Accor Hotel Group

Introduction

Accor Hotel Group (AHG) is a world-leading hospitality enterprise with several unique strategies. It has 5,300 hotels, 10,000 food, and beverage venues, over 40 brands, and employs over 260,000 people across 110 countries (Accor, 2022). AHG is one of the industry's most diverse and integrative hospitality ecosystems and a market leader in the extended-stay and branded private residences segments (Accor, 2022). Overall, this company remained highly successful even after the onset of the COVID-19 pandemic.

Company Mission

The company positions itself as people- and sustainability-oriented, embracing diversity and growth. AAHG's mission is to "make the impossible possible to realize [one]'s dreams" ("Who we are," 2021). AHG holds the values of guest care, trust, respect, sustainable performance, and innovation ("Who we are," 2021). Overall, AHG promotes professional entrepreneurship, supporting guests and employees while staying committed to environmental protection.

Company Vision

AHG's vision is intimately linked with its mission of holistic service. The company's vision is to act daily to embrace experience-driven and sustainable tourism facilitated by digital technologies (Accor, 2022). The AHG enterprise focuses on creating wealth sustainability and limiting its negative impact by showing its commitment to climate change issues ("Our vision: Acting here," 2022). Overall, AHG is building towards transforming the future of the sustainable hospitality industry.

Why Do Some Managers Hate the Performance Evaluation?

The performance evaluation method has become a subject of debate both in the scholar and business spheres. The process involves employees or managers preparing the reports for workers of higher rank, where they describe their achievements according to previously stated guidelines that correspond to the company's objectives.

As cited in Longenecker and Fink (2017), numerous organizations have used the evaluation, "providing a platform to discuss and achieve performance improvement and employee development" (p. 1). Various staff members nourish hatred towards it, which provokes failures in the firm's work efficiency. The reasons for the practice rejection lay in the deficiency of traits needed for the assessment and improper approaches to the formulation of its principles.

The negative feelings relating to the performance evaluation may be caused by the general communication problems between executives and employees and their personal characteristics.

First of all, according to Trost (2017), managers that view the assessment as an exhausting task are simply not as professional as their company demands. They tend to work on their reports with the least effort possible so that to complete what the executive has told them to do and return to the primary mission.

They may not entirely comprehend the goal of the reports, undermining the meaning of the practice as a result.

However, HRs who had not delivered clear definitions or purpose of the appraisals can be precursors of such misunderstandings. Additionally, the expectations of HRs promoting the company's improvement are frequently too high, whereas achievements discussed on the evaluation do not match them (Trost, 2017). Subsequently, this situation induces guilt for underperformance among managers and consolidates their negative attitude towards reports. Therefore, the people-related factors create and corroborate strong feelings regarding the evaluation.

Next, managers may be hostile to the assessment practice due to its improper structuring and implementation by top executives. In research from Longenecker and Fink (2017), various unfavorable consequences of the wrong approach to the method are cited. The following are among the most important: "damage to the manager-subordinate working relationship; de-motivating and frustrating employees and their managers; ... damaging the link between employee performance and rewards" (Longenecker & Fink, 2017, p. 2).
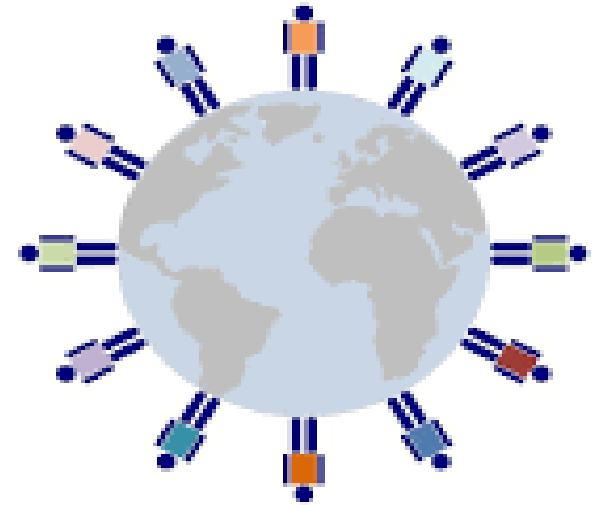
The major mistake leading to such problems is a lack of consideration about the external and internal factors that influenced the productivity of a manager. Unpredictable changes and an uncontrollable environment may reduce the achievements of the staff severely. Thus, the system can prove ineffective and disturbing for managers if its foundations are not laid with forethought.

