

**THE DEPLOYMENT OF THE TALENT AND CULTURE
STRATEGY: A HUMAN RESOURCES AND MANAGERIAL
CHALLENGE TO CONQUER A NEW GENERATION OF
WORKER**



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Thematic paper
entitled
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STRATEGY: A HUMAN RESOURCES AND MANAGERIAL
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WORKER**

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Laura NICOULES

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ABSTRACT

AccorHotels is shaping a new corporate culture for the needs of a new generation of employees, the generation Y. I choose to analyze the Talent & Culture Strategy under two different scope. First of all I conducted a theoretical study on 3 different levels following the funnel method in order to understand what the real issues are. Then I conducted a survey on the field in order to understand the employees' perception using one-to-one interview. By crossing those two types of analyses, I was able to have a better understanding of the overall strategy and drew some conclusions. In theory, the ideas behind the Talent & Culture Strategy are innovative and quite impressive. They are perfectly adapted to the aspiration of a new generation of workers and to the transformation of the working environment. Nevertheless I identified some limits including communication, tools and adaptability to non-full time workers.

KEY WORDS: Talent & Culture Strategy / Corporate Culture / Human Resources / Hospitality / Generation Y

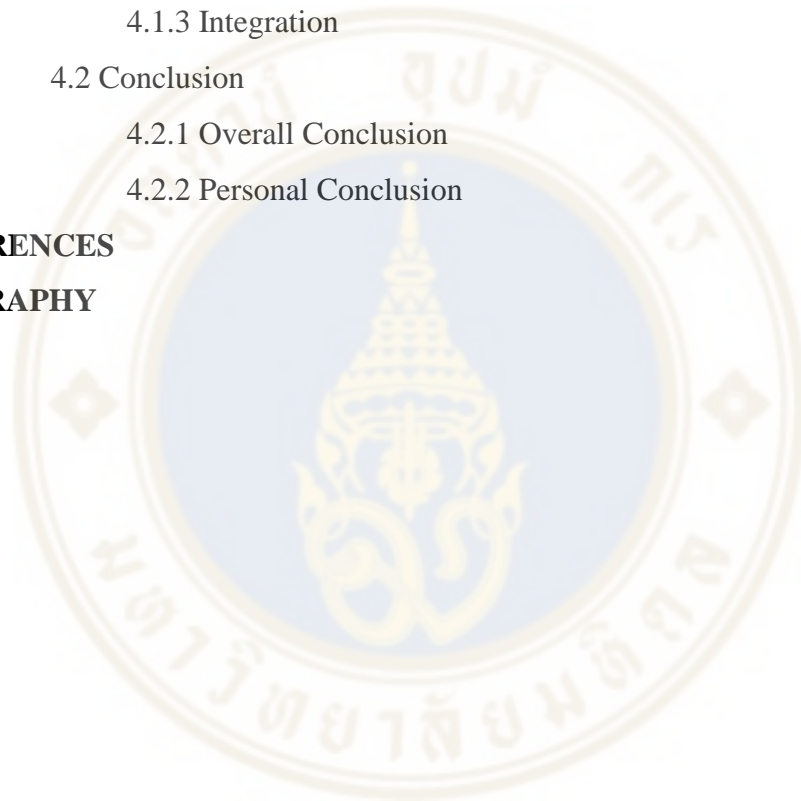
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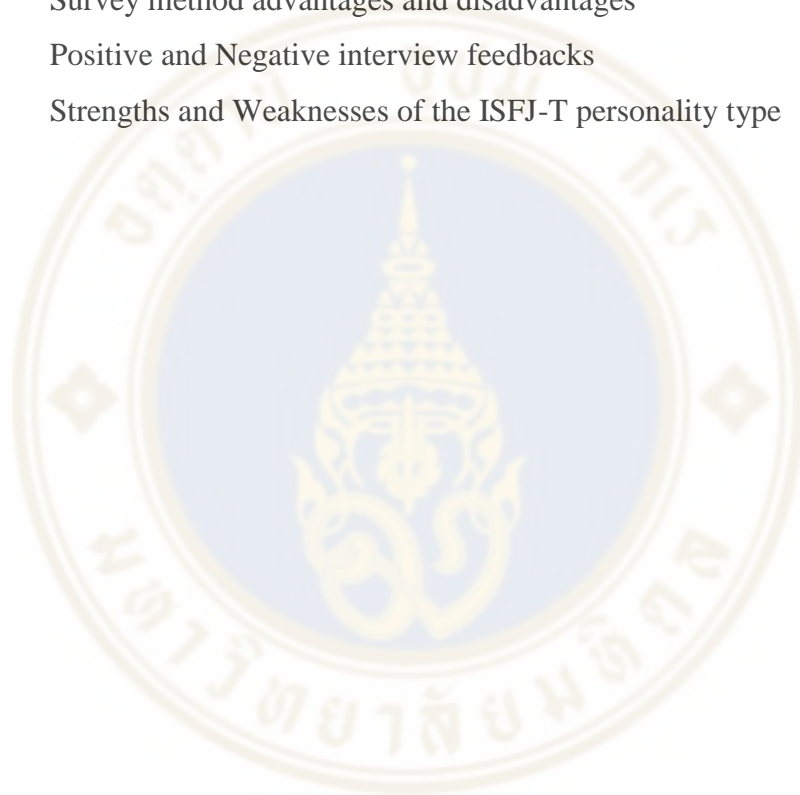
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CHAPTER 1

INTRODUCTION

In the World's Best Multinational Workplace 2015, Accor is ranked 18th behind its main competitor Marriott (11th) and of course behind Google (1st). This kind of ranking would have never take place 50 years ago. What have changed? Why are people paying attention to this kind of ranking? What makes Google such an attractive company especially for the new generation of worker, the generation Y? Accor is trying to answer those different questions by shaping a new corporate culture for the needs of a new generation of employees. The group considers its employees the way it considers its clients which involves anticipating the needs of a new generation (56% of employees are aged under 34). In this optic they launch their new strategy in 2015, the HR department has become the Talent & Culture Community. What are the new objective of this strategy?

- Talent Management: allow the full development of our employees to increase value creation through innovation and risk taking
- Learning and Development: create learning solution and training supporting the new strategy and desire to develop talents
- Recognition: develop performance management tools to assess and reward talents
- Culture & Engagement: promoting cultural transformation based on AccorHotels values and leadership principles
- Social Development: promote CSR activities, social dialogue and social innovation within the company

The new strategy aims at putting people at the center. The HR strategy of Accor is based on the idea that the employees are also customers of the Group.



Figure 1.1 Accorhotels Internal Communication

AccorHotels represents a powerful network of hotel under different brands in different countries. How do they handle the diffusion of the new main pillar of the Talent & Culture strategy ? From the Group Ideas to the application within the hotels, what are the challenges faced by Human Resources and managers on the field?

The first part will be dedicated to the environment of Hotel Scribe where the analyse was conducted in order to give a context and a better understanding of the corporate culture.

In a second part, we will analyze the Talent & Culture strategy on 3 different levels following the funnel method. First of all we will understand the global objectives of the T&C strategy designed by Accorhotels headquarters, then we will focus on the action taken by the Talent & Culture Manager in Hotel Scribe in order to align to those new objectives. Finally, we will study the perception of the Breakfast department's employees regarding those changes.

Based on those analyses, we will conclude by formulating recommendation to facilitate and accelerate the deployment of the Talent & Culture strategy on the field.

CHAPTER 2

PRESENTATION OF THE ENVIRONMENT

The diagram below is presenting the different brands owned by the group sorted into 3 different categories.



Figure 2.1 Branding Diagram and Hotels Portfolio by Segment

One of AccorHotels main strength has been to follow a multi-brand strategy for quite a long period of time in order to target every kind of customers, leisure and business, low to very high incomes.

Today's portfolio is composed of 17 distinct brands positioned on every three segments of the industry. Since 2007, AccorHotels has been focusing on a re-branding strategy. The idea of the re-branding strategy is to reinforce the identity of each particular brand focusing on differentiation. It aims at giving customers a perfect comprehension of the brands, their specific value and advantages.

By emphasizing its presence on the 3 ranges, AccorHotels increases its worldwide recognition and is able to compete with the leaders of the industry like Hilton, Starwood or Marriott.

Hotel Scribe is operating under the Sofitel brand so it is part of the LUB category (luxury and upscale brand).

Nowadays AccorHotels owns, operates and franchises 4200 hotels in 95 countries on 5 continents around the world employing 180,000 people.

The following part aims at giving a context to analyze AccorHotels' Talent and Culture strategy.

