

Company Project Report

Jasmine Kunigagon
671060



How can expatriate general managers in four- and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local middle managers as ethical leaders?

Prepared for:	Ms van Geuns and Ms Huynh
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Preface

As part of Lycar, the last phase of Hotelschool the Hague, its aim is to prepare students to be intercultural hospitality leaders of the future. Assignments include the Career launching Plan (CLP), Lycar Proposal in which research is conducted for a commissioner and execution which is completed in combination with a management internship. This report is based on a scope assigned by the commissioner with its focus chosen by the student.

List of Abbreviations

MRQ	Main Research Question
EGM	Expatriate General Manager
LMM	Local Middle Manager
RQ	Research Question

Executive Summary

This company product has been created for Ms van Geuns, as the commissioner under the topic business ethics. The design-based research cycle is used as a framework for this report. Starting with **problem definition**; leaders are at the heart of organizational value integration. Ensuring ethical leadership from top management within the hospitality industry which is heavily focused on human interaction is crucial in ensuring all stakeholders are ethically treated. Since many four-five star hotels in Thailand have relied on expatriate general managers, researching how they can support local middle management contributes to locals progressing to more senior management roles in the future. The main research question is derived from a gap in current research of the following specific geographical and organizational context:

MRQ: *How can expatriate general managers (EGM) in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local middle managers (LMM) as ethical leaders?*

In conducting the **literature review**, it is found that Thai leadership values, cross-cultural management competencies for expatriate general managers coincide with universal ethical leadership principles. This demonstrates that Thais naturally expect leadership to be ethical regardless of the leader's nationality. While ethical leadership in middle management in being supported by upper management is considered essential for organizational ethicality, established processes in recruitment and training managers to be ethical is little explored. Therefore, the following research questions were formulated:

RQ1: *How can expatriate general managers contribute to recruitment and training to influence LMM as Ethical leaders?*

RQ2: *To what extent can expatriate general managers use the defined cross-cultural management competencies to support LMM to uphold universal ethical leadership principles?*

Regarding **methodology**, semi-structured open-ended interviews with a non-probability purposive convenience sampling of expatriate general managers and local middle managers working in four-and five-star hotels in Chiang Mai, Thailand was used with seven expatriate general managers and five local middle managers interviewed. Nvivo12 was used to analyse data with research question one as inductive thematic coding to explore interview data with limited literature, while research question two, deductive thematic coding is used to determine if the cross-cultural competencies for expatriate general managers enables support for local middle managers. Ethical data management is ensured through informed purpose of interviewing, optional anonymity, and the signing of the informed consent contract.

From the data analysis, it can be concluded that in both recruitment and training ethical local middle managers, most interviewees agree on the majority of processes with the most important steps being behavioural interview questions based on past experiences, fit with the company and position and consideration of company policies. Regarding the use of cross-cultural competencies for expatriate general managers, team building, and ethics, guiding and mediating are most important to support local middle managers. These aspects reflect the need for certain established processes, leaders as role models and above all Thai cultural understanding and respect.

From the collected primary and secondary data, a four-step **solution design** is created from the combination of Byram's Intercultural Communicative Competence model (1997) and Prosci's ADKAR change model (2020) which can be implemented alongside existing

organizational processes. The goal in implementing the solution is to foster mutual cultural understanding between expatriate general managers and local middle managers to improve their collaboration and stimulate local middle managers as ethical leaders. The **intervention** is carried out in a cycle of six-months by each hotel's human resources department, who best understand the company culture, with interventions varying from direct collaboration between expatriate general managers and local middle managers, all employees or with fellow four-five star hotels in Chiang Mai. The before-after assessment is used for **evaluation** with objectives of each step as criteria to compare the difference in the baseline and outcome through surveys which is analyzed through mixed-method. To enhance the usability of the research, stakeholders can share outcomes after **dissemination** in a created public forum.

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1. Problem Definition

Full ethical and organizational value integration should be at the heart of every organization since it is necessary for its long-term survival with the leader as the ambassador (Parry and Proctor-Thomson, 2002). Specifically, in the hospitality industry, where mainly human aspects are dealt with from customer service, employee treatment and operational fairness. These perspectives in hospitality organizations are highly diverse due to the multicultural environment, potentially raising cultural challenges (Ayoun and Moreo, 2008).

Cultural challenges are prominent specifically in Thailand, where the industry has relied heavily on expatriate senior management. It is especially so in international chain hotels, demonstrating the lack of Thai senior managers in the industry (Chareanpunsirikul and Wood, 2002). Ensuring ethical leadership and behaviour is crucial to ensure middle local managers are also recruited, trained and supported as ethical leaders (Jäämaa, 2015). These ethical values should trickle down to line employees. Therefore, synchronizing cultural understanding and ensuring all levels of employees are treated ethically.

Although there is research about the influence of leadership styles and cross-cultural management competencies for expatriate managers in the Thai hospitality industry, the following main research question (MRQ) under the topic of business ethics is not yet answered:

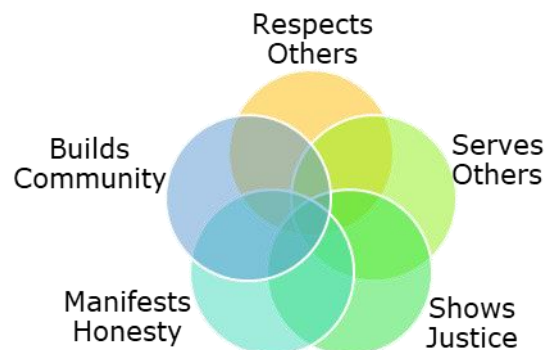
How can expatriate general managers (EGM) in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local middle managers (LMM) as ethical leaders?

The purpose of this research is to pinpoint the lack of research on this subject and ensure the results are geographically and industrially specific. Additionally, there is limited research on the exact mechanisms on how general managers can influence recruitment, training, and supporting of ethical leaders.

As EGMs have the most power in a hierarchical culture such as Thai culture, they can contribute to building confidence and ethical leaders among local middle managers. The purpose of this research is to establish an intervention plan on how this can be a steppingstone for the journey of ethical LMMs to become future ethical general managers themselves.

2. Literature Review

2.1. Universal Principles of Ethical Leadership



Ethical leaders enable others to do the right thing, not prevent them from doing the wrong thing (Lawton and Gabriunas, 2014). As defined by Northouse (2015), an ethical leader lives up to five ethical principles, as a foundation to their leadership.

Ethical leaders should **respect others** by treating them in a way to help them reach their own goals (Arnold et al., 2019). Followers should be valued which allows them to recognize their own purpose which integrates with that of the leader (Burns, 1978). To show respect, leaders should listen to opposing points of view which allows subordinates to feel competent in their work.

In **serving others**, leaders place their followers' well-being as a priority by mentoring and empowering them to understand each follower's individual's needs (Kanungo and Mendonca, 1996). Leader's ambitions should reflect that of the community, being follower-centred.

To **show justice**, leaders should treat subordinates equally especially when making decisions regarding rewards or punishments. Rules should be clearly established as the perceived amount of resources could potentially lead to conflict regarding fairness in methods of distributing rewards (Rawls, 2009).

Being honest also involves actions such as to deliver what is promised, not evade accountability and avoiding misrepresentation (Costa, 1998). Dishonesty makes leaders appear unreliable, leading to faith, respect and trust lost in the leader (Zauderer, 1992). This weakens the relationship of the leader and sub-ordinate in the long-term.

In order to **build community**, leaders need to ensure goals and interests are consistent to everyone (Bass and Steidlmeier, 1999). Both leaders and followers should serve the community goals to reach higher moral purposes based on the culture of their community.

Although these principles are not set in stone, in essence, ethical leaders should inspire trust, belief and ethical capabilities among employees which leads to increased employee well-being, strengthened team relationships and long-term organizational values. Ethical leadership should be used in combination with a preferred leadership style which reflects the values of the organization and the leader. This ensures leaders "walk the talk" and are ethical role models, inspiring ethical behaviour on all levels of an organization.

2.2. Thai Leadership Values

Thai leadership values are strongly influenced by the attitudes and behaviours of Thai culture. Although, national culture is not shared by everyone living in the same country, it can be considered as a dominant force that shapes the perceptions and behaviours of its nationals (Kamgoen et al., 2008). Boonyachai (2011) used Hofstede's cultural dimensions (1980) to relate Thai leadership values to how Thailand is scored from 1-100 (1 being lowest – 100 being highest) in each four identified dimensions.

Thailand **scores 64 out of 100 in power distance**, although lower than other Asian countries, it is significantly higher than Western countries. This means societal inequalities are accepted as through protocol where employees expect an authoritarian leadership. Although decisions are generally made top-down, employees also look to leaders who act in a paternalistic manner for protection and emotional connection (Raoprasert, 2008).

Individualism scores 20 out of 100, meaning long-term loyalty to extended relationships and family override make it a collectivist culture. Within an organization, employees prefer to work as a group and take responsibility as "we" and not "I", therefore it is essential for an individual in a team not to be offended and lose face in front of their colleagues.

Masculinity scores 34 out of 100, while Western countries score nearly double, defining Thai culture as heavily feminine. Quality of life, liking your work and caring for others are dominant values and signs of success. This means there is lower assertiveness leading to high avoidance of conflict. Managers are expected to act as role models.

Uncertainty avoidance scores 64 out of 100, this high score shows that managers are less willing to take risks and accept change unless it is for the greater good of the group. This results in increased planning, formal rules and upper management involved in operations.

Additionally reflecting Hofstede's dimensions, Prpic (2013) stated Thai values such as

- "Krengjai" – not wanting to impose on others
- "Jaiyen" – doing things calmly
- "Namjai" – generosity

"Jai" a common denominator can be directly translated as "heart". These values heavily influence the relationship between management and subordinates, as empathy and a sense of humanity are highly valued in the workplace.

2.3. The Importance of Ethical Leadership in Middle Management

Ethical leadership is first formed by an organization's climate and culture, with senior management creating the environment and middle management maintaining it (Ayaz Arda et al., 2017). While there are multiple leadership levels, supervisors with ethically behaving middle managers are inspired to encourage and be committed to their team which increases their subordinates job satisfaction and commitment to their job (Brown et al., 2005).

Employees who have an ethical role model are more likely to develop a sense of pleasure and are eager to work for their organization and become future ethical leaders themselves (Marks, 2002; Brown et al., 2005). These role models as identified by Weaver et al. (2005) are leaders in close contact with employees, not far away executives. This emphasizes the prominence of close contact with middle managers in daily operations as they are mediator between senior management and line employees.

In a hospitality setting, high level of ethical leadership, decision-making and transparency improves the level of ethical awareness within an organization which in turn improves employee and guest satisfaction, decreasing employee turnover (Kang, 2019; Cheng et al., 2013).

2.4. Cross-Cultural Management Competencies for Expatriate General Managers

Cross-cultural management is defined as accommodating differences in cultural perspective, especially when a manager is outside of their home country (Bird and Mendenhall, 2016). It is the relationship of employees within multi-national companies and the development of communication between them (Browaey, 2010). It is important for EGMs to establish interpersonal relationships to mitigate conflicts and gain trust of their local subordinates to effectively manage hotel operations.

Vora and Kainzbauer's (2019) research identified five interrelated characteristics for EGMs to succeed in managing Thais. These are a combination of Thai specific behaviours and global leadership competencies which include:

- **Guiding** and providing structure in the workplace to ensure employees are operating in the right direction.
- **Mediating** between different stakeholders such as the international parent hotel chain, local management, and clients to minimize cultural and practical miscommunications.
- Providing **emotional support** for the employee's well-being since leaders are perceived as the team's parent.
- **Socializing** with Thai subordinates by enquiring about personal lives and being involved, as this greatly increases level of trust.
- Finally, **indirect communication** especially in criticism: it is crucial to express it in a positive manner to not offend the receiver.

Tavitiyaman et al. (2014) add that out of six leadership competencies defined by Chung-Herrera et al. (2003), **team building and ethics** are most important for EGMs. As they are expected to take part in teamwork facilitation, behave ethically in terms of alignment of promises and actions and support the local community where the hotel is located. These competencies are especially relevant in four-five-star hotels as customer expectations of hotel performance are increased (Narangajavana and Hu, 2008).

2.5. Practices in Recruiting, Training, and Supporting Ethical Leaders

Recruiting

Frisch and Huppenbauer (2014) state that organizations should develop recruiting and training programs for ethical leaders. When hiring managers, their ethical awareness and integrity should already be assessed, this way organizations can ensure ethical leaders are recruited (Boella and Goss-Turner, 2019). However, there have not been any established industry best practices (Ring, 2012).

Training

Ethics training can help employees to develop and make use of their ethical strengths in judgement and creates a stronger ethical company culture within an organization (Sekerka, 2014). An ethically aware person realizes and can make moral decisions in an ethically challenging situation while taking the effect of the situation on others into consideration (Turegun, 2018).

Supporting

Supporting starts from the tone of top management in demonstrating the interest in problem-solving and encouraging employees to speak up. Leaders need to focus on the desired state of the organization, being the vision, mission, and organizational values. While striving to create an ethical climate which allow employees to be ethically aware, competent and sensitive (Baker, 2014).

2.6. Literature Review Conclusion

It can be concluded that Thai leadership values and Cross-cultural management competencies for EGMs can be categorized under universal ethical leadership principles. Therefore, Table.1 demonstrates that the Thai employee expectations of leaders is that they demonstrate ethical leadership **regardless of the leader's nationality**.

Universal Ethical Leadership Principles	Thai Leadership Values	Cross-cultural management competencies for EGMs
Respects Others	Management is expected to support employees to earn their loyalty. "Krengjai" – not wanting to impose on others "Jaiyen" – doing things calmly	Emotional Support Indirect communication
Serves Others	Employees look to leaders in paternalistic behaviours. "Namjai" – generosity	Guiding
Shows Justice	Formal rules and upper management involved in operations.	Mediating
Manifests Honesty	Managers as role models.	Team building and ethics
Builds Community	Employees prefer to responsibility as "we" and not "I"	Socializing Team building and ethics

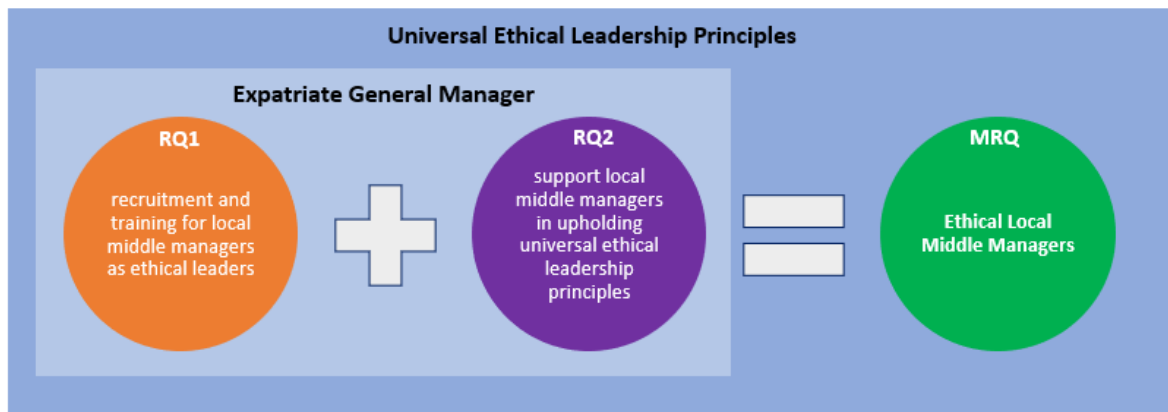
Table 1: The deductive comparison of leadership principles

2.7. Research Questions and Conceptual Framework

The **expectation of leadership in Thailand is clearly that of ethical** behaviour with the importance of ethical middle managers being demonstrated in the literature review. However, the contribution of EGMs to these processes is not clearly determined. Therefore, the following research questions (RQ) are formulated to dive deeper into these processes:

RQ1: *How can expatriate general managers contribute to **recruitment** and **training** to influence LMM as ethical leaders?*

RQ2: *To what extent can expatriate general managers use the defined cross-cultural management competencies to **support** LMMs to uphold universal ethical leadership principles?*



3. Methodology

3.1. Data Collection

Qualitative research method is used to explore the experiences, actions and motivations of the sample population. It is chosen over the quantitative method to find out the "what" rather than "how often" which allows the researcher more in-depth findings (Lakshman et al., 2000). **Semi-structured open-ended interviews** were chosen to collect data to ensure the respondents' true belief is documented to broaden the horizon of data to analyse. Additionally, when a certain answer is unclear, the interviewer can ask further questions which is ideal for this research, as the current scope is little explored (Robson and McCartan, 2017). Appendix.1 shows the detailed research design including interview timetable and structure.

Table 2 Research Design

RQ	Sampling Method	Data Collection	Data Analysis Approach	Link with Literature Review
1	Non-probability purposive convenience sampling	Semi-structured open-ended Interviews 7 EGMs 5 LMMs	Inductive coding	The Importance of Ethical Leadership in Middle Management
				Thai Leadership Values
				Practices in Recruiting, Training, and Supporting Ethical Leaders in an organization
2			Deductive coding	Universal Principles of Ethical Leadership
				Thai Leadership Values
				Cross-Cultural Management Competencies for Expatriate General Managers to Succeed in Thailand
				The Importance of Ethical Leadership in Middle Management

Table 3 Interview Objectives

RQ1:	<i>How can expatriate general managers contribute to recruitment and training to influence LMM as Ethical leaders?</i>
Objectives:	<ul style="list-style-type: none"> To what extent EGMs influence the following to procedures to ensure LMM's are Ethical leaders: <ul style="list-style-type: none"> Recruiting: Job interviews Trainings: Onboarding activities Performance Appraisals: Quality checks Other recruitment and training activities implemented EGM's other contributions to these processes Lessons EGM learnt or should know from past experiences in recruitment, training and supporting LMMs as Ethical leaders?
RQ2:	<i>To what extent can expatriate general managers use the defined cross-cultural management competencies to support LMM to uphold universal ethical leadership principles?</i>
Objectives:	<ul style="list-style-type: none"> The meaning of ethical leadership from EGM and LMM opinion To what extent EGMs <ul style="list-style-type: none"> Are ethical leadership role models to LMM Openly discuss organizational ethical dilemmas Ensure organizational policies and systems support LMM in upholding ethical leadership principles Steps EGMs can take to achieve RQ2 in <ul style="list-style-type: none"> Daily Operations Annual Planning Challenges encountered to support middle managers as Ethical leaders

3.2. Population and Sampling

Non-probability purposive convenience sampling is used to focus on the population of EGMs and LMMs working in four-and five-star hotels in Chiang Mai, Thailand willing to be interviewed. This method is used to acquire in-depth information on their perspectives on the MRQ. Since the purpose of qualitative research is seeking to explore the particular group, it is irrelevant how far the sample size should represent the population. Therefore the size is determined by “fitness for purpose” meaning interviews should be conducted until patterns in the data are found which accumulate into answering the MRQ (Marshall and Rossman, 2015). With this underpinning, 15 EGMs were contacted to request an interview with them and an LMM from their hotel. A total of 12 interviews were conducted based on the convenience of the fastest interviewee responses received: seven EGMs and five LMMs.

3.3. Data Analysis

The analysis was conducted through Nvivo12, a data analysis software which assists the researcher in coding qualitative data and discover in-depth insights. Table 4 describes the steps in detail (NVivo, 2020).

RQ1

Inductive thematic coding was used to explore interview data on EGMs influence in recruitment and training of LMMs, since there has been limited literature on this specific case. Based on these outcomes, the goal is to form theory in this unexplored field.

RQ2

Deductive thematic coding approach was used as the goal is to determine if the theory of “Management Competencies for Expatriate General Managers” enables EGMs to support LMMs as Ethical leaders and which cross-cultural management competencies are most valuable (Seidel and Kelle, 2006).

RQ1 - Inductive Coding	RQ2 - Deductive colour coding
1. Data familiarization: Interviews were transcribed, and interviewee characteristics were categorized through case classifications to clarify analysis in later stages (Appendix 2 and 3)	
2. Generating Nodes: Data with relevant information highlighted to find recurring and contrasting themes which contributed to answering the RQs from the perspectives of EGMs and LMMs. (Appendix 4)	
2.1 Data coded based on nodes, with an exploratory approach to develop child-nodes: - Recruitment - Training	2.1 Data coded based on pre-defined nodes on literature review: - Cross-Cultural Management Competencies
3. Framework Matrix: Used to summarize results by comparing coded nodes of EGMs with LMMs point of view adding case classifications to analyze how the interview characteristics affects the interviewee’s answers (Appendix 5 and 6).	

Table 4: Data Analysis Process

3.4. Ethical Data Management Considerations

Interviewees were informed on the **purpose of data collection**, recording of the interview and their choice to remain anonymous in the initial communication via email (Appendix 7.1) and were asked to sign the "informed consent" contract (Appendix 7.2) before interviewing for **transparency**. Especially with the interview topics regarding ethical leadership practices and ethical dilemmas, some interviewees may not be willing to give concrete examples which may show the hotel in a negative light when still working for the hotel. The researcher understands that **confidentiality** must be strictly kept upon request of the interviewee to show **respect**. After each interview, the researcher confirmed the agreements to reinforce the ethical data management values.

4. Results

Table 5 indicates interview results per code with the number of quotes coded to emphasize the frequency of interview content of each. Appendix 8 shows results to a greater extent with further interview quotes.

RQ1				
Recruitment				
EGM	LMM	Code	Interview Quotes	Quotes coded
4/7	2/5	Background Checks	"We notice that from a single interview, that is five minutes, or 10 minutes or half an hour, you cannot really get to know the person, you don't know whether they're ethical or not. Everybody can tell you things that you'd like to hear."	12
7/7	3/5	Behavioural Interview Questions Based on Past Experiences	"You will ask them an example of how they handle that scenario. And in that you would summarize whether they are being ethical or unethical. "	31
6/7	3/5	Fit with The Company And Position	"In the end of the work that we do, reflects the bigger picture of the hotel, so the GM already has the role as the decision maker to choose who best suits the job and strategy."	22
5/7	2/5	Probation Period	"When you observe the person already, you see the person has the body language or a person has a, has a, has a, has an attitude and the behaviour that is aligned with the, with the way with our values."	8
Training				
4/7	3/5	Coaching	"On the job training. Put the cornerstones and say this is how far we go and where we should maybe go beyond that"	11
5/7	4/5	Company Policies	"The first day, all the staff need to train and we have to tell line by line, what is the ethics, ethical for, for this company...And once something happens. This is no negotiation."	21
4/7	4/5	Management Meetings	"Also I have the daily briefing with the managers. and I have a weekly meeting which each manager on a one-on-one basis in my office and we keep lists of what needs to be improved but also in the work ethic. "	10
7/7	4/5	Performance Monitoring	"I believe that every GM plays a very important role in drive in driving the learning for the hotels, for the company, because if GM did not put his time on the training, people will not get developed."	13

4/7	2/5	Onboarding	"new colleagues who are hired, we'll give them an introduction also on the code of ethics, uh, during the orientation program"	8
RQ2				
Cross-Cultural Management Competencies				
EGM	LMM	Code	Interview Quotes	Quotes coded
5/7	5/5	Emotional Support	"You have to respect the people. You cannot just come with your wisdom from somewhere from overseas and tell them how it works and how it goes." "Then they can like lift up the, the motivation of Thai management."	18
7/7	5/5	Guiding	"My boss should be coach can, can push me and direct, give me directions, clear the directions as well. "	31
5/7	5/5	Indirect Communication	"When it is a private conversation, in the work setting, it is a sign of respect towards the employee when there is only GM and that manager. If the manager is scolded in front of other employee...they are not okay with receiving feedback in front of junior employees."	22
6/7	5/5	Mediating	"If you work with a certain chain that we follow the ethical code from within the chain, which is maybe working internationally, and is maybe different from a certain country where we operate in."	30
3/7	1/5	Socializing	"The manager should be so close to his or her staff, that they know what's going on in their private lives"	6
5/7	5/5	Team Building And Ethics	"Since the GM is the number one in the organization, everything he says is related to his integrity. He must make the employees feel trust and give him credit, and this will result in the organization being ethical also." "The expats need to take into consideration to be more patient, to be more understandable, to really, really studying of the cultural values."	43

5. Conclusion

With Appendix 8 showing extended results, for the recruitment process, most EGMs and LMMs agree it is difficult to pinpoint how ethical a candidate is, however, **behavioural interview questions based on past experiences** are asked to provide a desired ethical framework of an ideal candidate. While assessing the employees **fit with the company and position** through cross interviewing within their department is important, there is also general agreement that the GM should make the final. However, only EGMs and LMMs working with hotel chains agree on conducting **background checks**, while interviewees working in independent hotels do not. A **probation period** to prove the LMM's performance and ethicality is set to determine if the candidate will be hired after or not.

With regards to training, codes derived from interview data show half of EGMs and LMMs have experienced **onboarding** programs and agree it is necessary to ensure new employees understand the established rules. Similarly, agreeing that on the job training with direct EGM support is the most effective **coaching** style. While the majority agree that the EGM's **performance monitoring** of LMMs in combination with **management meetings** to set goals and discuss work ethic is important to foster ethical leadership. To establish rules, interviewees working in hotel chains enthusiastically follow and train employees on **company policies** and code of conduct when dealing with ethical dilemmas.

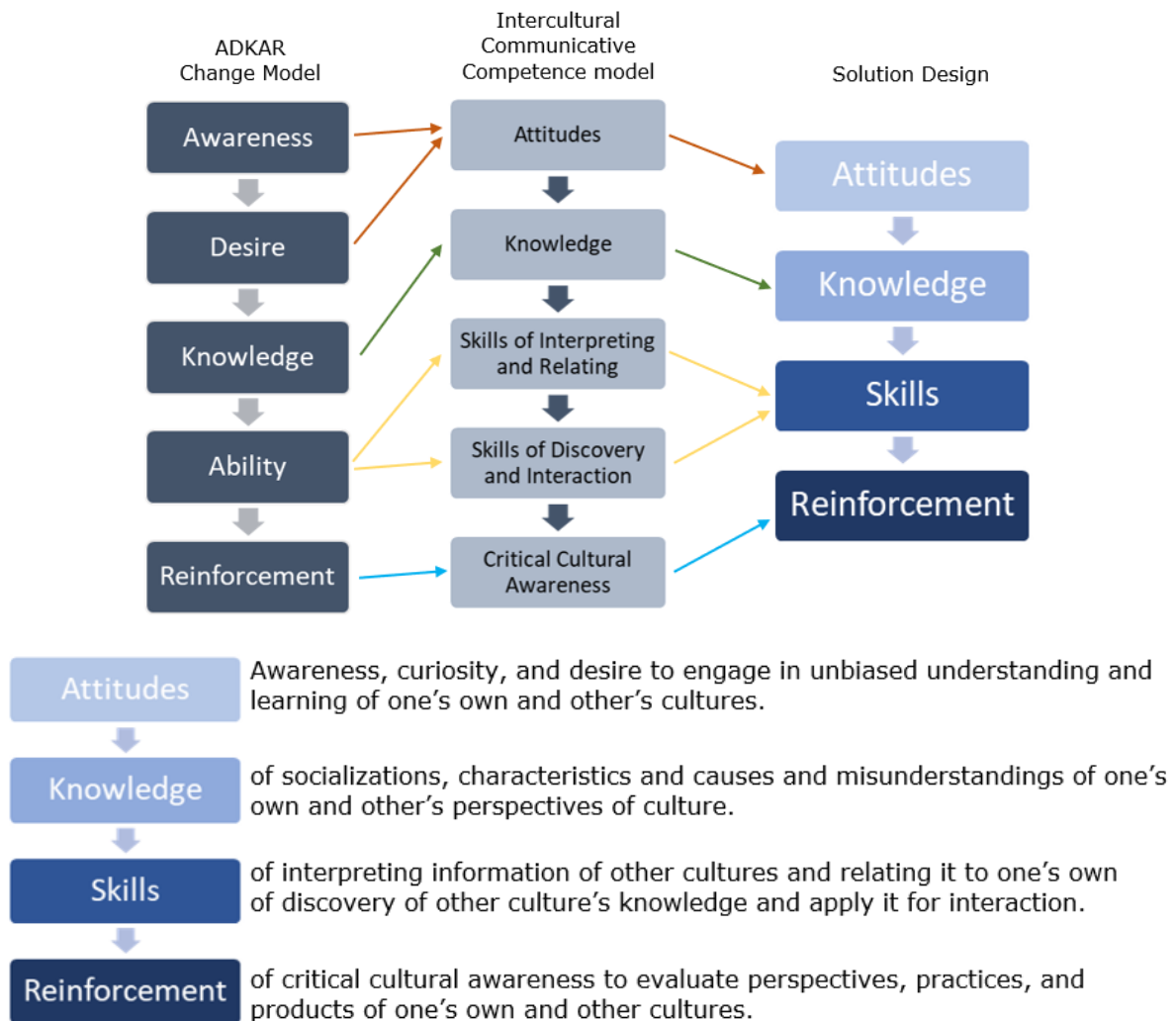
Although literature review proves the importance of recruiting and training ethical leaders. Common practices derived from RQ1 inductive data analysis, do not confirm these processes can be considered as best practices overall. Since identified practices heavily depend on management's values, company culture and established policies. However, interviewees agree that direct involvement of EGMs in these processes are crucial to determine the most suited candidate to each hotel with the belief that GMs are the role model and the main drivers of ethical behaviour.

When deductively analysing cross-cultural management competencies, most EGMs and LMMs agree. **Emotional support** from EGMs is interpreted as the need for a positive work atmosphere, listening and compromising with Thai values to gain the employees trust and respect. While **guiding** employees based on EGM's own experiences and LMM's needs, this instils confidence in LMM's leadership. Both parties agree that **indirect communication** should be used, especially when unethical issues occur, since saving face is a prominent Thai value. Regardless of hotel chain company policies, setting non-biased rules while **mediating** with LMMs to resolve differences in cultural practices ensures justice is perceived. However, **socializing** is the least valued competency, as the need for respect is greater than personal connections. Lastly, **team building and ethics**; the most coded data shows that EGMs should be role models and above all, understand Thai culture.

The outcome of RQ2 reinforces that EGMs and LMMs agree in alignment of universal ethical leadership values which also represents cross-cultural management competencies in combination with Thai leadership values. Which further justifies Hofstede's cultural dimensions score (1980) that Thailand is considered as a feminine culture with its dominant values being caring for others. This correlates with the data analysis results that highlights the importance of mutual respect and therefore, cultural understanding. To establish interpersonal relationships and successfully manage a team, EGMs must start with respecting Thai leadership values, to gain LMMs mutual trust. Ultimately, in doing so, EGMs become their role models and can support LMMs as ethical leaders.

6. Solution Design

The results clearly indicate that **respecting others** is the key ethical leadership value to answer the MRQ. Inspired by Byram's Intercultural Communicative Competence model (1997) which illustrates objectives to measure effective communication in multicultural and multilingual contexts. A solution design is created in combination with Prosci's ADKAR change model (2020) which alleviates its practical implementation processes to ensure continuous implementation and evaluation. Appendix 9 exhibits each models' description in detail.



This framework can be used alongside these existing processes and is executed by the human resources department for each hotel. As interventions should be tailored to each existing company cultures and values (Barnett and Carter, 2013). In comparison to status quo, the monetary value creation of human resources practices are expected to originate from employee satisfaction, leading to enhanced performance, increased guest satisfaction and eventually lowering turnover costs and increasing profits (Barney and Wright, 2009). These costs and profits should be measured before and after implementation, as the exact **monetary benefits vary between each organization and can be visible in the long term, not as quick win profits.**

Ethical implications

Beneficence is upheld since the solution has a positive impact on all stakeholder's welfare. Although additional time from daily operations must be spent to implement the framework, the desired outcome and purpose supports improved work ethic, communication, and overall ethical environment. While **justice** and **respect for persons** is promoted as the solution ensures participants understand and are open to each other's beliefs and values through self-reflection and transparent communication.

7. Intervention

The main responsible team for interventions within each hotel and between participating fellow four and five star hotels is each **human resource department** with Cummings and Worley (2014) best-practice interventions used as framework. With the **cycle of six-months (24 weeks)**, new activities for each objective can be suggested by employees and change processes can be improved in every cycle, which continuously fosters employee engagement with EGMs while sustaining growth and learning (Leelaharattanarak, 2015).

Table 6 shows weekly interventions, communication plan and resistance mediation

Attitudes		
Objectives		To nudge readiness to discover, interact and experience aspects in each other's cultures with EGM providing emotional support to show importance in team building and ethics .
Who?		EGM, LMMs, All Employees and collaboration with fellow four-five star hotels in Chiang Mai
Week	1-2	Communicating change plan to publicize EGM's support and openness to share their own culture and learn more about Thai culture through general employee communication channels. Human Resources of fellow four and five star hotels participating establish communication and share experiences throughout intervention.
	3	Before assessment to measure employee's willingness, understanding and ability of Intercultural Communicative Competence model objectives (Appendix 10) sent through google forms
	4	Ask each department to brainstorm and decide on three goals for change in each step based on communicated plan and present outcome to Human Resources for them to understand employee's expectations.
Communication Plan		Human resources communicates through management meeting before change plan, through a written proposal and presentation, asking LMMs to coordinate with their team on availability to participate in activities. EGM personally explains own openness and desire for change.
Expected Resistance		Debate of reasons for change and comfort with status quo
Resistance Prevention		In being transparent of the reason for change with the EGMs support, shows the employees that the EGM respects and is open to the employee's culture. This in turn fosters the same feelings in the LMMs and employees. In raising awareness and assessing willingness among employees with the 'before' assessment allows human resources to determine employee's current Intercultural Communicative Competence. In involving employees through brainstorming and goal setting in the planning process, allows employees to feel their opinions are respected and ensures interventions are personally meaningful.
Knowledge		
Objectives		To share opinions on cultural influence on training and recruitment through indirect communication mediums which allows EGMs to socialize on a personal level.

Who?		All Employees
Week	5-7	20-minute World Café Sessions throughout three weeks, with minimum 12 employees per session, rotating until everyone has participated. Sessions are regarding recruitment and training processes for LMMs as ethical leaders, to share employee' and EGM opinions in relation to cultural perspectives. Human Resources collects results to determine most important aspects employees consider as requirements for ethical leaders to implement in future recruitment processes.
	8-12	10-minute personal story-telling with EGM attending twice a week rotating after departmental debriefing sessions. Each session is an informal conversation with one team member and the EGM sharing a childhood memory/ important custom/ cultural value/ socialization norm/ cultural belief/ tradition/ or any aspect of each person's culture that helps listeners understand the person more.
Communication Plan		LMMs of each department coordinate with Human Resources to organize intervention schedule which include EGM and line staff in monthly planning meetings .
Expected Resistance		Inadequate resources: limited time where EGM and LMMs can allocate for intervention participation
Resistance Prevention		Planning activity participants and timeline in advance to ensure each intervention stays within the timeframe allocated while taking into consideration peak hours in the hotel.
Skills		
Objectives		To demonstrate knowledge implementation daily operations through mutual guiding and mediating between EGMs and LMMs.
Who?		All employees and Collaboration with fellow four-five star hotels in Chiang Mai
Week	13-19	EGM reads one chapter per week (7 chapters) "Working with Thais. A guide to managing in Thailand" (Holmes et al., 1995). EGM explains understanding of each chapter to LMM and asks LMMs opinion after morning briefing every Wednesday (Allocate 15 minutes)
	14, 16, 18, 20	Exchanging skills and experiences from learnings in a Friday bi-weekly meeting (4 altogether) with fellow four and five star hotels in Chiang Mai. Each hotel team discusses learnings (similarities, differences, and workplace implications) the two topics read in the two weeks. In the fourth week, the last chapter is discussed with an overall conclusion and feedback about the exercise for Human Resources.
Communication Plan		After Wednesday morning briefings with EGM and LMMs to discuss chapter readings. Coordination of shared learning with rotating EGM and LMM teams from fellow four and five star hotels through online conference platforms facilitated by each Human Resources team.
Expected Resistance		Lack of willingness to share opinion, lack of time for all LMMs to be join
Resistance Prevention		Since indirect communication as a result from hierarchy is a highly valued trait among LMMs, the book to discuss intercultural communication is used as a medium where LMMs can explain generic experiences and comment on examples in the book rather

		than giving personal examples. This will help to mitigate the resistance in sharing opinion. With reading discussions after the morning briefing, it can be ensured that the maximum amount of LMMs can attend the session. While, the knowledge exchange with fellow hotels is not mandatory, the Human Resources departments will check and coordinate schedules, that every LMM has attended at least one event.
Reinforcement		
Objectives		To sustain intervention results and emphasize importance of intercultural communication for EGMs and LMMs to ensure those contributing to team building and ethics are valued.
Who?		All employees and collaboration with fellow four and five star hotels in Chiang Mai
Week	21-22	Weekly 20-minute peer group discussions of topics picked from anonymous box to solve Intercultural Communicative Competence dilemmas in daily operations with voluntary attendance of employees during lunch breaks.
	23	After assessment to compare impact of interventions based on Intercultural Communicative Competence model objectives (Appendix 10) sent through google forms
	24	Share personal experiences with representative of each department in employee newsletter about the positive change plan effect and key learnings
Communication Plan		Anonymous box to suggest peer-group discussion topics with rotating LMMs facilitating each session. Assessment sent via Google Forms to easily gather data and analyse results. Sales and Marketing team collaborates with fellow hotels to share change plan experiences through combined employee newsletter .
Expected Resistance		Lack of accomplishment feeling after intervention implementation
Resistance Prevention		Publishing assessment results in comparison to first assessment to show progress of employee's learnings and summarize key improvements to establish further reinforcement interventions. Sharing individuals' stories of the positive impact the intervention had to showcase concrete situations which will give employees a sense of accomplishment.

8. Evaluation

Before-after assessment is chosen as the intervention group is the whole organization which allows an accurate difference measurement of the baseline and outcome (Petticrew and Roberts, 2008). Table 7 shows criteria for assessment are based on combined cross-cultural management competencies model and ADKAR change model objectives distributed through the same Google Forms **survey** sent to all employees before and after interventions. **Mixed-method data analysis** will be used to understand quantitative answers based on closed survey questions and qualitative answers from open questions regarding participant's experience (Creswell and Creswell, 2017).

Objectives	Criteria
Attitudes	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
Willingness to: <ul style="list-style-type: none"> - Engage with otherness to form a relationship of equality - Discover perspectives of familiar or unfamiliar aspects in one's own or other's cultures - Question values of cultural practices of one's own culture - Experience, interact and engage in rites with other cultures 	
Knowledge	
Understanding of: <ul style="list-style-type: none"> - Causes and processes of misunderstandings - Memories, geographical space, socializations and social distinctions of one's own and other's country seen from both perspectives 	
Skills	
Ability to <ul style="list-style-type: none"> - Identify and explain ethnocentric perspectives - Identify areas of misunderstanding in interactions and explain them in terms of cultural systems - Mediate conflicting interpretations of one's own and other's cultures - Identify significant concepts values and cultural references - Identify similarity and differences in verbal and non-verbal interactions in different circumstances - Use a combination of attitudes, skills and knowledge to interact and mediate with others while considering the extent of familiarity and differences between cultures 	
Reinforcement <ul style="list-style-type: none"> - Identify and interpret values and events in one's own and other's cultures - Interact and mediate in intercultural exchanges by using one's attitudes, knowledge and skills 	
All Steps	Open
<ul style="list-style-type: none"> - Participants comments and suggestions based on each intervention stage 	

8.1. Implications for Future Research

From the aspect of cross-cultural management competencies, it is clear that ethical leadership in a foreign country is clearly tied to these competencies and universal ethical leadership values. With many general management-and executives positions in non-Western countries being dominated by Westerners (Chareanpunsirikul and Wood, 2002), this research could be replicated, taking into consideration the differences in each country's leadership values and Hofstede's cultural dimensions score (1980). On the other hand, research can be conducted from the opposite perspective of LMMs, on how they can help EGMs integrate into the local culture and form a connection with all levels of employees to foster ethical behaviour through cultural understanding.

Throughout the interview process, one prominent observation showed a discrepancy between interviewees working in hotels which were part of a chain and those working in independent hotels. Those working in a chain, would almost entirely answer questions about ethical leadership practices based on company policy, not their own opinion, and those working for independent hotels would base their responses on their management experiences. Researching how each hotel chain decides on best practices of recruiting and training ethical leaders to present insights on the differences and similarities of the meaning of ethical leadership is valuable to understand the implementation of these policies on each individual's hotel level.

Additionally, measuring the perceived ethical leadership level and employee satisfaction of each chain's practices regionally, will help quantify best practices while taking cultural differences into consideration. Overall, when conducting future research on ethical leadership, biases from the population's values, cultures and experiences must be taken into consideration to ensure the research is valid.

This research could be built upon by practical and management trainees from phase one and two students, with their experiences during their internships in Asian countries. With the two types of internships being from different perspectives in the hierarchical and departmental structure of a hotel, data on ethical leadership in relation to intercultural communication competencies and cross-cultural management competencies can be collected in more specific contexts. With this research as an on-going project with multiple researchers being the students on internship; Hotelschool The Hague students and the placement office can further understand how to prepare students to be ethical leaders of the future, specifically in Asia, and be role models themselves. This same research style can be completed in international hotel chains with properties in Asia, to gain the these insights which can be used in their management training programs and best practices to recruit and train any level of management as ethical leaders.

8.2. Reflection on Company Product Report

To ensure the **value** of the research was maintained, the problem definition, MRQ and literature review were scoped to specifically focus on the following areas. "EGMs and LMMs" as the population, reflects cultural differences and hierarchy level; two important aspects in cross-cultural management in Thailand ensured the differences in both parties' past experiences are taken into consideration. "Four-and five-star hotels" as the setting specifies the types of hospitality establishments which are most likely to employ an EGM rather than a local general manager. "Chiang Mai, Thailand" as the geographical location provides insight to the regional differences which would give a different result than if the research was completed in Bangkok, the capital metropolitan. The actions to determine ethical leadership; "recruitment, training, and supporting" identify the measurements used to create the RQs which projects the framework for interview questions and analysis of results.

In terms of the methodology and research design, using qualitative instead of quantitative research, ensured the researcher could ask in-depth interview questions to clarify on the why's of their answers. When contacting the EGMs for interviews, 12 EGMs were contacted with seven responding and agreeing to be interviewed. However, two respondents were the researcher's former employers and the rest knew the researcher through Skai International Thailand, a tourism association which all parties are a part of. With the Non-probability purposive convenience sampling method, the first interviewees responding were chosen right away. This could cause self-serving bias which reduces **validity** to certain degree, as interviewees have a personal connection with the researcher.

When conducting interviews with EGMs and LMMs, information given may be filtered through the perspective of the interviewee based on their experience in the hospitality industry and management. The preconceptions of both parties working with each other and the EGM's exposure to culture in Thailand may cause confirmation bias. Interviewees who choose to remain identified may want to protect the hotel's and their own reputation by playing down unethical situations in the workplace or explaining ethical dilemmas solving showing themselves in a more positive light. Due to the Covid-19 situation, some interviews were conducted orally without video, via an online platform, rather than face-to-face, meaning the researcher was unable to interpret non-verbal communication such as facial expressions and signal loss which resulted in inaudible sections in which misunderstandings may occur.

Since some interviewees were employed by hotel chains, the regional directors who make decisions of each EGM's placement and ethical policies could have been interviewed to get a helicopter view of the measures taken in ensuring ethical leadership in their hotel chain. From interview observations, the researcher noticed that LMMs, which were responsible for different departments understood the meaning of ethical leadership in relation to their own department, rather than in relation to general operations. To gain a more precise view within each hotel department and their relationship with the EGMs and LMMs could help customize the recruitment, training, and supporting of LMMs for their particular department. In further interviewing these candidates and taking into consideration previous biases mentioned, a 360° view of the MRQ could **increase the reliability** of this research.

Although solution design and interventions are derived from academic literature, the practical processes are interpreted by the researcher to fit the particular research scope, as no previous research and recommendations on this specific field has been conducted. The interventions cannot be a one-size fits all approach since the company culture, policies and individual values influence the process. To boost **usability** of the research,

the intervention plan set a framework of theory with a timeline and goals for each step to allow space for organizers and participants to co-create their solution within the team and share findings with fellow four-and five-star hotels in Chiang Mai.

