these controls work by consent with the public and there are large variances within the global community in relation to a culture of compliance ranging from absolute to a deliberate and determined non-conformance. Managers will need a reliable source of support that they can use in managing peoples' behaviours in both groups and in individuals.

Failures at a local level are already being seen and are most likely a major contribution to the increase in levels of the virus across the world in the Autumn of 2020. Indeed, people become complacent, controls degrade, environments change, and society becomes fatigued with the constant messages from every source.

Decades of experience have revealed that rarely are the direct causes of incidents due to failure at a corporate level. More often than not, it is at a local level where most or even all of the contributing factors were known about and controls were either not applied or were understood incorrectly. In this instance, to instill consumer confidence in Travel & Tourism, the controls must be seen to be proportionate, effective and where possible be part of societal normality.

Therefore, organisations must have a way of engaging with local teams to discuss how they feel about the protocols and how best to make them effective in every location taking into consideration the target audience including language, culture and social norms etc.

Customers will ultimately gain their sense of how well they are being looked after from the employees with whom they interact and not from the messages contained within the terms and conditions that they were sent at the time of booking. To succeed, it is vital that managers and their teams become knowledgeable ambassadors of the controls contained within the various coronavirus protocols to present a confident and informed front for the business, one that can only come from a sense of ownership born out of a feeling of control and autonomy.

Studies have shown how people's behaviour is entirely predictable across a range of circumstances; at this level it is not complicated to understand. People will go the wrong way on a one-way system. They will misread signage. They will deliberately try to avoid certain controls such as sanitiser and the wearing of face masks. It does not truly matter why; it is simply important to understand that they will, and managers need to be ready with a response.

To best support Travel & Tourism businesses and destinations in their successful implementation of protocols, this document has been divided into four sections, notably:

1. **Acknowledging Common Pitfalls**
2. **Introduction for Managers**
3. **Managers' Toolkit**
4. **Additional Material for Managers in Customer-Facing Roles**

SECTION I: ACKNOWLEDGING COMMON PITFALLS

While the protocols and guidance produced by both WTTC and IOSH are comprehensive, for success to be assured, there needs to be an assurance that the key elements associated with launching such a strategy have been addressed. While some organisations will recognise a number of these, others may have addressed all of these concerns and possibly more.

Each Travel & Tourism business should consider how its corporate plan will land and where the pressure to simply "get the job done" every day is the strongest driver of any team despite their willingness to participate. This section highlights some of the key factors in ensuring that central messages are correctly packaged and landed most effectively with the intended users.

Ensuring Line Management Ownership

Strategy generally comes from the leadership and filters through the organisation to eventually reach the worker. What should happen is that layers of the COVID control plan peel off and remain within the various levels of management for them to own and act upon. However, it is not uncommon for the detail to get lost amid the noise of other projects and plans, only for the entire unfiltered content to arrive at the door of local management. If the COVID control aims and objectives are not suitably owned by regional and central managers, then it is hardly surprising that at a local level there is little enthusiasm for something that has no support from above. Initiative overload is common in businesses where there is no central content calendar used to time the release of information and updates from the centre. To transfer ownership in the most meaningful and effective way, managers need to feel empowered and sufficiently supported and know that they have a voice that is heard when they raise questions and offer suggestions back into the central system.

Communication

Undoubtedly, there will be internal communication covering the vision, aims and objectives of the COVID control strategy; but when it comes to communicating detail on what is expected of individuals, there may be points where there may be a break in the chain. The reality is that for larger multidisciplined organisations, especially those who employ shift workers, modern electronic communications may go to shared inboxes and even un-manned addresses which could be overlooked. Shift handovers generally tend to contain the most important messages of the day; more probably those that have not been resolved by the previous crew. Messages of a corporate nature are unlikely to be passed on by weary managers. Confirmation that the message has been received is not sufficient; knowledge is nothing without understanding. As such, regional management has a role to play here in their contact with local teams where there will need to be open dialogue regarding progress and the pandemic experience to date.