In a first part, I will present the Hotel Scribe itself through a short storytelling. Then I will present and analyze the management style of the hotel.

Finally I will present my missions within the hotel plus the team I have been evolving in during this 6 month internship.

2.1 The Environment: Hotel Scribe

2.1.1 Storytelling

The storytelling as it is called in Sofitel language aim at creating a link between the hotel, the brand and the French Elegance. The Storytelling is an element of differentiation, aiming at seducing the client playing on emotion, a tool to foster customer's loyalty.



Figure 2.2 Illustration of Hotel Scribe Facade

The Hotel Scribe was built in 1860, under Napoleon III reign, in a prestigious area of Paris because of its proximity to Opera Garnier. It was the home of the Jockey Club in 1863. One of the main event that made the hotel famous is the first cinematographic projection ever by Les Frères Lumière the 28th of December 1895. At this time, the hotel became an emblem of the Parisian life and welcome artists and celebrities.

In 1923, the hotel was bought by Canadian National Railway. The first renovation were from 1977-1980. When it reopened in 1981, the hotel was managed by Novotel, first step into AccorHotels Group. Hotel Scribe is managed by Sofitel since 2004. In 2010, for its 150 years, the hotel receive its 5th star.

The hotel consists of 195 rooms and 18 suites on 5 floors that are decorated according to famous people who stayed at the hotel. The 4th floor for example is dedicated to Josephine Baker, 5th floor to the Jockey Club. The restaurant of the hotel, Le Lumière, can welcome 70 people. The Salon De Thé, 1T Rue Scribe, offers homemade pastries and foreign teas in an Asian style décor. The breakfast room, Le 1895, disposes of 90 sits and 5 different buffets.

The repartition of the type of customers varies throughout the year but it is composed mainly of:

- Business, booking through companies for business trip
- Touristic Groups, thanks to the partnerships with tour companies like Scenic, Viagogo or Tauck
- Individuals, people booking directly through our switchboard or platforms like booking or hotel.com

2.1.2 SWOT Analysis

To provide a better understanding of the internal and external environment of the hotel, I conducted a SWOT Analysis. The first table will present the hotel as an entity SWOT analysis, and the second table will be focusing on the Human Resources.

Table 2.1 Hotel Scribe SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> · Attractive Localization : close to Galerie Lafayette, Opera, Louvre, St Lazare · Historical Building: birth place of cinema – Les frères Lumière · Events to put the hotel name forward (related to cinema) · High percentage of regular guests · Events and Banqueting services (representing 70% of F&B Department) · ‘Contract negotiations’ – Ability to fill the rooms with groups/Leisure guest during low activity seasons 	<ul style="list-style-type: none"> · Aging Rooms and facilities => Cost of renovation · Undefined services for particular guests e.i: some services are not adapted for our senior guests (bathrooms and F&B) · Only managed by Sofitel : no Sofitel identity especially in front of the entrance · No established program to develop customer loyalty especially banqueting service
Opportunities	Threats
<ul style="list-style-type: none"> · Increase visibility on social medias + ranking websites (Tripadvisor, Booking...) · Increase the leisure segment especially on emerging market: Chinese, Iranian, Indians ... · Implementation of a digital strategy 	<ul style="list-style-type: none"> · Competition: Grand Hotel, Hotel indigo (new and modern), Hotel W within the neighborhood + 3 new 5 stars hotels projects · Terrorist attack: fear reduce the tourism in Paris so the hotel’s occupation => cancelation of 43 Scenic Groups during 2016. · Air B&B development · Maturation of the hospitality market

Table 2.2 Hotel Scribe HR SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ·Low turnover: ·Good knowledge of the regular customers ·Skilled employees ·Loyal employees 	<ul style="list-style-type: none"> ·Aging staff ·No adequate policy to attract younger staff ·Poor communication ·Authoritarian leadership
Opportunities	Threats
<ul style="list-style-type: none"> ·Implementation of a digital strategy ·Lower the physical hardship thanks to technology ·Improve the working environment 	<ul style="list-style-type: none"> ·High competition in term of recruitment ·Increase of the productivity per employee’s – lower team motivation ·Increase of the gap between employees and top management

2.2 Management and type of structure

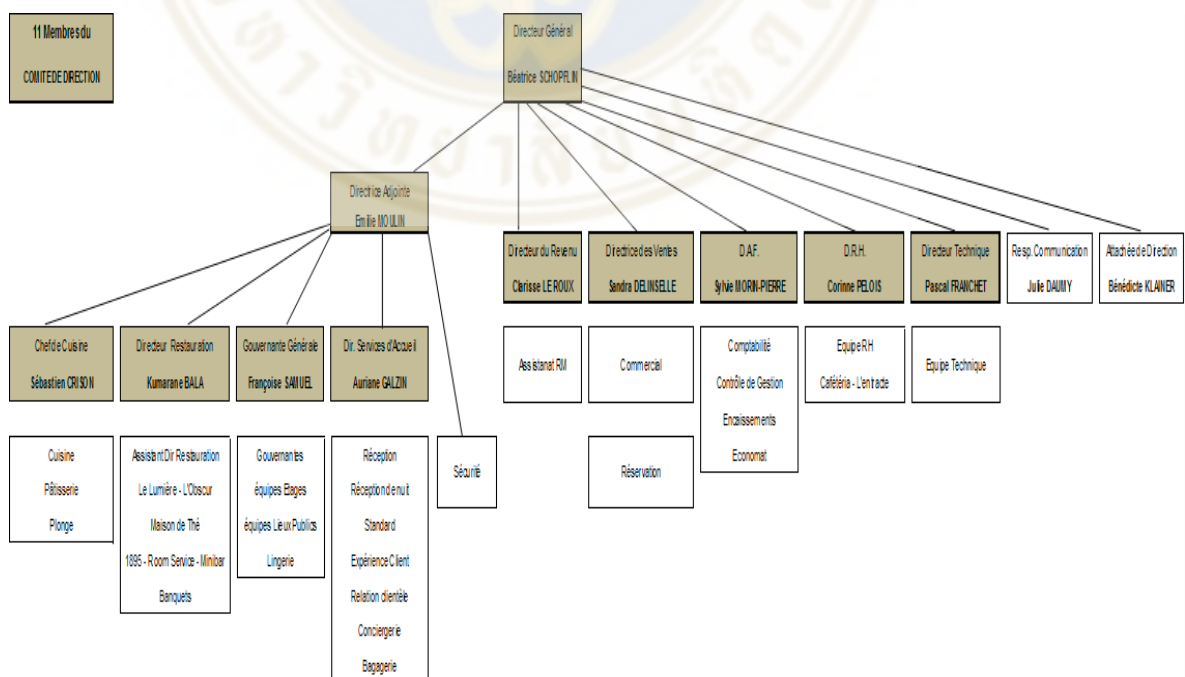


Figure 2.3 Hotel Scribe Organigram

You can see on the previous organigram how the management team of the hotel is organized. It is a hierarchical type of structure. The Direction board consists of 11 people.

In the support departments, including Revenue Management, Sales, Accounting, HR and Technical the structure is quite simple. Those departments consist of less than 10 employees so the Department Manager is the direct supervisor. Department manager reports directly to the General Manager Beatrice Schopflin. In the operation, there are many layers of hierarchy. Departments are divided into sub-department with one manager per sub-department who reports to the Department Manager who reports to the Operation Manager who reports to the General Manager. If I take an example, my position is Assistant Manager Le 1895, in my daily operation, I am reporting to the F&B Manager, The Assistant F&B Manager and the 1895 Manager.



Figure 2.4 Line of Hierarchy

2.3 My Missions

2.3.1 Assistant Manager Tasks

As an assistant manager in the 1895, my missions were divided in three different axes:

- On field team management
- Administrative management
- Project development

The objective of the on field management was to be able to handle the breakfast shift from the opening to the closing including:

- Organize the team all along the shift : See the bigger picture and prioritize the tasks in order to assign each team member to a specific duty, adapt according to the flow of customers
- Coordinate and be the link with the other departments of the hotel
- Make sure the room respects all the standards at all time and take corrective actions in case no.
- Handle complaints and specific requests from the customers
- Make decisions and find appropriate solutions in case of crises

Handling the department from an administrative point of view, meaning

- HR part : prepare weekly planning, plan the number of employees needed according to the forecasts, prepare the declaration and contracts for temporary workers, recruitment
- Follow and update the different KPI's: F&B costs management, Occupation rate, turnover
- Assist to strategic meetings

Develop projects to improve the breakfast offer

- Find ideas and present it to the F&B Manager
- Find appropriate furnitures through suppliers, compare with other shops and negotiate
- Coordinate with other departments if needed

2.3.2 The Team

As an assistant manager, interacting with the team was one of the key mission of my internship. I will describe the team using some components of the Team Effectiveness Model in order to present my working environment.