Appendix 10 shows the client evaluation form. Expertise and knowledge application were rated by the commissioner as good, other criteria were rated as excellent. From this perspective, it can be concluded that the research meets the commissioner's goal. Although both RQs were answered through interview results, RQ1 which used inductive data analysis could not be answered as extensively or accurately as RQ2 with the deductive method. With limited previous theory or research on the specific area of RQ1 with regards to EGM's contribution to recruitment and training of LMMs as Ethical leaders, further research which recognizes the differences in organizational structure, size, policies, and management style needs to be conducted. Overall, the MRQ was answered to a certain degree of validity and reliability, however for the reasons mentioned above, the outcome of this research could have covered this topic in a more extensive manner.

9. Dissemination

Table 8 shows a dissemination plan which is crucial to share and enhance the usability for further research or direct users which overall increases the research impact (Gordon, 2020). To ensure benefits of dissemination is maximized, a public **LinkedIn group** is created in which all stakeholders including the researcher can share insights and evaluation from disseminated research in which hospitality enthusiasts and future researchers can witness. Appendix 11 shows proof of dissemination.

Stakeholder	Platform	Content	Reason
Potential and actual interviewees HR of four and five Hotels in Chiang Mai	Email with public forum registration and option for personal meeting	Complete research and Solution, Intervention and Evaluation as a step-by-step handbook in PowerPoint style (Appendix 12) with option to acquire complete research	To understand the reason of their participation as this research directly studies their daily work environment. In working with HR, EGMs and LMMs, the solution can be implemented, evaluated, and customized to each hotel's company culture and ethical leadership values.
Commissioner, Coach and Peer Group			To present outcomes and solutions in which stakeholders have observed and offered advice for during the time of research.
Hotelschool The Hague Student and Alumni			Since ethical leadership and intercultural communication is essential for hospitality students as leaders of the future. This research can be used practically for students with placements in Thailand or interested in the subject.
Universities in Chiang Mai and Thailand with Hospitality Courses			The goal of this research is to quantify steps to support LMMs to attain higher management positions, understanding intercultural communication to work with EGMs and international hotel chains is a crucial for Thai hospitality students' awareness and knowledge on the subject.
Skal International Thailand and Thai Hotels Association			Such associations have their own networks which consist of expats and locals within the Thai hospitality industry. To ensure the Thai tourism and hotel industry has additional knowledge and resources to improve operations, employee engagement and level of ethical leadership.
International Hotel Chains with Properties in Chiang Mai and Thailand (All were already contacted for interviews)			Since diversity and ethical leadership is important for such organizations, the solution can be customized to ensure EGMs sent to Thailand are prepared and knowledgeable while upholding organizational values.

Appendices

Appendix 1 Research Design

Appendix 1.1 Interview Timetable

Interviewee	Date of Interview	Time	Location
EGM1 Marc Dumur	23/12/20	09:30-09:54	Frangipani Serviced Residences
EGM2 Anonymous	24/12/20	11:00-11:22	Microsoft Teams Voice Call
EGM3 Mohamed Jesr	24/12/20	15:00-15:21	Lotus Hotel Chiang Mai
EGM4 Gabriele Lombardo	28/12/20	15:00-15:23	Shangri-La Hotel Chiang Mai
EGM5 Manfred Ilg	28/12/20	14:30-14:51	WhatsApp Voice Call
EGM6 Anonymous	30/12/20	16:00-16:28	Line Voice Call
EGM7 Rajat Chatterjee	06/01/20	15:00-15:23	Le Meridien Chiang Mai
LMM1 Anonymous	24/12/20	11:30-11:50	Microsoft Teams Voice Call
LMM2 Anonymous	26/12/20	12:30-12:47	Line Voice Call
LMM3 Anonymous	28/12/20	15:30-15:55	5 Star Hotel in Chiang Mai
LMM4 Anonymous	29/12/20	15:00-15:17	5 Star Hotel in Chiang Mai
LMM5 Amornrat Buakaew	06/01/20	15:30-15:48	Le Meridien Chiang Mai

Appendix 1.2 Interview Structure

EGM Interview

Position:

Nationality:

Years working in Hospitality:

Years working in Thai Hospitality industry:

Years working in 4-5 Hotels in Chiang Mai:

Interview Duration:

RQ1: *How can expatriate general managers contribute to recruitment and training to influence LMM as Ethical leaders?*

When **hiring** LMM, to what extent does your hotel focus on their ETHICAL LEADER principles? Examples?

What is your role in **recruiting** middle managers in relation to assessing their ETHICAL LEADER principles? Examples?

What is your role in **training** middle managers in relation to fostering their ETHICAL LEADER principles? Examples?

What is your role in **performance appraisal** of middle managers from ETHICAL LEADER principles point of view? Examples?

From your **past experiences**, what would you change in your role of recruiting/training and supporting middle managers as Ethical leaders?

RQ2: *To what extent can expatriate general managers use the defined CROSS-CULTURAL MANAGEMENT COMPETENCIES to support LMM to uphold universal ETHICAL LEADER principles?*

Could you give me a short description or principles of an ETHICAL LEADER?

In **daily operations**, could you give me examples of how you support your middle managers to be Ethical leaders?

In your **annual planning**, could you give me examples of how you support your middle managers to be Ethical leaders?

To what extent is your role in openly discussing organizational **ethical dilemmas** or dealing with unethical situations?

What are the **main challenges** in supporting your middle managers to be Ethical leaders? How did you overcome these?

LMM Interview

Position:

Nationality:

Years working in Hospitality:

Years working with EGMs Thai Hospitality industry:

Years working with EGMs in 4-5 Hotels in Chiang Mai:

Interview Duration:

RQ1: *How can expatriate general managers contribute to recruitment and training to influence LMM as Ethical leaders?*

When **hiring** LMM, to what extent does your hotel focus on their ETHICAL LEADER principles? Examples?

What should the GM's role be in **recruiting** middle managers in relation to assessing their ETHICAL LEADER principles? Examples?

What should the GM's role be in **training** middle managers in relation to fostering their ETHICAL LEADER principles? Examples?

What should the GM's role be in **performance appraisal** of middle managers from ETHICAL LEADER principles point of view? Examples?

From your **past experiences**, what would you want the GM's role of recruiting, training, and supporting middle managers as Ethical leaders to be?

RQ2: *To what extent can expatriate general managers use the defined CROSS-CULTURAL MANAGEMENT COMPETENCIES to support LMM to uphold universal ETHICAL LEADER principles?*

Could you give me a short description or principles of an ETHICAL LEADER?

In **daily operations**, could you give me examples of how the GM's role should be to support middle managers to be Ethical leaders?

In your **annual planning**, could you give me examples of what the GM's role should be to support middle managers to be Ethical leaders?

To what extent should the GM's role be in openly discussing organizational **ethical dilemmas** or dealing with unethical situations?

What are the **main challenges** expat GMs face in supporting LMM to be Ethical leaders? How can these be overcome?

Appendix 2 Interview Transcriptions

Appendix 2.1 Interview Transcription EGM1

Position: General Manager

Nationality: Swiss

Years working in Hospitality: 40 Years

Years working in Thai Hospitality industry: 33 Years

Years working in 4-5 Hotels in Chiang Mai: 33 Years

Interview Duration: 24 Minutes

Marc Dumur (EGM1) has over 33 years of experience as general manager in 4-5 star hotels in Chiang Mai and Chiang Rai, both provinces in Northern Thailand.

Interviewer: All right, so just to let you know, you are being recorded. Yes. All right. All right. So, can I start with a simple, maybe not so simple question? Could you give me a short description or what principles you think an ETHICAL LEADER has?

EGM1: Well, I think, first of all, if you are suppose here, you're an expat like me coming into a country like Thailand and managing Thai people, I have to basically respect their their mentality, their their traditions, their their nationality and their mentality, because otherwise I would not be able to serve my guests. Right. So you have to to say it a bit simple to make use of their good mentality in hospital to serve your guests the best you can. And and the most important is, of course, that you basically trigger them to come out and bring their best, which they maybe have never done before, you know, to to motivate them to to come out and say, well, how much do you know? I mean, maybe you can contribute as well. So, it's not always good to to tell them exactly what to do. But I mean, if they come up with if you if you're patient enough, they come with ideas. And so maybe they don't always know how to do it, but then you can you can do the path with them together and you get to success. And eventually they will have a feeling of belonging that they own that idea. They own this this kind of thing they brought up and so on. And so, it's not always good to come with your expat and "Farang" side and tell me what was meant to be done. But yeah, and then you also have to learn to compromise with them that you they if you have a strong feeling for this should be, they shouldn't back then you have to say, OK, don't feel too bad, but maybe we do it rather like this right now. And so, and so this is for me. I mean you have to respect the country. You have to respect the people. You cannot just come with your wisdom from somewhere from overseas and tell them how it works and how it goes.

Interviewer: Ok, so that's what you would say, how you would would be.

EGM1: Yes, yes, yes. Yes, very much. Yes.

Interviewer: Ok, and so when you when you advertise or when you recruit middle managers, from my understanding, would they normally be LMM? Not always?

EGM1: Yes. I mean, usually what we would call department heads, right? Yeah. They usually Thais, right? Yeah. They're usually Thais preferably from from here, from the place where they grew up because then is the chance that they stay longer is higher. Somebody comes from another far away. Maybe one day their parents call them back and then you might lose them. And we have the convenience in the northern Thailand, there is a lot of resources of staff. So you can you can actually recruit a lot of local people. And if you have time, like a division manager, like operations manager or a resident manager or an ex, that that might be the "Farang" or an executive chef, that's maybe then the chef. Yes. Or now. And the place where I'm working now, where we have a nursing, we we have nurses. So you need to have an expat head of nursing in order to communicate with the relatives and the family and so on. So, yes, that comes, of course, then a point where the communication is very important and we you might opt to have and and expat or maybe somebody like you who is a "Look Krueng" or somebody who is somebody who has maybe speaks German or English very well, where you don't have to worry that day that there wouldn't be a communication problem. Yeah.

Interviewer: And what about from so what you mentioned before, what an ETHICAL LEADER should be then? How about when you would recruit local managers? How do you what to what extent do you make sure that they are ethical when you recruit them?

EGM1: It's it's very difficult to be honest. You you you you cannot really I mean, at least my experience was like that. I've never been able to pinpoint exactly what kind of managers they are. You ask a question; how do you lead your staff? What? Your what is your style of guiding and coaching staff and so on, and they tell you that, of course, but then you have certain people who have very strong, strong minded, you know, and they as a Thai are also strong minded, who maybe had a different experience in the past and felt that they had to be very hard. And so, and so what you're just trying to do sense what kind of what kind of mentality, what kind of character they have and see whether they also fit into the team. You know, some usually like it at the moment. You have, of course, a bit more choice because the situation is not so good. So, there's a lot of people on the market. And so, you have a choice and then you sort of compare how would they fit in to us as a team and also to the staff and to the strategy of the hotel or the kind of hotel you want to run, right? So, you you would just try to point and find out how how is that person? What I usually do, I in interviews, I, I very simply go through their CV not because I don't trust that, but I've tried to get them to talk about something they know, you know, certainly in Asia. So, they feel not comfortable to talk to, you know, a foreigner like me. It's the news in English or maybe Thai, but my Thai is not bad. But again, you know, they feel a bit. Yeah, it feels, you know, so at ease. Now, if you ask them about their own life, then things come out. Look what you do with your pet, what where you grew up, where, where your parents, what they what they do, how do they

support themselves. What is their profession. Do you have any brothers and sisters, and you know? And then where did you work first and ask what what was your salary and were there and was there a service charge. And so, and it's amazing. Sometimes people know salaries back 20 years. They would know about how much they earned at the time and so on. And sometimes you have somebody who doesn't know six months ago anymore where they work so and keeps them. Oh, no, no. It wasn't like this was like that. You get the confused and my god this guy has been running around. So, you have, of course, also in Thailand over the last twenty, thirty years. And even before the tourism came up so much, it gained so much volume that people had the chance to hop around and catch a better job and better salaries.

Interviewer: Yeah.

EGM1: And but that did not always result in a better performance. So sometimes you would realize in a resume that people yes. They went up and up in the rank, but down in the quality of hotel. So, they started in five star hotel at the Oriental and they ended up in some funny hotel in "Mookdaharn". Yeah. So, so and then they come back to you to Chiang Mai and want to be the god knows manager. Right. Yeah. So, you say. Oh no. Hold on, give me a break, so it's so you're trying to find what has gone on in the past of this person. What was his career path and what did he you know; I also very much look at if there are any holes in in this in the CV.?

Interviewer: So, any breaks?

EGM1: Yes. I mean, all of a sudden, this year or two missing is that you don't say anything what you did there. And they say, well, I actually open my own restaurant or whatever, but it didn't work out. And we yeah, we have to close. I said that in it's an experience you gained, you have the courage to go out there and open your own place with whatever under whatever circumstances. And fair enough, it didn't work and it's very common in our business and that's how it works. But you shouldn't hide away or very often if you have expats, they have a year out, a gap year and they do a trip around the world. So, I said, well, who paid for that? And I said, well, I actually paid myself. Oh, yeah, I went to work left, right and center and paid myself. And I said, that's something you have to put in. You are able to to put yourself together. So, this is a bit how you trying to get in the grip of the personality of the person you get. But eventually it's only the probation will show whether the person fits in, right?

Interviewer: Yeah. So basically, in the past, you've always put in personal time to recruit and interview managers when they come to the hotel.

EGM1: Yes, yes. Yes, absolutely.

Interviewer: OK, and what about in training? How do you again, with ETHICAL LEADER, how do you ensure that these managers that you've hired or went up the ladder are continuously ethical, have the ethical principles during the time?

EGM1: Well, it's it's not easy, because I must admit, I had some managers are, you know, supervise or whatever, and they were, you know, they were taking advantage of the the female staff in whatever way. And until I never forget, one of my then trainee sat in front of me and said, is it actually normal that the F&B manager has always a girlfriend, which is one of the staff? And do I have to accept his invitation? So, I said, no, that's not it. And then we basically told this young gentleman, sorry, that's not what we do. And we have it twice. Actually, I must say, funny enough that they were actually good managers. They were very engaged and very you know diligent, God knows what. But then they have this problem with, you know, and so actually that that that very woman still works there and is now a front desk manager. So, she she survived. Well, so, yeah, you you can only coach them. You see you in order to train. It's not easy, you cannot like let's say you have once, once a month a head department meeting which shouldn't take more than 90 to 90 to 120 minutes because sometimes people don't have the attention so much and might be also, you know, drift away with their thoughts because they might have other things in their mind and so on. So, it's only so much you can teach them and in it it's over time. And then, of course, I think it's the most is when when it's in operation, when things are happening like tomorrow, we have the New Year's Eve and we're we're we're know all of a sudden have forty people to come and you think to yourself. How is that going to go? Do we have enough wine? Do we how do we do that with the food? And who is going to serve all this? Do we have enough staff and so on? Yeah. So, it's then when you when everybody sort of gets together and say, OK, this is how we do this, and that its basically coaching through, you know, it's just.

Interviewer: Yeah. So, it's really during on the job?

EGM1: And on the job training. Put the cornerstones and say this is how far we go and where we should maybe go beyond that, you know. And yeah. But then of course, you see, it's not always easy to, as an expat to to be absolutely on the grid, to always know who actually follows that and who might not.

Interviewer: Yeah, OK. And so, your kind of. Yeah. You went through the training already as well. Like when they. Yeah. Joined the company. And how about when, when you're when they're already hired. So, as you mentioned in the daily operations already how you support them. But what about in annual planning, like for once a year, do you have any policies or do you have, you know.

EGM1: Usually what do you have to do at a certain stage, I mean, this there's different different moments where you have to think about the future. One is when you do the budget, which is usually midyear July or August somewhere there you have to do the

budget. And each department head sort of has to give us a bit about what they feel, but that's the ones who earn money. So, it means front office. It's it's it's the it's food and beverage, just banqueting. It's all that, you know, now they care, of course. What's the chance that we get more clients from abroad and so on. So, yeah, that's one thing. Then another one is when you do the so-called CapEx, which is the capital expenditure, when you do when you do the plan for new investments. So each department is supposed to be supposed to propose any things, they would like to be sometimes renovated, fixed or actually buy new equipment or replace or whatever. So, there is also a certain element that you have to say, well, what's going to happen? Do we have more bank thinking in the future? Should we not have this should certainly not have that or we have a problem with this. And this equipment, which has been broken for a long time, can we maybe replace it now and so on. So that's one thing. And another one is also when you have the annual salary increase, which is usually at the moment, all of it out of the window, of course. But usually and we use you have it in sort of in fall in October we had you would get a degree as a percentage of of salary increased across the board to the staff and each department head then can actually get this percent.

Interviewer: So, let's say three percent to five percent or whatever it is. And so that's 10 percent. And then they can actually distribute that 10 percent among their staff. And they would come to you and say, OK, I feel this person gets more, but that one gets a bit less because he's not really so diligent. And should we also deliver him a message that he's not so much. So that's where everybody has to sort of learn how to guide their how to run their own department and how to, you know.

Interviewer: Yeah.

EGM1: And the other thing we were now doing for, for instance, which is always a difficulty, is to check on their days off and vacation days. You often end up at the end of the year that everybody has ten days vacations left and they're supposed to have taken that. And then you sit there and then you say, well, how come this you have to. Well, they always want to work, say, well, it's your it's your duty to make sure people take their public holidays, their vacations in whatever way that's what they earn, what they're supposed to take and hopefully go someplace with the family and do something. It's it's a part of it's a part of the culture you have in it in this kind of business. You also, as a as a hotel, whatever department head or staff should once a year go someplace maybe. And. Yes. And and see something else. Right.

Interviewer: So, from my understanding, you basically you kind of mix the coaching and guiding with allowing them to make their own decisions as well.

EGM1: Yes. Yes. You put them, you put them on you, you say this, and this is what you want. What is your what your department does. And you have to give us the input of what you need, how sometimes you have some people are not so good in that, you

know, then you have to coach them a bit to help them. And it's like an interview. You ask them, well, what do you think is actually needed? And what each person is actually really good, and which is not so that they they get to think and very often after sometimes it's sometimes not so easy, but or maybe in Thai then they will come and say how I feel about this and I feel about that,

Interviewer: OK. And how about for example, you mentioned already before that the ethical issue with with the F&B manager, an example like that. How how openly do you discuss these issues or how do you make sure that your middle managers are aware and how can they make their own staff aware of such issues?

EGM1: You would I mean, as I remember at the time, it's quite a few years ago now, we just discharged a manager. We told him to leave. OK, so we are basically, and it was even worse, we told him to resign. We were not we were not ready to pay him the severance payment or something because he did something wrong, which is was against the company rules. And you would point that out and say, listen, good man, you have done something wrong now. In order to you would not publicly or say why this person has left, but in a country like Thailand, they will know why anyhow. So that that is that's done automatically. You know, you don't go there and say, well, this guy has done more than that and that's why he's doing that. If somebody if somebody would ask if if he would go somewhere else and they would call for a reference for him, you might point out and say, well, it's been easy with it, with women. You start off with something, you would indicate that, you know, but only on the phone, you wouldn't write it down. It's not written down in his reference letter. So, and you wouldn't really make it public. It would be because honestly speaking, somebody could actually be responsible for damaging their reputation or something. So so, and since you were not a witness of the situation, it's only that somebody came and said so you cannot bring a hundred percent proof. You know, some some women pursue that. If somebody looks at them and makes them a nice compliment, they feel already that that the guy invites him for dinner. So that's sometimes also the, you have to be careful.

Interviewer: So, from everything all your experiences of about. Yeah. ETHICAL LEADER and everything in your past experiences, what would you change or what would you do differently? This is the last question, by the way. How Yeah. How would you.

EGM1: Yeah. What I well how I would do it different if I would start again let's say, or that if I would know everything I know today and I have to do it again, which is of course not how it works. But I think one thing I it just crossed my mind earlier when I was talking. I think one thing is always very important as a as an expat is that you have somebody in the hotel who tells you what's what's going on. You've got somebody who's got the ears on the walls and listening. You know, somebody it's usually somebody from the personnel management or some other department head who sort of have a good relationship with the staff. And they know sort of what they're feeling. Are they happy or

unhappy? Is there some something not good? Do they feel annoyed about me or some other manager? Because this or that, do we need to straighten that out? I mean, that is always very important that you as a leader know how things happen, how they develop and how they unfold. Because very often as a foreigner, you don't have that. You don't you don't hear if you don't get it because your language skills are not there. Nobody's going to tell you. Maybe you are somebody who has a lot of respect, gains a lot of respect. So, people are afraid to tell you that things are wrong or whatever. So, it's very, very important that you get the information from inside and say, oh, by the way, there's something wrong. And here is something. However, there and there they're very happy and so on. So, it's it's this is a bit I think that's very important. But I would I would certainly make sure that all the time I am aware of what what what's going on, you know, because it's very difficult to. It's very difficult to know how your guests feel, how your staff feels, how your equipment is, you know, I mean, maybe people don't tell you that the equipment is broken and that this machine doesn't work or simple equipment, cleaning equipment has been gone for a long time, is broken and nobody ever tells. And they sit there and, you know, so it's it's that which is very important. And also, from the guest point of view, you know, it's very important that you hear from you, that you hear from your staff, what the guests say and what kind of comments they have, good or bad, whatever it is, you know that one day we'll have to tackle it. I mean, your hotel is not wrong. Occasional bad luck. What can you do? But, I mean, if the showers are no good and the water is not hot and the aircon is not cold, there's something you can do about that. Yeah, its smelly or whatever.

Interviewer: All the problems we have.

EGM1: Yes, this is just yeah. So, I think that's that's the most important that you're always because it's impossible that you just know by yourself, you know what you have to have to work with with the staff that you are given that information, you know, that very, very important. Otherwise, you can't do it.

Interviewer: Yeah. No, you can't do it. Ok, that is that's all I have my answers. Thank you. No, I will stop the recording.

Appendix 2.2 Interview Transcription EGM2

Position: General Manager

Nationality: Anonymous

Years working in Hospitality: 30 Years

Years working in Thai Hospitality industry: 15 Years

Years working in 4-5 Hotels in Chiang Mai: 7 Years

Interview Duration: 22 Minutes 14 Seconds

EGM2 has over 20 years of experience as management in 4-5-star hotels in Thailand and 7 years as general manager in a 5 star hotel in Chiang Mai. EGM2 requests to remain anonymous.

Interviewer: I'll try to keep the questions within around 20 minutes, as you know, you are recorded. So, may I start with the first question? So, would you give me a short description or principles of what you think an ETHICAL LEADER is?

EGM2: Yes, I'm a general manager here in Chiang Mai, the middle of Chiang Mai, North of Thailand. I've been here more than six years, so to answer your first question could good description. An ETHICAL LEADER leads by example. That's always my motto. That's always my philosophy.

Interviewer: Yes.

EGM2: Or with integrity and endeavour to provide a happy, respectful, safe, and positive working environment for all employees. They should have zero tolerance policy towards discrimination, bullying, harassment, and victimization while supporting all managers and team members to practice ethical standards in the workplace. The keyword is lead by example.

Interviewer: Nice, thank you. Yes.

EGM2: All right. And so, when in your hotel or in your past experiences, when you hire LMM, how how much does the process focus on how ethical the leader is?

EGM2: I need to ask you questions when you said middle managers, since you are in hotelschool. What is your understanding of middle managers?

Interviewer: So, what I would define would be, for example, a HR manager, an F&B manager, front office manager, sales manager. So, the managers, which would be with you in your weekly meeting or daily morning brief.

EGM2: Yes, in our company, which is a big company, we focus strongly on ethical practices and part of this includes hiring managers with the proven ability and positive mindset to uphold the company's high standards.

Interviewer: OK, so when you recruit these managers, how do you personally make sure that these things that you mentioned just now are assessed or upheld?

EGM2: We explain to them, yeah. Those policies and regulations that they must be aware at during the recruitment is always be a difficult moment for us to read their mind because candidates are so smart now. They learn from YouTube; they learn how to answer. So, the best way also in order to know the candidate well by questioning.

Interviewer: And do you personally do these interviews yourself or how are you directly involved with the process?

EGM2: It's been a passion for me to know all the candidates. So, I do personally, even from the line staff, monthly, full-time, from the front of the House and then from back of the house assistant manager. Also, I personally interview usually the direct the direct leaders and then HR, the human resource director and then me as the decision maker, should we hire or not hire.

Interviewer: OK, and what so what exact criteria do you use to decide on when you want to hire someone or not? Do you have any tricks you use yourself or how exactly do you do you find out who is ethical and who you want to hire? Since you mentioned that type of behavior.

EGM2: For the ethical, that's difficult to identify with the interview that's what I mentioned earlier, that the topic is about ethical, ethical. We ask questions and we see how the candidate's responses. We have a few scientific questions and structure questions that we see how they responded. And for manager level, yes, especially for specific skills. We have a Special Applications Questionnaire that the candidate needs to fill it. And this questionnaire application has a few quality questions that they need to fill it out. And from that result, then it was very structured.

Interviewer: All right. Good to know. And how about when they are when they're already hired? How do how does the training process work? But you ensure that they uphold the ETHICAL LEADER principles you mentioned earlier.

EGM2: The trick if you're talking about ethics, obviously, the first few days, the first three days. We have orientation, an introduction, I will not mention how we call that. That's conducted by our human resource about the company regulations. And then after that, we do a second one about food safety because we really stress the importance of food safety. Basically, hygiene. And it's managers to introduce themselves, and mention

what they do. Its to be, for the candidate to be familiar and then again, to continue back to HR or training to emphasize our benchmarks and standards, then after that, the head of that particular person will continue to do the training.

Interviewer: OK, and how how involved are you with the with the training of middle managers yourself or what is your role?

EGM2: Do Nothing. No, I personally supervise the front line, front of the house, every month I set up appointment and meeting one on one for an hour with me and I ask how they're doing, what they learned and I test the knowledge.

Interviewer: Oh. So you it's do you make a different test every time or how?

EGM2: Yes, well, I guess I test it, based on our standards, product knowledge, which is a lot. I spent my executive time passionately on last 20 years meeting with my supervisor above, directors, one on one and even if I see there is a need even meeting with them once every two weeks or three weeks.

Interviewer: All right. So, yeah, I see everything you do is very, very structured. So that is nice to hear. It's very structured, as you mentioned. So how about when you so for example.

EGM2: Allow me to add. In our company. In our company. There is also an anti-corruption policy. Let me explain so the staff are familiar with the business code of conduct. So, I'm talk about ethical. So, we have structured guidance.

Interviewer: Yes.

EGM2: The staff must sign this policy.

Interviewer: All right. So, these policies are more in terms of a contract or how do you ensure that the staff will follow these?

EGM2: Keep reminding them as a part of the job responsibilities.

Interviewer: OK, and so when you hire managers already or when they work up to the position of the managers, how do you... Is there a way where you help them to make ethical decisions? So, for example, if there were to be an ethical issue to arise, how do you support them in solving this or what is your role in solving these?

EGM2: I'm an old schoolteacher. We develop them. We train them and then we let them

go working in the crowd that we let them make mistake, I didn't say mistakes. The mistake.

Interviewer: Yes.

EGM2: When I grew up in this industry, we all improved by mistakes, we support ethical by, as I mentioned five minutes ago, lead by example. I always lead by example when I said we have morning briefing; I am the first one to be there. When I said we all have to work hard, I'm the first one to arrive. And then when I said we move the tree, I'm the person one to be there, start digging the soil. So, answering your question just now is lead by example then you give patience because especially now. What do you call that? The Z generation. They have short attention span, but they have excuse me for being honest.

Interviewer: No, no, no. I agree with you.

EGM2: Not to mention my name. I've been through a lot. So, I noticed this because I also went to Hotelschool overseas. But the younger generation, I see that a graduate with a degree, they would like to become a manager, unfortunately, in this industry, but nothing of coming from the education level of personnel or certifications coming from experience because staff will respect you when you give them knowledge. Staff will respect you explain about experience. Staff will respect you when they see that whatever you do is education. The moment you arrive to the moment to leave is 24/7, 365 is about education.

Interviewer: Yes. All right, so everything goes down, boils down to education.

EGM2: You as a leader, in order to have a good team, you must be consistently consistent and religiously keep doing it 24/7, 365 days a year.

Interviewer: Yeah, OK. Well, thank you for that answer. So, and how about, um. So, as I mentioned, going back again when there are ethical issues arising or even to prevent ethical issues, how openly do you discuss ethical dilemmas with your managers or your employees? How how how does how does this procedure work.

EGM2: The procedure, as I mentioned, we keep reminding them about the policies and procedures. Now, at certain times we do a campaign, we have posters, we do that as a theory that I know no one reads. As I said, I can be very honest and then we maximize technology. What does it mean we use "Line" in this part of the world, people use Line, they don't read emails. So, maximize "Line", even I'm the first one in the company, we have 500 staff, that's using morning briefing with "Line", instead of coming to the meeting, no, you stay in your area because we do morning briefing with the "Line". We "Line" we are maximizing the daily report, everything from that, technology. So as a leader, you have to be up to the, what is the trend. So, go back to your question, so let

them make mistakes and then from the mistakes we tell them, ok, this is what you have done. This is right. This is wrong. Ok, I'm an old schoolteacher.

Interviewer: Yeah, OK. OK, yes. Yes. All right. I have my answer to that question. And when going back to in general, when supporting your middle managers as Ethical leaders, as mentioned, what do you feel the main challenges for you are or and how do you overcome them?

EGM2: As mentioned three minutes ago, the new generation, they have short attention span. They like to "I", "I", "I". Yeah. So, in order for us, what was the main challenge? This is dealing with this new generation. Yeah, totally. There is a generation gap. There is a cultural differences gap. How to do it? Listening to them, as a good leader you have to be a good listener also.

Interviewer: So yes. Hello. Can you hear me? Of your answer...

EGM2: Basically, as I said, yeah, when and how for the how to cope with the young middle manager.

Interviewer: Yes.

EGM2: How to cope with them, listening to them, listening to their grievances, listening to what the challenges and then explain well, don't give the solution, me, I like to challenge people. I explain in the past from experience. What did I do to solve that issue. The problem.

Interviewer: So really going back to leading by example, as you mentioned before. Yes.

EGM2: That is the success of my story.

Interviewer: All right. All right. So coming to our last question, so from all your past experiences as a general manager and what you have learned, how would you change or what would you do now that you know everything in recruiting and training and also supporting your middle managers as Ethical leaders?

EGM2: The answer is, I disagree with your statement that you mentioned. I know everything in this industry. We never know everything.

Interviewer: Yes.

EGM2: In this life we never. There is no such a perfect management.

Interviewer: Yes.

EGM2: There's not such a perfect company. There is no such a perfect leader. So, there is no such a perfect life. How to change. It's difficult, sincerely, sincerely. I interviewed thousand, especially when we did the opening. I interviewed thousand, even up to now. We use special questionnaire, scientific questionnaire. Special system it's difficult to have a good candidate. Again, candidates now they learn how to selling their stuff because they are the product. They know how to create excellent credit grammatically, CV. They know how to pop. Yeah. So, it's difficult certainly when, when you start working and then then you see ok the first month is always the onboarding program, but they start struggling on the third month and fourth month, they start struggling there, struggling because usually, as I said, without enough foundation or strong foundations skill they struggling to manage staff because when they're leaders, they have to manage staff, live staff. As I said, if you tell me I'm the supervisor or doesn't matter or whatever. The staff say, OK, thank you. It's beautiful or you are handsome. So, what should I get from you? So again, that's why when I develop people, I am always testing them. I'm always challenging them. What, how is the situation, how you handle it and what is your knowledge, because you're having the morning briefing to the front office. What is the promotion of the day at the F&B and the staff cannot answer. Even you as a manager, don't know what's the promotion, they're going to say, OK, thank you but you don't know. So to change this, basically make sure leaders, managers, those who that develop people, they have to be knowledgeable and above all, consistently consistent.

Interviewer: Yes.

EGM2: Be knowledgeable and be strong When I say strong, be ready to work hard. People keep saying work smart. I don't agree. How can you work smart 24/7 when the hotel is open. How can you work smart when the guest do not sleep and suddenly there is something wrong. Maybe I don't know, I maybe I'm not good enough. Yeah. In this industry and when you said work smart, then you don't meet yur clients you don't meet your guests. I don't know I'm in the company that, a lot of reports and a lot of response with the owners, and checking, yielding. I remember when I grew up and I look up GM, look at wow. Oh, I would like to be a GM. Five p.m. cocktail, meet the guests. Six p.m. cocktails. Then six-thirty go home and exercise whatever. Help! It's like a chicken without a head. Suddenly owner calls, suddenly, I need to see the guests, guests complain this and that. Even on Christmas, I'll never forget. I grew up in one of the best company on Earth. So again, again, I didn't say I'm perfect, but there's always different ways, so to change this. Did I answer your question?

Interviewer: Yes. Now you did. Thank you. You answered all my questions very, very deeply, which is very nice. So, thank you very much. I will stop the recording for now.

Appendix 2.3 Interview Transcription EGM3

Position: General Manager and Owner

Nationality: Lebanese

Years working in Hospitality: 30 Years

Years working in Thai Hospitality industry: 15 Years

Years working in 4-5 Hotels in Chiang Mai: 7 Years

Interview Duration: 21 Minutes 4 Seconds

Mohamed Jesr (EGM3) has over ___ years of experience as owner and general manager in a 4 star hotels in Chiang Mai.

Interviewer: All right, so may I start with the first question. All right, so could you give me a short description what you think the principles of an ETHICAL LEADER should be?

EGM3: Uh, the first thing is basically to transfer his own experience to the people who are in lower position, uh, each to his own, uh, category of work. Uh, the leader is basically someone ideally who have had a more wider experience and learnt the wisdom of the trade as well. So one of the most important thing is to be able to transfer it at the level of each person that he can judge, he can absorb. You need more?

Interviewer: No. That's all. All right.

EGM3: I mean, this is for me the most important.

Interviewer: Yeah, no, I understand. I just yeah. I want to hear your opinion. All right. So so far in your hotel, when you hire or have LMM, how do you make sure that when you hire them, you also assess their ethical principles as well?

EGM3: Uh. You basically have to look at his background. Uh, and also and the type of questions that you ask them when you ask them, you can judge by the way they respond. We're talking about enthusiastic, whether they are not whether he is concentrated or whether he is not whether he is over over answering some of them, you can tell that they are overdoing it, you know, just trying to overimpressed you. And you don't want those as well either. So you want somebody to be, for me, has to be real himself, because then I could, uh, nobody is perfect, but then I could see where he can fit in that position.

Interviewer: So you really want to see how they fit in with the other staff

EGM3: Other staff and and within the position that he's going to be working on depends upon the position that he's basically applying.

Interviewer: Yeah, OK. And what do you what is your role when you recruit managers? Do you have a personal role in the process of. Uh huh. So you yourself, are you...

EGM3: Basically trying to choose my role basically as a recruit manager would be basically to choose as much as possible the right person for the right position. Particularly in the industry of services and hotels and restaurants, whatever. Uh, many aspects are important to that position, if it's going to be, let's say, uh, the head of the kitchen is the way he looks and the way he presents himself is not very important because he's not going to be in contact with customers. On the contrary, if he is a front desk, uh, or somebody in that category is in contact with the clients a lot the way, he presents himself the way he speaks. How it's important and particularly in Thailand because of the lack of communication that somebody has and I always ask that question, is he hot tempered or is he, you know, calm? And because particularly in Thailand, the miscommunication, the different culture and the language barrier and the misunderstanding is basically important that some customers will lose temper very quickly. The clients, so the person on the other side, they are the Thai employee of the hotel, of the restaurant, has to remain calm all the time, never lose his temper because you don't know where or who is right and who's wrong in that situation, when there is a misunderstanding. Yeah. So that is I think this is important and I insist on that all the time. And one of the characters that I insist on.

Interviewer: Yeah. Oh so to be "Jai yen yen".

EGM3: Yes. "Jai yen", this is particularly in the service industry and hotel industry, this is extremely important because if most of them are hot tempered that's a war.

Interviewer: So yes, no, I agree with you. All right. And so once you've hired the managers that you want in your ethical way, how do you how do you involve yourself in the training for them?

EGM3: Uh, basically, I watch them first. I see how they. How they're doing and from far and only when they are not in contact with the client, there is something that I see wrong, then I come back and talk to them. You know, if you think, look at this and I explain to him as much as possible why the attitude was not working, why is not correct. This is in relationship to the client, in relationship to his bookwork also. You know, but that's more technical. And then and then usually I give them the first one, two, three months watching them, how they're behaving. And if they are willing to learn from whatever mistakes and are willing to change, then that's positive to their side. But if they're not, then, you know, becomes more the why. Why is he not doing it or why is she not doing what I've been told and explain to her. What is the reason? Is it her character or his character, or is it just that it's still something missing in the and the explanation?

Interviewer: So you really put yourself in to personally to see how they are doing. Right.

EGM3: Yes.

Interviewer: All right. And so after the training, of course, as you mentioned, you'll see how they how they develop or how how well they're working. How do you have a certain method that you appraise their performance or do you have a certain way to assess how ethical they are after the trial period?

EGM3: Uh, basically, you know, most of their their main incentive is basically, first of all, that to keep the job. Yes. So that's basically as you passed on, you keep the job and then the rest is because I always weary about jealousy among the employees. So you have to be always careful about that they, particularly here in Thailand. They compared a lot, employees compare each other a lot. You cannot be biased. You cannot show preferences to one person to another. It is really important here. Even in even maybe still until now, you know, in the old times when they used to have a team of football, there was never should be a loser, one better than the other, but both should be able to win.

Interviewer: Yeah.

EGM3: And, uh, the care of the face value and the emotions of people here, it's important. And the other thing is if I have something to criticize. It's never among their friends and it has to be just him and me in a closed room. Uh, so basically because the issue of face value is extremely important. And if ever sometimes a lot of weakness off of the moment, I put that remark and you can see in their faces, they start not to look at you, but they look at their friends, whether they're watching them or not, and this is in Thailand because it's extremely important, in China as well.

Interviewer: So, yeah, so going back to when you mentioned that employees compare each other, is it really between managers or is it between line employees or what? Or how is it work between the ranks?

EGM3: I think among all of them. You know, OK, they understand the rank and they understand if you... But let's say if you give an assistant manager a certain amount, but they give nothing to a cook. That's unfair. You understand that you give the other one a bigger amount and have a smaller amount that is acceptable, but nothing and just give the other one that's not acceptable. And what do you do if you decide not to give? That's a sign for them, for them like to leave.

Interviewer: So they really need to have responsibility, at least somewhat. OK, all right. So going to my second part. How so when you do annual planning. So, for

example, when you do the planning for the next year, how do you keep in mind to support your managers as Ethical leaders in the company in this planning?

EGM3: Uh, it's basically, you know, like bonuses and stuff like that. And it's related to the to the profit of the company, like anywhere else. You know, but you can do other things that the company is not profitable, you always have like. Like most companies here, they have a New Year party. Uh, you have, uh, uh, gifts for New Year. Uh. I mean, I've been managing a small hotel, you know, not big hotels, but slightly different than big hotels and big organization, you know them on one to one person, from the lowest level to the highest level.

Interviewer: Yes.

EGM3: And in the budget of the company, of course, the salary increases, that's probably under the same question that's related to what's happening in the economy of Thailand. Yeah, the industry as well. Like, you know, at the moment, the hotel is closed, but suppose it was open and, you know, no customers at all so you really cannot. They will understand. They do understand that.

Interviewer: And from a psychological point of view, do you how do you do you have any, so we were mentioning you mentioned monetary. So, you know, pay raise and things. But what about from a psychological part, do you have any programs or any procedures or even things that you do personally?

EGM3: I mean, if somebody said I mean, personally, there is a self praise of somebody whenever he does something good or unusual, you know, good. Uh, let's say, you find that, you know, the rooms are finished being cleaned by 10 o'clock instead of two o'clock in the afternoon, of course. Well, what's happened? You know, there's a praise and there's appreciation of that person. You will tell him that, you know, so that's the psychological center that you could give praise to the work that he has done. Uh, other than that is basically the best. The incentive is basically a financial incentive.

Interviewer: OK. And so going back to the ethical part, how do you when there are ethical issues in in your in your hotel, how do you discuss it with the managers? So, for example, do you allow them to make their own decision or do you guide them or what's your approach when there is an is an unethical issue

EGM3: Unethical?

Interviewer: Yeah

EGM3: Uh, I think it has to go on a one to one basis. You have to first first of all, I have to be sure that the person that he is responsible for is unethical behavior is is the right

person because sometimes, you know, particularly here in Thailand, it's, uh, it's a kind of common practice that nobody speaks about the other.

Interviewer: Yeah.

EGM3: And, you know, the it's considered wrong among the Thai social, um, we don't know even if I see him, but we don't speak about them. But it's you to find out. It's up to the boss, to the managers to find out and nobody will come and tell you, uh, even if something as serious as a theft or something, even if they know they will not say. So basically it's a common behavior, even in a neighborhood. Uh, this is very common. And it's difficult also for the management. Uh, when you have that, you know, whether on every level the Thais have that attitude. I don't speak about another person. I don't even if I see wrong, I will not, you know, be involved. What causes it? Many reasons, but, uh. But it's a common, uh. Attitude here. So you really have to investigate yourself and be sure as as a manager, who is the person that has been has an unethical behavior. Yeah. They should then call that person and, you know, find out why. First of all, and then the whether, it's a punishment has to do depend upon how serious it is. If it's just a warning or just explaining first. It depends what is repeating the same thing many times. So all of these things are part of the consequences of his unethical behavior. Find out who who exactly without bias. Who's done it. Then, depends how serious, how many times he's done the same thing. And that's where there's, punishment.

Interviewer: So when you say that it's up to the boss to find out, you mean it's up to you as a GM, or would it also be middle managers of a particular department as well?

EGM3: Well. I mean, again, this is a small hotel. Yeah. So it's a bit difficult to have a lot of middle management.

Interviewer: Yes.

EGM3: But sometimes it's mainly in my experience it's mainly me even the middle management would rarely go against something. So I have to find out and I have to. Again, it's very common to not to speak one person about the other here. So that's a difficulty I always face. It makes it difficult on the big boss.

Interviewer: Yeah. So would you say that would be your main challenge to support ETHICAL LEADER in your hotel or do you have anything else?

EGM3: Yes, it is very common. It's not uncommon. It is. Even sometimes when they move from one motel, you see that that guy, even big hotels and I've heard it, not myself, but heard that he would go with his own group of employees. All of them moved them move to the new hotel. You know, if he's you know, he moved they just asked, like a clan or a gang, they will all move together here. That's very common here.

Interviewer: Mm hmm. OK, and has that happened in your experience before or. Um, yeah. How would you how would you think this could be solved or do you think it's a problem?

EGM3: I think you have to. I mean, sometimes when it is something serious, um, a way to break it out is basically to accuse somebody wrong without without the punishment yet. And of course, under the then you might hear the the real story. So that's more psychological attitude or a tricking system to to find out. But it's not. But if something is serious, something is not serious. You know, a room is not being cleaned, I don't know. But if its theft of our customers, for example, or the safe. Yeah, that's serious. You know, and then you need to find out. You need to. So something like that, you know. So that's how you you will find out. But that's a little bit of an extreme attitude, but sometimes when something serious, you have to find tricks because first of all, theft has to be found who si the thief. It's essential, you know, and it could happen in a hotel, it's not it doesn't happen. In my experience, only once it happened then I figured it out eventually. But nobody would just tell me anything.

Interviewer: Yeah, no, I understand. That's difficult. So my last question is, from all your past experiences, what would you change or what would you improve for from what you know now and from recruiting to training and to supporting middle managers as Ethical leaders?

EGM3: I think one of the big challenges is. Is that basically which basically, I think the West has it more than here is bad employees or employees that have behaved unethically and they should be on a certain blacklist among the hotels. And that way, basically, they know that if they did, they they didn't do well in that hotel. They're not going to be able to be recruited in another hotel. So that would basically help the management a lot in, particularly when it is unethical behavior. Skills, uh, uh, charisma. This is something else. But as far as unethical employees and that, I think in my opinion that that's something that even when people are hiring, you know, nobody comes up with a with a bad letter or you know. But it's important ,it's important that this becomes at the standard like in America. You know, if you do wrong, you really cannot find a job anywhere, right? Yes. And here they don't have that.