Ensuring the Plan is Fully Supported

Businesses will undoubtedly have developed strategy and plan to execute the aims and objectives of the health & hygiene protocols, but their success will rest heavily on local action. Sufficient focus and resources must be given to local managers who likely had significant workloads prior to the pandemic and with the additional workload could now be coping with even more duties. It is unlikely that managers will be unwilling or unenthusiastic to implement the measures contained in the COVID protocols; they just need clear and simple guidance aimed at boosting their confidence, highlighting that what they are doing is right, supporting them so that they can explain why they are doing it when asked.

The Importance of Inclusion

General feedback from local managers highlights that they do not know how well they are doing compared to others, leading to frustration. This is not about praise or league tables; rather it is about knowing that what they are doing is adding value and having an effect. A common issue found in local environments is not knowing when the initiative has actually ceased. It is not uncommon to find managers and their teams working on something that has been shelved or cancelled completely and replaced with something new. It is easy to be misled in believing that local managers and their operatives actually know what's going on in the business like those in head office might. Businesses might be surprised at how many corporate messages lie unopened in various inboxes.

Encouraging Empowerment & Autonomy

Responsibility, accountability, and liability are concepts that are not well understood. The fear of being liable has driven many managers into not wanting to make and act upon their own decisions. This can, at times, lead to a very dogmatic approach to control application where the corporate line is toed but with no real enthusiasm or buy-in meaning that COVID controls may be complied with but are not necessarily effective. For ownership to be achieved, local teams must actually feel that they do own the controls rather than be holding them as a favour for someone else.

Catering for a Transient Organisation

There can be a great deal of movement within the Travel & Tourism sector when it comes to employees. This is, in part, the result of seasonal and agency staff who move to where they are needed including cleaning and catering staff. Ensuring that there is continuity across any location is likely to be a challenging undertaking for any manager and in fact for any business in terms of tracking its manager workforce.

Being a Listening Organisation

In any organisation and for any subject, it is vital that timely responses are received by those who metaphorically 'raise their hand'; particularly for COVID where the science and understanding have consistently evolved. Believing that a suggestion, complaint, or question is being dealt with, when it is not, is hugely demotivating. Managers may not always like the response, but not receiving any response at all can be disheartening. At the front end of any business, life can change at such a pace that the situation has moved on or been dealt with long before a response is received. Help desks must be able to do just that: help.

SECTION II: INTRODUCTION FOR MANAGERS

There is a belief that managers know how to manage. However, a considerable proportion of their learning is experiential rather than being formally gained. A presumption that managers have all the necessary skills for dealing with COVID simply by virtue of the fact that they manage other aspects of their roles may be misplaced. It is analogous with owning a car with no owner's manual. All of the controls will be similar to that of any other vehicle, but there is specific detail required with regard to operation and maintenance. However, there is little advantage in producing a manual if the owner is unaware of it or if it is written in the wrong language. Once managers get used to the fact that there is a "toolkit" which contains the answers they are looking for, they will use it. Putting an easily accessible document online, where feedback is regularly integrated, means that the "toolkit" will always contain the up to date guidance.

Insights for Managers

The COVID outbreak threw the world into confusion. After many months, we know a great deal more about how to protect ourselves and help prevent the spread. Managers will have been provided with controls to implement and documents to read. Some managers may share a role and have staff who work shifts or rotate on and off covering everything that needs to be done. It is important that the responsibility for the controls and their management are shared and understood by the whole team, not just one individual. It is important to avoid what is called the 'everybody – nobody' paradox. This is where everyone knew but no one did anything because they thought someone else would.

While WTTC has produced protocols to help deal with the pandemic in your industry sector, on reading them you may feel that whilst they clearly apply to your business, it is a little difficult to extract precisely what you need to do in your situation to manage the spread of COVID. Sometimes procedures can seem a little daunting and may create some confusion perhaps with the feeling that there is little help available in really understanding quite what it all means. Nothing ever stays the same for long and it's really important that we look at maintaining our controls in an ever-changing environment.

Looking at the hierarchy of effectiveness of controls for prevention of spread contained in the guidance from IOSH, there is a heavy weighting toward those that rely almost entirely on people's behaviour. However, as we know, behaviour can be managed with the right approach. It is really not that difficult, but you do need the right tools and a bit of confidence. It is rather like being a parent.