2.3.2.1 Team Composition

First of all, the organigram presenting the team composition including the fix members of the team, their country of origin and age.

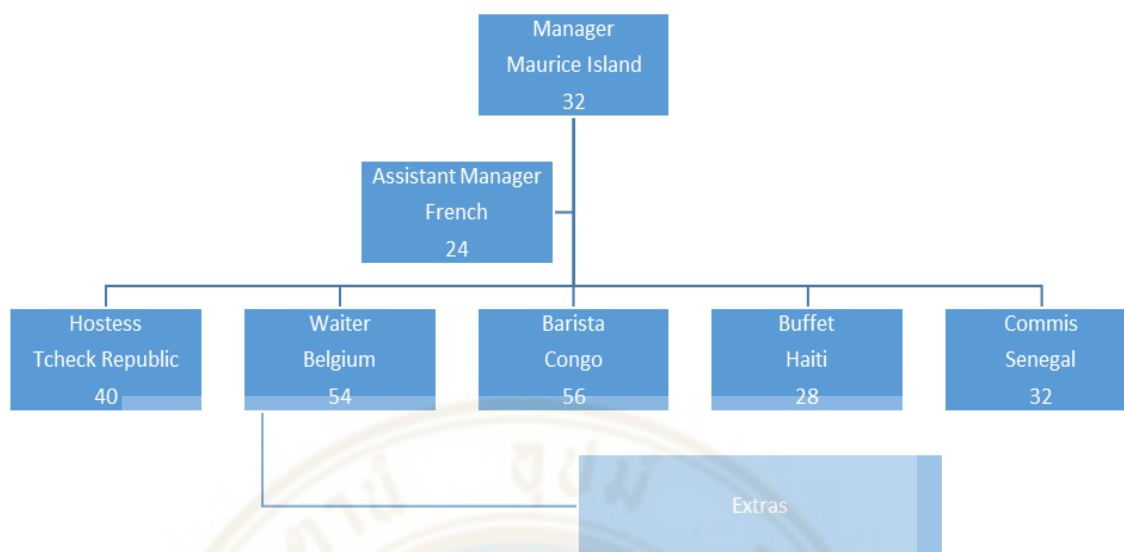


Figure 2.5 1895's Team Organigram

The size of the team is variable, indeed according to the activity we will need to add extra workers. Moreover, as the hotel is open 7 days a week the composition of the team is changing every day, so is the atmosphere and the organization. It requires high adaptability.

The diversity of members: the team is highly multicultural. As you can see on the organigram, none of the members have the same nationality. The age of the members of the team are also not homogenous. It creates a rich environment with a lot of experience exchange on all levels which is positive but it can also lead to conflict and incomprehension.

The allocation of role is variable for the extra workers who can fill multiple positions, but do not change for the fix workers. Indeed they are assigned at the core role and provide the stability to the team as they are more experienced.

2.3.2.1 Team Processes

Common plan and purpose: the team is working together in order to satisfy customers, it is the main purpose.

Conflict Levels: we are mainly on the *task conflicts* level as the composition of the team is highly variable. *Relationship* conflict are pretty rare as a high complementarity is necessary to make the team effective and the members have

internalize this idea. There is also a high respect of the differences on the workplace and the personal incompatibilities are put aside to fulfill the tasks and satisfy customers. The fact that the team are not personally close outside of the company plus issued from different cultural and educational background ease the working together process. Moreover, the communication is quite open so are the critical assessment of problems.

2.3.2.3 Team Context

Adequate resources: due to the crisis the working condition have changed a lot and resources have become scarce on two major levels: Inadequate staffing, as we will develop later, the number of employees per clients (which is the major indicator) have increase a lot recently which make it really difficult for the team to take really good care of the clients. Second element is proper equipment, a lot of time is lost looking for utensils as it is not possible to replace and buy new equipment.

Climate of trust: members of the core team trust each other, and their manager. Problem of trust mostly arise from interaction with other departments.

CHAPTER 3

THE TALENT AND CULTURE STRATEGY ANALYSIS

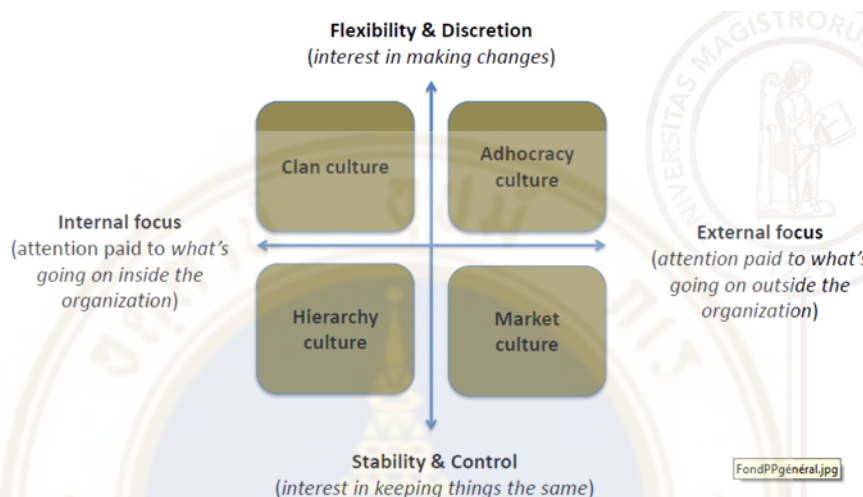


Figure 3.1 Cameron and Quinn Organizational Culture Chart

Based on Cameron and Quinn forms of organizational culture, AccorHotels new strategy is a mix of clan culture and adhocracy culture. The flexibility and discretion is high, the group intend to make changes and evolve in order to keep his position of leader in hospitality. It is a clan culture in the sense that they focus on the internal with a high concern to talent development and well-being of the employees, it is important that everyone share the same values and the same goals. On the other hand, we can also define the organizational culture as adhocracy, if we think about the different project involving stakeholders that are currently developed.

AccorHotels has define a new corporate culture strategy in 2015 in order to develop a more collaborative organization, with a more balance and shared decision-making process.

I chose to analyze the corporate culture on 3 different levels following the funnel method. First of all the global strategy of AccorHotels in term of corporate culture. Recently, the HR department has become the Talent & Culture department, what does involve this change on the field?

Then we will focus on the Talent & Culture Strategy within the Hotel Scribe, how are the changes managed by the top management? How is the link made between AccorHotels Group strategy and the Hotel Scribe specific strategy?

Finally, we will analyze the correlation between the strategy and the perception of corporate culture and more specifically of the Talent & Culture actions by surveying the employees of the hotel.

3.1 AccorHotels Corporate Culture

Corporate Culture is first defined by Elliot Jacques in 1952 as “the customary and traditional way of thinking and doing things, which is shared to the greater and lesser degree by all its member and which new member must learn and at least partially accept in order to be accepted into the service of a firm”. Its main purposes are to enhance commitment to the organization’s mission, provide a sense of identity to members, clarify and reinforce the standards of behavior.

3.1.1 Feel Welcome, Feel Valued

As a leader of worldwide hospitality, AccorHotels understood the major asset represented by a strong corporate culture, in term of attracting interesting profile to recruit, foster customer’s loyalty by providing a service which has evolved with its aspiration.

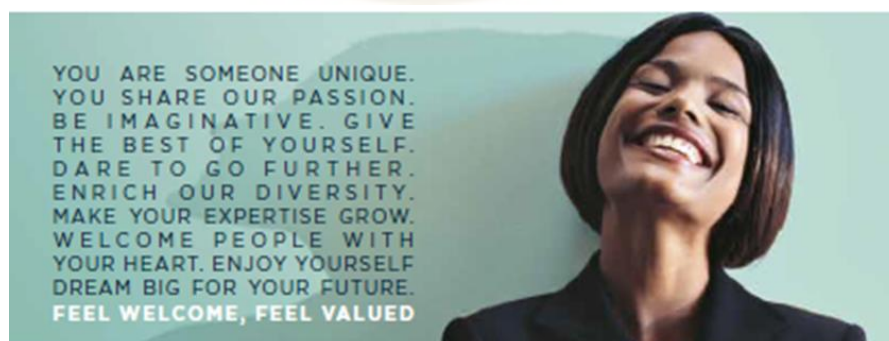


Figure 3.2 Feel Welcome, Feel Value motto

In 2015, a cultural transformation has been set of by the group called Feel Welcome, Feel Valued. ARANTXA BALSON, is the Culture Officer at AccorHotels, a department created in order to emphasize and develop the group's culture explains: *“Nowadays, guests are more curious, more connected and more assertive in their choices. They are looking for greater authenticity and emotion. The question is, what provokes this emotion and what is this authenticity based on? It is based on all the attentions bestowed by our teams, on the quality of the many interactions which take place all the time at the reception, in the corridors, in the restaurant, etc. That is where it all happens, and that is where we can take action. By further empowering the women and men who have daily contact with our guests, we invert the pyramid. We make our employees the first instigators of the change.”*

3.1.2 The 6 Components of a Great Corporate Culture

In order to structure Accor Talent & Culture Strategy's analyze, I will use John Coleman's Model “The 6 Components of a Great Corporate Culture”.