Interviewer: Oh, yeah. So you would suggest the hotels would work together?

EGM3: On that level, so that basically, uh, that is a standard that basically if really somebody let's say a stole or something that's said, that's a he could hardly find a job somewhere else, uh, at least in the hotel industry. So basically what the guy knows that if he really does it, he's not going to find another job in another hotel, because most of the time he I thinks, OK, I've done it here, it doesn't work. I'll go work in another hotel. And they don't know, because this does not happen. But it is important to keep the standard and to raise the standard of ethical behavior. Uh, and I think this is important.

Interviewer: Yeah. Thank you. That was my last question. I will stop the recording.

Appendix 2.4 Interview Transcription EGM4

Position: General Manager

Nationality: Swiss

Years working in Hospitality: 27 Years

Years working in Thai Hospitality industry: 4 Years

Years working in 4-5 Hotels in Chiang Mai: 4 Years

Interview Duration: 23 Minutes 4 Seconds

Gabriele Lombardo (EGM4) has 14 years of experience in various management positions with Shangri-La internationally. He has been general manager at Shangri-La, Chiang Mai for 4 years.

Interviewer: All right. So could you give me a short description? What do you think? Um, an ETHICAL LEADER should be?

EGM4: Well, that's the word Ethic is it's, it's a big world because, um, it, uh, it entails a lot of, uh, attributes and attitudes from any manager that, uh, are not necessarily inborn, so they need to be somehow taught, but they can be obviously facilitated from the values that, uh, you have been receiving in your childhood, through your education, your family and parents. So I think it's, it's, it's difficult to give one description, but what I can, I mean, what I believe is that any leader, any manager needs to understand what ethics are more than ever nowadays where, uh, a manager and the leader is always is more and more exposed to, um, uh, performing, uh, social activities, uh, or, um, like corporate social responsibilities where eventually funds are being raised for other parties. And obviously, um, within the overall framework of the, of the job, uh, anyone is has to be, and uhm actually, we should not say only now we saying about managers, but I would even broaden up the whole reflection, the thought process in saying, I mean, every single employee need to be sensible about ethics in that sense, now I continue. And then if you have other questions you ask me. In that sense, Shangri-La, uh, is very much, and I think like every big corporation, we're very much careful and cautious in the, in framing, ethics, every single employee that, um, starts working with Shangri-La needs to subscribe and undersign a code of ethics. It's a quite comprehensive code of ethics, uh, to a certain extent, requires some also some time to understand, because it's very comprehensive, but this speaks a lot about how big corporation in this case Shangri-La are very mindful about the, the, how the subject, the importance of the subject. And, um, we want to make sure that not only our colleagues and everyone, so from the lower, the bottom of the hierarchy, up to the top, we are aligned when it comes to ethical values. And we're not only aligned with what is the corporate identity and the values of the company. In that sense. Also, we have dedicated training sessions for this because we really want to make sure that there is no misunderstanding.

Interviewer: Yes. All right. So before we go onto the training, um, uh, very curious about when you especially hire middle managers, um, how do you assess, um, their ethical values when you're hiring someone?

EGM4: Yeah, as I mentioned, so there are, there's an, there's an attitude perspective that you would assess, uh, when you do the, the, the interview. And there's also some of the attributes and what are the qualities and the skills that the person has to perform.

So in this specific case, we're looking for them attitude, right. And, um, in Shangri-La we always say we hire for the attitude, and then we train for the skills. In this specific case, when you will start drilling down into the attitude of the person, obviously we will start, we will try to figure out how sincere the person is, and you will maybe prompt certain questions on trying to understand if the person, um, um, is, um, I mean, is, is the type of answer would give you based on certain scenario, you might understand if the person is somehow clean. Also what we do when we hire someone, we also run, um, what we call, uh, we look into the criminal records. So we all ask, we always ask that person who's hired has clean records doesn't have any, any, any kind of, I mean, the record that might somehow jeopardize his position in the company and the company itself.

Interviewer: Yes. So from the hiring process that you mentioned just now, what is your personal role in all the procedures you mentioned before?

EGM4: Well, as the, as the highest authority of the hotel as a GM, you, you want to make sure that, um, one, the, every single employee is properly trained, trained, and, and completes the training on the code of ethics. As a matter of fact, we have online platforms making it even easier. So anyone can go through those sessions anytime. So you don't have to invest to a dedicated sessions, but what we do, we monitor and we track, uh, the, the, the training, uh, the, the completion process. So I will make sure, I want to make sure that everyone has completed those sessions. Whoever is hired as a refresher every year, we will make sure. So that during the, the orientation program of new colleagues who are hired, we'll give them an introduction also on the code of ethics, uh, during the orientation program, which is three, last three days us.

Interviewer: Yes.

EGM4: So during those three days, there is a dedicated session about code of ethics. And then we will ask them that within the first three months that they are hired, they would complete also the online training session. That is much more, um, uh, exhaustive. And then also, um, we will make sure that every single employee, so in this case, the new hires specifically would also sign a printed copy of the code of ethics. So from my perspective, I will obviously with HR, make sure that these very critical processes with regards to the code of ethics are followed and completed. So there's no compromise in that sense, because ultimately the code of ethics is also going to be an important tool and document that is going to frame the employee's behaviour and attitudes with our guests and with our colleagues. So it's extremely important.

Interviewer: So really with all of this hiring, recruiting and code of ethics, you work very closely to HR, is that correct?

EGM4: Yes.

Interviewer: All right. All right. And, um, when you've already hired, um, these managers, so, um, do you have performance appraisals, and how are you directly involved with, with these processes?

EGM4: We don't really, uh, ask for performance appraisals, um, before we hire what we do is more, um, a reference check. Uh, obviously if the employee also agrees to have those reference checks released, because nowadays also with the data protection laws, we need to be cautious about that. Uh, but normally, uh, and this is, especially when you hire managers, you would tend to do reference checks to, um, previous employers. And, um, uh, in those reference checks, obviously we would ask and verify whether that, uh,

in this case manager or that possible future employee had any issue when it comes to ethics. Obviously, if, if that.. (Phone rings) Can I just take this one? Sorry. Yeah. Obviously if there are issues, when it comes to ethics, uh, we will consider them, we will give due importance to that because as I mentioned, so this is what's going to frame, and this is what the ethics, the, the, the perception, that's how you run your ethics. You, you, you are going somehow to give the sign on how you will be eventually, uh, genuinely engaging with your peers, your colleagues, and your, your managers and your guests. Um, most of the time, uh, the, the, the, the, the previous employers don't really mention much about ethics also because, uh, uh, I mean, unless the person has been terminated then, uh, um, obviously between colleagues in the industry, we should tell us the truth ops, um, would be a, really a problem. If I would contact the manager GM in a hotel and potential candidates, when work has been terminated, or the HR would contact the HR and they wouldn't say that, you know. So in that sense, but eventually they, they are not necessarily supposed to mention it. So sometimes it comes also that you want to protect little bit the privacy and give that person a chance to be rehired. So sometimes, uh, unless it's a very serious case, sometimes the person would have been asked to leave without being terminated. And, uh, and, uh, this can given a chance to that employee to be able to find another, a new job easily. Because obviously if you, in records, if the records show that you've been terminated, more difficult, that if you can say you have resigned, right.

Interviewer: Yes, definitely.

EGM4: But that's a very important subject as well, because here comes also into, into question that the ethics from the managers. So if I have a GM who gives me a call, or if I give a call, like give a call to a GM. And I say, okay, look, I have this candidates that I want to hire the manager. And, uh, he, or she said, it's been working. He work with you, but to only work with them a year, it looks a bit short for me. Is it any issue? So ethically, I don't feel, even if I asked that person to be dismissed, to resign, uh, I need ethically to tell him to look she, or he resigned, but, um, we ask her to go, or we ask him to go, you know, on the one thing is what is on the paper. And other thing is what's really happened.

Interviewer: Yeah. All right. So, all right. So that's one hiring and in, uh, daily operations. So how do you personally see on the work floor? How, how, how the middle managers behave ethically, or how do you see for yourself how, how their process is going?

EGM4: Um, it's, it's all about observing the persons then, uh, obviously many things can happen behind the scenes, but when you observe the person already, you see the person has the body language or a person has a, has a, has a, has an attitude and the behaviour that is aligned with the, with the way with our values. Um, and, uh, and you engage with the person. You can also understand certain things, but at the end of the day, you know, um, in, uh, There are studies that show that the majority, significant majority of employees who are caught on fraud for the company, are employees will have been working for the company for probably nine, 10 years and above. So this shows that eventually even if you would be misled by the fact that you said, this is a very loyal employee, has been with the company for many years, we can blindly trust him or her. Unfortunately, studies don't show this studies show that these are the type of employees that we need to watch for, unfortunately. So again, ethics is always is, is a very complex subject. Um, that can't be just, um, uh, generalized, uh, through a very specific patterns. I mean, it's, it's, it's really, as based on, on the person, based on the

attitude of the person, based on the personality. Um, and that's why we have this framework that is the same for everyone, which we don't want to compromise.

Interviewer: All right. Yeah. So basically Shangri-La has the framework that you also see with your own values.

EGM4: This, this fly that is bothering me, sorry.

Interviewer: Um, yeah, so you have, the framework from Shangri-La, but also you personally see yourself how everything is going as well is that, right?

EGM4: Yeah.

Interviewer: All right. So it's really important that you are also involved.

EGM4: Of course. Yeah, of course.

Interviewer: Okay. So now we have daily. And how about in your annual planning? So for example, when you budget, when you set goals for the next year, how do you, how do you, um, make sure that the middle managers are supported as Ethical leaders, as we mentioned.

EGM4: Um, you don't really plan for this. I mean, it's something that is already, uh, within the overall, um, uh, culture and within the, the overall framework. I mean, we, we know, we know in our processes, we know that has ethics are a very important component of our values and of our corporate identity as well. Uh, we want that our colleagues are, all, um, working and performing and acting with genuine care and sincerity. And with that also with a very well-developed sense of ethics in whatever they are doing. So you don't really plan for this, but as I mentioned before, so we know that every year we want that every single colleague would go through the refresher training session. We want to make sure that they've done so. We might prompt them in making sure, I mean, we're not, we might not we will prompt them and make sure that after they they've been through the session, they've understood the meaning of, of, of what the code of ethics is and how they should behave to be, um, ethically um, right. Um, we would, um, eventually suggest them to take another training or eventually, would sit with them and go through the code, the printed code of ethics, and maybe discuss a bit more in detail. Um, but yes, I mean, this, this is basically what what's happening and then we don't really plan specifically for the code of ethics. Eventually we just make sure that what has been already set in place it's happening.

Interviewer: All right. All right. And, um, when there are ethical dilemmas among the employees or among middle managers, how do you personally make sure that these are discussed or that the employees are aware and they know what needs to be done, or what the procedures should be?

EGM4: Um, most of the time you, you would address those things separately? What could happen? I mean, the specific example probably is whenever there are some in interaction between expatriates managers and, um, and, and local managers possibly where probably the cultures and the values are the, I mean, also the cultures are different. The values eventually with the company should be the same, but the culture are different. So that's where probably they can be, uh, misalignment in terms of ethics. And if I, if I would observe anything that, um, would not be aligned with our values and our code of ethics, I will take this separately with the manager. Okay. It could be maybe

lack of respect. I mean, it's, it's more about attitude when it comes. I wouldn't say really lack of ethics. Ethics is more about, um, running the business with integrity and making sure that, you know, that whatever you do on the job is not doesn't belong to you. It belongs to the company, you have to respect what you have. So it's, it's more this. So, um, I think when there are engagements or discussions between different managers, I wouldn't imagine to be caught into ethical issues, it could, but, uh, I would rather imagine that, uh, the challenges could be in terms of, um, uh, mutual respect.

Interviewer: So you mean the mutual respect between the managers.

EGM4: Between the managers, yeah.

Interviewer: All right. And, um, overall, what are the main challenges that you feel, um, are are challenges in supporting the middle managers to be ethical?

EGM4: I don't see any challenges, especially in this part of the world where the people are very, very already within the education, the way they are raised. There's a lot of importance when it comes to sincerity, integrity. Um, we don't really have challenges in, in, in, in having our colleagues embracing, uh, those ethics, ethical values, those values when it comes to ethics. Um, as I said, so it's more to ensure that, um, it's, it's regularly shared regularly discussed about, uh, that, uh, it's regularly refreshed. Uh, so that is not something that just signed when at the time you you've been hired. And, um, and then it's finished. Yes. So it was more to keep it going to keep it going to keep it talking about refreshing it. Uh, and I mean, again, luckily we, we don't really have issues about ethics, so far in this hotel so.

Interviewer: All right. Good to know. And, um, my last question, so from all your past experiences, so from, you know, hiring training and also supporting, um, middle managers, so as Ethical leaders as mentioned. Um, what have you learned to what we can change? What would you do better or?

EGM4: Hmm. Uh, yeah, probably probably reinforcing it a bit more often, and now we are refreshing every year. So, um, and again, it's, it's prob it's also where, where you see, where you see, uh, a need to, uh, increase the frequency of, of refresher, as I said. So luckily in this organization we don't have ethical issues, so so far is okay. But, um, yeah, maybe if they can be in areas for improvement would be more in, um, reframing probably the frequency of the refresher.

Interviewer: Yeah. So would it just be the frequency or how it's done or how do you mean exactly with reframing the refresher?

EGM4: Um, yeah. Yeah. I mean, again, it's, it's done the way we do it is, um, is, uh, is online first, then there's a code of ethics. Um, I think it's more, if there is the need, you know, if there's, there's a need to, to, to reinforce it, uh, then you can somehow change it a bit, the frequency of, of, of doing the refresher. Otherwise, as I mentioned, so we don't really have many challenges. So, and then, I mean, working with a big corporation, the code of ethics is, is regularly updated. Okay. And then they, they would send us the revised version that will tell us which different, um, which different, um, uh, clauses or new paragraph had been added. So we would try to then would definitely make sure this is embraced. Um, maybe we could focus a bit more on the personal data protection. Um, but again, I think we're quite, well-prepared also in that sense, especially when, uh, last year, all these laws, especially the, the, the, the personal data protection law in Europe took effect.

Interviewer: Yes.

EGM4: So we had to realign ourselves with the quite significant, um, uh, job done there too, to make sure the hotel would be realigned also with our cultures and different, um, subscriptions. And, and obviously the protection of all the different data we have. Uh, also in that sense, there is a very strong, important ethical component. Um, so when you talk about the code of ethics, we don't necessarily link it to the personal data protection. So probably in that sense, maybe as an improvement could be to, even though the results are regular refreshable personal data protection, but that the subject is quite complex that, um, um, you need to keep that up and going always and refreshing, uh, the people otherwise they would forget. So we have the very, very strong foundation when it comes to data protection, but I would imagine that maybe we can also look into how often refresh them to trainings, for example.

Interviewer: All right. That answered my last question. I'm going to stop the recording.

Appendix 2.5 Interview Transcription EGM5

Position: General Manager

Nationality: German

Years working in Hospitality: 18 Years

Years working in Thai Hospitality industry: 14 Years

Years working in 4-5 Hotels in Chiang Mai: 5 Years

Interview Duration: 21 Minutes 12 Seconds

Manfred Ilg (EGM5) has 18 years of experience in management of 4-5 star hotels in Asia, specifically, Thailand, Laos and Cambodia. He was general manager at 137 Pillars House, Chiang Mai in 2011-2014 (4 years).

Interviewer: OK. All right, would you give me a short description, or principles that you think an ETHICAL LEADER should have?

EGM5: In my opinion, you need to be very forward, you need to be honest and sincere with yourself. My point is, is somebody that does something which is different to what I think it should be done, shouldn't be done, I will be telling them immediately and very straight-forwardly and not keeping anything back. I will call them into my office, I don't talk usually in front of other people. If something goes wrong and I get into the office and tell them what is in my opinion, is not going so well or did go wrong and then we will together try to find a solution and the topic usually is out of my head. I mean, I'm not somebody who keep something in my mind for the next half year or next year until the evaluation comes. And then in the evaluation say listen, eleven months ago you did this and this mistake but we talk about it and then it doesn't happen again, its out of my mind.

Interviewer: So you so you would say what you what you want to have done directly, but not in front of everyone else. Is that right?

EGM5: Exactly.

Interviewer: All right.

EGM5: In front of everybody else, I do, I do corrections or if something does not go so well, I do that in the one-on-one discussion.

Interviewer: OK, yeah, all right, that's clear. And so I would like to know from the start when you when you're hiring LMM, to to what extent do you focus on their ethical, their ethical principles when you when you look to hire them?

EGM5: Its difficult because when I started in 137 and I didn't have HR yet. I had to start hiring all staff and eventually, I found a HR and he was hiring the other staff. But in the beginning I was only one person. So I had to interview, (inaudible) but also that I asked some questions about how they handled a difficult situation, about what they do to pass

time and are they still involved in the (inaudible) company. If they are married or not? Do they go home to their families? Single people would engage more in activities outside of their regular working hours. The difficulty for me is at work when something does not go right and they come and either ask for my opinion or ask for my help, prior to something goes wrong, or obviously I hired them as managers, so I would have to support them in whatever they did and try to correct the situation (inaudible) to get back.

Interviewer: Yeah, OK. So you really look at their personality as well and also their....

EGM5: On their experience and then their personality. More importantly, to be honest at the beginning, when the hotel was open and we had the .. in place and we had the budget in place, the personality was equally important (inaudible)

Interviewer: OK. Yeah. So you're basically saying that the skills and hard skills can be learned through the SOPs right?

EGM5: Yes, we have to establish them first. So maybe some people people who... had previous manager positions already, can then establish the SOPs.

Interviewer: Yes. OK. And so talking about S.O.Ps, when training the middle managers. How do you add in the ethical aspect to these trainings personally?

EGM5: I always find it is very important that there is open communication always communication between myself and the managers, but also between the managers and their staff. The managers should always try to weigh in between what is the.. situation but also what is the .. situation. In the region, somebody has a problem at home that the manager should be so close to his or her staff, that they know what's going on in their private lives and that there is good communication, so that can be taken into consideration, work or holiday, private lives, something that happened, they didn't sleep well, they have issues at home, or issues with money or issues with anything, they need to take this into consideration of something goes wrong. Basically the day to day staff...

EGM5: But no one is there any chance that, oh, my gosh, you know, about this intervention before attacks and if something going on.

Interviewer: Yeah. So basically they don't adapt well.

Interviewer: Yeah, OK. OK, can you repeat the last part?

EGM5: Oh yes.

Interviewer: Yes. And do you also support the HR's role in this as well, or what is her role in this part.

EGM5: Well, there is a certain structure. I mean obviously the staff are (inaudible) they

have a (inaudible), they go first to their department head obviously and they go to him or her then would probably go to the HR and they will solve the issue internally. If the HR cannot handle and then they will come to me. We will join together and find a solution.

Interviewer: All right.

EGM5: Oh yes. I am involved, but I am only involved if HR cannot solve the situation. I

Interviewer: Yes. All right. So yes, I got my answer to that. So now moving on. When you've already hired the managers, so during their daily operations, how are you involved in the performance appraisal of the middle managers? In the ethical point of view. So a middle manager would be, for example, F&B, front office manager, H.R. manager.

EGM5: The managers that are talking to me directly, are of course, involved in the daily and in the monthly and in the yearly performance appraisal. Its done twice a year: mid and end year. Also during the probation, I'm very very careful what kind of (inaudible). Its a three month probation, I give them one more month so I that after 4-5 days during the probation, we have an informal talk about what's going well, what's going not so well. How happy I am. So if the probation days are over, the staff is not surprised with something not going well and I have to extend the probation and tell the staff she doesn't pass or he doesn't pass the probation so at the half time of the probation period, there is already a talk where we talk about, you know, what went well, what went not so well. Then either its a confirmation of the probation, or extending it one more month. We set very clear goals.

Interviewer: Yes. All right. And during this these conversations that you have, how do you make sure that you are able to assess if this person has the ethical principles that you think they should?

EGM5: I must say, I have been quite lucky that the hotel is rather small, you know a boutique hotel. I like to be out on the field in the hotel on a daily basis, quite often during regular hours. To limit my admin work to time .when there's no guests and there's not much to do. When there guests in the hotel, I try to be outside with the hotel guests and also with the staff. So I'm also walking daily through each department to say hi, to see how everybody is doing, and sometimes the manager is there, so we talk. When the manager is not there, I talk to the staff how everything is. So sometimes, I hear stories or I hear things that the staff opens up when the manager is not there. I take it up with the manager. Also I have the daily briefing with the managers. and I have a weekly meeting which each manager on a one one one basis in my office and we keep lists of what needs to be improved but also in the work ethic. So in the (inaudible) of projects they need to do in the future. There is nothing that comes as a surprise because we haven't met somebody for a month and really bad but we are talking on a daily basis, weekly basis. Daily for the morning meeting and weekly on the one on one meeting.

Interviewer: So from my understanding, it really helps when you're personally involved in the daily operations?

EGM5: Absolutely.

Interviewer: And as you mentioned before, you said in the annual planning, you have the appraisals. What else what else do you do to support the middle management during these annual plannings from an ethical point of view? For example, every year you have the budget and you have setting the goals for the next year.

EGM5: We do outings to promote team building and then we go, I don't know to the temple. We go trainings of course, motivation training, skills training, Train the trainer seminars so then enables to train the staff better and a lot of training which is being budgeted on a weekly basis with HR who are responsible for training.

Interviewer: And how are you, How are you personally involved in training for specifically the middle managers? So, again, from an ethical point of view.

EGM5: I would say that some of the training where I will be holding myself, like service trainings to meet guest expectations, or surpassing guest expectations. I would hold those myself whereas (inaudible) from outside, outsourced trainers which we have worked with in the past. From an ethical point of view, I think that managers should be in a position and have the experience and I think the ethical point of view, there is nothing to train either they have it or they don't have it and you find out very quickly, whether they are good and fair to their staff, whether they are blaming and whether they have a favourite one and people who they don't like and then them the bad jobs. You can find that out very quickly.

Interviewer: Oh, I see. And so talking about these kind of dilemmas with the with the ethicality of the managers, how do you normally bring these issues up. So the issues that you mentioned just now, when you find out that someone might not be as ethical as you'd like how do you solve you these?

EGM5: Normally in the one on one meetings, if there is time to wait for the weekly meeting, if something urgent or something happened to I don't know a manager. For example, if somebody touches the female staff inappropriately. I would not wait until we had the weekly meeting, but I would call the manager as soon as I hear about it into the office. Tell them what I heard and then listen to what they say. When its serious, obviously the action must be taken immediately. If its serious allegations and they turn out to be true, then I have very little possibilities then I need to terminate for serious offences which is written down in the handbook. What are serious offences and less serious offences to take appropriate action, as per the staff handbook. And that's why we have the staff handbook. Its very clearly written down and everything is clear if it is less serious there is warning as a result or more serious with termination as the result.

Interviewer: And you will be the one to make these decisions?

EGM5: Together with the HR. I would discuss with HR first and look if we have the same opinion, then would take the action.

Interviewer: All right. Yes, that's clear. And overall, what do you feel are the main challenges to support your middle managers to be Ethical leaders?

EGM5: I think, again, it depends on the size of the hotel. Whether a manager has 50 staff or 100 staff like in big hotels, because they have less time to look at each individual as they do have in a small boutique hotel, like ours. For me, it's really important that when they interview the staff and they hire the staff, the hiring process is important for me, because usually it's the department head, its the HR interviewing first, both on the skills, but also on another another on ethical issues from the staff that the HR thinks that are suitable. Then the department head can interview, then when department head thinks also that are suitable. Then I would just need to see the staff briefly to see whether they are groomed, with guest contact, if they look proper with the standards of the hotel that you have to keep. But I do not interview, line staff on ethical issues, but I do bring up ethical issues when I interview management staff. But of course, I also do, for management staff, I check on previous employment on what happened, if they were good staff and why they left and so on. The background check is really important.

Interviewer: Ok and could you give me some examples of how you assess the ethicality of the middle managers when you hire them? As you mentioned, just now.

EGM5: I would I would I would I would ask questions on how they would tackle the staff, when something does not work up the expectations and what would be their action then would just let it go and talk behind the staff's back or to other employees, or whether they like I do, bring the staff up into the offices and speak about it and bring out the issues. That's really important. Other ethical issues are for example like theft, like like talking bad about the hotel outside, whatever it is. These are very clearly written down in the staff handbook. If I hear about it and the staff that they start working with us, they get a copy of this staff handbook, also sign that they understand and have read the staff handbook. If something happens there, then no explanation is needed, so the action will be taken by the staff handbook.

Interviewer: All right.

EGM5: Everybody including the management have an induction training. The HR will on the first day go through the departments, will go through the staff handbook and will walk through the hotel and introduce them to everybody. So they are aware of what is allowed and what they can do, what they can't do.

Interviewer: All right. Yeah. So they're aware from the beginning.

EGM5: Yes, they have to be aware. Otherwise you can't blame them for anything.

Interviewer: Yes. So my last question from all your past experiences, what would you change or what have you learned from your role in recruiting, training and supporting these middle managers to be Ethical leaders?

EGM5: We notice that from a single interview, that is five minutes, or 10 minutes or half an hour, you cannot really get to know the person, you don't know whether they're ethical or not. Everybody can tell you things that you'd like to hear. So for me it's really important for the management staff, it's important to do the background checks for previous employers, if they have any. To get a bit of a clearer picture. Of course, I will interview them and have a couple of questions about work ethics during the interview, but if they are well prepared, they definitely know how to answer a question. What's really important for me to, during the probation period to really watch their performance, because that is what the probation period is for. And if you don't take the probation period seriously or you forget about the (inaudible) of the probation period, then they automatically become permanent staff then you are stuck and you really have an issue when getting rid of people if nothing really serious happened, then you're stuck with them. You really have to be careful during the first three months of the probation, for three or four months, depending on if we extend the probation for one more month. Quite a few times I must say, I extended the probation. For three months is a little bit short and we were not able to make, I was not able to make a final decision, in the original probation period. Then in the last months there is a big improvement because they are really scared of, not passing the probation.

Appendix 2.6 Interview Transcription EGM6

Position: General Manager

Nationality: Anonymous

Years working in Hospitality: 14 Years

Years working in Thai Hospitality industry: 8 Years

Years working in 4-5 Hotels in Chiang Mai: 7 Years

Interview Duration: 28 Minutes 7 Seconds

EGM6 has over 10 years of experience as management in hospitality and 7 years as general manager in a 5 star hotel in Chiang Mai. EGM6 requests to remain anonymous.

Interviewer: All right, so my first question so is, could you give me a short description or what do you think the principles of an ETHICAL LEADER should be?

EGM6: Yeah, sure. And in different ways, it's very important that we conduct ourselves in an ethical way like we do the right thing. First of all, on one hand, following the local authority, the law or the law and guiding law, which is existing in a certain location. However, as well as a certain, I would say, like norms and and behaviors, we would follow, you know, in a society that would not harm or do not have a negative impact our certain on in community as well and the environment, people work in. So, for example, maybe that would treat those people that respect the moment we have normal conversations and we would value individual persons and would not discriminate on certain traits, I would say would be like some cultural wise or or or something like this. On the other hand, also that we do the right thing in terms of what, for example, if you work with a certain chain that we follow the ethical code from within the chain, which is maybe working internationally, and is maybe different from a certain country where we operate in. For example in Thailand normally or normal, that we would give gifts to to certain individuals, maybe also from government institutions, which overall, for example, in the company when I worked with "Anonymous International Hotel Chain B", was not allowed or you need to get the respect to approval from your from your superior. so that that can be avoided. Some unethical practices like bribes or a bribe or or that you would get a favor in return in the future that this can be avoided, you know. So, yeah, but I think it's about really about how we as a human beings interact with our community, that we are doing the right thing according to local authorities, as well as the hotel chain that we comply with, with their regulations and (inaudible).

Interviewer: So really, especially when working with hotel chain, it's very strict to what corporate has given you to work with, is that right?

EGM6: Yes. So we've been I mean, first, when I worked in Chiang Mai, "Anonymous 5 Star Hotel" was within the "Anonymous International Hotel Chain A". And then it transitioned to the "Anonymous International Hotel Chain B". So both of these groups are listed on the stock exchange in the states. And so for those companies, it is very,

very much important that they can follow throughout the worldwide scope of the hotels, that they know that they have the same practices in place so that they can avoid that, that they have certain hotels which which may be misconduct in an ethical way and at current times when we work with "Anonymous International Hotel Chain B". So what was due every year. So we have actually every manager had to go through an online course, you know, maybe like an hour and a half an hour, one hour many. "Anonymous International Hotel Chain B". would give, like, a brief training on what is acceptable behavior to be allowed and what is not allowed. And we needed to certify them with a questionnaire that you needed to reach certain points that we would be able to pass. And then you had also to actually sign off that you are willing to follow this ethical code, which has been so. And then its valid for one year and then every year need to review that the constant training. And it's actually one of the key pillars of the "Anonymous International Hotel Chain B"., with the "Anonymous 5 Star Hotel" in Chiang Mai.

Interviewer: All right. And when when you saw what was your role in in these online training, so these early trainings that you mentioned. So what was your role in ensuring that the middle managers were they were putting the ethical principles into practice from these courses?

EGM6: Sure, yeah. I mean, on one hand, it starts when they like how they conduct the meetings and then they're assigned certain tasks. You know like, we had team members. (Inaudible) on of the distictive differences was, you know male and female, there was at the beginning certain jobs, which only male people or male staff were allowed to do, or just because it used to be like this. For example, room service, we had only male people or a hostess job at the welcome at the desk from a restaurant. There was no host role as such, so it was not really considered that there would be maybe a man who would do that role. It was only a hostess. So I had to change the mindset of my restaurant managers and for my bar managers, banquet managers. And so I started to rotate our staff around and also when we were hiring and then they were hiring staff. And I, I included my middle managers into the hiring process and interviewing staff and then let them actually conduct the interview with me together so that they were able to, so I was able to see what what what they asked the candidates. Then I could show them, like how I would ask the questions on what I would like to see it conducted or maybe we a more international perspective and having these ethical norms in mind. So, for example, we were hiring also, we call it here transgender right? Transgender staff and probably if they would have had the prescreening just by the middle manager, they wouldn't have made it into this selection for us to actually choose them later to work for us. So we were actually able then to to hire LGBT and transgender friendly environment. And we have to make sure that that they were not harassed during work. So let's make sure that they got that they were given the right changing rooms and that they were and that our staff was nice with them, especially when we had like team outings and our staff was drinking alcohol and they wouldprobably not hang out with these colleagues. So in that way, we have to make sure that they are respected and they are given the chance to just be treated in the correct way.

Interviewer: Yeah, yeah.

EGM6: But I think it started from from that point. And then also within the for example, when my restaurant managers or banquet managers had some interactions with suppliers, you know, when they received or so they knew (inaudible) But then they're like, oh, he has difficulties, for example, to hire casuals or how can we manage to cash in or can you not take tip money to to pay the additional salaries to them? So we have to just to make sure that we are always very with clear rules and that they were publicly known, you know, that everyone knew that we do the right thing. And and and one of the most important parts was that I always complied, you know, that I always was the role model.

EGM6: Yes.

EGM6: I showed them what what is acceptable and what is not acceptable. So I need to treat the staff correctly. I am not allowed to take on gifts from supplier. I cannot ask my staff not to do that when I do it myself. And so I have to be a role model for example. It comes from the hiring as well as from the training, and we had our monthly staff meetings. I have to repeat the certain practices or the guidelines when they came up once every year. I make sure that if some of the staff failed the test, so I have to make a quick chat to understand why they were failing, because they were not very, very complicated actually. So yeah, sometimes concerning that (inaudible).

Interviewer: Yeah, OK. And so basically overall, it seems that you really guide, guide your employees and also really be the role model to your managers if I understand correctly.

EGM6: Yes. So I meet with the managers. I have obviously a daily interaction with the staff. You meet them here and there, but it's just like a brief :Hello, and how are you? Everything alright? You know, you don't have really one on one coaching every single staff. Of course I but with the managers I have my, you know, manager meetings, you are having more interaction because some of the chain of command, they were closer, but I was giving them directions and the guidelines here. So they were much more exposed to to my to my being, you know, like how to do things and how to and how to do. And when I heard about; Oh, this has happened, that this has happened. So I would often ask them, how would you handle that or what? Why would you do that? Like this, you know, something like that, yeah.

Interviewer: And so going back to before these managers even join your team, so to the hiring process. So how do you ensure that personally ensure during the hiring process that these middle managers you're hiring have the ETHICAL LEADER, leadership principles you want?

EGM6: Yes. I mean, one one one very important part was always reference checks. Because, I mean, from CV and from the own experience. But obviously, this is one thing, I mean, someone can ask and have a good track record on a CV but you would actually

not know, if they, for example, would steal or not. A long time ahead. For example, the case that you are hiring a banquet manager and he had a very good track record. You know, he worked in large hotels, in reputable hotels. And then, you know, that's what you do, I mean, especially when you're hiring managers, you take the time to check. Because they will have a big influence on how your team will perform and how they will do. So I called up the other GM, manager of this person and they said, well, we have actually, you know, we have actually to let him go because we he stole like the music system from one of the banqueting functions.

Interviewer: Oh, dear.

EGM6: But he actually said that he resigned because he had to take care of his family or something like that. You know, it is a quite normal reason. So I mean, I was lucky to have checked it because I would have otherwise hired this person. And I mean, if someone steals, it's already a big sign that because I mean a big no go, especially in areas like banquet, where there is a large amount of money, a large amount of equipment and expensive equipment is being transported around. And it's not very easy to, to supervise it yourself and to control. So we do that in that way.

Interviewer: Yes. And what about during the when you interview the managers, do you also interview them personally?

EGM6: Oh, yeah, everyone. All the managers.

Interviewer: All right. So during the interview process, how do you, um, do you have specific questions or procedures which you make sure that you can find out as much as possible their ethical principles are? Or do you do this on the on the work floor or how does it work?

EGM6: Um, I don't have, like, a very specific question, but I mean, I would probably ask in certain things whether they had rather had an issue with the employer or if they had an argument with the employer. What was the reason of the arguments and how was it resolved. To show like what was the opinion that he had, or if he had an issue with the staff and why he had that, but that I think the discussion is more in general to understand what this person is like and not, not very specifically to find out if this person is an ethical manager or not.

Interviewer: Yes. All right. Um, and so when you're already working with these managers and so on, when you have performance appraisals or when you give feedback, how do you make sure that these middle managers you're dealing with have ethical or are Ethical leaders during this process?

EGM6: I mean, I do the appraisal. So that I, we covered this this this this reflection, ETHICAL LEADER skills?

Interviewer: Exactly, yes.

EGM6: OK, um, so that's that's definitely a part of working in a large organization. So we have a very rigid and controlled appraisal process and we use standardized appraisal forms which include sections where they say like oh, I mean, have you done the correct steps? This, you know, give an example of something which could have been done differently or better, or was there an issue that would follow certain guidelines which were outline for us by the hotel group. So, yeah. So that would be then a spoken about in the appraisal review. Who can be highlighted with someone who does not not not not concluded that. With "Anonymous International Hotel Chain B" that was actually twice a year appraisal, in the middle of the year and the end of the year.

Interviewer: All right. And so talking about yearly when you so when you do your annual planning, so when you have the budgeting setting the goals for the next year, is there a part where you include ETHICAL LEADER for the middle managers into this process or?

EGM6: I mean, I don't think that that is one of the key priorities when finding out, I mean, I would say probably about 75 percent of our work target is to generate revenue, profitability, and in doing so. I mean, ETHICAL LEADER and do the right thing and staff satisfaction and even guest satisfaction become quite diminishing in the large chains, which are very profit oriented because there are still shareholders and they want to see their money.

Interviewer: Yes

EGM6: If you then look, for example, into a hotel room like Soneva, that actually the founding, founding principle was a sustainable approach where actually every hotel has no environmental impact into its surrounding and actually expect by learning and and not and not destroying any resources. And they can become energy neutral or surplus at one point. However, you see that that actually some of these some of these or I mean, this group has actually not managed to to sustainably grow because they were just not financially sustainable in the long run. So in one part also the financial sustainability is also a big part in these groups actually can grow and become successful. So overall, I mean, when you look at it as you know, it becomes like we wanted to reduce plastic for a very long time because we know in our hotel operations that actually not environmentally friendly at all.

Interviewer: Yes.

EGM6: You just guests travel all around the world and then obviously the big CO2 output. Then and then when they are in, you know, in the vicinity of the hotel, they go around and obviously produce trash. That's just normal. So when people when they travel, its not in your environment that, you know, you have many more Single-Use

plastic water bottles, you're using maybe from the hotels and all the shampoo bottles or the fact is, maybe they have the convenience of in the hotels like I paid for the room, I left the airconditioner on because we don't need to pay the bill.

Interviewer: Yes.

EGM6: And also, like as a as a as a as a founding principle, actually, sustainability of hotels is not really you know, it's more of a greenwashing. What I mean. I would say, you know. I mean that is of course, we can definitely avoid producing as much as we do now. We can definitely reduce and there are some hotels which have tackled that very well. But there was a like boutique hotels in Bangkok, which was the first hotel without plastic. So there, you know, the totally reuseable. And now finally, also the large hotel groups started to see that actually customers are going to be OK if you give them, for example, bulk sold them bulk hair conditioner or shampoo and they reduce all the single-use small bags or packages but obviously it is very difficult to try to share this vision on a global scale. So our local workforce or local managers and need to explain to them why, you know, on one hand we need to to to save costs in certain ways, but we are not able to maybe pay, you say like make a training trip to to a certain destination.

Interviewer: Yes.

EGM6: But on the other hand, we are willing to spend more money on a on a maybe a more expensive unit, which is not you know, a made container, which it might not be made from styrofoam or plastic, but is actually made out of bamboo or, you know, like or pressed-wood. It is sometimes difficult to explain to our managers as well, which do not understand why this would be like that. So overall, it is very important, but it's kind of like a coherent approach. And a coherent understand is there, to understand how that decision to buy, for example, styrofoam boxes for large banquets have a negative impact, just because the customer wanted to take away, you know, or something like that.

Interviewer: So it's really about understanding.

EGM6: Yeah. But in the budgeting process, I don't think that it is actually one of the key pillars that when the budget is set up or when the planning is done on a daily basis. But these elements come, I think, along throughout the way you're working and are institutionalized by the different, you know, especially the general manager and the executive team who are working on property to make sure that more common sense and and more sustainable options are being used.

Interviewer: All right. And so overall, what what do you think the what do you feel the main challenges are when you are supporting your middle managers to be Ethical leaders, as mentioned?

EGM6: Yeah, I think one one part is like I mean, I have I have come around quite a lot. I've seen different countries and our managers mostly have to maybe work within the city or maybe within two different provinces or something like this. So the mindset is different or something that. For example, they have they have maybe worked through and maybe worked their way up to become manager, from being a trainee. For example, in Thailand it is very common, that as a trainee, you're not getting paid. It's kind of like free labor, right? And sometimes we have taken advantage of I mean, I mean, you know, my management director and the HR department make sure that they hire enough trainees which they can actually use its workforce. But then in the end, they've actually not really learned anything and just worked you know. I mean, that's not, you know.

Interviewer: Yes.

EGM6: And when I when I, for example, approached this topic, they said, like, all this is normal. So for them, it is normal, whereas, maybe worldwide, you know, when you got an internship, I mean, you're a workforce. You should get at least like a minimum pay or things like that. When I was in management trainee as well. I mean, I did mine in Switzerland, even as a management trainee, I got paid very well. When I went on an internship in Germany, I would have not got the job, but I really wanted it and I knew that it would help me in the long run. I also accepted actually, I told them actually also, hey, what if you don't need to pay me? I just come work for free. And then they accepted to take me. But in the end then they gave mw kind of like a consultancy fee payment because they were happy because I did.

Interviewer: Oh good.

EGM6: But yeah. But something like this, you know, that our local managers maybe don't have the right understanding or or or maybe don't share the same agreement, you know. For example, you know, like we tell our team to not use single plastic or to not have a bad impact on our own, our nature. And then at home or when they go and shop. I mean, everything is full of plastic. I don't really follow them. This is not practical at all, you know.

Interviewer: Yes, so it's not followed through.

EGM6: It's just so we know where we maybe because we have a more international exposure and maybe a better education in certain ways. We are able to distinguish certain certain things which are to us just by nature, not ok or just by by doing it is not alright. But there are some local managers have been grown up with this because it is just the way it is.

Interviewer: Yes.

EGM6: Like recycling. You know, like when I was introducing it to my team, even my manager was like, oh no, we don't even do that. We should never waste our time. And who would take care of and how will it work or things like that.

Interviewer: Hmm. Yeah. Yeah. All right.

EGM6: I think the biggest challenge was really that I even though like everyone just comes from a different background and then working internationally, that certain certain habits or or even, you know, like for example, paying someone a gift, paying someone a favor to get a favor in return. For example, one of my beer suppliers, he I mean, he didn't give money to or something like this to my manager in cash payments but then he came and sponsored the Christmas party of the team. You know, which is not ok.

Interviewer: Oh I see.

EGM6: It's (inaudible) payments actually that they actually expect that later on, they would get it back and even managers would have maybe difficulty to understand that. That there is an expectation from the other party afterwards because they are asking a favor, you know. But they think; why would our team to pay for the Christmas party, when we can get it? And this is normal practice. Sometimes these normal practices which are happening which are difficult to really explain, the managers and the rest. This is probably the biggest gap, that they understand the local practices are most of the time, not all complying with what actually the company's requirements from international perspective on how this would have been used.

Interviewer: Mm hmm. OK, so coming to my last question, so from all your past your past experiences, working in Chiang Mai. What would you change or what have you learned the most from all the way from hiring to training and also supporting middle managers as Ethical leaders in your hotel?

EGM6: I mean, when I came first, Chiang Mai was my first time posting. It obviously took me quite some time at the beginning to understand also what was different and all the layout on how things are done. But, yeah, I mean, I came actually into a team which had not many managers working and we hired them right off the bat. And we actually had to rely on on other people's opinions at the time and reference checks. And I was not on top of it from the beginning. I mean, I think ethical management is not so much actually that you can learn it. Either you are the person who has ethical behavior kind of like rooted in you, in your being.

Interviewer: Yes.

EGM6: If you if you if you are a person who's not really following ethical behaviours, its going to be very difficult for you to align or to learn. I think it can be learned early on

during the course of your training and education. I think later on once once you get used to this and the way you work, it will be difficult for you to adjust. The most important part is in the recruitment process when you really need to make sure that when you hire a person, you do your due diligence and and double check that these guys are really telling not just the truth and they are correct and not just relying on on their CVs or the information they want to share. So you really need to do your (inaudible). And at the beginning, I have not done that properly.

Interviewer: Yes.

EGM6: Whereas now I know whenever I hire, I take sometimes longer to just double check and look that everything has been done in a proper way.

Interviewer: All right. I think that answered my last question and all my questions, so I'll just stop the recording.

Appendix 2.7 Interview Transcription EGM7

Position: General Manager

Nationality: Indian

Years working in Hospitality: 27 Years

Years working in Thai Hospitality industry: 6 Years

Years working in 4-5 Hotels in Chiang Mai: 3 Years

Interview Duration: 23 Minutes 42 Seconds

Rajat Chatterjee (EGM7) has 27 years of experience in hospitality management. He has been general manager at Le Meridien, Chiang Mai for 3 years.

Interviewer: Great. So to start off, could you give me a short description of what you think an ETHICAL LEADER is?

