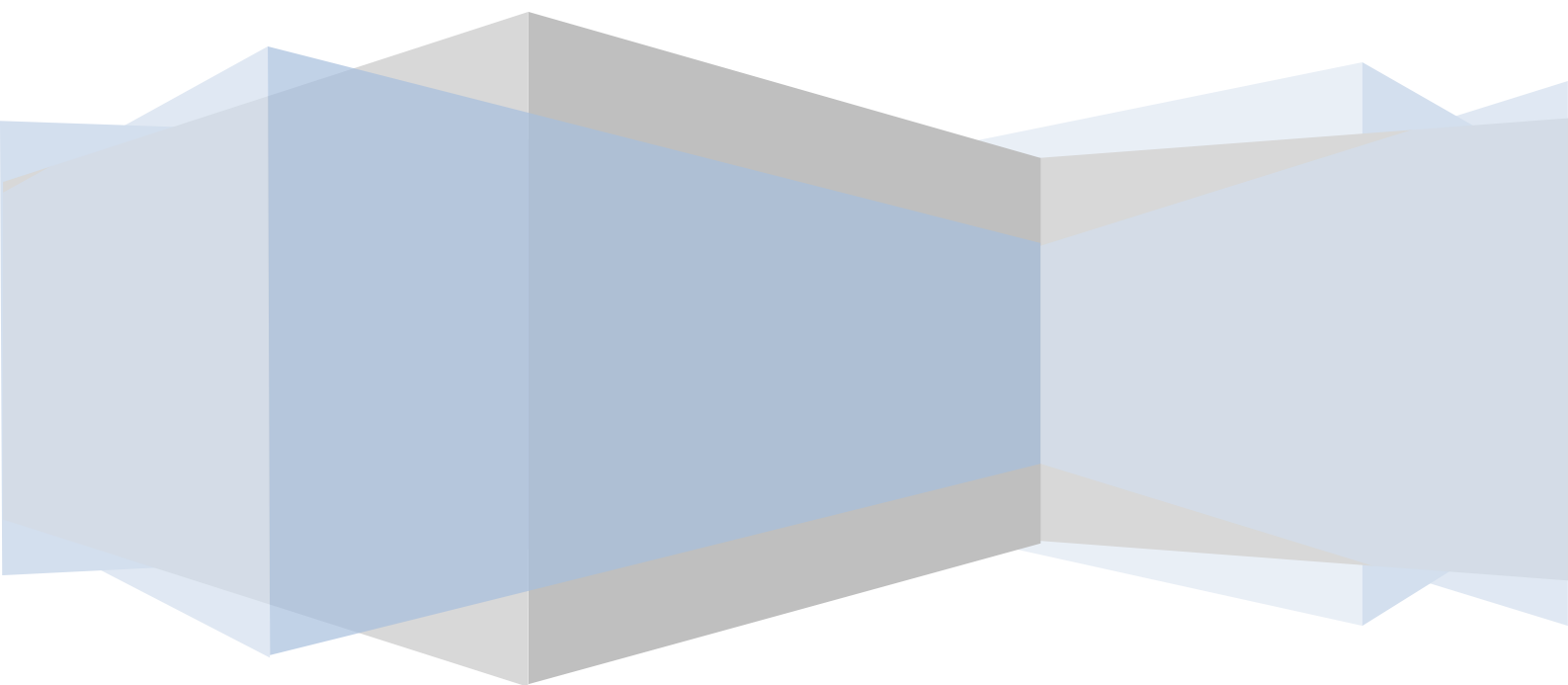October 2017

Personal Development Plan at Windsor Plaza Hotel Vietnam

Setting up the Personal Development Plan System and Implementing it into Windsor Hotel Plaza Vietnam

Lien Hoang Nguyen

Saxion University of Applied Sciences, Apeldoorn
Hospitality Business School

Bachelor Thesis
"Hotel Management"

Setting up the Personal Development Plan System and Implementing it into Windsor Hotel Plaza

Saxion Hospitality Business School

Student   : Lien Nguyen – 415809

Examiner 1 : Mr. Hans Breuker

Examiner 2 : Ms. Tatiana Alekseeva

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PREFACE

Windsor Plaza Hotel is an international 5-star hotel chain with locations across Asia. The company has received capital investments from Taiwan. Windsor Plaza hotels in Asia have been facing unprecedented competition within the hospitality industry since hospitality has become the hottest trend lately. It has attracted plenty of investment and Windsor Plaza in Vietnam is not an exception. In order to obtain specific competitive advantages among current aggressive competitors, their staffs, which represent the company and are the ones delivering direct services to customers, need to have sufficient knowledge about the industry as well as obtain professional working skills in this field. Hence, among all of the HR management operational activities, training courses for employees are playing an essential role in developing employees. Mr Nguyen Le, a supervisor of the HR Department, carries out the project for the remarkable new changes in the employees training program. He entrusts the writer to conduct this thesis project to give suggestions based on the result of the research to set up an entirely new training course.

The thesis receives the support from many parties. My thesis paper has, fortunately, become more on-point at the end thanks to the guidance of Mr Hans Breuker and Ms Tatiana Alekseeva. The research teacher, Mr Marle, helped me strengthen the scope of the Research Methodology. I am grateful for the cooperation of the managers and the staff of Windsor, who directly involved in the field research process.

The Netherlands, 15th October, 2017

Hoang Lien Nguyen

MANAGEMENT SUMMARY

The Personal Development Plan (PDP) has been applied in Western countries for many years, and its effects on personal improvement have been proven. However, this concept is not well known in most Asian countries, including Vietnam. Therefore, the implementation of the PDP concept in Windsor Plaza hotel Vietnam might be of great significance to Asian cultures. The actual problem comes from the fact that this program is not commonly practised in most of the Asian countries, including Vietnam and the HR department of Windsor has not ever had any experience with setting up a PDP program. Cultural issues in general, habits and behaviours in particular, as well as the ideology of Asian people, need to be changed to promote the effectiveness of PDP. The management question is: how to set up the system of PDP and implement the PDP system to all the employees in Windsor?

PDP system's groundwork should be based on the theories and best practices as well as sincere opinions of managers and employees of the hotel. The research objectives are thus a general knowledge of PDP and the opinions of managers and employees about the PDP and PDP system. The central research question is as follows:

Central question 1: What kind of PDP system could fit Asian culture under the view of HRM in literature?
Central question 2: What does the HR director of Windsor expect and require from the PDP project?
Central question 3: What are the opinions of the managers of Windsor about the PDP project?
Central question 4: What are the opinions of the employees of Windsor about the PDP project?

This research will approach both managerial positions and lower employees who are the stakeholders of this project.

"PDP" and "PDP system" were two core concepts of this thesis. The theoretical frameworks chosen to apply in this thesis involve change management are: three steps of change by Lewin; Colour of change by De Caluwé; and six cultural dimensions. The change management theory was essentially applied in this thesis because it helped to make a new project more acceptable to employees before and during the advanced steps of PDP implementation. This thesis project applied the Change model of Lewin because the specific activities and the important points of each stage could lead to successful change. After field research, the theory of De Caluwé was applied to recognise which colour-print thinking Windsor possesses. Based on the opinions and suggestions of the managers and the employees, their characteristics were identified and labelled as a specific colour-print thinking to select the most suitable approach. Besides, the culture was one of the core disciplines, which should be considered in managing and operating a company when people do business. The field research design (quantitative research) was based on the Hofstede' dimension of culture to assess the relationship between the managers and the employees and to determine the behaviours of the employees as related to individualism.

Mixed-method approaches were used for this thesis assignment -- the quantitative research for the information of PDP system and the qualitative research for the PDP perspective information. As the most popular data collection method of qualitative approaches, an interview demonstrated its effect in uncovering the in-depth information. The interview guide was set up based on the theoretical frameworks of Caluwe, Lewin and Hofstede, which were aimed at exploring whether the possible resistances and the references of the managers relating to what cultural background and which colour-print thinking. Six

managers of 6 main departments provided several views and suggestions, which contributed to set up the PDP system and identify the resistance among their subordinates. Windsor can be classified as a mixture of Yellow-Print and Green-Print thinking. Indeed, HR of Windsor is influenced by the Vietnamese culture, which is shown in employees' preference to working in groups rather than independently. Thus, the most appropriate change is the Yellow-print approach. The employees respond upon commonalities from others, which mean they are inclined to change under communication. To work out the learning process in the change plan, the plan will be periodically adapted to employee feedback and informal negotiation; this also enhances the "learning process" characteristic of the Change. Those activities emphasise the manager's role, which is communication, in the PDP project. Thus, the mixture of colours was linked with other aspects by the rope of PDP concept. The desk research also revealed three indicators, which lead to success or fail PDP project during the implementation -- they are the manager's role, cultural differences (leading to resistance), and communication. Fortunately, the manager's role and communication can simultaneously proceed since the manager's role is to communicate and the communication objective requires an active role of managers. Meanwhile, culture factors relating to Collectivism and Power Distance are the reason for the resistance of the managers and the employees. From the result of the qualitative research, the most resistance among the managers comes from their awareness of increasing workload and responsibility. Meanwhile, the research's result also indicated that employees are mostly reluctant to express issues and otherwise communicate with their managers. Moreover, employees showed their disdain for the unsustainable use of the PDP project, the financial support, the long PDP writing form, the greater workload, the control of the managers, and the unapproved PDP.

Particularly in this change, the relationship between the managers and the employees is required to be more intimate. In order to provide the qualified PDP, the employees need not only their knowledge but also the regular motivation and the help of reflection on the past performance to identify the strengths/weaknesses/abilities from the managers. The previous roles of managers (commanding, monitoring and evaluating) are transformed to the new functions as mostly motivating, reflecting and feedbacks. On the other hand, according to the passive culture, the employees are formerly passive to wait for the command of the managers, their role in this project requires them to be active in suggesting and discussing with managers their ideas and suggestions about plans. Moreover, the change also compels a set of new behaviours. According to the conversations with the managers of Windsor, Asian people are less committed to their views and are easily influenced by others via Collectivism Culture. It is taken into the consideration that they need to change those behaviours. A critical advisory elaborates the suggestions from the researcher with the completed PDP system and the implementation plans of the project.

This thesis report includes three parts. The first part is the introduction that covers the company background and the reasons behind the thesis, which will describe the current situation of the hotel. At the end of the introduction, an overall objective of the research and advisory will be formulated. The second part is the research, which contains the theoretical framework and the field research process. The theoretical framework is the firm foundation for the thesis project and is primarily based on the previous research activities in similar fields. The field research establishes the methodology that indicated the technique of how the researchers conducted the case study. Next, the result of the research is critically

analysed and assessed on the reliability and validity aspects. The research part closes with the conclusion whereby the research questions are thoroughly discussed and answered. Finally, a critical advisory will elaborate the suggestions from the researcher with the completed PDP system and the implementation plans of the project.

CHAPTER 1: INTRODUCTION

I.1 COMPANY BACKGROUND INFORMATION

Windsor Plaza is a multi-national corporation whose branch extended to Vietnam in 2014 and is currently managed by WMC Group (Windsor Property Management Group Corporation). With its headquarter located in the vibrant Ho Chi Minh City, WMC Group operates a variety of properties in the hospitality industry including hotels, restaurants, offices and commercial shopping centres. Under the management of WMC, Windsor Plaza hotel is one of the most popular and affordable 5-star hotels offering high quality, authentic Vietnamese hospitality and first-rate facilities (Windsor plaza hotel and WMC Group, 2016).

Among over 400 full-time staff, seven members work in HR department to operate all training courses regarding Expertise and Skills development. Improving employees' performance allows the hotel to accomplish its vision of expanding and becoming the leading international hospitality company in Asia (WMC Group, 2016). Thereby, the hotel will be able to maximise its stakeholders' benefits. The hotel's aim will be the improvement of employees through the training courses operated by the HR department.

I.2 THE MANAGEMENT PROBLEM

Windsor Plaza hotel possesses a great number of excellent staff, who is all well-trained in both practical skills and academic knowledge. It is undeniable that the HR team makes a significant effort to offer and operate the training courses for all employees. Recently, the director of the HR department has just approved an entirely new project called "Personal Development Plan" (PDP) that focuses on career knowledge and personal development for each employee.

This interesting program gains an attention of the whole HR department. Although the PDP concept is popular in the industry, the actual problem comes from the fact that this program is not commonly practised in most of the Asian countries, including Vietnam. **The HR department of Windsor has never had any experiences with setting up a PDP program before as well**. Indeed, a PDP seems to be a new concept to many organisations in Asia that leads to the **"problem"** for this project. On the other hands, it might contain relevant concerns, which requires further research and analysis.

As a result, a well-prepared PDP system is essential to carefully draw and deal with the pointed-out difficulties in Windsor while applying PDP system. Besides, since the program should be applied to all employees, an effective implementation is needed to give a meaningful reason that motivates most of the employees and managers.

The management question is: **how to set up the system of PDP and implement the PDP system to all the employees in Windsor?**

I.3 THE OBJECTIVES OF THE ADVICE

In general, PDP system needs various components to be completed. It could be divided into two phases. Because the PDP project is entirely advanced, phase 1 should be the theoretical stage in which the researcher sets up the PDP system based on the research result. The most critical advisory is about exploring and suggesting which kind of PDP system will fit both the requirements of the HR department, the managers and the employees.

Phase 2 is the practical phase whereby the project is adequately implemented to all employees. Although PDP is acknowledged as an effective tool for self-development one based on distinct characteristics and skills, the private aspects might be exposed and monitored. Thereby, the employees might demonstrate resistance or unwillingness to take part in this project due to cultural differences. The most strategic advisory of phase 2 is about identifying and minimising opposition and effectively implementing the PDP project in all major departments.

The advisory objectives, therefore, contain two parts: 1) *how to set up the most suitable PDP system and* 2) *how to minimise opposition to PDP implementation. This will,* step-by-step, make the program more acceptable to the employees. This thesis assessment will include an investigation of the employees of the hotel and provide the HR department with the most effective HRM advice for the preparation of the course system. Thus, the hotel can deal with employees' resistance and encourage them to take part in this course.

I.4 THE OBJECTIVES OF THE RESEARCH

The groundwork of PDP system should be based on the theories and best practices as well as sincere opinions of managers and employees of the hotel. It is obvious that the research objectives have to be framed by the advisory objectives, and a comprehensive view of PDP is a firm foundation to produce a precise and critical advisory. The research objectives are thus a general knowledge of PDP and the opinions of managers and employees about the PDP and PDP system.

The central research questions are as followed:

Central question 1: What kind of PDP system could fit Asian culture under the view of HRM in literature?

> SQ1.1 What are the main definitions of PDP and PDP system?
>
> SQ1.2 What kinds of systems are described in literature?
>
> SQ1.3 What elements of a PDP system should be included?
>
> SQ1.4 What are the references/examples of the PDP?
>
> SQ1.5 What failure and success factors do the references report?

The central question 1 aims to explore the nature of a PDP, how a PDP influences employees themselves and organisations across the world by identifying the success and failure factors of the best PDP practices. The collected information can contribute to obtaining the general background about a PDP system as well as its positive influences on the evidence to enhance the trust of clients. The central question 1 could be answered by desk research.

Central question 2: What does the HR director of Windsor expect and require from the PDP project?

> SQ2.1 What kind of PDP systems does the HR department of Windsor prefer?
>
> SQ2.2 What are the views of the HR department of Windsor on what a PDP system has to result in?
>
> SQ2.3 Why does the HR department of Windsor want to approach the PDP as a new training project?
>
> SQ2.4 Who will be the participant in the PDP?
>
> SQ2.5 What are the financial requirements of the Finance department for the PDP project?
>
> SQ2.6 What are the administration requirements? (Form of PDP, list of the needs, when it is applied)

Central question 2 will explore the client's expectations for the PDP project. The expectations of the client are called "the requirements" relating to the kind of system, administrative issues and finance implication. Besides, another type of facility to encourage and support employees' improvement contribute to

As a client, HR director can provide the suggestions for various options of PDP systems, which could be approved by the Board of the hotel.

Central question 3: What are the opinions of the managers of Windsor about the PDP project?

> SQ3.1 What types of roles are the managers supposed to play in the PDP project?
>
> SQ3.2 How do managers regard their role in the PDP project?
>
> SQ3.3 How do managers think/feel about PDP project and PDP system?
>
> SQ3.4 What kinds of PDP systems does the manager prefer/suggest?
>
> SQ3.5 What awareness should the managers recognise among their employees?
>
> SQ3.6 How can the PDP system be applied in practice to be successful?

Since the PDP project could entail more responsibilities and workloads for managers, their role in this project is highly significant. Central question 3 aims to collect opinions of the managers whose roles, views, suggestions and ideas can directly influence the PDP process. Plus, they play an essential role that stands between the hotel and the employees because they can understand their direct subordinates very well and their opinions must be based on credible and neutral views of both parties. Therefore, the field research of the thesis project has to explore how they feel/think to deal with their opinions before carrying on the PDP project in the whole team.

Central question 4: What are the opinions of the employees of Windsor regarding the PDP project?

> SQ4.1 How do the employees think/feel about PDP when researchers explain the PDP system to them?
>
> SQ4.2 What would the employees like/dislike about a general PDP?
>
> SQ4.3 What would the employees like/dislike about such a (yet to be determined) system?
>
> SQ4.4 What kinds of PDP systems do the employees prefer?
>
> SQ4.5 What kinds of supporting conditions do the employees expect?

It is important to understand the perception of employees, especially the initial period when they have not understood the goal and the process of PDP project. It could help the research advisory become more appropriate and practical. The findings will help the hotel to promptly recognise and deal with the inherent problems (such as resistance). Moreover, the sub-questions 4.3 and 4.4 aim to collect the employees' opinions to illustrate the PDP system they expect. The official PDP system is only effective when the system satisfies both the employees' needs and HR department requirements. This research will approach both managerial positions and subordinates who are the stakeholders of this project.

CHAPTER 2: RESEARCH

The field research aims to collect sufficient information to deliver the strategic advice for Windsor about setting up the PDP system and planning for the implementation. <mark>The research focuses on the opinions of managers and employees regarding PDP, ensuring that all concerns are taken into consideration when the hotel starts to process the PDP.</mark> Additionally, in order to set up the appropriate PDP system that can satisfy the hotel's requirements and employees' needs, it is necessary to link these issues. Thus, the research is finally drawn up by four central questions.

The central question 1 is formulated to get a general comprehension and critical knowledge about PDP as well as recognising the success and failure factors in a PDP. These can be explored by desk research, which is mentioned in the theoretical framework chapter. The central question 2 regards the collection of the hotel's requirements for the PDP project. Meanwhile, the managers and employees' opinions are shown in the research objectives of the central questions 3 and 4.

II.1 THEORETICAL FRAMEWORK

II.1.1 Core concept elaboration

❖ **Concept of "The Personal Development Plan" (PDP)**

According to Murray (2007), a general PDP is a personal portfolio, which can efficiently reflect, evaluate and develop skills to reach goals. Constructing the PDP helps people recognise their current abilities and enhance their future capabilities. The most remarkable function of a PDP is to provide the mechanism plan by which the writer can form a special preparation for their future through focusing on the gap between abilities and capabilities (see appendix 1).

Similarly, Beausaert, Segers and Gijselaers (2011a) also conceptualised the elements of a PDP with the three following terms: learning and reflection, information and feedback, and motivation of supervisors. He also cited that the purpose of a PDP is to improve the affair on learning objectives towards the transition in a situation or one's status. Regarding the PDP global influence, Murray (2007) stated that the PDP could be the "learning by doing" option that most Western organisations commonly use in their training programs as an assessment instrument for the employees. It also has a function for developing self-actualisation.

Based on the purpose of using a PDP, Smith and Tillema (2001) classified that the PDP is used for three purposes as follows: professional development (formative assessment), personal portfolio (summative assessment) and decision-making (promotion/salary). Specifically, depending on the purpose, the critical activity of each type of a PDP is also pointed out. Learning is the primary activity when a PDP is used for a professional purpose while a personal profile and a decision-making purpose need an action to present oneself (Beausaert et al., 2011a). In the workplace, Passmore and Dos Santos (2014) claim that using a PDP as a professional development tool is more effective than others. Their research also emphasised the importance of introducing and using a PDP as a tool for learning and development that can attract employees. Thus, the learning and development purposes need to be apparently announced by the supervisors. On the other hand, Smith and Tillema (2001) mention that the decision-making purpose of using a PDP also relates to supervisors' role of reflecting, evaluating and deciding. It is said that a supervisor plays a vital role in the PDP project of an organisation and his or her part is dependent on the

purposes of using the PDP. Moreover, Beausaert, Segers, and Gijselaers (2011b) and Passmore and Dos Santos (2014) state that processing a PDP needs additional supporting conditions. Those could be motivation, reflection, finance and sustained use, which depend on the context of using the PDP.

❖ **Concept of "The Personal Development Plan System"**

Using a PDP in an organisation needs a system to operate and monitor its process and result. A PDP system is a prerequisite to set up for this mission. A limited resource leads to no specific definition of a "PDP system". However, it could be explained based on its purpose and what it entails. The Department of Public Service and Administration of South Africa (1998) made the point that "the PDP system will help to ensure the principle of access and entitlement to all members of staff to meaningful training, and education opportunities become a practical reality." Those factors have to be recognised and adequately prioritised in order to observe and evaluate the general operation of a PDP project. In particular, finance, time, and capacity of a whole organisation or individual department could be identified as the primary factors (Department of Public Service and Administration of South Africa, 1998). The model of the system needs to be explicitly set up for the time phases, and the resources of each department in an organisation should be utilised. However, additional factors can also be put in the system depending on the purpose of implementing the PDP so that the supervisor, who has the responsibility to connect departments, can efficiently monitor the PDP project accordingly.

On the other hand, some empirical research findings stated that the PDP system could be set up based on the PDP's purpose, the organisation's nature and requirements. Three different purposes of using a PDP are self/professional development, decision-making and personal profile. They can form three PDP model systems. The features of the PDP project in the organisation should be drawn together with the purpose of PDP to design the most suitable PDP system (Smith and Tilema, 2003) (see appendix 2).

Moreover, it is obvious that a general system could be established to answer questions such as what, when, and how an organisation uses a PDP to achieve a specific goal (US Department of Commerce, 2017). Based on the definition above, a report of North West Provincial Government (2010) suggested a link between a PDP system and a performance management system. In order to implement a meaningful training program and educational opportunities, organisation needs and employee needs are accessed under the context of performance management system (North West Provincial Government, 2010). Therefore, according to several previous research activities on the relationship between a PDP system and a performance management system, some particular elements must be selected to be put into the PDP system. Namely, they are procedural steps, a financial calculation, a reward/punish policy, administrative elements, and roles of the manager (Hr-survey.com, 2017; US Department of Commerce, 2017). All of these features must be included in the PDP system.

II.1.2 Literature Review

II.1.2.1 Human Resource Management

Human Resource Management (HRM) is the term used to name the system for operating people in an organisation (INC.com, 2017). HRM is also defined based on its purposes, one of which is to manage employees in an organisation effectively and hence increasing their productivity by helping those staffs to perceive their strengths, weaknesses and talents. The principal activities of HRM are performance reviews, training and testing.

Additionally, Human Resource Management theory describes the importance of human, saying that each is an element of an organisation and growing people means growing organisation (Boxall, Purcell and Wright, 2007). Understanding and applying these theories can help Windsor Plaza Vietnam create a solid strategy to implement the PDP project at the hotel.

II.2.2.2 Change management plan

Human plays a vital role in a general change as the PDP project could create a massive change in management of the organisation. Each change in the organisational management is aimed towards changing the employees' perception and action. In this case, the change management theories set up a firm foundation that makes the PDP more approachable to the employees. Creasey (2007) addresses the importance of dividing the term "change management" into "change" and "project management", which is easily visualised as below:

Element:	The scope of focus:
Change	Organizations and operations
Project management	Tasks and activities
Change management	Impacted employees

In other words, "change management" is "the process, tools and techniques to manage the people side of change to achieve the required business outcomes. It incorporates the organisational tools that can be utilised to help individuals make successful personal transitions, resulting in the adoption and realisation of change (Creasey, 2007). Change management focuses on the people impacted by the change of organisations in tasks and activities. The change management theory is essentially applied in this thesis because it helps to make a new project more acceptable to employees before and during the advanced steps of PDP implementation. Hence, the implementation plan is also considered as a change management plan, which is handed to the HR department of Windsor at the end. The concrete steps and elements of a change management plan will follow the instruction of the template of Queensland Government Chief Information Office (2011).

Lewin's change management model: Three steps of Change.

One of the most famous change management models is the "three stages process of change". This model is used for understanding the nature of organisations, slowly impacting the employees, and leading an institutional change. According to Lewin (1947), the change process will go through 3 stages: Unfreezing – Moving – Refreezing. As he describes, in order to shape a cone of ice from a huge ice cube, melting the ice cube (unfreeze) is the very first essential step, then melding the iced water into the expected shape (moving) and finally solidifying the new shape (refreeze) should be carried out.

Lewin (1947) emphasises that the first stage is the most challenging phase, where the key points are providing the crucial reasons for changes and evoking strong reactions in employees. In the second phase, Lewin (1947) notices that time and communication are the two keys for the changes. It takes time for people to believe that a change will benefit them later on, and communication is the vital activity for persuasion. In this phase, it is also noted that the reason leading to most failures is that people think the change will benefit the organisation only. "Moving" is defined as the change in the thoughts and

perceptions of people. The last step, Refreeze, is to carry out the change content during the daily business of the whole organisation. Critical points in this stage are identifying the supports and barriers to the change, setting up a visual change system, providing training, and rewarding success (Bamberg, 2013).

This thesis tends to apply this particular theoretical model because the specific activities and the essential points of each stage could lead to successful change. The hotel expects to establish a PDP as a prerequisite for every employee, and direct managers should follow a 'coaching' course. It is essential to follow Lewin's model step by step to ensure that the change is smooth and approachable.

De Caluwe's change management model: The Colour of Change

Vermaak and De Caluwé (2016) state that this model helps the change process to become more useful. It facilitates selecting the most suitable strategy for a particular cultural concern in a changing context. De Caluwe and Vermaak (2004) observe and present five different belief systems within an internal culture of organisations relating to employees' thinking of their workplace. Those are labelled by colours: yellow, blue, green, red and white, which are described in the table in Appendix Section (see appendix 3)

After field research, this theory will be applied to recognise which colour-print thinking Windsor has. The opinions and suggestions of the managers and the employees help to identify specific colour-print thinking. Based on the result of the research, the most suitable approach will be applied.

II.2.2.3 Six dimensions of culture – Hofstede (1980)

Culture is one of the core disciplines, which should be considered in managing and operating a company when people do business. In order to connect diverse nations around the world, Hofstede's six cultural dimensions can be used as the model standard to compare the level of differences between countries. Additionally, comparing with other cultural theories, an abstract score of the examination on six cultural dimensions of Hofstede indicates the particular view to the nature of the culture of each country, including Vietnam. Besides, the literature of PDP concept emphasised that cultural differences are a determining factor for a successful PDP project. Moreover, two of six dimensions of Hofstede's theory, which are individualism and power distance, are relevant to the core concepts of the PDP because they focus more on the personal discipline and the interactions between managers and subordinates during the process of training PDP. The collective information process, which is expected to gain honest reactions or perception of the employees, should be deeply analysed. Because of these shared dimensions, Hofstede's theories can be applied in the PDP process. The field research design (quantitative research) will be based on the Hofstede's theory to figure out the relationship between the managers and the employees, and the behaviours of the employees relating to the individualism.

The measurements of Vietnamese cultural dimension and the explanation for each dimension can be seen in appendix 4.

II.2.2.4 Review of practical cases

Personal development plans replace Performance Review at Harvey hotel

At Harvey hotel, Beckert and Walsh (1991) report the following about their practical PDP project: "emphasises on personal development, individual abilities and achieving goals create sharper employees, better managers, and superior guest service". They carried on the PDP project into their seven properties and collected several reviews after the very first trial.

They reached a favourable outcome by opening lines of communication, by aligning measurable goals of each employee, and by reviewing. However, there were some failure factors, which were figured out after reviewing. They defined specific abilities themselves rather than identifying skills required for each position and level of employees, and the consequence thereof is that they fall into the "one size fits all" trap. According to the hotel report, the company was not created the best environment to develop and to recognise the outstanding performance. Then, the problem was found out to arise from communication issue. The employees were so cautious when producing opinions and reporting feedback to their managers, leading to the ineffective PDP.

➕ Business development – PDP – at Royal Mail Anglia

Tamkin (1995) studied a PDP project case at Royal Mail Anglia. The company introduced the PDP in 1992. The result was positive in developing both employees and managers. Their satisfaction with training had increased. The review showed that the PDP contributed to improving conversations and raising awareness as well as affirming the manager's role in coaching and communicating with their subordinates.

➕ PDP at TSP Bank

PDP has a long history at TSB, dating back to1988 (Tamkin, 1995). Along with a constant improvement in the PDP format and system, positive impacts are greater than negative ones. From the beginning of an implementation, the managers were criticised for being uninterested in the project, which caused the employees to lose enthusiasm. Besides, the managers believed that the cultural elements also played a significant role.

II.2 FIELD RESEARCH

II.2.1 Research strategy

According to the general nature of PDP, cultural factors, mostly involving mentality, will impact the employees and the managers throughout the PDP project process. The goal of the field research is to collect insights, both positive and negative, from both sides for analysis. Because the concept of PDP is not familiar with Asian culture, there might be some uncertainty factors which may negatively influence the results. These factors will be identified during the research process. Besides, Murray and Beglar (2009) recommend using a combination of qualitative and quantitative research, stating that the advantages of each approach can be utilised and the disadvantages simultaneously avoided. Moreover, the quantitative methods are purely involved in collecting and interpreting numerical data to identifying a status of a solution while the report goal consists of more than only assessing how much the employees perceive the PDP. Meanwhile, qualitative approaches are to reach the in-depth study of people in the actual condition. Therefore, mixed methods offer more instruments to collect data that allow him/her to get to the inspections closer than a defined series of solely quantitative or qualitative tools.

Considering the feature of the central questions, two variables need examination are the perception of employees about PDP and the PDP system. There is a method can be useful in this case. Mixed-method approaches will be used for this thesis assignment – the quantitative research for the information of PDP system and the qualitative research for the PDP perspective information. According to Cresswell and Plano Clark (2007), the triangulation design, the embedded design, the explanatory design, and the exploratory design are four fundamental forms of mix-methods approach. Among these forms, the exploratory design will be marked for this specific strategy because of two reasons: the quantitative study is developed by the

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results of a qualitative study, and the mean of this report is to set up the entire new project system for an organisation (Murray and Beglar, 2009). The exploratory design is usually conducted in two stages, with the qualitative study being administered before the quantitative study and determined by the result of the former phase (Cresswell and Plano Clark, 2007).

II.2.2 Research process: Qualitative research phase

II.2.2a Data collection method

⚜ Collecting data

Since the purpose of the research was fairly complicated to formulate the questions by letters, an interview was a proper method of collecting data (Brotherton, 2008). As the most popular data collection approach of qualitative method, interviewing has demonstrated its effectiveness in exploring in-depth information regarding human behaviour. It was too complicated to be discovered by questionnaire or other instruments. In this case study, the sub-questions of central question 2 and 3 were mixed between the explanatory and exploratory, which could be answered through video conferencing interviews. Additionally, due to nature/importance/influence of needed information, which can define the level of hotel's requirements at the beginning, the data collected has to be apparent and concrete. Therefore, conducting a face-to-face interview with the representative from Windsor hotel was a useful approach to answer the central question 2 and 3. Although the face-to-face interview is helpful when exploring or explaining situations or issues (Brotherton, 2008), Skype video- conferencing was used in this case study due to geographical distance (Vietnam and Netherlands) between the interviewer and the interviewees.

The interview guide (see appendix 5) was set up based on the theoretical framework. Relating closely to cultural background and colour-print thinking, it aims to explore the possible reasons for resistance and therefore the preferences of managers.

⚜ Research sampling

Brotherton (2008) state that "non-probability-based sampling" is commonly known as the sampling design/strategy to collect qualitative data. The research objectives require in in-depth case studies rather than numeric or statistical information. Purposive sampling can be used if there is a person who possesses essential characteristics as a key informant. Indeed, if a chosen delegate holds the precise, sufficient and specific information, research result can be analysed merely, and the research purpose is smoothly reached by eliminating redundant data.