3.1.2.1 Vision: “To be the world most innovative, best performing and most valued Hotel Company”

3.1.2.2 Values: Sharing strong values is one of many initiatives taken by AccorHotels to foster a collaborative culture and nurture a sense of pride in belonging to the Group. It gives meaning to the employee's action and drives the way to behave and interact. They changed in 2015 in order to be in harmony with the new vision of hospitality and the Feel Welcome promises.

- **Guest passion**, hospitality is our passion, customer satisfaction is driving our decisions and our actions
- **Sustainable performance**, we care for others, we create value for as many as possible over the long term
- **Spirit of Conquest**, exploring, developing, initiating tomorrow's hotel – be ambitious and make the impossible possible
- **Innovation**, being curious, welcome to ideas, free to try, to test, to learn
- **Trust**, believe in the team

- **Respect**, connected with the world and valuing differences

3.1.2.3 Practices: The preceding values are applied to all the stakeholders of the company, meaning it goes further than guests and employees. AccorHotels developed a strong CSR campaign in order to create a positive hospitality.



Figure 3.3 Illustration – Planet 21 objectives

3.1.2.4 People: With Feel Valued strategy, AccorHotels aims at developing a more collaborative form of work. They are trying to empower employees, encourage initiative and risk taking to exploit each individual potential. To support the transformation, the approach to leadership were rethought, with a new model in which each individual contributes to the success of all, acts as an entrepreneur and works as part of a team.



Figure 3.4 Grow Talents Main Figures

Below is an explanation of the 3 types of leadership by Mr. Stephane.R, Global community Leader for Culture of engagement:

“**Enabling** is about the 2 values guest passion and sustainable performance. This means putting themselves in the customers’ position, anticipating and meeting their needs as fully as possible. The idea here is to create an environment in which everyone can thrive together, to improve economic and social performance in the long term.

Entrepreneurial comes from the spirit of conquest and innovation values. This means learning, making progress, committing, giving others real freedom of action and scope for initiative. The idea here is to dare constantly inventive and optimize value creation.

Collaborative comes from the trust and respect values. This means listening, being naturally supportive, accompanying employees and encouraging their development. The idea here is to reduce dividing lines, and build together.”

3.1.2.5 Narrative: In order to understand why AccorHotels launched such a big project to create and shape the change of tomorrow’s job, to “invert the pyramid” to put people at the center, let’s go back in the 1960s, a period of prosperity all around the world which lead to the beginning of consumerism, development of high speed transportation and holidays. At the time, the hotel industry was a very traditional activity divided into two segments, luxury hotel and small independent hotel with variable quality.

Paul Dubrule and Gerard Pelisson developed a concept exported from the United States’ Holiday Inn on the idea of offering a convenient comfortable hotel room for a reasonable price. They worked on the plans from 1963 to 1967 in order to build an optimized hotel.

The first part of the concept was to build hotel in the suburbs because land were less expensive and the traffic was abundant. The second part of the concept was to define the norms of a 62 rooms hotel, built on one floor to avoid the cost of an elevator, with a parking lot at the front which made disappeared the parking problem met in the city centers, and a swimming pool because according to Paul Dubrule “a swimming pool gives a hotel class.” Each room were quiet, spacious and had its own bathroom for an economical price. The first Novotel was born.

Anticipate, dare to experiment in order to lead the change and shape the future of the hospitality industry this is the essence of AccorHotels since the beginning.

3.1.2.6 Places: On a geographical point of view, Accor is represented in more than 95 countries in the world. It is a powerful network which allow talents to have facilities in term of mobility.

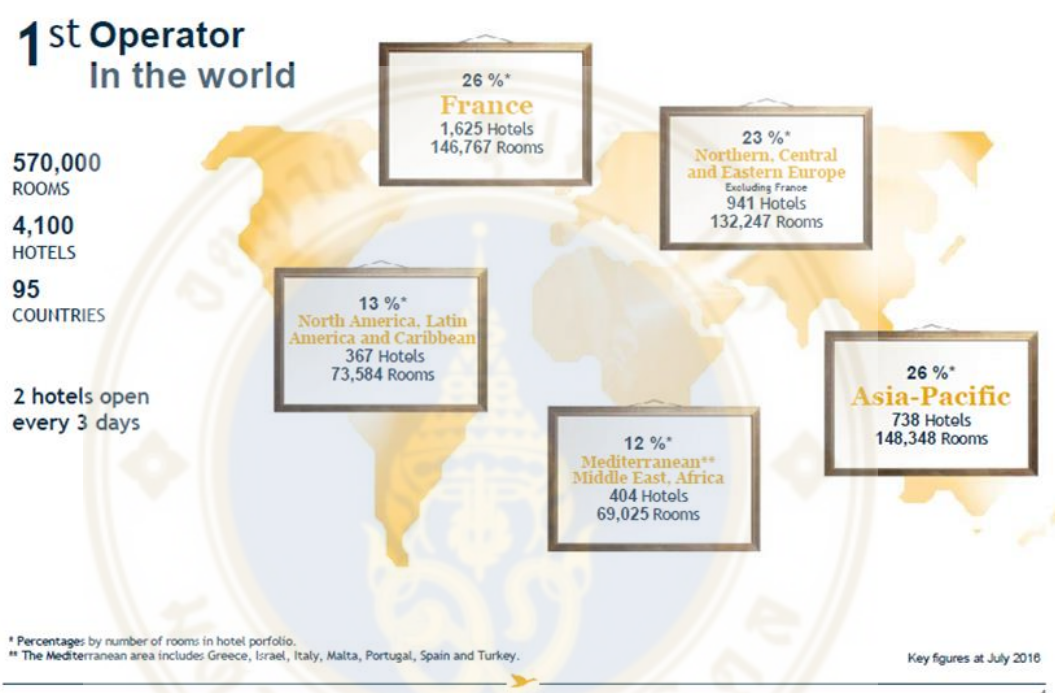


Figure 3.5 AccorHotels' Hotels Repartition Worldwide

In term of architecture and environment, AccorHotels is trying to develop enjoyable working environment for the employees. As we know, the work context highly influence employee's satisfaction. In most of the hotels, the back office are located in those places that cannot be occupied by the guest meaning in the basement, or in the "dead space" of the hotel which create a special atmosphere. But they are working with architects and designers in order to offer convivial areas, developing specific lightings system and using vegetal to make it more pleasant. We will further develop this point with the example of Hotel Scribe in the next part.

3.2 Hotel Scribe Talent & Culture Strategy

The Talent & Culture program was launch in early 2015. AccorHotels expects the strategy to be fully integrated in all the hotel of the group in 3 to 5 years. Indeed changing the Corporate Culture of 4200 hotels is a long process.

In a first part I will analyze the current corporate culture of Hotel Scribe using Schein Approach. We will go through the 3 levels: Artifacts and signs - Norms and values - Basic Assumptions.

Now that the strategy has been formulated by AccorHotels headquarter, and the different axes of development defined, how is the cultural change going to be created and managed on an operational level? How those ideas are starting to be applied to the day to day activity? Which tools are developed and implemented in order to make this strategy applicable?