EGM7: Firstly, as a leader, you've got to be ethical also because you've got to do the right thing and being ethical means that you follow the right principles of business and you follow the right principles of human beings and relations that you manage at work. So, um, Marriott as a company is an extremely ethical company. And one of the things that the chairman says is, um, the business we do is as important as how will we do the business. So it's not only about making revenues and making profits, but it's, you've got to do it the right way. And because we are an international company, we are mandated by FCPA laws (Foreign Corrupt Practices Act). We are a US company, right? So we have a foreign corrupt practices act of the US that we are mandated through and the British anti-bribery act and all the anti-bribery and anti-corruption acts of every country. So integrity following the right procedures, following the right accounting procedures, all of that is extremely critical for us. So we cannot deviate. We cannot on the whims and fancies of monthly revenues and profits. We cannot cook the books. We cannot make numbers up. Everything that we do is above board and that translates into our day-to-day lives as well. And that's the education we provide to our associates. So, you know, all of us have to do an integrity training every year, uh, and be, uh, we mandate and we clarify that we are all following the right procedures. Um, also there are integrity hotlines that are provided to all our staff, should the wish to go and report. If they feel there is something incorrect or unethical being done on the property. So we have fairly about both from that perspective.

Interviewer: All right. And, um, so of course, as you know, Le Meridien has everything with ethical going on. Um, so how do you personally, when you recruit, um, middle managers here, um, how do you make sure that they, that their ethical principles are assessed in the recruiting process?

EGM7: Some of it is in the questions you asked, some of it is in, uh, you know, we have, we have our interview guidelines, we have, uh, the ask some, uh, very pointed questions and we ask people, especially if I, I don't normally end up interviewing middle managers. I would normally end up interviewing department heads and senior leaders. So the questions, we have something called a STAR interview guidelines, and we follow the process of STAR interview guidelines. And one of the, one of the key principles of that is to ask for an example, so you would give them a scenario and you will ask them an example of how they handle that scenario. And in that you would summarize whether they are being ethical or unethical. So a question could be, you have an opportunity to show a profit by shifting some costs from one month to the other. And as the department head, what is your stance on that? How would you deal with it? And then

you see how they react and what they, what they mentioned. And that's how you take it through different facets and you see how they come out.

Interviewer: All right. So through the interview where you ask the behavioral questions, is that the main criteria, how you assess if someone is ethical before you hire them or?

EGM7: There is no other, which other way does, you know, unfortunately until they don't start working, we only have to base ourselves on interviews as well as reference checks. So the process nominees are the person who would apply. We would go through multiple resumes. We see somebody who fits the bill. We set up interviews with those individuals. We go through the STAR questionnaire. We short list of maybe one or two candidates. After that, we do reference checks based on reference checks and the interview results. We decided that we're going to hire, depending on which position we are hiring. There's not one interviewer, there are multiple interviewers. So for example, if I'm hiring a director of finance, I would interview, we would have an interview with the director of human resources. We would have an interview with our area director of finance, which is the person who looks after all the finance divisions of Marriott Hotels in this area. So our area is Thailand, Vietnam, Cambodia, and Laos. So within this section, that's 50 hotels. So the finance head of these 50 hotels will also interview the candidate as well as the owning company would interview the candidate, depending on which position you hire, so thereafter we compare notes, and then we do the reference check, and then we go ahead and hire the person. And depending if they fit the bill and fit the criteria for all, all different sets of people.

Interviewer: All right. All right. So many, many layers. Yes. So when you've already hired that middle managers, so during the training, how do you make sure that you personally make sure that, um, they're, they have ETHICAL LEADER principles training?

EGM7: It's your day to day. And we have, you know, Marriott as a company and Le Meridien as a brand of Marriott. So we come under the umbrella of Marriott international. Marriott as a company is an extremely ethical company. And we have multiple audit checkpoints. We have department audits, we have section on audits. We have a checklist, we have balance score cards. If somebody wants to do wrong, they can always do, you know, That you cannot control every, however, there are enough check points for us to see if the person is unethical or not. In the day-to-day work middle managers for me, particularly department heads and senior leaders, we are constantly in communication with each other. We meet everybody every day. We have what is called a balance scorecard. So we evaluate performance. We have our own internal audit checklist by department that is cross audited by different individuals. For example, if there's a, let's say front office department has its own five, 10, 20 points of audits that need to be checked. So they are checked by the rooms division head, they check the audit points, they do it independently. And there are certain key parameters between these checklist points, which are then double checked by the director of finance. Then we have external auditors that come from our owning company who also check for whether the hotel is following, all the right systems and policies and procedures. Again, most of the checkpoints. And like I said, we are us, we are a US-based company. So for us ensuring that the right integrity and the right policies and procedures are being followed is extremely crucial. And that is the power of our brand, because that is why a lot of owners have trust in our brand and our brand and our company. And that's how we are the largest hotel company in the world right now. So that really helps.

Interviewer: All right. And with all these, um, procedures that you mentioned, all the checkpoints, to what extent are you personally involved in them or?

EGM7: My involvement comes up whenever the audit is conducted, I review the results. Um, along with the person who's done the audit, as well as the department concerned, and the finance head will review the audit. We look at the weaknesses, then we work on the action points for improving the weaknesses and the audit. So my process is to ensure that I'm constantly in the loop and in the information about what is going on and in the corrective procedures, and then ensuring that the corrective procedures are working.

Interviewer: All right. And, um, so during trainings, I'm not sure, do you have any onboarding activities?

EGM7: Yes. We have onboarding for every department. So for every position that are online onboarding activities from Marriott, which are on our people systems, apart from that, we also have property onboarding exercises. (How are you? See you. Enjoy your day?) So we have property onboarding exercises as well, which is basically we send a person into different departments. We set up, um, internal checklist of what they want, what we have what's called, what to observe of different departments, depending on which level you're joining. We will send you into a department. So for example, the director of finance has an interaction with all departments. So when a director of finance will join, we have a Marriott onboarding system, which is explaining to the director of finance, all the Marriott procedures in finance, which is an online system, which is on our intranet sites. So that's something that the person has to do. And it's, it's almost like a three month period that they go through this exercise. Apart from that, we have almost a two week to a three week orientation plan on property. So we would have the director of finance going to different departments, work with the department, head and go through what to observe and check and understand the functioning of the department, understand what are the points of coordination with their own division, and then see how the processes are working and what are the challenges? What are the successes? How can they make it better? So they get a complete idea of where they sit today. And then from there, they move it forward to, uh, you know, the day-to-day work on improving the communications and coordination. And other big thing about integrity, I would like to mention is that, although I'm the GM, but I'm also held accountable because my director of finance as, as Khun Amornrat.

Interviewer: Yes.

EGM7: She has a responsibility to report me if I'm asking her to do the wrong things. So for example, as the general manager, I can ask her to, uh, probably show some costs on profit and loss or reduce some costs or shift some costs so that the results of the hotel look better. Right? It's it does happen in different places, but she, her responsibility is to be our custodian. And she sits as our, you know, she has the overseeing capacity that none of us are doing, which harms the company is GM, HR, anyone else? So we cross audit each other. So if I have a challenge with what she or he in, that position is doing, I can raise it to the next layer of management, which is the area office, which is our central command sitting in Bangkok. And she could report me to the area office as well, if I'm doing something into it. Yeah. So if, for example, I'm giving them a cheap rate. So I'm taking advantage of, uh, giving benefits to a customer and things like that. So all of that is a very clear guideline in that we had a very strong company on ethics and yeah.

Interviewer: Yes. Perfect. All right. And, um, so you've already mentioned, daiyl operations, performance appraisal training and in the annual planning. So every year when we make a plan of the goals, the targets, how do you personally make goals maybe for the ETHICAL LEADER of the middle managers?

EGM7: Again, because we're such a large company, we don't have a, we get a lot of what we call a balance score card, those are goals. Because the belief in the company is

that a chair needs to have four legs. If you have three legs, the chair will topple. So we get a balanced scorecard that is sent to us from our regional office. So the balance scorecard, there's a balance scorecard for the hotel, which I am accountable for and the HR team is accountable for. And then there are department balance scorecards that are sent per division in charges, sitting in offices and regional office. So director of finance will give, get their own balance score. I will get my hotel balance scorecard. Okay. These are our goals. All of these goals have points of connection. So for example, she will have a goal of let's say, gross operating profit. Okay. I will the same goal. The hotel will have the same goal. A rooms division head might have rooms, division profitability, which links into the goal of hers, right? And the F&B division will have F&B profitability, which links in there. Um, sales and marketing leader will have a revenue goal. The hotel will have a revenue goal and so with the F&B head. So there are multiple points of connection in all our goals, so that it's all integrated towards one common direction for the hotel scorecard. Within that we have, what is called, um, um, how'd you explain this? There are these caveats that are put into, for example, if we have, we have to achieve a gross operating profit of X percent, let's say, or flow through of 5%. So we have a target now, below that target, what does that mean during an audit rating? So if our internal audit trading is, let's say, let's just take an example of a red Amber, green, green being the best score, red being the worst score or amber meaning you're the middle of the ranking. So if you have a three point scoring average, if you reach a green, then whatever our score on gross operating profit of flow-through is, we get the same score. But if you go to a yellow, then we drop one point. If you go to a red, we might drop points. And that's how there is a very clear accountability built around audits and self controls.

Interviewer: Yeah. So again, three more layers again. All right. And, um, so in the hotel, when, if there would be an ethical situation or an ethical dilemma, um, how do you personally deal with these situations?

EGM7: We had an example of one, one of our managers was making money in F&B. It was reported again through our integrity hotlines associates pointed it out. We did a internal investigation, which is not done by the department. It's done by a human resources and loss prevention. They did an internal investigation. We had, uh, we did the entire investigation summary based on the investigation, it was proven. Then the associate was spoken to, again, not by the direct department head, but by director of human resources, finance. And, uh, as the interview, the associate, we figured that there was a challenge and the associates agreed to having a falsified them and made money out of the property and we then asked the associate to leave. So the associate, we allowed them associate to resign and group, because if we were to terminate, we didn't have to be redundancy and all the rest. So the associate resigned, however, if the associate would not do that, we are happy to terminate someone if they're being unethical

Interviewer: And in the termination process. Um, so of course there's the HR coming in. Um, do you, have you personally, um, deal with the associate or what is your role?

EGM7: If the associate agrees, I don't have to. The associate in the interview with the director of HR and director of finance, atleast to having misappropriated it, but then they would come back. We would take a decision of what they're doing and then the associate would let be, let go. If the associates wants to, um, reach out higher, then the associate has an opportunity to come and sit with me and express their feeling of not being listened to correctly and share their own personal challenge or what they feel is correct or incorrect. And then it's left up to me to make that decision. And in some cases we wouldn't even escalate it back the area office.

Interviewer: All right. So it's really, if they want to speak to you, it's not that you will go...?

EGM7: I will not be meeting with every associate or every manager. If there is a level of an integrity related issue that we have to terminate someone. However, if it's a senior leader, if it's one of my direct reports, I would obviously be involved with it. So it really depends on which levels we are talking about because we have, you in the hotel, you will appreciate, we have multiple levels. So, you know, simply put, we have associates, we have supervisors, we have managers, we have department heads, we have executive committee and then we have GM. So almost five or six layers So it's not possible. And it's not even appropriate for me for the language barriers to be sitting with every, every individual at every stage. But if it, if the problem lies at the department level, of course I would get involved in that would be part of the discussion with that associate. But if it's lower than the department head or the executive division head and the director of human resources would be part of it. So it really depends on which level and who we are handling and then accordingly, but every associate and every manager has the opportunity to reach out. And if anybody reaches out, then of course I have to find time to sit with them. And normally it will be within 24 hours, 48 hours, depending on how the...

Interviewer: All right. So my second to last question. So from all of your experiences as being an expat here in Chiang Mai, also being a GM, um, what, what have your main challenges being to support LMM as Ethical leaders?

EGM7: I don't think I've had any challenge in supporting ETHICAL LEADER. I think apart from that one incident where one associate one manager, one restaurant manager was misappropriating funds. Apart from that, we've had no challenge on people, misusing facilities or misappropriating funds. We have, uh, especially in Chiang Mai, we have, uh, people who are from Chiang Mai, so they don't want to lose face and they don't want to do something untoward where they would be found wanting because their reputation is also at stake. They are from the city. But more importantly, I believe this is my personal belief that Thai people on the whole, uh, again, my belief from what I've seen in two cities, Bangkok and Chiang Mai. People have the fear of God and they will, as far as possible, try to do the right thing. The challenge on the other hand is sometimes communication. Um, because of this culture of "Kreng Jai", sometimes the communication doesn't come through, if someone is doing something wrong down the line.

Interviewer: Yes.

EGM7: So that is the value that I try and break when I'm talking to my department heads and executive committee members, especially my local managers, is that please do not stay silent. If you feel there is something wrong, say it out loud, we will figure it out if it's really wrong, or it was just a figment of your imagination, but do not make the mistake of keeping quiet. And then the problem escalates to a point where it's out of our control and we're not able to deal with it. And it's not only integrity related it's day to day business guest related, cost related, experience related, you know, because sometimes we just don't get to know. So we've got to keep prodding to get that out, but then we have, again, like I said, we have multiple forums. We have a morning meeting every day where we share what's going on in our departments. We have, I have a weekly catch-up with all my department heads. We have leadership team meetings every twice a month. We have a credit meeting once, twice a month. We have, you know, we have, we have so many different forms of catch-ups so that we are constantly asking, talking, communicating with each other. But if there's one big challenge, um, as a, as a, as a in, in this market, it is communication.

Interviewer: All right. I understand that completely. Yeah. Um, all right. So for my last question, um, so what would you, so from your past experience, again, what would you change or what would you, um, give advice to another expat GM from what you learned on everything from recruiting training on supporting, um, LMM to be ethical?

EGM7: Again, if, if one of our general managers joining from the Marriott system, they will know pretty much what I'm talking about, so its not something new. Um, however, if it's, uh, if it's a Marriott GM who's coming from another country, then I would try and explain to them a little bit about the culture, about having patience about, you know, managing the face, trying to paraphrase, to ask a question in reverse to get the feedback. Otherwise you may not know whether they've understood entirely what you're stating, because sometimes they will nod their head and say, I understood, but probably not understood the full message. So it's a bit of that. Uh, it takes more effort. It takes more time. Um, I came from Dubai, I've worked in India many, many years. And, uh, you know, sometimes early on you would say things you would expect people understand, but sometimes they don't understand and it's not their fault. They've not been exposed to it. So, you know, I think patience is a huge word. In this part of the world and people are lovely. They're very warm, very friendly, very courteous. I think the culture is fantastic. The country's fantastic. We are willing to learn and develop themselves, but you need to make more of an effort to have them understand what you're trying to say, because our perspective as an expat could be very different than what the local perspective is. And that's the bridge that we need to, that's the gap that we need to bridge for expert GM's. If you've never worked in Thailand, that could be your first pitfall. Once you are over that pitfall, it's a beautiful place to work and be perhaps be phenomenal. And that's why you'll see that a lot of people who come to work in Thailand don't really want to go back.

Interviewer: No, I see a lot of people end up staying.

EGM7: They like it here. So, um, so my, that, that would be my advice again. And if it's, if it's a manager from outside of Marriott who does not understand the control procedures and the integrity procedures of Marriott, it would be part of my handover. It would be part of a discussion, a bit of handholding, but then that person would also go through a proper onboarding, Marriott onboarding. And we used to joke when I was young and way back, when I became GM. Is that in Marriott we will "Marriottize" people because we have so many systems, so many procedures and we have so many SOPs; International SOPs, local SOPs. That it's very difficult to deviate and go left or right. You're, you're given a pretty straight path. And that's, that's the learning that we all gain. And we keep moving forward, it's a phenomenal company to work for. And it gives us a lot of help because of so many systems and procedures. So you don't have to reinvent any wheel. So even if there's an, there is an incident that we don't really understand how to deal with, we could pick up the phone and speak to someone and we would always get answers. We have a legal department sitting in Washington anytime, and there are, there are these, uh, you know, telephone numbers that are emails. If you have a challenge and we don't figure out how to handle it, we can just call it. Yeah. They didn't give us a pass. So we are, it's, it's a huge advantage of working for a company like this because, you know, you're not left to your own devices to figure out what you got to do. It's pretty straightforward. It's clean walk, a straight line work with each other. Um, we are given a lot of tools to manage our business and, uh, I think, uh, that's why it is one of the best companies in the world to work for. And it is the largest hotel company in the world. Yeah. So that's pretty much it. Yeah.

Interviewer: Okay. And that's all my questions.

Appendix 2.8 Interview Transcription EGM1

Position: Anonymous Middle Manager

Nationality: Thai

Years working in Hospitality: 14 Years

Years working with EGMS Thai Hospitality industry: 14 Years

Years working with EGMS in 4-5 Hotels in Chiang Mai: 6 Years

Interview Duration: 20 Minutes 26 Seconds

LMM1 has over 14 years of experience as middle management in 4-5-star hotels with various international hotel chains in Asia and internationally. LMM1 is 6 years as middle manager in a 5 star hotel in Chiang Mai. LMM1 requests to remain anonymous.

Interviewer: All right, so if you don't mind, I will start with my first question.

LMM1: Sure.

Interviewer: All right, so could you give me a short description or what you think the principles of an ETHICAL LEADER should be?

LMM1: I think that when we come to that point, to the subject of ethical, this is really something like moral. It's not about any skill. This is mainly from the ethical side. So from my point of view, I think the shortest description would be the ETHICAL LEADER. They look at their subordinates, they look at their staff. They look at their manager as a stakeholders. So it means that they give the importance and they help them to connect with all the S.O.P, laws, social values or even themselves. So like, let's say that to be an ethical, you need to really follow what is the rules and regulation of the company, which is so-called S.O.P. So these are like the disciplinary actions do not happen. People will be aware of being a good team members. And also the next one is the law. The law is very important and most of the time we conduct business. So we need to have a really a reference on the law. Let's say, if we going to sell alcohol and there's a teenager under 18 into a bar in the hotel. Would we provide the alcohol to the to the minor? So we need to go back to the law. Sorry, we cannot serve alcohol because it's according to the law. So these these factors need to be connected and emphasized by the general manager to all the managers and key members, like a social values for example, like in Northern culture, to say in Chiang Mai. We have a really sensitive, some sensitive issue. So these need to be recognized, for the team as well, how not to go, because we have team members from the south, team members from Bangkok, which is sometimes, they're not aware. They do not aware of the of the social values of Northern culture, with our team members are majority from Chiang Mai. So we need to really especially if we have like a manager from Bangkok. From the south, they will be blunt. They will be pushed, they will be aggressive. Sometimes they use they use the language they did not mean to hurt, but sometimes it hurts. So so these need to be really recognized and informed. We go through that process. And the last one is self. Self is sometimes it come from the belief of each individual. But these sometime, you know, that attitude come from a psychological thought, it comes from the childhood who it come from many like you can you can see it from the psychological from from some people. Let's say, have an

experience of drowning in like a dream playing in the pond, in the sea and they get drowned. So they afraid of water. Afraid going into the sea, their afraid of going into a swimming. So if we did not know the self values and we tried to force that person into swimming. So that mean we are not ethical. It takes to sit down and go through what is your self values. What is your belief. What is your thought on this. So its more into sharing. So this would be a principle from my side.

Interviewer: OK, thank you. Yes, I, I really like the example of the cultural differences in Thailand also because I think that's very important as well.

LMM1: Yeah. I mean like it is in the Maldives, i a totally different set up. It's like fifteen, twenty nationalities working together. So that is even more, even more important, yes.

Interviewer: So when you are in hiring middle managers, so when you do this, how much does your hotel policies ensure that these managers will be ethical when you hire them?

LMM1: We have so called the behavioral questions. We will reference from the past experience. So something is really happening with them. So this will tell us what would this person ethical or not ethical.

Interviewer: Yes.

LMM1: So we call it, a star questions. So is "S" from the situation. "T" is from task. "A" is from action and "R" is from response. So we will ask them to tell us what they what, what was their past experience on each topic?

Interviewer: Mm hmm.

LMM1: So they will tell us and then we go through that. Like what? How do you treat your staff when your staff yelling back at you? Can you give me your experience? So it's come from that past experience. Its not something that they are really telling us because people normally when they answer the questions. They will tell you what is the theory?

Interviewer: Mm hmm.

LMM1: Like, OK, I will go by the book. I will go. I will control them. I will make them listen. It's really not telling us anything. So we will ask them to give us the past experience. If they pass, we go to the next point. Until we find the stuff. Until we find the good stuff like the situation, the tasks that are given to them, what are their actions of it and what is the result or response. So so these can help us telling that these candidates are qualified on the ethical side.

Interviewer: Yes. OK. So very structured again. Yeah. So how what do you think the role of the GM should be in, in the methods that you mentioned, the procedures that you mentioned?

LMM1: GMs Is the, normally when we do it, every position, every position, we're hiring in the hotel, we have a final interview with the GMs. So. So what we've got before, before we send a candidate through the GM, we sit down among the managers, the HR and the GM, and we discuss about what finding what is the STAR of this person. And then we'll have and have a critique what point that we haven't reached yet. So this is where we help the GM to do a final interview. Again, the reference check through our networks. It helps, the 360 interview, it helps, you know. So the role of the GM, I have seen in other places that you do not want to interview the line staff or even the local managers. They will sometimes just, "OK. You are fine. I'm good, I don't have to interview." Which is wrong. The GM should be a really person to emphasize that these candidates are quantified in terms of ethical.

Interviewer: Yes.

LMM1: And also, most of the time we can catch that this person past behavior is unethical and also the reference check. We also do that police background check so that also because these candidates have been in trouble before and that can tell us.

Interviewer: Yes, yes, yeah, OK.

LMM1: It's very important for the GM to get into the recruitment process of the final interview.

Interviewer: Ok, good to know. Good to know. And how about when you have already hired these managers? How, what should the GM's role be in training these managers to be Ethical leaders, in your opinion?

LMM1: I believe that every GM plays a very important role in drive in driving the learning for the hotels, for the company, because if GM did not put his time on the training, people will not get developed. And we will have this the same issue, the same problems again and again, so the GM's role, He doesn't need to conduct himself a training, but he can reinforce the S.O.P. He can reinforce to the head of the department to drive the training like, let's say, learning credit in our online training so that this is the matter. The fact that the GM are driving the managers to have a productive, from the online learning and also in training side the GM's side is also very important in pushing each manager of the local middle manager. Like what? What are your view? What is your development? What is what have you learned? What you want to learn more? So at this come from the point that the GM who is the decision maker, whether this person are qualified to develop or not.

Interviewer: Yes, OK, yeah. So they should have a very important role, as you mentioned.

LMM1: Yes, yes. Yes.

Interviewer: And so also looking at what you mentioned just now, that the GM should also see what the employees know. So that would really relate to the appraisal of their performance also. So would you have the same answer?

LMM1: Correct.

Interviewer: Yes. All right. So moving on to in the annual planning, so every year when you make the budget, when you make the plans for the next year, what what do you could you give me some examples of what you think the GMs role should be within this planning to ensure, again, how the middle managers can be ethical?

LMM1: I think with the annual planning, it's it's about all about each, we call it IDP of each manager's so the IDP is individual development plans. So this is linked to the budget, because if you don't know what to develop and we cannot put the money in for budget training or development for the ethical side, we have like online courses in workplace behavior. So this is the mandatory compliance by our corporate office. So these need to go through. And other than that, it come from the IDP. Let's say if this person, like let's say you, me, I would like to know more about the labor law and I need to plan myself so the GM will authorize and budget the money for me to go to the workshop to gain the knowledge of the labor law side. same as the S.O.P We have we have to send our managers to our corporate office to attend the meal, S.O.P lunch by the corporate so they have more understanding and then they can come back and then communicate back to their teams. So so this is really important that we have the training outline for the whole year in advance. So that the GM will take in consideration and analyze and then discuss that later. This program is suitable.

Interviewer: OK. Yes, thank you. That's that's very interesting to me. All right. So so on the bigger picture, again, after annual planning. So for the strategy of I understand, of course, that your hotel is part of a larger chain. How does it work with the long term strategy? Is that is your GM directly involved in that or how does that work with, again, ETHICAL LEADER?

LMM1: Yeah, our our long term strategy is all about the people that growth of the people. And one of our so-called DNA is that we always have someone to take care of our development. So we can see that long term strategy, we can develop our people into our hotel groups like as a leader so we can develop our front office manager to become a director of rooms in one of our properties in Phuket, or we can develop one Sous Chef to be an executive chef the future in one of our properties in Bangkok. So this is going to a

long term strategy that we keep develop people, and this is also a benefit of the company. And we can have a new, fresh talent in as well.

Interviewer: Yes. All right. So to say, you also have people going up the ladder, but also hiring new people depending on the situation. Is that correct?

LMM1: Correct.

Interviewer: All right. OK, so moving on to the second to last question. What do you think the main challenges are that expat GMs face when supporting Ethical leaders as middle managers? And how do you think these are solved or can be solved?

LMM1: I believe that the main challenge, is come from mostly the communication barriers, sometimes its more into like the difference of language speaking, the culture values, the GMs can come from France or Germany and working with Thais. So these are all the differences that we face. And sometimes most of the time that I can see that the people have a resistance to change, which is normal. It's normal for everyone. That's a big change coming in, people getting uncomfortable and try to resist the change. So what would overcome this? Is we need the GM to personally really understand the cultural values of the Thais. So they have many books. Sometimes, I use this one book like "Working with Thais. A guide to managing in Thailand". So this helps the expat GMs to understand really the culture values like, let's say when you speaking each word. Let's say the smiling face.

LMM1: Yes.

LMM1: Smiling. I believe you have ten meanings of a smiling face. This is this person has a genuine sincere smile or she is just smiles to get past it. Sometimes Thais, they will say yes. They will not say no because Thais don't want to be in trouble and they don't want to get challenged. So just say yes, but work will be not done.

Interviewer: Yes.

LMM1: And then they will say they forgot. So this is this is a normal norms and which the expats need to take into consideration to be more patient, to be more understandable, to really, really studying of the cultural values. The expat GMs who work in the south and come to the north, you find differences. People are slower in the North.

Interviewer: Yes.

LMM1: But they are more sincere in the north. So so this is the the the challenges and how to overcome these issues.

Interviewer: OK, I think you already also answered my last question because. Yeah, it's also. Yeah, I think you answered that also. But just to just one last question to add on. Regarding everything you mentioned with the cultural differences, how do you think that would that affect the recruiting, the training and supporting and of the middle managers? So in an ethical point of view for the for the GM, so would you suggest the same solution for them to overcome this or what would you suggest?

LMM1: I would say that people look up, like all the staff look up to their GMs. And so by leading by example and really connect with the employees with respect, that will be a really role driver of the ethical, become ethical. Because let's say even if the GMs disrespect to the senior staff, that's already unethical and the people will start resisting and that comes to a bigger issue and ethical problems.

Interviewer: Yes, OK, I think you yeah, you definitely answered my questions. That was my last question. I will stop the recording.

Appendix 2.9 Interview Transcription EGM2 Translated

Position: Anonymous Middle Manager

Nationality: Thai

Years working in Hospitality: 9 Years

Years working with EGMs Thai Hospitality industry: 6 Years

Years working with EGMs in 4-5 Hotels in Chiang Mai: 6 Years

Interview Duration: 17 Minutes 39 Seconds

LMM2 has 9 years of experience as working in 4-5-star hotels with various international hotel chains in Thailand. LMM2 is 7 years as middle manager in a 5 star hotel in Chiang Mai. LMM2 was originally conducted in Thai and requests to remain anonymous.

Interviewer: Okay. First of all, what do you think an ETHICAL LEADER for you means?

LMM2: If in my perspective it is an executive or a person with ETHICAL LEADER behaviour, he or she is the role model of all employees.

Interviewer: And in your hotel, when you recruit a local middle manager, is there a focus on ETHICAL LEADER, or is it hard skills only?

LMM2: Really, in recruiting people, we will see the work mindset of the person, which the ethical mindset is one of them, but recruiting, we will not say directly that ethics is assessed. But we will ask questions related to previous work experiences that also link to ethical matters and being a good manager, and another thing is in "Anonymous International Hotel Chain", after the resume is submitted it is filtered by a system which generates psychological interview questions. Part of that, I believe in there are ethic-related questions, of course, because my boss has important policies on business ethics. By the time the system filters this, it has a rating scale that is passed on to the recruitment manager, the HR team to screen and if it passes or fails, and if it passes, there will be a behavioural interview that we will conduct as well.

Interviewer: How do you think the GM should be involved with recruiting middle managers?

LMM2: The GM should be involved, right? Well, that is, really in working in an organization this large, there is a clear command line. In the end of the work that we do, reflects the bigger picture of the hotel, so the GM already has the role as the decision maker to choose who best suits the job and strategy.

Interviewer: Overall, the GM is the main decisionmaker right?

LMM2: Yes, which is very on point, that you ask about middle managers in the hotel. If it's at the operational level, then recruitment can be done by the department head and HR, but if it's at the middle manager level, for example, an assistant manager promoted to manager, something like this, it will require the GM's involvement.

Interviewer: And in the training part, what role do you think the GM should play in training middle managers when focusing on ETHICAL LEADER?

LMM2: "Anonymous International Hotel Chain" has it sorted in this aspect: The GM is the main driver in training, both online and in the classroom setting. If online, he will be an example to the staff by being the first to finish it in the organization. Then no one will be able to have excuses and they have to hurry and finish it. This makes the training results quite good. In the classroom, the GM will introduce the class and will share his personal experiences during the introduction, to persuade employees to understand his role and to ensure his behaviour is as a role model and it is something that we, employees, must really do in the organization.

Interviewer: You mean ethical behaviour, right?

LMM2: Yes, he is the example, because previously there was a case, that an employee did not behave ethically and he took it as an example to show the other employees that if there is unethical behaviour you will be punished by society, based on the rules. Even if that manager performed well, if it is wrong, then as a middle manager in the organization which made committed wrong-doing, they will be terminated immediately.

Interviewer: And who makes this final decision?

LMM2: The GM. In order for the situation to not be an example for other employees. This really happened and made the employees the seriousness.

Interviewer: And in your opinion, do you think this is the right thing to do or do you have other opinions on this?

LMM2: I must say when working in foreign organizations, they mostly have global standardizations. $1 + 1 = 2$ and have to follow it. But it is not like this in Thai organizations where there is compromise. Which gives the word ethics between working with Thai people and working with foreigners, a little bit of a gap.

Interviewer: Understood. Is this gap cultural or?

LMM2: Yes, it is cultural. The company culture is, as we know, working with foreigners is "sharp", but with Thai people its compromise. In fact, the organization combines both which is good, it makes employees feel that someone is listening to them, they speak and explain, and someone listens. But ultimately the final decision maker must decide, no matter what the decision, it will have an effect. At least I feel, this allows the employees to feel that there has been reconsideration.

Interviewer: Yes, I understand. In terms of appraisal performance, assuming that when a middle manager is hired. What is the GM's role regarding the ethical work behaviour of that manager?

LMM2: The GM is the last to approve, because with "Anonymous International Hotel Chain", the middle managers have to go through the appraisal online twice a year: midyear and end year. In which every January, goals have to be set. At the time of the appraisal, the manager will do a self-assessment and then forward it to the direct manager, which is in the command line for the next department head, and then the last person who will approve the results of the ratings to be sent is the GM.

Interviewer: So, for this, I understand that the GM makes the decisions, right? But in the performance appraisal of daily operations, what role does the GM have?

LMM2: Daily, right?

Interviewer: Yes.

LMM2: Can you give an example for me?

Interviewer: Yes, for example, an F&B Manager, right? I don't know if GM observes the work of the F&B Manager and when he wants to give feedback or if he wants the manager to know...?

LMM2: He gives immediate feedback because the operations in the service sector, cannot be left because the impact can be huge. So if we see something which is incorrect, the employee will be taken aside and given suggestions or feedback. But if the matter is larger and lengthy, the employee will be invited to the office for a conversation.

Interviewer: This is what the GM personally does, right?

LMM2: Yes.

Interviewer: And if assuming that...

LMM2: I wanted to add that when it is a private conversation, in the work setting, it is a sign of respect towards the employee when there is only GM and that manager. If the manager is scolded in front of other employee, I must say that some managers have their ego, they have their comfort zone and they are not okay with receiving feedback in front of junior employees.

Interviewer: I understand, it is Thai culture.

LMM2: This is also the same with foreigners from what I have seen.

Interviewer: Yes, for example, when there is unethical behaviour or an ethical dilemma that happens in daily operations, how does the GM deal with the situation?

LMM2: He, himself is very accurate and strict with standards and "Anonymous International Hotel Chain" policies, but if he can make a decision within the organization himself, he will do so, just like I said, But if the situation escalates and legalities are involved. He will have to raise the issue to the VP. So if he is unsure how to make a decision, he will have support from his boss again.

Interviewer: When speaking about a larger scale, each year there will be annual planning, then the GM, what role does he have in dealing with the ETHICAL LEADER of middle managers?

LMM2: Well, do you really want to focus on the annual aspect?

Interviewer: Yes, so far I know daily procedures, and I want to know if there is an annual procedure or anything else.

LMM2: Really, we have monthly procedures.

Interviewer: Yes, please explain.

LMM2: Because monthly they will have leadership meetings every month, so anything that needs to be discussed on a monthly basis, he will share the information. Even employee meetings are monthly meetings.

Interviewer: This means that the leadership meetings involve the GM and middle managers, right?

LMM2: Yes.

Interviewer: Do you think overall, because GM is an expat, right? What do you think GM's main challenge as an expat? From the point of view of ETHICAL LEADER in middle management?

LMM2: I have to say that when expats work with Thai people, as far as I have been at this hotel, in most cases, if it is an executive committee level, they hire foreigners, but the director manager level down to line employees are Thai people. I think, the challenge is about the cultural gap, perhaps we, the Thai people, we cannot receive any direct feedback like foreigners. Thai people do not like to speak up front and will keep it to themselves, or behave they will behave in a humble, respectful manner despite being criticised publicly, no matter if they are wrong or not wrong, Thais do not like to argue, thus causing a gap which allows us to be "oppressed".

Interviewer: Can you describe what you mean by "oppressed"? What does it mean?

LMM2: In my eyes, when working with an "European Nationality", and most recently with an "Asian Nationality", he would look down on us, but the "European Nationality" didn't do that but the "Asian Nationality", did it a little. Like "Why don't you talk you have no brain?" Like this.

Interviewer: Oh, I understand. Is it like he doesn't understand why we don't want to talk?

LMM2: Yes, this is our culture.

Interviewer: In your opinion, if you want to change or make it better, what should the expat GM do?

LMM2: It could be a one way communication style, for example, "You don't want to talk because you don't want to argue with me or if you don't want to talk to me, maybe write it out." because this strategy, my GM uses. There is a "Rep section" in each quarter which the employees will send feedback to. The GM used to ask open questions to employees in monthly meetings but the staff never answer, but when he changed his strategy to let them write, it turns out that more information was received through writing, he got more feedback.

Interviewer: So you mean this helps with indirect communication to align with the Thai culture, right?

LMM2: Yes, it is not like the foreign office style that hot-headedly discuss with each other during the situation and it is over. Like if my feelings are expressed then I am done, if the meeting is finished then it is over, but us, Thai people, it is not finished.

Interviewer: I understand. From all your past experiences from working with expat GMs, from recruitment, from training and supporting middle managers in the organization to be Ethical leaders. What do you want to change? Or do you want to help suggest anything? For my report, I am curious to know your opinion.

LMM2: Since the GM is the number one in the organization, everything he says is related to his integrity. He must make the employees feel trust and give him credit, and this will result in the organization being ethical also. Just like our family. Our father says don't lie to others, and he is also always a good example. So it keeps a consistent system. It relates to our legal system, no one dares lie and everyone tells the truth. I want to suggest this.

Interviewer: So you mean as a role model, right? That was my last question. Do you want to add anything?

LMM2: About ethics, right? Actually, ethics is the bigger picture of integrity. If they come into any culture, which is the majority in that environment, he has to understand our culture too, not try to change it right away. Or if it is changed immediately no matter what there will be ripples under the water that will cause the organization to collapse in the end. So I want to go back to my point before, that I gave the example of a family: If the father is a good example then he can properly govern the children in his home.

Interview Transcription LMM2 Thai Version

Interviewer: โอเค ค่ะ ก่อนอื่น พี่ นาย คิด ว่า ETHICAL LEADER สำหรับ พี่ นาย มีความหมาย ว่า ยังไง ค่ะ

LMM2: คือ ถ้า ใน มุม พี่ ก็ คือ เป็น ผู้บริหาร หรือ เป็น คน ที่ มี ภาวะ ผู้ นำ ที่ มี จริยธรรม ใน การ ประพฤติปฏิบัติ ตัว เป็น Role Model ของ พนักงาน ทุก คน.

Interviewer: แล้ว ก็ ใน โรง แรม ของ พี่ นาย เวลา เวลา ที่ จะ recruit เป็น local middle manager มีการ โฟกัส เกี่ยว กับ ETHICAL LEADER ไหม ค่ะ หรือ ว่า เป็น hard skills อย่าง เดียว

LMM2: จริง ๆ ใน การ recruit คน เข้า มา 1 คน นะ ค่ะ ของ พี่ เขา จะ ดู เรื่อง ของ mindset การ ทำงาน ซึ่ง เรื่อง ของ จริยธรรม ก็ เป็น หนึ่งใน นั้น แต่ ว่า recruit เรา ก็ จะ ไม่ บอก ตรง ๆ ว่า เรา จะ ดูจริยธรรมคุณ นะ แต่ ว่า เรา จะ ตั้ง คำ ถาม ที่ เกี่ยว ข้อง กับ งาน ที่ มัน ลิงค์ ไป ที่ เรื่อง ของ จริยธรรม และ การ เป็น manager ที่ ดี ด้วย แล้ว ก็ อีก อย่าง หนึ่ง ก็ คือ ใน ส่วน ของ “Anonymous International Hotel Chain” เนี่ย เขา หลังจาก ที่ เขา ส่ง resume เข้า มา ค่ะ มัน จะ ถูก กรอง ด้วย system ที่ เขา สร้าง คำ ถาม ที่ เป็น เรื่อง เกี่ยว กับ เรื่อง จิตวิทยา อยู่แล้ว พี่ เชื่อ ว่า ใน นั้น มี คำ ถาม เรื่อง ของ ethics แน่ นอน เพราะ ว่า ตัวนาย อะ เขา มี policy ใหญ่ เลย ที่ เกี่ยว กับเรื่อง ethics ในการทำธุรกิจ กว่า มัน กรอง มา ได้ มัน ก็ มี rating scale ที่ ส่ง ต่อ มา ให้ ส่วน ที่ เป็น recruitment manager ก็ คือ HR team เนี่ย screen ดู ว่า ผ่านไม่ผ่านยังงี้ ถ้าพอผ่าน ก็ จะ เป็น ใน ส่วน ของ behavioural interview ที่ เรา จะ สัมภาษณ์ เชิง พฤติกรรม แล้ว ก็ แทรก เข้า ไป ด้วย ค่ะ.

Interviewer: แล้ว สำหรับ ตัวพี่ นาย เอง คิด ว่า GM ควร มี คน มี ส่วน เกี่ยว ข้อง อย่าง ไร กับ การ recruit middle managers ค่ะ

LMM2: GM ควร มี ส่วน เกี่ยว ข้อง ยัง ไง ใช่มั้ยคะ ก็คือว่า จริงๆ ใน การ ทำงาน ใน organization ที่ใหญ่ ระดับนี้ ก็ คือ เรา มี สาย บังคับ บัญชา เนอะ ยัง ไง ยัง ไง สุดท้ายแล้ว ผลงาน ที่ เรา ทำ สุด ท้าย มัน ก็ เป็น ภาพ ใหญ่ ของ โรง แรม เพราะ ฉะนั้น นะ GM เขา มี บท บาท อยู่ แล้ว ไง เป็น decision maker ว่า จะ เลือก ใคร ที่ เหมาะ สม กับ งาน และ strategy ที่ เขา วาง ไว้ เข้า มา ทำงาน.

Interviewer: โดย รวม ก็ คือ GM เขา เป็น decisionmaker ใหญ่เป็น คน สุด ท้าย เลย ใช่มั้ยคะ.

LMM2: ใช่มั้ยคะซึ่งมันตรงpointมากเลยที่ย้อนถามว่า middle managers สำหรับ ใน โรง แรม ในที่ทำงาน พี่นาย ก็ คือ ว่า ถ้า เป็น ระดับ ปฏิบัติ การ ก็ จบ ที่ หัว หน้า แผนก แล้วก็ HR แต่ ถ้า หาก เป็น ระดับ middle

manager ขึ้นไป เช่น ตำแหน่ง assistant manager ขึ้นเป็น manager อะไร พวกนี้ก็จะต้องมี GM involve เข้าไปด้วย

Interviewer: แล้วในส่วนของ training นะคะ พี่นายคิด ว่า GM ควรจะมี role ยังไงในการ training middle manager แต่ว่าถ้าเกิดโฟกัสเรื่อง ETHICAL LEADER นะคะ.

LMM2: “Anonymous International Hotel Chain” มีตรงนี้มาเลยก็คือ GM เป็นคน drive training ทั้งออนไลน์แล้วก็มี classroom ถ้าเป็นออนไลน์ก็คือแกก็จะปิ้งดั่งตัวอย่างหรือว่ามีหัวข้อนี้ยังมาป๊อปแกจะเป็นคนแรกที่สำเร็จในองค์กรจากนั้นก็จะมีใครสามารถที่จะอ้างได้ก็ต้องรีบทำให้สำเร็จมันก็จะทำให้ training result ออกมาได้ค่อนข้างดีสำหรับใน classroom GM แกก็จะเป็นคนเปิดคลาสและแกจะเป็นคนแชร์ experience ใน introduction เพื่โน้มน้าวชักจูงพนักงานให้เข้าใจบทบาทนี้และก็จะให้ให้ยึดถือเป็นเป็นสิ่งที่เราต้องปฏิบัติ a must จริงๆ ในองค์กร

Interviewer: หมายถึงความ ethical ใช่มั้ยคะ.

LMM2: ใช่แล้วแกก็เป็นตัวอย่าง เพราะว่ามันเคยมีเคสแกก็เหมือนกับทำให้เห็นเลยว่าถ้าคุณไม่ประพฤติตนเป็นตัวอย่างที่ดีแล้วก็ผิดเรื่องของ ethics คุณก็โดนสังคมลงโทษแล้วก็ไปตามกฎหมายเลยแม้ว่า manager คนนั้นจะ performance ดีแค่ไหนก็ตามแต่ถ้าผิดมาเนี่ยก็คือซึ่งถ้าหากในองค์กรที่เป็นระดับ middle manager ทำผิดก็คือต้อง terminate ทันที

Interviewer: แล้วนี่เป็น decision เป็นของใครคะ?

LMM2: GM นะคะ เพื่อให้เป็นแบบอย่างแก่พนักงานคนอื่น อันนี้เรื่องจริงที่เกิดขึ้นทำให้เห็นจริง

Interviewer: แล้วในความคิดเห็น พี่นาย พี่นายคิด ว่านี่เป็นสิ่งที่ควรทำไหมหรือว่ามีความคิดเห็นอื่นไหมคะเกี่ยวกับเรื่องนี้.

LMM2: ต้องบอกว่าเราทำงานจากองค์กรต่างชาติเพราะฉะนั้นนะเขาจะค่อนข้างถือมาตรฐานที่เป็น standardization ที่เขาใช้กันทั่วโลก $1 + 1 = 2$ ก็คือต้องปฏิบัติตามนั้นแต่มันจะไม่เหมือนกับองค์กรไทยที่มีคำว่า compromise มันก็จะให้คำว่า ethics ในการทำงานจริงของคนไทยกับการทำงานกับคนต่างชาติมันค่อนข้างที่จะมี gap ช่องว่างอยู่.

Interviewer: เข้าใจค่ะ เป็น ช่องว่าง ยังไงคะ ทาง cultural หรือ ว่า ทาง?

LMM2: ใช่ เป็น cultural ค่ะ วัฒนธรรมเรื่องของการทำงาน ก็คือ อย่างที่เราทราบทำงานกับต่างชาติ sharp แต่ คนไทย compromise แล้วมันดีไหม? จริงๆองค์กรมัน มี อะไร อย่างนี้ รวม กัน อยู่ มัน ก็ ดี ซึ่ง มัน ทำให้ พนักงาน รู้ สึก ว่า มี ใคร สัก คน รับ ฟัง จัน แต่ ถ้า เขา ได้ พูด อธิบาย และ มี ใคร รับ ฟัง แต่ สุดท้าย final decision maker ยัง ต้อง พิน ทุง ออก หรือ ว่า ยัง ไง ก็ ตาม ถ้า มี ผล กระทบ อย่าง น้อย พี่นาย ก็ รู้ สึก ว่า มัน ก็ เป็น เหมือน การ ให้ อุทธรณ์ เขาแล้ว.