In this case study, two main questions related to HR department' requirements and references toward PDP needed to be examined. The specific requirements of HR department were particularly delivered by the HR director, who will decide on the approval for the suggested PDP project. He provided the most valuable information with which the researcher can create a background for setting up the PDP system. In order to collect the opinions of the managers of Windsor, the samplings must be the managers from 6 central departments of Windsor. Six managers could bring several views and suggestions which could contribute to set up the PDP system and identify the resistance among their subordinates.

II.2.2b Method of analysing result

During the Skype video-conferencing interviews, the conversations were entirely recorded. However, a long conversation may contain a wide range of information as well as unnecessary data. Thus, the basic principles of qualitative data analysis are applied to address the crucial information by reducing their scale

and complexity (Brotherton, 2008). Boeije (2010) suggests that two vital steps needed to approach the essential data are "segmenting the data into parts and reassembling parts again into a coherent whole". Those steps are also called "coding" the data, which is a means for ordering, reducing and summarising data (Brotherton, 2008). However, as the very first stage is to keep a visual conversation, the recording has to be completely transcribed.

According to Brotherton (2008), analysts can read the data in the meaningful form if the data is broken down and reassembled systematically and theoretically. He also claims that the final step, which is structuring data, needs to be processed to identify the possible problems easily. This structure has been established based on correct and visible coding. Open coding, axial coding and structuring have respectively been carried out throughout the analysing process (Boeije, 2010). Open coding is conducted for "breaking down, examining, and conceptualising the keywords relating to the fundamental concepts and then labelling them for a relevant section by the texts". Next, an action of grouping those labels is called "axial coding" (Strauss and Corbin, 1990).

In this case, the hand-written method was proposed to visually format the coding by means of drawing the relationship among those codes/labels.

II.2.3 Research process: Quantitative research phase

II.2.3a   Data collection method

⬥   Method of collecting data

A questionnaire was the selected option in this case. Wright (2005) raises the advantages of using the questionnaire as a powerful tool to examine the candidates because of low cost, high flexibility, proven dependability, and broad extensibility. Brotherton (2008) claims that questionnaire is the most effective method to communicate with a large number of potential respondents. A survey was designed based on the formulation of research questions and operationalisation of the literature of core concepts (see appendix 17). The objective of the questionnaire was to gain insight from the employees' perception regarding the initiative for setting up the PDP system as well as any possible resistance towards PDP before and after implementing the model at the hotel. Based on the theoretical framework, each element of PDP and PDP system was used to record the employee's opinions on those. Next, each driver factor in the operationalisation (see appendix 6) was formulated and translated in detail into the questionnaire.

⬥   Research sampling

The PDP will be applied, and it, therefore, impacts the whole organisation because of its range of validity. In this case, Windsor has approximately 650 employees in total. However, the participants of the first trial of the PDP project will be the six primary departments of Windsor with 202 employees. For this reason, a sampling technique called "cluster sampling" was chosen to reduce the number of samplings and keep the comprehensiveness of the population. By grouping similar homogeneous individuals, some from each group can contain and reflect the feature or responsibility of a whole group (Given, 2008). Brotherton (2008) also believes that the result of the research would be sufficient as long as the sampling population reflects the nature of the entire population. The questionnaires were delivered to all members of 6 departments and the researcher expected to possibly receive an 80% response rate (approximately 160 due to their benefit in the project. The table indicates the calculation of sampling (see appendix 7).

II.2.3b Method of analysing data

There are several software applications used to analyse quantitative data such as SPSS, Excel, SAS (Verhoeven, 2008). The software allows the researcher to interpret the data collected from the interviews and produce reliable results after analysing.

The questionnaire was designed to include two types of questions and required only ten minutes to complete. Because the employee's mentality was reflected more precisely by the level of their awareness and perception, the 5-point Liker scale was proposed to measure this specific element. Multiple-choice questions were applied to collect information regarding their desire and expectation aspects. Furthermore, Excel is used as the method of analysing data due to the simplicity of data and provides a pattern to help to analyse many kinds of questionnaire design. Hence, it can be the most effective method of analysing data for the quantitative study, especially in this study.

In order to make the data more assessable, three following statistical measures were applied (Verhoeven, 2011):

- *Frequency distribution of attributes*: as the univariate analyses indicate how often the scores occur.
- *The "mean"*: the measure of central tendency for calculating the average.
- *The "mode"*: the measure of most often occurring.

II.2.4 Research result analysis: Qualitative research phase

Result of qualitative research regarding the open/axial codes

In the result analysis process, the recorded interviews were transcribed and translated into English to apply the open coding. The similar statements relating to each aspect were coded by the same words and categorised (based on the common characteristics) by the axial codes (see appendix 8). The specific result with the perspectives and codes can be seen in appendix 9, and each aspect of the interview content is analysed as follows:

The roles that managers are supposed to play in the PDP project.

It is not deniable that the roles of managers play a crucial part of PDP project to keep in touch and process the project successfully. That is why every role of a manager can influence the result of the project -- they can impact the employees' action. Based on the outcomes of the research activities and interviews, many duties were raised and discussed in terms of consideration and cooperation. Although the managers have had different views on the project, they seem to take part in the project by honestly suggesting which roles they are willing to take in the project. In fact, although many kinds of duties were mentioned, most of them can be clustered into "communication" category, such as *motivate, inspire, explain, feedback/review, keep intimated, companion.* These functions are also meaningful for exchanging information process. Depending on the content of the conversation, their roles are classified into those codes. They can recognise their importance in communicating with the employees since all managers' indications are coded for "*communicate*" [1.28, 2.50, 3.44, 4.39, 5.49, 6.33]. The roles mentioned above were suggested with the belief that they could contribute to the success of the project.

The considerations of managers related to the roles.

A link between the managers' roles and considerations about their roles were scattered in the interviews. Since the communication was suggested for their role, the concerns relating to the role were coded by the following words: *workload and relationship*. All managers were concerned about increasing workload if they had to spend their scantier time for intense conversation with employees. Plus, passionate and

honest conversations to share needs, thought or feedback requires a close relationship between the managers and the employees.

The general opinions of managers toward PDP and PDP system.

This question could be converted into the question "*what the managers like and dislike about the PDP project and PDP system*" during the interview because this interpreted question was simpler to understand and helped to explore information more deeply. Regarding the PDP, the managers expressed a positive feeling toward the practical nature and benefit of PDP. Notably, one of the managers stated that whatever the role a manager has, the PDP tends to narrow the distance between him and his employees. Some of the general perceptions about PDP also were the reason for the feeling of transformation to positive. On the other hand, *increasing time and workload*, which was also expressed during the interviews, raised the specific factors leading to the negative feelings of all the managers. Plus, one of the managers recognised and disliked the possible misunderstanding between managers and employees as they usually communicate.

According to the result and the atmosphere during the interviews, although all of them worried about an increasing workload and responsibility, there was no substantial resistance within managerial Board. They all have a critical perception of the nature and benefit of PDP. *They can fully cooperate with PDP project as long as the PDP system can be feasible to assign the missions and workload equally. Plus, the communicating instruments with their subordinates by different types of PDP and appraisal form can also be flexible. Providing meaningful and sufficient information about PDP to all participants is most needed.*

Suggestions for the PDP system in Windsor

This question is converted into "how to make the PDP project more active?". This question aims to collect the suggestions about all aspects and elements of the PDP project that could contribute to operate and monitor the project effectively. The PDP system theory helps break down the system into components to make a specific question. There was no particular PDP system introduced, they, however, provide the clues with *essential elements of the PDP system such as communication, reward/penalty and timeframe, procedural steps, PDP form, appraisal form and a link to decide reward/penalty from appraisal form.* The key points of the interviews showed that the *same workloads, manageable system, effective method to make the informative conversation between managers and employees* were the most important standards for the PDP system.

Specific concerns of the employees that the managers identified

Similar to the managers, the employees have the discretion of increasing workload and changing schedule. Besides that, *informal announ*cement combining *the lack of knowledge about PDP* caused the unconscious insecurity toward the PDP project. The managers emphasised the necessity to have a proper statement in this situation. More importantly, the distance of positions can be a disadvantage at the starting point of launching project. *A barrier is created causing unfavourable conversations and misunderstanding that they are monitored and investigated. Besides, two managers emphasised that the Asian habits and passive behaviours of most of the employees could harm the PDP project.* Those reasons are identified and should be taken into consideration among employees.

⬦ *Suggestions for the factors that might lead to the successful PDP system in Windsor.*

The managers implemented ideas to make a criterion for successfully applying the PDP system into Windsor; which are *their active roles, the best system, the positive employees and managers' belief, slowly change their perception*. The communication played a vital role in applying this project which can be considered as a change in management. The system to control the project has functioned for slowly changing the employees' mind and perceptions. On the other hand, a clear and functional system can also contribute to bringing about success.

II.2.5 Research result analysis: Quantitative research phase

⬦ *Result of quantitative research regarding the statistical analysis*

By conducting the field research, 202 questionnaires were delivered to the webmail of members at six main departments of Windsor hotel to collect their opinions towards the PDP itself. Within ten days of the expected timeframe, it was optimistic that 81% of questionnaires were responded through internal webmail system of Windsor. Because of the time limitation of this thesis project, the researcher had decided to stop collecting data since the respondents reach the validity of the research at 80% as the initial researching plan (appendix 10, figure 1). From the research result on how the employees feel about PDP, what kind of PDP system they prefer, and what they like/dislike about a (yet to be determined) system, the PDP project is believed to bring an optimistic improvement on up-coming training project within Windsor hotel.

According to the quantitative research result (appendix 10, figure 2), although most of the employees are not familiar with PDP, and they have not used PDP for their development, they still have purely perceived PDP as an advanced project. It can differ from the current unpractical training program. Likert-scale was used to measure the level of agreement on how the employees understand the characteristics of PDP and the "mean" criterion score over 3.5 on most of the aspects. Therefore, an advantage of using PDP is a primarily agreed upon PDP project, which has a preference at the start of the launching process. There are still two good signals that most of the respondents confirmed, namely the valued advice of managers and the best results coming from the intimacy with the managers. Nevertheless, disadvantages of this PDP project are also discovered through analysing the process. In this case, the majority of employees feel uncomfortable to discuss many matters with their managers. It is obvious that the scale is inclined toward a disagree-side that the "means" of most of the statements were less than 3.0. The employees prefer working in a group and sharing opinions with colleagues rather than doing that with their manager due to complicated procedures, formal meetings, and unsympathetic managers (appendix 10, figure 3). It was obvious that the Collectivism culture in Windsor was the dominant workplace culture since the employees mostly worked in groups and easily shared ideas together.

The multiple-choice method was used in the questionnaire to identify the preference of the employees towards the PDP and PDP system. The percentages here stand for the ratio of the respondents choosing an answer (see appendix 10, figure 4 and 5). The result demonstrated that the predetermination of the changing of this project is learning. Similar to De Caluwé's theory about Green-print thinking, De Caluwé et al. (2004) claimed that "changing and learning are conceptually closely linked". Moreover, Green-print thinkers "are motivated to discover the limits of their competencies and to involve themselves in learning

situation", according to De Caluwé et al. (2004). Learning by doing for self-development was identified as a sign of Green-print thinking.

On the other hand, some characteristics of a PDP system were formulated in the questionnaire to ask for which one about PDP system the employees like/dislikes the most. The result (appendix 10, figure 6 and 7) indicated the special points that the employees prefer a meaningful training program in terms of informal conversation with the managers, raising self-awareness and voluntary and equal workload. However, it was a surprise that the reward policy was not crucial in this context that took only 25% of respondents. Since a set of HRM tools such as reward, salary and promotion play a motivating role leading to a change in getting something back, the Red-print thinking may impact a small part of Windsor. Because the desirable supporting conditions were to support the learning condition rather than the reward (salary, promotion and bonus), the Green-print thinkers were the majority compared to the Red-print thinkers.

II.2.6 Additional desk research

The field research provided a specific perspective of the managers and the employees toward the PDP project. The Hofstede and De Caluwé' theories were applied in the process of analysing the staff' opinions. Regarding the cultural aspects, back to the theoretical framework, in the Collectivism culture, the employees have collective culture and less decisive on specific business. They are relatively easy to be influenced by others (Hofstede, 2011). Meanwhile, in De Caluwé theory, the Yellow-print thinkers believed the change itself is to have everyone on the same page regardless of the power of change coming from a formal position or informal influence (De Caluwé and Vermaak, 2004). In order to enhance this statement, additional desk research aimed to prove the relation of Collectivism and Yellow-print thinking. De Caluwé and Vermaak (2016) researched to examine the colour-print thinking of international people working in the Netherlands. The result showed that most Asian countries that have the Collectivism culture as put forth by Geert-Hofstede (2016) got the highest average score for Yellow-print thinking (De Caluwé and Vermaak, 2016). Additionally, based on the field research outcome, the research took it as the input for the Quaestio Survey Software by Dimensional Insight Netherlands. The result also indicated that Windsor notably fell into the mix of Yellow and Green-print thinking (Quaestio Survey Software by Dimensional Insight Netherlands, 2016). Red-print thinkers also occupy a small part of Windsor, and those could be an opposing force due to the apparent benefit of PDP project. They can cause complexity in setting the reward/punishment policy since it required a set of HRM tools relating to the salary/bonus to motivate them. Hence, it was necessary to choose a mixture of Green-Print and Yellow-Print thinking as the pattern of Windsor for assessing the implementation.

II.3 CONCLUSION

⬥ *Central question 1:*

Within the context of desk research, different structures of search terms were attempted on Google and Google Scholar to find relevant papers for PDP. Although valued results were limited and impractical within the hospitality industry, some definitions of PDP and PDP system were thoroughly discussed. However, only a limited number of findings were relevant in Europe, and almost none was found in the Asian context. In general, PDP is described as a practical tool to develop oneself. In organisations such as hotels, inconsistencies may appear if the employees perceive PDP as an inappropriate practice. The PDP could be

more useful if it benefits the employees and helps them to develop not only their career but also their qualities. Therefore, the very first consideration of PDP should be how to clarify its purposes to employees best.

Besides, the PDP system is designed by the similarities between PDP system and performance management system due to the lack of literature. No valuable hit appeared that caused a limitation in the result of PDP system. The PDP system model, thus, was defined based on the purposes of PDP: for professional/self-development or decision-making or personal profiling. As a result, elements of a PDP system can be adapted from performance management system. These are *finance, timeframe, reward/penalty policy, appraisal form, procedural steps* and some typical PDP elements from PDP characteristics such as *PDP form (formality of producing PDP), supporting conditions, and internal/external training course*. Other factors extracted from experimental PDP projects of practical organisations (such as Harvey hotel, Royal Mail Anglia, TSP Bank) are *communication, the role of manager, and culture* (Beckert and Walsh, 1991 and Tamkin, 1995). It is reported that failures in PDPs are usually caused by miscommunication, lack of managerial and organisational support (supportive conditions) and culture. These aspects, if managed efficiently and improved, could turn failures into successes in PDP implementation.

In order to implement a new system into an organisation theoretically, changes in current management methods are required. In this case, change management theories, such as Lewin's "three stages of change" (1947) and De Caluwe's "colour-print thinking leading to change" (2004), were applied throughout the data collection and analysis processes. As a result, the aspects of colour-print thinking theory related to perspective, thinking style and working style of the managers and their employees could be applied. In order to help them embrace the change, selecting the most suitable interventions, focuses and approaches are needed.

✚ *Central question 2:*

First, during the interview, the director of the HR department of Windsor indicated that the company's productive employees possess potential abilities, but do not have the opportunities to grow due to the old current training programs. Self-development is the prime purpose of using PDPs as well as the preferable PDP system, which is required by the director of HR department of Windsor. The PDP system must be both an innovative system yet adapted to suit the internal culture of all six main departments of Windsor. The system should result in as much acceptance and low resistance as possible. The PDP system can function to overcome the difficulties relating to culture, workload, employees' attitude and the relationship between managers and employees. Regarding the financial support, it was required that the support must be equal and meaningful for motivating both managers and employees (see appendix 18, interview 7). There was no specific requirement for finance and administration of PDP system.

✚ *Central question 3:*

According to available literature, managers are one of the critical factors leading to success pf PDP implementation. The interviews were conducted with six managers of Winsor's six main departments, with the aim of collecting their opinions regarding their roles in PDP projects and suggestions for the ideal PDP system. The central question 3 is "what are the opinions of the managers of Windsor about the PDP project?"

SQ3.1 What type of role are the managers supposed to play in the PDP project?

In fact, although many kinds of duties were mentioned, most of the duties can be clustered into one single category, namely the "communication" category, by transmitting their knowledge, experiences, motivations and reflections about the project to their subordinates.

Following the PDP conceptual framework, the data collected from Windsor managers indicated that they have also acknowledged their crucial roles in the PDP project. They appreciated and suggested that the communication tasks between them and their subordinates were the most vital activity during the PDP process.

SQ3.2 How do the managers consider their role in the PDP project?

A link between the managers' roles and considerations about their roles were found scattered in the interviews. Those concerns were coded by the words *workload* and *relationship*, which were discussed in all interviews. Since communication plays a vital role in the PDP project, the managers concerned the increasing workload and the intimate relationship between managers and employees. Thus, it is reasonable that their relationship is taken into consideration with regards to the managers' roles in the PDP project. The previous studies provide evidence that the general atmosphere was not conducive enough to foster honest conversations between managers and employees in Asian countries (according to Hofstede's theory) and within a hotel (as the result of quantitative and qualitative research).

SQ3.3 How do managers think/feel about PDP project and PDP system?

Regarding the usefulness of PDPs, the managers expressed positive feelings towards their practical nature and beneficial effects for their employees. They all support the "self-development" purpose of PDPs and managers' role in the PDP project. According to the results, the Management Board did not seem to have much resistance against PDPs. Their single concern was the additional workload for employees due to PDPs. Therefore, given the opportunity, the Management Board can fully cooperate in a PDP project if the system allows them to assign workload and responsibility equally among employees. Moreover, PDP and appraisal forms should be flexible and adaptable for managers to best cater to their employees.

SQ3.4 What kind of PDP system do managers prefer/suggest?

The managers provided the clues with essential elements of the PDP system such as communication, reward/penalty and timeframe, procedural steps, PDP form, appraisal form and criteria to decide reward/penalty from appraisal form. Besides, all of them preferred a PDP system that is on a voluntary basis, flexible and manageable with equal workload between employees.

SQ3.5 What attention should the managers identify among their employees?

Similar to the managers, the employees have the discretion of increasing workload and changing work schedules. Moreover, unofficial information combining the lack of knowledge about PDP on the employees' side caused unconscious defence towards the PDP project. A barrier is created because of unfavourable conversations and misunderstandings about how they are monitored and investigated. Further, two managers emphasised that the Asian habits and passive behaviours of most of the employees could harm the PDP project. Such reasons were identified and should be taken into consideration in informing employees about PDPs.

SQ3.6 How the PDP system can apply in practice to succeed?

The managers suggested ideas for successfully introducing the PDP system into Windsor: *their active roles, the best system, the positive employees and managers' belief, slowly change their perception.* The project can be considered as a change in management and communication should play a vital role in this project. Plus, the PDP system has been functioned for slowly changing the employees' mind and perceptions. On the other hand, a clear and functional system can also contribute to a successful implementation of PDPs.

🔸 *Central question 4:*

By conducting field research, 202 questionnaires were delivered to webmail of members of 6 main departments of Windsor hotel to collect their opinions about PDPs. From the research results on how the employees feel about PDP, and what kind of PDP system they prefer and what they like/dislike about a unspecific system, the PDP project is believed to bring an optimistic improvement on upcoming training projects within Windsor hotel.

SQ4.1 How do employees think/feel about PDP when researcher explains the PDP system to them?

This question was translated into actual statements involving their relationship with managers and their work prospects. Likert scale was also used to measure the level of agreement on those concerns because they were recognised as favourable conditions to increase employee willingness to produce their PDPs. Regarding their workplace, the employees stated that some group projects have been relatively equivalent to the individual ones. This finding can support the individualist characteristic. Moreover, employees are also identified with unfavourable stories about current training courses and developmental opportunities.

Regarding disadvantage of the implementing the PDP, employees mentioned that they did not have a close bond with their managers while one of the keys to the success of the PDP project is building relationships. According to the results, a high power distance negatively influences the PDP project because the employees might feel uneasy while expressing their needs, personal plans, self-reflection to the managers due to inferiority. On the other hand, the employees acknowledged PDPs as a good opportunity to develop themselves. Thus, the employees would be willing to take part in the PDP project if the concerns relating to power distance are solved.

SQ4.2 What would the employees like /dislike about a general PDP?

The result indicated most employees believed that the PDP is an active and practical project (learning by doing), which can benefit their career and self-development. Generally, the purposes of the PDP were positively perceived by employees.

Nevertheless, some employees have not fully perceived their managers' role in the PDP project. On the other hand, the results showed the most significant concern of employees is their fear of being controlled and monitored by the managers. This concern is also proven by the Power distance dimension of Hofstede, i.e., that there was always a hierarchy in their working relationships. Therefore, conflicts might result from the intimacy between two parties during the implementation of PDP. Moreover, additional time commitment and the critical, self-reflective nature of PDPs may lead to increased anxiety among employees. Additionally, they opposed to an idea of spending money on an external coach when they could not foresee any long-term benefits of PDPs in terms of a raise in salary, position or bonus.

Most concerns come from a lack of information about supportive conditions and specific benefits regarding time and workloads. Therefore, this can be considered as a critical failure factor for most PDPs even before their implementation. In order to turn this factor into success, communication must be improved especially on the manager side.

SQ4.3 What would the employees like /dislike about a general PDP system?

This sub-question was directly asked given some statements which had been picked out from the theoretical framework and interviews with managers to collect specific opinions of employees. The ideal PDP system has not been determined yet until the employees gain sufficient knowledge about PDP systems in general.

The result indicated that the employees liked playing an active role in the system and that almost half of respondents prefer learning by doing and self-awareness system (Appendix 10, figure 6). Repeatedly, a signal of Green-print thinking was pointed out from the opinions of the employees. However, the results also indicated that they also preferred a system that provided them with clear benefits in salary. These factors should be noted for designing the most appropriate system for employees. However, fewer employees demonstrated expectations for a system that gives them a chance to communicate with managers, which pose a consideration for the project.

On the other hand, the employees directly showed anxiety about being controlled by managers (appendix 10, figure 5) and they also do not like the extra work from writing such a long PDP form. Plus, there was a specific point indicating their worries that this was going to be a temporary project.

SQ4.4 What kind of PDP system do the employees prefer?

Two questions were designed to collect employees' preferred PDP system and supporting conditions. More than half of employees prefer a self-development system, which is in line with the predominantly Green-print thinker population of Windsor. Although the questionnaire is limited to only asking for reasons, research aims to find the most favourable PDP system at Windsor. Regarding the supporting conditions, the results showed that all of the factors of supporting conditions are equally essential. Supporting conditions include support from their managers for motivating, reflecting and referencing, i.e., the financial department for bonus or course fees and the HR department for sustained use of PDP projects. No material supporting condition relating to salary or reward was highly required, so it was proved that Red-print thinkers were in the minority.

Additionally, the researcher also asked for considerations that could lead to a successful or failed project, as perceived by employees. Similar to the proposed theoretical framework, the factors such as communication, manager's role, time and cultural differences, are considered by employees as the determining factors. The PDP system should be set up by solving these concerns to ensure the effectiveness of PDP projects.

SQ4.5 What kind of supporting conditions do the employees expect?

This question was an extra aiming to collect supporting conditions desired by the employees. Financial support for external classes and overtime were expected as sufficient supporting conditions. Regarding mental supports, employees would be motivated by their managers and the sustainable use of PDP project. Since the learning objectives and reflecting objectives were considered as the supporting condition for the employees, the Green-print thinking of De Caluwé's theory was applied in this case.

➢ *Field research results contributed to suggesting the most suitable PDP system and to discovering which colour-print thinking dominates the employee population. Beside the suggested elements of PDP system above, Windsor can be classified as a mixture of Yellow-Print and Green-Print thinking. Indeed, HR of Windsor is influenced by the Vietnamese culture, as is shown in employees' preference for working in groups, as opposed to working individually. Thus, the most appropriate change of management is the Yellow-print approach. The employees also gather common interests for changing their motivation in the workplace, and they possess an ambition to develop themselves. The mixture of Yellow-Print and Green-Print approach can be effective in attracting them to the PDP project. To be more detailed, the employees respond upon commonalities from others, which mean they are inclined to change upon clear communication. However, out of all different goals, they have one common aim, that is, to explore their talents and expand the horizons of knowledge. To work out the learning process in the change management plan, the plan will be periodically adapted to employee's feedbacks and informal negotiations. This is also meant to enhance the "learning process" characteristic of the change. Those activities emphasise the manager' role, which is communication, in the PDP project. Thus, the mixture of colours was linked with other aspects by the rope of PDP concept. Suitable interventions, which can be used in the Advisory part, were the types of change process of Green-Print and Yellow-Print thinking (see appendix 3)*

➢ *Desk research also uncovered three indicators which lead successful or failed implementation of PDP project: manager's role, cultural differences (leading to resistance) and communication. Fortunately, manager's role and communication can be simultaneously associated since the manager's role is to communicate and the communication objective requires an active role of managers. Meanwhile, the cultural factors related to collectivism and power distance is the reason for resistance to change of both managers and employees. In order to lower the resistance, the cultural factors are also put in the context of the Colour of change theory to find the suitable interventions for each kind of resistance. The link of Collectivism culture and Power distance with the Yellow-Print thinking was defined above. Thus, the type of change process of Yellow-Print thinking will be used to deal with cultural resistance. Another resistance found during the field research process was the concern of both the managers and the employees about increasing workload. This opposing can be solved by a suitable PDP system, to be set up mostly based on their references and suggestions.*

II.4 RESEARCH REFLECTION

In this section, the quality of research, which includes reliability and validity, is discussed on the basis of strong and weak points. Both reliability and validity criteria are used to mark two kinds of error that can occur in research (Boeije et al., 2009). According to Verhoeven (2011), reliability assesses the incidence of random errors and validity is the extent to which systematic errors occur.

Verhoeven (2011) state some causes for random errors, ranging from responders to researcher's mistakes, which decrease the reliability of the research. Moreover, for the research to be reliable, it must be replicable while giving the same result. In order to enhance the reliability, he also come up with examples such as sample size, triangulated design, pilots, standardisation of the method and peer examination.

These examples can be applied to the research process regardless of whether the research method is quantitative or qualitative.

One step further is to assess the validity of research after the reliability assessment. Verhoeven (2011) claim that systematic errors occur when someone deliberately gives a wrong answer and, as a consequence, the result does not reflect the reality. The measurement instrument and the research group are main indicators for validity. These are separately discussed below:

II.4.1 Qualitative research phase

II.4.1a Reliability

The reliability of this research is partly enhanced due to the correct sample size. The project will be applied to 6 main departments of Windsor, and the qualitative objective was to collect the opinions of the managers of 6 departments. Therefore, the sample size was accurate. Moreover, desk research was conducted to obtain background information, which is subsequently used to design the interview guide, based on the core concepts operationalisation. The researcher planned to use the triangulation design that the draft research result and the theoretical framework must be similar.

In fact, the researcher has not been professionally trained to interview the managers, and random errors were unavoidable. In order to improve the interview techniques as well as the reliability, the pilot method was studied to conduct the trial interview version with Mr Nguyen Le, who is the supervisor of Windsor. Besides, since English conversations and the Internet connection could compromise the quality of information being transferred between each party, using the mother language of both interviewer and interviewees during the interviews can solve this issue. Thus, the reliability of the research is improved.

Continuous interactions between the interviewer and interviewees during the interview may cause random errors when the received information is unclear or misleading. Moreover, due to their lack of experience, the researcher only follows the guidance of the interview guide in order to obtain the necessary information and ignores the further elaboration of useful and exciting information that contributes to setting up the PDP system. All interviews were recorded during the Skype video-conferencing and transcribed carefully. Indeed, during the analysis of data, errors related to conjecture and misunderstandings were noticed. To be able to obtain more accurate data, the researcher contacted some managers again to confirm the information and asked for more details and received very positive feedback. As a result, the reliability of data analysis has been enhanced because the errors discovered during analysis were subsequently corrected.

II.4.1b Validity

The research has validity if it is free from systematic errors (Verhoeven, 2011). First of all, the interviews were conducted by Skype video-conferencing and the interviewees were identified. The topic of the research is relatively sensitive as it expresses in-depth opinions toward an upcoming project in their workplace. Thus, respondents might not give an honest or complete answer. However, the respondents were informed about the content and objectives of the research as well as the nature of the interview. During the interviews, the researcher recognised that all respondents recognised the importance of their roles in this project and were prepared to answer appropriately. Moreover, the pilot method was carried out with a supervisor to test beforehand, and measurement instrument lasted during the field research. Generally, the internal validity is not high but can offer reasonable assurance.

Plus, the qualitative research was conducted in the majority of the population. Although the team leaders did not participate in the research as initially planned, the head managers of each department play a vital role, and their opinions should reflect the entire population. Therefore, this research has external validity. Lastly, the researcher designed the interview guide based on the core concept operationalization as well as the suggestions of supervisor and research teacher. The researcher admitted the necessity of taking the construct validity into account in qualitative research. Therefore, the core concepts were checked twice before starting research to help construct the validity of the research.

II.4.2 Quantitative research

II.4.2a Reliability

Regarding the measurement instrument, the questionnaire was designed based on the core operational concept and produced in Vietnamese, thereby enhancing accuracy and avoiding misunderstanding. Likert scale was used in the questionnaire to measure the level of agreement of respondents which can standardize the questions as well as the answers. According to Swanborn (2009), this is an efficient way to enhance the reliability of quantitative research. The pilot method was carried out to check the approximate time to fill in the questionnaire, and the researcher accurately estimated that 10 minutes was suitable.

Besides, the measurement procedure involved the distribution of the questionnaire on webmail that allows the equality of condition for all respondents. Moreover, there is a small gap between sampling and actual responders, whereby 81% of the respondents delivered the answers. As a result, the reliability can be estimated as high.

II.4.2b Validity

First, the internal validity is assessed on whether the researcher has drawn a right conclusion (Verhoeven, 2011). The outcome is a clear answer to the research questions, and each research question was concluded separately to avoid confusion. Furthermore, since this research was a combination of descriptive research and explorative research, the findings were independently organised due to the different techniques in analysing and producing the result. Thus, a unique conclusion was drawn based on the organised results, and the internal validity of the quantitative research is high.

Secondly, whether the researchers measured what he/she wanted to measure is the criterion of assessing the construct validity (Verhoeven, 2011). In other words, the core concept operationalisation must be correct to formulate the questions in the questionnaire. In this case, "PDP" and "PDP system" are two core concepts of this research, which are broken down into small pieces for each branch of the tree structure. Also, the research teacher has checked the operationalisation; thus the researcher believes the research has constructed validity.

Lastly, the external validity of quantitative research is assessed on the population and sampling (Verhoeven, 2011). This aspect includes the sampling frame, sampling method and response situation. The researcher used the cluster method to group the same characteristics of the respondents because each cluster (department) has a different nature of tasks whereby each influences the effect of PDP project in different ways. Moreover, each employee possesses a unique webmail address thereby mitigating the risk of having many answers by one respondent. The webmail system was checked whether all sampling could receive an invitation to this research. Moreover, the ratio of derived respondents was higher than

expected by 1% without any complaint and non-answer case. However, there remains the risk that comes from anonymous online research since the research was not able to control for the possibility that the questionnaire was filled out by other people. The risk can reduce the validity of research but is insignificant because the benefit of truthfully answering the survey was emphasised in the invitation. Generally, the research also has internal validity.

CHAPTER 3: ADVICE

This chapter describes the establishment of the critical advice for the management problem as "how to set up the PDP system and implement it in the Windsor Hotel Plaza". The advisory objectives are divided into two phases. In phase 1, some alternative solutions for a possible PDP system will be assessed on the advantages and disadvantages to select the best one. In phase 2, an implementation plan will be introduced by specific activities and timeframe to implement the PDP system into practice. At the end of the thesis project, Windsor will receive a complete change in a management plan. That advice must be based on the theoretical framework and field research results to maximise the feasibility while minimising as much resistance as possible.