I interviewed the Human Resource Manager of Hotel Scribe, or should I say the Talent & Culture director. Below an overview of her career from her Viadéo profile:

SON PARCOURS

Aujourd'hui Janvier 2006	Directrice des Ressources Humaines Hôtel SCRIBE managed by Sofitel, Groupe ACCOR
Décembre 2005 Septembre 2003	Chef de Projet RH DRH HOTELLERIE Europe Afrique Moyen-Orient, Groupe Accor
Août 2003 Mai 2002	Responsable Mobilité & Recrutement DRH HOTELLERIE Affaires & Loisir France, Groupe Accor
Avril 2002 Septembre 1997	Responsable RH Siège HOTELLERIE Affaires & Loisir Paris IDF, Groupe Accor
Août 1997 Novembre 1994	Assistante DRH Siège des HOTELS SOFITEL Europe, Groupe Accor

Figure 3.6 Human Resources Manager Viadéo Profile

In order to classify the information I collected from our interview about how is the strategy concretely developed and what are the innovation made to change the organizational culture within the hotel, I will use Accor 3 leaderships model: Enabling – Entrepreneurial – Collaborative

3.2.1 Schein Approach – The current corporate culture

Let's analyze Hotel Scribe current Corporate Culture through Schein model to understand how the culture is learnt and passed on within the hotel but also to make a bridge between the theoretical corporate culture designed within AccorHotels Headquarters and their actual application on the field. To be more precise, I will be studying both the dominant culture, the overarching personality of the group, defined by AccorHotels and regrouping the different elements described in part 2.I but also the hotel specific subculture.

3.2.1.1 First Level: Artifacts and signs. The first level is **visible artifacts**, it means all the cultural elements that are visible to insiders and outsiders. They are shared by all the members of the group.

- Objects

Sofitel has specific brand identity objects which make it recognizable like design, logo and uniform which are the same all around the world.

- Verbal Expression

Despite the general specific vocabulary peculiar to hotel industry, Sofitel Brand has its own vocabulary.

The time when you are able to understand this specific vocabulary and use it in a conversation marks a first step in your acceptance as a fully-fledge member of the team. It means that you have embodied a part of the culture and you are not a “new one” anymore, you are an Ambassador (the name given to all the Sofitel's employee).

It concerns the tools, for example VOG (voice of the guest) a survey send to our guests and TARS (Travel Accor Reservation System), the central reservation system.

The indicators, TO (Occupation Rate), REVpar which is an indicator to know if the hotel is performing better than its competitors.

The places: L'Entracte (ambassadors restaurant), le 1895 (Breakfast Restaurant), le Auguste (meeting room)

- Activities

Rite of passage: employee 10 years in the company celebration

Rites of integration: welcome drink

Rites of enhancement: employee of the month celebration –
cousu main of the month

The activities will be further developed in the following part on
Talent & Culture Strategy within Hotel Scribe.

3.2.1.2 Second Level: Norms and values. Given that Accor has
19 brands on 3 different market segments, each brand has its own identity so its own
added **value**.

- Passion for excellence:

Sofitel is on the LUB segment (Luxury and Upscale Brand),
they aim at giving to customers a service as closest as possible to perfection, to make
the difference by going a little further. Employees are encouraged to be creative and to
dare providing a personalized service.

- Essence of Pleasure :

Creating an unforgettable experience is the motto, focusing on
the 5 senses, providing the best wine, the most sophisticated meal, the most comfy night
with MyBed experience ...

- Spirit of Openness:

“Diversity is a source of wealth” more than 50% of
Ambassadors are not from a French background, this cultural mix makes the strength of
the brand. Indeed, it allows to attract and fosters foreign customer’s loyalty by having a
better understanding of their needs.

Norms:

- Routines: the hotel is divided into departments and each department as
its own specialty. Based on this, a spirit of mutual help is reigning within
the hotel.
- Power Structure is highly hierarchical in Hotel Scribe based on
management position. As seen in the organigram, each department is
headed by a manager member of the board of directors. If there is a
complaint or an inter department problem, it won’t be handled by the
concerned people but by their team manager.

- Control System is mainly based on the client satisfaction (or dissatisfaction), mystery client and quality indicators.

3.2.1.3 Third Level: Basic Assumptions

Assumptions about the job: Being good is making this extra effort to satisfy the customer.

Assumption about the organization: Hotel Scribe is a prestigious establishment, because of its history, of the authentic character of the building architecture and its geographical environment.

The terrorist attack that stroke France decreased the number of tourists in Paris by 8% so the occupation rate of the hotel and the financial changed the feeling about the solidity of the organization.

The paradox that we are facing right now is that the budget cut due to the tourism crisis, imply that the number of “extra” employees who are called in order to deal with the fluctuation of activity is reduced. A lot of pressure is put on the full time employees to maintain the level of quality whereas their productivity has been increase at the highest level ever (number of client per employee). The employee tend to get discouraged by this situation.

Assumption about the structure of power: The structure of power is divided into three levels.

The first level of power is located outside of the organization, it is the owner and the chairman. They are allocating yearly budget, setting objectives and controlling the turnover.

The second level is AccorHotels, providing guidelines regarding the brand standards, employees’ development and training.

As mentioned previously, within the hotel, the power structure is hierarchical. The General Manager is the one having the final say and is taking decision regarding the hotel main strategies in order to achieve the objective set by the owner. The members of the board of director provide technical expertise and manage the team in order to achieve the expected result.

3.2.2 Top Management Approach: initiating the changes

Following my interview with the Talent & Culture Manager from Hotel Scribe, I classified the different elements we discussed into the three new types of leaderships developed by AccorHotels for its new Talent and Culture strategy.

3.2.2.1 Enabling: Enabling is about the values guest passion and sustainable performance.

AccorHotels trainings aims at developing each talent to fulfill the client's expectation (qualitative experience, relationship and service). But they are also a way of passing on the corporate culture and a constant reminder of what the company is expecting, a way to shape the employee's behavior. Here are some highlights on Sofitel employees training.

Cousu Main is one of the best example of the guest passion value application. The idea is to give every employee the opportunity to realize his idea of a special attention to a client. A 7 hours training is dedicated at helping the employees understand the power of emotions, how to create connection based on those emotions and in the end, deeply understand the service culture. Every month, Department Managers elect the best Cousu Main in Hotel Scribe. The winner receives as a prize, a gift and a caricature that will be display in a frame on the Wall Of Fame at the employee's restaurant for the rest of the year.

Currently, the training journey of a Sofitel employee goes as follow: First of all, a new employee will have an integration training which is called Magnifique Journey. Every employee has to follow this training within the first month of his contact. Within the 4 first month, the employee will follow training aiming at increasing his understanding of the corporate culture but more specifically of the brand. The two main training are: Sofitel Appearance and Sofitel Attitude. Within the first year the employee will follow further training in order to understand the importance of empowerment within high performance companies. They will be developed in order to be confident enough and have the knowledge to be empowered members of the company creating experiences for the client and handling problematic situations. When this empowerment stage is mastered, the employee can be trained in order to become a trainer himself, which is leading to the entrepreneurial leadership.

This process is somehow really impressive in developing the feeling of belonging to the brand and the group of all employees who are delivering high quality Sofitel service to the clients.

3.2.2.2 Entrepreneurial: AccorHotels new strategy is based on talent. What it means is that employees are not recruited and trained only for their technical skills anymore, personality has become an important factor which can be developed and enhanced with the goal of satisfying customers. Once those talents are trained, they must be developed and kept within the group.

Currently the HR manager of the LUB pole (luxury and Upscale brand) are working on a system in order to facilitate employees inter hotel mobility but also inter department mobility. The purpose is to give talents the best option and continuous learning throughout their career.

- Talent review: Every year, added to the traditional employee evaluation, the Talent & Culture Manager will write a talent review on each employee. The purpose is to evaluate the potential of the talent, analyze his perspective of evolution. Based on those information, decision will be made in order to help the employee develop his career and allow him to keep growing in his job, providing learning solutions and nurturing development ambitions.

- Mobility Comity: a meeting is organized every three months with the LUB T&C managers in order to exchange about talents. Those who would like to be relocated are presented, the opening position in the different hotel are discussed. This meetings allow a much more human approach to internal recruitment. Moreover it allows the T&C Manager to meet regularly.

3.2.2.3 Collaborative: This type of leadership aims at creating social link between the employees. As mentioned it regroups the values trust and respect. Previously, depending on their position, employees might not have had any chance to meet people from other department. Creating a collaborative environment means finding solutions so people can meet, evolve in good working environment and good working condition. Those axes are currently developed in the hotel in order to enhance employee's happiness at work and show them how important they are for the company following 5 mains axes:

- **Healthy Food:** in the hotel restaurant, L'Entracte, Michel the Chef is preparing healthy and fresh meal for all the employees. His smile and nice welcoming every lunch hour is making the difference compare to the previous 'Roboserve' machine which was filled with plate to microwave.