Interviewer: ค่ะ เข้าใจ แล้ว ใน ส่วน ของ เวลา appraisal performance สมมุติ ว่า เวลา ให้ middle manager เข้า มา ทำงาน แล้ว เขา แบบ เวลา แบบ การ ทำ การ ทำ งาน เกี่ยว กับ ethics ของ manager คน นั้น ที่ GM มี role เป็น ยัง ไง อะ คะ

LMM2: GM เป็น คน สุดท้าย ที่ เป็น final approve เพราะว่า ถ้า หาก เป็น ของ ตัว ของ “Anonymous International Hotel Chain” มี middle manager เขา จะ ต้อง ผ่าน appraisal ออนไลน์ ปี ละ 2 ครั้ง มี midyear กับ end year ซึ่ง ทุกๆมกราคมต้อง มี การ set goal หลังจาก นั้น พอ ถึง ช่วง timeline ที่ จะ ต้อง ทำ appraisal manager ก็ เข้า ไป ทำ ประเมิน ของ ตัว เอง จาก นั้น ส่ง ต่อ ก็คือมัน จะ root out ออก ไป ที่ direct manager คือ เป็น สาย บังคับ บัญชา หัว คนถัดไป แล้ว สุดท้ายคน ที่ จะ กด approve results ว่าปีนี้ ของ manager คนนี้ เป็น เป็น เป็น rate ไหน ก็ คือ GM ค่ะ

Interviewer: แล้ว คือ GM หนู เข้าใจ ว่า gm makes decisions ใช่ไหมคะ แต่ ว่า ใน performance appraisal ของ การ ทำ งาน ของ ทุก วัน นะ คะ GM เขา มีrole ยัง ไง คะ

LMM2: ใน ทุก วัน ใช่ไหม?

Interviewer: ใช่ค่ะ

LMM2: ยก ตัว อย่าง ให้ พี่ หน่อย ได้ไหม?

Interviewer: ได้ ค่ะ ถ้า สมมุติ ว่าเป็น F&B Manager ใช่ไหมคะ ก็ หนู ไม่ ทราบ ว่า GM เขา เห็น การ ทำ งาน ของ F&B Manager แล้ว เขา ก็ อยาก ให้ feedback หรือ ว่า อยาก ให้ รู้ ว่า.

LMM2: ให้ feedback ทันทีที่เราไม่สามารถ เพราะว่า operations ในงาน service เราไม่สามารถที่จะปล่อยให้ทำไปก่อน แต่ว่าผลกระทบมันอาจจะใหญ่มาก เพราะฉะนั้นถ้าเห็นอะไรไม่ควรเราก็จะหลบมุมแล้วก็ให้ suggestion เป็น feedback หน่วยงาน แต่ถ้าเรื่องมันใหญ่เรื่องมันยาวก็จะแบบเชิญเข้าห้องแล้วก็คุยกัน.

Interviewer: นี่คือสิ่งที่ GM ทำโดยตรงเลยใช่ไหมคะ.

LMM2: ใช่ค่ะ

Interviewer: แล้วถ้าสมมติว่าเป็นเกี่ยวกับ

LMM2: พี่จะบอกว่า การที่เราปิดห้องอะไรในการมูมการทำงานมันคือการให้เกียรตินะ แล้วก็มีแค่ GM แล้วก็ manager คนนั้นแหละก็คือถ้าหากเราไปใส่เขาทุ้ม ๆ ต่อหน้าพนักงานอย่างนี้ก็ต้องบอกว่า manager บางคนเขามี ego เขามีแบบ comfort zone ของเขา เขาก็ไม่โอเคที่จะโดน feedback ต่อหน้า junior.

Interviewer: เข้าใจค่ะเข้าใจก็เป็นวัฒนธรรมไทย

LMM2: อันนี้เป็นต่างชาติด้วยนะที่พี่นายเห็นพี่นายอยู่มา.

Interviewer: ค่ะแล้วถ้าสมมติว่าเป็นแบบอย่างมี unethical behaviour or ethical Dilemma ที่เกิดขึ้นแบบในทุก ๆ วันการทำงานนะคะทาง GM เขาเขา deal กับสถานการณ์ยังไงคะ

LMM2: ด้วยตัวแกก็น่าจะแม่นแม่นเรื่องของ standard แล้วก็ policy “Anonymous International Hotel Chain” แต่ถ้าเขาสามารถตัดสินใจ within organization แกก็จะ เป็น decision maker เหมือนที่บอกนะ แต่ถ้าจำเป็นต้อง escalate แล้วมันเกี่ยวข้องกับ legal เข้ามาเกี่ยวข้องเขาก็ต้อง raise ขึ้นไปที่ VP เพราะฉะนั้นการตัดสินใจไม่มั่นใจจริง ๆ เขาก็ต้องหาแนวร่วมก็คือปรึกษาคนที่เห็นหัวเขาต่อไป.

Interviewer: ถ้าถ้าออกมาถ้าเป็นสเกลใหญ่หน่อยนี่ก็เป็นแต่ละปีก็จะมีแบบ annual planning อะไรคะแล้ว GM เขาเขาเขาเขามีบทบาทอย่างไรในการที่เกี่ยวข้องกับ ETHICAL LEADER ของ middle managers คะ

LMM2: ก็ คือ จริง ๆ ต้อง บอก ว่า น้อง อยากรู้ โฟกัส ที่ ตอน เป็น annual หรือ ค่ะ.

Interviewer: ใช่ ค่ะ หนู ก็ รู้ daily แล้ว อยากรู้ แบบ ถ้า เป็น annual เป็น ยัง ไง หรือ ว่า ถ้า ถ้า พี่ นาย มี อย่าง อื่น.

LMM2: จริง ๆ ของพี่มันเป็น monthly.

Interviewer: ได้ค่ะ อธิบายเลยค่ะ.

LMM2: เพราะว่า monthly เขา จะมีประชุม leadership ทุกเดือนเลย เพราะฉะนั้น อะไรที่ จำเป็น จะ ต้อง ใช้ เป็น ราย เดือน เขา ก็ แชรส์ เลย ของ พี่ จะ ไม่ มี annual ค่ะ แม้แต่ ประชุมพนักงานด้วยกัน ยังประชุม ประจำ เดือน เลย.

Interviewer: ก็ หมาย ความ ว่า ที่ เป็น ประชุม leadership ก็คือเป็น GM กับ middle manager ใช่ ไหม ค่ะ.

LMM2: ใช่ค่ะ

Interviewer: พี่ คิด ว่า โดย รวม เพราะ GM เป็น expat ใช่ ไหม ค่ะ คิด ว่า main challenge ของ GM ที่ เป็น expat ส่วน ใหญ่ พี่ คิด ว่า เกี่ยว กับ อะไร ถ้า เกิด เดียว กับ ETHICAL LEADER ใน middle management นะ ค่ะ

LMM2: คือ ต้อง บอก ว่า expatเค้า ทำ งาน กับ คน ไทย ก็ คือ ก็ เท่าพี่อยู่มา คือ ว่า ส่วน ใหญ่ ถ้า เป็น ระดับ executive committee เขาให้จ้าง ต่าง ชาติ มา แต่ ระดับ ที่ เป็น director manager ลง มา จะ เป็น คน ไทย พี่ คิด ว่า challenge ก็ คือ เรื่อง ของ cultural gap บาง ที่ คือ เรา คน ไทย เรา ไม่ สามารถ รับ feedback อะไร ตรง ๆ แบบ ฝรั่ง ได้ คน ไทย ไม่ ชอบ พูด ต่อ หน้า เก็บ เอา ไว้ หรือ ทำ หรือ มีพฤติกรรม ที่ อ่อน น้อม ถ่อม ตน ต่อ หน้า แม้โดน ต่ำ ก็ตาม แม้ว่าตัว เอง ผิด หรือ ไม่ ผิด ก็ตาม แต่คน ไทย ไม่ ชอบ โต้ แย้ง มัน ก็ เลย ทำให้ มัน ก็ เลย มี gap อย่าง หนึ่ง ที่ ทำให้ เรา โดน กด

Interviewer: อธิบาย คำ ว่า โดน กด เพิ่ม ได้ ไหม ค่ะ หมาย ความ ว่า ยัง ไง

LMM2: ใน สาย ตา คือ พี่ อยู่ กับ “European Nationality” แล้ว ก็ ล่าสุดของพี่ อยู่ กับ “Asian Nationality” เขา ก็ จะ ดู ถูก เรา แต่ “European Nationality”ไม่ทำ เรา แบบนี้แต่ “Asian Nationality” ทำนิด นึงว่าทำไมไม่พูด you no brain หรือ? อย่าง เนี่ย.

Interviewer: อ้อ เข้าใจ ค่ะ คือ เหมือน กับ ว่า เขา ไม่ เข้าใจ ว่า ทำไม เรา ไม่ พูด เป็น เพราะ อะไร ใช้ ไหม ค่ะ.

LMM2: ใช่ๆ นี่คือ culture เราไง.

Interviewer: พี่ คิด ว่า ถ้า จะ เปลี่ยน หรือ ว่า ทำให้ ดี ขึ้น ต้อง ต้อง ให้ expat GM ทำ ยัง ไง ค่ะ

LMM2: ใช่ อาจ จะ แบบ เป็น ลักษณะ one way communication เช่น ยูไม่พูดใช้ ไหม เพราะยูไม่ อยาก จะเถียง ฉะนั้น หรือ ว่า ยู แบบ ไม่อยากจะสนทนากับฉัน หรือ เปล่า ก็อาจจะ ให้เขาเขียนออกมา เพราะ ว่า จะ strategy นี้ GM พี่ ใช้ ก็ คือ ว่า เขา จะ มี Rep section ใน แต่ละ quarter ให้ พนักงาน ส่ง feedback ซึ่ง เขาก็ เคย ทำ open question ถาม พนักงาน แบบ ใน มิตติ้ง ประจำ เดือน ก็ พนักงานก็ไม่ พูด กัน แต่ พอ แกเปลี่ยน strategy ให้ เขียน แต่ ปรากฏ ว่า ข้อ มูล ที่ ได้รับ การ เขียน เยอะ ขึ้น มัน ก็ เป็น feedback ที่ แก ได้ เยอะ ขึ้น ค่ะ.

Interviewer: ก็ คือ ก็ คือ ช่วย ทำ เป็น indirect communication ต่อ ไป แบบ ให้ เข้า มา เหมือน เป็นวัฒนธรรม ไทย ใช้ ไหม ค่ะ

LMM2: ใช่ค่ะ มันไม่เหมือนสไตล์ ออฟฟิศ เมืองนอก ที่แบบ discuss บ้างๆบ้างๆ ใส่กันโน้นจบ ความรู้สึกฉันหายฉันจบ meeting จบ ก็ คือ จบ แต่ บ้าน เรา คนไทยมันไม่จบ.

Interviewer: เข้าใจ ค่ะ เข้าใจ จาก ทั้ง หมด ที่ ตั้ง แต่ พี่ นาย เคย ทำ งาน กับ expat GM นะ ค่ะ พี่ นาย คิด ว่า expat GM ตั้ง แต่ จาก recruitment แล้ว ก็ ตั้ง แต่ training แล้ว ก็ support middle manager ใน องค์ กร ให้ เป็น ETHICAL LEADER ค่ะ พี่ นาย คิด ว่า ทั้ง หมด พี่ นา อยาก เปลี่ยน อะไร ไหม ค่ะ หรือ ว่า พี่ นาย อยาก ช่วย แนะนำ อะไร ไหม ค่ะ แบบ สำหรับ สำหรับ ทำ report หนู ว่า แบบ เป็น ผัง ความคิด เห็นของ พี่ นาย

LMM2: ก็ คือ ว่า ด้วย ความ ที่ GM เขา เป็น number one ของ องค์ กร เพราะ ฉะนั้น คำ พูด อะไร ออก มา ที่มัน เกี่ยว ข้อง จริยธรรม ตัว เขา นั้นแหละ จะ ต้อง ทำให้ พนักงานรู้สึก trust แล้ว ก็ ให้ เครดิต กับ ตัว เขา ด้วย แล้ว มัน จะ ส่งผล ให้ องค์ กร นะ เป็น องค์ กร ที่ เป็น ethical ไป ด้วย เอา ง่าย ๆ เหมือน ครอบครัว เรา อะ

พ่อ เรา บอก ว่า อย่า ไป อย่า ไป โกหก คน อื่น นะ แล้ว ก็ พ่อ ก็ เป็น ตัว อย่าง ที่ ดี เสมอ เสมอ มัน ก็ เลย ทำ ให้ ระบบ การ ปก ครอง มันลึกลง ใน ระบบ การ ปก ครอง ใน ระบบ การ ปก ครอง ใน บ้าน เรา อะ ทุก คน ไม่ กล้า โกหก ทุก คน พูด ความ จริง อันนี้ พ่ออยากจะ suggest แบบนี้.

Interviewer: ก็ คือ เหมือน เป็น role model ใช่ ไหม ค่ะ. อยากเพิ่ม อะไร ไหม ค่ะ เมื่อ ก้ คำ ถาม สุด ท้าย แล้ว ค่ะ

LMM2: เรื่อง ethics ใช่ไหม ค่ะ จริงๆแล้ว ethics คือภาพรวมของคำว่า จริยธรรม เขา ต้อง เข้า มา อยู่ กับ วัฒนธรรม ไต ๆ ก็ ตาม ที่ เป็น section ที่ ใหญ่ กว่า ค่ะ เขา ก็ ต้อง เข้า ใจ culture เรา ด้วย ไม่ใช่ว่ามาดัดของ เราทันที หรือจะ change ทันที เพราะ ว่า มัน ยัง ใ้ ยัง ใ้ มัน ก็ ต้อง มี แรง กระเพื่อม ให้ น้ำ ที่ คอย เป็น คลื่น ใต้ น้ำ แน่ นอน แล้ว มัน จะ ทำให้องค์กร collapse ในที่สุด แต่พี่นายก็ยังย้อนกลับมาที่พี่นายยกตัวอย่างเรื่อง ครอบครัวเมื่อ ก้ พ่อเป็นตัวอย่างที่ดี พ่อสามารถ ปก ครอง ลูก ใน ใน บ้าน ได้ อย่าง แน่ นอน ค่ะ

Appendix 2.10 Interview Transcription EGM3

Position: Anonymous Middle Manager

Nationality: Thai

Years working in Hospitality: 23 Years

Years working with EGMS Thai Hospitality industry: 12 Years

Years working with EGMS in 4-5 Hotels in Chiang Mai: 7 Years

Interview Duration: 25 Minutes 21 Seconds

LMM3 has over 12 years of experience as middle management working with expat general managers in 4-5-star hotels with various international hotel chains in Chiang Mai and Bangkok. LMM3 is 1.5 years as middle manager in a 5 star hotel in Chiang Mai. LMM3 requests to remain anonymous. Some parts of the interview are translated from Thai, with the original text brackets after the translation.

Interviewer: Okay. So could you give me a short description or what you think an ETHICAL LEADER should be?

LMM3: Um, the, the majority we're talking about GMs right? I think the expat GM, once they decide to, to, uh, work in Thailand, first of all, they need to understand the culture and they have to be open first because, uh, from my experience, if, if they, some of the GMs are still thinking that Thai people it's, it's not the same level as they are come from. Right. So, um, this behaviour that could potentially pressure the team, but some, uh, some GM who is very, um, open mind, and then accept how the way of Thai people work and try to bring in and try to understand the culture and work together. Then they can like lift up the, the motivation of Thai management as, you know, what that Thai people don't talk much. Yes. The Thai people keep like, keep inside, they lots of thinking, but they, they don't confidence to have an argument with the GM if GM say anything to say yes, yes, yes, yes. But even they say, no, they just say yes. Right. But if the GM understand this culture and try to encourage the Thai management to, to, um, to be confident and share their mind and the thoughts and they can work together very we will. Yeah. Because, um, as I work with my current GM, he's very, very kind and he understands he can read, he can read every single person that, what is your strengths? What is your, um, your weakness? And he can guide, um, the way that each person can be improved to be better. This is, this is what, uh, Thai management looking for, for the, the leader that the top, the top leader.

Interviewer: Okay. And when, um, in hiring local middle managers, so what is the role of the GM in making sure that they are ethical in the hiring process?

LMM3: Um, in the hiring process? Normally there is a step if we, uh, we recruit the management, right? You, you, you mean re uh, recruit for management level right?

Interviewer: Yes. Yes.

LMM3: So, um, every time when we, um, when we choose, um, anyone to join the team, um, HR will screen first, and we have the, um, the aspect right. To, to see the quality of the person and the GM will be one part of the selection as experienced from each brand. Um, each brand has some differences to choose the person to join the team. And GM is the last person who will talk to the person and make sure that this person is suitable for the brand. It's not like, okay, you used to be my, used to be my friend, or

you used to be my, um, my colleague from the previous hotel. And you can join this hotel. It doesn't mean like that. So since I'm been working with many GMs, they have quite high, high standard to choose one of the, the, the team member. And they can balance what the team looking for. So, uh, if talking about Thai, Thai and foreigner, when they work together as a team, the expectation of the GM, of course, he would like, everyone would like everyone to blend in to be like, balanced, otherwise, like here and there, and then arguments you don't support me. Okay. This is your way, this is my way. So that that's not the way that, that all the GMs would like to see.

Interviewer: And so when the recruiting that you mentioned, um, will the GM also go into recruit, uh, into interview the middle-?

LMM3: Yes, yes.

Interviewer: Okay. Okay. So always?

LMM3: Interviews are long because every GM, they, they have, um, they have the experience. Um, we actually technique of the interview and nowadays we use the technique called, um, experience interview. We don't, we don't ask about the fact, because you can answer from the book. Right. We asked him about the situation, right. Uh, have you ever faced with this situation and what did you do and what is the result? And then they try to gather more information and, and can, um, uh, predict that if this situation happened to this hotel, so what this person will do. So every, every single story from the past can help us to predict what behaviour for this person could potentially be in the future.

Interviewer: Okay. And when you hire the managers already, how, what do you think the GM's should be in training the middle managers?

LMM3: Right. Um, Normally the GM, um, shares the experience and to be the role model. An example for everyone. So each, um, each manager or department heads when they come to work, um, we have the process of the probation, right. Probation, period. They, everyone knows about the job description. Yes. Yes. And one of the job description it's to be, to be in the managing level, which has to work closely with the GM. So we talking about all managers who has direct report to GM right?

Interviewer: Yes.

LMM3: Yes. So GM it's the person who evaluate the performance of each manager. For example, this hotel, actually for we, GM works so hard because we, we have manager, actually we have director and then we, um, the, the hotel manager and then the general manager right. We don't have hotel manager and GM cover every single department by his, by himself. So like sales. Sales director report direct to him. HR report direct to him. Housekeeping. Normally we have rooms, right. We don't have rooms, we have housekeeping report direct to GM, front office report direct to GM. Everything, Oh, include engineering also also spa. So when those, um, managers, they have experienced to have direct report with the GM, GM can see very clearly on the performance, the performance it's come from everything from the business side, the revenue, the people side, so we call it P P P you know, um, people, product, profit. So if we see that our people, they are so good. This team, uh, they, they will never hear something about the manager in the negative way. Yeah. We can just like, okay, you are good. Even people, the product still keep your product alive. People come to use your facilities. People come to spa to come to eat here. Your product is still there, you can see. Then the profit, we

have product and we have to have profit. This is also another, another thing that, that the GM can feedback for the performance of each manager.

Interviewer: Okay. So overall, the GM is very involved in daily processes in the hotel, right? Yes. And what is your opinion on that?

LMM3: Um, for my current hotel, I think, GM work too hard, uh, comparing with some GMs that I used to work with because, uh, some GM made as like, Oh, because we direct report right? Very powerful. I mean the GM is the person who influenced us to be a certain way. (ที่หมายความว่า GM เป็นคนที่จะทำให้เราเป็นยังไงก็ได้)

Interviewer: So they influence us? (เขา Influence เราหรือคะ?)

LMM3: Influence, Yes, Yes, (ใช่ ใช่) Uh, for example, in the past, I used to work with one GM who will come to work early. Yes. He is very clever, but he just like order order, order. And then he, he's not micromanage, but once somehow Thai people, I believe they still need some micromanage because Thai (เพราะว่าไทย) people still not so detailed. But in the vision of expat management, I think the experience it's it's worldwide, so they can, they can see what we can't see,

Interviewer: I understand.

LMM3: So some, some are of the GMs who over see but not majority micro-manage. บ้างนะ not, not, not every single thing. Some and just relax some sometimes at 3:00 PM They are already drinking. I've seen this before. (ดื่มแล้วอะ มีเหมือนกันนะ.)

Interviewer: Because they are finished with work? (แบบว่าเสร็จแล้ว.)

LMM3: Sometimes 3:00 PM and they're already drinking but (บางทีน่าจะสามครั้งแล้วอะ แต่ว่า) my current GM, I never see that. So this very influences the team. Have you ever seen the GM can open the electric box? He can point every single thing. Why it's dusty here? Now, it's old, you have to change here. Most of the GMs never touch something like this, but this one, I will say, that's why he should not be here. Otherwise he will think that I annoy him too much. I experienced five GMs that I worked with, this person down to earth มาก he knows even like Thai Laws, he reads everything. Not just trust what I tell him but he also did the research and be sure ensure that what I, what I'm saying, it's, it's true and after that, he leave it with me and also spa treatment, sales, numbers long. He just looks and he can already make the sum (มองเงี่ย บอกได้แล้วอะ.)

Interviewer: That's great! (เก่งจังเลย.)

LMM3: Are you a (ยูเป็น) calculator I didn't even get the chance to try. (หรือ ฉันยังไม่ทันกดเลย) So this is, this is the example that, that push us. If the GM doesn't work, even when they work, (ถ้า GM ไม่ทำงาน เขาอาจจะทำงานบางคนอะ), some GMs might work in another way. But we don't really understand because of the style of, working of each GM is different Thai GMs nag, especially women. I've worked with a Thai woman GM. (ผู้หญิงผู้หนึ่ง ที่เคยทำงานกับGMไทยผู้หญิง) Oh my God morning briefing is like a gunshot, everyone at the table die. But some GM who has very like reasonable approach and follow up. We can follow up in a positive way. It's time to blame, blame. It's time to, to, to warn, warn. But it's time to compliment, we have compliments, But not just like, this is morning briefing. It's not, a warzone (สมรภูมิรบ)

Interviewer: It's not a warzone right?

LMM3: So, every day in the morning, everyone scared about attending, attending the morning briefing. So I didn't know what GM going to say, will GM to kill me or not? And we can't really expect what going to happen, before this, but in some hotel, like here or in "Five star hotel A", I would say these two places that I work. These two places, when I wake up in the morning, I feel like I want to go the meeting. (สองที่เนี่ยตื่นเช้ารู้สึกว่ายากไปทำยากไป ประหลาด) I would like to share something in the morning because I would like my GM to hear what we have done. So this is very important because we know that GM work hard, when GM work hard, you work hard too. But, but even if you feel GM doesn't do anything, so everyone just relaxes.

Interviewer: It makes you also not want work.

LMM3: Yes, yes. The role model is very important to influence the team, to have to have like power to think, to work, to improve and to push the team moving forward.

Interviewer: And in annual when you plan yearly planning, um, could you give me examples of the GM's role in helping middle manager, middle management to be Ethical leaders?

LMM3: Um, for, for yearly plans, the GM will give the big picture: What is the, what is the goal of the year? And then it will have the main goal first. We set the goal together, but the main goal of course, is from the corporate office, communicated to the GM and then GM will adapt for the property. And then he will think about what, what is the goal for these property? And then he, he will give the assignment to every department to think about, to reach this goal. What your, um, what is your plan, for your department, for like HR. If talking about, okay we would like to get the feedback from the guests at least to total year 90, 98%. So we have to think about the quality of service. Maybe we have to push about training more than last year and then this GM will guide us.

Interviewer: Mm Hmm. And when during work, when there are unethical behaviours or ethical dilemmas, how do you think the GM should personally deal with this?

LMM3: Oh, actually ethical is very important for international brands. Every, every hotel that I worked with like "Five Star Hotel B", "Five Star Hotel C", "Five Star Hotel A" and "Five Star Hotel D", four hotels, we have the, the ethics, the integrity in the organization (เป็นจริยธรรมนะ ในองค์กร). The first day, all the staff need to train and we have to tell line by line, what is the ethics, ethical for, for this company. For example, um, bribery, corruption, uh, conflict of interest, everyone knows every single one here. And once something happens. This is no negotiation.

Interviewer: Uh, because everyone knows.

LMM3: Yes. 1. If some misconduct happen out, immediately. And this, every case have to be informed to the GM, um, many times that that happened, every hotel. Yeah. Like, um, if we know that some of the staff get a commission from outsider, and we have the evidence and then we have to, um, do the dismissal, right away. And GM is involved to approve on that. No negotiation.

Interviewer: No negotiation, finished. Okay. And, um, what do you think are the main challenges that an expat GM has when making sure middle managers are ethical?

LM3: I think the challenge is he has so many things to focus and he can barely see and know by himself. So the HR has to take this roles as well. We have to keep an eye on and have to keep listening to the people. It's no secret in world, but the, the, the ethical, um, I think in the level of the (ระดับแบบว่า) high leader, we don't have much problems. Maybe one thing that usually happens it's about emotional, but this is not cause to, to dismissal, like some other case. But it's about the respect. Is about, we're talking about harassment, we're talking about dignity, something like that is included in the ethical, right?

Interviewer: Yes.

LM3: Yeah. If, if sometimes that people feel that they'd been looked down by manager, we have, we have the, uh, the, the, its like (อะไรรนะ เป็นแบบ) whistle blowing that allows feedback to be sent anonymously (ที่จะสามารถส่ง feedback โดยที่ anonymous ว่าเป็น), that this thing has happened to me. Its like this but there are not a lot of problems among the mature members of staff, in the manager layer what I mean is the (ก็คือยังงี้แหละ แต่จะไม่ค่อยมีปัญหา ถ้าเป็นผู้ใหญ่ ก็จะมีบ้างในเลเยอร์ที่เป็น manager ที่พูดถึงตอนนี้คือ) department head that reports direct to GM. There are 5 levels, right? (เป็นระดับ เลเวล 5 เลเวลใช้ปะ เป็น) Operations, supervisor, manager, department head and executive which the third level is (ซึ่งระดับ3กลางๆก่อนข้างจะยังแบบ) shaking in terms of (ในเรื่องของ) maturity.

Interviewer: And overall, from your experiences with working with (แล้วถ้าโดยรวมทั้งหมดเท่าที่คุณเคยทำมาทำงานมา) Expat GMs. Um, What do you, what would you change or what would you want an expat GM's role to be in, from training, supporting recruiting middle managers?

LM3: Because of the expat bring international experience and then they have like, worldwide experience. So then this is very important that they bring this to train. Locals which doesn't have much experience to see, um, other, uh, other culture on other difference, uh, environment. This is, this is the main thing. And to be role model, as I said, that local behaviour, international behavior, it's different. The opinion. It's a bit different. So if, if we, if we can, um, get this example from the expat GM and work together, I think local management can, can be much, much better. Really, (จริงๆ) local management are smart but are not brave enough. (เก่งแต่ไม่กล้า)

Interviewer: Yes, that's why I'm doing this research. (ใช้คะ หนูเลยทำ research นี้)

LM3: Smart but not brave enough to make decisions because (เก่งแต่ไม่กล้าตัดสินใจ โดยที่) "I, I don't want to feel that I am in the risking. I want it to be safe, comfort zone." This is (นี่ เป็น) local thinking very much (มากเลย). "I don't want to have problem with him. If he say something. Okay. Yes, yes." But actually he doesn't want to hear the, word yes too much. Sometimes when we be talk with GM, when we do the performance review, he feedback that, okay: You should, you should say no to me sometimes. And ok, ok, like that. This is, this is the way that GMs should do, not like, not just working but always have feedback (แต่ว่ามี feedback ตลอด)

Interviewer: Uh, so to give feedback always (ตลอด) and also take care to listen to you.

LMM3: Yes. I think it's very important and speak up also very important. We have campaign in this hotel because, uh, last year we, before COVID-19, we did the survey for, every staff, and the result that, uh, uh, are afraid to speak up, very high. So we have the campaign "Feel free to speak". And we have the, uh, the session with the GM as well, down to operations. We have, uh, on monthly basis, we have a GM uh, "Tea talk". We invite representatives from each department to sit and talk, whatever you can talk to GM, whatever question you can ask you, you don't, you don't need to wait for your manager to put the question and ask GM. Today, it's open day. You can talk whatever you want to GM. So will be: Oh, I actually, my vacuum machine is broken for many days. My managers still doesn't fix it. It is very difficult for me to work. And they can tell this direct to the GM. This is very, very good. After we did that. That even colleagues, junior colleagues feel more comfortable because as as you know, they are afraid of foreigners. Even when the GM comes into the canteen no one wants to sit near the GM, afraid of the GM. (ฝรั่ง เขี่ย GM มา ขนาด GM เข้ามาในแค่นทีนไม่ยอมก้มนั่งใกล้ GM กลัว GM). Actually, GM would like to talk to everyone just would to run away from him. Sometimes I pity him, like "come back and shit with the GM". (บางทีนำเสนอสารอะ แบบกลับมามานั่งกับ GM ก่อนอะไรเงี้ย) As, as we used to work with foreigners, we know know what they want to. Then I, I try to, I try to, to, uh, to bring them to be closer. Otherwise, GM is there and staff is there. It's more difficult.

Appendix 2.11 Interview Transcription EGM4

Position: Anonymous Middle Manager

Nationality: Thai

Years working in Hospitality: 11 Years

Years working with EGMS Thai Hospitality industry: 5 Years

Years working with EGMS in 4-5 Hotels in Chiang Mai: 5 Years

Interview Duration: 17 Minutes 56 Seconds

LMM4 has over 5 years of experience as middle management working with expat general managers in 4-5-star hotels with various international hotel chains in Chiang Mai and other provinces in Thailand. LMM4 is currently working with an all-Thai team as middle manager in a 5 star hotel in Chiang Mai. LMM4 requests to remain anonymous.

Interviewer: So could you give me a short description of what you think an ETHICAL LEADER is?

LMM4: Personally, it's you have to know for me, fairness is important and you have to know how to deal with your subordinate and also your top management. And that's is difficult. Also, you have to understand the concept of the hotel then the ethical is following that. And also you have to have you have to have it in your mind and then you have a good mind and ethical is is there. So you cannot just giving one direction, different direction to another. So that's what I think. Also you have to be a role model. That's important because if you have a good morals to be with your subordinates or you can show you have ethical management, it could be easier for you and you have to be honest and trustable for me.

Interviewer: OK, OK. So ethical is really something you have, it's not what you learn right?

LMM4: Yeah.

Interviewer: OK. So from your experience when working with expat GMs before, what is the GM's role when they recruit new middle managers and how do they make sure they are ethical when they recruit them?

LMM4: Well, they have to see the person works, I think, because if you don't know who they are, of course, you can ask them when you have an interview. And for me, the middle manager is very important as a key person. If you have a good person in between you and your line staff that make your life easier. If I were a GM, you know, because if this person connect you and the subordinates not really like everything but make somebody understand. How did you want. Hmm. I think that's the key. So the GM should know the person a little bit for me because, yes, it is important. They will I mean, they see how they work already and then they contact a person and ask them to come the interview, if they're interesting to have a person to work. So that's the key. So to

see how it works, how they manage the events, how they show the attitude, how patient they have. That's for me. The GM. I think they have the person in their mind. How the person they want to work with. So for example, like, if you're in a city hotels, I'm sure they want some I mean, middle manager to be totally Thai and then you have director or something like that. But the resort is a little bit different. You can have all Thai, for example, here, the all the the middle manager. We call head up department, but actually in between. So I think that's important. They have to know a little bit and they have to know. Charac-, exactly, characters to match the GM characters as well. Yeah. You know, to check the knowledge, to check the experience you can ask, but to see how they work, I think important that they have to know the person a little bit. For example, like I in my, previous hotels, the GM see how I work already in another hotels and then he remember me. Gave me a contact. I give him a contact. And then when he wants somebody to work with him and he just contact me. So it's faster, it's understand each other. So yes, I think that's important, the GM wants somebody that understands the GM.

Interviewer: Yes, so to work as a team together. And when so when they recruit. So when the expats you talk to the middle managers, they want to work with them. Do you know how they normally interview or what processes do they use to make sure the person they hire is ethical?

LMM4: Well, there is a process. You know, I have to I will contact my HR, they will contact me and give me the schedule to interview with just HR and then OK, if they're OK. And they will have somebody like to get an opinion for example a chef. That's the person I have to work with in my position, as F&B manager, for example. So I will go for HR, they check me and oh OK, this person OK. And then they will get an opinion from chef a little bit that, how's the person's attitude or how they experience and then if the chef feel, OK, we can work together. So I think that's past the GM. So GM got idea a little bit already that this person can be get along with the team. Yeah, of course. The GM, we were looking for somebody that he wants, you know. Yes. But the team is important. So if chef is OK, if HR is ok. I think then he will interview.

Interviewer: Yeah. So after watching them again, like you said. OK. So when you're hired, how, what do you think the GM's, the expat GM's role should be when training middle managers?

LMM4: Well, actually not really like you mean a class or just giving advice or?

Interviewer: Anything you feel that you think should be part of the training for middle managers?

LMM4: I think they should train something about financial management or something like that, and I don't think so. Normally, GM doesn't give any like training straight to the, Just just one person training. But when they have a class. There is a session, you know, but for me, they should give some, really give an idea what they want, you know. How they want, first of all, an event to be run like this, like that, like when we have a white

dinner or something like that. This is what I want. Like, OK, I want revenue there, how many people we want. And I think that's part of training. So if you got if you are a first time middle manager, so that's a training like giving an idea, giving a theme, giving the directions. Or I think that the part of the training.

Interviewer: And you think the GM should be involved in this training directly also?

LMM4: I think they should because I mean I mean, like, it's really good for a person who never, who just be a new manager. You know, they set up like a little session of how to be a manager, how to handle a situation, how to create an event. So for me, that should be to be have some training like this.

Interviewer: Yes. And how. Yes. I wanted to ask, how do you think that the GM is involved? How do you think this affects the ETHICAL LEADER of the middle managers?

LMM4: It depends. If you have a GM, it's very aggressive. It's it's hard to to following the direction which is coming all the time. You know, changing all the time. It's happened is normal in every manager, even myself, it depends on the situation of change that's not so often like. OK, the expat they have they have very strong character, you know, pretty aggressive. Doesn't mean not good. But it's good for some or most of the situation. So I think they shouldn't have come too much to involve just let the people work and see how he's going and giving them advice. Yeah, that's from me.

Interviewer: So they should guide more.

LMM4: Yeah, just guide more.

Interviewer: OK, and so during when a manager is working so in daily operations, what is the what should the expat GM's role be in performance appraisal of the manager. Like giving feedback or something like that.

LMM4: Well they, they, they normally do that. For example, like every morning they would come and see like breakfast is the first thing they will see in the morning, you know, like because you managers most of the time will be there, guests, staff also. So that's the whole situation. They have to make sure that that the restaurant is OK in the breakfast. Something like that, they will go to check the guest, if everything OK. And if they see something wrong or something like not not staff shouldn't do that. So they will give a direction, give a feedback directly. Even lights, sound, music, they will. They will come every morning, most of the time.

Interviewer: And other situations when the GM doesn't give feedback directly. For example, if there is a serious talk?

LMM4: Yes, of course, they will. I mean, after the operation done because just giving a time need to talk or explain carefully or something serious. And you have to sit, like, away from people a little bit if something serious, you know, is something like that.

Interviewer: And what about. So when the hotel does annual planning, so every year when there's the budget, the training's like everything is planned out for the next year. What is the expat GM's role in this part? That he will support the middle managers as Ethical leaders?

LMM4: Ok. To be fair, the GM will see how the numbers will reach or not. How is the guest experience scoring, you know, and the how the staff doing. To me, I don't know, luckily, that I worked with the expat who was working in Thailand for quite long. So they have an idea of little bit to talk with the Thai or even an Asian. You know, they will, like, give you you support, like cheer you up. But giving a guideline like if you cannot reach the budget for this month. We will have to push harder in the next month. And how can we do? What can we do? It's like giving a guideline for for us to push ourselves to reach the numbers. I mean, revenue or something like that. For staff, for daily operation I think they, the GM will let us work with ourself. And if there is some something we have to talk, we will go talk to the managers, so we discuss then.

Interviewer: Yeah. Ok, so it's both private and both on the moment. OK. And when when there is, for example, unethical behaviour or ethical dilemmas, how do you think the expat GM should deal with the situation?

LMM4: Well, we just because I think everyone has ethical and we never and my personal I never doing like unfair for a staff or the manager doing things like that. So I couldn't see that we get involved. It's kind of this, For example like difficult situation like this. No. So I think in terms of that, how they act, how to take care of the manager, I think it's fair enough since I work with an expat, so. So I think they should show us that he's fair enough, the way he talks, the way he are giving guidelines to everyone, you know. Yeah, so I don't think so. That's a model we can copy to make sure that he showed the ethical to the manager. And for the manager, I think personally, they all have already in mind, so the GM's know.

Interviewer: So the GM's already know them before.

LMM4: Yes. Yes.

Interviewer: OK. And when you mean by that, the GMs treat the managers fairly. Can you explain what you mean?

LMM4: Well, if you are giving something to like. We we go, for example, HR dinner, we go with everyone. We just not pick like, OK, you go with me to drink, to eat. That's the way or even when we going to do something, the GM will like invite everyone, come and

discuss, even just giving a gift to all staff or even just one department. The GM will ok, all managers sit down, what we can do for the staff? You know, it's not just like OK, we give a reward for F&B department and just take only F&B to talk. We'll invite all managers. OK, we're giving this.

Interviewer: So everyone is respected the same?

LMM4: Yeah.

Interviewer: OK, nice. And so far from when you've worked with expat GMs, what do you think the main challenges are for them when helping middle managers to be ethical

LMM4: Language, of course. And kind of character. OK, you have to understand, I mean, the GM should understand the character of Thais and Thais should understand the character of expats also. So that's language is the first thing, characters and I mean, the managers should know how the GM's character, you know. That's the key.

Interviewer: Yes. Understand each other.

LMM4: And understand each other. But mostly the managers have to understand the GM because he's the one that giving the directions, you know. If you don't understand, you're not going to work it out.

Interviewer: Yes. So when you mean like to understand each other, is it mostly about culture or?

LMM4: Exactly, culture or if I know. I mean, if it's different, if the GM works in on hotel and want to understand the way. How can I say? The concepts or what he have to achieve. So the the manager has to understand the GM. I mean, The GM have to deliver the direction to the manager. So that's the key.

Interviewer: OK. And from so my last question from all your past experiences, what would you change or what would you suggest to an expat, GM from when they hire from the training and also supporting middle managers to be ethical in a company

LMM4: Well they have to give a clear. First thing, the clear direction. I don't think that the knowledge is, I think similar knowledge, but a different experience and language is diffi-, the language. You see some challenging for the managers. I think they have to give a clear direction, clear concept to each manager in each department. So and show, Thai people they love to see the care, you know. I want the expat take care a little bit because the expat is a strong behaviour, strong character. Some Thais they don't understand, you know. We have, everyone have a warm heart, I know and even the expat. Giving kindness its importance. So kindness a little bit.

Interviewer: Yes. And one last question.

LMM4: Sure, sure.

Interviewer: What can you say when you- So when you say that they need to care and show kindness? Could you give me an example of what you think, how how they should do it?

LMM4: Well just giving a compliment to cheer them up. Ok, you did a great job. We reached the revenue. Wow. This is a good teamwork. Just show them something like this a little bit. Do not just giving praise and you know, it's not like that. I think Thai people want to hear this. But the expat they always like you have to do that, do this to by those date, by this deadline, by tomorrow or by next month or something. And so it was feel like too much. And sometimes, yeah but it's OK. Is that ok? I hope I made some answers for you.

Interviewer: Yes!

Appendix 2.12 Interview Transcription EGM5

Position: Finance Director at Le Meridien Chiang Mai

Nationality: Thai

Years working in Hospitality: 13 Years

Years working with EGMs Thai Hospitality industry: 6 Years

Years working with EGMs in 4-5 Hotels in Chiang Mai: 1 Year

Interview Duration: 18 Minutes 54 Seconds

LMM5 has 6 years of experience as middle management working with expat general managers in 4-5-star hotels with various international hotel chains in Thailand. Some parts of the interview are translated from Thai, with the original text brackets after the translation.

Interviewer: Okay. so the first question, um, could you give me a short description of what you think ETHICAL LEADER should be?

LMM5: The good or the?

Interviewer: What you think ETHICAL LEADER is?

LMM5: Um, the person who can lead, I, I liked the leader, uh, who lead by example. They, I think the, the leader or the, My boss should be coach can, can push me and direct, give me directions, clear the directions as well. Actually, in terms of finance, my area, um, is hard to find someone understand the logic of accounting. They mostly the, my boss and my leader is not, they are a non-finance person. They do not understand the logic of accounting. They understand profit and loss something like that. So, uh, sometimes it difficult for me to explain how difficult of our steps of work, something like that. Is sometimes facing the challenge. So, but after, I think in the past few years, I, maybe I have a lucky to have, I have had, I had, uh, boss or GM who understanding well in finance, I think the new GM of hotels, they have to take courses sometimes for finance, or non finance courses, they understand in term of P and L, income statement, something like that. So, so I like the leader who understand my work.

Interviewer: Yes. Okay. I understand. Okay. Um, um, so when, um, when you recruit so local middle managers, so managers or head of department, like your position, what do you think the role of the expat GM should be, um, in ensuring that these managers are ethical, um, to make sure that the managers are ethical when they hire them.

LMM5: I'm not sure that I understand your question.

Interviewer: So when, expat GMs, What role do they have when recruiting middle managers, to make sure they are ethical when they are recruited? (เขามี Role ยังไงในการ เวลาที่จะ recruit local middle managers เขามี role ยังไงในการ make sure ว่า middle managers ที่เขา recruit ความ ethical?)

LMM5: Actually in terms of recruitment, steps of recruitment. So we have to know, know many people, right. I mean we have connection network and we have to check the background of that person. Uh, and also does, uh, we have the criminal tests. This is still the rule of the company. Before that person. So the role of GM actually, uh, actually the main responsible person is HR director, but GM have to make sure that HR follows the step of company policy.

Interviewer: Okay. So it's more HR doing the work, but the GM only helps to support. I see. Okay. And, um, when, when training the local middle managers. So what role does the GM play when personally, when they're training, um, middle managers to be ethical.

LMM5: To be ethical? Actually, in terms of like my job, he help a lot in every day. Actually, I think the training can be happening everywhere every, every time like this morning, he just gave me the statement. He said that training, I have this one, this one is very interesting. He give me everyday statement. I really like this one. I want you to see it. (เพื่อขอมาอีกอันนี้ อยากรู้ให้ดู) Here: Benjamin Franklin: Tell me, and I forgot. Teach me, and I remember. Involve me, and I learn.

Interviewer: Uh, also every day he sends you quotes or not every day?

LMM5: Well, sometime he sends. Some time he just speaks. (inaudible)

Interviewer: Ah, I see. So, so, so he also helps in everyday to make sure that, um, the ethical is, is going? I See. And, um, what about when onboarding or training or team building? How is the GM, how is the GM personally involved in making sure, um, um, the ETHICAL LEADER (inaudible).

LMM5: Every activity and training, he leads by example, he initiates the new activity. And, uh, he attend, every class that we attend, he has to know every single courses that we have to learn. So he learned himself and then he teaches us, later, or something like that. So sometimes they, there's a specific, uh, training course or we, we train and then we have to brief him and we have to, to be in the same page, understand the same way something like that. I have to attend the specific course. Finally, I have to brief him what I get from that course. He is involved in everything.

Interviewer: I see. So any course from skills and also ethical as well?

LMM5: mmhmm.

Interviewer: Ah, I see. Okay. Interesting. And, um, also with the, he mentioned there was the balance scorecard, so, um, how, how is the balanced scorecard views by, um, the GM personally to make sure the middle managers are ethical?