III.1 SETTING UP THE PERSONAL DEVELOPMENT PLAN – SYSTEM

III.1.1 Elements of PDP system

Based on the combination of the desk research and field research results, these following elements are critically selected to be included in the PDP system of Windsor. In order to create a simple and flexible PDP system, the PDP system must contain as many as all general projects' elements. Next, the selected element will be carefully assessed on some possible alternatives to choose the best. An advisory PDP system will be a combination of the best alternatives.

- Communication objective
- Timeframe of the project cycle
- PDP form
- Appraisal form
- Supporting conditions
- Reward/Penalty policy

III.1.2 Alternative solutions

According to the opinions of managers, they all suggested for a flexible PDP system. Thus the researcher decided not to introduce a whole best PDP system but the best of each element of the system. The alternative solutions for each component were delivered, and their effect and suitability were evaluated by the assessment domains: HR department's requirements, the criteria for managers and employees' references, contribution to problem-solving (reduce and avoid resistance), and contribution to human development.

From the result of the qualitative research, the most resistance among the managers comes from their awareness of increasing workload and responsibility. Meanwhile, the research's result also indicated that employees have mostly opposed communicating with their managers. Moreover, employees showed their scepticism of the unsustainable use of PDP project, the financial supporting, the long PDP writing form, more workload, the control of the managers and unapproved PDP.

Each alternative solution for elements of the PDP system has pros and cons. Each element, which will be assessed by the five assessment domains, scores a maximum of 10 points in total (2 for each). The assessment form with the scores and specific explanations can be found below:

Assessment domains	Alternative solutions (AS)
Communication objective	
	AS1. The purpose of the most important element is to gain trust from employees. A specific communication plan must be created before the implementation process. It is also considered as the change of the management plan, which acts to change the employees' perception and action. The communication objective should be focused and constantly promoted during the process of the project by HR department. (scores 10) AS2. The purpose of the communication objective is to provide information of the PDP system and to train how to produce a quality PDP. The managers will undertake the responsibility of communicating with employees by private conversation. (score 4)
HR department' requirements	HR department did not request how the communication objective should be developed. However, the lack of information about PDP and the misunderstanding between employees and managers were indicated. Thus, the importance of communication to slowly change the employees' perception can be a mission of HR department. (AS1 scores 2; AS2 scores 1)
Criteria for managers' references	The resistance of managers still exists from the increasing workloads that can influence the employees. Moreover, the communication objective could not be effective if the possible misunderstanding has not been solved. The manageable and equal workload standard can be ensured if HR department undertakes this mission. (AS1 scores 2; AS2 scores 1)
Criteria for employees' references	AS1 can avoid the initial opposition of employees toward their relationship with managers. The employees still believe in the policies of the HR department, so HR department should help them to believe in their managers as well. (scores 2) AS2 can create more distance with their managers (scores 0)
Contribution to problem-solving (resistance)	AS1 can meet the HR requirement that focuses on communication objective. The resistance of both sides can be reduced. Workload and responsibility are equally shared with HR department. (AS1 scores 2; AS2 scores 1)
Contribution to human development	AS1 provides managers and employees sufficient information and specific direction with the expert knowledge of HRM. Then they also develop self-confidence (scores 2). AS2 helps managers and employees obtain knowledge about PDP only. (score 1)

Assessment domains	Alternative solutions (AS)
Time frame of the project cycle	
	AS1. The first project starts with 2 phases. In phase 1, the PDP project is considered a trial, which is promoted within managerial positions only in 3 months. After cycle 1, errors and failure factors will be demonstrated and adjusted. A new cycle will be implemented in Windsor for four months in phase 2 with a correct PDP system (scores 8) AS2. The selected PDP system will be implemented immediately in Windsor. Each project cycle lasts four months (score 5)
HR department' requirements	AS1 suits HR director's opinion. A long-term PDP project should be empirically practised before an official implementation. However, it may take more than half a year to apply the system in Windsor officially. (scores 1) AS2 will not take a long time to be officially applied according to HR department's requirement (scores 2)
Criteria for managers' references	There is no managers' reference in this term. However, they support a flexible PDP system that could be easy to revise and change based on previous cycle result. AS1 allows the revision and change on a small scale that could enhance the quality of PDP system in the next cycle, which has a huge size and is much harder to revise. (AS1 scores 1, AS2 scores 0)
Criteria for employees' references	There is also no employees 'reference in this term. AS1 allows the employees to observe the performance of managers in the first cycle within three months. They have time to prepare the mindset, acknowledge before their performance. (scores 2) AS2 relatively forces them to take part in the project without preparation time. (scores 0)
Contribution to problem-solving (resistance)	AS1 is considered as a phase to provide more information and experience for both managers and employees that can contribute to the lack-of-information problem. (scores 2) AS2 has no pros and cons in contributing to the problem-solving (score 1)
Contribution to human development	AS1: Managers have a chance to approach the PDP system to obtain knowledge, improving their communicating skill and self-awareness before connecting with their employees. This opportunity helps them be more confident with experience about PDP. (scores 2) AS2 allows the equal and simultaneous development of both the managers and the employees if the project started immediately in full Windsor. (score 2)

Assessment domains	Alternative solutions (AS)
PDP form	
	AS1. The paper template of PDP is designed for all managers and employees. Each item of PDP form has been filled in by writers. (See appendix 14) (scores 4)
	AS2. The PDP form can be flexible to decide based on the comfort between managers and employees regardless of private conversation or paper or any other types. The paper template is still designed for taking notes or for the persons who need it. (scores 8)
HR department' requirements	No requirement (AS1 scores 1; AS2 scores 1)
Criteria for managers' references	A flexible PDP form is mentioned in the interview of 4 managers (see appendix 9). It can simplify the steps of review and feedback, and the information of PDP itself is clearer if the users choose their most suitable method of producing PDP. AS2 has more advantages than AS1 that the formality is prolific but manageable by constantly interacting with the managers. (AS scores 1, AS2 scores 2)
Criteria for employees' references	The employees mostly opposed to delivering a long PDP document. Let them choose the PDP form can make them feel comfortable to express their thoughts. (AS1 scores 0; AS2 scores 2)
Contribution to problem-solving (resistance)	The resistance from both sides can be reduced since they can discuss and decide the PDP form. AS1 is possible to increase the resistance if the managers could not understand the complicated thoughts of employees by reading words. (AS1 scores 0; AS2 scores 1)
Contribution to human development	Both can enhance the self-awareness and voluntary while they are interacting with each other through PDP form. AS1 allows the employees to think carefully before writing, as well as delivering a complete personal portfolio. On the other hand, AS2 helps the managers and employees to improve their communication skills or other specific skills relating to the selected PDP form. (AS1 scores 2; AS2 scores 2)

Assessment domains	Alternative solutions (AS)
Appraisal form	
	AS1. Use the current appraisal form of Windsor (see appendix 15). The managers will evaluate the employees' performance by filling in the appraisal form as with other projects. The form is in text format (scores 4)
	AS2. The appraisal form will be included in the PDP form as the last part. The employees will self-evaluate their efforts to achieve their goals. The managers will decide on the reward/penalty aspects based on whether the employees can obtain the entire value of PDP. If the PDP form is conducted in an oral format, the appraisal form can be like this. (scores 10)

HR department' requirements	AS2 can add value in the voluntary criterion of PDP system as the HR department's requirement (AS1 scores 1; AS2 scores 2)
Criteria for managers' references	AS1: the role of managers weighs on the appraisal step, and the workload is increased. However, it is easy to manage due to the acquaintance. (scores 1) AS2: this is related to the manager's suggestion about the Appraisal form. It also is entailed by the PDP form, which makes the consistency of PDP system about two different elements. It also helps to moderate the workload of the managers. (scores 2)
Criteria for employees' references	AS1: the employees prefer informal conversation during the PDP project, including PDP form and the Appraisal form (appendix 10, figure 6). In case the managers use the old appraisal form, there is no discussion of the results between them and the employees during the evaluation process. The resistance increases if the employees do not feel satisfied or agreeable with the managers' evaluation. (scores 1) AS2: the employees also support the self-awareness PDP system (Appendix 10, figure 6). It can satisfy their opinions on the PDP system regarding this aspect. (scores 2)
Contribution to problem-solving (resistance)	AS1: the current distance, which creates resistance between managers and employees, exists from positional tasks as an evaluation step. The current appraisal form seems unable to solve this problem. (scores 0) AS2: The resistance to the managers decreases when they do not bear the responsibility for evaluating the employees' performance via a formal appraisal form. In contrast, the resistance from the employees will not be created if it is not evaluated by the manager. (scores 2)
Contribution to human development	AS1 does not add any value in human improvement (scores 1) AS2: the employees can improve their self-reflection, honesty and discussing skills by evaluating themselves. (scores 2)

Assessment domains	Alternative solutions (AS)
Supporting conditions (motivation, reflection, sustained use, financial supporting)	
Motivation and reflection are two important factors in communicating objectives. The managers must undertake those responsibilities during the conversations. Besides, this project is guaranteed to proceed as an official and long-term scheme with sustainable purposes of using PDP. HR department should early set up a conference to officially announce the PDP project to the employees for them to have enough time to provide sufficient information. There is no alternative solution. Regarding financial support, which is related to the reward/penalty policy, see next table.	

Assessment domains	Alternative solutions (AS)
Reward/Penalty policy	
	AS1: The PDP system uses the financial support as the tool to encourage the employees, for example, a bonus will be granted to those who reach their goal in PDP. The managers will decide reward/penalty based on their employees' current capabilities and target, how much time they will spend, how much effort they will be able to achieve goals. The reward/penalty policy has to include this issue in the financing statement reports. (scores 6) AS2. The PDP system raises self-development as the premise of the project. Thus, the financial support plays a role as equal subsidies for external coursing fees, overtime (if yes) and reward to encourage the employees. However, the salary could be considered to be higher if their improvement can benefit Windsor. The reward/penalty aspects are suggested in the PDP by the employees, and the manager will consider approving it based on his/her understanding about their subordinates. (score 10)
HR department' requirements	AS1: this could meet the general HR department' requirement on low cost (no financial support, only reward for person who can reach the goal), manageable (old reward/penalty policy), and simplicity (scores 2) AS2 is suggested by HR Director to keep the nature of PDP (self-development). (scores 2)
Criteria for managers' references	AS1: The manager of the Finance department stated that this solution has been used and still been effective. It is also convenient for budgeting if the financial support as a reward is equally applied to all employees. However, the purpose of PDP is changing from self-development to reward/bonus. Moreover, the managers will take more workload on deciding the suitable reward/penalty for each subordinate.(scores 1) AS2: The employees suggest the reward/penalty for themselves. Thus the managers expect to reduce possible workload. This option also emphasises the self-awareness and voluntary aspect of the employees. (scores 2)
Criteria for employees' references	The employees mostly preferred the financial support for the external coaching and bonus for overtime (appendix 10, figure 8). The purpose of PDP system is meaningful due to equally subsidising the financial supporting for each employee. (AS1 scores 1; AS2 scores 2)
Contribution to problem-solving (resistance)	AS1 remains the old version of financial support and reward/penalty policy that cannot contribute to gaining trust from the employees. As the reward is granted just for the employees who can reach their goal, others may lose motivation for the next cycle of PDP project. (scores 1) AS2 can show the favourability of Windsor for supporting the self-development of the employees, regardless of whether that improvement benefits the hotel or not. The financial support is equally granted to all the employees who take part in the project, which can also become a motivation

	among them. (scores 2)
Contribution to human development	AS2 helps to change the employees' perception of their development. They can have the opportunity to follow any external courses that they like with the financial support. They must be honest to determine the proper reward/penalty for themselves. (AS1 scores 1; AS2 scores 2)

III.1.3 The official PDP system of Windsor

According to the desk research result, combining with the HR director's requirement and the suggestion of three managers, <u>self-development PDP system, which raises the meaningful purpose of PDP project, is elected.</u> Accordingly, the learning activity is considered as the main point.

According to the research conclusion, there were possible PDP systems used in Western cultures, but they were not commonly used in Asia. The lack of knowledge and practical experience in this field requires us to be careful to set up and implement PDP at the hotel. Fortunately, although the valuable searching result was limited, the literature review has indicated some issues, which may have resulted in either successful or failed project. <u>Communication, the role of the managers, and the cultural differences, if critically managed, are regarded as factors for success</u>. Hence, they will be carefully applied to the implementation plan to ensure the success.

The PDP system consists of the elements, the procedural steps and the specific tasks of the stakeholders. Among alternative solutions, the advisory solution must contribute to the decreased resistance from both sides. The selection of the best elements of PDP system comes after the assessment for all the alternative solutions of elements. It is obvious that this process, which has the higher score, is assembled to the flexible PDP system:

- *Communication Objectives:* The most important element is to gain trust from the employees. A specific communication plan must be created before the implementation process. It is also considered as the modification of the management plan, which acts to change the employees' perception and action. The communication objective should be focused and continuously promoted during the process of the project by HR department.

- *The time frame of the project cycle:* The first project starts with 2 phases. In phase 1, the PDP project is considered as a trial promotion within managerial positions for only three months. After cycle 1, errors and failure factors will be demonstrated and adjusted. A new cycle will be implemented in Windsor for four months in phase 2 with a correct PDP system.

- *PDP form*: The PDP form can be flexible based on the relationship between the managers and the employees regardless of private conversation or in writing paper or any other types. The paper template is still designed to take notes for the persons who need.

- *Appraisal form:* The appraisal form will be included in the PDP form as the last part. The employees will self-evaluate by their effort to achieve their goal. The managers will decide on the reward/penalty aspects based on whether the employees can obtain the entire value of PDP. If the PDP form is an oral interview, appraisal form can be like this.

- *Supporting conditions:* Motivation and reflection issues are the two important factors in the communication objective. The managers must undertake those responsibilities during the conversations.

Besides that, this project needs a long-term schedule to process, therefore it would need an official sustainable purpose of using PDP. HR department should officially set up a conference in the early stage to announce the PDP project to all employees and provide them with sufficient information.

- *Financial support:* The PDP system raises the self-development as the premise of the project. Thus, the financial support plays a role as the equal subsidies for external coursing fees, overtime (if requires) and reward to encourage the employees. However, adjust the employee's salary could be considered for the outstanding performance.

- Reward/penalty policy: As suggested in PDP, the reward/penaltyare come from the employees, and the manager needs to review and decide the approval based on his/her understanding about their subordinates.

> *After assembling each of the best elements to complete the PDP system, it is assessed on the standard of managers' references such as a simple, manageable, flexible but "fixed", equal workload and self-awareness/voluntary toward the procedural steps and the specific task of stakeholders.*

III.2 CHANGE IN MANAGEMENT PLAN

In this session, the implementation plan is considered as a change. In order to successfully integrate the PDP system in Windsor, it is necessary to set the objective is to change managers and employees' perception, to trust and accept the new PDP system. The plan consists of the activities in concrete timeframe based on the theories of change management. According to Lewin (1947), the change process will go through 3 stages: Unfreezing – Moving – Refreezing. Each phase of the plan will be elaborated below.

III.2.1 Stage 1: Unfreezing – Identify and create a sense of the urgency to change

Lewin (1947) stated that this is the most challenging phase in which the key points are providing the crucial reasons for changes and evoking strong reactions in employees

III.2.1a Identify the change

🔸 *Type of change*

The PDP system is implemented in Windsor as a system change and on the largest scale across Windsor. Since these improvements lead to the change of policies, business processes within a large scale, the speed of change supposes to be relatively slow. Based on the research conclusion, the types of change process should follow the Green-Print and Yellow-Print approach.

🔸 *Reason of change*

The reason for change comes from unpractical current training courses causing unhappy feeling for employees. According to Windsor's HR Director, most of the staff found difficulty in applying theories to practical situations. One of the most critical issues is conflicts between employees and managers. In order to solve it, an entire new self-development project needs to be launched before an official implementation.

The current situation of Windsor

The unofficial information about the change is widely spreading around Windsor due to a lack of knowledge and experience in this field. As a result, the employees are expressing different concerns towards the PDP project

Scope of change

All the administrative employees in Windsor are related to this change. Two hundred and two (202) employees and managers in 6 main departments of Windsor (HR, IT, Finance, F&B, Sales, FO) should take actions to fulfil their PDP. Because of being impacted by a mixture of Green-Print and Yellow-Print thinking, the Change Plan bring common interests together and create settings for collective learning (De Caluwé and Vermaak, 2016). The Green-Print aims at communications and the Yellow-Print aim at forming the coalitions which influence others to share the common interests. Communications will get involved in Hotel Change Plan as the facilitators. Thus, the changing process is designed to help the employees, and the managers develop their relationship by communicating, which works together with the manager' role in motivating. Besides, the Hotel Change Plan will be periodically adapted to employee's feedbacks to make the learning process more efficient. The employee's feedbacks also mean to enhance the "self-development" characteristic of the Change and the win-win situation.

The Goal of the change

The change is not the focus on the PDP plan, but it is required in order to provide sufficient information and specific directions about PDP for Windsor's employees. The ultimate Goal is to minimise resistance from both sides so that the managers and the employees accept the PDP project as the self-development project which is given priority to benefit themselves.

After the change, the PDP system is smoothly implemented and sustainably used at Windsor. The managers' roles are emphasised according to the PDP system. Particularly, the managers not only improve their desired aspects but also in the communication skills (motivation, reflection, feedbacks, explanation, training and decision). Besides, the employees can believe in the PDP system in order to improve themselves on producing a quality PDP, committing with their plans, maintaining relationships with managers and obtaining their desire knowledge.

Check organisation requirements

- *Mission and vision:* Windsor Plaza hotels around the Asia have been facing unprecedented competitions within the hospitality industry due to a thousand investors pouring money into this sector. The employees who represent the company and deliver the services directly to customers are considered as a prime resource of Windsor. In order to obtain specific competitive advantages among current aggressive competitors, the employees of Windsor need to have sufficient knowledge about hospitality as well as obtaining professional working skills in this field.

- *Strategy:* Training courses for employees are recognised as an essential role in developing employees among all the HR management operational activities. Windsor has proved its specialised attention to employees through "From training, as a solution to a need for on-going improvement in service with the aim of integrating and developing the corporate culture of the Group, to internal loyalty, and the company's commitment to building the participation and recognition of its employees."

- *Culture:* First, the researcher found that Windsor was classified as a mixture of Yellow-Print and Green-Print thinking. In Windsor, HR department noted that the employees are young, dynamic, and eager to learn. Windsor perceives the employees as the main assets that the Teal Model is always applied as an objective to all training courses: "The goal is not to make everyone equally powerful, but to make everyone fully powerful. A fern or a mushroom growing next to the tree might not reach as high as the tree, but that is not the point. The point is not to make everyone equal. The point is to support the employees to grow into the strongest, healthiest version of themselves". Thus, the implementation of the PDP system must follow the instruction of Yellow-Print and Green-print thinking of De Caluwé.

- *Finance:* It is unnecessary that the change plan must have the lowest cost as long as it has the same accessibility to financial support.

III.2.1b Create a sense of the urgency of change

The communication objectives come out from this stage that is dispensable to gain trust from the managers and employees.

Action	Key messages	Time	Responsibility of
Send a letter to invite the managers to the meeting.	• Invitation for a meeting to provide the information about the project. • Time and direction of meeting	One month before the official conference	HR team
The meeting of managerial positions.	• Present the current situation of training courses. • Mention the PDP project as the advance new training project. • Situation of PDP project. • Information about PDP and PDP system (what is it? How is it? beneficiary) • Role of managers (motivation, reflection, feedback, decision)	A day after the letter is sent	HR director
Post an announcement on internal notice board about the threat of changing environment	• State the threat of current situation • Announce the change project. • Invite to the official conference.	One week before the official conference to introduce the project.	HR department

Mention the threat and pose the question "What will you do to improve yourself beside the current training courses continuously?"	• Situation of current training courses. • Mention PDP project as the advance training project, situation of PDP project. • Information about PDP and PDP system (what is it? How is it? beneficiary) • Role of managers (motivation, reflection, feedback, decision) • Role of employees (produce PDP, reflection, planning, action to reach the plan, self-evaluate, determine the reward/penalty) • Mention the possible resistant factors and solutions • Announce the official implementation	During the official conference	HR director
Set a performance appraisal meeting with each employee.	• Ask for the feeling and opinions of employees about the PDP project after the conference. • Explain more about the PDP (if needed) • Motivation	A day after the official conference	Managers or team leaders who are close to the employees

III.2.2 Stage 2: Moving – Of change and change approach

In this stage, Lewin (1947) noticed time and communication are two keys for the changes to occur. People must take time to believe that the change will benefit them later on and communication is the vital activity to persuade them. Meanwhile, the type of change process of Green-Print thinking is a process of learning and unlearning, trial and error (De Caluwé and Vermaak, 2004) that there are not reasonable to force learning. Plus, they also claimed that a facilitating communication and a win-win negotiation are much-used interventions for the Yellow-Print thinkers.

III.2.2a Particular of change

⬥ People change

Queensland Government Chief Information Office (2011) reported that in the change process, people's roles and responsibilities might be influenced. Particularly, the relationship between the managers and the employees is required to be more intimate. In order to provide a qualified PDP, the employees need not only their knowledge but also the influences of the managers. The managers can motivate and help of reflection on the past performance to identify the strengths/weaknesses/abilities of the employees. The

previous roles of managers (commanding, monitoring, and evaluating) are thus transformed to new functions as mostly motivating, reflecting and giving feedbacks. On the other hand, according to the passive culture, the employees are passive in that they wait for the command of the managers, their role in this project is required to be active to suggest and discuss the own plans with the managers.

Moreover, the change also compels a set of new behaviours. According to the conversations with the managers of Windsor, Asian people are less committed to their plans and easy to be influenced by others due to Collectivism Culture. These behaviours are taken into the consideration that they need to change those.

♣ *Information sharing*

Throughout the process of the change plan, the current and updated information will be distributed to the employees by their direct managers/team leaders during the private conversation or the departmental meeting. This process enhances the purpose of narrowing the gap between the managers and their subordinates.

III.2.2b Change approach

The Queensland Government Chief Information Office (2011) stated that the change approach consists of:

- *The action plan:* listing the activities, responsibilities, and timeframes for the project to be rolled out. (see appendix 11)

- *Resistance plan:* during the field research, the resistance force is recognised. In this whole picture, the resisting force is average. The resistance of the managers most likely comes from the roles, which they could undertake, and that can lead to increased workload and responsibility. On the other hand, the employees also demonstrated the opposition in time, writing a long PDP form, sustainable use, specific benefit and being controlled by the managers. Besides, the cultural factors also influence the employees' perception that they aware of communicating and discussing with the managers. The relationship between the managers and the employees can be identified as the crucial factor in this change project. The solution to deal with the resistance is a meaningful communication plan toward the employees. Furthermore, a flexible PDP system, which is set up based on the managers and employees' references, can contribute to reducing the resistance between them.

- *Communication Plan:* it is important to identify who will be responsible for the rolling out of communication. The Yellow-Print thinking approach provides a tip: choosing the most influential person regardless of the formal position or informal influence. Like the current situation, the employees do not prefer to communicate with their managers intimately; director of HR department is the best one due to his neutral position. The elements of communication plan are date, audience, reason, risk, instruments, key messages and risk of misinterpretation. (see appendix 12)

- *Training plan:* Green-Print thinkers who occupied the majority of Windsor required a collective learning in a learning process. The most significant interventions can be training and coaching. The training will mainly talk about how to produce a good PDP. The employees will be classified by level of education to make sure the training is given at a suitable level to each group. After classifying, the financial support is equally funded for each employee to support the external coaching. The current internal training courses are still promoting for the persons who request for them.

III.2.2c Implementation schedule – procedural steps

The PDP system is set up by assembling the best solution of each element, which was suggested by the managers, which leads to the situation that the procedural steps of the process are changed as described

in the table below. The procedural steps and actions are based on the plans mentioned earlier and the combination of Yellow–Print and Green–Print thinking of De Caluwé and Vermaak (2004).

Procedural steps	Action	Time	Responsibility of
Build a Guiding Coalition	Select influential people from each department and from different levels to form a special team	During the performance appraisal meeting, selection to be done within one week	Managers
	Engage these people in the plan by emotional commitment	Meeting to be done within two weeks	HR department
Form a Strategic Vision and Initiatives	Make and spread a vision statement for the planned change (the statement should be understandable and memorable)	After the second step, no deadline, the process of spreading the word has to be continued.	HR department
Enlist a Volunteer Army	Use the influential people as well as managers and team leaders to regularly communicate with others in the team and act as an example during the process	Right after the third step, no deadline, the process of spreading word has to be continued	Guiding Coalition Managers Team leaders
	Team building activities to strengthen the communication	On the monthly basis, this action is required at least once before the next step	Stakeholders
Enable Action by Removing Barriers	Identify the employees, who resist the change Categorize different types of resistance. Extra conversations to ease the opposition. Pick an appropriate HRM tool to deal with them (the last choice)	Within one month, deadline can be stretched up to 2 months if the obstacle requires a longer time	Managers
Producing process	Managers/team leaders have private conversations with employees to decide the PDP form, appraisal form, and financial support	Right after launching the project within three days	Managers Team leaders The employees
	Produce the PDP and take	Right after the private	Managers

	notes to report to manager (ensure that PDP form includes all performance objectives) Personal discussion, reflection, feedback, adjust PDP and approve PDP	conversation within one week	Team leaders The employees
Generate short-term Wins	Based on the PDP form, the employees show their effort to reach their goal	3 months	The employees
	Hold an anonymous vote to see how many employees say "Yes" to the plan	Monthly after the official launch.	HR department
	Implement the program known as "Employee of the Month" based on the extent by which he/she has accomplished the PDP	Monthly after the official launch	HR department

III.2.3 Stage 3: Refreezing – Shape of the organisation change

Procedural steps	Action	Time	Responsibility of
Sustainable use	Analyse every win, ask employees for their feedbacks and keep improving the plan	Monthly before and after the official launch	Manager HR department
	Review areas of resistance and identify areas of success	Monthly before and after the official launch	HR department
	Team building activities	Monthly	HR department
Shape of change	Keep mentioning success stories of the change if it is already the corporate culture, honour the most successful employees from the change.	After the first cycle of the project	HR department
	Maintain the influential team, replace the member (if needed), honour the team members and make them acknowledged by all employees	Anytime	HR department

III.2.4 Quality control model – PDCA

The PDCA cycle is an effective tool for continuously improving a project in an organisation (Johnson, 2002). (See appendix 13). The PDCA cycle is made up of four steps for improvement and change, which are functioned throughout three stages of change management plan at Windsor as below:

- *Plan*: Recognizing the opportunity and planning for the change are included in stage 1 of the change management plan.

- *Do*: Testing the change is included in stage 2 of the change management plan.

- *Check:* reviewing the change, analysing the result and identifying learning are taken place in sustainable use step of stage 3 of the change management plan.

- *Act*: taking action based on what Windsor learned in the check step is the last step in the change management plan. The project will take a long-term of using after each cycle.

III.3 FINANCIAL IMPLICATIONS

The last important part of the advisory is a financial assessment. In order to have an approved project in the practical context, financial factors are prerequisite conditions to be considered in term of budget and revenue. Because this is a special project, which tends to benefit internal employees, it does not create any direct revenue, but it brings up an intangible value for Windsor by providing developed and productive employees. However, the costs have to be addressed as the budget for this project. It may appear some types of unpopular cost depending on the selected type of PDP system. The nature of PDP project can generate certain costs, such as financial support, training cost, overtime-working and reward.

Average currency exchange: 1EUR = 24,500VND

Name of costs	Interpretation	Total cost
Financial support	The financial support is equally funded for each person (N =202) in the interviewer cycle of project The cost is based on the average amount of external course fees which is approximately estimated at 2,000,000VND 2,000,000vnd x 202 = 404,000,000VND	404,000,000VND (16,450EUR)
Training cost	Extra training cost is not high due to remaining the current training courses. Only operating a training course on how to produce a quality PDP. This course officially takes 3 times for 6 departments: Hiring coaching: 5,000,000vnd x 3 = 15,000,000VND Printing documentary: 1,000,000VND Facilities (room, electricity, etc.) 3,000,000vnd x 3 = 9,000,000VND	25,000,000VND (1,020EUR)
Overtime-working	Overtime working bonus is also equally funded for each person (N=202) per month The cost accounted for 10% of monthly salary. Based on the cash flow statement of Windsor, monthly salary is 3,380,700,000VND: 3,380,700,000VND x 10% = 338,070,000VND	338,070,000VND (13,800EUR) x 4 months (project cycle) = 1,352,280,000 (55,195EUR)
Reward	Although the reward/penalty policies of the PDP system are determined by the PDP users, it is still limited by the existing financial support. The reward is granted one time with approximately 3,000,000VND per person (N=202) 3,000,000VND x 202 = 606,000,000VND	606,000,000VND (24,750EUR)
In total		2,387,280,000VND (97,440EUR)

AFTERWORD

Regarding the value of my thesis to the industry, it is obvious that although the PDP system has been applied in Western countries since a long time ago and its effects on personal improvement have been proven, this concept is not well-known in most Asian countries, including Vietnam. The implementation of the PDP concept in Windsor might be of great significance to Asian cultures as the nature of PDP is not exactly appropriate in these countries. Cultural issues in general, habits and behaviours in particular, as well as the ideology of Asian people, need to be changed to promote the effectiveness of PDP. I had the opportunity to learn about PDP when I was studying at Saxion University of Applied Sciences. I was truly captivated and thus, intended to do my PDP for self-development. I believe that an actual implementation of the PDP system to Windsor may, in case of success, not only satisfy the needs for personal development but also give employees a different perspective about PDP. They will learn more about PDP later and become conscious of its use. Upon sharing their experiences with those around them, they can further develop their capabilities. The PDP concept is potentially changing passive behaviours among the Asian community towards their future career plan.

This 9-month thesis would finalise my study at Saxion Hospitality Business School. The initial planning for it took almost six months, during which I still believed that I could keep the balance between my part-time jobs and the thesis-writing process. However, my research topic turned out to be much more difficult than expected and as I realised plenty of efforts I should spend to deliver satisfying results, I chose to focus on the thesis fully. Being a direct entry student, I acknowledged my difficulties of not being able to obtain several subjects such as quantitative research, accounting, and Human Resource Management. Additionally, my poor communication skills had an adverse effect on the field research process. After the final reflection, however, I recognised my improvements in both soft skills and the field-related knowledge.

The methodology I chose, which was mix-research method required both the questionnaire and the interviews to be conducted, causing a double workload. Moreover, the answers from the research respondents usually arrived late due to the time-zone difference, causing me a lot of stresses. Yet this condition enabled me to work on putting negative emotions under control and teaching myself time-management. In particular, while waiting for the survey results, I started to formulate the advisory part and possible additional desk research, to analyse the available data and categorise them.

After all, this is the very first time I have run a big project. The failure of the first thesis proposal defence required me to alter the whole planned timeline and consequently put me under intense pressure. Therefore, I truly appreciated the help of Mr Hans Breuker as my first examiner. His instructions gave me a general view on my thesis topic and a clear direction to go through this semester. The establishment of my thesis project was set under his supervision from the beginning. His advice was mostly given during the consultation meetings at school every two weeks. When the submission date was closing in, the consultation meetings and additional consultations via emails/Skype took place every week. Most importantly, I greatly appreciate his consideration and efforts to help me improve my thesis. I was also given a few pieces of training, which relate to the interview techniques that could help to enhance my communication skills so that I could get more valuable information during the discussion with clients. On

another hand, I received critical feedbacks during the thesis proposal defence with Ms Tatiana Alekseeva, the second examiner, although she was not directly involved in the path of my thesis process. Her advice led me to recognise one of the most important issues regarding the manager's role in the PDP project.

Thank you very much for the guidance from Mr Hans Breuker, and Ms Tatiana Alekseeva, my thesis paper, fortunately, becomes more on-point at the end.