- **Work environment:** As explained with the theory of Jack Coleman, place has an important influence on the employee. As hotel back offices tend to be dark and grey which is not really vector of positive influence. The cafeteria has been recently renovated around the windows. The changing rooms have also been modified, it is offering clean lockers, toilet, and showers. A special system of air filtration has been installed so the air stays fresh.

- **Well-being:** some of the jobs in hospitality are particularly exhausting physically. Regularly, the hotel is organizing a "well-being" day where employees can enjoy a 30 minutes back or hand massage, or talks with a physical coach.

- **Celebrating:** in order to go further than the traditional celebration in the life of employees, work anniversary, birth and wedding, Hotel Scribe is celebrating all year long by organizing little receptions where the employees are invited like Summer Celebration, Employee of the month celebration, Cousu Main celebration.

- **Sustainability and Social Development:** different action are taken within the hotel in order to reduce the impact of the activity on the planet. For example every "non-official" document are printed on recycled paper. We have 5 beehives on the roof producing honey for the hotel.

But the focus is also on gender equality, 8 on 11 members of the executive comity are women which is pretty rare within hospitality.

3.3 Hotel Scribe Corporate Culture Perception

The top management of Hotel Scribe aims at creating tools in order to apply on the field the recommendation of the group in term of Human Resources and general corporate culture.

The action and objectives top management wants to achieve can be substantially different from what the employees perceive. Perception is defined as a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.

As we have seen in the previous parts, both AccorHotels and Hotel Scribe have overcome several changes in order to develop the new strategy.

In order to analyze a correlation between the Talent & Culture strategy established by the headquarters and the perception of the employees within Hotel Scribe, I plan on surveying the staff.

Indeed my previous experiences, the time I have spent in the company, in my department, I understand that my perception of the corporate culture is probably really different from other employees. In order to figure all the different perception, a survey will had interesting inputs to this research.

In the first part I will be presenting the methodology use to build the survey and the different steps of the reflection process. Then I will be summing up the main ideas collected during the survey following the 3 forms of leaderships implemented in the Talent & Culture strategy.

In the second part, I will present and analyze the results of the study. Key inputs will be highlighted in order to give managerial improvement ideas for the recommendation that will be develop in the last part.



Figure 3.7 Illustration of AccorHotels Values

3.3.1 Survey

The survey was built with those important ideas in mind:

- The survey should not be time consuming: close questions must be preferred in order to facilitate the answer and avoid discouraging the participants.
- The survey must be easy to understand and accessible: French is not the native language of more than 50% of the employee, so accessible vocabulary and short sentences must be preferred.
- The survey must guarantee anonymity to increase the chances of answers without filters.
- The survey must be printed out and distributed to the employee to increase the number of people answering as not everybody has access to a computer.
- The number should be maximized to make it representative: My plan is to distribute the survey at the cafeteria during lunch break so people can discuss about it, help each other, be in good condition. I will display a box at the exit to collect the answered survey.
- The survey should be validate by the HR Manager

Table 3.1 Survey Method Advantages and Disadvantages

Advantages	Disadvantages
Global idea of the general perception Objective	Information can be superficial for this kind of analysis Not sure to gather enough survey so it is representative

Unfortunately my request to launch a survey within the hotel was not accepted. The reason is that AccorHotels group is launching an internal Opinion Survey on the corporate culture change which is going to be run within Hotel Scribe mid-October. They plan on surveying employees at a global level, through digital platform translated in 29 languages and guarantying anonymity to the participants.

The objective of this study is to measure the satisfaction of employees, motivation and involvement at the workplace. But most importantly, the goal is to follow the progress made on the corporate culture comprehension and transformation. AccorHotels is planning on organizing this survey once a year in order to analyze the evolution of the Talent and Culture strategy implementation.

Nevertheless, I was authorized to interview directly people from my team so I changed my strategy and decided to organize one to one interview with the members of 1895. The advantage is that I will be more able to go in depth understand how employees perceive the corporate culture. We work together for 4 month already, they are not afraid to speak up for constructive critics.

3.3.2 One to One Interview were conducted

The context: I realize the interview after our shift, in a familiar environment the 1895 room. I tried to keep it as informal as possible, created a relaxed atmosphere, adapted my language and question depending on the person I had in front of me. I choose to take notes rather than using a recorder because I already saw the stress of calling the meeting I planned with my colleagues an “interview”. I think it would have blocked the communication and I wouldn’t have been able to obtain honest answer if I had recorded the participants.

The interview: To introduce the interview, I started by presenting my thesis and the goal of the interview which was understanding their perception of Hotel Scribe Corporate Culture. Then I asked question about their career in order to understand their background.

The interview was articulated around four main topics. First, we talked about their knowledge of AccorHotels group, the values, T&C strategy.

Then, I oriented my question following the three leaderships of the T&C strategy we discussed.

- Enabling, so I can understand their perception of the trainings, talk about their Cousu Main experiences
- Entrepreneurial, to understand their perspective of career and evolution

- Collaborative, to analyze their perception of the different events organized within the hotel, the hierarchy, and the inter-department atmosphere.

To conclude the interview, I asked for 3 words describing Hotel Scribe's Corporate Culture.

The difficulties: I quickly realized that it was going to be difficult to follow my plan. Their personality and opinions were so different. I faced challenge with all of the interviews.

- With Interviewee 1, it was difficult to focus on one point, he was flying from one idea to another.
- Interviewee 2 talked a lot about her previous job, she was succeeding to come back to it on almost every question.
- Interviewee 3 was not talking a lot, I had to give her a lot of context trying not to influence her answer based on what I knew or thought I knew about her.
- Bounced on their answer without losing my track of questioning.
- Try to go deeper to understand their feeling and how those feeling affected their work without biasing their answer

3.3.2.1 Interviewee 2 has been working for Hotel Scribe since May 2014. She is in a provisional assignment because her hotel, the Lutetia, is under reconstruction for a period of 3 years. She is the hostess of Le 1895.

- Enabling :

Interviewee 2 followed the integration training, Magnifique Journey, 8 month after her arrival in Hotel Scribe. During the first month in her new position, she had to find the basic information about the job and her advantages by herself, asking colleagues mainly.

She hasn't follow training in Hotel Scribe due to the provisional assignment. Nevertheless she told me about training she follows with the Lutetia, involving funny moments with colleagues from other departments, experience of being a client in the hotel, trying the different service.

- Entrepreneurial

Interviewee 2 is seriously questioning the fact of staying within Hotel Scribe after her provisional assignment. The positive elements are a good atmosphere within the team, working hours that allow her to have a good work-life balance. Nevertheless she would like to evolve in her career and do not see any possibilities within hotel Scribe.

- Collaborative

Interviewee 2 attended 2 Open Table, those meetings organized by the General Manager at the hotel's restaurant Le Lumière with one employee of every department. She found it really nice to have a chance to sit with the General Manager and colleagues to talk about the hotel, the career but also more personal topics like family and kids. The friendly atmosphere and the fact to share personal details with the General Manager make her feel more involved and better integrated in the hotel.

Christmas for the kids: her first year in hotel Scribe, Interviewee 2 brought her children to the hotel's Christmas like she used to in Lutetia. When they arrived, there were no more sit available so they had to stand during the speech, and Santa did not show up to distribute the gifts to the kids, who finally had to find their gift in the pile. Comparing to the magical moment organized in her previous company with cotton candy, fake snow and Santa making an outstanding entrance in a magical atmosphere, both Interviewee 2 and her kids were quite disappointed. She felt like the event wasn't organized with care and that it was just something the hotel had to do so they can tick the box "organize Christmas for the staff kids". This negligence drive her to the decision of not involving her family in work event anymore.

General information meetings: Interviewee 2 is curious about what is going on in the company. She used to follow every information meeting in her previous company. But here in hotel scribe those meeting are happening during the afternoon and unfortunately she is working in the morning so it is difficult for her to attend.

The last really interesting point we talked about is the recognition of the work. After a really difficult month of august where the understaffed team succeeded to keep high quality score working really hard, none of the manager took the time to even thank the team. In early September, the mystery client visited the

hotel to grade the different service. The breakfast got a really bad grade. Following this, a lot of pressure was put on her, because she did not properly welcome the clients ... She understood that she failed on this particular task but felt particularly frustrated and demotivated about the fact that only the negative was highlighted.



Figure 3.8 Three words describing the hotel Corporate Culture - Interviewee 1.

3.3.2.2 Interviewee 1 has been working in Hotel Scribe in the last 6 years, and 23 years total with AccorHotels group. He was a an assistant manager during 17 years in a Mercure Hotel but choose to reduce his working hours in order to consecrate more time to his family.