This document is for everyone to use and contains simple advice and examples on how to best approach the really effective application of the WTTC Safe Travels protocols in your environment particularly when it comes to managing customers, clients, guests and the general public.

As a manager you need to really focus on the reality that in essence all of the controls that you have are geared toward two purposes:

1. How not to catch it if you do not have it.
2. How not to spread it if you do; even if you do not know that you have it.

All that we do needs to serve one of those purposes or both. It is important that we can differentiate between the relative value of controls in their own settings. The key considerations are that we control spread from person to surface and from surface to person as well as directly from person to person.

SECTION III: MANAGERS' TOOLKIT

Not every control is as valuable as the next, and some controls need to work in conjunction with others. Risk assessments will not always contain the reasoning behind each control, and it is possible that if recommended generically across an organisation, some may have no value at all or at worse create conflict with others. Managers should be encouraged to ask themselves what the purpose of the control is, how should it be applied most effectively in their environment and importantly, in what ways might it fail.

Risk Assessment

1.

What is it telling you?

Risk assessment is not really anything new. Humans have been making risk versus benefit decisions for thousands of years. When we talk about risk assessment in this context, we are really talking about a formal record of our thinking so that it can be easily shared with others and discussed. Risk assessments themselves are not controls; they are ways in which we can have discussions about what the true issue is and what controls would best suit us. Risk assessments have many different formats and can use colours and numbers to indicate all sorts of values. In the simplest of ways, there are only three risk assessment outcomes to really think about with regard to understanding the virus in your situation. These are:

1. Something that we have well under control and presently does not need more doing about it.

2. Something which is a major concern and despite any controls that we may already have to prevent contamination / spread, we need to do more as and when we possibly can. We may even need to prevent access to customers / public doing it for the moment.

3. Something that is not as bad as it might be, but could certainly be better so we should be on the look-out to make improvements as and when we can; but there are more important (higher risk) things that we cannot lose sight of playing our part in controlling the COVID pandemic and reinforcing people's faith in us as a business.

2. How do you read and use a risk COVID assessment?

It is difficult to write guidance on how to read every type of risk assessment that you may encounter. But it is certainly easy to spot a really good one. Risk assessments are helpful when they paint a picture with words. If you can read an assessment and feel that it is conveying a story to you then it does make things a little easier. If it is simply a list of things, some of which you don't recognise then it will be harder. But the important thing is that you do read it and attempt to understand what it is telling you. You do not have to simply accept a risk assessment that someone else has completed for you. You should question it and if it does not reflect your local environment then say so. Participation in COVID risk assessments is actually a formal requirement in most legal frameworks, so make your contribution.

3. Why won't this work without you?

Risk assessments are not themselves controls; they are records of an organisation's thinking. The most important part is the control section that says what needs to be done to manage the risk levels in line with the three assessment outcomes listed above. This is where you are most needed. You are a local risk manager and likely to be the most knowledgeable about your environment. Therefore, your participation is essential in not only implementing controls but managing them on an on-going basis.

Infection Controls

4.

What are the COVID protocols controls for?

Controls are measures that we take to either reduce the levels of risk that we face or hold it in place and prevent it from increasing. Controls generally affect risk in one of two ways. They can reduce the potential impact of something, or they can reduce the chances of something adverse from happening. If we take COVID for instance, we all know its potential effect on us if we contract it. We cannot really change that. All we can do is work hard not to be infected. So, the measures we adopt in the workplace are really to control the spread of infection.

There will be COVID protocols that on their own don't have a great deal of effect but are necessary to support and promote other controls. Having a rule that says tables must be wiped does not make a difference unless someone actually wipes the tables. What is worth looking out for are controls that do not seem to have any effect at all. If it does not reduce the impact, control the chances of exposure or support another control measure then you have to ask just what is it there for.

5.

What happens when controls in the COVID protocols do not fit / work for us?

Many people worry that if they make changes to controls then they might be seen as interfering and be criticised for doing it. Which is better: saying nothing or acting to make controls work better for everyone? The most important thing in the short term is to get controls right. It is a good idea and excellent practice to make even a simple note with the date on it and a short summary of your thoughts and changes and simply put it with the risk assessment. Your company will have a mechanism for reporting changes back to the centre which will need to be followed but for quick local changes, local notations should be fine.