One of the most significant parts of this thesis paper -- the Research part -- was mostly instructed by my Research teacher, Mr Rienk Van Marle. He helped me strengthen the scope of the Research methodology on how a combination of quantitative and qualitative method would be the most suitable way to examine in-depth opinions of the managers and the employees toward the PDP project. Although the meetings were time-limited due to his tight schedule (30 minutes per each), each step of the research process was thoroughly checked by Mr Marle to enhance the reliability of the research. On the other hand, Mr Nguyen Le was assigned by the client in Vietnam to assess and cooperate with my thesis. I would also like to send my genuine appreciation to him as he always facilitated the best condition for me to conduct all the questionnaire and interviews. We constantly stayed in touch until the end of this thesis project. My many thanks also go to the HR director of Windsor, who gave me very informative requirements for this project and all members of Windsor HR department, who motivated me to produce this thesis report. Last but not least, I am grateful for the cooperation of the managers and the staffs of Windsor, who were directly involved in the field research process.

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APPENDIX

APPENDIX I: PERSONAL DEVELOPMENT PLAN CONCEPT

Reflect on outcomes, evaluate achievements and progress. Review and re-establish future plans/goals

REVIEW & REFLECT

IDENTIFY

Self-assess skills and identify strengths and weaknesses

Personal Development Planning

ACTION & RECORD

PLAN

Develop your skills e.g. workshops, online course, seminars, self-study, conferences, mentoring, practice and more

Prioritise development needs in consultation with supervisor(s) and develop a plan of action

In general, PDP is described as a practical appliance to develop oneself by reflecting the past and current performance; recognizing their own abilities or talent, and then drawing the concrete strategy to strike their personal goals. Depending on the context of using PDP, some supporting conditions were raised to enhance the effect on the result. Among these, the supervisor/manager's role is considered as a key to success regardless of the purpose for professional/self-development or making decision or personal profile. It is attentional that many studies described PDP as the tool which has the function for appraising the employees' performance only causing the PDP could be misunderstood to be a tool for monitoring the employees. The inconsistency may appear if the employees perceive PDP as the inappropriate practice. The PDP could be more effective if it benefits the employees, which is the development for themselves not only in career but also in their personal lives. In an organization, the very first consideration of PDP should be clarified carefully to employees.

APPENDIX II: DIFFERENT TYPES OF PDP
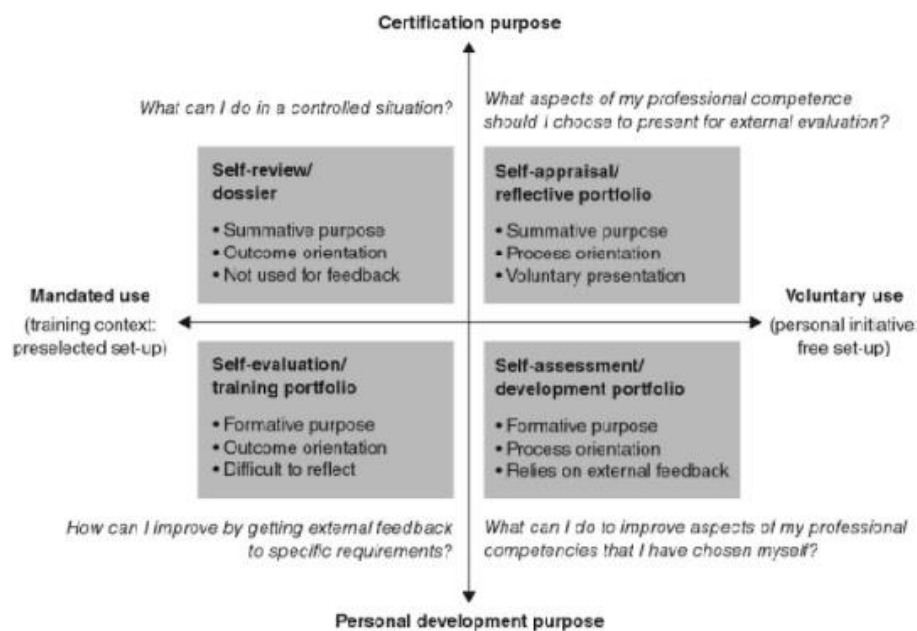
Different types of portfolios. (Adapted from Smith & Tillema, 2001, 2003.)

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APPENDIX III: CALUWE' THEORY – THE COLOUR OF CHANGE

	Yellow-print	Blue-print	Red-print	Green-print	White-print
Something changes when you… in a/an…. and create….	bring common interests together power game a feasible solution, a win-win situation	think first and then act according to a plan rational process the best solution, a brave new world	stimulate people in the right way exchange exercise a motivating solution, the best 'fit'	create settings for collective learning learning process a solution that people develop themselves	create space for spontaneous evolution dynamic process a solution that releases energy
Interventions such as… By… Who have… And focus on…	forming coalitions, changing top structures, policy making facilitators who use their own power base a good sense for power balances and mediation positions and context	project management, strategic analysis, auditing experts in the field analytical and planning skills knowledge and results	assessment & reward, social gatherings, situational leadership procedure experts who elicits involvement HRM knowledge and motivational skills procedures and working climate	training and coaching, open systems planning, gaming facilitators who create settings for learning OD knowledge and feedback skills the setting and communication	open space meetings, self-steering teams, appreciative inquiry personalities who use their being as instrument an ability to discern and create new meanings patterns and persons
Result is… Safeguarded by… The pitfalls lie in…	partly unknown and shifting decision documents and power balances dreaming and lose-lose	described and guaranteed benchmarking and ISO systems ignoring external and irrational aspects	outlined but not guaranteed HRM systems ignoring power and smothering brilliance	envisioned but not guaranteed a learning organization excluding no-one and lack of action	unpredictable on a practical level self-management superficial understanding and laissez faire

Source: De Caluwé and Vermaak (2016)

APPENDIX IV: HOFSTEDE' THEORY – SIX CULTURAL DIMENSIONS
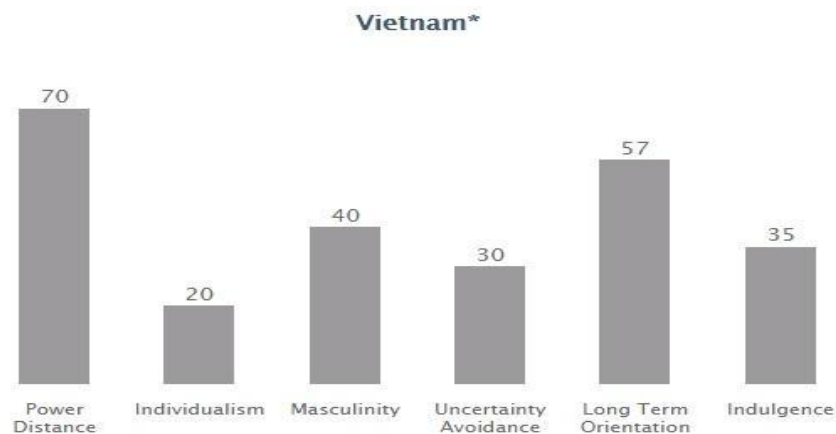
Source: geert-hofstede (2016)

- ### Power Distance

The chart shows that Vietnam has a high power distance (70) which means "society accepts an unequal distribution of power (Tools, 2012). Specifically, in all institutions or organizations, there always is the leader who plays an important role and has the power to make final decisions. They have the supreme power over their staff. The employees are only expected to be assigned tasks from the top managers and are almost unable to raise their own opinions. It is reported that "Challenges to the leadership are not well-received" in Vietnam (geert-hofstede, 2016).

In Vietnam, all relationships have their own hierarchy. The high power distance always exists between two parties. This might create general habits for most employees when they work; they always wait for commands from their boss rather than raise their initiatives. Having high score in this dimension, Vietnam has strong hierarchies. The employees tend to acknowledge their leader's power. Nevertheless, this could cause a disadvantage for managers because managers are not able to receive honest reactions or initiatives from team members and the employees are procrastinating to perform the tasks. This can lead to the result that they might deny their own opportunities to improve themselves. Both employees and hotel are affected negatively in this situation.

- ### Individualism

Individualism is defined as to what extent each person can take care of him/herself, the frequency in working in group or individual (Tools, 2012). Individualism dimension scores 20 in Vietnam, which indicates that Vietnam is a Collectivistic society. Living in this society, people have a gathering culture and less private space for themselves. Hofstede (2011) also said that "People are born into extended families or other in-groups which continue to protect them in exchange for loyalty". Group is also mentioned as the fundamental form in which people live or work. In a group, relationship is concerned and each member has to have responsibility towards each other. In working environment, decision on specific business will be finalized by the group before submitting to manager. Meetings and conferences play role to raise, combine, develop employees' ideas and connect their relationship.

Vietnamese culture of working in groups, as showed in the chart above, means that individualism is not welcomed in most institutions. However, this could lead to one or some of them not having enough room

to perform their best skills and abilities since an opportunity is shared for all members while they do not obtain the same skills, knowledge and characteristics.

Hofstede and Minkov (2010) provided the relationship between power distance and collectivism that they are likely to be positively correlated: larger power distance nations are also more collectivist. It can be explained that they tend to be decisive and independent on setting their own plan. This could be a problem if Windsor Plaza Vietnam applies the PDP because the PDP usually requires the employees to work personally on their plan while they are easy to be impacted by others. Accordingly, the PDP could be ineffective in this culture. It means this cultural dimension could be one possible difficulty causing resistance to the PDP project.

Long-term orientation

Beside, this dimension describes how every society has to maintain some links with its own past while dealing with the challenges of the present and future (geert-hofstede.com, 2016). Vietnam scores 57, which falls in pragmatic culture. Traditional values are preserved and developed partly to be relevant in the modern world. They find it easy to adapt new culture as long as traditional values are still preserved. A score merely over 50 also shows that Vietnamese people are willing to come up with future plan but less committed to their own plan. Since PDP requires long-term engagement with the plan, this pattern could be a struggle of this project.

Uncertainty Avoidance

UAI stands for the ability to accept unknown situations or risk. Hofstede's cultural dimension model has measured low score (30) for Vietnam. In this case, Vietnamese people tend to enjoy their live with unpredictable different situations and discover their own truth (Hofstede, 2011). Within organization, they suppose that there is no need to have many rules leading comfortable attitudes. When they feel ambiguous, they will change and avoid risky situations (geert-hofstede.com, 2016). They are willing to change and take risk in order to obtain experience in a relaxing way. Vietnamese people are likely to focus on long-term strategies than to think about what will happen then. They will adjust if it is necessary.

However, I'm not really willing to accept risks. I think a clear plan could help avoid as many unpredictable situations as possible. If an unexpected situation occurs, at least I have prepared for it and got a backup plan to reduce loss or accept it more easily.

Indulgence

This dimension is defined as the extent to which people try to control their desires and impulses, based on the way they were raised. Relatively weak control is called "Indulgence" and relatively strong control is called "Restraint" (geert-hofstede.com, 2016). A low score of 35 on this dimension illustrates that Vietnamese culture is demonstrated as a Restraint society. Vietnamese people actually act cautiously and calmly after ideological struggle. They rarely indulge their desires because they always wonder whether it is good enough. They are often so doubtful and pessimistic that they are limited in the ability to show inner feeling. As the result, for whatever they desire, they have a tendency to restrain themselves by any way.

Reflecting on myself, I'm also an element of this society bringing sufficient features of Restraint culture. I find it hard to tell others my true feelings and normally I conveniently follow the majority. But I positively show a good manner where I can control myself when I should focus on studying or when I do relaxation.

APPENDIX V: INTERVIEW GUIDE FOR QUALITATIVE RESEARCH

Introduction

I am Lien Nguyen, a final-year student of Saxion HBS in The Netherlands and in this phase of my study, I am doing a thesis project individually. My thesis topic is also an up-coming change management project in your hotel, this research is about investigating what your opinions about the PDP generally in terms of your role, views, feeling and your suggestions on applying the PDP in practice to be succeeds. The reason I choose you as one of my interviewees because your role in this project is highly important in transmitting information, instructing the project, training, evaluating your subordinate' performance and your workload/responsibility is more weighed. The purpose of this interview is to collect your in-depth opinions to figuring out any problems within this project so that it can satisfy and benefit all stakeholders most. This interview could take about a half of hours and that I will record the interview. We will not use any information you prefer not to implement in my research.

□ *Start recording*

Topic:

In brief, the PDP is a personal portfolio, which can effectively reflect, evaluate and develop oneself for reaching one's goal. However, the PDP could be misunderstood about its natural effect that its function is for monitoring the employees. The inconsistence may appear if the employees have perceived PDP as the inappropriate practice. The PDP could be more effective if it benefits the employees, which is the development for themselves not only in career but also in their personal lives. Since the PDP project entails more responsibilities and workloads of managers, your role in this project is highly important to stand between the hotel and the employees because you can understand most instruction from HR department and your directed- subordinates characteristic. The following topics will be discussed:

1. What type of role do the managers suppose to play in the PDP project?
2. How do managers consider about their role in the PDP project?
3. How do managers think/feel about PDP project and PDP system?
4. What kind of PDP system does the manager prefer/suggest?
5. What attentions should the managers identify among their employees?
6. How the PDP system can apply in practice to be succeeds?

Start of research question:

1. Background question (personal)

"Could you introduce yourself and explain what your position, responsibility are for the Windsor hotel Plaza?"

2. What type of role you suppose to play in the PDP project?
   ➢ Evaluate + summarize
3. How do you consider about your role in the PDP project?
   ➢ Evaluate + summarize
4. How do you think/feel about PDP project and PDP system?
   ➢ Evaluate + summarize

5. What kind of PDP system do you prefer/suggest?
   - ➢ Evaluate + summarize
6. What attentions do you identify among the employees?
   - ➢ Evaluate + summarize
7. How the PDP system can apply in practice to be succeeds?
   - ➢ Evaluate + summarize

Closing

- Thanking
- Remind promises or agreements
- Given information will be used carefully

Reminder
- Summarize
- Ask examples
- Ask more explanation

APPENDIX VI: OPERATIONALIZE THE CORE CONCEPTS

Figure 1: Core concept of PDP
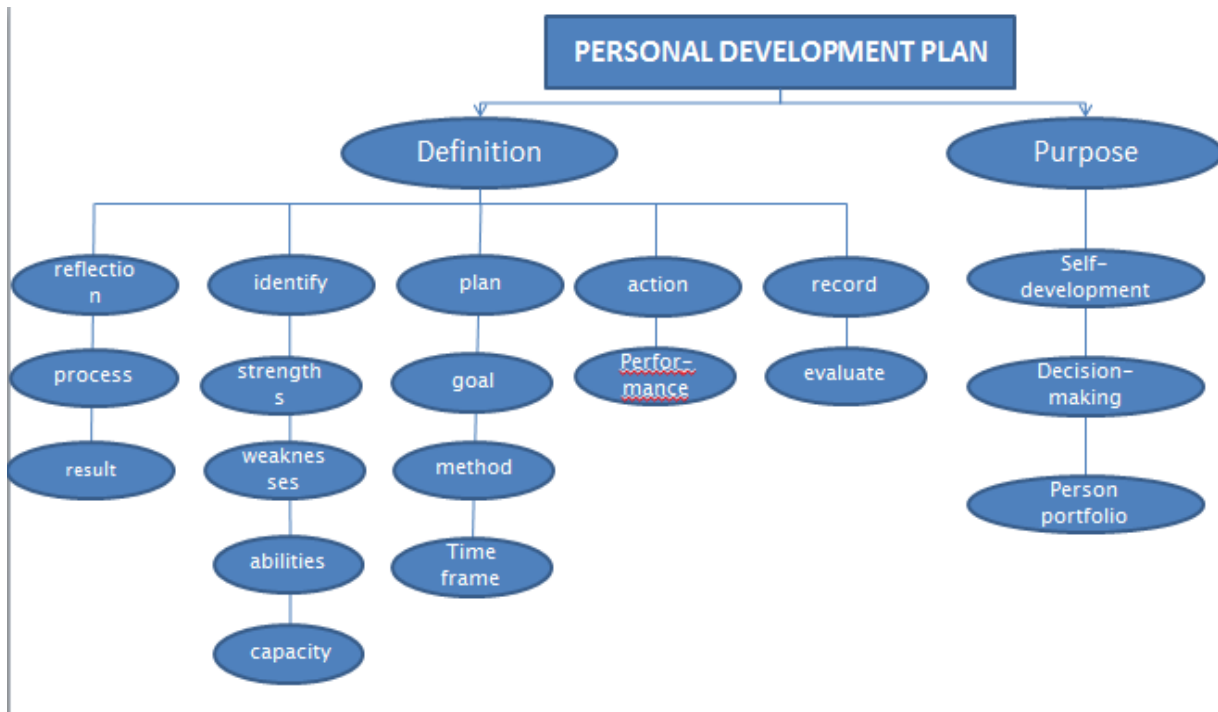
Figure 2: Core concept of PDP system
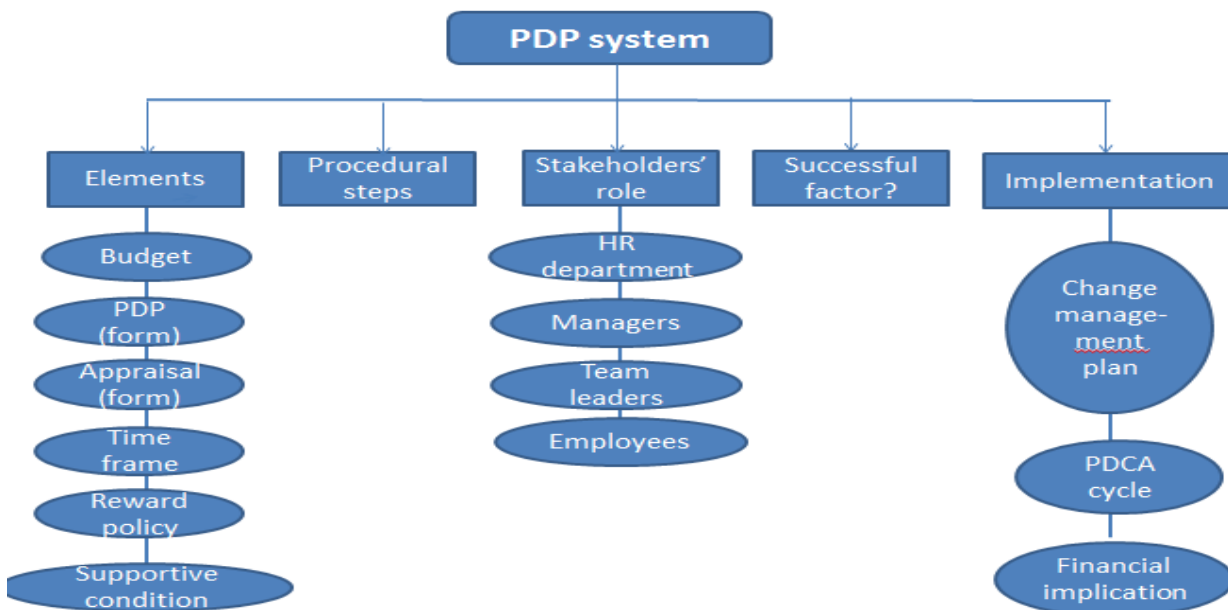
APPENDIX VII: QUANTITATIVE RESEARCH SAMPLING

	Department	Population = Sampling size
Cluster 1	Finance	31
Cluster 2	Human resource	7
Cluster 3	Front Office	61
Cluster 4	Food & Beverage	93
Cluster 5	Information technology	4
Cluster 6	Sales	6
In total		**202**

APPENDIX VIII: OPEN CODES – AXIAL CODES

Perspective	Axial Codes	Open code	Interpretation	Fragments
Interviewees' profile	Personal profile	Name/old	Name and old of interviewee	1.3, 2.3, 3.3, 4.3, 5.3, 6.3
		Experience	Period of time working in hotel	1.4, 2.3, 3.3, 4.3
		Position	Position in hotel	1.4, 2.4, 2.9, 2.14, 3.4, 3.27, 6.3,
		Responsibility	Current working task	1.5, 1.11, 1.41, 2.9, 2.10, 2.12, 2.15, 2.17, 3.7, 3.8, 3.13, 3.28, 4.8, 5.4, 6.6, 6.37
		Ability	What interviewee can do	1.17, 2.20, 2.44, 2.48, 5.26, 5.39, 5.40, 6.28, 6.52.
		Feeling	Their usual feeling in work	1.17, 1.18, 2.17, 2.25, 3.20
		workload	The weight of workload	1.8, 1.41, 2.14, 3.7, 3.25, 6.15,
		Number of employees/team	Number of employees in department	1.4, 2.4, 2.6, 2.19, 2.47, 3.4, 3.5, 3.11, 3.13, 4.4, 4.5, 4.6, 4.23, 5.3, 5.39, 5.66, 6.3,
	Department	Nature of department	Working characteristic of each specific department	1.10, 2.26, 3.9, 3.51, 5.7, 5.9, 5.23, 5.44, 5.45, 5.51, 6.10, 6.16
		Relationship	Relationship between managers and their subordinates	1.32, 1.33, 2.21, 2.22, 3.13, 3.17, 4.40, 4.47, 5.13, 5.26, 5.31, 5.49, 6.10,
How do the managers think/feel about PDP project and PDP system?	Like	Nature of PDP		4.36, 4.119, 4.120, 6.104,
		Purpose of PDP		1.22, 3.50, 3.51, 4.107, 6.94.
		Benefit of PDP	help	1.44, 1.54, 1.101, 2.43, 2.44, 2.86, 2.87
	Dislike	dislike	Being control, workload	2.88, 3.32
	Feeling transformation	Feeling transformation	Negative –> positive feeling and turn around	2.44, 4.18, 6.81
	Perception	Perception	How do employees/managers perceive the PDP	1.40, 1.91, 1.135, 2.60, 2.85, 2.116, 2.118, 2.127, 3.48, 4.16, 4.52, 4.57, 4.65, 5.35, 5.56, 5.60, 5.70, 6.17, 6.18, 6.27, 6.46, 6.82, 6.83
		Negative feeling	Nervous, dislike, worry, afraid	1.40, 2.36, 2.84, 3.32, 4.18, 4.19, 5.102, 6.27, 6.73, 6.78, 6.83, 6.95
		Positive feeling	Interested, curious	2.85, 4.17, 5.54
		Lack of information		2.60, 3.48
		Expectation	What they are expecting that the PDP project brings them	1.53, 1.60, 2.78, 2.97, 3.27, 3.53, 4.11, 5.46, 5.84, 5.89, 5.113, 6.39, 6.78

What kind of PDP system do the managers prefer/suggest?		Simple/complex	Many/less elements in system	1.68, 2.64, 2.68, 2.120, 3.61, 3.76, 4.63, 4.84, 5.62, 5.97
		model	Model of system	1.70, 2.73, 3.82, 4.69, 5.97, 6.64
		Manageable	Under control and easy to manage	3.142, 3.144, 5.94, 6.69
		flexible		1.70, 1.80, 2.64, 2.120, 2.125, 2.128, 3.145
		fixed		2.120, 2.125
	suggestion	change	What should the previous system change?	2.79, 4.88, 6.60.
		Self-awareness / voluntary		1.120, 2.138, 4.84, 4.107, 4.115, 4.119, 5.42, 5.84, 6.79, 6.105
		Emphasize manager's role		2.155
		Reduce workload	System must reduce workload for managers	3.62, 4.84
		Communication	One of element of PDP system	2.145, 4.88, 4.97, 4.124, 4.125, 6.46, 6.47, 6.63
		Timeframe		1.68, 1.72, 2.68, 2.99, 4.89, 4.97, 4.127, 6.63
	elements	PDP form		2.66, 2.99, 2.128, 3.138, 4.89, 4.94, 4.101, 5.66, 6.50.
		Appraisal form		2.67, 3.140, 4.89, 5.73, 5.74, 5.76, 5.77
		Financial support		2.161, 2.167, 2.171, 4.89, 5.71, 6.63
		Reward / penalty		1.68, 1.119, 1.124, 1.129, 1.132, 2.68, 3.101, 4.112, 4.113, 5.81, 5.82, 6.105
		Procedural steps		1.51, 3.71, 3.73, 4.94, 5.66, 5.72, 6.54
		Elements		3.65, 3.68, 3.69, 4.59, 4.60, 4.87, 5.58
	mission	mission	Target of PDP system	1.43, 1.50, 1.60, 1.73, 1.78, 1.79, 1.85, 1.90, 1.98, 2.57, 2.61, 2.77, 2.80, 2.100, 2.119, 2.120, 3.54, 3.57, 3.82, 3.83, 3.87, 4.28, 4.59, 4.86, 4.92, 4.104, 4.124, 6.31, 6.37, 6.60, 6.98, 6.101, 6.104
		result	Result of PDP if....	2.100, 2.168, 3.78, 3.79, 3.148, 4.41, 4.74, 5.32

Research Question	Category	Code	Description	Codes
What roles the managers would like to play?	Role	Communicate	One of role that managers would like to play in the PDP project	1.28, 1.38, 1.47, 2.49, 2.50, 3.26, 3.44, 6.33
		Motivate/inspire		1.25, 2.49, 2.54, 2.94, 2.102, 4.39, 4.41, 6.29
		Explain		1.24, 1.121, 2.49, 2.97, 2.102,
		understand		2.32, 2.37, 4.37
		Monitor/control		1.23, 2.88, 3.37
		Keep intimated		2.37, 3.36, 3.43, 4.18
		Neutral		3.28, 3.35
		Evaluate		1.23, 2.38, 3.38, 4.43, 4.103, 6.34
		Feedback/review		1.121, 4.39, 6.34,
		Decide		2.38, 5.88, 5.90, 6.106
		Identify		1.25, 1.130, 3.40
		companion		5.49
		write		1.42, 3.24, 5.21.
	Advantage	Cooperation	What managers and employees can do for this project	1.136, 2.81, 3.85, 5.106
		Advantage	Advantages to do this project	1.39, 1.91, 1.93, 1.100, 2.39, 2.77, 2.84, 3.99, 3.152, 4.44, 5.14, 5.42, 5.88, 5.99, 5.107, 6.36, 6.74, 6.75
What elements should be took in the consideration?	Disadvantage	Difficulties	What manager feel difficult	1.71, 2.47, 2.62, 2.75, 2.136, 3.30, 3.60, 3.61, 3.64, 3.68, 3.100, 4.20, 4.23, 4.36, 4.53, 4.73, 4.83, 5.102, 6.15, 6.17, 6.23, 6.27, 6.67, 6.97
		Disadvantages	Disadvantages from employees	1.88, 1.89, 2.26, 2.77, 2.143, 2.157, 3.81, 3.85, 3.99, 4.122, 5.24, 6.94, 6.98
		Consideration	Implicit possible issue	2.60, 2.132, 2.165, 3.94, 3.95, 3.152, 4.14, 4.52, 4.64, 4.107, 4.110, 4.120, 4.133, 5.30, 5.95, 5.101, 5.108, 6.18, 6.22, 6.83, 6.84, 6.96
	Consideration	Culture/habit	Cultural differences	1.55, 1.56, 1.60, 2.85, 2.157, 3.87, 3.147, 4.52
		Misunderstanding	Misunderstanding between managers and employees	1.26, 1.27, 1.84, 1.85, 2.92, 3.29, 3.60, 3.88, 3.91, 4.121
		Distance	Relationship between managers and employees	1.86, 1.87, 3.94, 3.96, 4.130, 6.93
		importance	What is importance that should take into consideration?	1.99, 4.19, 4.134, 6.95

How to apply the PDP system to practice successfully?	Importance	role	General role of managers	1.15, 2.126, 2.145, 4.103, 4.125, 5.26, 6.37, 6.103
		Slowly change	Slowly change the employees' perception	2.99, 2.144, 3.108, 5.107
		Best system	The best system will bring success	1.98, 2.99, 6.75
How to implement system?		Information needed	Provide sufficient information	6.97
		belief	Make the employees believe	1.96, 2.100, 2.101, 2.145, 3.110, 4.131, 4.134, 5.107, 6.37

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APPENDIX IX: QUALITATIVE RESEARCH RESULT REGARDING THE OPEN CODES AND AXIAL CODES

The roles that the managers suppose to play in the PDP project.

Based on the outcomes of the researches and the interviews, it can be stated that managers are supposed to play the roles as following open codes. (See appendix 9) There are 13 words in term of "the type of role do the managers suppose to play" in the PDP project. At session axial code of the table, "*role*" item, the managers mostly mentioned the action that: *communicate* (interview 1, 2, 3, 6); *motivate/inspire* (interview 1, 2, 4, 6); *evaluate* (interview 1, 2, 3, 4, 6).

The second group of roles was relatively impressed such as *explain* (interview 1, 2), *understand* (interview 2, 4), *feedback/ review* (interview 4, 6), *decide* (interview 2, 5, 6), *identify* (interview 1, 3), *write PDP* (interview 1, 3, 5), *monitor/control* (interview 1, 2, 3), *keep intimated* (interview 2, 3, 4).

Even though the last group of roles was referred by only one manager, those roles also can be taken into a great suggestion for the change management plan. Those actions including *kept neutral* (interview 3), *companion* (interview 5) are discussed.

It is obvious that the managers already took the consideration during suggesting their roles for this PDP project. They all have perceived and expressed the importance of communication between managers and employees as the successful key. Therefore, they stressed their roles under various kinds of communication such as motivation, inspiration, explanation or evaluation. On the contrary, there are other roles mentioned in the interviews, which seem to arise for consideration rather than a suggestion that is analysed in the next section.

The considerations of the managers related to the roles.

Additionally, the managers who play as a bridge connecting hotel and employees also must report their comments about employees to the Board of Windsor after evaluating and deciding the result of development [2.38, 5.90, 6.106, 1.23, 3.38, 4.43, 6.34]. Besides, as the person who is close, and usually observe and talk to employees, they perceive their roles including identifying the employees' abilities, weaknesses or strengths and understanding employees' needs, personalities and skills [1.25, 3.40, 2.32, 2.37, 4.37]. This idea is from only 2 managers but it also contributes to the result of the research about the roles of managers in the PDP project. Last but not least, "monitor/control" is likely as their natural missions rather than suggestions, they reluctantly discussed those in the interviews and hopefully, their responsibility in judging employees can be decreased in the PDP system [1.23, 2.88, 3.37]

The general opinions of the managers toward the PDP and PDP system.

The answers were an open coded with the words *perception, negative feelings, positive feelings, expectation, nature of PDP, the purpose of PDP, the benefit of PDP, difficult, consideration, misunderstanding.*

Perception: "How do employees/managers perceive the PDP?" Some managers already have heard about PDP [1.90, 2.85, 6.82] but they have limited information about it [2.60, 3.48]. A manager of F&B department perceived PDP as a very strategic project with the practical purpose [4.52] since he had used it before [4.16], however, it was his subject at school causing an ambiguous knowledge about PDP system at an organization [4.57]. A PDP system seems to be still unfamiliar with all managers [4.57, 5.56, 5.60, 6.46] except HR manager [1.90].

Feeling about PDP: the managers stated their feeling toward the PDP project and PDP system. Managers of HR, F&B, IT department gave a positive sensation about PDP [2.87, 4.17, 5.19] while managers of

Front Office, Finance, Sales department raised a negative feeling toward the PDP project [1.40, 2.36, 2.42, 3.32, 6.27]. On the other hand, a feeling transforming from positive to negative and contrary also were discussed [1.40, 2.44, 4.18, 5.102].

The expectation, nature of PDP, the purpose of PDP, and benefit of PDP were coded as the main reasons for those feeling above. What they are expecting from the PDP project making them feel positive. They expect that a more effective training course will bring ~~the~~ tremendous success [2.87] to their workplace as well as the personal development as the nature and purpose of PDP requires [3.27, 4.107, 5.89, and 6.94]. However, a proper nature of PDP could be confused if it were applied in an organization that the self-awareness and voluntary are changed to obligatory [4.119].

Difficult, considerations, misunderstanding were coded as what they dislike about the PDP project and system. Those issues have to take into the consideration such as increasing workload [1.41, 3.60, 4.23] and responsibility [4.19, 4.83]; influencing schedule and time [2.49, 5.102, 6.17]; lacking of information [2.75, 3.64, 6.84] and misunderstanding between employees and managers [2.92, 3.88] or between managers and representative of Hotel [3.29, 3.60, 5.101].