The roles of managers in the performance evaluation are dual; hence, the traits required for productive work and business communication are ample. First, managers report to the executives, conducting the work that needs to be assessed themselves. For such a task, an individual should be attentive to the requirements from the headquarters, know and conceive the company's strategy, and accept criticism. Furthermore, according to the feedback from the appraisal, one needs to be ready to improve his or her performance to contribute to the firm's profits. In addition to the role of a subordinate, a manager controls the performance of other employees and organizes the evaluation process for them.

Competent managers from the research of Rus et al. (2019) perceive the essential traits for their job "self confidence, responsibility, auto-control and psychological well-being" (p. 119). These are more dominant than empathy and compassion viewed as sources of incoherence. Nevertheless, comprehension of other human problems or the environmental influences on their progress is vital for correct evaluation that would enhance the workplace. In brief, the effectiveness of managerial staff depends on their accountability, perceptivity, readiness for changes, and confidence.

As multiple managers still suffer from incapacity to provide reports for the evaluation or feel significant pressure preparing it, instructions and studies are produced in abundance. To illustrate a guide, Trost (2017) states that a manager "must always start a performance appraisal positively, then add the criticism, before once again concluding on a positive note" (pp. 2–3). Further, communication skills are frequently being taught in such profiles. It is crucial for an individual to assess other people's work to present it properly to motivate employees instead of demoralizing them. The main issues generally emerge in evaluating unproductive workers as they may not always agree with the criticism. In brief, managers can obtain the resources needed for proper appraisals if they lack knowledge or experience.

Moreover, the effective evaluation system consists of several components developed and implemented by executives and managers. Indeed, the most import is to acknowledge the goal for the assessment and explain it to each staff member to avoid misunderstandings. Next, the managerial team, counseling with the executives, should identify the firm's intentions and how these could be maintained with the available skills and abilities of the employees. Accordingly, the staff, including employees, is to describe the actions required for correct evaluations, forms, and frequencies of their supplying. After that, managers would finish the organizational tasks and guide employees in procedures related to the assessment. Additionally, the managers should be trained for proper performance as well (Longenecker & Fink, 2017).

After the system has been developed, the success of its implementation depends on managers' preparedness for the sessions. Indeed, the well-planned set of requirements concisely stated goals and tasks influence the firm's productivity thoroughly. However, the execution of the evaluation determines the further development of a company's strategy and the appraisal system. For the managers, planning meetings with employees is the critical factor of success (Longenecker & Fink, 2017).

Before this process, an individual must read all the reports attentively, compare the achievements with set goals, consider the reasons that might have negatively influence the work, and analyze the data. Moreover, speech with appropriate language should be written or at least planned. In sum, to fulfill the purpose of the assessment, the managers should dedicate their main efforts to planning.

Finally, the description of an evaluation form based on the provided research is applied. For example, in a company whose goal is a safe business environment and enjoyable work process, the objectives would be establishing trust between executives and employees and building conditions for business-related communication. Thus, the form would include the rate of participating in collective activities and training. The criterion of active engagement in the company's events related to the tasks corresponds to the goals of raising mutual trust and enhancing the coherence of the staff.

To conclude, incompetent managers can cause a rise in dissatisfaction of employees as to the executive approaches. For many managers, it is difficult to address the issues of the workers' performance. Some of them set requirements that are not consistent with the firm's resources, resulting in negative indicators during the evaluation. To prevent this and facilitate the direct reports, managers should obtain appropriate skills, considers the conditions of the employees' workplaces, and plan the assessment sessions thoroughly.

What to Include in an Employee Evaluation Form?