6.

Can we add our own COVID controls not given in the protocols?

The short answer is yes. You can. But do not simply add more controls just because you can. You need to consider the advice in this toolkit first. What is the control for? What element of the risk picture does it affect? Does it reinforce or weaken other controls? Is it temporary to suit something that is changed? Is it actually worth the effort of doing it? If you go ahead, then remember to make a quick note on the risk assessment.

7. What if our COVID protocols conflict with those of businesses we working with?

Some businesses such as those found in airports, shopping malls and so on, have very close neighbour businesses. Whilst we are all pulling in the same direction, it's quite possible for conflicts to arise. Consider one business who places barriers outside to keep pedestrians organised but whose neighbour erects similar barriers alongside. Now people have been forced closer together. It is not helpful. There will be a need for cooperation and coordination between businesses that share space with each other. This is not about competition; it is about collaboration.

8. What if contractors are working to a different standard?

This is important: your organisation should have liaised with contractors ahead of them arriving on site establishing that a clear COVID control plan has been agreed. But we appreciate the reality that at times someone will simply appear and start work. There is no excuse here. Whilst they are in your care, they must exhibit the same standards as yours. The COVID protocols are universal and whilst it is difficult to imagine that a contractor might have a completely different set, their application might look different. Do not worry; go back to the two early aims and consider whether the measures prevent the spread of the virus from person to surface and from surface to person as well as directly from person to person.

9. Changing conditions

What do we do if there are sudden changes to our setting? Nothing ever stands still. It can be the weather, sudden surges in customer activity or changes to rules by the authorities. What is important in maintaining the faith of the public, the staff and travellers is to provide clear and visible action. People will accept a great deal provided they are given an explanation and are given regular updates. If the changes are considerable then making people adhere strictly to the controls may not be the first priority.

Incidents

10.

Are we experiencing any common “incidents”?

The word "incident" is more commonly associated with something quite physical like someone slipping over or something falling from the roof, but in this context, we’re talking about a COVID control that does not work, has failed or is continually undermined by people's actions. Where provided and requested, do all people who enter the area use the hand sanitiser? Where masks are mandatory, is everyone wearing one? Is there someone always going the wrong way on the walkway? These are examples of incidents or events that need to be discussed. As local managers you are best placed to see what is going on. You may feel frustrated at people’s behaviour, but it will ultimately reflect upon your business and people's views.

11.

Investigating incidents

Without turning everyone into a detective, there are some incredibly simple but effective questions that anyone can ask when a control is not followed for some reason. You would not do this all of the time and for each and every event, but when you have several or more similar instances it’s worth taking the time to reflect.