In brief, the interviews were informative to explore the managers' opinions. They were fully honest about what they like and dislike towards the PDP project as well as indicating the critical reasons for those concerns, which were all listed and concisely analysed above. Moreover, they also identified the difficulties towards their suggested roles, in which they expect the PDP system could tackle to endure their daily activities.

⚜ *The suggestions for the PDP system in Windsor*

The axial codes for the marked point are *suggestions, elements,* and *mission*s.

"Suggestions" contains 6 open codes as keywords for setting up the PDP system. All managers preferred *a simple* PDP system [1.68, 2.68, 3.61, 4.84, 5.97] and they also mentioned about a *flexible model* of the system [1.70, 2.73, 3.82, 4.69, 5.97, 6.64], which researcher should recommend for them. They expressed the ideas that PDP system should let the employee have *self-awareness* about their responsibility through the entire process of the project [4.115, 5.84, 6.105]. Plus, the *workload* should not put on managers only but should reasonably divide for all stakeholders. This could reduce the potential workload for managers [3.62, 4.84]. Self-awareness system could also be a solution to equally share the workload among all stakeholders [4.84].

"Elements" of PDP system were also discussed during the interviews. The managers especially expressed that *communication, reward/penalty* and *timeframe* are 3 crucial elements of the system [1.68, 3.101, 4.125, 6.46, 1.72, 2.68, 2.99, 4.89, 4.97, 4.127, 5.82, 6.63]. Besides, designed "procedural steps" element was relatively the same for all managers [1.51, 3.71, 4.94, 5.66, 5.72, 6.54]. *PDP form* is a must-have element but its type does not matter [2.99, 4.94, 4.100, 6.50]. One of an element of the system could be *appraisal form* [2.67, 4.89, 5.74]. Regarding and combining with the "flexible" term, the following elements should be determined based on the comfort of managers and each employee: PDP form, appraisal form, timeframe [3.138, 4.101, 5.66] to decrease the resistance. Other elements were suggested to keep them manageable by HR tools of HR department [3.142] and financial supports of finance department [4.89, 5.71],

"Mission" is the criteria in which the PDP system can be operated and monitored most effectively on what the PDP system must be functioned and how to measure the operation. Many missions were suggested [1.60, 1.78, 2.61, 2.77, 2.80, 3.82, 4.28, 6.31, 6.104] in order to consider and select. Furthermore, most of the managers agreed that the mission of these stages included: to be clear [4.87,]; calculate the budget first [2.61, 4.92]; make the project meaningful by remaining the nature of

PDP [1.77, 3.54, 6.31] and change the employees' perception [1.73, 2.57, 6.37]; set up a consistent and manageable system [6.70], narrow the distance between managers and employees [3.87]. *Results* for each mission were drawn accordingly [2.100, 3.78, 4.74, 5.32, 5.94].

    ✚ ***The specific concerns of the employees that the managers identified***

The managers pointed out the considerations among employees towards this project which coded as *consideration, disadvantages, culture, misunderstanding, distance, and importance.* The interpretation of these codes can explain specific considerations that should be taken into account.

"Disadvantage" is a concern among employees caused by negative thoughts towards PDP because it is a new concept in Asian [1.55, 1.60, 2.85, 3.87, 4.52]. The discussed specific reasons include the lack of knowledge about PDP [3.81, 4.122]; differences of nature of department [2.26, 5.23, 6.74] and cultural differences toward their habit [1.88, 2.77, 3.100, 6.94]. Those are one-sided reasons.

The distance among positions in an organization can be a barrier for communicating. Indeed, it is hard to raise opinions or to share ideas to managers if the subordinates feel uncomfortable or the procedural steps are absolutely complicated. A barrier created here causes unfavourable conversations and misunderstanding [1.26, 2.92, 3.29, 3.60, 3.88, 4.121] that they are being monitored and investigated. Those reasons are identified and should be taken into consideration among employees.

    ✚ ***The suggestions for the factors that might lead to the successful PDP system in Windsor.***

This question was translated into several similar types so that the questions suited the contexts of the interviews. However, the collected answers were homologous, which were coded with 4 opened codes only those are *a role, slowly change, best system and belief.* Four managers believe that their roles [1.15, 4.103, 5.26, 6.103] and the employee's belief [1.96, 2.101, 3.110, 4.131, 5.107] are the keys to the success of this project. The importance of those two items were thoroughly analysed above. Besides, the project can be considered as a change in management that the system, which controls the project, has functioned for slowly changing the employees' mind and perceptions [2.99, 3.108, 5.107]. On the other hands, a clear and functional system also can contribute to bringing the success [1.98, 2.99].

APPENDIX X: QUANTITATIVE RESEARCH RESULT REGARDING STATISTIC RESULT

Figure 1: Quantitative research: sampling and actual responds

Department	Sample size = Population	Received responds	Respond rate
Human resource	7	7	100%
Finance	31	26	84%
Information technology	4	4	100%
F&B	93	73	78%
Front Office	61	50	82%
Sales	6	4	67%
In total	**202**	**164**	**81%**

Figure 2: The level of agreement of the employees toward the characteristic of PDP

S.R No.	Factors	Mean	Mode	(1)	(2)	(3)	(4)	(5)
A	**How do you recognize the characteristics of PERSONAL DEVELOPMENT PLAN (reflection, identification, plan, action and record)**							
1	The PERSONAL DEVELOPMENT PLAN can help to reflect my past performance.	3.7	4	3%	13%	19%	41%	25%
2	My strengths will be identified by reviewing process.	3.5	4	4%	11%	28%	44%	13%
3	My weaknesses will be identified by reviewing process.	3.5	4	4%	11%	28%	44%	13%
4	My implicit abilities may be recognized through the writing PERSONAL DEVELOPMENT PLAN process.	3.8	4	2%	10%	19%	41%	28%
5	A plan can be specific and ambiguous if I can perceive my strengths and weaknesses.	3.6	4	3%	12%	21%	51%	13%
6	A plan can be feasible if I have support from other people.	3.2	3	11%	19%	30%	19%	21%
7	Learning by doing is the best way to explore personal abilities/skills/weaknesses	3.7	4	1%	16%	19%	40%	24%

Figure 3: The personal opinions towards the relationship with managers

S.R No.	Factors	Mean	Mode	(1)	(2)	(3)	(4)	(5)
B	**The personal opinions towards the relationship with managers**							
1	I share my thoughts to my manager	2.8	2	13%	31%	30%	19%	9%

2	I share my thoughts to my colleagues	3.2	4	14%	11%	25%	39%	11%
3	My manager and I communicate regularly	2.9	2	19%	26%	21%	19%	16%
4	My manager is open to listening to my thoughts	2.7	2	14%	37%	22%	26%	2%
5	I feel that my manager understands my sharing	2.6	3	20%	19%	45%	14%	3%
6	My managers often give me advices	3.3	4	8%	19%	20%	42%	11%
7	An atmosphere of the conversations is comfortable	2.4	2	25%	32%	23%	15%	5%
8	There are much more informal conversations	2.6	2	26%	28%	19%	15%	11%
9	It is simple to raise opinions to managers	2.8	2	17%	27%	26%	16%	14%
10	The procedural steps of any projects to discuss with managers are straightforward.	2.7	2	20%	32%	21%	18%	10%
11	I like working and discussing with my managers	2.7	2	23%	27%	17%	17%	15%
12	I think the working results are better if I keep intimacy with managers	3.1	4	17%	19%	21%	23%	20%

Figure 4: The reason to like a PERSONAL DEVELOPMENT PLAN
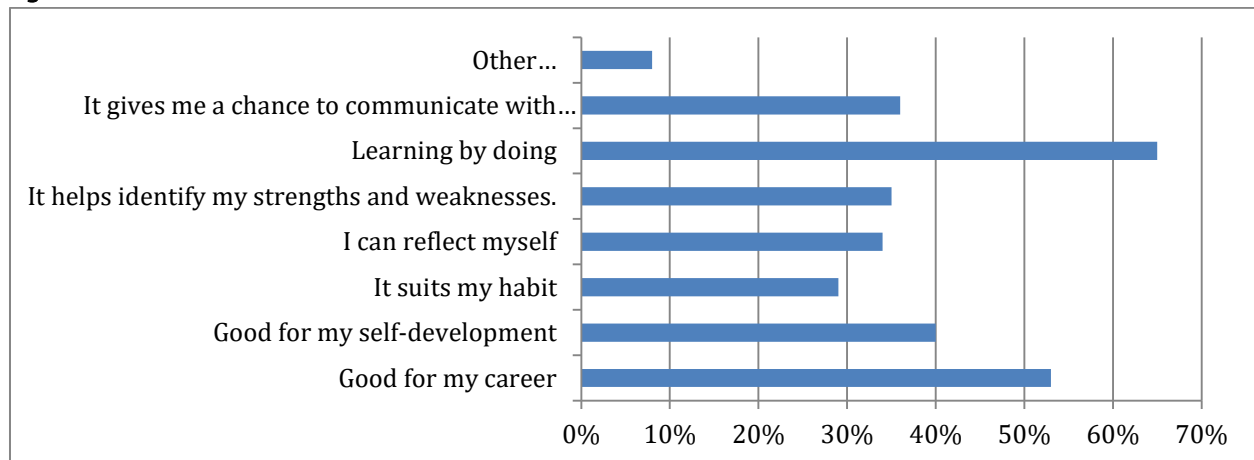
Regarding the PDP itself, the employees indicated that they preferred learning by doing objective most. They also perceived that the PDP is good for their career and self-development since these three issues got the highest vote (65%, 53% and 40%, respectively). Other issues got equal selections toward the PDP project. It is recognized that although they had positive perception toward PDP project, the limits were figured out among their ability to identify their strengths, weaknesses, habit to self-reflect and a chance to more communicate with managers who can help them to perceive those aspects in work and life

Figure 5: The reason to dislike a PERSONAL DEVELOPMENT PLAN
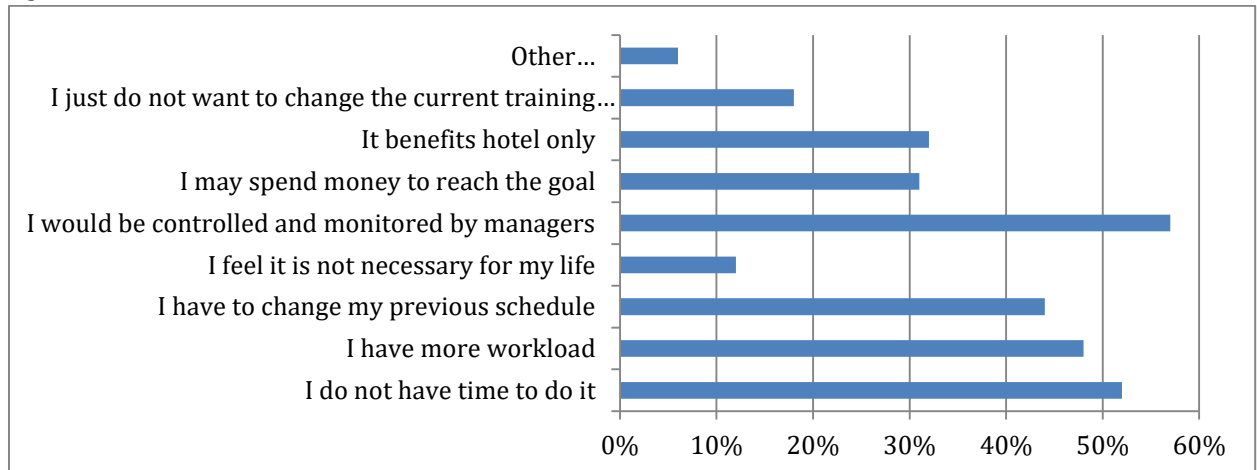
Workload, time and schedule were described as the most concerned factors, which the employees dislike about PDP. More importantly, over 50% of respondents stated that they dislike being controlled and managed by managers.

Figure 6: The reason to like a Personal Development Plan system
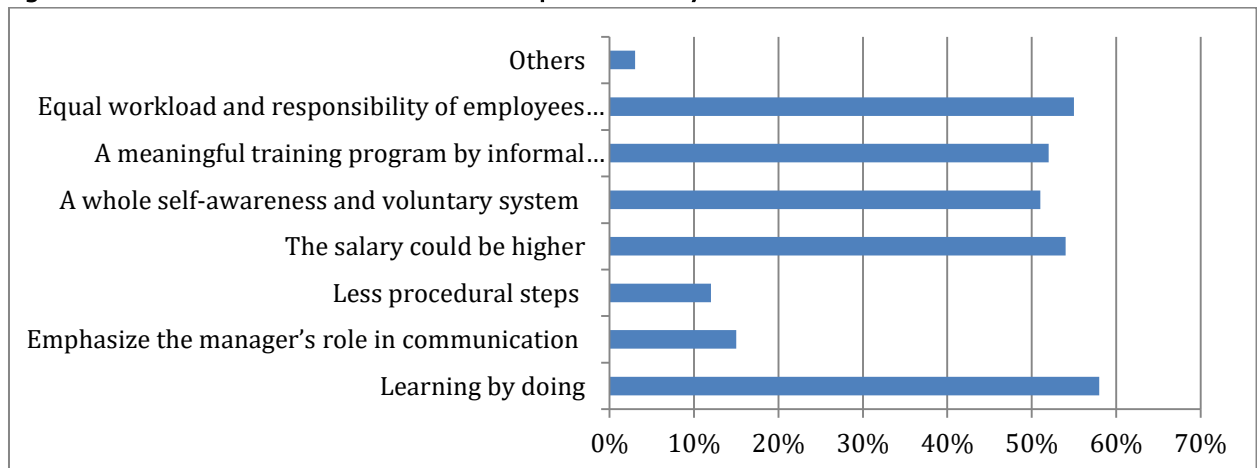
The employees prefer a meaningful training program in term of informal conversation with the managers (52%), learning-by-doing (58%), raising self-awareness and voluntary (51%), equal workload (55%). Besides, they also showed the expectation for a higher salary (54%).

Figure 7: The reason to dislike a Personal Development Plan system
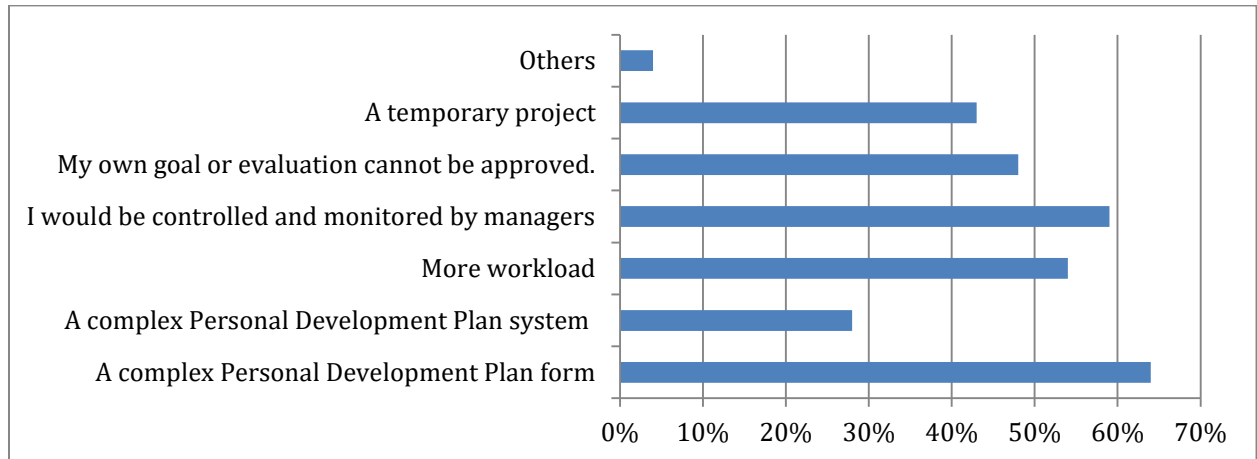
The employees demonstrated that they are sensitive to the interaction between managers and subordinates relating to the being controlled (59%) and their PDP rejected possibly (48%). Repeatedly, the employees showed vigilance about increasing workloads to produce a long PDP paper. They do not care much about the procedural steps and complex system but they do not support for a temporary project since almost a half of respondents (43%) expressed their concern about a temporary project.

Figure 8: Kind of supports was liked best
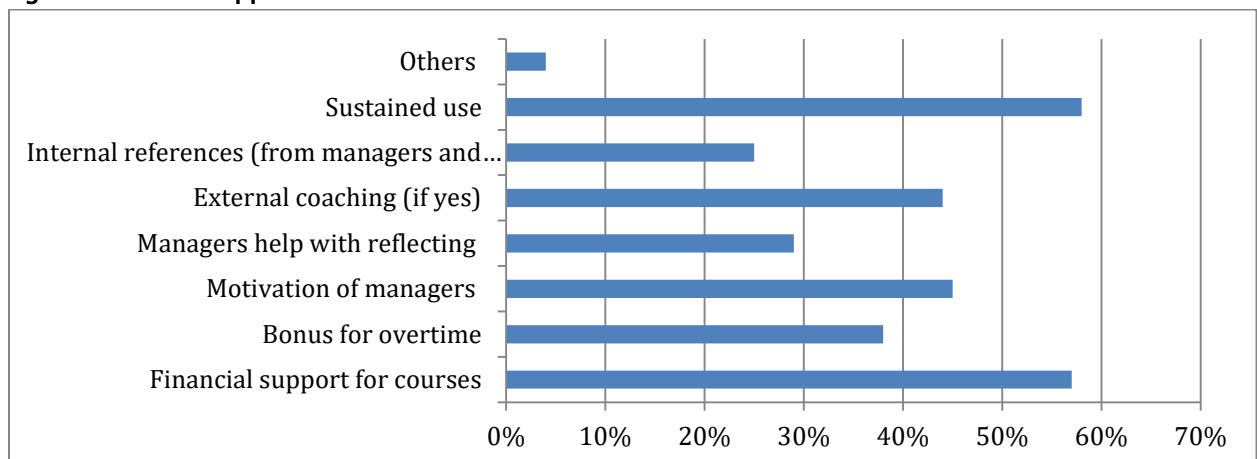
All supporting conditions were recognized as necessary for the PDP project. In addition, the financial support accounts for 68% of external coaching and 48% of overtime; motivation of managers is one of the necessary support conditions for employees. It is surprised that the reward policy was not important in this context that took only 25% of respondents.

Figure 9: Kind of PDP system was preferred
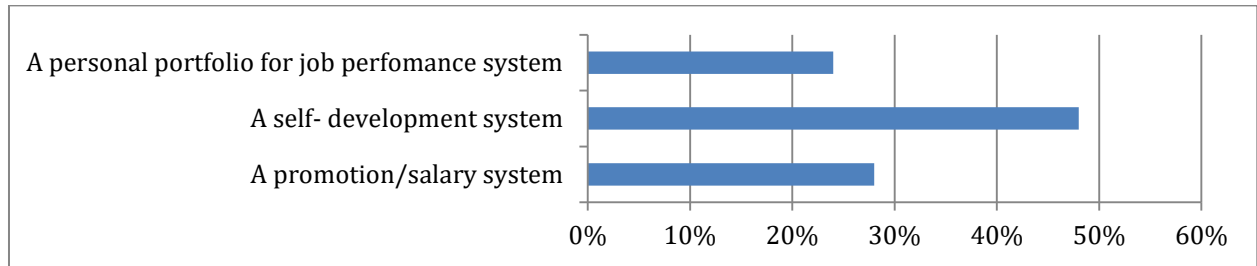
The respondents were asked about their most favourite PDP system and what supporting conditions they expected. A self-development system got the highest vote for the most favourite PDP system.

Figure 10: Factors should be taken in consideration to a successful or failure PERSONAL DEVELOPMENT PLAN project
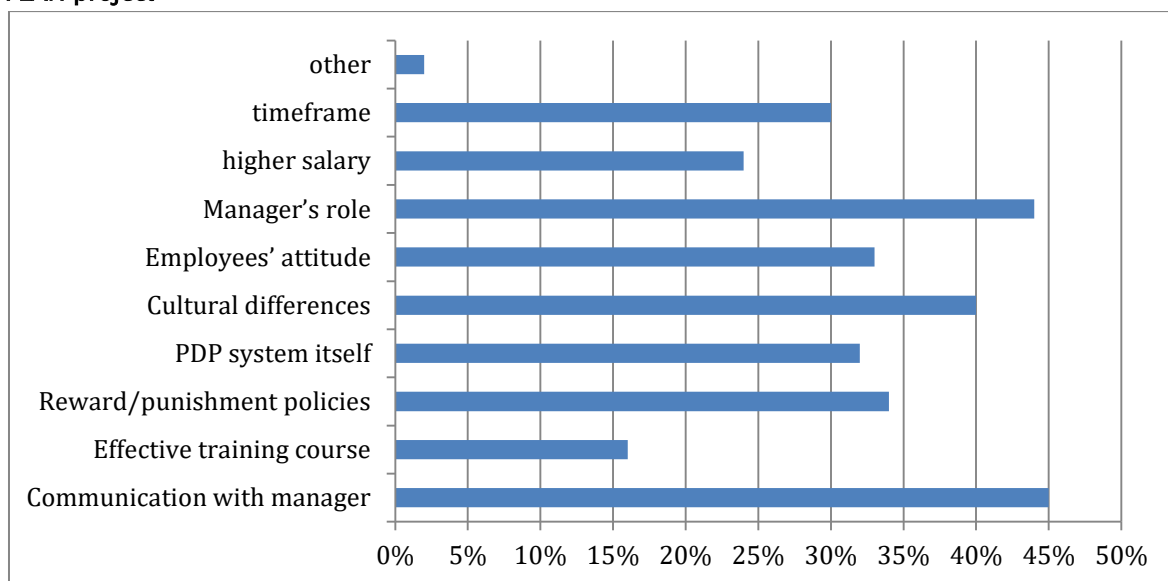
APPENDIX XI: EXAMPLE FOR ACTION PLAN

	Actions		Responsible Person	Timeframe
IT Activities	Hardware:			
	Software:			
	Network:			
Business Unit / Product Group Activities				
Project Team Activities				
Communication Activities				
Training Activities				
Audit Preparation				

Source: Queensland Government Chief Information Office (2011)

APPENDIX XII: EXAMPLE FOR COMMUNICATION PLAN

Source: Queensland Government Chief Information Office (2011)

Name of person as point of contact for all project communication:

Audience	Key messages	Delivery Method	Date	Length of session (if applicable)	Location
Example: Team Leaders Senior Managers					
Sender	Example: Project Manager				
Example: Staff Users					
Sender	Example: Supervisor				

APPENDIX XIII: PDCA CYCLE – QUALITY CONTROL MODEL
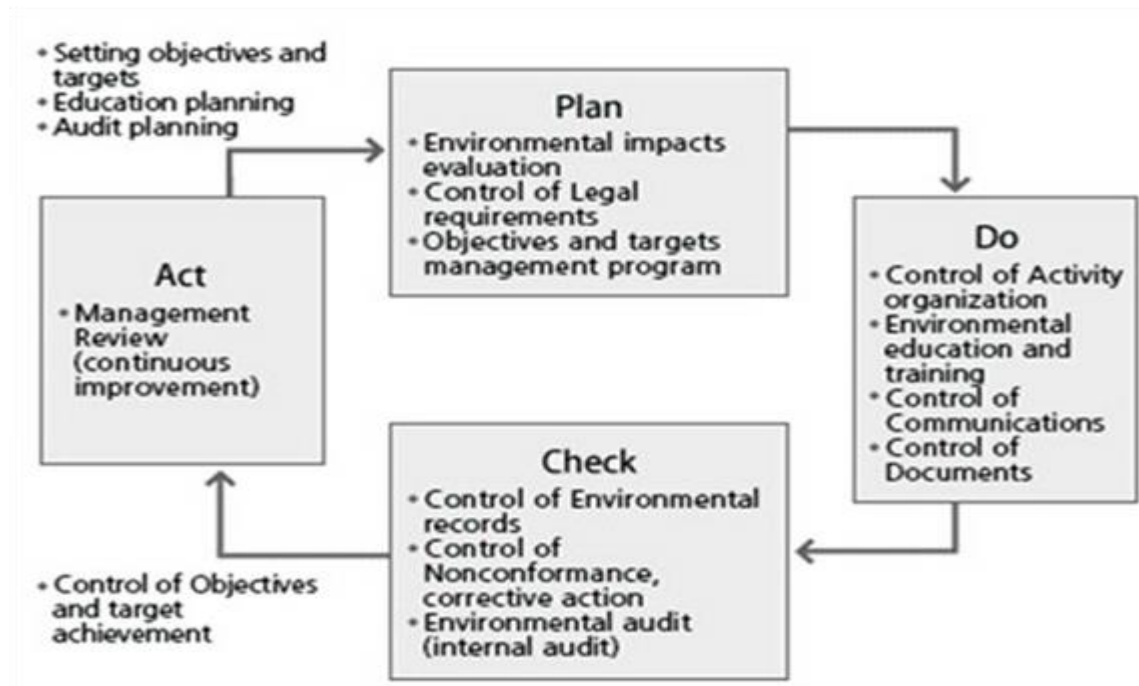
Source: Juhasz and Peles (2013)

According to Johan (2008), the plan–do–check–act (PCDA) cycle is mostly used for continual process improvement. The PCDA consists of 4 steps for improvement or change as below:

- Plan: recognize the opportunity and plan the change
- Do: Test the change
- Check: Review the test, analyze the results and identify learnings.
- Act: take action based on what the organization learns in the check step. If the change was successful, incorporate the learnings from the test into wider changes. If not, go through the cycle again with a different plan.

APPENDIX XIV: EXAMPLE FOR PDP FORM

Personal Development Plan Template

Personal Development Plan

Name	Organization	Team	From:	To:

Training, Learning & Development needs	Priority	How will this be met? (short course; e-learning; NVQ; shadowing etc)	Target date	Cost	Source of funding (e.g. organization; college; SCTP etc)	Evaluation – what have you learnt?	Evaluation – how much difference has this made to how you do your job?
1.							
2.							
3.							
4.							
5.							
6.							

Source: "6 Free Personal Development Plan Templates – Excel PDF Formats". *Word Templates*. N.p., 2017. Retrieved 11 June 2017 from http://www.wordstemplates.com/personal-development-plan-template.html

APPENDIX XV: CURRENT APPRAISAL FORM OF WINDSOR

PERFORMANCE APPRAISAL FORM – BẢN ĐÁNH GIÁ HIỆU QUẢ CÔNG VIỆC

HR–007a for Part–timer

Associate's Name – Nhân viên: _____

Associate ID – Mã số Nhân viên: _____

Associates Title – Chức danh: _____

Department – Bộ phận: _____

Reviewer – Người đánh giá: _____

Period to appraise – Giai đoạn đánh giá: From–Từ: _____ To–Đến: _____

Reviewer Title – Chức danh: _____

Review date – Ngày đánh giá: _____

Review type
Mục đích đánh giá

☐ End of Probation – Hết thử việc

☐ Year-end Review – Cuối năm

☐ End of Contract – Hết hợp đồng

☐ Salary Adjustment – Điều chỉnh lương

☐ Promotion – Thăng chức

Usage of this Performance Appraisal Form

This form used for all WMC–managed properties

HRF–007a is used for Part–timer when applicable

HRF–007b is used for Job Grade 1–3 Staff, Clerk and Officer

HRF–007c is used for Job Grade 4–5 Team Leader & Assistant Section/Outlet Manager

HRF–007d is used for Job Grade 6–7 Section/Outlet Manager & Department Head

HRF–007e is used for Job Grade 8–9 Group Director, Division Head, Executive Assistant Manager, Executive Member

Rating Scale – Thang điểm:

N/A = Not available

1 = Unsatisfactory

2 = Below expectations

3 = Meet expectations –

4 = Exceed expectations

5 = Outstanding

I. SELF APPRAISAL – TỰ ĐÁNH GIÁ		
My major achievements **Thành tích chính đã đạt được**		Reviewer's comment Ghi chú của người đánh giá:
My improvement areas **Những việc tôi cần cải thiện**		Reviewer's comment Ghi chú của người đánh giá:

II. QUALITATVE MEASURE – ĐÁNH GIÁ ĐỊNH TÍNH							
II.1 General Competencies – Năng lực thực thi công việc nói chung							
			Rating – Đánh giá				
Customer Driven **Hướng tới khách hàng**	1. Anticipates, strives consistently to understand internal and external customers' needs whilst meeting and exceeding their expectations. Có ý thức đoán trước, tìm hiểu nhu cầu của khách hàng (cả bên ngoài và nội bộ) để đáp ứng và vượt trên những mong đợi đó.	N/A	1	2	3	4	5
Quest for Excellence **Tìm kiếm sự hoàn thiện**	2. Has a passion for excellence; strives to deliver the highest standard in every task and every encounter with internal and external customers. Luôn hướng tới sự hoàn thiện trong công việc, cố gắng hoàn thành với chất lượng cao nhất các việc được giao và trong mỗi lần gặp gỡ với khách.	N/A	1	2	3	4	5
Teamwork **Tinh thần đồng đội**	3. Works well with and supports colleagues; demontrates accountability and ownership in achieving the team's common goals and objectives. Phối hợp tốt với đồng nghiệp, giúp đỡ và hỗ trợ đồng nghiệp, thể hiện tinh thần trách nhiệm đối với công việc chung.	N/A	1	2	3	4	5
Respect and Trust **Tôn trọng và Tin tưởng**	4. Respect guests, Company and colleagues and other people; gives trust by consistently delivering on agreed objectives and expectations. Tôn trọng khách hàng, Công ty, đồng nghiệp và mọi người nói chung. Tạo lòng tin bằng việc luôn giữ đúng lời hứa và thực hiện những gì mình cam kết làm.	N/A	1	2	3	4	5
Enterprising **Linh hoạt, sáng tạo**	5. Works smart and innovative; is flexible and responsive to change; is action-oriented and actively seek to achieve goals and results. Làm việc thông minh, sáng tạo; linh hoạt và thích ứng với tình huống; luôn chủ động tìm phương án và hành động thích hợp để đạt được mục tiêu.	N/A	1	2	3	4	5

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	6. Has a positive attitude toward diversity and the difference of opinions. Practices fairness and integrity when dealing with guests, colleagues and others.						
Communication Cách ứng xử	Có thái độ tích cực, sẵn sàng tiếp thu ý kiến mới. Thể hiện sự công bằng và nhất quán trong giao tiếp với khách hàng, đồng nghiệp và mọi người nói chung.	N/A	1	2	3	4	5
Dependability Chuyên cần	7. Arrive to work on time; inform manager of lateness and absence in a timely manner. Utilize working hours effectively. Arrange well before taking leave of absence. Đến làm việc đúng giờ; báo cáo kịp thời với quản lý về việc đi trễ, vắng mặt. Sử dụng thời gian làm việc hiệu quả. Biết cách sắp xếp công việc trước khi nghỉ phép.	N/A	1	2	3	4	5
Quantity of Work Khối lượng công việc	8. Complete necessary amount of work. Finish daily tasks in a timely manner. Complete assignments by the agreed deadline. Làm đủ khối lượng công việc; thực hiện các công việc thường nhật một cách nhanh chóng, hoàn thành các dự án được giao đúng hạn.	N/A	1	2	3	4	5
Quality of Work Chất lượng công việc	9. Continuously comply to established standards and procedures. Produces accuracy, consistency and thoroughness of work. Luôn tuân thủ các quy trình làm việc chuẩn và các quy định nghiệp vụ. Hoàn thành công việc một cách chính xác, ổn định và hoàn thiện.	N/A	1	2	3	4	5

II. QUALITATVE MEASURE – ĐÁNH GIÁ ĐỊNH TÍNH							
II.2 Job skills / Technical Competencies per Job Description – Các kỹ năng nghề có ghi trong Mô tả công việc							
					Rating – Đánh giá		
Competency 1 Kỹ năng 1	10.	N/A	1	2	3	4	5
Competency 2 Kỹ năng 2	11.	N/A	1	2	3	4	5
Competency 3 Kỹ năng 3	12.	N/A	1	2	3	4	5
Competency 4 Kỹ năng 4	13.	N/A	1	2	3	4	5
Competency 5 Kỹ năng 5	14.	N/A	1	2	3	4	5

III. OVERALL COMMENT AND CONCLUSION – NHẬN XÉT CHUNG VÀ KẾT QUẢ ĐÁNH GIÁ	
Summary of Major Achievements	OVERALL RATING – TỔNG KẾT ĐIỂM
Tổng kết các thành tích đã đạt được	1. Average of qualitative ratings – Trung bình các giá trị định tính

2. Adjustments applied (if any) – Điều chỉnh (nếu có):

☐
☐ Associate of the Month (+0.1 each time) – Nhân viên xuất sắc trong tháng (+0.1 mỗi lần)

Extraordinatory Circumstances (+0.1) – Các đóng góp, tình huống đặc biệt (+0.1)

Discipline in effect (–0.1 one minor incident) – Kỷ luật còn hiệu lực (–0.1 đối với lỗi cấp 1)

Discipline in effect (–0.2 one major incident) – Kỷ luật còn hiệu lực (–0.2 đối với lỗi cấp 2)

3. Finalize overal rating – Điểm đánh giá cuối cùng

| 4.51 - 5.00 = O |
| 4.00 - 4.50 = E |
| 3.00 - 3.99 = M |
| 2.00 - 2.99 = B |
| 1.00 - 1.99 = U |

Summary of Areas for Improvement

Tổng kết các lĩnh vực cần tiến bộ hơn

4. Convert to letter grade – Chuyển thành ký hiệu

Notes on overall rating – Chú ý về điểm tổng kết

O: Eligible for full-time contract if there is vacancy.