LMM5: So, uh, balance scorecard had make us to set the goal of each position and does index. In different positions, we have different index of our target. And there's a goal, the goal that, uh, material goal and every Month we sit together and, uh, review the, the, the result of each index of each position. So he involved and we have to make the action plan, how to improve, how to achieve that goal. So every, every month and we have the talk, one on one.

Interviewer: Okay. And, uh, okay. So you have daily operations every month. And what about, um, in the annual planning every year? How, how, how do you think the GM should be involved in setting goals for maybe ETHICAL LEADER for the middle managers?

LMM5: Actually, we have, uh, not, not only annually meetings. We have quarterly for the executive committee. The director position. I mean, every department we have the meeting together and talking about the, uh, the target of each, each section, each department. And we, we set a goal right? Set the goal and every quarter we have to summarize the achieve topics, something like that. We have quarterly, monthly reviews just only a small set, but quarterly last time, last year, we went to Le Meridien Khao Lak.

There we have get together activities and we have a meeting outside meeting. So it's good. He involved, he leads the team.

Interviewer: Uh, so in Khao Lak, he lead the team leader and team teamwork?

LMM5: Mhhmm.

Interviewer: Ah, what do you think of that?

LMM5: It's good. It's good. Uh, actually in every department, in every hotel, in my experience, we have activity like this. Uh, same, but, but for this hotel Khao Lak last year, I just joined, Le Meridien Chiang Mai, December, 2019. So that's only one year. So around February, 2020, we went to Khao Lak to have this kind of activity before Covid. So it's a good, it's a great moment that we can spend some times together, do the activity. We built a raffle and we can (row the raft) พายเรือ

Interviewer: Row (พาย)

LMM5: We have the raft bamboo. And the empty plastic bottle, the big one, and we have to build it and we can, we can row it in the sea. This is fun. Yeah. It's tired. So exhausted, but fun. And we, we can teamwork in the team and we can, we can click each other very fast in that activity. And after that we have meeting, we have the summary, uh, achieve, uh, achieve points and miss points, something like that. So, its great activity. Then he always lead us to have fun outside, something like that. So he is a great, great boss, great leader.

Interviewer: Um, and so from everything that he does in these activities, how do you think this affects the ETHICAL LEADER of the middle managers?

LMM5: Actually for Marriott, our core values, every core value is act with integrity. So every, so when I work here, make me very feel comfortably secure (สบายใจอะ) because, uh, in term of finance, there's no something under the table, right here.

Interviewer: So your job is easier.

LMM5: Yeah. It's easier, very easy, everything black and white, something like that. So, and Khun Rajat he is a, he worked for Marriott for a long time, 15 years, uh, this core value is his, how do you call it? The main idea. (เป็นใจสำคัญอะค่ะ)

Interviewer: Oh. So like the main, the main idea, the main center,

LMM5: Every everything you do, you have to, you cannot cheat. Even we signed on the paper. Sometimes you have to sign the back date.

Interviewer: Yes.

LMM5: The previous date(วันที่ย้อนหลัง).

Interviewer: Ah, okay.

LMM5: Right here, you cannot do it like that because we have, we have to be honest (ซื่อสัตย์) , you know, every, every document will be, uh, audit by the auditor something like

that. So we have to make it, if we sign on that day it needs to be done that day (มีเซนต์วันไหนก็ต้องวันนั้นเลย)

Interviewer: So very black and white, like you said, right?

LMM5: Yes (ใช่) This place, this is the first time I joined Marriott. And these core values, I think for me, that is very the best for my working life.

Interviewer: Okay, good. Good. And, um, when in the hotel, if there is an ethical situation or ethical dilemma happening, um, how do you think the GM should play a role in solving these problems?

LMM5: Actually when we faced with this kind of situation. We have back up, like if I face myself, I have to report to my supervisor what should we do. And for Khun Rajat, he has to report to his supervisor, which is Khun Jacob, is the area head of GM for Thailand, Vietnam, Cambodia. So we have to report our supervisors first and if it is, uh, the legal related, we have to inform our legal team in Continent office, Hongkong. We cannot make decisions by ourselves.

Interviewer: Yeah. And even Khun Rajat, cannot make decisions?

LMM5: If it is that kind of situation.

Interviewer: Yes. Okay. I see. Okay. And so from, um, all your experience, what do you think is the main challenge for an ex-pat GM when helping middle managers to be ethical, for GMs?

LMM5: Some company doesn't know, I think especially for local companies uh, the benefit is still the most important thing. So we have to protect the owner's asset, the owner's benefit. Sometimes we have to do the wrong thing, you know. If the company is not protecting us, I mean, the policy like, like Marriott is very strong. If the owner say, yes, you have to do what I do, but it's against the policy Marriott will protect us. I think in term of GM to lead the local manager, like me to do the right thing, the challenge is sometimes the, like the owners opinion or the owners way is different.

Interviewer: Okay. Okay. So is the owner standing in between?

LMM5: In between.

Interviewer: Uh, interesting. Okay. And, um, so for my last question, from all your past experiences that you've worked with, expat GMs, um, what do you think can change? Or what would you tell an expat GM about recruiting training and also supporting Ethical leaders as middle managers in your hotel?

LMM5: I think most GMs, in my past experience, most of GMs understand Thai, Thai people.

Interviewer: So the culture, you mean the culture, the culture?

LMM5: Yeah. How to recruit us, lead us, train, train us. You have to understand us.

Interviewer: Yes.

LMM5: You have to understand the culture of "Kreng Jai" (not wanting to impose on others). We hesitate, we hesitate to, to tell anyone that we don't know. We don't, we don't raise our hand when we do not understand. This is Thai culture. So if, if, uh, sometimes, uh, GM expats do not understand, they don't understand that why you don't tell the truth in front of.

Interviewer: Yes.

LMM5: This is it. If the GM have the way, he has to have the way to talk with us to get the truth from us. This is the challenge.

Interviewer: Okay. Okay. So really it's not about the ETHICAL LEADER. It's about the culture.

LMM5: Mhmhmm.

Interviewer: Okay. That was my last question.

Appendix 3 Case Classifications

EGM	Nationality	Part of Hotel Chain	Years working in 4-5 Hotels in Chiang Mai	Years working in Hospitality	Years working in Thai Hospitality industry
1	Expat	No	More than 20 Years	More than 20 Years	More than 20 Years
2	Expat	Yes	5-10 Years	More than 20 Years	11-20 Years
3	Expat	No	More than 20 Years	More than 20 Years	More than 20 Years
4	Expat	Yes	Less than 5 Years	More than 20 Years	Less than 5 Years
5	Expat	Yes	5-10 Years	11-20 Years	11-20 Years
6	Expat	Yes	5-10 Years	11-20 Years	5-10 Years
7	Expat	Yes	Less than 5 Years	More than 20 Years	5-10 Years
LMM					
1	Thai	Yes	11-20 Years	11-20 Years	5-10 Years
2	Thai	Yes	5-10 Years	5-10 Years	5-10 Years
3	Thai	Yes	More than 20 Years	11-20 Years	5-10 Years
4	Thai	Yes	11-20 Years	5-10 Years	5-10 Years
5	Thai	Yes	11-20 Years	5-10 Years	Less than 5 Years

Appendix 4 Nodes Coded

RQ1 Nodes created during the coding process when finding patterns and differences in the interview data.

RQ1			
Recruitment	Quotes Coded	Training	Quotes Coded
Background Check	12	Coaching	11
Behavioural Questions based on Past Experiences	31	Company Policies	21
Fit with Company and Position	22	Management Meetings	10
Probation Period	8	Monitoring Performance	13
		Onboarding	8

RQ2 Nodes based on CROSS-CULTURAL MANAGEMENT COMPETENCIES derived from the literature review.

RQ2		
CROSS-CULTURAL MANAGEMENT COMPETENCIES	Description	Quotes Coded
Emotional Support	Providing emotional support and empathy in caring for the employee's well-being, since leaders are closely perceived as a parent of the team.	18
Guiding	Guiding and providing structure in the workplace to ensure employees are operating in the right direction.	31
Indirect Communication	Indirect communication especially in criticism, it is crucial to express it in a positive manner to not offend the receiver to get the point across. Equally, the expatriate manager should learn to read between the lines to not miss important information.	22
Mediating	Mediating between different stakeholders such as the international parent hotel chain, local management, and local clients to ensure there are no cultural and practical miscommunications.	30
Socializing	Socializing with Thai subordinates does not only mean enquiring about their personal lives but also being involved such as attending weddings, funerals or simply looking at family pictures, as this is expected of managers and greatly increases their level of trust.	6
Team Building and Ethics	Team building and ethics are the most important ones for EGMs. As general managers are expected to take part in teamwork facilitation, behave ethically in terms of alignment of promises and actions and support the local community where the hotel is located.	43

Appendix 5 Framework Matrix Structure

	RQ1									RQ2					
	Recruitment				Training					Cross Cultural Management Competencies					
	Background Check	Behavioural Questions based on past experiences	Fit with Company and Position	Probation Period	Coaching	Company Policies	Management Meetings	Monitoring Performance	Onboarding	Emotional Support	Guiding	Indirect Communication	Mediating	Socializing	Team Building and Ethics
LMM3 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = More than 20 Years Years working in Hospitality = 11-20 Years Years working in Thai Hospitality Industry = 5-10 Years															
LMM4 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 11-20 Years Years working in Hospitality = 5-10 Years Years working in Thai Hospitality Industry = 5-10 Years															
LMM5 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 11-20 Years Years working in Hospitality = 5-10 Years Years working in Thai Hospitality Industry = Less than 5 Years															
LMM2 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 5-10 Years Years working in Hospitality = 5-10 Years Years working in Thai Hospitality Industry = 5-10 Years															
LMM1 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 11-20 Years Years working in Hospitality = 11-20 Years Years working in Thai Hospitality Industry = 5-10 Years															

	RQ1									RQ2					
	Recruitment				Training					Cross Cultural Management Competencies					
	Background Check	Behavioural Questions based on past experiences	Fit with Company and Position	Probation Period	Coaching	Company Policies	Management Meetings	Monitoring Performance	Onboarding	Emotional Support	Guiding	Indirect Communication	Mediating	Socializing	Team Building and Ethics
EGM4 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = Less than 5 Years Years working in Hospitality = More than 20 Years Years working in Thai Hospitality Industry = Less than 5 Years															
EGM7 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = Less than 5 Years Years working in Hospitality = More than 20 Years Years working in Thai Hospitality Industry = 5-10 Years															
EGM6 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 5-10 Years Years working in Hospitality = 11-20 Years Years working in Thai Hospitality Industry = 5-10 Years															
EGM5 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 5-10 Years Years working in Hospitality = 11-20 Years Years working in Thai Hospitality Industry = 11-20 Years															
EGM2 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 5-10 Years Years working in Hospitality = More than 20 Years Years working in Thai Hospitality Industry = 11-20 Years															
EGM1 Part of Hotel Chain = No Years working in 4-5 Hotels in Chiang Mai = More than 20 Years Years working in Hospitality = More than 20 Years Years working in Thai Hospitality Industry = More than 20 Years															
EGM3 Part of Hotel Chain = No Years working in 4-5 Hotels in Chiang Mai = More than 20 Years Years working in Hospitality = More than 20 Years Years working in Thai Hospitality Industry = More than 20 Years															

Appendix 6 Framework Matrix Application

EGM	RQ1			
	Recruitment			
	Background Check	Behavioural Questions based on past experiences	Fit with Company and Position	Probation Period
EGM4 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = Less than 5 Years Years working in Hospitality = More than 20 Years Years working in Thai Hospitality industry = Less than 5 Years	<p>especially when you hire managers, you would tend to do reference checks to, um, previous employers. And, um, uh, in those reference checks, obviously we would ask and verify whether that, uh, in this case manager or that possible future employee had any issue when it comes to ethics</p> <p>the previous employers don't really mention much about ethics also because, uh, uh, I mean, unless the person has been terminated then, uh, um, obviously between colleagues in the industry, we should tell us the truth ops, um, would be a, really a problem. If I would contact the manager GM in a hotel and potential candidates, when work has been terminated, or the HR would contact the HR and they wouldn't say that, you know</p>	<p>obviously we will start, we will try to figure out how sincere the person is, and you will maybe prompt certain questions on trying to understand if the person, um, um, is, um, I mean, is, is the type of answer would give you based on certain scenario, you might understand if the person is somehow clean. Also what we do when we hire someone, we also run, um, what we call, uh, we look into the</p> <p>Also what we do when we hire someone, we also run, um, what we call, uh, we look into the criminal records. So we all ask, we always ask that person who's hired has clean records doesn't have any, any, any kind of, I mean, the record that might somehow jeopardize his position in the company and the company itself.</p>	<p>there's an attitude perspective that you would assess, uh, when you do the, the, the interview. And there's also some of the attributes and what are the qualities and the skills that the person has to perform. So in this specific case, we're looking for them attitude, right. And, um, in Shangrila we always say we hire for the attitude, and then we train for the skills.</p>	<p>all about observing the persons then, uh, obviously many things can happen behind the scenes, but when you observe the person already, you see the person has the body language or a person has a, has a, has a, has an attitude and the behavior that is aligned with the, with the way with our values. Um, and, uh, and you engage with the person. You can also understand certain things,</p>

<p>EGM7 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = Less than 5 Years Years working in Hospitality = More than 20 Years Years working in Thai Hospitality industry = 5-10 Years</p>	<p>We short list of maybe one or two candidates. After that, we do reference checks based on reference checks and the interview results</p>	<p>Some of it is in the questions you asked, some of it is in, uh, you know, we have, we have our interview guidelines, we have, uh, the ask some, uh, very pointed questions and we ask people, especially if I, I don't normally end up interviewing middle managers. I would normally end up interviewing department heads and senior leaders. So the questions, we have something called a STAR interview guidelines, and we follow the process of STAR interview guidelines. And one of the, one of the key principles of that is to ask for an example, so you would give them a scenario and you will ask them an example of how they handle that scenario. And in that you would summarize whether they are being ethical or unethical. So a question could be, you have an opportunity to show a profit by shifting some costs from one month to the other. And as the department head, what is your stance on that? How would you deal with it? And then you see how they react and what they, what they mentioned. And that's how you take it through different facets and you see how they come out.</p>	<p>We decided that we're going to hire, depending on which position we are hiring. There's not one interviewer, there are multiple interviewers. So for example, if I'm hiring a director of finance, I would interview, we would have an interview with the director of human resources. We would have an interview with our area director of finance, which is the person who looks after all the finance divisions of Marriott Hotels in this area. So our area is Thailand, Vietnam, Cambodia, and Laos. So within this section, that's 50 hotels. So the finance head of these 50 hotels will also interview the candidate as well as the owning company would interview the candidate, depending on which position you hire, so thereafter we compare notes, and then we do the reference check, and then we go ahead and hire the person. And depending if they fit the bill and fit the criteria for all, all different sets of people. There is no other, which other way does, you know, unfortunately until they don't start working, we only have to base ourselves on interviews as well as reference checks. So the process nominees are the person who would apply. We would go through multiple resumes. We see somebody who fits the bill. We set up interviews with those individuals.</p>	
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<p>EGM6 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 5-10 Years working in Hospitality = 11-20 Years working in Thai Hospitality industry = 5-10 Years</p>	<p>one very important part was always reference checks. Because, I mean, from CV and from the own experience. But obviously, this is one thing, I mean, someone can ask and have a good track record on a CV but you would actually not know, if they, for example, would steal or not.especially when you're hiring managers, you take the time to check. Because they will have a big influence on how your team will perform and how they will do.So I mean, I was lucky to have checked it because I would have otherwise hired this person. And I mean, if someone steals, its already a big sign that because I mean a big no go, especially in areas like banquet, where there is a large amount of money, a large amount of equipment and expensive equipment is being transported around. And it's not very easy to, to supervise it yourself and to control. So we do that in that way.I came actually into a team which had not many managers working and we hired them right off the bat. And we actually had to rely on on other people's opinions at the time and reference checks. And I was not on top of it from the beginning. I mean, I think ethical management is not so much actually that you can learn it. Either you are the person who has ethical behavior kind of like rooted in you, in your being.whenever I hire, I take sometimes longer to just double check and look that everything has been done in a proper way.</p>	<p>I would probably ask in certain things whether they had rather had an issue with the employer or if they had an argument with the employer. What was the reason of the arguments and how was it resolved. To show like what was the opinion that he had, or if he had an issue with the staff and why he had that, but that I think the discussion is more in general to understand what this person is like and not, not very specifically to find out if this person is an ethical manager or not.If you if you if you are a person who's not really following ethical behaviours, its going to be very difficult for you to align or to learn. I think it can be learned early on during the course of your training and education. I think later on once once you get used to this and the way you work, it will be difficult for you to adjust. The most important part is in the recruitment process when you really need to make sure that when you hire a person, you do your due diligence and and double check that these guys are really telling not just the truth and they are correct and not just relying on on their CVs or the information they want to share</p>		
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<p>EGM5 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 5-10 Years working in Hospitality = 11-20 Years working in Thai Hospitality industry = 11-20 Years</p>	<p>But of course, I also do, for management staff, I check on previous employment on what happened, if they were good staff and why they left and so on. The background check is really important. We notice that from a single interview, that is five minutes, or 10 minutes or half an hour, you cannot really get to know the person, you don't know whether they're ethical or not. Everybody can tell you things that you'd like to hear. So for me it's really important for the management staff, it's important to do the background checks for previous employers, if they have any. To get a bit of a clearer picture.</p>	<p>So I had to interview, (inaudible) but also that I asked some questions about how they handled a difficult situation, about what they do to pass time and are they still involved in the (inaudible) company. But I do not interview, line staff on ethical issues, but I do bring up ethical issues when I interview management staff. I would ask questions on how they would tackle the staff, when something does not work up the expectations and what would be their action then would just let it go and talk behind the staff's back or to other employees, or whether they like I do, bring the staff up into the offices and speak about it and bring out the issues. That's really important. Of course, I will interview them and have a couple of questions about work ethics during the interview, but if they are well prepared, they definitely know how to answer a question. On their experience and then their personality. More importantly, to be honest at the beginning, when the hotel was open and we had the .. in place and we had the budget in place, the personality was equally important</p>	<p>For me, it's really important that when they interview the staff and they hire the staff, the hiring process is important for me, because usually it's the department head, it's the HR interviewing first, both on the skills, but also on another another on ethical issues from the staff that the HR thinks that are suitable. Then the department head can interview, then when department head thinks also that are suitable. Then I would just need to see the staff briefly to see whether they are groomed, with guest contact, if they look proper with the standards of the hotel that you have to keep.</p>	<p>Also during the probation, I'm very very careful what kind of (inaudible). It's a three month probation, I give them one more month so I that after 4-5 days during the probation, we have an informal talk about what's going well, what's going not so well. How happy I am. What's really important for me to, during the probation period to really watch their performance, because that is what the probation period is for. And if you don't take the probation period seriously or you forget about the (inaudible) of the probation period, then they automatically become permanent staff then you are stuck and you really have an issue when getting rid of people if nothing really serious happened, then you're stuck with them. You really have to be careful during the first three months of the probation, for three or four months, depending on if we extend the probation for one more month. Quite a few times I must say, I extended the probation. For three months is a little bit short and we were not able to make, I was not able to make a final decision, in the original probation period. Then in the last months there is a big improvement because they are really scared of, not passing the probation.</p>
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<p>EGM2 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 5-10 Years working in Hospitality = More than 20 Years Years working in Thai Hospitality industry = 11-20 Years</p>		<p>We explain to them, yeah. Those policies and regulations that they must be aware at during the recruitment is always be a difficult moment for us to read their mind because candidates are so smart now. They learn from YouTube; they learn how to answer. So, the best way also in order to know the candidate well by questioning.that's difficult to identify with the interview that's what I mentioned earlier, that the topic is about ethical, ethical. We ask questions and we see how the candidate's responses. We have a few scientific questions and structure questions that we see how they responded. And for manager level, yes, especially for specific skills. We have a Special Applications Questionnaire that the candidate needs to fill it. And this questionnaire application has a few quality questions that they need to fill it out. And from that result, then it was very structured.It's difficult, sincerely, sincerely. I interviewed thousand, especially when we did the opening. I interviewed thousand, even up to now. We use special questionnaire, scientific questionnaire. Special system it's difficult to have a good candidate. Again, candidates now they learn how to selling their stuff because they are the product. They know how to create excellent credit grammatically, CV. They know how to pop.</p>	<p>It's been a passion for me to know all the candidates. So, I do personally, even from the line staff, monthly, full-time, from the front of the House and then from back of the house assistant manager. Also, I personally interview usually the direct the direct leaders and then HR, the human resource director and then me as the decision maker, should we hire or not hire.</p>	<p>when you start working and then then you see ok the first month is always the onboarding program, but they start struggling on the third month and fourth month, they start struggling there, struggling because usually, as I said, without enough foundation or strong foundations skill they struggling to manage staff because when they're leaders, they have to manage staff, live staff.</p>
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<p>EGM1 Part of Hotel Chain = No Years working in 4-5 Hotels in Chiang Mai = More than 20 Years Years working in Hospitality = More than 20 Years Years working in Thai Hospitality industry = More than 20 Years</p>		<p>It's it's very difficult to be honest. You you you you cannot really I mean, at least my experience was like that. I've never been able to pinpoint exactly what kind of managers they are. You ask a question; how do you lead your staff? What? Your what is your style of guiding and coaching staff and so onI very simply go through their CV not because I don't trust that, but I've tried to get them to talk about something they know, you know, certainly in Asia. So, they feel not comfortable to talk to, you know, a foreigner like me.if you ask them about their own life, then things come out. Look what you do with your pet, what where you grew up, where, where your parents, what they what they do, how do they support themselves. What is their profession. Do you have any brothers and sisters, and you know? And then where did you work first and ask what what was your salary and were there and was there a service charge.trying to find what has gone on in the past of this person. What was his career path and what did he you know; I also very much look at if there are any holes in in this in the CV.?</p>	<p>compare how would they fit in to us as a team and also to the staff and to the strategy of the hotel or the kind of hotel you want to runso what you're just trying to do sense what kind of what kind of mentality, what kind of character they have and see whether they also fit into the team.</p>	<p>eventually it's only the probation will show whether the person fits in</p>
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<p>EGM3 Part of Hotel Chain = No Years working in 4-5 Hotels in Chiang Mai = More than 20 Years Years working in Hospitality = More than 20 Years Years working in Thai Hospitality industry = More than 20 Years</p>		<p>type of questions that you ask them when you ask them, you can judge by the way they respond. We're talking about enthusiastic, whether they are not whether he is concentrated or whether he is not whether he is over over answering some of them, you can tell that they are overdoing it, you know, just trying to overimpressed you have to look at his background the West has it more than here is bad employees or employees that have behaved unethically and they should be on a certain blacklist among the hotels. And that way, basically, they know that if they did, they they didn't do well in that hotel. They're not going to be able to be recruited in another hotel. So that would basically help the management a lot in, particularly when it is unethical behavior.</p>	<p>has to be real himself, because then I could, uh, nobody is perfect, but then I could see where he can fit in that position. Other staff and and within the position that he's going to be working on depends upon the position that he's basically applying. the right person for the right position. Particularly in the industry of services and hotels and restaurants, whatever. Uh, many aspects are important to that position, if it's going to be, let's say, uh, the head of the kitchen is the way he looks and the way he presents himself is not very important because he's not going to be in contact with customers. On the contrary, if he is a front desk, uh, or somebody in that category is in contact with the clients a lot the way, he presents himself the way he speaks. it's important and particularly in Thailand because of the lack of communication that somebody has and I always ask that question, is he hot tempered or is he, you know, calm? And because particularly in Thailand, the miscommunication, the different culture and the language barrier and the misunderstanding is basically important that some customers will lose temper very quickly. Yes. "Jai yen", this is particularly in the service industry and hotel industry, this is extremely important because if most of them are hot tempered that's a war.</p>	<p>I give them the first one, two, three months watching them, how they're behaving. And if they are willing to learn from whatever mistakes and are willing to change, then that's positive to their side. But if they're not, then, you know, becomes more the why. Why is he not doing it or why is she not doing what I've been told and explain to her. What is the reason? Is it her character or his character, or is it just that it's still something missing in the and the explanation?</p>
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EGM	RQ1				
	Training				
	Coaching	Company Policies	Management Meetings	Monitoring Performance	Onboarding
EGM4 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = Less than 5 Years Years working in Hospitality = More than 20 Years Years working in Thai Hospitality industry = Less than 5 Years		<p>we're not only aligned with what is the corporate identity and the values of the company. In that sense. Also, we have dedicated training sessions for this because we really want to make sure that there is no misunderstanding.</p> <p>as the highest authority of the hotel as a GM, you, you want to make sure that, um, one, the, every single employee is properly trained, trained, and, and completes the training on the code of ethics. As a matter of fact, we have online platforms making it even easier.</p> <p>we will make sure that every single employee, so in this case, the new hires specifically would also sign a printed copy of the code of ethics. So from my perspective, I will obviously with HR, make sure that these very critical processes with regards to the code of ethics are followed and completed. So there's no compromise in that sense, because ultimately the code of ethics is also going to be an important tool and document that is going to frame the employee's behavior and attitudes with our guests and with our colleagues. So it's extremely important.</p> <p>it's really, as based on, on the person, based on the attitude of the person, based on the personality. Um, and that's why we have this framework that is the same for everyone, which we don't want to compromise.</p>		<p>So anyone can go through those sessions anytime. So you don't have to invest to a dedicated sessions, but what we do, we monitor and we track, uh, the, the, the training, uh, the, the completion process. So I will make sure, I want to make sure that everyone has completed those sessions.</p>	<p>Whoever is hired as a refresher every year, we will make sure. So that during the, the orientation program of new colleagues who are hired, we'll give them an introduction also on the code of ethics, uh, during the orientation program, which is three, last three days us.</p>

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<p>EGM7 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = Less than 5 Years Years working in Hospitality = More than 20 Years Years working in Thai Hospitality industry = 5-10 Years</p>			<p>In the day-to-day work middle managers for me, particularly department heads and senior leaders, we are constantly in communication with each other. We meet everybody every day. We have what is called a balance scorecard. So we evaluate performance. We have our own internal audit checklist by department that is cross audited by different individuals. In the day-to-day work middle managers for me, particularly department heads and senior leaders, we are constantly in communication with each other. We meet everybody every day. We have what is called a balance scorecard. So we evaluate performance. We have our own internal audit checklist by department that is cross audited by different individuals.</p>	<p>Apart from that, we have almost a two week to a three week orientation plan on property. So we would have the director of finance going to different departments, work with the department, head and go through what to observe and check and understand the functioning of the department, understand what are the points of coordination with their own division, and then see how the processes are working and what are the challenges? What are the successes? How can they make it better? So they get a complete idea of where they sit today. And then from there, they move it forward to, uh, you know, the day-to-day work on improving the communications and coordination</p>	
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<p>EGM6 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 5-10 Years working in Hospitality = 11-20 Years working in Thai Hospitality industry = 5-10 Years</p>	<p>large hotel groups started to see that actually customers are going to be OK if you give them, for example, bulk sold them bulk hair conditioner or shampoo and they reduce all the single-use small bags or packages but obviously it is very difficult to try to share this vision on a global scale. So our local workforce or local managers and need to explain to them why, you know, on one hand we need to to to save costs in certain ways, but we are not able to maybe pay, you say like make a training trip to to a certain destination.</p>		<p>It comes from the hiring as well as from the training, and we had our monthly staff meetings. I have to repeat the certain practices or the guidelines when they came up once every year. You know, you don't have really one on one coaching every single staff. Of course I but with the managers I have my, you know, manager meetings, you are having more interaction because some of the chain of command, they were closer, but I was giving them directions and the guidelines here. So they were much more exposed to to my to my being, you know, like how to do things and how to and how to do. And when I heard about; Oh, this has happened, that this has happened. So I would often ask them, how would you handle that or what? Why would you do that? Like this, you know, something like that, yeah.</p>	<p>I make sure that if some of the staff failed the test, so I have to make a quick chat to understand why they were failing, because they were not very, very complicated actually.</p>	
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<p>EGM5 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 5-10 Years working in Hospitality = 11-20 Years working in Thai Hospitality industry = 11-20 Years</p>	<p>The difficulty for me is at work when something does not go right and they come and either ask for my opinion or ask for my help, prior to something goes wrong, or obviously I hired them as managers, so I would have to support them in whatever they did and try to correct the situation (inaudible) to get back.</p>	<p>Other ethical issues are for example like theft, like like talking bad about the hotel outside, whatever it is. These are very clearly written down in the staff handbook. If I hear about it and the staff that they start working with us, they get a copy of this staff handbook, also sign that they understand and have read the staff handbook. If something happens there, then no explanation is needed, so the action will be taken by the staff handbook.</p>	<p>I take it up with the manager. Also I have the daily briefing with the managers. and I have a weekly meeting which each manager on a one one basis in my office and we keep lists of what needs to be improved but also in the work ethic. So in the (inaudible) of projects they need to do in the future. There is nothing that comes as a surprise because we haven't met somebody for a month and really bad but we are talking on a daily basis, weekly basis. Daily for the morning meeting and weekly on the one on one meeting.</p>	<p>I always find it is very important that there is open communication always communication between myself and the managers, but also between the managers and their staff. The managers that are talking to me directly, are of course, involved in the daily and in the monthly and in the yearly performance appraisal. Its done twice a year: mid and end year. From an ethical point of view, I think that managers should be in a position and have the experience and I think the ethical point of view, there is nothing to train either they have it or they don't have it and you find out very quickly, whether they are good and fair to their staff, whether they are blaming and whether they have a favorite one and people who they don't like and then them the bad jobs. You can find that out very quickly.</p>	<p>Everybody including the management have an induction training. The HR will on the first day go through the departments, will go through the staff handbook and will walk through the hotel and introduce them to everybody. So they are aware of what is allowed and what they can do, what they can't do.</p>
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<p>EGM2 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 5-10 Years working in Hospitality = More than 20 Years Years working in Thai Hospitality industry = 11-20 Years</p>	<p>make sure leaders, managers, those who that develop people, they have to be knowledgeable and above all, consistently consistent.</p>	<p>In our company. There is also an anti-corruption policy. Let me explain so the staff are familiar with the business code of conduct. So, I'm talk about ethical. So, we have structured guidance.Keep reminding them as a part of the job responsibilities.</p>	<p>I test it, based on our standards, product knowledge, which is a lot. I spent my executive time passionately on last 20 years meeting with my supervisor above, directors, one on one and even if I see there is a need even meeting with them once every two weeks or three weeks.am always testing them. I'm always challenging them. What, how is the situation, how you handle it and what is your knowledge, because you're having the morning briefing to the front office. What is the promotion of the day at the F&B</p>	<p>I personally supervise the front line, front of the house, every month I set up appointment and meeting one on one for an hour with me and I ask how they're doing, what they learned and I test the knowledge.</p>	<p>The trick if you're talking about ethics, obviously, the first few days, the first three days. We have orientation, an introduction, I will not mention how we call that. That's conducted by our human resource about the company regulations.And it's managers to introduce themselves, and mention what they do. Its to be, for the candidate to be familiar and then again, to continue back to HR or training to emphasize our benchmarks and standards, then after that, the head of that particular person will continue to do the training.</p>
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<p>EGM1 Part of Hotel Chain = No Years working in 4-5 Hotels in Chiang Mai = More than 20 Years Years working in Hospitality = More than 20 Years Years working in Thai Hospitality industry = More than 20 Years</p>	<p>you can only coach them it's only so much you can teach them and in it it's over time How is that going to go? Do we have enough wine? Do we how do we do that with the food? And who is going to serve all this? Do we have enough staff and so on? Yeah. So, it's then when you when everybody sort of gets together and say, OK, this is how we do this, and that it's basically coaching through the job training. Put the cornerstones and say this is how far we go and where we should maybe go beyond that</p>			<p>it's not always easy to, as an expat to to be absolutely on the grid, to always know who actually follows that and who might not.</p>	
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<p>EGM3 Part of Hotel Chain = No Years working in 4-5 Hotels in Chiang Mai = More than 20 Years Years working in Hospitality = More than 20 Years Years working in Thai Hospitality industry = More than 20 Years</p>				<p>I watch them first. I see how they. How they're doing and from far and only when they are not in contact with the client, there is something that I see wrong, then I come back and talk to them. You know, if you think, look at this and I explain to him as much as possible why the attitude was not working, why is not correct. This is in relationship to the client, in relationship to his bookwork also.</p>	
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EGM	RQ2					
	Cross Cultural Management Competencies					
	Emotional Support	Guiding	Indirect Communication	Mediating	Socializing	Team Building and Ethics

<p>EGM4 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = Less than 5 Years Years working in Hospitality = More than 20 Years Years working in Thai Hospitality industry = Less than 5 Years</p>		<p>So it's really important that you are also involved.</p>	<p>you would address those things separately? What could happen? I mean, the specific example probably is whenever there are some in interaction between expatriates managers and, um, and, and local managers possibly where probably the cultures and the values are the, I mean, also the cultures are different. The values eventually with the company should be the same, but the culture are different. So that's where probably they can be, uh, misalignment in terms of ethics. And if I, if I would observe anything that, um, would not be aligned with our values and our code of ethics, I will take this separately with the manager.</p>	<p>we're very much careful and cautious in the, in framing, ethics, every single employee that, um, starts working with Shangrila needs to subscribe and undersign a code of ethics. It's a quite comprehensive code of ethics, uh, to a certain extent, requires some also some time to understand, because it's very comprehensive, but this speaks a lot about how big corporation in this case Shangrila are very mindful about the, the, how the subject, the importance of the subject. And, um, we want to make sure that not only our colleagues and everyone, so from the lower, the bottom of the hierarchy, up to the top, we are aligned when it comes to ethical values.</p> <p>We might prompt them in making sure, I mean, we're not, we might not we will prompt them and make sure that after they they've been through the session, they've understood the meaning of, of, of what the code of ethics is and how they should behave to be, um, ethically um, right. Um, we would,</p>		<p>what I believe is that any leader, any manager needs to understand what ethics are more than ever nowadays where, uh, a manager and the leader is always is more and more exposed to, um, uh, performing, uh, social activities, uh, or, um, like corporate social responsibilities where eventually funds are being raised for other parties. And obviously, um, within the overall</p> <p>culture and within the, the overall framework. I mean, we, we know, we know in our processes, we know that has ethics are a very important component of our values and of our corporate identity as well. Uh, we want that our colleagues are, all, um, working and performing and acting with genuine care and sincerity. And with that also with a very well-developed sense of ethics in whatever they are doing. So you don't really plan for this,</p> <p>I don't see any challenges, especially in this part of the world where the people are very, very</p>
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				<p>um, eventually suggest them to take another training or eventually, would sit with them and go through the code, the printed code of ethics, and maybe discuss a bit more in detail.</p>	<p>already within the education, the way they are raised. There's a lot of importance when it comes to sincerity, integrity. Um, we don't really have challenges in, in, in, in having our colleagues embracing, uh, those ethics, ethical values, those values when it comes to ethics. Um, as I said, so it's more to ensure that, um, it's, it's regularly shared regularly discussed about, uh, that, uh, it's regularly refreshed. Uh, so that is not something that just signed when at the time you you've been hired. And, um, and then it's finished. Yes. So it was more to keep it going to keep it going to keep it talking about refreshing it.</p> <p>I think it's more, if there is the need, you know, if there's, there's a need to, to, to reinforce it, uh, then you can somehow change it a bit, the frequency of, of, of doing the refresher.</p>
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<p>EGM7 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = Less than 5 Years Years working in Hospitality = More than 20 Years Years working in Thai Hospitality industry = 5-10 Years</p>		<p>My involvement comes up whenever the audit is conducted, I review the results. Um, along with the person who's done the audit, as well as the department concerned, and the finance head will review the audit. We look at the weaknesses, then we work on the action points for improving the weaknesses and the audit. So my process is to ensure that I'm constantly in the loop and in the information about what is going on and in the corrective procedures, and then ensuring that the corrective procedures are working.</p>	<p>The challenge on the other hand is sometimes communication. Um, because of this culture of "Kreng Jai", sometimes the communication doesn't come through, if someone is doing something wrong down the line. So that is the value that I try and break when I'm talking to my department heads and executive committee members, especially my local managers, is that please do not stay silent. If you feel there is something wrong, say it out loud, we will figure it out if it's really wrong, or it was just a figment of your imagination, but do not make the mistake of keeping quiet. And then the problem escalates to a point where it's out of our control and we're not able to deal with it. And it's not only integrity related it's day to day business guest related, cost related, experience related, you know, because sometimes we just don't get to know. So we've got to keep prodding to get that out, but then we have, again, like I said, we have multiple forums. We have a morning meeting every day where we share what's going on in our departments. We have, I have a weekly catch-up with all my department heads. We have leadership team meetings every twice a month. We have a credit meeting once, twice a month. We have, you know, we have, we have so</p>	<p>Marriott as a company is an extremely ethical company. And one of the things that the chairman says is, um, the business we do is as important as how will we do the business. So it's not only about making revenues and making profits, but it's, you've got to do it the right way. And because we are an international company, we are mandated by FCPA laws (Foreign Corrupt Practices Act). We are a US company, right? So we have a foreign corrupt practices act of the US that we are mandated through and the British anti-bribery act and all the anti-bribery and anti-corruption acts of every country. So integrity following the right procedures, following the right accounting procedures, all of that is extremely critical for us. So we cannot deviate. We cannot on the whims and fancies of monthly revenues and profits. We cannot cook the books. We cannot make numbers up. Everything that we do is above board and that translates into our day-to-day lives as well. And that's the education we provide to our associates. So, you know, all of us have to</p>		<p>you've got to do the right thing and being ethical means that you follow the right principles of business and you follow the right principles of human beings and relations that you manage at work. I will not be meeting with every associate or every manager. If there is a level of an integrity related issue that we have to terminate someone. However, if it's a senior leader, if it's one of my direct reports, I would obviously be involved with it. So it really depends on which levels we are talking about. We've had no challenge on people, misusing facilities or misappropriating funds. We have, uh, especially in Chiang Mai, we have, uh, people who are from Chiang Mai, so they don't want to lose face and they don't want to do something untoward where they would be found wanting because their reputation is also at stake. They are from the city. But more importantly, I believe this is my personal belief that Thai people on the whole, uh, again, my belief from what I've seen in two cities, Bangkok and Chiang Mai.</p>
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<p>EGM6 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 5-10 Years Years working in Hospitality = 11-20 Years Years working in Thai Hospitality industry = 5-10 Years</p>		<p>So I had to change the mindset of my restaurant managers and for my bar managers, banquet managers. And so I started to rotate our staff around and also when we were hiring and then they were hiring staff. And I, I included my middle managers into the hiring process and interviewing staff and then let them actually conduct the interview with me together so that they were able to, so I was able to see what what they asked the candidates. Then I could show them, like how I would ask the questions on what I would like to see it conducted or maybe we a more international perspective and having these ethical norms in mind. But something like this, you know, that our local managers maybe don't have the right understanding or or or maybe don't share the same agreement, you know. For example, you know, like we tell our team to not use single plastic or to not have a bad impact on our own, our nature. And then at home or when they go and shop. I mean, everything is full of</p>		<p>First of all, on one hand, following the local authority, the law or the law and guiding law, which is existing in a certain location. However, as well as a certain, I would say, like norms and and behaviors, we would follow, you know, in a society that would not harm or do not have a negative impact our certain on in community as well and the environment, people work in On the other hand, also that we do the right thing in terms of what, for example, if you work with a certain chain that we follow the ethical code from within the chain, which is maybe working internationally, and is maybe different from a certain country where we operate in. For example in Thailand normally or normal, that we would give gifts to to certain individuals, maybe also from government institutions, which overall, for example, in the company when I worked with "Anonymous International Hotel Chain B", was not allowed or you need to get the respect to approval from your from your superior. so that that can be avoided. Some</p>	<p>So I meet with the managers. I have obviously a daily interaction with the staff. You meet them here and there, but it's just like a brief :Hello, and how are you? Everything alright?</p>	<p>So, for example, maybe that would treat those people that respect the moment we have normal conversations and we would value individual persons and would not discriminate on certain traits, I would say would be like some cultural wise or or or something like this. So we were actually able then to to hire LGBT and transgender friendly environment. And we have to make sure that that they were not harassed during work. So let's make sure that they got that they were given the right changing rooms and that they were and that our staff was nice with them, especially when we had like team outings and our staff was drinking alcohol and they would probably not hang out with these colleagues. So in that way, we have to make sure that they are respected and they are given the chance to just be treated in the correct way. But I think it started from from that point. And then also within the for example, when my restaurant managers or banquet managers had some</p>
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		<p>plastic. I don't really follow them. This is not practical at all, you know.</p>		<p>unethical practices like bribes or a bribe or or that you would get a favor in return in the future that this can be avoided, you knowSo, yeah, but I think it's about really about how we as a human beings interact with our community, that we are doing the right thing according to local authorities, as well as the hotel chain that we comply with, with their regulationsIt is sometimes difficult to explain to our managers as well, which do not understand why this would be like that. So overall, it is very important, but it's kind of like a coherent approach. And a coherent understand is there, to understand how that decision to buy, for example, styrofoam boxes for large banquets have a negative impact, just because the customer wanted to take away, you know, or something like that.I think the biggest challenge was really that I even though like everyone just comes from a different background and then working internationally, that certain certain habits or or even, you know, like for example,</p>		<p>interactions with suppliers, you know, when they received or so they knew (inaudible) But then they're like, oh, he has difficulties, for example, to hire casuals or how canwe manage to cash in or can you not take tip money to to pay the additional salaries to them? So we have to just to make sure that we are always very with clear rules and that they were publicly known, you know, that everyone knew that we do the right thing. And and one of the most important parts was that I always complied, you know, that I always was the role model.I showed them what what is acceptable and what is not acceptable. So I need to treat the staff correctly. I am not allowed to take on gifts from supplier. I cannot ask my staff not to do that when I do it myself. And so I have to be a role model for example.I've seen different countries and our managers mostly have to maybe work within the city or maybe within two different provinces or something like this. So the mindset is different or</p>
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				<p>paying someone a gift, paying someone a favor to get a favor in return. For example, one of my beer suppliers, he I mean, he didn't give money to or something like this to my manager in cash payments but then he came and sponsored the Christmas party of the team. You know, which is not ok. Sometimes these normal practices which are happening which are difficult to really explain, the managers and the rest. This is probably the biggest gap, that they understand the local practices are most of the time, not all complying with what actually the company's requirements from international perspective on how this would have been used.</p>		<p>something that. For example, they have they have maybe worked through and maybe worked their way up to become manager, from being a trainee. For example, in Thailand it is very common, that as a trainee, you're not getting paid. It's kind of like free labor, right? And sometimes we have taken advantage of I mean, I mean, you know, my management director and the HR department make sure that they hire enough trainees which they can actually use its workforce. But then in the end, they've actually not really learned anything and just worked you know. I mean, that's not, you know. I mean, when I came first, Chiang Mai was my first time posting. It obviously took me quite some time at the beginning to understand also what was different and all the layout on how things are done.</p>
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<p>EGM5 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 5-10 Years Years working in Hospitality = 11-20 Years Years working in Thai Hospitality industry = 11-20 Years</p>	<p>it depends on the size of the hotel. Whether a manager has 50 staff or 100 staff like in big hotels, because they have less time to look at each individual as they do have in a small boutique hotel, like ours.</p>	<p>So if the probation days are over, the staff is not surprised with something not going well and I have to extend the probation and tell the staff she doesn't pass or he doesn't pass the probation so at the half time of the probation period, there is already a talk where we talk about, you know, what went well, what went not so well. Then either its a confirmation of the probation, or extending it one more month. We set very clear goalsI would say that some of the training where I will be holding myself, like service trainings to meet guest expectations, or supassing guest expectations.</p>	<p>In front of everybody else, I do, I do corrections or if something does not go so well, I do that in the one-on-one discussion.</p>	<p>you need to be very forward, you need to be honest and sincere with yourself. My my point is, is somebody that does something which is different to what I think it should be done, shouldn't be done, I will be telling them immediately and very straight-forwardly and not keeping anything backI will call them into my office, I don't talk usually in front of other people. If something goes wrong and I get into the office and tell them what is in my opinion, is not going so well or did go wrong and then we will together try to find a solution and the topic usually is out of my head.Well, there is a certain structure. I mean obviously the staff are (inaudible) they have a (inaudible), they go first to their department head obviously and they go to him or her then would probably go to the HR and they will solve the issue internally. If the HR cannot handle and then they will come to me. We will join together and find a solution.Normally in the one on one meetings, if there is time to wait for the weekly meeting, if something urgent or</p>	<p>The managers should always try to weigh in between what is the.. situation but also what is the .. situation. In the region, somebody has a problem at home that the manager should be so close to his or her staff, that they know what's going on in their private lives and that there is good communication, so that can be taken into consideration, work or holiday, private lives, something that happened, they didn't sleep well, they have issues at home, or issues with money or issues with anything, they need to take this into consideration of something goes wrong. Basically the day to day staff...I like to be out on the field in the hotel on a daily basis, quite often during regular hours. To limit my admin work to time .when there's no guests and there's not much to do. When there guests in the hotel, I try to be outside with the hotel guests and also with the staff. So I'm also walking daily through each department to say</p>	<p>We go trainings of course, motivation training, skills training, Train the trainer seminars so then enables to train the staff better and a lot of training which is being budgeted on a weekly basis with HR who are responsible for training.</p>
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<p>EGM2 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 5-10 Years Years working in Hospitality = More than 20 Years Years working in Thai Hospitality industry = 11-20 Years</p>	<p>"There is a generation gap. There is a cultural differences gap. How to do it? Listening to them, as a good leader you have to be a good listener also."How to cope with them, listening to them, listening to their grievances, listening to what the challenges and then explain well, don't give the solution, me, I like to challenge people. I explain in the past from experience. What did I do to solve that issue. The</p>	<p>An ethical leader leads by example. We develop them. We train them and then we let them go working in the crowd that we let them make mistake, I didn't say mistakes. The mistake.I always lead by example when I said we have morning briefing; I am the first one to be there. When I said we all have to work hard, I'm the first one to arrive. And then when I said we move the tree, I'm the person one to be there, start digging the soil. nothing of coming from the education level of personnel or certifications coming from experience because staff will respect you when you give them knowledge. Staff will respect you explain about experience. Staff will respect you when they see that whatever you do is education. The moment you arrive to the moment to leave is 24/7, 365 is about education.People keep saying work smart. I don't agree. How can you work smart 24/7 when the hotel is open. How can you work smart when the guest do not sleep and suddenly there is</p>		<p>They should have zero tolerance policy towards discrimination, bullying, harassment, and victimization while supporting all managers and team members to practice ethical standards in the workplace.</p>		<p>integrity and endeavour to provide a happy, respectful, safe, and positive working environment for all employeesYou as a leader, in order to have a good team, you must be consistently consistent and religiously keep doing it 24/7, 365 days a year.</p>
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		<p>something wrong. Maybe I don't know, I maybe I'm not good enough. Yeah. In this industry and when you said work smart, then you don't meet yur clients you don't meet your guests. I don't know I'm in the company that, a lot of reports and a lot of response with the owners, and checking, yielding. I</p>				
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<p>EGM1 Part of Hotel Chain = No Years working in 4-5 Hotels in Chiang Mai = More than 20 Years working in Hospitality = More than 20 Years Years working in Thai Hospitality industry = More than 20 Years</p>	<p>an expat like me coming into a country like Thailand and managing Thai people, I have to basically respect their their mentality, their their traditions, their their nationality and their mentality, because otherwise I would not be able to serve my guests.trigger them to come out and bring their best, which they maybe have never done before, you know, to to motivate them to come out and say, well, how much do you know? I mean, maybe you can contribute as well. So, it's not always good to tell them exactly what to do it's not always good to come with your expat and "Farang" side and tell me what was meant to be done. But yeah, and then you also have to learn to compromise with them"You have to respect the people. You cannot just come with your wisdom from somewhere</p>	<p>you can do the path with them together and you get to successthe communication is very importantAnd each department head sort of has to give us a bit about what they feel, but that's the ones who earn moneySo, let's say three percent to five percent or whatever it is. And so that's 10 percent. And then they can actually distribute that 10 percent among their staff. And they would come to you and say, OK, I feel this person gets more, but that one gets a bit less because he's not really so dilligent. And should we also deliver him a message that he's not so much. So that's where everybody has to sort of learn how to guide their how to run their own department and how to, you know.you have to give us the input of what you need, how sometimes you have some people are not so good in that, you know, then you have to coach them a bit to help them. And it's like an interview.</p>	<p>maybe in Thai then they will come and say how I feel about this and I feel about thatAnd you would point that out and say, listen, good man, you have done something wrong now. In order to you would not publicly or say why this person has left, but in a country like Thailand, they will know why anyhow. So that that is that's done automatically. You know, you don't go there and say, well, this guy has done more than that and that's why he's doing that. If somebody if somebody would ask if if he would go somewhere else and they would call for a reference for him, you might point out and say, well, it's been easy with it, with women. You start off with something, you would indicate that, you know, but only on the phone, you wouldn't write it down.very important as a as an expat is that you have somebody in the hotel who tells you what's what's going on. You've got somebody who's got the ears on the walls and listening. You know, somebody it's usually somebody from the personnel management or some other department head who sort of have a good relationship with the staff. And they know sort of what they're feeling. Are they happy or unhappy? Is there some something not good? Do they feel annoyed about me or some other manager? Because this or that, do we need to</p>			<p>it's your duty to make sure people take their public holidays, their vacations in whatever way that's what they earn, what they're supposed to take and hopefully go someplace with the family and do something. It's it's a part of it's a part of the culture you have in it in this kind of business.we just discharged a manager. We told him to leave. OK, so we are basically, and it was even worse, we told him to resign. We were not we were not ready to pay him the severance payment or something because he did something wrong, which is was against the company rules.it's impossible that you just know by yourself, you know what you have to have to work with with the staff that you are given that information</p>
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	from overseas and tell them how it works and how it goes"		straighten that out? I mean, that is always very important that you as a leader know how things happen, how they develop and how they unfold. Because very often as a foreigner, you don't have that. You don't you don't hear if you don't get it because your language skills are not there. Nobody's going to tell you. make sure that all the time I am aware of what what what's going on, you know, because it's very difficult to. It's very difficult to know how your guests feel, how your staff feels, how your equipment is			
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<p>EGM3 Part of Hotel Chain = No Years working in 4-5 Hotels in Chiang Mai = More than 20 Years working in Hospitality = More than 20 Years Years working in Thai Hospitality industry = More than 20 Years</p>	<p>self praise of somebody whenever he does something good or unusual, you know, good. Uh, let's say, you find that, you know, the rooms are finished being cleaned by 10 o'clock instead of two o'clock in the afternoon, of course. Well, what's happened? You know, there's a praise and there's appreciation of that person.</p>	<p>transfer his own experience to the people who are in lower position</p>	<p>it's considered wrong among the Thai social, um, we don't know even if I see him, but we don't speak about them. But it's you to find out. It's up to the boss, to the managers to find out and nobody will come and tell you, uh, even if something as serious as a theft or something, even if they know they will not say. So basically it's a common behavior, even in a neighborhood. Uh, this is very common. And it's difficult also for the management. Uh, when you have that, you know, whether on every level the Thais have that attitude. I don't speak about another person. I don't even if I see wrong, I will not, you know, be involved. What causes it? Many reasons, but, uh. But it's a common, uh. Attitude here. So you really have to investigate yourself and be sure as as a manager, who is the person that has been has an unethical behavior. Yeah. They should then call that person and, you know, find out why. way to break it out is basically to accuse somebody wrong without without the punishment yet. And of course, under the then you might hear the the real story. So that's more psychological attitude or a tricking system to to find out. But it's not. But if something is serious, something is not serious. You know, a room is not being cleaned, I don't know. But if its theft of our</p>	<p>ideally who have had a more wider experience and learnt the wisdom of the trade as well. So one of the most important thing is to be able to transfer it at the level of each person that he can judge, he can absorb. I always weary about jealousy among the employees. So you have to be always careful about that they, particularly here in Thailand. They compared a lot, employees compare each other a lot. You cannot be biased. You cannot show preferences to one person to another. It is really important here. let's say if you give an assistant manager a certain amount, but they give nothing to a cook. That's unfair. You understand that you give the other one a bigger amount and have a smaller amount that is acceptable, but nothing and just give the other one that's not acceptable. And what do you do if you decide not to give? That's a sign for them, for them like to leave. have to be sure that the person that he is responsible for is unethical behavior is is the right person because sometimes, you know, particularly</p>	<p>they have a New Year party. Uh, you have, uh, uh, gifts for New Year. Uh. I mean, I've been managing a small hotel, you know, not big hotels, but slightly different than big hotels and big organization, you know them on one to one person, from the lowest level to the highest level.</p>	<p>the care of the face value and the emotions of people here, it's important. And the other thing is if I have something to criticize. It's never among their friends and it has to be just him and me in a closed room. Uh, so basically because the issue of face value is extremely important. And if ever sometimes a lot of weakness off of the moment, I put that remark and you can see in their faces, they start not to look at you, but they look at their friends, whether they're watching them or not, and this is in Thailand because it's extremely important when they move from one motel, you see that that guy, even big hotels and I've heard it, not myself, but heard that he would go with his own group of employees. All of them moved them move to the new hotel. You know, if he's you know, he moved they just asked, like a clan or a gang, they will all move together here. That's very common here.</p>
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LMM	RQ1			
	Recruitment			
	Background Check	Behavioural Questions based on past experiences	Fit with Company and Position	Probation Period