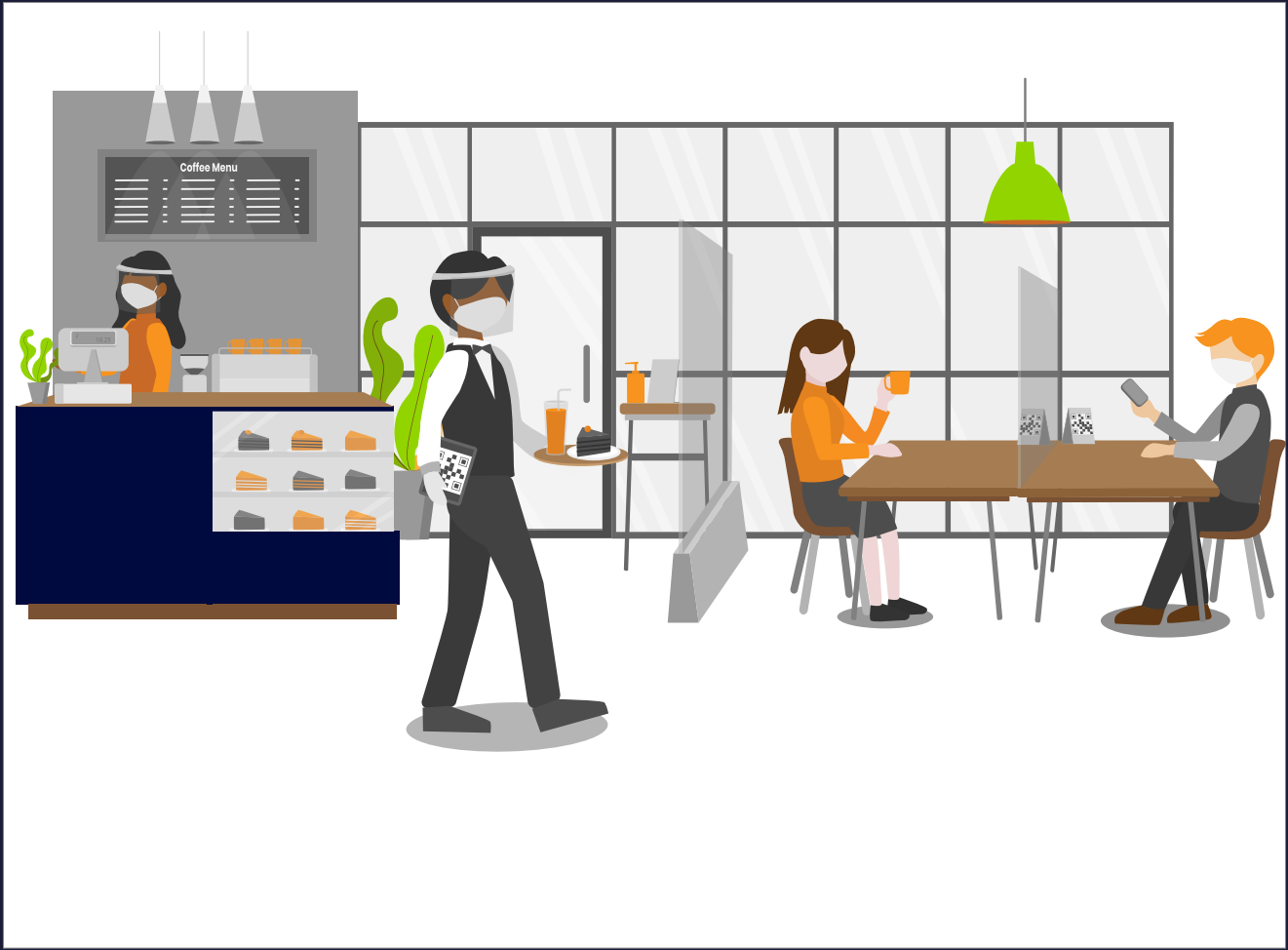
1. What do we have in place that is supposed to control this?
2. Why is it that it does not seem to work every time?
3. Do we need to change something to make it clearer and more effective?

Consider the following scenario:

Doors from the outside lead into a central atrium. On the doors are some signs indicating a one-way route to follow once you are inside. The walkway is split down the middle with route for in and one for out. People come through the doors and immediately walk up the exit route. You find that you are constantly waving at people to tell them to go the other way.

What questions might you ask? It is worth taking the time to find a vantage point and take five minutes to simply sit and watch. It is probably worth investing the time if it leads to an understanding of why people are missing the information on where to walk. It is doubtful that they do it on purpose so there must be another factor that is contributing to the problem. Remember that as these people are most likely visitors and will not be back again, you need to find a solution that works for everyone, first time – every time.

SECTION IV: ADDITIONAL MATERIAL FOR LOCAL MANAGERS IN A CUSTOMER-FACING ROLE



This is largely universal, but of course, may be applied equally to any of the previous sections when managing the "people" controls highlighted by WTTC's Safe Travels protocols. Managers do not need to be qualified in behavioural psychology, but there are a few interesting things that are worth knowing about people which should be shared.

INSIGHTS FOR MANAGERS

Have you ever wondered what the secrets of successful people management are? Why are some people so good at selling or getting people to do things that they ordinarily would not do? That is the basis of behavioural psychology. If you can understand how people act, then you are in a better place to influence them without them knowing.

1. What drives people to do the things they do?

When we are making a decision there are three key things that our brains consider.

1. If we take the action, will the consequence be positive or negative?
2. Will that consequence be experienced quite quickly, or will it be delayed?
3. How likely is the consequence anyway – certain or uncertain?