*   *Đủ điều kiện để xem xét ký hợp đồng toàn thời gian nếu có vị trí trống.*

E: Eligible for confirmation, renewal of part-time contract.

*   *Đủ điều kiện tiếp tục được nhận làm việc với hợp đồng bán thời gian*

M: Eligible for confirmation, renewal of part-time contract.

*   *Đủ điều kiện tiếp tục được nhận làm việc với hợp đồng bán thời gian*

B: Extend probation or consider ending employment.

*   *Gia hạn thử việc hoặc cân nhắc chấm dứt sử dụng lao động.*

U: Emloyment shall be terminated – Chấm dứt sử dụng lao động.

Skills needed to advance to next career level – Những kỹ năng cần có để thăng tiến lên cấp độ tiếp theo.

Asociate' comments – Ý kiến của Nhân viên

Signatures

The signatures below acknowledge that all points stated in this performance appraisal form are the agreed result of discussion between the reviewer and the Associate (i.e., the reviewee). The result is then approved by the Department Head (or by the authorized line superior) and verified by Human Resources Department.

Các chữ ký dưới đây chứng nhận rằng người đánh giá và người được đánh giá đã thảo luận và đồng ý tất cả các nội dung ghi trong bản đánh giá hiệu quả công việc này. Kết quả đánh giá sau đó được Trưởng bộ phận (hoặc cấp trên có thẩm quyền) duyệt và Phòng Nhân sự xác nhận.

Associate Signature
Chữ ký của nhân viên

Date – Ngày:
....

Part-time contract to be renewed
□ ý hợp tiếp đồng bán thời gian

Reviewer Signature
Chữ ký của người đánh giá

Date – Ngày:
....

Full-time contract to be isued
□ ý hợp đồng nhân viên hính thức

Department Head Signature
Chữ ký của Trưởng Bộ phận

Date – Ngày:
....

(Please attach Associate Record Form)
□ Kèm theo Phiếu Thông n Nhân viên)

Human Resources
Chữ ký của Nhân sự

Date – Ngày:
....

End employment
□ hấm dứt sử dụng lao ộng

Further notes of Human Resources – Ghi chú thêm của Nhân sự

APPENDIX XVI: THE NUMBER OF STAFF OF WINDSOR BY DEPARTMENT

Number of staff	Department
16	FIN – CASHIER
15	FIN – ACCOUNTING
3	SALES
5	HR – HUMAN RESOURCES
2	HR – ADMINSTRATION
4	INFORMATION TECHNOLOGY
1	CATERING NGAN DINH
23	FRONT OFFICE
11	FO – CONCIERGE
4	FO – OPERATOR
13	FO – DRIVER
4	CORPORATE OFFICE – DRIVER
12	HSKP – ADMINSTRATION
18	HSKP – ROOM
22	HSKP – PUBLIC AREA
4	HSKP – UNIFORM
3	HSKP – FLORIST
18	HSKP – LAUNDRY
34	MECHANICS & ELECTRIC
11	FOOD & BEVERAGE – BANQUET
10	FOOD & BEVERAGE – AD FOOD COURT (KIOST)
26	FOOD & BEVERAGE – CAFE CENTRAL
8	FOOD & BEVERAGE – TOP OF THE TOWN
41	FOOD & BEVERAGE – NGAN DINH
2	KITCHEN – CHINESE ADMINSTRATION
40	KITCHEN – CHINESE
5	KITCHEN – AD FOOD COURT (KIOST)
1	KITCHEN – WESTERN ADMINSTRATION
40	KITCHEN – WESTERN
2	KITCHEN – TOP OF THE TOWN
11	KITCHEN – PASTRY
12	KITCHEN – STAFF CANTEEN KITCHEN – STEWARD
13	SPA
37	SECURITY – HOTEL

APPEXDIX XVII: QUESTIONNAIRE

As part of my research thesis at Saxion University (The Netherlands), I am conducting a survey that investigates the opinions of the stakeholders towards the up-coming project in Windsor Plaza hotel. The HR department of your hotel will soon establish an entire new project for your personal improvement, which is about writing a Personal Development Plan that this will benefit for both your career and personal life. Depending on your suggestions and opinions, this 10 minutes anonymous questionnaire aim to collect your opinions toward this project to put them into the considerations that a Personal Development Plan system of Windsor Plaza hotel (yet to be determined) hopefully fulfil your needs of development.

In brief, The PERSONAL DEVELOPMENT PLAN is a personal portfolio, which can effectively reflect, evaluate and develop oneself for reaching one self's goal. The PERSONAL DEVELOPMENT PLAN purpose prioritizes to enhance your own strengths or overcome your weaknesses for your personal life, and then a productive employee can advocate best in the workplace. The PDP system, which used to effectively monitors this project to bring success for employees and organization, needs to be set up beforehand and implement to the hotel.

What is your age?/ Tuổi của bạn:

... years

What is your gender? /Giới tính:

☐Male (Nam)   ☐Female (Nữ)

How long do you work in the Windsor Plaza hotel?/ Bạn làm việc ở khách sạn Windsor Plaza bao lâu rồi?

... month … year

What is Your department?/ Bạn thuộc bộ phận nào?

☐ HR   ☐Finance   ☐FO   ☐F&B   ☐IT   ☐Sales office

What is your position?/ Vị trí của bạn ?

☐Employee (nhân viên)   ☐Team leader (Trưởng nhóm)   ☐Manager (Quản lý)

Basing on the provided brief information above about the PERSONAL DEVELOPMENT PLAN, please measure your opinion by scoring the degree of each factor:

Dựa trên thông tin ngắn gọn được cung cấp ở trên về KẾ HOẠCH PHÁT TRIỂN CÁ NHÂN, hãy đo lường ý kiến của bạn bằng cách ghi lại mức độ của mỗi yếu tố:

Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
Rất không đồng ý	Không đồng ý	Bình thường	Đồng ý	Rất đồng ý

S.R No.	Factors	(1)	(2)	(3)	(4)	(5)
A	**How do you recognise the characteristics of PERSONAL DEVELOPMENT PLAN (Reflection, identification, plan, action and record)** Bạn để nhận diện bản chất của KẾ HOẠCH PHÁT TRIỂN CÁ NHÂN như thế nào? (phản ứng, nhận dạng, kế hoạch, hành động và ghi chép)					
1	The PERSONAL DEVELOPMENT PLAN can help to reflect my past performance. KẾ HOẠCH PHÁT TRIỂN CÁ NHÂN giúp tôi nhìn lại những gì đã làm trước đây					
2	My strengths will be identified by reviewing process. Xem lại quá trình giúp tôi tìm ra điểm mạnh					
3	My weaknesses will be identified by reviewing process. Xem lại quá trình giúp tôi tìm ra điểm yếu					
4	My implicit abilities may be recognized through the writing PERSONAL DEVELOPMENT PLAN process. Trong quá trình viết KẾ HOẠCH PHÁT TRIỂN CÁ NHÂN giúp tôi phát hiện ra khả năng tiềm ẩn					
5	A plan can be specific and unambiguous if I can perceive my strengths and weaknesses. 1 kế hoạch có thể rõ ràng và không mơ hồ nếu tôi nhận thức được điểm mạnh và điểm yếu					
6	A plan can be feasible if I have support from other people. 1 kế hoạch có thể thực hiện được nếu nhận được sự giúp đỡ					
7	Learning by doing is the best way to explore personal abilities/skills/weaknesses. Học qua thực hành là cách tốt nhất để khám phá ra khả năng tiềm ẩn/ kỹ năng / điểm yếu					

B	**The personal opinions towards the relationship with managers** Những ý kiến cá nhân đối với mối quan hệ với quản lý					
1	I share my thoughts to my manager					

	Tôi chia sẻ suy nghĩ với quản lý					
2	I share my thoughts to my colleagues Tôi chia sẻ suy nghĩ với đồng nghiệp					
3	My manager and I communicate regularly Tôi và quản lý thường xuyên trò chuyện					
4	My manager is open to listen to my thoughts Quản lý cởi mở và lắng nghe suy nghĩ của tôi					
5	I feel that my manager understands my sharing Tôi nghĩ là quản lý đồng cảm với những chia sẻ của tôi					
6	My managers often give me advises Quản lý thường cho tôi lời khuyên					
7	An atmosphere of the conversations is comfortable Không khí trò chuyện thoải mái					
8	There are much more informal conversations Cuộc trò chuyện thường rất thân mật					
9	It is simple to raise opinions to managers Rất đơn giản để nêu ra ý kiến đối với quản lý					
10	The procedural steps of any projects to discuss with managers are straightforward. Thủ tục trình bày ý kiến rất trực tiếp đơn giản.					
11	I like working and discussing with my managers Tôi thích làm việc và thảo luận với quản lý					
12	I think the working results are better if I keep intimacy with managers Tôi nghĩ kết quả làm việc sẽ tốt hơn nếu tôi giữ mối quan hệ thân thiết với quản lý					

C	The personal opinions towards their work Những ý kiến cá nhân đối với công việc					
1	Group projects are more than individual project Dự án làm việc nhóm nhiều hơn dự án cá nhân					
2	I find the training courses which suite my expertize Tôi tìm thấy khóa đào tạo phù hợp chuyên môn của tôi					

3	I have to wait for command from the Board for task Tôi phải chờ được giao nhiệm vụ từ Ban Giám Đốc					
4	I feel less opportunities to improve myself Tôi thấy mình có ít cơ hội cải thiện bản thân					

1. **What do you like about a PERSONAL DEVELOPMENT PLAN? (choose maximum 3)**

Lý do bạn thích KẾ HOẠCH PHÁT TRIỂN CÁ NHÂN (chọn tối đa 3 mục)

□ Good for my career / Tốt cho nghề nghiệp của tôi

□ Good for my self-development / Tốt cho khả năng tự vận động của tôi

□ It suits my habit / Phù hợp thói quen của tôi

□ I can reflect myself / Giúp tôi nhìn lại chính mình

□ It helps identify my strengths and weaknesses. / Giúp tôi nhận ra điểm mạnh và điểm yếu của mình

□ Learning by doing / Học qua thực hành

□ It gives me a chance to communicate with managers /   Cho tôi cơ hội trò chuyện với quản lý

□ Other… / Lý do khác

2. **What do you dislike about a PERSONAL DEVELOPMENT PLAN? (choose maximum 3)**

Lý do bạn không thích KẾ HOẠCH PHÁT TRIỂN CÁ NHÂN (chọn tối đa 3 mục)

□ I do not have time to do it / Tôi không có thời gian làm kế hoạch

□ I have more workload / Tôi không có thời gian

□ I have to change my previous schedule / Làm thay đổi lịch sinh hoạt của tôi

□ I feel it is not necessary for my life / Tôi thấy nó không cần thiết trong cuộc sống

□ I would be controlled and monitored by managers / Tôi bị giám sát và điều khiển bởi quản lý

□ I may spend money to reach the goal / Tôi có thể phải trả tiền để đạt được mục tiêu

□ It benefits hotel only / Nó chỉ mang lại lợi ích cho khách sạn

□ I just do not want to change the current training courses / Tôi không muốn thay đổi khóa đào tạo

hiện tại

□ Others… / Khác

As the provided information about Personal Development Plan system:

3. **What do you like about a Personal Development Plan system? (choose maximum 3)**

Bạn thích gì về hệ thống KẾ HOẠCH PHÁT TRIỂN CÁ NHÂN (chọn tối đa 3 mục)

□ Learning by doing / Học qua thực hành

□ Emphasize the manager's role in communication / nhấn mạnh vai trò của người quản lý

□ Less procedural steps / Ít các bước thủ tục lý thuyết

□ The salary could be higher / Lương có khả năng tăng

□ A whole self-awareness and voluntary system / Hệ thống tự nhận thức

□ A meaningful training program by informal conversations / Là một chương trình đào tạo đầy ý nghĩa thông qua những cuộc trò chuyện thân mật

□ Equal workload and responsibility of employees and managers / Khối lượng công việc và trách nhiệm tương đương nhau

□ Others / Khác

4. What do you dislike about a PERSONAL DEVELOPMENT PLAN system? (choose maximum 3)

Bạn không thích gì về hệ thống KẾ HOẠCH PHÁT TRIỂN CÁ NHÂN (chọn tối đa 3 mục)

□ A long Personal Development Plan form / Hình thức phức tạp

□ A complex Personal Development Plan system / Hệ thống không chặt chẽ

□ More workload / Nhiều khối lượng công việc

□ I would be controlled and monitored by managers / Tôi bị giám sát và điều khiển bởi quản lý

□ My own goal or evaluation cannot be approved. / Mục tiêu riêng không được công nhận

□ A temporary project / Chỉ là một dự án tạm thời

□ Others / Khác

5. Which kind of supports that you would like best? (choose 3)

Bạn thích sự hỗ trợ nào nhất ? (chỉ chọn 3 mục)

□ Financial support for courses/ Hỗ trợ tài chính cho khóa học

□ Bonus for overtime /Thưởng cho làm việc ngoài giờ

□ Motivation of managers / Sự động viên của quản lý

□ Managers help with reflecting / Quản lý giúp nhận xét

□ External coaching (if yes) / Đào tạo bên ngoài (nếu có)

□ Internal references (from managers and colleagues) / Tham khảo nội bộ (quản lý hoặc đồng nghiệp

□ Sustained use / Sử dụng lâu dài

□ Others / Khác

6. Which kind of PDP system would you prefer? (choose 1) /

Loại mô hình hệ thống PDP nào bạn sẽ chọn?

□ A promotion/salary system / Thăng cấp, tăng lương

(this is a model for promotion and higher salary purpose/ mục đích là thăng cấp và tăng lương

□ A self-development system / Phát triển cá nhân

(this is a model for self-development purpose/ Mục đích là tự phát triển bản thân

□ A personal portfolio for job performance / Tài liệu ghi nhận biểu hiện trong công việc.

(this is a model for certification purpose / Mục đích là để chứng nhận

7. **Which leading factors should be taken in consideration to a successful or failure PERSONAL DEVELOPMENT PLAN project? (choose max 3)**

Những yếu tố nào nên được xem xét khi dự án thành công hay thất bại?

□ Communication with manager / Sự giao tiếp

□ Effective training course / Khóa đào tạo

□ Reward/punishment policies / Chính sách thưởng / phạt

□ PDP system itself / hệ thống **KẾ HOẠCH PHÁT TRIỂN CÁ NHÂN**

□ Cultural differences / Khác biệt văn hóa

□ Employees' attitude / thái độ của nhân viên

□ Manager's role / vai trò của Quản lý

□ Higher salary / Thu nhập cao hơn

□ Timeframe / khung thời gian

□ Others / Khác:..........

THANK YOU FOR YOUR COOPERATION

APPENDIX XVIII: INTERVIEW TRANSCRIPTS

Interview 1: Manager of Human Resource department

Interviewer: Hi, can you introduce yourself, your position and your work in Windsor and your department?

Manager: Hi, my name is Nam, 38 years old, I have been at Windsor Plaza for 4 years, and I am currently a HR senior manager in Windsor for nearly 2 years. The HR department have only seven employees, my role is to assign work to them and monitor the process and review and the reports eventually to the department director.

Interviewer: ok. In 2 years working as a senior manager, how do you feel about your role and work?

Manager: (laughs) the job is of course pretty much. With only 7 employees, but the nature of the HR department is to take care of all aspects of the hotel' staff and push them all develop through training courses or personal assessments. Also within the HR department, I also have to manage their work closely so that I can minimize mistakes in the policies that the HR department will affect all of the staff members of hotel.

Interviewer: hmm, I am sorry, I can sympathize with your work and your responsibilities, as your mistakes affect the mass of staff, responsibility and pressure could be weigh.

Manager: Yes, I think my role is very important in this hotel (laughs)

Interviewer: (nodding) then do you feel your responsibilities and workload too much?

Manager: Of course there is, but for now I think I'm doing well and can balance my work and life. Anyway, this is a job I feel like and quite happy about.

Interviewer: Good. Perhaps you already know about the upcoming program of being applied at the hotel. HR department probably knows the information and concepts of PDP most. What do you think about the role of managers and yourself in this program?

Manager: The purpose of this program is to motivate and develop one's own individual voluntarily, the role of managers is not to scrutinize the monitoring and evaluation of employee performance but give them general knowledge of PDP and the purpose of PDP is to benefit them first. Managers must also motivate and encourage them to self-assess and find weaknesses as well as recognize their strengths to improve themselves day by day. I do know that the purpose of the PDP is usually misunderstood that in order for us to monitor their personal activities, and this will adversely affect the results of this program, in my opinion the most important role of managers are communicating a lot with employees to understand them then helping them understand the nature of the PDP that voluntarily accept to produce and perform it seriously.

Interviewer: Do you personally have regular personal contact with employees in the department?

Manager: Yes, luckily, my department has only 7 persons and we often talk about a lot of work and private lives. HR is human management, so we understand the value of keeping close and caring relationships not only in work but also in personal life.

Interviewer: do you know that once this program is applied, your responsibilities and workload will increase significantly?

Manager: (nodding) so so, I think my role has not increased so much because before and now I have always communicated with my employees about the strengths, weaknesses, needs and personal preferences of each employee and HR staffs also have a good knowledge of PDP. So compared to the managers of other departments, my role is the same. However, I'm actually a little nervous because my

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Comment [HL1]: Name, old

Comment [HL2]: Working seniority, position

Comment [HL3]: Number of employees

Comment [HL4]: responsibility

Comment [HL5]: workload

Comment [HL6]: nature of department

Comment [HL7]: nature of department

Comment [HL8]: responsibility

Comment [HL9]: responsibility

Comment [HL10]: role

Comment [HL11]: feeling

Comment [HL12]: ability

Comment [HL13]: feeling

Comment [HL14]: purpose of PDP

Comment [HL15]: role: not monitor, evaluation

Comment [HL16]: role: explain

Comment [HL17]: role: motivate

Comment [HL18]: role: identify

Comment [HL19]: misunderstanding

Comment [HL20]: misunderstanding

Comment [HL21]: role: communicate

Comment [HL22]: relationship

Comment [HL23]: relationship

Comment [HL24]: feeling

Comment [HL25]: role: communicate

Comment [HL26]: advantages to do PDP

Comment [HL27]: perception

Comment [HL28]: negative feeling

41 workload will increase a bit due to the personal evaluation at the end of this program procedure. Of

42 course, I also have to spend my time writing my own PDP as an employee of Windsor (laughs). But I still

43 think that this program should be applied in practice as it will help people grow and connect employees

44 and managers together.

45 **Interviewer:** Yes. As you say, your role is not changed as people often talk about work and life, so the main

46 role of a manager is to communicate with employees regularly?

47 **Manager:** Yes. I think that the role of managers in this program is important in communicating and

48 suggesting that staff and managers can be close, eliminating the range of positions that are comfortable

49 to say: Who I am, what I did, what I want and what I will do to achieve that. Once a manager has been able

50 to elicit these things from their employees, their roles and responsibilities have been fulfilled by 90%,

51 evaluating them only as the last step to make a small procedure to reward them.

52 **Interviewer:** So what do you think of the PDP program?

53 **Manager:** I hope this will be a more effective program than the previous training as it will, apart from

54 helping to develop professional knowledge; it will also help personal life of each person. This program is

55 not very popular in Vietnam due to differences in culture and behaviour. We are mostly afraid to speak,

56 afraid of power, live together and thus, have limited many development opportunities. There are many

57 overseas study-abroad workers, who are not as knowledgeable as domestic graduates, but they have

58 grown up fast in their work overseas as they can adapt quickly in change, they also know how to voice

59 their own interests and are very good at arguing with managers or senior managers. I was sorry not

60 because of the knowledge of our staff is not equal that we are afraid of saying wrong, afraid no one

61 advocate comments should finally miss a lot of good ideas. I also look forward to your research success;

62 the results will also bring a tremendous success in this hotel.

63 **Interviewer:** Yes, thank you. I also do my best so that we all succeed in developing ourselves

64 **Manager:** (laughs) good

65 **Interviewer:** So you have any suggestions for the PDP system?

66 **Manager:** yes. Need a complete system from the first step to the end. Although I think that the employees'

67 habits are basing on what they did, we just simply have to write a complete system, they will do it, but by

68 nature the purpose of this program is not, right? Main items such as demand lists, PDP forms, costs, time,

69 payoffs and penalties are the subject of the system and staff surveys are to be assembled into a complete

70 system that is suitable for large numbers of people. A flexible system assembled by factors will be easier

71 to improve at the early time of application. However, there is still a big change in the relationship

72 regarding power, privacy and financial distance. The PDP system needs to be completed slowly with the

73 change in employee perceptions and actions to avoid any resistance and negativity. Actually it is not

74 simple right?

75 **Interviewer:** Sorry, I do not really understand "the PDP system needs to be completed slowly with the

76 change in staff perception and actions," could you elaborate?

77 **Manager:** ah, sorry, short, that is to say there must be a plan to help the staff understand their role and

78 benefits in this project and then they will act under the PDP system that can limit the counter Resistance at

79 the lowest level.

Comment [HL29]: workload

Comment [HL30]: responsibility

Comment [HL31]: role: writing

Comment [HL32]: mission

Comment [HL33]: benefits of PDP

Comment [HL34]: role: communicate

Comment [HL35]: mission

Comment [HL36]: procedural steps

Comment [HL37]: expectation

Comment [HL38]: benefits of PDP

Comment [HL39]: culture

Comment [HL40]: culture

Comment [HL41]: culture

Comment [HL42]: expectation

Comment [HL43]: mission

Comment [HL44]: elements of PDP system

Comment [HL45]: model

Comment [HL46]: flexible

Comment [HL47]: difficulties

Comment [HL48]: timeframe

Comment [HL49]: mission

Comment [HL50]: mission

Comment [HL51]: mission

80 **Interviewer:** Yes, I can recap that you propose a flexible PDP system and we just put the main headings

81 and leave the staff if comments for the contents?

82 **Manager:** Yes.

83 **Interviewer:** Regarding the implementation process of the upcoming PDP program, do you have any notes?

84 **Manager:** It is still necessary to avoid misunderstanding the main purpose of the PDP so need to discuss

85 much with them. In addition, it is the culture that can harm the program; I think you know what I mean?

86 **Interviewer:** Yes, I also think that the fear of the power distance will make it unreasonable for them to

87 expose their personal and other personal needs, such as their timetable, physical.

88 **Manager:** And we rarely plan for ourselves.

89 **Interviewer:** Also rarely engage with it if there is.

90 **Manager:** new difficulties need to overcome. I am in HR department, so I understand the PDP, but others

91 don't. At least we are eager to learn, this program is quite new compared to before, and optimistically it

92 can also be successful here.

93 **Interviewer:** It is good that you have a positive view of your purpose and role in this program. So do you

94 have any ideas for PDP system to work well and bring success?

95 **Manager:** This program is proposed by the HR department and has been approved by the HR Director. My

96 suggestions and comments have also been raised in advance that it is important to emphasize the

97 purpose of the PDP to benefit employees first and avoid misunderstandings. I therefore think it is

98 important to have a clear PDP system, each policy should be approved by the majority of staff and training

99 sessions need to provide PDP information to employees. Generally communication is the most important

100 thing that will help this program succeeds. I also do not mind the role or the amount of work that has

101 increased, when my staff develop, they will be able to help or limit my work problems.

102 **Interviewer:** Great. I will conclude this interview here. But could I have a chance to talk with team leader

103 who directly manages a small team?

104 **Manager:** sorry, my department have few staffs; they are managed by me only.

105 **Interviewer:** Yes, I understand. Many thanks for the time and precious information you shared. I hope that

106 this conversation will bring positive results to your next important program.

107 **Manager:** good, wish your project thesis success.

108 **Interviewer:** Thank you. Good evening.

109

110   **Additional information via Skype video call**

111 **Interviewer**: Hi, thank you for contacting me again promptly to discuss more about the PDP project. In the

112 previous interview, after I checked the information you provided, you have clearly articulated the role of

113 management in each step of the process and the final step is reward, can you tell me more what do you

114 suggest for this part?

115 **Manager:** you are welcome, this project is suggested from HR, of course I have to be very careful and take

116 the time, you are helping me plan it. (laugh). However, this is only my personal opinion and is not of the

117 HR director. HR department has always used HR tools related to reward policies to run HR projects. Often

118 this policy is also related to finance department because of the salary / bonus used to motivate employees.

119 But with the PDP project, I find that this policy, if applied as it is, is unreasonable because ultimately the

Comment [HL52]: flexible

Comment [HL53]: misunderstanding

Comment [HL54]: mission

Comment [HL55]: culture

Comment [HL56]: distance

Comment [HL57]: distance

Comment [HL58]: disadvantages

Comment [HL59]: disadvantages

Comment [HL60]: mission

Comment [HL61]: perception

Comment [HL62]: advantages

Comment [HL63]: advantages

Comment [HL64]: belief

Comment [HL65]: mission, best system

Comment [HL66]: information needed

Comment [HL67]: importance

Comment [HL68]: advantage

Comment [HL69]: benefit of PDP

Comment [HL70]: reward

120   project is successful, depending on the voluntary and self-awareness. From the beginning to the end of

121   the PDP is written by the staff, I support the role of management is to provide information and feedback

122   and help them reflect themselves, not interfering with their decisions so how they can decide the

123   rewarding for staff?

124   **Interviewer:** you mean the employees will decide on bonuses based on their own plans?

125   **Manager:** Yes

126   **Interviewer**: So whatever reward/penalty they set, do we approve?

127   **Manager:** (Laugh) partly, of course, we will have to consider whether it is reasonable or not

128   **Interviewer**: Who will review and approve it? And based on what?

129   **Manager:** Based on their current capabilities and how far they target, how much time they will spend, how

130   much effort they will be able to achieve. Managers who are closest to them will decide this because they

131   know the staff most. Of course, all evaluations and decisions can only be relative, as long as the payoff is

132   not too unreasonable, it can still be approved.

133   **Interviewer:** Yes. But watching the review and decide to approve is not simple. As a manager, do you feel

134   that your workload will be heavier?

135   **Manager:** That was the final step of the project. This is indeed a project not simple and too new. I think I

136   also have to try, but I hope that our increasing workload and responsibility is also a challenge we need to

137   overcome, we can write it in our PDP too (laugh). And hopefully we will not be denied the reward /

138   punishment we set for ourselves (laughs).

139   **Interviewer:** (laughs) So you think other managers will think the same?

140   **Manager:** Not sure, but just try it. It's personal opinion.

141   **Interviewer:** Yes I understand. Thank you.

Comment [HL71]: self-awareness

Comment [HL72]: explain, feedback

Comment [HL73]: reward

Comment [HL74]: reward

Comment [HL75]: decide

Comment [HL76]: reward

Comment [HL77]: perception

Comment [HL78]: cooperation

1 **Interview 2: Manager of Finance department**

2 **Interviewer:** Hi, can you introduce yourself, your position and your work in Windsor and your department?

3 **Manager:** Hello, my name is Van. Before Windsor, I had 7 years of experience as a financial accountant for

4 foreign companies. Now, I am responsible for managing Windsor's financial department with 30 members.

5 The CFO authorized me to take part in an interview with you about an upcoming project of the hotel as a

6 representative for two senior managers and four team leaders.

7 **Interviewer:** I'm glad to talk to you. Can you tell me more about your job and your responsibilities in this

8 department?

9 **Manager:** As a direct assistant to the director, I receive financial statements from four groups in the

10 department and a joint financial assessment report from two senior managers. I will summarize all reports,

11 censors, evaluations and give final results to director. The professional training programs also through my

12 nomination to be conducted. I would also have to convey internal issues to the director, and vice versa

13 convey the director's instructions to the department staff.

14 **Interviewer:** Woa, I see your work really is too much. Because you stand in the middle of the upper and

15 lower levels, you must balance both sides and be careful in every decision.

16 **Manager:** (laughs). You say so then. However, in truth, every decision I make is to try to keep neutral

17 opinions for both our superiors and subordinates. That is the problem I feel the most difficult.

18 **Interviewer:** Yes. Then can you generalize the relationship with your subordinates?

19 **Manager:** there are 4 team leader and 2 senior managers. The financial department has about 30

20 employees, and I can perceive each person's ability to work, but I cannot personally evaluate. They are

21 closer to their team leaders. For team leaders and senior managers, we can share most of the work and

22 freely express our own opinions. However, I am not sure about their privacy beyond working hours.

23 **Interviewer:** As you say, it seems like the distance between you and your subordinates is not very close,

24 does it make it difficult for you to work?

25 **Manager:** At work is still smooth, I feel not affect the work very much, because the nature of our

26 department is calculated, we focus more on personal results and accurate reporting than discussing issues

27 together.

28 **Interviewer:** good. Perhaps you already know about the upcoming program of being applied at the hotel.

29 With the information I provided before, what do you think about the role of managers and yourself in this

30 program?

31 **Manager:** As other managers, whenever a project is launched and implemented, first, the role of the

32 manager is to understand the process, the purpose and the plan.

33 **Interviewer:** So you know and understand PDP yet?

34 **Manager:** (laugh) I can figure out what it is, but apart from doing it, I have to take other steps, right?

35 **Interviewer:** Yes, that's what I want to find out. Do you feel how your role and responsibility will change?

36 **Manager:** (sigh) Yes, I was also worried about being informed about this program. At the beginning, I had

37 to work on my own thinking and for all staff to understand PDP. Next I have to follow them to see if they

38 value themselves, self-aware, self-centered and reach it. Eventually I will evaluate their efforts and decide

39 on the reward and punishment. Fortunately I have been informed in advance about the plan for this

Comment [HL79]: name
Comment [HL80]: experience
Comment [HL81]: position
Comment [HL82]: number of employees
Comment [HL83]: number of employees
Comment [HL84]: position
Comment [HL85]: responsibility
Comment [HL86]: responsibility
Comment [HL87]: responsibility
Comment [HL88]: responsibility
Comment [HL89]: responsibility
Comment [HL90]: workload
Comment [HL91]: position
Comment [HL92]: responsibility
Comment [HL93]: responsibility
Comment [HL94]: feeling
Comment [HL95]: number of employees
Comment [HL96]: ability
Comment [HL97]: ability
Comment [HL98]: relationship
Comment [HL99]: relationship
Comment [HL100]: relationship
Comment [HL101]: feeling
Comment [HL102]: nature of department
Comment [HL103]: disadvantage
Comment [HL104]: role: understand
Comment [HL105]: feeling PDP
Comment [HL106]: role: understand
Comment [HL107]: role: keep intimated
Comment [HL108]: role: evaluate, decide
Comment [HL109]: advantage

40   program as I have to budget for this program.

41   **Interviewer:** Yes, yes. However, it should be added that your time and workload will increase.