<p>LMM3 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = More than 20 Years Years working in Hospitality = 11-20 Years Years working in Thai Hospitality industry = 5- 10 Years</p>		<p>Interviews are long because every GM, they, they have, um, they have the experience. Um, we actually technique of the interview and nowadays we use the technique called, um, experience interview. We don't, we don't ask about the fact, because you can answer from the book. Right. We asked him about the situation, right. Uh, have you ever faced with this situation and what did you do and what is the result? And then they try to gather more information and, and can, um, uh, predict that if this situation happened to this hotel, so what this person will do. So every, every single story from the past can help us to predict what behavior for this person could potentially be in the future.</p>	<p>every time when we, um, when we choose, um, anyone to join the team, um, HR will screen first, and we have the, um, the aspect right. To, to see the quality of the person and the GM will be one part of the selection as experienced from each brand. Um, each brand has some differences to choose the person to join the team. And GM is the last person who will talk to the person and make sure that this person is suitable for the brand.</p> <p>It's not like, okay, you used to be my, used to be my friend, or you used to be my, um, my colleague from the previous hotel. And you can join this hotel. It doesn't mean like that. So since I'm been working with many GMs, they have quite high, high standard to choose one of the, the, the team member. And they can balance what the team looking for. So, uh, if talking about Thai, Thai and foreigner, when they work together as a team, the expectation of the GM, of course, he would like, everyone would like everyone to blend in to be like, balanced, otherwise, like here and there, and then arguments you don't support me. Okay. This is your way, this is my way. So that that's not the way that, that all the GMs would like to see.</p>	<p>Normally the GM, um, shares the experience and to be the role model. An example for everyone. So each, um, each manager or department heads when they come to work, um, we have the process of the probation, right. Probation, period. They, everyone knows about the job description. Yes. Yes. And one of the job description it's to be, to be in the managing level, which has to work closely with the GM. So we talking about all managers who has direct report to GM right?</p>
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<p>LMM4 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 11-20 Years Years working in Hospitality = 5-10 Years Years working in Thai Hospitality industry = 5- 10 Years</p>		<p>You know, to check the knowledge, to check the experience you can ask, but to see how they work, I think important that they have to know the person a little bit.</p>	<p>The GM. I think they have the person in their mind. How the person they want to work with. So for example, like, if you're in a city hotels, I'm sure they want some I mean, middle manager to be totally Thai and then you have director or something like that. But the resort is a little bit different. You can have all Thai, for example, here, the all the the middle manager. We call head up department, but actually in between. So I think that's important. They have to know a little bit and they have to know. Charac-, exactly, characters to match the GM characters as well</p> <p>it's understand eachother. So yes, I think that's important, the GM wants somebody that understands the GM.</p> <p>So the GM should know the person a little bit for me because, yes, it is important. They will I mean, they see how they work already and then they contact a person and ask them to come the interview, if they're interesting to have a person to work. So that's the key. So to see how it works, how they manage the events, how they show the attitude, how patient they have.</p> <p>they will have somebody like to get an opinion for example a chef. That's the person I have to work with in my position, as F&B manager, for example. So I will go for HR, they check me and oh OK, this person OK. And then they will get an opinion from chef a little bit that, how's the person's attitude or how they experience and then if the chef feel, OK, we can work together. So I think that's past the GM. So GM got idea a little bit already that this person can be get along with the team. Yeah, of course. The GM, we were looking for somebody that he wants, you know. Yes. But the team is important. So if chef is OK, if HR is ok. I think then he will interview.</p>	<p>they have to see the person works, I think, because if you don't know who they are, of course, you can ask them when you have an interview. And for me, the middle manager is very important as a key person. If you have a good person in between you and your line staff that make your life easier. If I were a GM, you know, because if this person connect you and the subordinates not really like everything but make somebody understand. How did you want. Hmm. I think that's the key.</p>
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<p>LMM5</p> <p>Part of Hotel Chain = Yes</p> <p>Years working in 4-5 Hotels in Chiang Mai = 11-20 Years</p> <p>Years working in Hospitality = 5-10 Years</p> <p>Years working in Thai Hospitality industry = Less than 5 Years</p>	<p>we have connection network and we have to check the background of that person. Uh, and also does, uh, we have the criminal tests. This is still the rule of the company. Before that person. So the role of GM actually, uh, actually the main responsible person is HR director, but GM have to make sure that HR follows the step of company policy.</p>			
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<p>LMM2</p> <p>Part of Hotel Chain = Yes</p> <p>Years working in 4-5 Hotels in Chiang Mai = 5- 10 Years</p> <p>Years working in Hospitality = 5-10 Years</p> <p>Years working in Thai Hospitality industry = 5- 10 Years</p>		<p>in recruiting people, we will see the work mindset of the person, which the ethical mindset is one of them, but recruiting, we will not say directly that ethics is assessed. But we will ask questions related to previous work experiences that also link to ethical matters and being a good manager</p> <p>another thing is in "Anonymous International Hotel Chain", after the resume is submitted it is filtered by a system which generates psychological interview questions</p> <p>Part of that, I believe in there are ethic-related questions, of course, because my boss has important policies on business ethics. By the time the system filters this, it has a rating scale that is passed on to the recruitment manager, the HR team to screen and if it passes or fails, and if it passes, there will be a behavioral interview that we will conduct as well.</p>	<p>which is very on point, that you ask about middle managers in the hotel. If it's at the operational level, then recruitment can be done by the department head and HR, but if it's at the middle manager level, for example, an assistant manager promoted to manager, something like this, it will require the GM's involvement.</p> <p>The GM should be involved, right? Well, that is, really in working in an organization this large, there is a clear command line. In the end of the work that we do, reflects the bigger picture of the hotel, so the GM already has the role as the decision maker to choose who best suits the job and strategy.</p>	
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<p>LMM1 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 11-20 Years Years working in Hospitality = 11-20 Years Years working in Thai Hospitality industry = 5- 10 Years</p>	<p>And also, most of the time we can catch that this person past behavior is unethical and also the reference check. We also do that police background check so that also because these candidates have been in trouble before and that can tell us</p>	<p>We have so called the behavioral questions. We will reference from the past experience. So something is really happening with them. So this will tell us what would this person ethical or not ethical.</p> <p>So we call it, a star questions. So is "S" from the situation. "T" is from task. "A" is from action and "R" is from response. So we will ask them to tell us what they what, what was their past experience on each topic?</p> <p>It's very important for the GM to get into the recruitment process of the final interview.</p> <p>So they will tell us and then we go through that. Like what? How do you treat your staff when your staff yelling back at you? Can you give me your experience? So it's come from that past experience. Its not something that they are really telling us because people normally when they answer the questions. They will tell you what is the theory?</p> <p>Like, OK, I will go by the book. I will go. I will control them. I will make them listen. It's really not telling us anything. So we will ask them to give us the past experience. If they pass, we go to the next point. Until we find the stuff. Until we find the good stuff like the situation, the tasks that are given to them, what are their actions of it and what is the result or response. So so these can help us telling that these candidates are qualified on the ethical side.</p>	<p>GMs Is the, normally when we do it, every position, every position, we're hiring in the hotel, we have a final interview with the GMs. So. So what we've got before, before we send a candidate through the GM, we sit down among the managers, the HR and the GM, and we discuss about what finding what is the STAR of this person. And then we'll have and have a critique what point that we haven't reached yet. So this is where we help the GM to do a final interview. Again, the reference check through our networks. It helps, the 360 interview, it helps, you know. So the role of the GM, I have seen in other places that you do not want to interview the line staff or even the local managers. They will sometimes just, "OK. You are fine. I'm good, I don't have to interview." Which is wrong. The GM should be a really person to emphasize that these candidates are quantified in terms of ethical.</p>	
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LMM	RQ1				
	Training				
	Coaching	Company Policies	Management Meetings	Monitoring Performance	Onboarding
LMM3 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = More than 20 Years Years working in Hospitality = 11-20 Years Years working in Thai Hospitality industry = 5-10 Years	So when those, um, managers, they have experienced to have direct report with the GM, GM can see very clearly on the performance, the performance it's come from everything from the business side, the revenue, the people side, so we call it P P P you know, um, people, product, profit. So if we see that our people, they are so good. This team, uh, they, they will never hear something about the manager in the negative way. Yeah. We can just like, okay, you are good. Even people, the product still keep your product alive. People come to use your facilities. People come to spa to come to eat here. Your product is still there, you can see. Then the profit, we have product and we have to have profit. This is also another, another thing that, that the GM can feedback for the performance of each manager.	actually ethical is very important for international brands. Every, every hotel that I worked with like "Five Star Hotel B", "Five Star Hotel C", "Five Star Hotel A" and "Five Star Hotel D", four hotels, we have the, the ethics, the integrity in the organization (เป็นจริยธรรมนะ ในองค์กร). The first day, all the staff need to train and we have to tell line by line, what is the ethics, ethical for, for this company. For example, um, bribery, corruption, uh, conflict of interest, everyone knows every single one here. And once something happens. This is no negotiation. If, if sometimes that people feel that they'd been looked down by manager, we have, we have the, uh, the, the, the, its like whistle blowing that allows feedback to be sent, that this thing		So GM it's the person who evaluate the performance of each manager. For example, this hotel, actually for we, GM works so hard because we, we have manager, actually we have director and then we, um, the, the hotel manager and then the general manager right. We don't have hotel manager and GM cover every single department by his, by himself. So like sales. Sales director report direct to him. HR report direct to him. Housekeeping. Normally we have rooms, right. We don't have rooms, we have housekeeping report direct to GM, front office report direct to GM. Everything, Oh, include engineering also also spa	

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<p>LMM4 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 11-20 Years Years working in Hospitality = 5-10 Years Years working in Thai Hospitality industry = 5-10 Years</p>	<p>I think they should because I mean I mean, like, it's really good for a person who never, who just be a new manager. You know, they set up like a little session of how to be a manager, how to handle a situation, how to create an event. So for me, that should be to be have some training like this</p> <p>For example, like every morning they would come and see like breakfast is the first thing they will see in the morning, you know, like because you managers most of the time will be there, guests, staff also. So that's the whole situation. They have to make sure that that the restaurant is OK in the breakfast. Something like that, they will go to check the guest, if everything OK. And if they see something wrong or something like not not staff should'nt do that. So they will give a direction, give a feedback directly. Even lights, sound, music, they will. They will come every morning, most of the time.</p>				<p>Normally, GM doesn't give any like training straight to the, Just just one person training. But when they have a class. There is a session, you know, but for me, they should give some, really give an idea what they want, you know. How they want, first of all, an event to be run like this, like that, like when we have a white dinner or something like that. This is what I want. Like, OK, I want revenue there, how many people we want. And I think that's part of training. So if you got if you are a first time middle manager, so that's a training like giving an idea, giving a theme, giving the directions. Or I think that the part of the training.</p>
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<p>LMM5 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 11-20 Years Years working in Hospitality = 5-10 Years Years working in Thai Hospitality industry = Less than 5 Years</p>		<p>I think the training can be happening everywhere every, every time like this morning, he just gave me the statement. He said that training, I have this one, this one is very interesting. He give me everyday statement. I really like this one. I want you to see it. (พี่ชอบมากอันนี้ขอฝากให้ดู) Here: Benjamin Franklin: Tell me, and I forgot. Teach me, and I remember. Involve me, and I learn.</p> <p>Actually for Marriott, our core values, every core value is act with integrity. So every, so when I work here, make me very feel comfortably secure (สบายใจอะ) because, uh, in term of finance, there's no something under the table, right here.</p> <p>This place, this is the first time I joined Marriott. And these core values, I think for me, that is very the best for my working life.</p>	<p>balance scorecard had make us to set the goal of each position and does index. In different positions, we have different index of our target. And there's a goal, the goal that, uh, material goal and every Month we sit together and, uh, review the, the, the result of each index of each position. So he involved and we have to make the action plan, how to improve, how to achieve that goal. So every, every month and we have the talk, one on one.</p> <p>We have quarterly for the executive committee. The director position. I mean, every department we have the meeting together and talking about the, uh, the target of each, each section, each department. And we, we set a goal right? Set the goal and every quarter we have to summarize the achieve topics, something like that. We have quarterly, monthly reviews just only a small set, but quarterly last time, last year, we went to Le Meridien Khao Lak. There we have get together activities and we have a meeting outside meeting. So it's good. He involved, he leads the team</p>	<p>Right here, you cannot do it like that because we have, we have to be honest (ซื่อสัตย์), you know, every, every document will be, uh, audit by the auditor something like that. So we have to make it, if we sign on that day it needs to be done that day</p>	<p>Every activity and training, he leads by example, he initiates the new activity. And, uh, he attend, every class that we attend, he has to know every single courses that we have to learn. So he learned himself and then he teaches us, later, or something like that. So sometimes they, there's a specific, uh, training course or we, we train and then we have to brief him and we have to, to be in the same page, understand the same way something like that. I have to attend the specific course. Finally, I have to brief him what I get from that course. He is involved in everything</p>
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<p>LMM2 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 5-10 Years Years working in Hospitality = 5-10 Years Years working in Thai Hospitality industry = 5-10 Years</p>		<p>He, himself is very accurate and strict with standards and "Anonymous International Hotel Chain" policies, but if he can make a decision within the organization himself, he will do so, just like I said, But if the situation escalates and legalities are involved. He will have to raise the issue to the VP. So if he is unsure how to make a decision, he will have support from his boss again.</p>	<p>monthly they will have leadership meetings every month, so anything that needs to be discussed on a monthly basis, he will share the information. Even employee meetings are monthly meetings.</p>	<p>The GM is the last to approve, because with "Anonymous International Hotel Chain", the middle managers have to go through the appraisal online twice a year: midyear and end year. In which every January, goals have to be set. At the time of the appraisal, the manager will do a self-assessment and then forward it to the direct manager, which is in the command line for the next department head, and then the last person who will approve the results of the ratings to be sent is the GM.</p>	
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<p>LMM1 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 11-20 Years Years working in Hospitality = 11-20 Years Years working in Thai Hospitality industry = 5-10 Years</p>	<p>The fact that the GM are driving the managers to have a productive, from the online learning and also in training side the GM's side is also very important in pushing each manager of the local middle manager. Like what? What are your view? What is your development? What is what have you learned? What you want to learn more? So at this come from the point that the GM who is the decision maker, whether this person are qualified to develop or not</p>	<p>I think with the annual planning, it's it's about all about each, we call it IDP of each manager's so the IDP is individual development plans. So this is linked to the budget, because if you don't know what to develop and we cannot put the money in for budget training or development for the ethical side, we have like online courses in workplace behavior. So this is the mandatory compliance by our corporate office. So these need to go through.</p>	<p>And other than that, it come from the IDP. Let's say if this person, like let's say you, me, I would like to know more about the labor law and I need to plan myself so the GM will authorize and budget the money for me to go to the workshop to gain the knowledge of the labor law side. same as the S.O.P We have we have to send our managers to our corporate office to attend the meal, S.O.P lunch by the corporate so they have more understanding and then they can come back and then communicate back to their teams. So so this is really important that we have the training outline for the whole year in advance. So that the GM will take in consideration and analyze and then discuss that later. This program is suitable.</p>	<p>I believe that every GM plays a very important role in drive in driving the learning for the hotels, for the company, because if GM did not put his time on the training, people will not get developed. And we will have this the same issue, the same problems again and again, so the GM's role, He doesn't need to conduct himself a training, but he can reinforce the S.O.P. He can reinforce to the head of the department to drive the training like, let's say, learning credit in our online training so that this is the matter.</p>	
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LMM	RQ2					
	Cross Cultural Management Competencies					
	Emotional Support	Guiding	Indirect Communication	Mediating	Socializing	Team Building and Ethics
LMM3 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = More than 20 Years Years working in Hospitality = 11-20 Years Years working in Thai Hospitality industry = 5-10 Years	<p>Then they can like lift up the, the motivation of Thai management as, you know, what that Thai people don't talk much.</p> <p>this is the example that, that push us. If the GM doesn't work, even when they work, (ถ้า GM ไม่ทำงาน เขาอาจจะทำงานบางคนอะ), some GMs might work in another way. But we don't really understand because of the style of, working of each GM is different Thai GMs nag, especially women. I've worked with a Thai woman GM. (ผู้หญิงผู้จัดการที่เคยทำงานกับ GM ไทยผู้หญิง) Oh my God morning briefing is like a gunshot, everyone at the table die. But some GM who has very like reasonable approach and follow up. We can follow up in</p>	<p>Because, um, as I work with my current GM, he's very, very kind and he understands he can read, he can read every single person that, what is your strengths? What is your, um, your weakness? And he can guide, um, the way that each person can be improved to be better. This is, this is what, uh, Thai management looking for, for the, the leader that the top, the top leader.</p> <p>for example, in the past, I used to work with one GM who will come to work early. Yes. He is very clever, but he just like order order, order. And then he, he's not micromanage, but once somehow Thai people, I believe they still need some micromanage because Thai (เพราะว่า ไทย) people still not so detailed. But in the vision of expat management, I think the experience it's it's worldwide, so they can, they can see what we</p>	<p>The Thai people keep like, keep inside, they lots of thinking, but they, they don't confidence to have an argument with the GM if GM say anything to say yes, yes, yes, yes. But even they say, no, they just say yes. Right. But if the GM understand this culture and try to encourage the Thai management to, to, um, to be confident and share their mind and the thoughts and they can work together very we will.</p> <p>I think it's very important and speak up also very important. We have campaign in this hotel because, uh, last year we, before Covid, we did the survey for, every staff, and the result that, uh, uh, are afraid to speak up, very high. So we have the campaign "Feel free to speak". And we have the, uh, the session with the GM as well, down to operations. We have, uh, on monthly basis, we have a GM uh, "Tea talk". We invite representatives from each department to sit and talk, whatever you</p>	<p>the GM will give the big picture: What is the, what is the goal of the year? And then it will have the main goal first. We set the goal together, but the main goal of course, is from the corporate office, communicated to the GM and then GM will adapt for the property. And then he will think about what, what is the goal for these property?</p> <p>If some misconduct happen out, immediately. And this, every case have to be informed to the GM, um, many times that that happened, every hotel. Yeah. Like, um, if we know that some of the staff get a commission from outsider, and we have the evidence and then we have to, um, do the dismissal, right away. And GM is involved to approve on that. No negotiation.</p>	<p>the majority we're talking about GMS right? I think the expat GM, once they decide to, to, uh, work in Thailand, first of all, they need to understand the culture and they have to be open first because, uh, from my experience, if, if they, some of the GMs are still thinking that Thai people it's, it's not the same level as they are come from. Right. So, um, this behavior that could potentially pressure the team, but some, uh, some GM who is very, um, open mind, and then accept how the way of Thai people work and try to bring in and try to understand the culture and work together.</p> <p>for my current hotel, I think, GM work too hard, uh, comparing with some GMs that I used to work with because, uh, some GM made as like, Oh, because we direct report right? Very powerful. I mean the GM is the person who influenced us to be a certain way.</p> <p>Sometimes 3:00 PM and they're already drinking but (บางทีบ่ายสามครึ่งแล้วอะ แต่ว่า) my current GM, I never see that. So this very influences the team. Have you ever seen the GM can open the electric box? He can point every single thing. Why it's dusty here? Now, it's old, you have to change here. Most of the GMs never touch something like this, but this one, I will say, that's why he should not be here. Otherwise he will think that I อบรม him too much. I experienced five GMs that I worked with, this person down to earth มาก he knows even like Thai Laws, he reads everything. Not just trust what I tell him but he also did the research and be sure ensure that what I, what I'm saying, it's, it's true and after that, he</p>	

	<p>a positive way. It's time to blame, blame. It's time to, to, to warn, warn. But it's time to compliment, we have compliments, But not just like, this is morning briefing. It's not, a warzone</p>	<p>can't see</p> <p>And then he, he will give the assignment to every department to think about, to reach this goal. What your, um, what is your plan, for your department, for like HR. If talking about, okay we would like to get the feedback from the guests at least to total year 90, 98%. So we have to think about the quality of service. Maybe we have to push about training more than last year and then this GM will guide us.</p> <p>Because of the expat bring international experience and then they have like, worldwide experience. So then this is very important that they bring this to train. Locals which doesn't have much experience to see, um, other, uh, other culture on other difference, uh, environment. This is, this is the main thing. And to be role model, as I said, that local behavior, international behavior, it's different. The</p>	<p>can talk to GM, whatever question you can ask you, you don't, you don't need to wait for your manager to put the question and ask GM. Today, it's open day. You can talk whatever you want to GM. So will be: Oh, I actually, my vacuum machine is broken for many days. My managers still doesn't fix it. It is very difficult for me to work. And they can tell this direct to the GM. This is very, very good. After we did that. That even colleagues, junior colleagues feel more comfortable because as as you know, they are afraid of foreigners.</p>			<p>leave it with me and also spa treatment, sales, numbers long. He just looks and he can already make the sum</p> <p>So this is very important because we know that GM work hard, when GM work hard, you work hard too. But, but even if you feel GM doesn't do anything, so everyone just relaxes.</p> <p>The role model is very important to influence the team, to have to have like power to think, to work, to improve and to push the team moving forward.</p>
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		<p>opinion. It's a bit different. So if, if we, if we can, um, get this example from the expat GM and work together, I think local management can, can be much, much better. Really, (จริงๆ) local management are smart but are not brave enough.</p> <p>Smart but not brave enough to make decisions because (เก่งแต่ไม่กล้าตัดสินใจ โดยที่) “I, I don't want to feel that I am in the risking. I want it to be safe, comfort zone.” This is (นี่เป็น) local thinking very much (มากเกินไป). “I don't want to have problem with him. If he say something. Okay. Yes, yes.” But actually he doesn't want to hear the, word yes too much.</p>				
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<p>LMM4 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 11-20 Years Years working in Hospitality = 5-10 Years Years working in Thai Hospitality industry = 5-10 Years</p>	<p>the GM will see how the numbers will reach or not. How is the guest experience scoring, you know, and the how the staff doing. To me, I don't know, luckily, that I worked with the expat who was working in Thailand for quite long. So they have an idea of little bit to talk with the Thai or even an Asian. You know, they will, like, give you support, like cheer you up.</p> <p>Thai people they love to see the care, you know. I want the expat take care a little bit because the expat is a strongbehaviour, strong character. Some Thais they don't understand, you know. We have, everyone have a warm heart, I know and even the expat. Giving kindness its importance</p> <p>Well just giving a compliment to cheer them up. Ok, you did a</p>	<p>you have to have you have to have it in your mind and then you have a good mind and ethical is is there. So you cannot just giving one direction, different direction to another.</p> <p>If you have a GM, it's very aggressive. It's it's hard to to following the direction which is coming all the time. You know, changing all the time. It's happened is normal in every manager, even myself, it depends on the situation of change that's not so often like. OK, the expat they have they have very strong character, you know, pretty aggressive. Doesn't mean not good. But it's good for some or most of the situation. So I think they shouldn't have come too much to involve just let the people work and see how he's going and giving them advice.</p> <p>But giving a guideline like if you cannot reach the budget for this month. We will have to push harder in the next month. And how can we</p>	<p>I mean, after the operation done because just giving a time need to talk or explain carefully or something serious. And you have to sit, like, away from people a little bit if something serious, you know, is something like that.</p>	<p>you have to understand the concept of the hotel then the ethical is following that.</p> <p>So I think in terms of that, how they act, how to take care of the manager, I think it's fair enough since I work with an expat, so. So I think they should show us that he's fair enough, the way he talks, the way he are giving guidelines to everyone, you know. Yeah, so I don't think so. That's a model we can copy to make sure that he showed the ethical to the manager.</p> <p>I think they have to give a cler direction, clear concept to each manager in each department.</p>		<p>fairness is important and you have to know how to deal with your subordinate and also your top management. And that's is difficult.</p> <p>you have to be a role model. That's important because if you have a good morals to be with your subordinates or you can show you have ethical management, it could be easier for you and you have to be honest and trustable for me.</p> <p>if you are giving something to like. We we go, for example, HR dinner, we go with everyone. We just not pick like, OK, you go with me to drink, to eat. That's the way or even when we going to do something, the GM will like invite everyone, come and discuss, even just giving a gift to all staff or even just one department. The GM will ok, all managers sit down, what we can do for the staff? You know, it's not just like OK, we give a reward for F&B department and just take only F&B to talk. We'll invite all managers. OK, we're giving this.</p> <p>Language, of course. And kind of character. OK, you have to understand, I mean, the GM should understand the character of Thais and Thais should understand the character of expats also. So that's language is the first thing, characters and I mean, the managers should know how the GM's character, you know.</p>
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	<p>great job. We reached the revenue. Wow. This is a good teamwork. Just show them something like this a little bit. Do not just giving praise and you know, it's not like that. I think Thai people want to hear this. But the expat they always like you have to do that, do this to by those date, by this deadline, by tomorrow or by next month or something. And so it was feel like too much.</p>	<p>do? What can we do? It's like giving a guideline for for us to push ourselves to reach the numbers. I mean, revenue or something like that. For staff, for daily operation I think they, the GM will let us work with ourself. And if there is some something we have to to talk, we will go talk to the managers, so we discuss then.</p> <p>understand each other. But mostly the managers have to understand the GM because he's the one that giving the directions, you know. If you don't understand, you're not going to work it out.</p> <p>culture or if I know. I mean, if it's different, if the GM works in on hotel and want to understand the way. How can I say? The concepts or what he have to achieve. So the the manager has to understand the GM. I mean, The GM have to deliver the direction to the manager.</p>				
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<p>LMM5 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 11-20 Years Years working in Hospitality = 5-10 Years Years working in Thai Hospitality industry = Less than 5 Years</p>	<p>You have to understand the culture of "Kreng Jai" (not wanting to impose on others). We hesitate, we hesitate to, to tell anyone that we don't know. We don't, we don't raise our hand when we do not understand. This is Thai culture. So if, if, uh, sometimes, uh, GM expats do not understand, they don't understand that why you don't tell the truth in front of.</p>	<p>My boss should be coach can, can push me and direct, give me directions, clear the directions as well. Actually, in terms of finance, my area, um, is hard to find someone understand the logic of accounting. They mostly the, my boss and my leader is not, they are a non-finance person. They do not understand the logic of accounting. They understand profit and loss something like that. So, uh, sometimes it difficult for me to explain how difficult of of our steps of work, something like that. Is sometimes facing the challenge. So, but after, I think in the past few years, I, maybe I have a lucky to have, I have had, I had, uh, boss or GM who understanding well in finance, I think the new GM of hotels, they have to take courses sometimes for finance, or non finance courses, they understand in term of P and L, income statement, something like that. So, so I like the leader who</p>	<p>This is it. If the GM have the way, he has to have the way to talk with us to get the truth from us. This is the challenge.</p>	<p>Actually when we faced with this kind of situation. We have back up, like if I face myself, I have to report to my supervisor what should we do. And for Khun Rajat, he has to report to his supervisor, which is Khun Jacob, is the area head of GM for Thailand, Vietnam, Cambodia. So we have to report our supervisors first and if it is, uh, the legal related, we have to inform our legal team in Continent office, Hongkong. We cannot make decisions by ourselves.</p> <p>Some company doesn't know, I think especially for local companies uh, the benefit is still the most important thing. So we have to protect the owner's asset, the owner's benefit. Sometimes we have to do the wrong thing, you know. If the company is not protecting us, I mean, the policy like, like Marriott is very strong. If the owner say, yes, you have to do what I do, but it's against the policy Marriott will protect us. I think in term of GM to lead the local manager, like me to do the right thing, the challenge is sometimes the, like the owners opinion or the owners way is different.</p>	<p>Yeah. It's tired. So exhausted, but fun. And we, we can teamwork in the team and we can, we can click each other very fast in that activity. And after that we have meeting, we have the summary, uh, achieve, uh, achieve points and miss points, something like that. So, its great activity. Then he always lead us to have fun outside,</p>	<p>I liked the leader, uh, who lead by example</p> <p>It's good. Uh, actually in every department, in every hotel, in my experience, we have activity like this. Uh, same, but, but for this hotel Khao Lak last year, I just joined, Le Meridien Chiang Mai, December, 2019. So that's only one year. So around February, 2020, we went to Khao Lak to have this kind of activity before Covid. So it's a good, it's a great moment that we can spend some times together, do the activity. We built a raffle and we can (row the raft)</p> <p>I think most GMs, in my past experience, most of GMs understand Thai, Thai people. Interviewer: So the culture, you mean the culture, the culture? LMM5: Yeah. How to recruit us, lead us, train, train us. You have to understand us.</p> <p>So really it's not about the ethical leadership. It's about the culture.</p>
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		understand my work				
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<p>LMM2 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 5-10 Years Years working in Hospitality = 5-10 Years Years working in Thai Hospitality industry = 5-10 Years</p>	<p>The company culture is, as we know, working with foreigners is "sharp", but with Thai people its compromise. In fact, the organization combines both which is good, it makes employees feel that someone is listening to them, they speak and explain, and someone listens. But ultimately the final decision maker must decide, no matter what the decision, it will have an effect. At least I feel, this allows the employees to feel that there has been reconsideration</p>	<p>He gives immediate feedback because the operations in the service sector, cannot be left because the impact can be huge. So if we see something which is incorrect, the employee will be taken aside and given suggestions or feedback. But if the matter is larger and lengthy, the employee will be invited to the office for a conversation.</p>	<p>I wanted to add that when it is a private conversation, in the work setting, it is a sign of respect towards the employee when there is only GM and that manager. If the manager is scolded in front of other employee, I must say that some managers have their ego, they have their comfort zone and they are not okay with receiving feedback in front of junior employees.</p> <p>I have to say that when expats work with Thai people, as far as I have been at this hotel, in most cases, if it is an executive committee level, they hire foreigners, but the director manager level down to line employees are Thai people. I think, the challenge is about the cultural gap, perhaps we, the Thai people, we cannot receive any direct feedback like foreigners. Thai people do not like to speak up front and will keep it to themselves, or behave they will behave in a humble, respectful manner despite being criticised publicly, no matter if they are wrong or not wrong, Thais do not like to argue, thus causing a gap which allows us to be</p>	<p>I must say when working in foreign organizations, they mostly have global standardizations. 1 + 1 = 2 and have to follow it. But it is not like this in Thai organizations where there is compromise. Which gives the word ethics between working with Thai people and working with foreigners, a little bit of a gap.</p>	<p>he or she is the role model of all employees.</p> <p>This makes the training results quite good. In the classroom, the GM will introduce the class and will share his personal experiences during the introduction, to persuade employees to understand his role and to ensure his behaviour is as a role model and it is something that we, employees, must really do in the organization.</p> <p>he is the example, because previously there was a case, that an employee did not behave ethically and he took it as an example to show the other employees that if there is unethical behaviour you will be punished by society, based on the rules. Even if that manager performed well, if it is wrong, then as a middle manager in the organization which made committed wrong-doing, they will be terminated immediately.</p> <p>LMM2: In my eyes, when working with an "European Nationality", and most recently with an "Asian Nationality", he would look down on us, but the "European Nationality" didn't do that but the "Asian Nationality", did it a little. Like "Why don't you talk you have no brain?" Like this.</p> <p>Interviewer: Oh, I understand. Is it like he doesn't understand why we don't want to talk?</p> <p>LMM2: Yes, this is our culture.</p> <p>Since the GM is the number one in the organization, everything he says is related to his integrity. He must make the employees feel trust and give him credit, and this will result in the organization being ethical also. Just like our family. Our father says don't lie to others, and he is also always a good example. So it keeps a</p>
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			<p>"oppressed".</p> <p>It could be a one way communication style, for example, "You don't want to talk because you don't want to argue with me or if you don't want to talk to me, maybe write it out." because this strategy, my GM uses. There is a "Rep section" in each quarter which the employees will send feedback to. The GM used to ask open questions to employees in monthly meetings but the staff never answer, but when he changed his strategy to let them write, it turns out that more information was received through writing, he got more feedback.</p> <p>it is not like the foreign office style that hot-headedly discuss with each other during the situation and it is over. Like if my feelings are expressed then I am done, if the meeting is finished then it is over, but us, Thai people, it is not finished.</p>		<p>consistent system. It relates to our legal system, no one dares lie and everyone tells the truth. I want to suggest this.</p> <p>ethics is the bigger picture of integrity. If they come into any culture, which is the majority in that environment, he has to understand our culture too, not try to change it right away. Or if it is changed immediately no matter what there will be ripples under the water that will cause the organization to collapse in the end. So I want to go back to my point before, that I gave the example of a family: If the father is a good example then he can properly govern the children in his home.</p>
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<p>LMM1 Part of Hotel Chain = Yes Years working in 4-5 Hotels in Chiang Mai = 11-20 Years Years working in Hospitality = 11-20 Years Years working in Thai Hospitality industry = 5-10 Years</p>	<p>It's not about any skill. This is mainly from the ethical side. So from my point of view, I think the shortest description would be the ethical leader. They look at their subordinates, they look at their staff. They look at their manager as a stakeholders. So it means that they give the importance and they help them to connect with all the S.O.P, laws, social values or even themselves.</p> <p>So these these factors need to be connected and emphasized by the general manager to all the managers and key members, like a social values for example, like in Northern culture, to say in Chiang Mai. We have a really sensitive, some sensitive issue. So these need to be recognized, for the team as well, how not to go, because we have team</p>	<p>our our long term strategy is all about the people that growth of the people. And one of our so-called DNA is that we always have someone to take care of our development. So we can see that long term strategy, we can develop our people into our hotel groups like as a leader so we can develop our front office manager to become a director of rooms in one of our properties in Phuket, or we can develop one Sous Chef to be an executive chef the future in one of our properties in Bangkok. So this is going to a long term strategy that we keep develop people, and this is also a benefit of the company. And we can have a new, fresh talent in as well.</p>	<p>So this helps the expat GMs to understand really the culture values like, let's say when you speaking each word. Let's say the smiling face.</p> <p>Smiling. I believe you have ten meanings of a smiling face. This is this person has a genuine sincere smile or she is just smiles to get past it. Sometimes Thais, they will say yes. They will not say no because Thais don't want to be in trouble and they don't want to get challenged. So just say yes, but work will be not done.</p>	<p>So like, let's say that to be an ethical, you need to really follow what is the rules and regulation of the company, which is so-called S.O.P. So these are like the disciplinary actions do not happen. People will be aware of being a good team members. And also the next one is the law. The law is very important and and most of the time we conduct business. So we need to have a really a reference on the law. Let's say, if we going to sell alcohol and there's a teenager under 18 into a bar in the hotel. Would we provide the alcohol to the to the minor? So we need to go back to the law. Sorry, we cannot sere alcohol because it's according to the law.</p>	<p>We go through that process. And the last one is self. Self is sometimes it come from the belief of each individual. But these sometime, you know, that attitude come from a psychological thought, it comes from the childhood who it come from many like you can you can see it from the psychological from from some people. Let's say, have an experience of drowning in like a dream playing in the pond, in the sea and they get drowned. So they afraid of water. Afraid going into the sea, their afraid of going into a swimming. So if we did not know the self values and we tried to force that person into swimming. So that mean we are not ethical. It takes to sit down and go through what is your self values. What is your belief. What is your thought on this. So its more into sharing.</p> <p>I believe that the main challenge, is come from mostly the communication barriers, sometimes its more into like the difference of language speaking, the culture values, the GMs can come from France or Germany and working with Thais. So these are all the differences that we face. And sometimes most of the time that I can see that the people have a resistance to change, which is normal. It's normal for everyone. That's a big change coming in, people getting uncomfortable and try to resist the change. So what would overcome this? Is we need the GM to personally really understand the cultural values of the Thais. So they have many books. Sometimes, I use this one book like "Working with Thais. A guide to managing in Thailand".</p> <p>And then they will say they forgot. So this is this is a normal norms and which the expats need to take into consideration to be more patient, to be more understandable, to really, really studying of the cultural values.</p>
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	<p>members from the south, team members from Bangkok, which is sometimes, they're not aware. They do not aware of the of the social values of Northern culture, with our team members are majority from Chiang Mai. So we need to really especially if we have like a manager from Bangkok. From the south, they will be blunt. They will be pushed, they will be aggressive. Sometimes they use they use the language they did not mean to hurt, but sometimes it hurts. So so these need to be really recognized and informed.</p>					<p>The expat GMs who work in the south and come to the north, you find differences. People are slower in the North.</p> <p>I would say that people look up, like all the staff look up to their GMs. And so by leading by example and really connect with the employees with respect, that will be a really role driver of the ethical, become ethical. Because let's say even if the GMs disrespect to the senior staff, that's already unethical and the people will start resisting and that comes to a bigger issue and ethical problems.</p>
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Appendix 7 Ethical Data Management Considerations

Appendix 7.1 Initial E-mail Communication

Dear Mr/Mrs,

My name is Jasmine Kunigagon. I am a fourth year student at Hotelschool the Hague, currently in Chiang Mai.

