



Marco Truffelli - Dr Jan Ferris

EHMA Emerging Leaders - RESILIRĒ
Psychological growth programme



resilirē
PSYCHOLOGICAL GROWTH



EHMA Emerging Leaders 2026

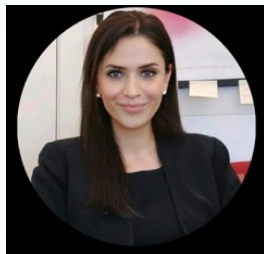


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PSYCHOLOGICAL GROWTH



Calogero Callari
Adler Spa Resort,
Siculiana, Sicily



Marisa Campanelli
Principe di Savoia,
Milan



Gabriele Cruciani
Torreserena
Resort, Puglia



Tonio Dotsevi
Hotel 2 Fevrier
Lomé, Togo



Lorenzo Durando
Grand Hotel Bristol,
Rapallo



Gaetano Falcone,
Hotel Eden,
Rome



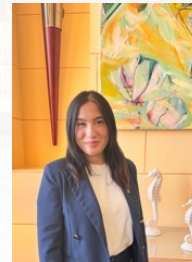
Claudia Granata
Principe di Savoia
Milan



Mihaela Iercau
Hotel Eden
Rome



Francesca La Rosa
Anantara Convento
di Amalfi



Chiara Quirino
Grand Hotel Bristol,
Rapallo



Giorgio Schiferegger
JW Marriott Venice
Resort & Spa



Sumit Sharma
Bulgari Hotel
London



Alessandro Zingardi
Portrait Milano
Lungarno Collection

2025-26 Programme Content



Self-awareness



Psychological Flexibility



Psychological Safety



Compassionate Leadership



Outcomes

Workplace Stressors

- This is a motivated, engaged group who find working in hospitality rewarding.
- The majority reported improvement in workload management, yet this is still the greatest stressor.

Mental Wellbeing

More than 80% reported improvement in their mental wellbeing.

Self-Compassion

- More than 75% reported improvement in self-compassion.

Personal Efficacy

- More than 75% reported improvement in personal efficacy.

“Between stimulus and response, there is a gap. In that space lies our freedom and power to choose our response. In our response lies our growth and our freedom”

Viktor Frankl



World-First Research in Hospitality - led by EHMA



Dr Christian Ehrlich
Director of Studies
Faculty of Arts, Humanities and Social Sciences
Oxford Brookes University

25th February 2026

Dear Dr Ehrlich,

UREC Registration No: 261963
Study Title: Evaluating the impact of Acceptance and Commitment Training (ACT) and Coaching (ACC) on burnout in European Luxury Hospitality General Managers.

Thank you for your email of 21st February 2026 outlining your response to the points raised in my previous conditional approval letter regarding the PhD study of your research student, Marco Truffelli and attaching the revised documents. I am pleased to inform you that, on this basis, CRES is happy to grant full approval for this study.

The CRES approval period for the data collection phase of the study is two years from the date of this letter, so until 25th February 2028. If you need the approval to be extended, please do contact me nearer the time of expiry.

As Director of Studies, your responsibilities include:

- Ensuring that (where applicable) all the necessary legal and regulatory requirements in order to conduct the research are met, and the necessary licenses and approvals have been obtained.
- Reporting any ethics-related issues that occur during the course of the research or arising from the research (e.g. unforeseen ethical issues, complaints about the conduct of the research, adverse reactions such as extreme distress) to the University Research Ethics Officer.
- Submitting details of proposed substantive amendments to the study to the Research Ethics Officer for approval.

Should the recruitment, methodology or data storage change from your original plans, or should any study participants experience adverse physical, psychological, social, legal or economic effects from the research, please inform me with full details as soon as possible.

Yours sincerely,

Professor Tim Jones
Chair of the Cross-Faculty Research Ethics Sub-Committee

cc Mr Marco Truffelli, Research Student
Dr Yan Sun, Faculty Research Ethics Officer
Ms Yukari So, University Research Ethics & Integrity Officer
Ms Catherine Joyejob, Head of Research Degrees Team



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EHMA Leading the Way in GM's Wellbeing

The first-ever Randomised Controlled Trial (RCT) focused on tackling stress in hotel General Managers.

EHMA will be recognised globally as a leader in evidence-based leadership wellbeing.

What it involves for a GM:

- A 9-week online wellbeing programme (14hrs commitment in total).
- A short pre- and post-programme survey.

We need to recruit 106 GMs across EHMA.

- 80 net participants needed: 40 in the programme, 40 in a control group (option to participate in a well-being webinar).
- Participants are randomly assigned - like a coin toss - to either group.

OXFORD
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BUSINESS
SCHOOL

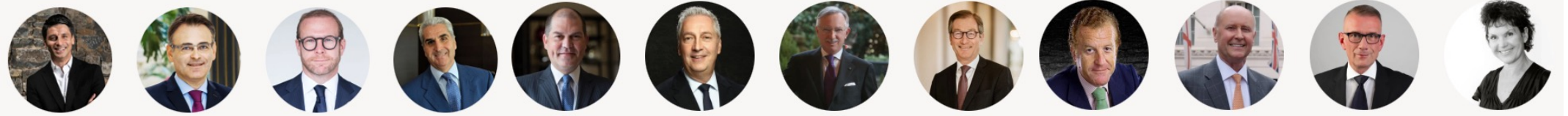
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EHMA
Leading
Wellbeing
by
Driving
Engagement

A world-first study, proudly shaped by
EHMA leaders - and it starts with you.

Support the Study Through
Personal Peer Outreach



Bridging Polarities





Bridging Polarities

LEFT
ARTIFICIAL
PROFIT
SIMPLE
INDIVIDUAL
THEORY
INNER



RIGHT
ORGANIC
PURPOSE
COMPLEX
COLLECTIVE
PRACTICE
OUTER

What does it mean to BE a bridge?



Leadership is the capacity to hold both

LEFT
ARTIFICIAL
PROFIT
SIMPLE
INDIVIDUAL
THEORY
INNER



RIGHT
ORGANIC
PURPOSE
COMPLEX
COLLECTIVE
PRACTICE
OUTER

People

Performance

Thank you