Review period

Employee review forms should specify the review period and the date the evaluation was held. This is to determine the progress of the employee since the last time he or she has been assessed.

An easy-to-understand rating system

It's important to clarify your rating system so that employees understand why they are receiving a specific grade. Commonly used performance rating systems include 1 to 10 and "unsatisfactory" to "excellent".

Evaluation points

If you're assessing specific skills or aspects of the job, you can list them in a table where they can be rated easily.

Goals

In order for performance evaluation forms to be effective, they have to inform employees of their progress and future goals. This ensures they understand the performance standards they have to meet.

Extra space for comments

Comments include additional information, allowing you to share your honest suggestions to improve performance. The comment section could also serve as a place to encourage the employee or note individual challenges and accomplishments.

Signatures

Signatures are required to ensure that both the reviewer and the employee understand the evaluation process and the contents of the evaluation form.

Specific Skills.

What is a specific skill?
A Specific Skill is a skill that you have that can only be applied to one job. Three specific skills:
- College degree required
- Five (5) or more years of technical PC support
- Help desk support experience desired.

GOAL

COMMENTS

Logged in as radacina. Edit your profile. Log out? Required fields are marked *

Comment *

Post Comment

Process	Evaluation criteria	Indicators
Marketing and market research	Efficiency of marketing operations	Marketing costs/Sell value
	Customer Acquisition Cost	Marketing costs/Number of acquired customers
	Effectiveness of marketing operations	Number of acquired customers due to marketing actions/Number of new clients
	Customer loyalty	Number of regular clients/Total number of clients
Infrastructure management	Depreciation quality	Amount of vehicle breakdowns in the country Amount of vehicle breakdowns abroad Amount of executed repairs/Amount of scheduled repairs
	Depreciation costs	Repairs costs/Sell value Vehicle maintenance costs/ Sell value Vehicle breakdown costs/ Sell value
	Vehicle exhausts emissions	Emissions level : carbon dioxide, carbon monoxide, nitro gen oxides, hydrocarbons, sulphur dioxide and particulate pollutants
Purchase and suppliers management	Timeliness of suppliers	Amount of timely deliveries/Total number of deliveries
	Suppliers quality	Amount of non-compliant deliveries/Total number of deliveries Number of filed claims Complaints costs/Purchase value Suppliers assessment
Human resources management and work environment management	Employee development	Employee number taking part in training courses/Total employee number Cost of employee improving qualifications/Total employee number
	Employee satisfaction	Employee turnover Employee absenteeism
	Work safety	Amount of accidents at work*1000/Number of working people Absentee rate caused by accidents/Number of accidents at work

Source: Authors

روند	معیارهای ارزیابی	شاخص ها
بازاریابی و تحقیقات بازار	کارایی عملیات بازاریابی	هزینه های بازاریابی / ارزش فروش
	هزینه جذب مشتری	هزینه های بازاریابی/تعداد مشتریان به دست آمده
	اثربخشی عملیات بازاریابی	تعداد مشتریان به دست آمده به دلیل اقدامات بازاریابی / تعداد مشتریان جدید
	وفاداری مشتری	تعداد مشتریان عادی / تعداد کل مشتریان
مدیریت زیرساخت	کیفیت استهلاک	میزان خرابی خودرو در داخل کشور میزان خرابی خودرو در خارج از کشور میزان تعمیرات انجام شده/میزان تعمیرات برنامه ریزی شده
	هزینه های استهلاک	هزینه های تعمیرات / ارزش فروش هزینه های نگهداری خودرو/ ارزش فروش هزینه های خرابی خودرو/ ارزش فروش
	اگزوز خودرو انتشارات	سطح انتشار: دی اکسید کربن، مونوکسید کربن، اکسیدهای نیتروژن، هیدروکربن ها، دی اکسید گوگرد و آلاینده های ذرات معلق
مدیریت خرید و تامین کنندگان	به موقع بودن تامین کنندگان	مقدار تحویل به موقع / تعداد کل تحویل
	کیفیت تامین کنندگان	مقدار تحویل های نامطلوب/تعداد کل تحویل ها تعداد ادعاهای ثبت شده هزینه های شکایات/ارزش خرید ارزیابی تامین کنندگان
مدیریت منابع انسانی و مدیریت محیط کار	توسعه کارکنان	تعداد کارمندان شرکت کننده در دوره های آموزشی/تعداد کل کارکنان هزینه بهبود صلاحیت کارکنان/تعداد کل کارمند
	رضایت کارکنان	جابجایی کارکنان غیبت کارمند
	ایمنی کار	میزان حوادث کار*1000/تعداد افراد شاغل میزان غیبت ناشی از حوادث/تعداد حوادث کار

