



Technological change with workers in mind:

Checklist for hospitality workers experiencing technological change in their workplaces

January 2026



This document is intended to help hospitality workers understand the impacts of technological change on their workplaces and identify what good practice looks like. The checklist draws on data from over 60 interviews with hospitality workers, managers, employers, technologists and industry stakeholders.

Before New Technologies are Brought In:

	Yes	No	Somewhat
Have you been informed well in advance about plans to bring new technologies?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have you been consulted and given an opportunity to ask questions about the planned changes?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have you been given a chance to test new technologies and their usefulness, and give feedback?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Training and Support

Have you received meaningful training (in-person and hands-on opportunities, beyond e-learning) on new technologies?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have you been given sufficient time to learn new tools?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If you or your co-workers struggled with new systems, was additional support offered?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have alternative arrangements been made where possible (e.g. non-digital)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Transparency and Fairness

Have you been provided sufficient information about the different tools and systems used at work and offered support with accessing these?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has your employer informed you about how the data gathered through new technologies would be used?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Where relevant, does your workplace have a clear policy on AI use at work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are incentive and rewards initiatives that draw on data from digital systems fair and inclusive?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Feedback

Have you been given opportunities to provide continuous feedback (including anonymous feedback) on new technologies, and their positive and negative impacts?

Yes



No



Somewhat



If a new technology is having a negative impact on your work and your wellbeing, have you made your employer aware?



Has your feedback been taken into account?



Implications of Technologies

Overall, have you felt that working conditions have deteriorated due to having too many technologies in your workplace?



Have you experienced a reduction in hours or shifts due to new technologies being brought in?



Has your work become more intense, stressful and pressurised since the new tool or system has been brought in?



Has your work become less enjoyable, more mundane and repetitive, because of new technologies?



Have you experienced a decline in opportunities for interaction with customers and co-workers due to new technologies being brought in?



Have you been blamed for tech-related mistakes and faulty technology?



Do you spend more time using systems and correcting tech-related errors than before?



Has the data gathered through new technologies ever been used against you to micro-monitor your activities, add additional pressure (e.g. to rank workers), cut your hours or introduce unhealthy competition?



Have you felt pressured to check internal communication channels (e.g. group chats) outside of working hours?



Have you had to use your own device (e.g. your mobile) for work?



What good practice looks like

Before a tool is brought in: Your employer informs you about upcoming technological changes well in advance. They explain what the changes are and why new tools/systems are being brought in. They inform you what data will be gathered, how the data will be used, and any potential impacts the new technology could have on your work. They give you an opportunity to ask questions. You are meaningfully consulted about the changes and given an opportunity to test new tools and provide feedback.

Immediately upon a tool being brought in: Your employer provides you with sufficient information and appropriate training. They give you an opportunity to have a hands-on and in-person training and not just e-learning training. Workers who struggle with adjusting to change are given more time to adapt, receive additional support, and where possible are offered an alternative. Employers invest in your development and actively prepare you to deal with change and help you develop the skills needed.

In the 3-12 months period after a tool is brought in: Employers check regularly how you and your co-workers are getting on with new tools/systems and give you an opportunity to give regular feedback, including anonymously. They provide you with a way to report issues arising from new tools/systems and an opportunity to openly and collectively discuss problems, and seek solutions that work for all.

Once the strengths and weaknesses of the new technology are known, usually in the 12 months post-implementation: If the new tool is not useful, has a negative impact on you, your wellbeing and the team (e.g. affects interaction with customers, makes work more intense), you are not afraid to report this and make your employer aware. The data gathered through the systems is not used against you (e.g. to micro-monitor, put unhealthy pressure). You are not blamed for tech-related errors. You do not experience a reduction of hours or shifts due to new tech being brought in. You are not asked to use your own devices for work purposes, nor are you expected to access work-related comms channels outside of working hours.

All in all, the employer creates an environment where new technologies are chosen carefully (not for the sake of bringing in new tech, but with a more purposive approach), with workers' in mind, and tailored to the needs of the workplace (fit for purpose, addressing a specific need, and well-integrated). New technologies are used meaningfully, assessed critically and dropped if having negative impacts on workers, their wellbeing, job quality and satisfaction. New tools are used to support workers (i.e. enable workers to do the aspects they enjoy most) and improve working conditions rather than replace workers or control their work.

Employers are also well aware of the significant societal role that hospitality workplaces play in the local economies and local communities, providing jobs for diverse groups of workers (from older workers to young workers in their first-ever-jobs), acting as important spaces for interaction and social connectedness. This makes employers critically aware of the potential negative impacts of new technologies on workers and jobs, and unintended consequences on human interaction and working conditions. As a result, they are able to mitigate negative implications and strengthen the role hospitality workplaces play in the local communities and in the lives of diverse workers. This is appreciated by workers as well as local communities and customers.

About the Author

Dr Agnieszka Rydzik (arydzik@lincoln.ac.uk) is an Associate Professor at the University of Lincoln. Her research focuses on technological change and the future of work; tourism and hospitality workplaces; and making workplaces more inclusive and work more meaningful. Her most recent study, funded by the British Academy Mid-Career Fellowship, explores the ways in which hospitality workplaces navigate technological change and what this means for workers and employers. This checklist is developed based on extensive data gathered through this British Academy-funded project.

Training opportunities and support

Agnieszka is happy to meet and provide bespoke training about the inclusive use of technologies in workplaces. If you are interested, do get in touch: arydzik@lincoln.ac.uk



Find out more: hospitalityfutures.co.uk/reboot

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