- Enabling

Interviewee 1 followed all the trainings provided by the hotel for his position. The main motivation of Interviewee 1 is his relationship with the clients. He learnt by himself some words of Japanese which the customers highly appreciate, he shakes hands with regular customers and know their preferences. His knowledge has a waiter is quite impressive.

Interviewee 1 is often realizing what he is calling “informal cousu main”. He has a lot of little attention for the guest, but as he is not about it, it is not told as a story within the hotel.

- Entrepreneurial

Interviewee 1 would like to evolve in his job but according to him: “you have to be young and pretty to evolve in here”. He has talked about it during his yearly meeting with his manager but feels like the information are not circulating upward. Moreover he doesn’t want to switch to a full-time which is a big obstacle for the further development of his career.

- Collaborative

Interviewee 1 particularly appreciate the fact that the Executive Director will come say Hi and check on every member of the team every morning. He feels that he creates a little connection between the support team and the team. He also really appreciates receiving a personalized letter by the General Manager for his birthday every year.

Interviewee 1 has been Employee of the month twice within the last 6 years. For him, it is really appreciable that his efforts and his work is recognize by the managers and in front of the employees of the hotel.

The lack of communication within the hotel is a big problem, he feels sorry that there is no communication about the departure of the ambassador for example, that some event happen without him knowing like the “well-being day” he learned about the day after.

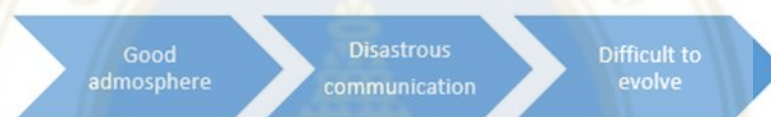


Figure 3.9 Three words describing the hotel Corporate Culture - Interviewee 2

3.3.2.3 Interviewee 3 started to work in Hotel Scribe in May 2015 as an extra but on a regular basis. She was offered a 2 month fixed term contract in July-August 2015. Then she went back on the regular “extra” contract. In January 2016 she was offered an 11 month fixed term contract.

- Enabling :

In those 20 month within Hotel Scribe including a one year fixed term contract, Interviewee 3 has never followed the Magnifique Journey, the Integration training. She feels a little bit left apart.

- Entrepreneurial

Interviewee 3 would like to diversify her skills. Currently she is in charge of the buffet, but she would like to be more in touch with the client. Unfortunately she doesn’t speak English and feels like it is a major barrier. If she has to find another job after the end of her fixed-term contract, she doesn’t necessarily wants to stay within AccorHotels.

- Collaborative

She feels that the -1 is a bit isolated from the rest of the hotel. But she highly appreciate the atmosphere.

She doesn't know who the General Manager is, neither the values of the brand or the group.



Figure 3.10 Three words describing the hotel Corporate Culture - Interviewee 3

3.3.3 Analyze

The general feeling that I had after interviewing my team about the Corporate Culture is the distance between the AccorHotels Group strategy, the T&C Manager Strategy and the actual perception of the employees of my team about those elements. None of them knows AccorHotels values nor the change of name of the HR department into the Talent & Culture department.

Table 3.2 Positive and Negative Interview Feedbacks

Positive	Negative
Team atmosphere	Communication
Working condition	Integration in the company
Working environment	Interaction with the other departments
Executive Director attitude	Quality of corporate events
Punctual celebration with top management	Evolution perspective
	Diversity of the tasks
	Recognition of the work

The general feeling that I had after interviewing my team about the Corporate Culture is the distance between the AccorHotels Group strategy, the T&C

Manager Strategy and the actual perception of the employees of my team about those elements. None of them knew AccorHotels values nor the change of name of the HR department into the Talent & Culture department.

It proves the lack of communication is a real problem on different level. The downward communication is blurry mainly because a lot of information are transmitted by email and only a few employee in the department have access to a compute. The upward communication seems difficult because meetings with top management are pretty rare.

The fact that the integration day happen so late after the employee recruitment is disturbing. It means during the first month within the company, the employee has to adapt to his new environment and figure things out by himself. In a sector of activity like hospitality where the turnover is generally pretty high, following the socialization process will increase the chances of succeeding the integration of the employees and increase their commitment to the organization.

In order to compensate the variation of activity linked to the occupation rate, hospitality requires the use of part-time contract and short term contracts “extra”. The lack of career perspective for the non-full-time employee appears as a major issue.

Despite this lack of information on the strategy, the interviewees seem to particularly appreciate the working atmosphere. It appears that employees who have already worked in a company with a high focus on corporate culture and employee well-being will tend to miss it and be critical about the hotel scribe politic. On the other hand employee that haven't experience this kind of atmosphere feels quite fine with what the company is doing for them.

The interviewees are all above 30 years old and parents, they are not the main target of the Talent & Culture Strategy. Nevertheless we can already imagine how the changes that will be operated in the coming years will clearly benefit their working condition.

A positive overall working climate is linked to higher customer service and financial performance. The interview shows that little attentions like the Executive Manager saying hello in the morning have an important impact on the employee perception of the top management. What are those really simple yet essential action that can easily be set up and make the difference on the day to day life of the employee?

CHAPTER 4

RECOMMENDATION AND CONCLUSION

AccorHotels has been redesigning its Human Resources strategy in order to answer the challenges of tomorrow's working environment. However, what the 1895 team interview highlighted is the fact that the strategy is not currently 100% implemented in the hotel, there is still a long road ahead and tools to develop. Managers can facilitate and accelerate the deployment of the Talent & Culture Strategy. Indeed being a manager is about being able to step back in order to see the bigger picture and implement strategy to improve the day to day work.

As mentioned previously, it is a difficult time for Parisian hotel, the occupation rates are really low which pushes a strategic change in order to reduce the costs.

What are the consequences?

- The number of customer per employee (productivity) is high
- Budget cuts are made in every departments
- The motivation of the employees tend to decrease
- The climate is morose

Based on the different issues mentioned in the previous analyses, what are the possible axes of improvement? How to shape a positive culture within the team based on AccorHotels' Talent & Culture strategy? How important is it, as a manager to be culturally sensitive and spread the values to the team on a day to day basis.

In a first part, I will develop the recommendation in order to facilitate the deployment of the Talent & Culture strategy based on my observations and analyses.

The second part will be dedicated to the conclusion of this thesis, but also of this experience as an Assistant F&B Manager on a theoretical and personal point of view.

4.1 Recommendations

As a future manager I can shape the culture of my work environment. Here are some recommendations of actions we could implement at the 1895 level in order to spread the new culture and answer some of the team's expectations to improve their motivation.

4.1.1 Implement an Effective Communication System

The link between communication and employee satisfaction is key and it is a massive problem within our department. Interviewing the Talent & Culture Manager, I figured that a lot of events happened in the hotel during the four months of my internship but that I just did not hear about it. The Talent & Culture department is implementing the new strategy, but as a future manager, it is my role to look for those information and pass them on to my team.

The solution to improve communication seems really simple. Maintain open communication channels: currently there are no briefings within our team, mainly because the starting and finishing time of the employee is not the same. The consequences are that a lot of information gets lost, other transformed which create uncertainty. The benefit of having a morning briefing will be multiple:

- Introduce properly the new employee
- Provide information about the hotel's guest, the groups, the current occupation rate
- Explain the process changes, the new products
- Talk about the upcoming event at the hotel and motivate the team in participating
- Remember deadlines and birthdays
- Talk about our results, share the positive and negative feedbacks from the customers
- Talk about AccorHotels group and strategy

4.1.2 Create a Positive Organizational Culture

A positive corporate culture emphasizes building on 3 different ideas, building on employee strengths, rewarding more than punishing and emphasizing Vitality and growth. Based on the interview, I will give concrete example of actions we can take so the atmosphere at work increase.

- Building on employee strengths

During the interview, I felt like Interviewee 1 wants to evolve in his position, he would like to have more responsibilities. We should try to empower him as much as possible. For example, give him the responsibility to check the restaurant room after the shift to make sure that all the cleaning task are done and explain to the concerned employee what is wrong when he is not satisfied with the result.

- Rewarding more than punishing

It is about “catching employee doing something right”. Meaning pay attention to those little details like Interviewee 1 realizing his “informal cousu main” and give it importance. I will take a picture of the cousu main realize by the team and transfer the information in the morning report so the top management can be aware of the efforts the team is making and recognize it.

Regarding recognition and praise, in those difficult time where employees have to furnish a lot of effort to maintain high quality, it seems really important that the management have a word to encourage and thank the team. Once we have established the morning briefing, it will be a good idea to invite the F&B Manager from time to time so he can say a word to the team to increase the motivation.