What is Business Systemisation?

سیستم سازی کسب و کار چیست؟

سیستم سازی کسب و کار business systemization ایجاد یک روش مکتوب برای انجام فعالیت‌های مهم کسب‌وکار است که به دستیابی اهداف تعیین شده از آن کسب‌وکار کمک میکند. این روش‌ها به صورت مداوم اصلاح و بازنگری می‌شوند تا به بهترین راه حل برای انجام یک فعالیت برسیم.

اصطلاح سیستم سازی کسب و کار ابتدا توسط ادوارد دمینگ در سال ۱۹۴۷ میلادی مطرح شد و مایکل گربر این مفهوم را بسط و گسترش داد و تفکر ده هزار برابری را بنیان نهاد و آن را وارد کسب‌وکارها کرد.
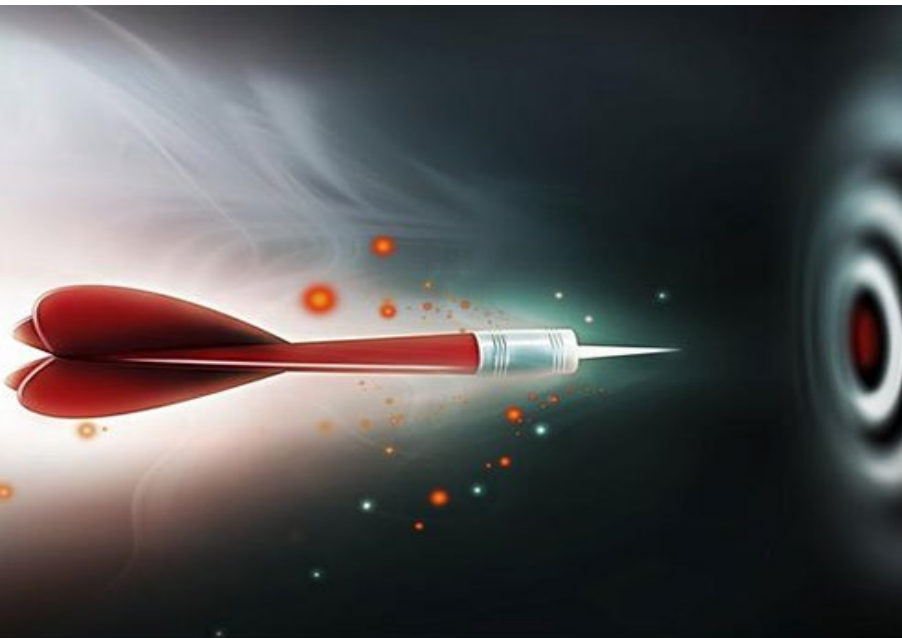
سیستم سازی باعث رشد خودکار کسب و کار

حذف اشتباه و خطا در کار

افزایش کارایی کارمندان

ارائه خدمات بهتر به مشتریان

حذف انحراف یا درجا زدن

هدف سیستم‌سازی کسب و کار ایجاد نظم در مجموعه و تحقق اهداف و استراتژی‌های یک سازمان است

تصور کنید می‌خواهید با اتومبیل شخصی سفر کنید با این شرط که از مسیری بروید که تا به حال از آن رد نشده‌اید.