If the answer is that there will be a sudden, certain, and negative outcome, people are very unlikely to act upon the idea. However, if the reverse is true in other words a guaranteed, rapid and positive outcome, you can be almost sure that they will take it. That all sounds pretty simple. But what if the outcome clearly is negative, but not guaranteed and may not be experienced for some time. There is a pretty good chance they will do it anyway. This is why people do not always follow the speed limit. They know they can be caught, but probably will not be.

The real problem is that humans do not always make good choices if they have to make them very quickly. There is a part of the brain that jumps in and sees bad things as good ideas. This is why people take short cuts across railway tracks and end up saying something on social media with everyone shaking their heads in disbelief. We cannot help ourselves; it's our in-built programming.

The good news is that it is really easy to counter this effect in many ways. Which is most effective: putting a sign up that says 'keep off the grass' or putting a fence around the area? Simply telling people not to do something does not work as well as preventing them from doing it in the first place.

2.

How do I deal with people who deliberately avoid controls like those devised for COVID?

You may well already have had training on this subject. It is a skill that requires practice but there are some simple rules to follow. In effect, interactions between individuals tend to happen on three levels. These are:

1. Parent
2. Adult
3. Child

Being categorised as a child does not require the person to actually be a child; it is just how people relate to each other. The most meaningful, helpful, and effective combination is an adult to adult exchange. However, when you challenge someone, something people tend to not enjoy, it is not unusual for them to react taking the 'child' standpoint. They might raise their voice and resort to insults. In response you might move to the 'parent' mode and start making demands. This will quickly result in a complete loss of control. As a child this is when you were probably told to go to your room. Being the "adult" means remaining calm, respectful, professional, and factual. You should also try repeating the same message, calmly, until the other individual begins to run out of steam.

What you should see is that the 'tantrum' turns to submission and subsequent apology. The important thing is to remain in the middle bubble, the "adult" and stay in control. It can be difficult; but it really does work. It's very hard to argue with someone reasonable who doesn't argue back.

Consider the following scenario:

A customer walks past and clearly avoids using the hand sanitiser. How would you approach this situation? How might it go if you attempt to drag them back and make them use it? Instead you might hail them and say "I notice that you were unable to use our hand sanitiser. We would like to be able to cater for every one of our customers, is there something more suitable that we should be providing?" It truly does not matter what their response is, you have initiated the conversation from the adult perspective.
All you need to do now is to remain in that bubble.

3.

Nudge Theory

People genuinely do not like to be told what to do. So, when challenged, they can react badly. The nudge theory is really about trying to influence people without them even realising they have been challenged.

Consider a number of people entering an area under your control. One person is not wearing a mask but should be. What would you do?

You could point at them and shout 'where's your mask, put your mask on now!' in a very 'parental' manner, only to find out that they cannot wear a mask due to a medical condition. This is actually called an attribution error where you think that you know the story, but you actually do not. Your quick-thinking brain has jumped in and got it wrong.

What could you do? You could hold up a box of masks and ask all of the people moving past 'Does anyone need a mask? That might be enough of a prompt. Perhaps if that does not work, you might try addressing the individual themselves and ask, 'Sir / madam do you have your own mask? We have plenty here if you need one?' What you are doing is not accusing them of anything, merely pointing out that you are there to help. The idea is not to accuse people but also allow them to save face as it were by offering them a way out of their situation.

4.

Learned Helplessness and the Self-Fulfilling Prophecy

It is strange that whilst people do not like to be told what to do, they actually do like to be led. One of the problems is giving people too many choices. Being in a restaurant with a huge menu, for instance, makes choosing your dish that much harder. The trick is not to give people all of those options and critically not allow them to not make a choice. The chances are if you ask the table if they need more time to decide, someone will say yes. Starting a sentence with 'I don't suppose ...' or 'You probably won't' and so on will almost always result in a 'no'. It is a self-fulfilling prophecy. In other words, you are setting yourself up to fail based on the fact that you are already anticipating a 'no'. You have to be incredibly positive. "Which are you going to have Sir, the soup or the salad?"

5.