- Emphasizing Vitality and Growth

A positive culture recognize the importance of developing the employee effectiveness on a personal and professional level.

Concretely what we can do at our level is try job rotation, for Interviewee 3 for example. She could be working in the restaurant as a Commis de Rang. It will empower her, diversify her tasks and skills so increase her motivation.

Another point will be to facilitate the upward communication regarding the wishes in term of career. As mentioned earlier, these flow of communication need to be improve, being a messenger between the team and the top management can be a temporary solution until the new strategy is full up and running.

4.1.3 Integration

Based on my own experience, I felt that my first day was really confusing. I did not quite understand who I will be working with, how the hierarchy was working. I felt a bit thrown into work right away without being explained or shown the basic elements like Changing Room, Restaurant or Employee entrance. It came later during the day in the middle of plenty of other information. Nevertheless; I followed my integration training within my first month of internship.

Based on those different elements, it took me a while to complete my adaptation to this new culture. What I will recommend and what I would like to do for the new employee of my team is to implement actions following the socialization process so they become acclimated to the culture faster, be committed to the company and in fine have a better productivity.

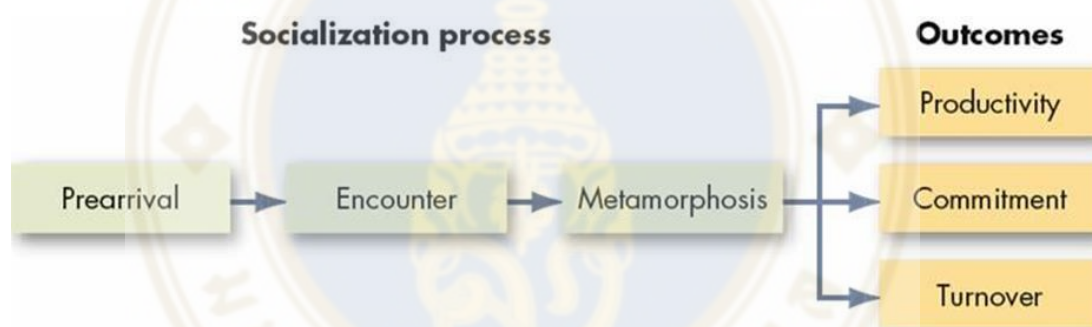


Figure 4.1 Socialization Process Phases

- Prearrival stage: refers to this moment in between the interview and the first day of work.

It is really difficult to welcome new employee in the morning when you work in the breakfast department. Obviously, it is rush hour a lot of elements pops out, there is no time to explain.

In order to introduce the newly hire employee to the company values and culture, the organization has a whole, it would be interesting to have an appointment during the afternoon predeceasing the person's first day. It will be the opportunity to take the time to show him around, the main areas where he will evolve, try on his uniform so everything is ready for his first day.

- Encounter stage: refers to the comparison of expectations and reality

The first day will be the opportunity to meet the team that will be clearly and properly introduced stating the name and position of the each team member so the employee can identify right away where to ask for help, information's and understand the hierarchy. The purpose will be to smooth the adjustment of the employee to the new culture.

- Metamorphosis stage: refers to the stage of change for the new member to become compatible with the organization.

It would be interesting to adopt serial socialization, to choose one of the current employee of the team to be the role model training and encouraging the newcomer.

4.2 Conclusion

4.2.1 Overall Conclusion

AccorHotels is leading the way in term of creating the jobs of tomorrow and the new way of working within the hospitality industry. The ideas behind the Talent & Culture are innovative and quite impressive.

Let's remember the different functions of culture:

- Boundary defining role
- Convey a sense of identity
- Facilitates the generation of commitment
- Enhances the stability of the social system
- Sense making and control mechanism

In “The 2016 Deloitte Millennials Survey”, the answer to the question “what to offer Millennials based on most important drivers of employer choice (excluding salary)”: work-life balance arrives first (16,8%) follow by opportunity to be a leader (13,4%) and Flexibility i.e. remote working, flexible hours (11%).

It suggests that this generation favors alternative work arrangement like flextime or job sharing but without neglecting their desire to succeed and increase their

skills. Indeed, according to the article “What Millennials want from a New Job” by Brandon Rigoni published in the Harvard Business review on the 16th of May 2016 “Millennials are consumers of the workplace”. They place a high importance on the opportunities to learn and grow plus career advancement.

The interview with Hotel Scribe Talent & Culture Manager highlighted different practical element that are currently implemented in the frame of the new strategy. First of all the well-being of the employee. Providing a collaborative and creative environment where talents can develop and feel good at work is currently a priority.

The change of vision from employee to talent appears like an answer to the quest for constant improvement and lifelong learning of the people working for the group. In term of retaining employees within AccorHotels, developing a more human and collaborative way to facilitate mobility, within a network of 4200 hotels based in 95 countries, offers infinite possibilities for career and personal advancement.

Nevertheless the interviews conducted with the members of the 1895 shows some limits. The communication of the different action developed seems to be lacking which limit the impact of the actions implemented. And more importantly, the perspective of evolution and career of employees not working a full-time seems to be limited which is contradictory regarding the fact that Millennials are attracted by this type of contracts.

As mentioned in the SWOT analysis, the turnover is low in the hotel which is fundamentally a good thing as it shows the loyalty of the staff. But the staff is also aging and therefore reluctant to change. This tend to slow down or at least challenge the implementation of innovative ways of working.

Accorhotels is working toward digitalization of processes. For example, iPad where tried in the restaurant to facilitate the booking process. While young workers were quite excited about it and got used to this new tool quickly, most older worker were really stressed at the perspective of changing their habit and their learning process was way longer.

To facilitate the change, I think it is important to work toward the inter-generational learning process. Both generation have a lot to bring to each other and

create an equilibrate work environment which benefit from the experience of the senior workers and the digital knowledge of the young generation.

The creation of tools to implement the Talent & Culture strategy is still in working progress. Regarding the fact that hospitality is a mature industry, would those tools be innovative enough to fully answer the expectation of a new generation of employees on the field and include the aging staff?

4.2.2 Personal Conclusion

This internship has been the lively experience of the theories and stories of our Organizational Behavior book. Fortunately, it has been my favorite class. I have experienced in real life plenty of situations, that seems pretty easy and ordinary described in the book, but which put me through deep questioning and analysis. Working with a team of people from different age, nationality, background and perspectives is a real conundrum puzzle. Interpreting why individual act like they do, what are the team dynamics plus the influence of the corporate structure and culture on the general atmosphere require a lot of observation.

Writing this memoire allowed me to analyses my day to day observation more specifically on the influence of corporate culture but it also to question myself deeper regarding my role as a manager. Indeed it was not always easy to take a step back when absorb by the day to day activity.

This internship was my first experience as a manager so it was kind of self-discovery journey. In order to understand better my personality as a manager, to put words on what makes my strengths and weaknesses I uses a personality assessment instrument. I took the Myers-Briggs Type test. My result is ISFJ-T, the Defender: (78% Introverted - 58% Observant - 51% Feeling - 66% Judging - 59% Turbulent).

Table 4.1 Strengths and Weaknesses of the ISFJ-T personality type

<u>Strengths</u>	<u>Weaknesses</u>
- Putting good service and dedication above all else	- Aversion to conflict and desire to help (can be abuse by less scrupulous colleagues)
- Meticulousness and hardworking	- Humble and shy
- Supportive	- Take things too personally
- Enthusiastic	- Too altruistic

Being self-aware of those elements, and particularly of the weaknesses allowed me to work on strategies in order to avoid unpleasant situations. For example I identified people tending to abuse of my altruistic side so now I always analyze their request carefully before accepting. I am trying to fight my instinct of backing up when a conflict arise and to express myself clearly and calmly to get what I want. As I am getting used to my working environment plus gained a good understanding of the processes, I tend to be less shy which makes things much easier. Finally, I am keeping in mind that critics about my job are not personal.

“ISFJ as a manager has no desire to issue authoritarian dictates from a high tower and prefer to work alongside their subordinates, organizing people and minimizing conflicts.”

Aiming at starting my career with an Assistant Manager position in hospitality, I am excited about my learning perspectives. There isn't a day comparable to the other. Moreover working in constant interaction with a team to make it grow and evolve is a big challenge. I am looking forward to keep on with the learning process to become a good manager and the development of my Emotional Intelligence. It is not only professional development but also personal development and that is what make it particularly interesting and challenging.



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