42   **Manager:** I understand. At first, I felt rather negative, but I realized that the PDP project was a progressive

43   project that went beyond previous bland training, it was practical and self-evolving. And the distance

44   between positions is closer. Therefore, I feel better and ready to accompany everyone. I can arrange my

45   work well.

46   **Interviewer:** Good that you changed your mind. So what role does you like in this program?

47   **Manager:** oh my department is really many employees; I cannot spend time and talk to each other. Team

48   leaders and senior managers will help me connect with the staff in the department. I believe my role is to

49   explain, motivate, and communicate the needs of staff to superiors in the most accurate way possible.

50   Hopefully with my positive perceptions, I would like to play the role of communicating the PDP

51   implementation guidelines to all employees in the possible way.

52   **Interviewer:** You seem to have determined that it is necessary to train them not their expertise and PDP

53   but to help them understand and motivate themselves, right?

54   **Manager:** Yes, I want to act as an inspirational person.

55   **Interviewer:** good. I think every change starts with inspiration; you will be the root of all the employees in

56   the department in this project.

57   **Manager:** I hope they bring positive perception about this project before it's started.

58   **Interviewer:** Yes. Currently the PDP project has not yet developed a specific system. Do you have any idea

59   how to build it?

60   **Manager:** Sorry I do not have enough information yet to be able to give an idea for building a whole

61   system. At the finance department we put the project finances up first. I think that to meet the

62   development needs of each employee, the cost of this project will not be low. I just want the system of the

63   project to reduce the criteria is not really necessary, and every new project needs a simple, flexible system

64   initially.

65   **Interviewer:** Can you name some criteria that are not really necessary?

66   **Manager:** I think first of all that the development needs of employees are varied, the form of the PDP form

67   is also varied, the pay for the staff after each PDP evaluation must be considered. Again, according to their

68   expression, I consider that administrative procedural factors such as PDP form, overtime or penalty can be

69   simplified.

70   **Interviewer:** You want a simple, flexible system? I have thought of two fixed system models for employees

71   to select and assemble parts from employee ideas into a complete system. What do you think would be

72   more feasible?

73   **Manager:** I like the first model

74   **Interviewer:** why?

75   **Manager:** Although the project is directly related to their development, they do not yet have enough

76   knowledge to come up with a fair idea for each part of the system. Moreover, before this PDP training

77   course, they are passive but very confident in the company's policies, to save time and messy, I think the

78   fixed model would be more appropriate and affordable. And then based on the results, successful analysis

79   and failure, we can change each part of the system into the next PDP project. Plus, you know as we are

Comment [HL110]: feeling PDP

Comment [HL111]: benefit of PDP

Comment [HL112]: benefit of PDP

Comment [HL113]: dislike-> like

Comment [HL114]: ability

Comment [HL115]: numbers of employees

Comment [HL116]: difficulty

Comment [HL117]: ability

Comment [HL118]: role: explain, motivate, communicate

Comment [HL119]: role: communicate

Comment [HL120]: role: motivate

Comment [HL121]: role

Comment [HL122]: mission

Comment [HL123]: lack of info

Comment [HL124]: mission

Comment [HL125]: difficulties

Comment [HL126]: simple, flexible

Comment [HL127]: PDP form

Comment [HL128]: Appraisal form

Comment [HL129]: PDP form, time, penalty, simple

Comment [HL130]: model

Comment [HL131]: difficulties

Comment [HL132]: disadvantage

Comment [HL133]: advantage

Comment [HL134]: mission

Comment [HL135]: expectation

Comment [HL136]: change

80 financers I have to think of the budget first, the fixed system could help us predict the budget more

81 correctly and I totally support for it.

82 **Interviewer:** I understand. Can I consult with you on what you are interested in and not interested in this

83 project?

84 **Manager:** (laughs) I'm afraid my workload and working time will increase, but I cannot ignore the

85 opportunity to develop myself, right? I am interested because I have heard that the PDP is very popular in

86 the West, and it is a step that makes them grow faster not just knowledge but rather in living, working and

87 communicating skills. I like PDP because before developing the desire, I was able to engage with myself.

88 Ah, but I do not like being controlled.

89 **Interviewer:** Yes, that's what most of us misunderstand about PDP and accidentally create resistance

90 before proceeding.

91 **Manager:** misunderstanding?

92 **Interviewer:** Right, the manager must intimate with the PDP of the staff not to monitor but to assist and

93 look at their problem more objective to have useful advice.

94 **Manager:** Then I suppose to tackle this misunderstanding from the first step of the project, which is also

95 an inspirational, trusting step for the staff.

96 **Interviewer:** Do you think that will succeed?

97 **Manager:** at least limit the failure. My team leaders can also explain to their subordinates.

98 **Interviewer:** so how can the PDP system apply to practice successfully?

99 **Manager:** step by step change their perception. The system is more important than the PDP form itself,

100 and they have to accept this new system so that they can write a PDP for themselves with the trust, hope

101 and sincerity that are most true to themselves

102 **Interviewer:** Yet it is still an inspirational role, conveying information and explaining this program is

103 precisely the most important

104 **Manager:** (laugh) That's right. It is me.

105 **Interviewer:** Yes, I understand. Many thanks for the time and precious information you shared. I hope that

106 the conversation today will bring positive results to your next important program.

107 **Manager:** me too. Good luck with your own project.

108 **Interviewer:** Thank you. Good evening.

109

110 ⬥ **Additional information**

111 Interviewer: Hi, thank you for calling me back on weekends.

112 Manager: you're welcome. I have more time on weekends. What do you want to ask?

113 Interviewer: There are some parts I'm not clear after I carefully checked the information you provided. It

114 looks like you have quite a lot of knowledge about PDP, right? Have you built a PDP model in mind?

115 Interviewer: A bit. As I said, I was officially informed about the project and will have to budget it. Although

116 things have not been planned, my job is to prepare in advance. I have searched on internet for information

117 on PDP and also relied on its general nature, purpose and process. The rest information I expected on the

118 previous projects as I still do. Even how PDP is new, to finance department that is still the basic steps

119 similar to other project systems which is to predict the budget. Each step involves money. So I support the

Comment [HL137]: mission

Comment [HL138]: cooperation

Comment [HL139]: feeling PDP

Comment [HL140]: advantage

Comment [HL141]: feeling PDP

Comment [HL142]: perception, culture

Comment [HL143]: Benefit of PDP

Comment [HL144]: Feeling PDP

Comment [HL145]: benefit of PDP

Comment [HL146]: dislike

Comment [HL147]: misunderstanding

Comment [HL148]: motivate

Comment [HL149]: expectation

Comment [HL150]: role: explain

Comment [HL151]: slowly change

Comment [HL152]: best system

Comment [HL153]: belief

Comment [HL154]: belief

Comment [HL155]: role: explain, inspire

Comment [HL156]: perception

Comment [HL157]: perception

Comment [HL158]: mission

120 PDP system with simplicity, flexibility and stability so that I can forecast the budget more accurately.

121 Interviewer: Yes, it's good that you also have a basic idea of PDP. But once again you mention the flexible

122 and fixed PDP system; can you explain its meaning? I want to make sure that you and I both have the same

123 thoughts about the word.

124 Manager: Ah, I want a flexible system for managers and fixed for employees. Since I have read through a

125 lot of documents, the role of managers is very important and crucial regardless of the system model. Of

126 course, the workload and responsibilities will not be less. So I expect the PDP system in Windsor to be

127 flexible so that every manager can choose the contact form with their employees which most suited to

128 them.

129 Interviewer: So what's fixed with employees?

130 Manager: I had a look through your questionnaire and also replied and sent you as an employee. I am also

131 an employee, must also write PDP, so when I perceive the PDP project as an employee, I see that although

132 there are also things that do not like, my workload also increases, my responsibilities increase. But all I do

133 is because of myself, so I spend time developing my own, then there is no disadvantage. And it does not

134 have much difficulty when I can decide everything in my PDP. If my time is limited then I can choose my

135 target not too difficult and set a time that fits my schedule. Meanwhile the workload of the managers

136 increased because of the responsibility for the development of others. So from the beginning I support the

137 voluntary as the premise of this project. Let's rely on your knowledge, based on the difficulty of the

138 manager, which sets up a flexible PDP system for managers to reduce their difficulties.

139 Interviewer: I understand what you mean. But so we will not care about the idea of employees in setting up

140 system?

141 Manager: In your questionnaire, we have expressed their consideration for their feelings, but obviously we

142 cannot satisfy their whole need for this project. And you cannot consult all of their ideas for each step or

143 element of the system. So based on what we have that build the system, then step by step make them

144 accept it. This step is also the first step of the project is to make them trust the project, trust their

145 manager, trust the results. At that time, all we have to do is slowly change the mind of those who are

146 unhappy with the system.

147 Interviewer: Changing one's perceptions is not easy either. And we also talked about possible

148 misunderstandings between managers and subordinates. What would you do if this happened?

149 Manager: Being friends sometimes is a misunderstanding that, so I said last time and above, the most

150 important role of manager is from the first step of the project is to have employees trust them. And the

151 following steps will be very simple. Let them do everything alone, I will observe but not evaluate.

152 Interviewer: Is this the role of the manager you propose or as you know based on the knowledge you have?

153 Manager: both. Of course, this depends on the capabilities of each manager. But I suggest that managers

154 should have special training on how to get trust and communicate with subordinates. For me, high

155 positions in organizations in the East are often unfriendly and hostile to staff. Leadership is slightly bossy

156 (laughs)

157 Interviewer: The last question relates to financial support. You belong to the finance department; can you

158 give me an opinion?

Comment [HL159]: simple, flexible, fixed

Comment [HL160]: mission

Comment [HL161]: flexible

Comment [HL162]: fixed

Comment [HL163]: role

Comment [HL164]: perception

Comment [HL165]: flexible, PDP form

Comment [HL166]: consideration, dislike

Comment [HL167]: difficulties

Comment [HL168]: voluntary

Comment [HL169]: disadvantage

Comment [HL170]: slowly change

Comment [HL171]: belief, role:communication

Comment [HL172]: belief, role

Comment [HL173]: emphasize manager's role

Comment [HL174]: culture, disadvantage

159 Manager: As I said, this project will definitely have high cost for subsidized and rewarded. Before, HR used
160 finance as a reward to motivate employees to work. It can also be considered as motivation or stimulation.
161 Actually, this way has been effective in the past and can be predicted budget.
162 Interviewer: So you want to use finance in the last step of the process as a reward?
163 Manager: Hmm, it's hard to think. Of course, people will easily change under stimulation conditions and
164 convenient for me. But actually it is changing the self-development purpose of PDP, but rewarding or
165 salary. Thinking again, I think this would be more meaningful if it used to subsidize for the employees
166 development process to achieve goals. Although it also shows that not much but the hotel also tried for
167 the development of each employee.
168 Interviewer: So can you summarize your proposal?
169 Manager: We can easily afford an equal amount of money for each person to pay for extra courses or to
170 work overtime as well as rewards for them.
171 Interviewer: Yes. Thank you for helping me clarifies things.
172 Manager: you're welcome. Bye.

Comment [HL175]: financial supporting

Comment [HL176]: consideration

Comment [HL177]: financial supporting

Comment [HL178]: result

Comment [HL179]: financial supporting

1 **Interview 3: Manager of Front Office**

2 **Interviewer:** Hi, can you introduce yourself, your position and your work in Windsor and your department?

3 **Manager:** Hi, I'm Kiet, 35 years old. I have been working in Windsor for over 3 years as a Manager of the

4 concierge team in the FO department and I have just managed all 4 FO teams. FO consists of four divisions:

5 FO, concierge, operator and driver with about 60 employees.

6 **Interviewer:** Can you give more details about your role in the job you do?

7 **Manager:** (laughs) a lot. Like other Managers, I'm primarily the first and last one to take the idea and

8 decide a problem. My role is a decision maker for development plans and final evaluation. The nature of

9 my department is direct contact with customers, is the face of the whole hotel, my task is to put the FO

10 department developed to meet the needs of customers

11 **Interviewer:** Yes, but the number of FO employees is around 60, so do you have a lot of contact with

12 employees?

13 **Manager:** There are about 7 team leaders from all four teams. I regularly meet and have work exchange

14 activities to report on the progress and carrying on the plans.

15 **Interviewer:** Are the meetings serious, formal reporting only on the job or are the sharing difficult and

16 support each other?

17 **Manager:** We drink together, after formal meetings, also often has the opportunity to go out and exchange

18 personal life.

19 **Interviewer:** Yes, so the work pressure will decrease after those meetings?

20 **Manager:** (nodding and smiling) we love it.

21 **Interviewer:** Great. Now I would like to mention the purpose of the interview. Perhaps you already know

22 about the upcoming PDP project plan, I have also provided basic information about the purpose and

23 content of this project, and what role do you think you will play in this project?

24 **Manager:** role? I also have to write PDP like other employees

25 **Interviewer:** Sorry, I mean you will be able to increase your workload when you have to evaluate the results,

26 and often communicate with the staff.

27 **Manager:** Ah so, I am also an employee, I want a project that is good for us, but I am also a Manager on

28 behalf of the hotel owner and must benefit the owner. But in this project, I have to act both as a

29 representative of the hotel owner who promises to benefit the staff, but in my mind does not believe it

30 because I am also an employee. I find it difficult to do such a two-way project.

31 **Interviewer:** you are the first resistance I found out.

32 **Manager:** I really do not like it

33 **Interviewer:** Sorry, I regret that I cannot do anything now to comfort your mind and help you to truly

34 understand its purpose. I just wish you would tell me what you think about your role in this project.

35 **Manager:** As a two-way project, it is my responsibility to remain neutral in my decision and my role may

36 have to be reversed to keep the employee's relationship closer to the supervisor. I think my role is quite

37 important to closely monitor employees to ensure they are able to perform well on their own PDPs. It is

38 important to evaluate them.

39 **Interviewer:** Do you add anything else?

40 **Manager:** I think I have to find out their strengths and weaknesses, talents or abilities in addition to the

41   usual knowledge that is applied to the job.

42   **Interviewer:** So how do you think about your role in the PDP project?

43   **Manager:** is to have more contact with the staff, but the team leaders will assign the appropriate tasks and

44   have talks to employees to promote the PDP project.

45   **Interviewer:** Yes, it is good that you have a preliminary plan for this project

46   **Manager:** Yes

47   **Interviewer:** What do you think about the PDP project and the PDP system?

48   **Manager:** what is PDP system? I do not know

49   **Interviewer:** Sorry I meant how it could become active and be controlled?

50   **Manager:** ah, actually, I think this is a good project for self-development and more practical than previous

51   training. Do you know that FO always have to look at customer satisfaction as the most important criterion

52   for assessing performance and old training simply masters customer satisfaction skills but that is not

53   enough. I am also an employee so I would like a more active project that I will develop on my own. This is

54   basically an active project, but to make it work, I think the most important thing is to make the staff from

55   the beginning want to do it, they feel excited and meaningful. For them, they will infuse passion into their

56   PDPs and have the motivation to make it a reality instead of just a paper plan.

57   **Interviewer:** What do you mean to make the project active; first, the employee must be active?

58   **Manager:** And Manager too, right? (laugh)

59   **Interviewer:** Yes, that's why I chose interviews with Managers.

60   **Manager:** I understand. But really, I do not feel that way when the amount of work is too much, and I do

61   not believe that the results will be good. That's one reason I want a simple PDP system that can be

62   reasonably allocated to reduce the workload of Managers and make the project cycle faster.

63   **Interviewer:** So what factors do you think is important in the PDP system and in what order?

64   **Manager:** I do not have much knowledge in the field; can you give me some suggestions?

65   **Interviewer:** the administrative factors such as how to collect and maximize the needs, PFP form, how to

66   calculate costs, compensation after the project; Or the operative factors as who will control, assess staff,

67   evaluate projects ...

68   **Manager:** hmm, really complicated too. I think a work breakdown structure is needed to design a PDP

69   system. Factors such as strategic planning include the administrative and operative factors you just

70   mentioned will be here; Communication, resources including budget, time and people in my opinion are

71   all major elements of the system. And I listed in order of priority.

72   **Interviewer:** specific?

73   **Manager:** Well, I have an idea that the staff will discuss with their team leaders about their development

74   needs so that they can agree on a viable need to get support from the hotel to avoid requests beyond the

75   capacity of the hotel. The team leaders will then guide the staff to write a fixed PDP form and they will also

76   follow up to support, evaluate and report back to the Managers. I just want the system as simple as best.

77   **Interviewer:** Yes I understand. Fixed form?

78   **Manager:** also the fixed system could be easier to control. I mean I want the project is under controlling.

79   The workload of Manager, you as well, can be reduced if everything is fixed initially.

80   **Interviewer:** But do you think the fixed system would be effective for employees?

Comment	Note
Comment [HL210]:	role: keep intimate
Comment [HL211]:	role: assign
Comment [HL212]:	role: communicate
Comment [HL213]:	lack of info
Comment [HL214]:	purpose of PDP
Comment [HL215]:	purpose of PDP
Comment [HL216]:	nature of department
Comment [HL217]:	expectation
Comment [HL218]:	expectation
Comment [HL219]:	mission
Comment [HL220]:	mission
Comment [HL221]:	mission
Comment [HL222]:	difficulty
Comment [HL223]:	misunderstanding
Comment [HL224]:	simple
Comment [HL225]:	reduce workload
Comment [HL226]:	difficulties
Comment [HL227]:	elements of system
Comment [HL228]:	difficulties
Comment [HL229]:	elements of system
Comment [HL230]:	elements
Comment [HL231]:	procedural steps
Comment [HL232]:	procedural steps
Comment [HL233]:	simple
Comment [HL234]:	result
Comment [HL235]:	result

81 **Manager:** Yes, they are lack of knowledge and information to produce any official system elements. To
82 avoid failure, I support the idea that we can design some model or PDP systems for them to choose. We of
83 course cannot satisfy all but the majority.
84 **Interviewer:** yes. But in the process, do you have something special like or dislike?
85 **Manager:** Although I do not have much time, I especially take the time to let the Manager and the staff
86 freely discusses and contributes to each other's development as friends rather than keep positional
87 distance. So this project first needs to focus on narrowing the distance between employees and Managers
88 so they can be more honest. And I do not like it because the staff and the Manager are always together
89 and inadvertently give the employee a sense of supervision. I emphasize the spirit of self-awareness
90 rather than monitoring each other to develop.
91 **Interviewer:** So you think misunderstanding between employee and Manager can happen?
92 **Manager:** Yes
93 **Interviewer:** Yes, I record this. May I ask that you think about what to note for employees?
94 **Manager:** there are many. We usually work in teams and depend on the decisions of the leader or Manager,
95 the PDP project is afraid to be ineffective because employees are often influenced by other people's
96 thinking, they do not even succeed. True to themselves and their wishes, so it is difficult for them to
97 discuss the real desire with the Manager. And one more thing I noticed is that Vietnamese people can
98 work hard for the development of others because they are hard-working and kind, but they do not give
99 the effort or patience for their own goal. As they may because of work left over voluntarily increase night
100 shift, but they rarely will because of their health do exercise even though only 15m per day. They are less
101 engage with their own plans. So I think that a clear bonus would be more effective than just stimulating
102 them to voluntarily implement their PDP plan.
103 **Interviewer:** Yes, so also I hope this project will help change this before they do it themselves in the PDP
104 they write.
105 **Manager:** Good.
106 Interviewer: Do you have any idea to apply the Personal Development Plan system successful?
107 Manager: (thinking) I guess your project is finding what considerations among managers and employees
108 are. AS I said that I and many employees could dislike the project, your initial mission is to slowly change
109 our negative things into cooperation and thus all next steps is simple. I only say that If I like it, I don't care
110 how is hard or how much time I have to spend. And of course If I believe this project can bring us actual
111 benefits, I can also do my best.
112 Interviewer: really? Why do you think that they will?
113 Manager: indeed, brain and heart control action (laughing)
114 **Interviewer:** Thank you very much for the time and the information you shared, it was very helpful.
115 **Interviewer:** Yes, I understand. Many thanks for the time and precious information you shared. I hope that
116 today's conversation will bring positive results to your next important program.
117 **Manager:** hello, wish you success.
118 **Interviewer:** Thank you.
119 ⬇ **Additional information by email**

Comment [HL236]: disadvantage
Comment [HL237]: mission
Comment [HL238]: model
Comment [HL239]: mission
Comment [HL240]: difficulties

Comment [HL241]: cooperation
Comment [HL242]: mission
Comment [HL243]: misunderstanding
Comment [HL244]: mission
Comment [HL245]: misunderstanding

Comment [HL246]: consideration

Comment [HL247]: consideration, distance
Comment [HL248]: distance

Comment [HL249]: habit
Comment [HL250]: advantage/disadvantage
Comment [HL251]: disadvantage
Comment [HL252]: reward

Comment [HL253]: slowly change

Comment [HL254]: belief

120 **Interviewer**: Hi, so sorry for bothering you again. I would like to clarify something that I did not get your

121 point in the interview and I hope you can confirm that I understand your opinion. I hope you are pleased to

122 cooperate with me so that we can set up the best PDP system for Windsor.

123 1. We have mentioned a "fixed" term for a "fixed system, fixed form". I wonder if you can clarify it and give

124 me more information or examples to get the most out of it. And why do you think it suits this

125 organization?

126 2. You gave me an idea of the elements in the PDP system, you want it simple, both flexible and fixed. Did

127 you mean that you want the entire PDP system to be designed in a fixed way but based on the opinions of

128 the whole staff and will not change the small factors according to the wishes of each employee? Can you

129 give me an example?

130 3. As you said one thing to keep in mind is that people often work in groups and are influenced by others.

131 But do you perceive this as a good or bad issue for this project? Why?

132 I am looking forward to receiving your cooperation that could fulfill my research part. Thank you.

133 **Manager :** Hi, I am glad to cooperate with you again. Last time I did not have much knowledge for PDP so

134 I'm not really sure what I shared was appropriate for the project and whether I misunderstood it. I just

135 purely told you what I feel and think. However, thank you for giving me the opportunity to discuss it more

136 deeply and critically.

137 1. The "fixed PDP form" I mean I support the idea that the managers themselves and their subordinates

138 decide the form of communication, but we should also consult with them to design a PDP forms, which are

139 unified, with key points for them to note down or for individuals who do not want to be creative. Similar to

140 the appraisal form, they are free to discuss, and have a template for their developmental standards to

141 ensure that we do not miss important criteria.

142 2. Regarding "fixed system", as you mentioned in question 2, we all want a simple, easy-to-manage

143 system, but it would be very messy if we asked too many detailed ideas from staff. So, with the factors we

144 can decide for ourselves, such as procedural steps, financial support, and the PDP model, let's just fix it.

145 And the system is flexible in which the way refers to them tell what they like, what and how they want to

146 do, how they want to talk to managers, for example.

147 3. It is easy to see that we have a Collectivism culture. We are less assertive to make the decision of our

148 life but often ask the people around us. This makes the real purpose or desire of each person easy to

149 change and make the nature of this project, which is self-development, also be subject to negative change.

150 However, on the positive side, I have just realized that when they are easily influenced by their peers, it is

151 only the first step that we do to make up their mind and give them inspiration and meaning of the project.

152 The positive energy will also spread to everyone. And of course this is also prudent if the information is

153 negative or misleading about the project, they will also be affected accordingly.

154 I hope this email will fulfill your research part. Good luck to your thesis.

Comment [HL255]: PDP form

Comment [HL256]: PDP form

Comment [HL257]: Appraisal form

Comment [HL258]: Simple, manageable

Comment [HL259]: manageable

Comment [HL260]: flexible

Comment [HL261]: culture

Comment [HL262]: habit

Comment [HL263]: result

Comment [HL264]: advantage

Comment [HL265]: consideration

1 **Interview 4: manager of F & B**

2 **Interviewer:** hello, could you please introduce you, your job position, and your department?

3 **Manager:** hello, my name is Phong, 39 years old, now I am senior Manager of all F & B department. My

4 department is divided into 5 sub-departments: Banquet, AD Food court, café central, 2 restaurants Ngan

5 Dinh and Top of the Town with over 90 employees. Under that, I have five Managers to manage these sub-

6 departments and project and event team leaders

7 **Interviewer:** How is your job?

8 **Manager:** Mostly approve projects and set up plans to attract guests to F & B.

9 **Interviewer:** How do you feel about this job?

10 **Manager:** You are gonna investigate me? (laugh)

11 **Interviewer:** Yes, but this good for you, right? Everything can be improved after today

12 **Manager:** I believe you

13 **Interviewer:** Yes, thanks. I suppose you have heard about the hotel's upcoming project. HR will promote

14 the PDP program throughout the hotel, which inevitably affects your work as a Manager. How do you think

15 your role will be affected?

16 **Manager:** I used to know about PDP when I studied abroad and once wrote it as a studied subject, so first

17 of all I feel very good if this project is done extensively in the work environment itself now. But ... (laughs)

18 I start to worry about me being Manager and taking responsibility not just for myself but for other

19 employees, every development of the individual is important. And I'm afraid I cannot take care of all of

20 them with the PDP.

21 **Interviewer:** It's good to know that you experienced PDP, so what you worry about that is related to your

22 relationship with the subordinates?

23 **Manager:** Yes, as you can see that my department is the largest part of Windsor, it is not easy to go along

24 with their development as the nature of the PDP requires.

25 **Interviewer:** I understand, so I want to know what you think about your role in this project, what role do

26 you like to play in this project that may not create too much pressure and workload to yourself?

27 **Manager:** hmm, I think that instead of having to follow and evaluate them, I would like them to voluntarily

28 participate in PDP writing. My most important role is when the project starts to kick off, guiding and

29 encouraging them to believe that this project is more for them than for the hotel. Why are you laughing?

30 **Interviewer:** Sorry, I just suddenly felt my work was more favorable than anticipated because you

31 understand and have much experience with PDP. I believe that with positive perception, you will

32 accomplish your role no matter what role you play.

33 **Manager:** ahh (laughs), contrary to your worries, I am very excited about this project.

34 **Interviewer:** Yes, please share more about your role? Why do you think your role is centered on the

35 beginning of project? How is the middle stage and end of the project?

36 **Manager:** As I said, I cannot keep close to 90 of my employees, while the project is at the stage of writing,

37 discussing, implementing and evaluating, so it should primarily connect to their own leaders who have

38 always been with them in projects, understand their abilities and weaknesses. I would like to focus on

39 writing my own PDP and supporting the development plans of the employees by representing them to

40 report their needs to the superiors. I can communicate and discuss well with the team leaders as usual.

Comment [HL266]: name, old
Comment [HL267]: position
Comment [HL268]: department team
Comment [HL269]: number of employees
Comment [HL270]: number of employees
Comment [HL271]: responsibility

Comment [HL272]: expectation
Comment [HL273]: feeling PDP

Comment [HL274]: consideration

Comment [HL275]: perception
Comment [HL276]: perception
Comment [HL277]: positive feeling
Comment [HL278]: feeling transformation
Comment [HL279]: negative feeling
Comment [HL280]: role: keep intimate
Comment [HL281]: importance
Comment [HL282]: negative feeling
Comment [HL283]: difficulties
Comment [HL284]: nature of department
Comment [HL285]: difficulties

Comment [HL286]: mission
Comment [HL287]: mission

Comment [HL288]: cooperate/feeling

Comment [HL289]: difficulties
Comment [HL290]: nature of PDP
Comment [HL291]: role: connect/understand

Comment [HL292]: role: review, motivate
Comment [HL293]: relationship

41 Motivating, inspiring, and trusting and assuring are the best ways I feel so that they can be self-sufficient
42 and relaxed to expose their own private mind. Of course, it also must convey the full and meaningful
43 information that PDP will benefit them, which is the role I want. On the other hand, sharing needs, writing
44 guides, or evaluating their development results through PDP is a team leader's role because they
45 understand and work more closely with employees.

46 **Interviewer:** I see the opinions you give very well. Did you mean that you want to play the first important
47 role, and the remaining steps that team leaders can help you make it more relevant because of their
48 intimacy?

49 **Manager:** Yes.

50 **Interviewer:** So based on the role you have proposed for yourself, can you tell me what you like and dislike
51 about the whole project?

52 **Manager:** Although I understand the purpose of this project, I think that there are differences between
53 Europe and Asia, so I have not really figured out how this project will start and operate. There is still much
54 work to be done before it is applied right?

55 **Interviewer:** Yes, this interview is also intended to gather the ideas of the Managers to set up a PDP system
56 to operate it. Currently the system is still empty, what kind of system you like?

57 **Manager:** Sorry, I still have no idea about the PDP system, can you suggest me?

58 **Interviewer:** the term "system" means the structure of this project included all elements, which
59 administrative and operative factors, to control this project. Based on it we can monitor how the progress
60 is, how connect all elements together. For example, how do you think about the procedural steps, PDP
61 form, how often is project/PDP evaluated, the link between reward/salary policy and appraisal, who will
62 play which roll in the project …?

63 **Manager:** Well, I got it. However, I think building a system for a new project is very complex, are you going
64 to collect managers and employees' opinion to design a system? Oh no, what if the hundreds of employee
65 give a different opinion about too many small factors in one system. Moreover, they still have not fully
66 understood the purpose and content of the PDP, so they will be negatively thinking about contributing to
67 the system.

68 **Interviewer:** so how do you think?

69 **Manager:** I support an idea that we can design 2 most suitable systems they will select to do one.

70 **Interviewer:** Do you think this is good for employees? Why?

71 **Manager:** As the Manager of the hotel, that's right.

72 **Interviewer:** so?

73 **Manager:** ah sorry I made you confuse it? Yes, choose this idea although it will be quite hard at first to be
74 able to build one or a few complete systems, but after applying it will be able to boot faster and reduce
75 workload and procedural steps are also simpler.

76 **Interviewer:** yes thanks for your sharing. So let's say that we are going to build some fixed system models
77 ourselves, you can suggest the necessary elements in the PDP system and sequence as well as how it
78 operates and what the requirements for the system?

79 **Manager:** hmm, should I think of things to help me simplify my job? (laugh)

80 **Interviewer:** Of course it will be good

Comment [HL294]: role: motivate, trust

Comment [HL295]: result

Comment [HL296]: role: writing, evaluate

Comment [HL297]: advantage

Comment [HL298]: relationship

Comment [HL299]: perception

Comment [HL300]: culture

Comment [HL301]: consideration

Comment [HL302]: difficulties

Comment [HL303]: perception

Comment [HL304]: PDP system

Comment [HL305]: Element of system

Comment [HL306]: mission

Comment [HL307]: Element of system

Comment [HL308]: complex

Comment [HL309]: consideration

Comment [HL310]: perception

Comment [HL311]: model

Comment [HL312]: difficulties

Comment [HL313]: result

81 **Manager:** kidding, I'm a bit irresponsible (laughs)

82 **Interviewer:** No (laugh)

83 **Manager:** Well, as a Manager, when a new project entails many responsibilities and workloads for me, I

84 would like the system to be simple and self-awareness and able to allocate responsibilities and equal

85 workload to Managers, team leaders and the staff themselves must also take seriously their own

86 responsibilities. Therefore, it is necessary to clear each stage and who will play the role in each step, each

87 piece of work. The main factors I can think of for a system are the PDP itself (how to produce it, how to

88 collect and discuss their needs, PP form); Communication factor to provide the necessary information and

89 lead them to change their mind from the old patterns of training and accept to change; Time and finance;

90 How to appraise their PDP paper / talk and their action / result.

91 **Interviewer:** How do you think the order of precedence of these factors?

92 **Manager:** sure to calculate the budget first, any project will not be able to exceed the budget. Then there

93 are the communication steps, which are important and relevant to many types such as first communication,

94 followed by informal talks between team leaders and Managers, between team leaders and staff; And PDP

95 writing sessions, commentary and assessment ect. It has a lot of meaning and purpose.

96 **Interviewer:** Meaning and Purpose?

97 **Manager:** Yes, all new things take time to take over, accept to new actions. Time plays an important role

98 but we cannot change it, we can only give them time and reach and change them by constantly

99 communicating.

100 **Interviewer:** Yes I understand. And do you have any idea about PDP form?

101 **Manager:** I think this can be flexible according to the team leaders, depending on whether they are

102 comfortable sharing with their own form or a template. So we should also have a template for those who

103 need it. The persons directly interact together and evaluate PDP is team leaders (Ah, it has not decided it

104 yet, but I suppose that would be their team leaders), so as long as they are comfortable to discuss the

105 project, this would be effective

106 **Interviewer:** Also another role is to impose employee bonuses if they pass / fail to meet their own PDP.