حتما شما برای مسیریابی از تکنولوژی‌های جدید مانند گوگل مپ یا ویز و ... استفاده کرده‌اید که مقصد(هدف) را به نرم افزار می‌دهید و نرم افزار بهترین مسیر را به شما معرفی می‌کند و اگر مسیری را اشتباه بروید مدام به‌روزرسانی می‌کند تا با شرایط جدید بهترین مسیر را به شما پیشنهاد دهد.

در سیستم‌سازی کسب‌وکار نیز ابتدا مقصد را مشخص می‌کنیم(فروش میانگین ماهانه، سود میانگین ماهانه، تعداد مشتریان، میزان رضایت مشتریان و ...)

سپس کارهایی که انجام می‌دهیم را لیست و بررسی می‌کنیم تا متوجه شویم چه فعالیت‌هایی ما را در مسیر رسیدن به هدف به جلو می‌برد و در نقطه کنونی ما را نگه نمی‌دارد یا به مبداء اولیه برنمی‌گرداند و یا شاید حتی بدتر از هدف دور می‌کند

همانند سفر اگر اشتباهی کنیم مجددا نقشه برای مسیر جدید به روز رسانی می‌شود و راه جدید و بهینه را نشان می‌دهد ما نیز در فعالیت‌هایی که روش انجام آنها را مکتوب کردیم مدام بایستی به روز رسانی کنیم تا از مسیر منحرف نشویم و با بهترین مسیر به مقصد(هدف) برسیم.

بسیاری از مدیران آنچنان غرق در کار کردن می‌شوند که دیگر فرصتی برای تفریح و گذراندن وقت با خانواده ندارند. چنین مدیرانی از نبود سیستم‌سازی در کار خود رنج می‌برند.

در سیستم‌سازی شما تنها بر نتایج فعالیت‌های کارکنان خود تمرکز دارید و مسئولیت‌ها را به دیگران واگذاری خواهید کرد.

همین مسئله باعث می‌شود که زمان آزاد بیشتری در اختیار داشته باشید و بتوانید به امور شخصی خودتان نیز رسیدگی کنید.

وقتی که کسب‌وکار شما سیستماتیک باشد، شما می‌توانید تعطیلات داشته باشید و کارهای شرکت در صورت عدم حضور شما نیز با نظم پیش خواهد رفت.

دلایل کلیدی برای پرداختن به سیستم سازی

۱. آزادتر شدن وقت مدیر

اگر **سیستم سازی** را به درستی انجام دهید، به‌عنوان مدیر لازم نیست در تمام جزئیات و تصمیم‌گیری‌های کوچک نقش داشته باشید. وقت شما آزادتر می‌شود و می‌توانید به اندازه کافی به تفریح و استراحت بپردازید که همین موضوع باعث **افزایش عملکرد** شما در محل کار می‌شود.

۲. پرداختن به کارهای مدیریتی

اغلب مدیران در محل کار، کارهای یک مدیر را انجام نمی‌دهند. آن‌ها در بهترین حالت یک کارمند خوب هستند و کارهایی را انجام می‌دهند که از عهده یک کارمند خوب به راحتی برمی‌آید. کارهایی مانند حسابداری، امور مالی، خرید مواد اولیه و حتی مذاکره با خریداران جزو کارهای یک مدیر نیست.

کارهای کلیدی یک مدیر مواردی مثل استخدام، اخراج، انگیزش کارکنان، هدف‌گذاری، تعریف پروژه، طراحی استراتژی و ... هستند.
اگر **سیستم سازی** نکنید هیچ‌گاه فرصت کافی نخواهید داشت تا به کارهای واقعی یک مدیر بپردازید!

۳. رشد کسب‌وکار

اگر به **سیستم سازی** نپردازید، رشد کسب‌وکار شما بسیار محدود خواهد بود و در نقطه‌ای متوقف می‌شود. موضوعی که خیلی از مدیران به آن توجه ندارند، کار در مقیاس بزرگ است. هر کاری اگر در مقیاسی بزرگ انجام شود نیاز به **سیستم سازی** دارد.

افراد

ابزار

اسناد

سیستم کسب و کار

سود

سایه سار مهرتان گسترده