Making People Want Things They Cannot Have

People who are really good at selling can teach us valuable tricks. Using a restaurant example again, the waiter reads out the day's specials. They sound good. The steak carries a premium and so you dismiss that probably out of hand until he says ... 'The steak is almost sold out. Everyone has wanted that today. In fact, I believe there are only one or two left'. What effect does that have on your decision? Suddenly that scarcity makes it more attractive. Now, what you don't know is that in the kitchen there is a whole fridge full of steaks.

6.

Dealing With Complaints and Conflict

People do like to complain, but very largely they are not very good at it. Still, some cultures are better than others. It is easy to just cave in but it is not that difficult to come out on top either. First, you must always remain in your adult mindset and be calm and professional. You need to take control. Strangely this can be much easier if you are in a uniform or corporate branded clothing. People cannot help but respect authority. Let them see that you understand and are listening by repeating their story back to them 'Let me see if I understand you, Madam'. Then gain an understanding of what they want so that you can be clear about the limits of what they are going to get right from the start. Respond with empathy rather than adding to the problem by saying how terrible it must be.

7.

Admit When We Are Wrong

There is going to come a time where the fault is ours and it's time to do something. Here's an example:

A passenger arrives to check-in. He learns that his seat has been double booked and given to a passenger who booked later but arrived earlier. The first thing he is told is that there is nothing that can be done. It is really his fault as he should have arrived sooner. You can imagine the response. You ask him to move so that you can serve the next customer. It's not going to go well. Finally, you offer him a flight to Vancouver. But there will be an additional charge to change flights. The customer was originally flying to Rome....

Studies have shown that when faced with bad news, people go through clear phases beginning with disbelief, turning to anger, resignation and finally submission where they will accept pretty much anything you offer them, but it's a painful process. It has been proven that making any kind of offer before the person has reached the point of submission will have no effect.

8.

Putting Things Right

When you are wrong the best action that you can take is to admit it and do it quickly. There is a quick and easy three-point plan you can follow.

1. **Regret**
   Make it clear that there has been a mistake but try not to use the word 'sorry' as it weakens your control
2. **Reason**
   Do not give elaborate excuses just give a factual response.
3. **Remedy**
   Do something to put it right. It maybe that you ask the customer what they would like to happen or simply that you make your best offer there and then on the spot. The more that you delay, the more that the other person will start considering their position differently.

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The World Travel & Tourism Council is the global authority on the economic and social contribution of Travel & Tourism.

WTTC promotes sustainable growth for the Travel & Tourism sector, working with governments and international institutions to create jobs, to drive exports and to generate prosperity. Council Members are the Chairs, Presidents and Chief Executives of the world's leading private sector Travel & Tourism businesses.

Together with Oxford Economics, WTTC produces annual research that shows Travel & Tourism to be one of the world's largest sectors, supporting 330 million jobs and generating 10.3% of global GDP in 2019. Comprehensive reports quantify, compare and forecast the economic impact of Travel & Tourism on 185 economies around the world. In addition to individual country fact sheets, and fuller country reports, WTTC produces a world report highlighting global trends and 25 further reports that focus on regions, sub-regions and economic and geographic groups.

The Institution of Occupational Safety and Health (IOSH) is the only Chartered body and world's largest membership organisation for occupational safety and health professionals.

We act as a champion, adviser, advocate and trainer for health and safety professionals working in organisations of all shapes and sizes, in around 130 countries. Our focus is to support our members in creating workplaces that are safer, healthier and more sustainable. We do this in many different ways, including through a professional development programme, events, helplines, and up-to-date technical advice. Our Training and Skills products and other IOSH approved courses provide valuable knowledge, skills and qualifications for members and their colleagues.

At the same time, we are shaping the future of the profession and influencing important decisions that affect the safety, health and wellbeing of people at work worldwide. We collaborate with governments, advise policy-makers, commission research and set standards, and run high-profile campaigns to promote awareness of issues affecting workplace safety, health and well-being.

Formed in 1945, IOSH has become leader of a profession that has transformed the world of work, making it a safer, healthier place to be. It is a status identified by business and why Chartered Membership of IOSH is recognised worldwide as the hallmark of professional excellence in workplace safety and health.

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