107 **Manager:** This is a plan for self-improvement and volunteerism. Of course we have to force them to write

108 but we cannot force them to take the penalty in case they do not reach the goal. And that will make them,

109 who do not like this project, set simple goals and don't try or strive to achieve the goals to receive the

110 reward or avoid the penalty. We let them decide the goal so we cannot refuse the goal due to simply or

111 unpractical goals. So they may do so and only make the project reluctant to have, then the whole project

112 will fail. I think punishment/reward should not play an important role to this project. They can suggest

113 themselves the punishment in the PDP to motivate themselves but the reward is not, right? So I think that

114 the bonus should be in the policy and the evaluation is not based on results but on the process they

115 produce and perform the PDP, and the fines will be decided by themselves. And the payoffs are still team

116 leaders?

117 **Interviewer:** Yes, I have supposed the PDP system model you prefer, so can you share about what you like

118 and dislike about the PDP project and system?

119 **Manager:** Briefly, I like the meaning of PDP, but I do not like the meaning of PDP as well. I think that the

120 good nature of PDP is voluntary change for self-development, when applied in the organization will be

Comment [HL314]: difficulties

Comment [HL315]: simple, reduce workload, self-awareness

Comment [HL316]: mission

Comment [HL317]: element, PDP form

Comment [HL318]: communication

Comment [HL319]: change

Comment [HL320]: time, finance, appraisal

Comment [HL321]: mission

Comment [HL322]: procedural steps

Comment [HL323]: PDP form

Comment [HL324]: suggestion: communicate and time

Comment [HL325]: PDP form

Comment [HL326]: role

Comment [HL327]: mission

Comment [HL328]: purpose of PDP

Comment [HL329]: consideration

Comment [HL330]: consideration

Comment [HL331]: Element: reward

Comment [HL332]: Self-awareness

Comment [HL333]: Reward/penalty

Comment [HL334]: Nature of PDP

Comment [HL335]: nature of PDP

121 forced. From the beginning employees will misunderstand this, making the project very likely to be put

122 into a dead end because there are employees thinking like that.

123 **Interviewer:** So can you suggest how you can apply the PDP system successfully?

124 **Manager:** communication, it is not only a phased factor in the system but it has to go through the whole

125 process of the project. After building the system (no matter how the system), communicating, approaching

126 their thinking, exploiting it, changing it step by step, cannot speed this process. I think I need to pay

127 attention and focus on time and communication.

128 **Interviewer:** Yes, the last question for you. What attentions should the Managers identify among their

129 employees?

130 **Manager:** I just thought that they would not be comfortable sharing about themselves to the team leaders

131 or they would not trust our promises so we would not really trust the project.

132 **Interviewer:** Why do they not believe?

133 **Manager:** promising to satisfy all the needs of every employee does not seem realistic, right?

134 **Interviewer:** Well, it will still focus on communication, getting trust from them?

135 **Manager:** Yes.

136 **Interviewer:** Thank you for taking the time to share your thoughts and valuable ideas for this project. I

137 hope to rely on it that the project system will be able to form and implement successfully.

138 **Manager:** very happy to talk to you, I also wish your own graduation project success. I will ask some team

139 leaders so they can take the time to interview with you.

140 **Interviewer:** Thank you for your support. Goodbye.

Comment [HL336]: consideration

Comment [HL337]: misunderstanding

Comment [HL338]: disadvantage

Comment [HL339]: element: communication

Comment [HL340]: mission

Comment [HL341]: slowly change

Comment [HL342]: role, communication, time

Comment [HL343]: belief

Comment [HL344]: distance

Comment [HL345]: consideration

Comment [HL346]: importance, belief

1 **Interview 5: Manager of IT department**
2 **Interviewer:** hello, can you introduce yourself, your work and your department?
3 **Manager:** of course. Hi, I'm Vu, Windsor's IT manager. My department consists of only four employees,
4 including myself, all male and very young (laughs). We take care of the whole array of hotel technology
5 from internet system, computer, electric power ect
6 **Interviewer:** Yes, with such a small number of employees, are you too busy with your job?
7 **Manager:** Yes, but the nature of IT is a one-time development that can be used for a long time and is
8 simply monitored so that no problem or problem is solved so that information can be transmitted quickly
9 and without interruption between parts. Just a few employees, the IT department is less exciting than the
10 other parts. I think.
11 **Interviewer:** (laughs), young men are less active, really? Do people often meet to exchange work and life
12 together?
13 **Manager:** Every day (laughs)
14 **Interviewer:** Well, the intimacy between you guys can have a positive impact on the hotel's upcoming
15 project.
16 **Manager:** you mean PDP project?
17 **Interviewer:** Yes. I just explained to you about the content, purpose of the meaning of PDP, how do you
18 think about it?
19 **Manager:** I like it
20 **Interviewer:** good. So what do you think your role in this project is?
21 **Manager:** hmm, sure that writing (laughs)
22 **Interviewer:** huh?
23 **Manager:** Sorry, I'm kidding. But you understand that we mainly write code, formulas, we rarely write lyrics
24 and rarely think about anything other than technology. Wish you sympathize.
25 **Interviewer:** (laughs) I understand
26 **Manager:** My role is to be more active with the team members. And I think I can do it, I know them well,
27 both in work and in life. the distance between employees and managers are not large; my team can share
28 ideas, goals, interests or whatever. Each other can advise, suggest or expose the opponent's ability.
29 Interviewer: That is good.
30 **Manager:** I have thought because of that, it's easy to get their thoughts influenced by the comments of
31 others. We are really close and always active. But then, I think that when they are trained and provided
32 with enough information and the meaning of the PDP, they will be able to be consistent with their goals
33 and only absorb the comments to adjust the way but not change target.
34 interviewer: Oh, you already thought about the concerns and solutions?
35 **Manager:** Yes. So my role seemed quite light.
36 **Interviewer:** Do you think your workload and responsibilities will increase? Because you will have to
37 observe the support they carry out the project and evaluate them. And of course you will also be
38 responsible for their development.
39 **Manager:** Yes, but I have enough time to do it through my day-to-day work. Just a small group so I think I
40 can manage it well.

Comment [HL347]: name, position
Comment [HL348]: number of employees
Comment [HL349]: responsibility
Comment [HL350]: nature of department
Comment [HL351]: nature of department
Comment [HL352]: relationship
Comment [HL353]: advantage
Comment [HL354]: feeling PDP
Comment [HL355]: role: writing
Comment [HL356]: nature of department
Comment [HL357]: disadvantage
Comment [HL358]: role
Comment [HL359]: ability
Comment [HL360]: relationship
Comment [HL361]: consideration
Comment [HL362]: relationship
Comment [HL363]: result
Comment [HL364]: perception
Comment [HL365]: number of employees
Comment [HL366]: ability

41 **Interviewer:** How do I feel that you will tolerate them?
42 **Manager:** (laughs) can I? I believe they will voluntarily and seriously take part in this project. After I was
43 informed about it, I shared with the staff and they also had positive thoughts about it. We do IT, always
44 have to update every minute, constantly need to develop and learn. For the staff of my department, the
45 nature of exploring and challenging ourselves with the new things is what motivates us. While this project
46 is not about IT but can help us develop other things in life skills or may be financially supported for the
47 special courses we want, why not?
48 **Interviewer:** So you really think your role is important?
49 **Manager:** Yes, I like to talk to them and they also love to share with me everything. And my role as a
50 companion also helps them to believe that this project is committed to the companionship and the hotel
51 will always be with their development. We have to be careful, meticulous and detailed to every single
52 number in a long sequence of code, so of course we are also careful about our future.
53 **Interviewer:** Very good. So next I would like to ask you to feel about this project?
54 **Manager:** As said, very positive.
55 **Interviewer:** And what concept do you have about the PDP system?
56 **Manager:** No (big laugh). Actually we are very familiar with the word "system", but not the administrative
57 system.
58 **Interviewer:** Yes, it is the system to manage this project, the basis for operating, evaluating and
59 implementing the project from start to end.
60 **Manager:** I still do not have a specific concept of the PDP system, but in my opinion, every new system has
61 to design slopes and small branches to connect with each other, but not the details, the more single
62 simple, less detailed as possible.
63 **Interviewer:** Yes. I want to know what ideas you have for the PDP system?
64 **Manager:** Let me think. Can I just think of a PDP?
65 **Interviewer:** you can say.
66 **Manager:** Well, I think with our small group, the appropriate PDP form is private conservation, then we will
67 write a short summary that conclude the main ideas, each week we can report and evaluate each stage, as
68 so finally will not put much work.
69 **Interviewer:** So what do you think about procedural steps in the system?
70 **Manager:** I do not know if the employee's needs exceed the expectations of the HR team? So I hope that
71 they need to clarify to us the maximum limits that HR team on behalf of Windsor can accept support. Then
72 we will proceed to discuss, write, and work together throughout the project until the final evaluation. The
73 appraisal form is also a factor that needs to be changed in accordance with this project. It is not a result
74 report, but rather a process of implementation that will have to be done simultaneously rather than in the
75 end.
76 **Interviewer:** Yes, you mean appraisal form is also an important factor in the PDP system?
77 **Manager:** That's right, and it's not just done once, but it's many times to record every step of every
78 employee's development.
79 **Interviewer:** Yes, what else?
80 **Manager:** hmm, I have not thought of that, you suggested me.

Comment [HL367]: cooperation, voluntary

Comment [HL368]: nature of department

Comment [HL369]: nature of department

Comment [HL370]: expectation

Comment [HL371]: relationship

Comment [HL372]: role: companion

Comment [HL373]: nature of department

Comment [HL374]: advantage

Comment [HL375]: feeling PDP

Comment [HL376]: perception

Comment [HL377]: elements

Comment [HL378]: perception

Comment [HL379]: simple

Comment [HL380]: number of employees

Comment [HL381]: PDP form

Comment [HL382]: procedural steps

Comment [HL383]: perception

Comment [HL384]: financial support

Comment [HL385]: procedural steps

Comment [HL386]: appraisal form

Comment [HL387]: appraisal form

Comment [HL388]: appraisal form

Comment [HL389]: appraisal form

81 **Interviewer:** What will the reward or penalty pay?

82 **Manager:** Let them limit themselves to their fines and goals.

83 **Interviewer:** why?

84 **Manager:** This is self-improvement; this is the chance for them to almost self-control and complete a

85 project for themselves.

86 **Interviewer:** So who will be sharing their comments, evaluating the PDP and their actions in appraisal form,

87 training, coaching, rewarding decisions?

88 **Manager:** We have very good teamwork, sharing comments, I think let my colleagues share, they will judge

89 PDP and their actions themselves, I will just look at the final report and leave a final comment. Training or

90 coaching, I think HR will support according to their needs and goals. After reviewing their final report, I

91 will decide to pay a fine.

92 **Interviewer:** Yes, these are the basic elements of the PDP system, I would like to ask if you prefer a fixed or

93 flexible system proposed by the staff?

94 **Manager:** It will be easier to control if the system is visible from the starting point. The opinions of the

95 staff are important but I think that would make the system inconsistent, unreasonable because it was cut

96 and constitute by too many opinions of different personalities and needs. I think it would be better if we

97 would suggest some models of the system, which would give them a choice that would be quicker, simpler

98 and more efficient.

99 **Interviewer:** Yes, I understand. It looks like everything is clearer to you about the PDP project. Can you tell

100 me what you like and dislike about this project as well as the PDP system (not yet determined)?

101 **Manager:** We decided not to supervise each other, I wondered whether we were supervised by HR team or

102 not? Also, I am really worried that this project will take up much of our time outside of working hours.

103 **Interviewer:** Ah I noted it. I hope your mind is free after the project is favorably applied. Yes, so based on

104 your knowledge of your employees, do you realize what to consider when convincing them on this project

105 because this is also a change management project.

106 **Manager:** I think the IT department will be able to cooperate well in this project because our nature is

107 stimulated by new things and we are not afraid of change as long as we understand the change. This is a

108 good goal for us. However, I just want to point out that the news of change is now spreading everywhere,

109 but no official announcement has left them feeling confused. Do you understand me?

110 **Interviewer:** Yes, I understand the current situation. That's why I am boosting the progress of conducting

111 research to establish an advance advisory for HR.

112 **Manager:** good. And to me, I want HR ensures that managers won't be extra very much workload since I

113 can spend extra time for project that doesn't mean an overtime every day.

114 **Interviewer:** I will try to produce the most favorable project for all of you. I have enough information and

115 hopefully based on it I can build a suitable PDP system for everyone. Thank you for the information you

116 shared.

117 **Manager:** you are welcome, very happy to cooperate with you

118 **Interviewer:** Yes. Goodbye.

Comment [HL390]: reward/penalty
Comment [HL391]: reward/penalty
Comment [HL392]: expectation
Comment [HL393]: self-awareness
Comment [HL394]: advantage
Comment [HL395]: decision
Comment [HL396]: expectation
Comment [HL397]: role: decide
Comment [HL398]: manageable
Comment [HL399]: consideration
Comment [HL400]: model, simple
Comment [HL401]: advantage
Comment [HL402]: consideration
Comment [HL403]: feeling PDP
Comment [HL404]: difficult
Comment [HL405]: cooperation
Comment [HL406]: advantages
Comment [HL407]: slowly change, belief
Comment [HL408]: consideration
Comment [HL409]: expectation

1 **Interview 6: Manager of Sales department**

2 **Interviewer:** hi, can you introduce yourself, position, work and department?

3 **Manager:** hi, I'm Phuong, I currently manage sales department with total 6 employees. That is the whole

4 staff in the sales department.

5 **Interviewer:** Yes, can you tell me more about your work?

6 **Manager:** yes, I am responsible for the sale of each agency and pricing strategy to attract customers. I

7 often have to go out to negotiate with more agencies. There are also conferences and surveys for agencies

8 and group customers. Simple is that

9 **Interviewer:** Do you and your team members regularly connect?

10 **Manager:** We just reported sales to each other, the nature of our work is external, so we rarely in the office

11 to have a closer relationship than the reporting meeting.

12 **Interviewer:** yes, I ask this because it is an important point in the PDP project that the HR department is

13 setting up in Windsor. I just shared with you about the content and purpose of this project, can you tell me

14 your first thoughts about it?

15 **Manager:** yes, my first thought was that this project was not easy for us. We are extremely busy with

16 countless appointments with our partners and are relatively dependent on the partner's appointment,

17 which interrupts the PDP implementation. I know about PDP before, the most important thing for a

18 successful project is to engage with your schedule to not delay it, but what if partners would like to make

19 an appointment in that time frame?

20 **Interviewer:** Yes, I understand this is one of the hardest things for sales teams. Can I ask more specifically

21 about yourself, as a team manager, how do you like and consider your role in this project?

22 **Manager:** Well, my staffs have been vociferous about this project and they have very negative thoughts

23 because of the things I just shared. And I personally feel it is very difficult to make my own PDP as well as

24 worry and follow the other staff. I do not have enough time for it.

25 **Interviewer:** hmm, yes, really, this project puts a lot of responsibility on your role. So what you want to do

26 to reduce this issue. So what do you suggest?

27 **Manager:** hmm, I still do not know, I just feel uncomfortable with this project. But anyway I still have to

28 take responsibility for it even though the whole team feels uncomfortable. So I think I will learn more

29 about this project, and my role will help my staff believe that this project is feasible, relevant to us and

30 really necessary to change the project comparing with old training plans. I hope to be able to trust and

31 encourage them. It would be easier if we realized it in a positive way.

32 **Interviewer:** So what do you plan?

33 **Manager:** Sure, I have to arrange time to talk to them separately.

34 **Interviewer:** Yes it is of course. So what are you going to talk to them? This is also a role which you prefer

35 to play in this project?

36 **Manager:** I believe in their ability to self-multiply everything without my intervention, I think it's important

37 to just change their perception of this project that much simpler. And we never supervise each other, I just

38 get the results they report on job development, I evaluate the results of the work, not the results of their

39 own development. I think that was my previous mistake. Now with this project, I hope I can be more

40 interested in their development and not in sales.

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<tr><td>**Comment [HL410]:** name</td></tr>
<tr><td>**Comment [HL411]:** position</td></tr>
<tr><td>**Comment [HL412]:** number of employees</td></tr>
<tr><td>**Comment [HL413]:** responsibility</td></tr>
<tr><td>**Comment [HL414]:** relationship</td></tr>
<tr><td>**Comment [HL415]:** nature of department</td></tr>
<tr><td>**Comment [HL416]:** difficult</td></tr>
<tr><td>**Comment [HL417]:** workload</td></tr>
<tr><td>**Comment [HL418]:** nature of department</td></tr>
<tr><td>**Comment [HL419]:** difficult</td></tr>
<tr><td>**Comment [HL420]:** perception</td></tr>
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<tr><td>**Comment [HL427]:** difficulties</td></tr>
<tr><td>**Comment [HL428]:** ability</td></tr>
<tr><td>**Comment [HL429]:** role: motivate</td></tr>
<tr><td>**Comment [HL430]:** mission</td></tr>
<tr><td>**Comment [HL431]:** role: communicate</td></tr>
<tr><td>**Comment [HL432]:** advantage</td></tr>
<tr><td>**Comment [HL433]:** role, belief</td></tr>
<tr><td>**Comment [HL434]:** responsibility</td></tr>
<tr><td>**Comment [HL435]:** expectation</td></tr>
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41 **Interviewer:** You mean you want to rely on this project, people will care about sharing more honestly about
42 themselves rather than work? And your role is to make each individual closer and trust you?
43 **Manager:** Yes.
44 **Interviewer:** I understand. So when does this project have yet to build a PDP system, what suggestions do
45 you have for making the role you want to become more feasible and more favorable to your employees?
46 **Manager:** I still do not know what to do to operate this project, but I put heavy communication will be a
47 very important factor in the system. Each step needs to communicate to persuade them to change their
48 perception.

49 **Interviewer:** So how to produce PDP? Should be text or conversation?
50 **Manager:** conversation I believe. Text only to save the results only.
51 **Interviewer:** Do you have time to converse with them?
52 **Manager:** I will try
53 **Interviewer:** What other factors? As procedural steps?
54 **Manager:** Follow the sequence as other projects: official announcement, conference to clear mission,
55 internal departmental meeting (communication), personal actions, report, evaluation, rewarding /
56 punishment, start new cycle of project. Just like other project system basically.
57 **Interviewer:** Is this the sequence of old Windsor projects? PDP is a completely new project that will lead to
58 change management in Windsor, which is also an opportunity for employees and managers to give their
59 suggestions and feelings. Do you want to change anything?
60 **Manager:** we should remain the normal factors because the process has perceived but change operations
61 **Interviewer:** So what do you suggest?
62
63 **Manager:** communication to understand the project, to set the right goal, to set timeframe and calculate
64 finance. This is also the step that my role to promote the most.
65 **Interviewer:** Yes, I also want to ask you if we approved a flexible system assembled by the ideas of the
66 staff. Do you think it will be feasible?
67 **Manager:** As I said before, we do not have much time to build our own ideas, and have come up with the
68 idea of building a PDP system though we appreciate that the HR team has taken a step forward us. But as a
69 manager, I support the idea of avoiding the messy, inconsistency of different opinions, which will be
70 difficult for you and for our managers as well. A structured system should be set up by knowledge about
71 PDP of you and HR team to control it easily.
72 **Interviewer:** Yes, but it could have resistance if we forced them with our system without their agreement.
73 **Manager:** There is too much uncomforted already. The first is that it does not match my working time; it
74 interferes with my workflow or vice versa. The PDP itself is interrupted by the nature of the sales
75 department's work. But we can decrease the resistance by trying to set up the most suitable system caring
76 their concerns. And you already conduct questionnaire to collect their opinion, I believe you got many
77 value information to set up the most effective system. As for the PDP system, I rely on previous projects of
78 the HR team, they overestimate the administrative procedures, I do not like this PDP project too, I want the
79 PDP system to be more self-awareness. And sorry I could share with you another thing or not?
80 **Interviewer:** Yes

Comment [HL436]: perception

Comment [HL437]: element: communication

Comment [HL438]: communicate

Comment [HL439]: PDP form

Comment [HL440]: ability

Comment [HL441]: procedural steps

Comment [HL442]: procedural steps

Comment [HL443]: change

Comment [HL444]: elements: timeframe, finance, communication

Comment [HL445]: model, flexible

Comment [HL446]: difficult

Comment [HL447]: mission

Comment [HL448]: negative feeling

Comment [HL449]: disadvantages

Comment [HL450]: disadvantage

Comment [HL451]: best system

Comment [HL452]: negative feeling

Comment [HL453]: self-awareness

81 **Manager:** I still do not know about this project, although I was a little excited and curious as it is still
82 unclear, I understand the purpose but I do not know if this project is temporary or not. When it's going to
83 be a big project that changes training courses before, I'm worried that after a first try the project will stop
84 and be canceled or converted to another format.
85 **Interviewer:** Sorry, I can only tell you that the HR team has a lot of expectations for this project, a big
86 change that needs a lot of time, that's why the HR team gave me and other researchers the opportunity
87 conducting research to make this project successful.
88 **Manager:** well, ok
89 **Interviewer:** I would like to ask, based on your understanding with your staff, do you recognize the things
90 to keep in mind to prevent the project from failing?
91 **Manager:** Well, all resistance if not resolved well will lead to project failure. What I think will fail is that the
92 power distance will make them dishonest to me. And we usually work on short-term projects related to
93 season prices, they are afraid that they will find it difficult to set long-term goals for themselves and
94 engage with them. Again I emphasize that time will greatly affect our PDP process. And I mentioned above,
95 I also worried that this would a temporary plan and that the project plan was widely worded, but there was
96 no formal announcement to convey accurate information about the PDP leading up to it. Temporarily,
97 staffs are confusing, worrying because of the unknown, uncertain. I think we should have the official
98 announcement and communication to reassure them before the project launch.
99 **Interviewer:** Yes, I understand the current situation. Yes, are you afraid of anything related to PDP?
100 **Manager:** I wonder how the results of the PDP will be evaluated. What's the penalty?
101 **Interviewer:** Do you have any ideas for this?
102 **Manager:** This is an important factor in the PDP system. However, I think to motivate them to implement a
103 project, HR usually uses a punishment and reward policy, but this project is quite special because of its
104 nature of self-awareness. I have the idea that let them determine the reward after self-evaluation, I was
105 only the final decision.
106 **Interviewer:** I will record your comments. What else would you like to share with me?
107 **Manager:** Hopefully the project will succeed with its meaning.
108 **Interviewer:** Your sharing is very useful and based on it I will try to find the most suitable way to operate
109 the project reasonably and favorably. Thanks for your time.
110 **Manager:** you are welcome. Goodbye
111 **Interviewer:** Goodbye.
112

Comment [HL454]: perception

Comment [HL455]: feeling tranformation

Comment [HL456]: perception

Comment [HL457]: consideration

Comment [HL458]: feeling PDP

Comment [HL459]: consideration

Comment [HL460]: distance

Comment [HL461]: nature of department

Comment [HL462]: disadvantage

Comment [HL463]: consideration

Comment [HL464]: negative feeling

Comment [HL465]: consideration

Comment [HL466]: difficult

Comment [HL467]: disadvantages

Comment [HL468]: information needed

Comment [HL469]: reward/penalty

Comment [HL470]: elements

Comment [HL471]: mission

Comment [HL472]: nature of PDP

Comment [HL473]: reward/penalty

Comment [HL474]: self-awareness, reward

Comment [HL475]: role: decision

1   **Interview 7: HR director**

2   Interviewer: hi, I am glad to see you. Many thanks for giving me the opportunity to work with Windsor on

3   this project.

4   Director: hi, yes. Just as HR department is planning PDP, I also provide some Vietnamese students to write

5   thesis on this topic. But actually I feel very good to be able to work with international students, as you will

6   have a more general look at PDP, I think you are quite familiar with PDP when studying in the Netherlands?

7   Interviewer: Actually I just heard about this project and have not done it myself. But I'm also very

8   interested in the idea that it is very useful for self-development. How long has HR department been

9   planning this project?

10 Director: about a half year ago but still cannot officially apply due to still many difficulties.

11 Interviewer: can you tell me that?

12 Director: You know, not many people know about PDP, nor do many people support it. Within HR

13 department with only 7 employees, there were 2 persons feel the application of PDP into Windsor is not

14 very good. But personally I would very much like this project to be implemented and I will certainly

15 promote it early next year after having all the necessary information and safety?

16 Interviewer: What information is needed? And how is safety?

17 Director: that is the one I hope to be able to get from you that the advantages, difficulties, things to note,

18 whether or not possible. All, as much as possible. And the safety is financially able to make a long-term

19 project. I hope everything is going well.

20 Interviewer: I hope too. Can you tell me why HR wants to do this project?

21 Director: Windsor has been around for a long time without a new project, nor has it changed the old

22 training courses. For about a year, HR has received quite a lot of complaints from employees of other

23 departments that they want to change and they do not want to attend the current training sessions

24 anymore. Actually, I was also a new HR director at Windsor for just around a year, when I came to Windsor,

25 I noticed that there was so much need to change, I saw the potential of employees but did not have the

26 opportunity to grow. So I asked all HR employees to submit a proposal for a completely new project. PDP

27 is selected. However, I do not want to apply PDP under the old system. Although it will be simpler, it will

28 not work very well. I would like a new project to be built with a new system that suits both the nature of

29 the project and the characteristic of the hotel.

30 Interviewer: Did the HR department study PDP?

31 Director: Yes. Therefore, it is not easy to build PDP

32 Interviewer: Can you talk more specifically about what difficulties you see?

33 Director: First, we find very little documentation about the application of PDP in Asian countries. PDP is

34 widely used in the Western and most of them have a positive effect. And we recognize that the main

35 reason for the differences in culture: living habits and the relationship between managers and employees

36 are two important things when implementing PDP. I especially notice that most people are not even honest

37 themselves on reflection, so how can they be sincere and trust to share with the manager. We do not have

38 the habit of self-consciousness, or self-promising but also very quick to change or forget. Our knowledge

39 is not inferior to any Westerner, but it is our attitude that we do not improve as them. The difficulty I see

40 first is in their irresponsible attitude towards their own lives, and for PDPs too.

Comment [HL476]: lack of knowledge, less cooperation

Comment [HL477]: less cooperation

Comment [HL478]: positive feeling

Comment [HL479]: time to promote

Comment [HL480]: requirements

Comment [HL481]: requirements

Comment [HL482]: budget

Comment [HL483]: ability

Comment [HL484]: need new system

Comment [HL485]: requirements

Comment [HL486]: difficulty

Comment [HL487]: difficulty: culture

Comment [HL488]: difficulty: attitude

Comment [HL489]: difficulty: relationship

Comment [HL490]: difficulty: attitude

Comment [HL491]: difficulty: attitude

Comment [HL492]: difficulty: attitude

41 Interviewer: Yes, first of all, this is the cultural differences and attitude toward the life of the employee
42 itself. Anything else?
43 Director: next, that is from the managers who are key in this project. They are also very busy with their
44 work and life, no matter how good the PDP system is, surely managers will only increase, not reduce
45 workload and they will be responsible for the development of the PDP of others. I know there are many
46 managers who do not like this that creating resistance. Moreover, the knowledge of PDPs of managers
47 versus employees is no more than just that they misunderstand the meaning and purpose of PDPs, their
48 subordinates will also be affected.
49 Interviewer: What else?
50 Director: I'm not sure if the Finance section can approve this project because the funding is certainly not
51 small. In order to support each employee around training, facility and the aspirations of each employee
52 but also ensure the equality, the calculation is not easy.
53 Interviewer: So based on the difficulties you have seen, how do you prefer the PDP system?
54 Director: As simple as possible, the lower the cost, the better the cooperation and trust of managers and
55 employees, the lower the resistance.
56 Interviewer: Yes, this can be considered as the standard for approval for a PDP system.
57 Director: this is also relative. Actually, the cost does not need to be the lowest, as long as it is acceptable
58 and reasonable for each activity. Most importantly, the system is simple to manage and least resistant.
59 Interviewer: I see, so what are you suggest?
60 Director: I look forward to receiving from you. But I can say that according to my knowledge, a premise
61 system is the voluntary and self-development. Of course, they must bring positive thoughts about the
62 project.
63 Interviewer: Yes, I have a good idea about your possible PDP system. Sorry I could go back and ask you to
64 say that the reason you want to do PDP is because you want to change old training courses. But it is for
65 employees to develop themselves or other purposes such as selection, promotion or personal portfolio?
66 Director: The main purpose is for them to develop themselves. We do not currently have plans to change
67 in person.
68 Interviewer: As far as I study. PDP is used in an organization that has three main purposes: self-
69 development, decision making (selection / promotion / salary) and personal portfolio. And each type has
70 key activities and different approaches. What model do you prefer?
71 Director: voluntary, self-aware, self-developed. Because employees evolve, they make the organization
72 grow.
73 Interviewer: good. So who will have to write PDP?
74 Director: Actually I want the project to be divided into 2 stages. Phase 1 will apply to senior positions such
75 as directors, managers, team leaders. Because they will be the ones who convey the experience and
76 knowledge of PDP to subordinates, they must understand and have prior experience or special training in
77 advance to be able to explain or communicate with the subordinates regardless of kinds of system.
78 Moreover, they have to understand themselves before understanding others, evaluate themselves before
79 evaluating others. After the first cycle of the project, the second cycle will be commonly apply to all
80 employees in six major Windsor departments. I think this is because if you implement a completely new

Comment [HL493]: increasing workload

Comment [HL494]: lack of information

Comment [HL495]: budget

Comment [HL496]: budget

Comment [HL497]: requirements

Comment [HL498]: requirements

Comment [HL499]: voluntary and self-development

Comment [HL500]: self-development

Comment [HL501]: voluntary and self-development

Comment [HL502]: special request!!!!

Comment [HL503]: PDP users

81 system for all of Windsor's more than 200 employees, errors will be difficult to adjust. The number of
82 managers and team leaders is about 20 people who will be the key player in the project, which will help

Comment [HL504]: PDP users

83 them spot errors in the implementation process and make timely adjustments.
84 Interviewer: Is your request for the project or personal opinion?
85 Director: That's my thoughts, but then I see that it looks like the project will take a long time to officially
86 apply. You may consider this opinion if it is feasible.
87 Interviewer: Yes. So what about administrative factors?
88 Director: All elements in the system are flexible, as long as it is efficient and affordable. And I set the

Comment [HL505]: requirements

89 premise that the system will promote volunteering, self-awareness and self-development.

Comment [HL506]: voluntary and self-development

90 Interviewer: Thank you, the system requirements I made clear. So what about financial supporting
91 conditions?
92 Director: Actually, I have a lot of problems, each one has different needs and the level of support must be
93 fair. And how to list all types of costs. Currently, I can only say that the financial support will be

Comment [HL507]: financial requirements

94 categorized into: fees for external coaching, overtime, reward (if yes). Actually, this project is totally
95 beneficial to employees but this intangible benefit is hardly worth the money for them. So we cannot give
96 them the financial support condition as much as they expect, just to encourage them to develop
97 themselves. So for all three types, we will have a fairly general level of regulation for all PDP participants.

Comment [HL508]: link for financial supporting

98 However, there will be other supporting conditions such as the use of hotel facilities, and current trainings
99 are still open for some other staff members to participate in. Else, new other training courses at the hotel

Comment [HL509]: other supporting conditions

100 can be promoted if the number of employees required it reaching the prescribed level.

Comment [HL510]: other supporting conditions

101 Interviewer: Another important thing I would like to ask is if they can achieve their goals and be able to
102 perform better on a daily work, do they get a higher salary? In addition to the normal reward of the PDP?
103 Director: Maybe, if their manager appreciates their performance at work, that is when they have
104 successfully created their own benefits and then start applying it to create benefits for the hotel. They will

Comment [HL511]: link to get higher salary

105 be considered for higher salary or promotions.
106 Interviewer: Everything is clear. Many thanks for the information you provided. I will do my best to advise
107 you to set up a PDP system and implement it in Windsor best.
108 Director: good, good luck with your thesis as well. Good bye
109 Interviewer: Good bye. Have a nice day.