I have received your contact details from your reception team and am writing to you as I would like to conduct a maximum 20 minute interview with you for my final thesis to graduate.

My research focuses primarily on business ethics, specifically on the research topic:

"How can expatriate general managers in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local middle managers as ethical leaders? "

The prepared interview questions will focus on your experience as a general manager, here in Chiang Mai. With your permission, the interview will be recorded, so I can transcribe it to extract information for my data analysis. Of course, you may choose to remain anonymous.

Additionally, I would also like to interview one member of your management team from any department for a maximum 20 minutes regarding their perspective on ethical leadership.

I am available anytime it is convenient for you on:

22 – 23, 18 – 30 December 2020

4 – 8 January 2021

If it is more convenient for you to call instead of arranging a meeting at your hotel, we can schedule the interview via:

Mobile: 082 108 0627

Microsoft Teams: 671060@hotelschool.nl

Zoom or any other platform you prefer.

As my research needs a very specific sample size, I would very much appreciate your time as I am also personally interested in your management experience.

Thank you very much for your time and I wish you a lovely day!

Kind regards,

Jasmine Kunigagon

Appendix 7.2 Signed Informed Consent and Unanswered Requests EGM1

Informed Consent Form

"How can expatriate general managers in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local middle managers as ethical leaders?"

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant: Marc-Henri Dumur

Signature:



Date : 24 / 01 / 2021

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative):

Signature:



Date: 24 / 01 / 2021

----- (Jasmine Kunigagon) -----

EGM2

Informed Consent Form

"How can expatriate general managers in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local middle managers as ethical leaders? "

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

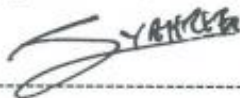
I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant: **SYAHARA DSHUARA**

Signature:



Date : **28 / 01 / 2021**

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative):

Signature:



Date: **24 / 01 / 2021**

-----**(Jasmine Kunigagon)**-----

EGM3

Jan 24(Sun)

Hello hello!

Would you mind to sign this consent form for me, which shows that you agree that I can use your interview content for my report?

Read
6:44 PM

Thank you again and happy Sunday! :)



Informed Consent Form.docx

Size: 27KB

Expired

Read
6:44 PM

EGM4

Informed Consent Form

"How can expatriate general managers in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local middle managers as ethical leaders? "

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.


I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant: Gabriele Lombardi

Signature: 

Date: 25 / 1 / 2021

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative):

Signature: 

Date: 24 / 01 / 2021

-----(Jasmine Kunigagon)-----

EGM5



EGM6

Informed Consent Form

"How can expatriate general managers in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local middle managers as ethical leaders? "

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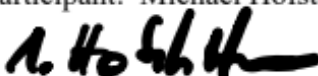
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I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant: Michael Hofstetter


Signature: 

Date: 29 / 1 / 21

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative):

Signature: 
----- (Jasmine Kunigagon) -----

Date: 24 / 01 / 2021

Informed Consent Form

"How can expatriate general managers in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local middle managers as ethical leaders? "

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I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant:

Signature:

Date: 6 / 1 / 2021

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative):

Signature:

Date: 6 / 1 / 21

LMM1

Informed Consent Form

"How can expatriate general managers in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local middle managers as ethical leaders? "

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I hereby give my informed consent to take part in this research project.

Name of participant: Hans D'mello

Signature:



Date : 25 / 1 / 2021

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative):

Signature:



Date: 24 / 01 / 2021

(Jasmine Kunigagon)

LMM2

Informed Consent Form

"How can expatriate general managers in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local middle managers as ethical leaders? "

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I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant: Petcharat Ruanthong Date : 24 / 01 / 2021

Signature:



I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative):

Signature: 

Date: 24 / 01 / 2021

----- (Jasmine Kunigagon) -----

LMM3

Informed Consent Form

"How can expatriate general managers in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local middle managers as ethical leaders? "

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I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant:

Signature: 

Date : 4 / 2 / 2021 .

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative):

Signature: 

(Jasmine Kunigagon)

Date: 24 / 01 / 2021

LMM4

Informed Consent Form

"How can expatriate general managers in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local middle managers as ethical leaders? "

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I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant:

Signature:

Date: 29 / 12 / 2020

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative):

Signature:

Date: 29 / 12 / 2020

Informed Consent Form

"How can expatriate general managers in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local middle managers as ethical leaders?"

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I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant:

Signature:



Date : 6 / 1 / 21

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative):

Signature:



Date: 06/01/2021

AMORNAT BUAKAEW

Appendix 8 Extended Results

RQ1				
Recruitment				
EGM	LMM	Code	Interview Quotes	Quotes coded
4/7	2/5	Background Checks	<p>"We notice that from a single interview, that is five minutes, or 10 minutes or half an hour, you cannot really get to know the person, you don't know whether they're ethical or not. Everybody can tell you things that you'd like to hear."</p> <p>"Especially when you're hiring managers, you take the time to check. Because they will have a big influence on how your team will perform and how they will do."</p> <p>"We have the criminal tests. This is still the rule of the company. "</p>	12
7/7	3/5	Behavioural Interview Questions Based On Past Experiences	<p>"You will ask them an example of how they handle that scenario. And in that you would summarize whether they are being ethical or unethical. "</p> <p>"I interviewed thousand, even up to now...candidates now they learn how to selling their stuff because they are the product."</p> <p>"We don't, we don't ask about the fact, because you can answer from the book. Right. We asked him about the situation...every single story from the past can help us to predict what behavior for this person could potentially be in the future."</p>	31
6/7	3/5	Fit With The Company And Position	<p>"In the end of the work that we do, reflects the bigger picture of the hotel, so the GM already has the role as the decision maker to choose who best suits the job and strategy."</p> <p>"And depending if they fit the bill and fit the criteria for all, all different sets of people."</p> <p>"So what you're just trying to do sense what kind of what kind of mentality, what kind of character they have and see whether they also fit into the team."</p>	22

			"It helps, the 360 interview, it helps, you know...The GM should be a really person to emphasize that these candidates are qualified in terms of ethical."	
5/7	2/5	Probation Period	"When you observe the person already, you see the person has the body language or a person has a, has a, has a, has an attitude and the behaviour that is aligned with the, with the way with our values." "Eventually it's only the probation will show whether the person fits in"	8
Training				
4/7	3/5	Coaching	"On the job training. Put the cornerstones and say this is how far we go and where we should maybe go beyond that" "The fact that the GM are driving the managers to have a productive, from the online learning and also in training side the GM's side is also very important in pushing each manager of the local middle manager. "	11
5/7	4/5	Company Policies	"The first day, all the staff need to train and we have to tell line by line, what is the ethics, ethical for, for this company...And once something happens. This is no negotiation." "They get a copy of this staff handbook, also sign that they understand and have read the staff handbook. If something happens there, then no explanation is needed, so the action will be taken by the staff handbook."	21
4/7	4/5	Management Meetings	"Also I have the daily briefing with the managers. and I have a weekly meeting which each manager on a one-on-one basis in my office and we keep lists of what needs to be improved but also in the work ethic. " "They will have leadership meetings every month, so anything that needs to be discussed on a monthly basis, he will share the information. Even employee meetings are monthly meetings."	10
7/7	4/5	Performance Monitoring	"I believe that every GM plays a very important role in drive in driving the learning for the hotels, for the company, because if GM did not put his time on the training, people will not get developed." "I personally supervise the front line, front of the house, every month I set up appointment and meeting one on one for an hour with me and I ask how they're doing, what they learned and I test the knowledge."	13

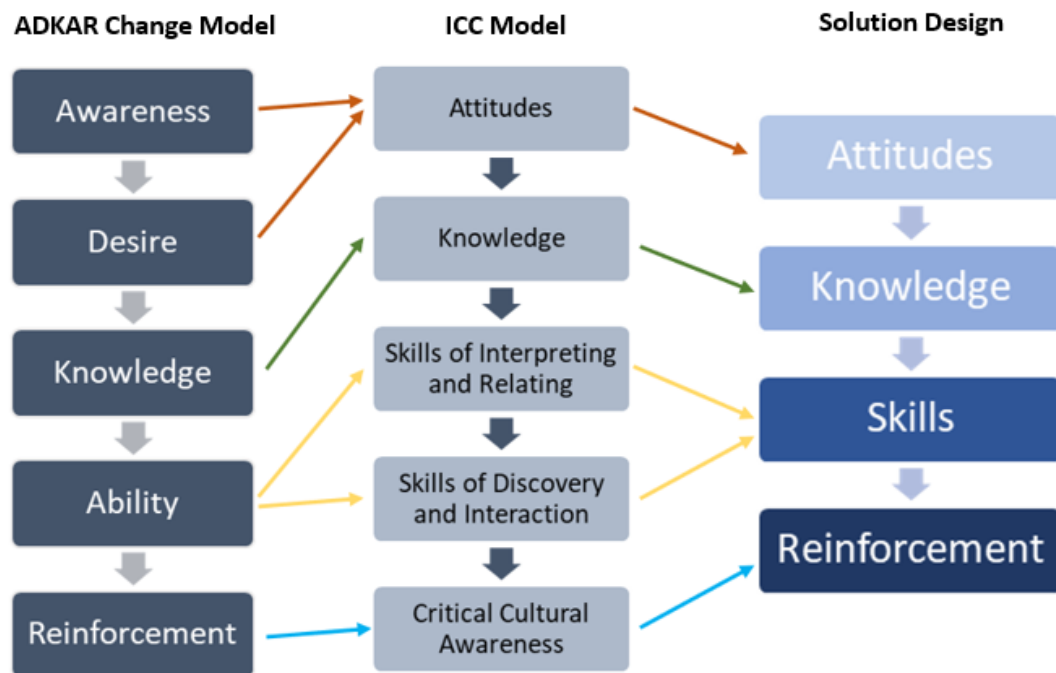
4/7	2/5	Onboarding	<p>"New colleagues who are hired, we'll give them an introduction also on the code of ethics, uh, during the orientation program"</p> <p>"Everybody including the management have an induction training. The HR will on the first day go through the departments, will go through the staff handbook and will walk through the hotel and introduce them to everybody. So they are aware of what is allowed and what they can do, what they can't do."</p>	8
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RQ2					
CROSS-CULTURAL MANAGEMENT COMPETENCIES					
EGM	LMM	Code	Interview Quotes	Quotes coded	
5/7	5/5	Emotional Support	<p>"You have to respect the people. You cannot just come with your wisdom from somewhere from overseas and tell them how it works and how it goes."</p> <p>"Then they can like lift up the, the motivation of Thai management as, you know, what that Thai people don't talk much."</p> <p>"There is a generation gap. There is a cultural differences gap. How to do it? Listening to them, as a good leader you have to be a good listener also."</p> <p>"Then they can like lift up the, the motivation of Thai management as, you know, what that Thai people don't talk much."</p> <p>"The company culture is, as we know, working with foreigners is "sharp", but with Thai people its compromise."</p>	18	
7/7	5/5	Guiding	<p>"My boss should be coach can, can push me and direct, give me directions, clear the directions as well. "</p> <p>"Staff will respect you explain about experience. Staff will respect you when they see that whatever you do is education. The moment you arrive to the moment to leave is 24/7, 365 is about education."</p> <p>"Sometimes you have some people are not so good in that, you know, then you have to coach them a bit to help them."</p>	31	

			<p>"Thai people, I believe they still need some micromanage because Thai people still not so detailed. But in the vision of expat management, I think the experience it's worldwide, so they can, they can see what we can't see...I think local management can, can be much, much better. Really, local management are smart but are not brave enough."</p>	
5/7	5/5	Indirect Communication	<p>"When it is a private conversation, in the work setting, it is a sign of respect towards the employee when there is only GM and that manager. If the manager is scolded in front of other employee, I must say that some managers have their ego, they have their comfort zone and they are not okay with receiving feedback in front of junior employees."</p> <p>"If I would observe anything that, um, would not be aligned with our values and our code of ethics, I will take this separately with the manager."</p> <p>"Having patience about, you know, managing the face, trying to paraphrase, to ask a question in reverse to get the feedback. Otherwise you may not know whether they've understood entirely what you're stating, because sometimes they will nod their head and say, I understood, but probably not understood the full message."</p> <p>"I believe you have ten meanings of a smiling face. This is this person has a genuine sincere smile or she is just smiles to get past it. Sometimes Thais, they will say yes. They will not say no because Thais don't want to be in trouble and they don't want to get challenged. So just say yes, but work will be not done."</p>	22
6/7	5/5	Mediating	<p>"If you work with a certain chain that we follow the ethical code from within the chain, which is maybe working internationally, and is maybe different from a certain country where we operate in."</p> <p>"Employees compare each other a lot. You cannot be biased. You cannot show preferences to one person to another. It is really important here."</p> <p>"If some misconduct happens, out, immediately...we have the evidence and then we have to, um, do the dismissal, right away. And GM is involved to approve on that. No negotiation."</p>	30

3/7	1/5	Socializing	<p>"The manager should be so close to his or her staff, that they know what's going on in their private lives"</p> <p>"You know them on one to one person, from the lowest level to the highest level."</p>	6
5/7	5/5	Team Building And Ethics	<p>"Since the GM is the number one in the organization, everything he says is related to his integrity. He must make the employees feel trust and give him credit, and this will result in the organization being ethical also."</p> <p>"The expats need to take into consideration to be more patient, to be more understandable, to really, really studying of the cultural values."</p> <p>"You as a leader, in order to have a good team, you must be consistently consistent and religiously keep doing it 24/7, 365 days a year."</p> <p>"You need to make more of an effort to have them understand what they're trying to say, because our perspective as an expat could be very different than what the local perspective is. And that's the bridge that we need to, that's the gap that we need to bridge for expert GM's."</p> <p>"Leading by example and really connect with the employees with respect, that will be a really role driver of the ethical, become ethical. Because let's say even if the GMs disrespect to the senior staff, that's already unethical and the people will start resisting and that comes to a bigger issue and ethical problems."</p> <p>"To recruit us, lead us, train, train us. You have to understand us."</p> <p>"The GM should understand the character of Thais and Thais should understand the character of expats also. So that's language is the first thing, characters and I mean, the managers should know how the GM's character, you know."</p>	43

Appendix 9 Solution Design Components



Prosci's **ADKAR Change Model** (2020) consists of five building blocks which can be used for individuals, teams and organizations to support change.

Awareness of the need for change is the first step to kick-start and create a sense of urgency for change. This can be facilitated through communication, an event, a condition observed or even a disaster. Resistance can be caused through denial for change, misinformation or comfort in the status quo. Without awareness, individuals may not understand the need for change, therefore slowing down the change process.

Desire to support change can be through incentive, fear, sense of belonging or trusting in the leader. Since personal desire cannot be controlled, steps can be taken to influence this such as involving employees in solution creation, engaging employees and managing resistance. Fear of the unknown, personal beliefs can be resisting factors.

Knowledge is not only developed through training on how to change but also knowledge on skills needed from the change for future performance through experience or mentoring. Inadequate resources or insufficient time for training could cause resistance.

Ability to demonstrate knowledge gained in a practical manner through practice, feedback or coaching. To mitigate potential resistance from existing habits or lack of support, hands on practical training and performance monitoring should be followed.

Reinforcement is important for change results to be successful and sustained over time through recognition, celebration or accountability mechanisms which publicize individual's efforts towards change. This last step is crucial to ensure the first four steps for change do not go waste, as only reinforcement ensures successful change and be followed through and stakeholders involved are appreciated for their contribution.

Byram's **Intercultural Communicative Competence (ICC) Model** (1997) visualizes steps to be taken to ensure effective communication among cultures through awareness, lack of bias and the ability to implement this knowledge into social interactions.

Attitudes is the readiness and curiosity to suspend the belief of one's own and other's cultures.

Objectives:

- Willingness to engage with otherness to form a relationship of equality
- Interest to discover perspectives of familiar or unfamiliar aspects in one's own or other's cultures
- Willingness to question values of cultural practices of one's own
- Readiness to experience and interact with other cultures
- Readiness to engage in rites and conventions with verbal and non-verbal interaction

Knowledge of products, practices, societal and individual interactions of one's own and other's countries.

Objectives: Knowledge of

- Causes and processes of misunderstanding
- Memories of one's own and other's country seen from both perspectives
- Geographical space of one's own and other's country seen from both perspectives
- Socializations and social distinctions of one's own and other's cultures

Skills of Interpreting and Relating events and happenings in other cultures and relating them to one's own

Objectives: Ability to

- Identify and explain ethnocentric perspectives
- Identify areas of misunderstanding in interactions and explain them in terms of cultural systems
- Mediate conflicting interpretations of one's own and other's cultures

Skills of Discovery and Interaction – Ability to discover new knowledge of other cultures and various cultural perspectives use these skills in real-life interactions and communication

Objectives: Ability to

- Identify significant concepts values and cultural references
- Identify similarity and differences in verbal and non-verbal interactions in different circumstances
- Use a combination of attitudes, skills and knowledge to interact and mediate with others while considering the extent of familiarity and differences between cultures

Critical Cultural Awareness is to evaluate perspectives, practices and products of one's own and other's cultures critically

Objectives: Ability to


- Identify and interpret values and events in one's own and other's cultures
- Interact and mediate in intercultural exchanges by using one's attitudes, knowledge and skills

Appendix 10 Client Evaluation Form

RE: Lycar Execution - Business Ethics Research Evaluation



Geuns, van, J.J., Ms.

To  Jasmine Kunigagon

 Reply



You replied to this message on 5/19/2021 6:42 PM.



Deliverable Client Evaluation_Jasmine Kunigagon18.5.21.docx
2 MB



Dear Jasmine,

Nice piece of work. Hope you can share this with other students in this field!!

Kind regards,

Jeannette van Geuns

Evaluation Form Company Project/Research

Name of student:	Jasmine Kunigagon	Student number:	671060
Name of company:	Hotelschool The Hague Research Centre	Department:	
Name of company tutor:	Jeannette van Geuns	Position of company tutor:	Comissionner Business Ethics in Hospitality
Project/Deliverable: (please specify)	MRQ: How can expatriate general managers in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local middle managers as ethical leaders?		

CATEGORY 1: EXPERTISE/KNOWLEDGE OF THE FIELD

Rating	Excellent	Good	Room for improvement	Comments
	In-depth use of relevant literature and knowledge of the field. The deliverable shows excellent thinking capacity of the student (taking into account all significant factors and looking from all different perspectives).	Use of relevant literature and knowledge of the field. The deliverable shows mostly intellectual depth (taking into account significant factors and looking from different perspectives).	No or incorrect use of literature and knowledge of the field. The deliverable lacks intellectual depth.	You do touch upon a lot of fields and use it to your benefit.

CATEGORY 2: KNOWLEDGE APPLICATION/SOLVING PROBLEMS

Rating	Excellent	Good	Room for improvement	Comments
	The theories and models are skillfully applied and the student can translate this in a unique solution action. The student can relate situations to concepts that results into a solution that adds great value to the company's overall strategy. The creative solution is/can be implemented and evaluated and is solving the problem.	The student uses theory and models and shows understanding of the issues at hand. The solution is realistic and implementable for the company. The solution is/can be implemented and evaluated.	Mentioning theory and models, but not using them in the correct way. The student cannot convince of the possibilities to implement and evaluate. It is not solving the problem.	Good use of theories and models which lead to a solution

CATEGORY 3: INFORMED JUDGEMENTS

Rating	Excellent	Good	Room for improvement	Comments
--------	-----------	------	----------------------	----------

	The research process is done and explained in an excellent way. All statements, conclusions and recommendations are underpinned with the data collected by the students and/or referencing. The analysis is very substantial.	The research process is done and explained well. Most statements, conclusions and recommendations are underpinned with the data collected by the student and/or referencing. The analysis is substantial.	Weak problem analysis, research question not clear enough. Data collection and/or methodology is insufficient. Weak analysis, use of data from one dimension and not backed up.	The evaluation is done in an excellent way and it is brought together in deliverable..
--	---	---	---	--

CATEGORY 4: COMMUNICATION AND SHARING KNOWLEDGE

Rating	Excellent	Good	Room for improvement	Comments
	Excellent ability to communicate information, ideas, problems and solutions to all stakeholders involved. The deliverable adds great value to the main stakeholders. Initial and creative channels have been actively used to share outputs and knowledge.	Good ability to communicate information, ideas, problems and solutions to stakeholders. The deliverable adds value to the company. Existing channels have been used to share knowledge	The deliverable could have been better delivered to the stakeholders. The deliverable could have added more value, if better delivered. No active communication of outputs and knowledge.	The dissemination is well worked out and can be implemented in many contexts.

CATEGORY 5: INTERCULTURAL HOSPITALITY LEADERSHIP

Rating	Excellent	Good	Room for improvement	Comments
	Student is able to lead the project by themselves. Student is self-critical towards improvement and takes feedback to heart. Student deals with a diversity of stakeholders in an intercultural competent way. Hospitality mindset is seen in project or work in a very distinct way.	Student is able to lead the project with little help. Student is critical towards improvement and listens to feedback. Student deals with different stakeholders. Hospitality mindset can be seen.	Tasks performed are described and not critically analyzed. Student is not too critical towards own learning and can listen better to feedback. Student does not know how to deal with differences in stakeholders. Hospitality can be improved.	This topic is at the heart of the LYCar thesis..

OVERALL COMMENTS:

Well done. Interesting deliverable for a model of ethical leadership in an intercultural setting!! A lot of rich material that can possibly be used and analysed for further research!

STUDENTS' COMMENTS:

Comments on evaluation:

DATE & STUDENT'S SIGNATURE:



COMPANY TUTOR'S SIGNATURE:



THE COMPLETED FORMS (ON ALL DELIVERABLES AND PERFORMANCE) NEED TO BE EMAILED TO THE LYCAR COACH AND PUT IN THE APPENDICES OF THE CAREER PORTFOLIO

Appendix 11 Proof of Dissemination

Appendix 11.1 Public LinkedIn Group and Posts

Jasmine Kunigagon
Owner
Created group: May 2021

Pending posts: 0
Requests to join: 0

Manage group
Edit group

Recent

- Inspiring conversation about t...
- Project Management Institute ...
- #hospitality

Inspiring conversation about the meaning of ethical leadership
Listed group

1 member

Invite connections
See all

About this group

Welcome hospitality enthusiasts!

As we know, leaders are at the heart of organizational value integration. Ensuring ethical leadership from top management within the hospitality industry which is heavily...

See all

Start a conversation in this group

Photo Video Poll

Jasmine Kunigagon
Management Trainee, Europe Sales & Marketing at The Leading Hotels of the ...
3m • 5

This platform is open to all of you to share opinions about the meaning of ethical leadership in your culture, share ideas about how ethical leadership can be fostered in hospitality organizations or any inspiring experiences on this topic you want to share!

#leadership #culture #diversity #hospitality #leadershipdevelopment #businessethics

Inspiring conversation about the meaning of ethical leadership
1 member

Like Comment Share Send

Add a comment...

Jasmine Kunigagon posted in Inspiring conversation about the meaning of ethical leadership

Inspiring conversation about the meaning of ethical leadership

Jasmine Kunigagon
Management Trainee, Europe Sales & Marketing at The Leading Hotels of the World
20m • 5

Welcome hospitality enthusiasts!

As we know, leaders are at the heart of organizational value integration. Ensuring ethical leadership from top management within the hospitality industry which is heavily focused on human interaction is crucial in ensuring all stakeholders are ethically treated.

This platform is open to all of you to share opinions about the meaning of ethical leadership in your culture, share ideas about how ethical leadership can be fostered in hospitality organizations or any inspiring experiences on this topic you want to share!

Like Comment

Add a comment...

Jasmine Kunigagon
Management Trainee, Europe Sales & Marketing at The Leading Hotels of the ...
5m • 5

Dear Network,

As we know, leaders are at the heart of organizational value integration. Ensuring ethical leadership from top management within the hospitality industry which is heavily focused on human interaction is crucial in ensuring all stakeholders are ethically treated. Since many four-five star hotels in Thailand have relied on expatriate general managers; researching how they can support local department managers contributes to locals progressing to more senior management roles in the future.

I have researched this topic with a personal interest, being part Thai myself, to complete my bachelor thesis at Hotelschool The Hague:

"How can expatriate general managers in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local middle managers as ethical leaders?"

Upon completing my research, I have created a step-by-step handbook to highlight my research findings, intervention plan and evaluation which is shared with you here.

If you are interested in the complete research report or have any questions, please do not hesitate to contact me!

#research #leadership #recruitment #training #management #hospitalityindustry #ethics #ethicalleadership #crossculturalcompetence

Ethical Leadership Research Handbook • 19 pages

Research Handbook

Solving the main research question:

How can expatriate general managers in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local department managers as ethical leaders?

By
Jasmine Kunigagon
Part of Bachelor Thesis at Hotelschool The Hague

Like Comment Share Send

Appendix 11.2 Dissemination to four and five Hotels in Chiang Mai including Interviewees



Jasmine Kunigagon <jasmine.stieber@gmail.com>

to Petchart ▾

5:28 PM (40 minutes ago)



Dear P Nai,

I hope you are well and would like to thank you again for allowing me to interview you for my research.

Having completed my bachelor thesis research for Hotelschool The Hague, I would like to share the research with you, as promised, in the form of a step-by-step handbook to highlight my research findings, intervention plan and evaluation.

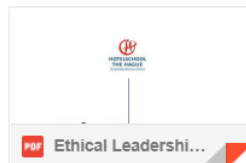
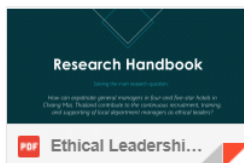
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If you have any questions, please do not hesitate to contact me and we can set up a meeting to discuss any doubts you may have.
Wishing you a lovely weekend!

Kind regards,

Jasmine Kunigagon

2 Attachments





Jasmine Kunigagon <jasmine.stieber@gmail.com>

to Manfred ▾

5:29 PM (39 minutes ago)



Dear Manfred,

I hope you are well and would like to thank you again for allowing me to interview you for my research.

Having completed my bachelor thesis research for Hotelschool The Hague, I would like to share the research with you, as promised, in the form of a step-by-step handbook to highlight my research findings, intervention plan and evaluation.

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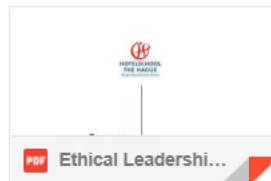
If you have any questions, please do not hesitate to contact me and we can set up a meeting to discuss any doubts you may have.

Wishing you a lovely weekend!

Kind regards,

Jasmine Kunigagon

2 Attachments





Jasmine Kunigagon <jasmine.stieber@gmail.com>

to HOFSTETTER ▾

5:30 PM (39 minutes ago)



Dear Michael,

I hope you are well and would like to thank you again for allowing me to interview you for my research and helping me to find an internship!

Having completed my bachelor thesis research for Hotelschool The Hague, I would like to share the research with you, as promised, in the form of a step-by-step handbook to highlight my research findings, intervention plan and evaluation.

Of course, this research is a hypothetical plan which is not yet implemented for the purpose of my studies. I would love to know your opinion or any feedback you may have on my research and especially the feasibility of the intervention plan, as you are the expert in your industry.

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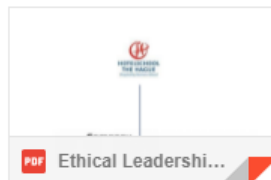
If you have any questions, please do not hesitate to contact me and we can set up a meeting to discuss any doubts you may have.

Wishing you a lovely weekend!

Kind regards,

Jasmine Kunigagon

2 Attachments





Jasmine Kunigagon <jasmine.stieber@gmail.com>

to Rajat, Amornrat.Buakaew@lemeridien.com ▾

5:31 PM (39 minutes ago)



Dear Khun Rajat and Khun Amornrat,

I hope you are well and would like to thank you again for allowing me to interview you for my research.

Having completed my bachelor thesis research for Hotelschool The Hague, I would like to share the research with you, as promised, in the form of a step-by-step handbook to highlight my research findings, intervention plan and evaluation.

Of course, this research is a hypothetical plan which is not yet implemented for the purpose of my studies. I would love to know your opinion or any feedback you may have on my research and especially the feasibility of the intervention plan, as you are the experts in your industry.

I have also attached the complete research in case you would like to see the full process.

If you have any questions, please do not hesitate to contact me and we can set up a meeting to discuss any doubts you may have.

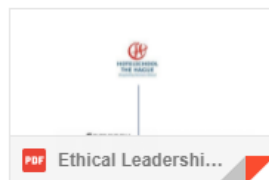
Wishing you a lovely weekend!

Kind regards,

Jasmine Kunigagon

...

2 Attachments





Jasmine Kunigagon <jasmine.stieber@gmail.com>
to Christophe ▾

5:32 PM (38 minutes ago) ☆ ↩ ⋮

Dear Christophe,

I hope you are well and enjoying Chiang Mai!

Having completed my bachelor thesis research for Hotelschool The Hague, I would like to share the research with you, as promised, in the form of a step-by-step handbook to highlight my research findings, intervention plan and evaluation.

Of course, this research is a hypothetical plan which is not yet implemented for the purpose of my studies. I would love to know your opinion or any feedback you may have on my research and especially the feasibility of the intervention plan, as you are the expert in your industry. I have also attached the complete research in case you would like to see the full process.

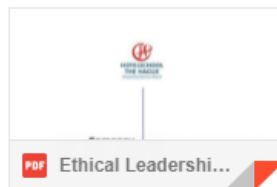
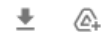
If you have any questions, please do not hesitate to contact me and we can set up a meeting to discuss any doubts you may have.

Wishing you a lovely weekend!

Kind regards,

Jasmine Kunigagon

2 Attachments





Jasmine Kunigagon <jasmine.stieber@gmail.com>
to Gabriele ▾

📧 5:33 PM (37 minutes ago) ☆ ↩ ⋮

Dear Khun Gabriele,

I hope you are well and would like to thank you again for allowing me to interview you and Khun Amm for my research.

Having completed my bachelor thesis research for Hotelschool The Hague, I would like to share the research with you, as promised, in the form of a step-by-step handbook to highlight my research findings, intervention plan and evaluation.

Of course, this research is a hypothetical plan which is not yet implemented for the purpose of my studies. I would love to know your opinion or any feedback you may have on my research and especially the feasibility of the intervention plan, as you are the experts in your industry.

I have also attached the complete research in case you would like to see the full process.

If you have any questions, please do not hesitate to contact me and we can set up a meeting to discuss any doubts you may have.

Wishing you a lovely weekend!

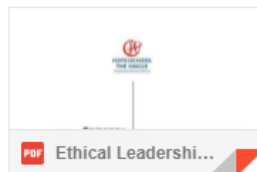
Kind regards,

Jasmine Kunigagon

...

[Message clipped] [View entire message](#)

2 Attachments





Jasmine Kunigagon <jasmine.stieber@gmail.com>

to Hans, Syahreza ▾

📧 5:35 PM (35 minutes ago)



Dear Khun Reza and Khun Hans,

I hope you are well and I would like to thank you again for allowing me to interview both of you for my research.

Having completed my bachelor thesis research for Hotelschool The Hague, I would like to share the research with you, as promised, in the form of a step-by-step handbook to highlight my research findings, intervention plan and evaluation.

Of course, this research is a hypothetical plan which is not yet implemented for the purpose of my studies. I would love to know your opinion or any feedback you may have on my research and especially the feasibility of the intervention plan, as you are the expert in your industry. I have also attached the complete research in case you would like to see the full process.

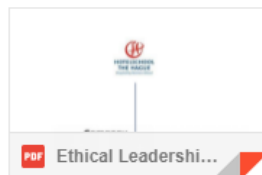
If you have any questions, please do not hesitate to contact me and we can set up a meeting to discuss any doubts you may have.

Wishing you a lovely weekend!

Kind regards,

Jasmine Kunigagon

2 Attachments





Jasmine Kunigagon <jasmine.stieber@gmail.com>

to Marc ▾

📧 5:37 PM (34 minutes ago)



Dear Marc,

I hope you are well!

I would like to thank you again for allowing me to interview you for my research and always being so kind and helpful!

Having completed my bachelor thesis research for Hotelschool The Hague, I would like to share the research with you, as promised, in the form of a step-by-step handbook to highlight my research findings, intervention plan and evaluation.

Of course, this research is a hypothetical plan which is not yet implemented for the purpose of my studies. I would love to know your opinion or any feedback you may have on my research and especially the feasibility of the intervention plan, as you are the expert in your industry. I have also attached the complete research in case you would like to see the full process.

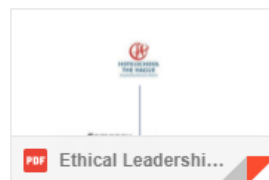
If you have any questions, please do not hesitate to contact me and we can set up a meeting to discuss any doubts you may have.

Wishing you a lovely weekend!

Kind regards,

Jasmine Kunigagon

2 Attachments



Dear Khun Pond,

I hope you are well and would like to thank you again for allowing me to interview you for my research.

Having completed my bachelor thesis research for Hotelschool The Hague, I would like to share the research with you, as promised, in the form of a step-by-step handbook to highlight my research findings, intervention plan and evaluation.

Of course, this research is a hypothetical plan which is not yet implemented for the purpose of my studies. I would love to know your opinion or any feedback you may have on my research and especially the feasibility of the intervention plan, as you are the expert in your industry. I have also attached the complete research in case you would like to see the full process.

If you have any questions, please do not hesitate to contact me and we can set up a meeting to discuss any doubts you may have.

Wishing you a lovely weekend!

Kind regards,

Jasmine Kunigagon



Dear Momo,

I hope you are well and would like to thank you again for allowing me to interview you for my research!

Having completed my bachelor thesis research for Hotelschool The Hague, I would like to share the research with you, as promised, in the form of a step-by-step handbook to highlight my research findings, intervention plan and evaluation.

Of course, this research is a hypothetical plan which is not yet implemented for the purpose of my studies. I would love to know your opinion or any feedback you may have on my research and especially the feasibility of the intervention plan, as you are the expert in your industry. I have also attached the complete research in case you would like to see the full process.

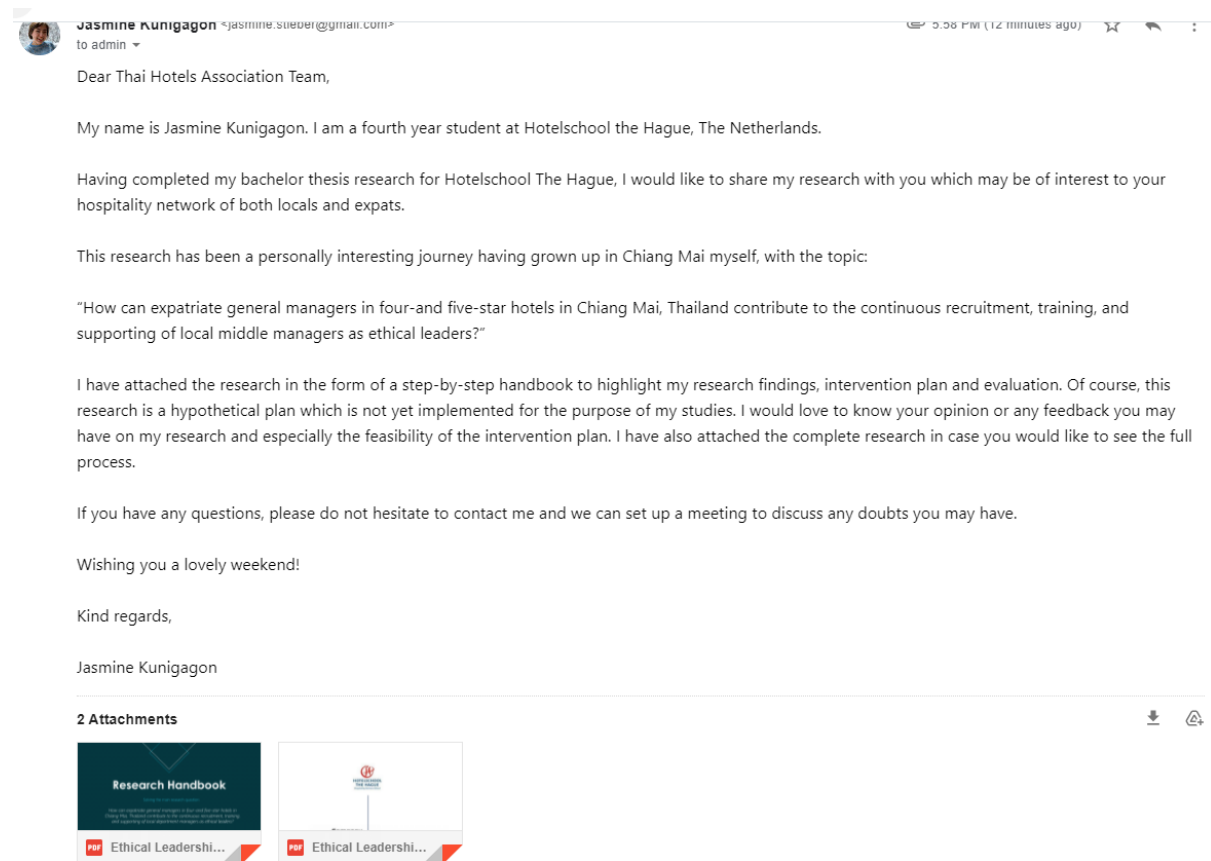
If you have any questions, please do not hesitate to contact me and we can set up a meeting to discuss any doubts you may have.

Wishing you a lovely weekend!

Kind regards,

Jasmine Kunigagon

Appendix 11.3 Dissemination to Thai Hotels Association and Skai International Thailand





Jasmine Kunigagon <jasmine.stieber@gmail.com>

to contact, info ▼

5:57 PM (14 minutes ago)



Dear Skal Thailand Team,

My name is Jasmine Kunigagon. I am a fourth year student at Hotelschool the Hague, The Netherlands.

Having completed my bachelor thesis research for Hotelschool The Hague, I would like to share my research with you which may be of interest to your hospitality network of both locals and expats.

This research has been a personally interesting journey having grown up in Chiang Mai myself, with the topic:

"How can expatriate general managers in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local middle managers as ethical leaders?"

I have attached the research in the form of a step-by-step handbook to highlight my research findings, intervention plan and evaluation. Of course, this research is a hypothetical plan which is not yet implemented for the purpose of my studies. I would love to know your opinion or any feedback you may have on my research and especially the feasibility of the intervention plan. I have also attached the complete research in case you would like to see the full process.

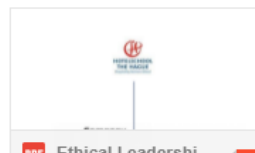
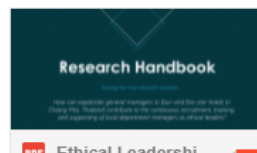
If you have any questions, please do not hesitate to contact me and we can set up a meeting to discuss any doubts you may have.

Wishing you a lovely weekend!

Kind regards,

Jasmine Kunigagon

2 Attachments





Kevin Rautenbach <vicepresident@skalthailand.com>

to president, Heike, Shana, me, contact, info ▼

Dear Jasmine,

Great to hear from you, hope you are keeping well.

Thanks for sharing your research, I will make sure that it is shared with the all clubs around Thailand.

Warmest Regards from Krabi

Kevin

Best Regards

Kevin



THAILAND
KEVIN RAUTENBACH
VICE PRESIDENT 2021

537/7 Moo 2, Soi Aonang 11/1 Aonang, Muang. | Krabi | 81180 | THAILAND
66-819683371
president@skalkrabi.com
www.skalkrabi.com



Jonky Dawson

to me ▼

Dear Jasmine,

Wow!

What a beautiful impressive presentation, super super job. I'll study this more today and get back to you again, lots to read.

Kindly, Jonky



Jonky Dawson

SKAL International Chiang Mai / Northern Thailand

President



Wolfgang Grimm <president@skalthailand.com>

to Kevin, me ▼

Dear Jasmine.

Congratulations to your excellent submission to sustainable hospitality leadership and the role expatriates should embrace.

We will share this with our clubs and will give you feed back.

Ecologically

Wolfgang Grimm

President

Skal International Thailand

Appendix 11.4 Dissemination to Universities in Chiang Mai with Hospitality Courses

1. Chiang Mai University (Program in Service Business Management)
2. Payap University (Program in Hospitality Industry Management (HIM))
3. North-Chiang Mai University (Program in Tourism and Hospitality Management)

Research Outcome: Ethical Leadership in Thailand >



Jasmine Kunigagon <jasmine.stieber@gmail.com>
to irdomu

8:02 PM (9 minutes ago) ☆ ↩ ⋮

Dear CMU business administration faculty team,

My name is Jasmine Kunigagon. I am a fourth year student at Hotelschool the Hague, The Netherlands.

Having completed my bachelor thesis research for Hotelschool The Hague, I would like to share my research with you which may be of interest to your hospitality students as understanding intercultural communication to work with expat general managers and international hotel chains is a crucial for Thai hospitality students' awareness and knowledge.

This research has been a personally interesting journey having grown up in Chiang Mai myself, with the topic:

"How can expatriate general managers in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local middle managers as ethical leaders?"

I have attached the research in the form of a step-by-step handbook to highlight my research findings, intervention plan and evaluation. Of course, this research is a hypothetical plan which is not yet implemented for the purpose of my studies. I would love to know your opinion or any feedback you may have on my research and especially the feasibility of the intervention plan. I have also attached the complete research in case you would like to see the full process.

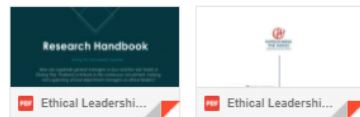
If you have any questions, please do not hesitate to contact me and we can set up a meeting to discuss any doubts you may have.

Wishing you a lovely weekend!

Kind regards,

Jasmine Kunigagon

2 Attachments





Jasmine Kunigagon <jasmine.stieber@gmail.com>
to nfo

8:08 PM (8 minutes ago) ☆ ↶ ⋮

Dear Tourism and Hospitality Management team,

My name is Jasmine Kunigagon. I am a fourth year student at Hotelschool the Hague, The Netherlands.

Having completed my bachelor thesis research for Hotelschool The Hague, I would like to share my research with you which may be of interest to your hospitality students as understanding intercultural communication to work with expat general managers and international hotel chains is a crucial for Thai hospitality students' awareness and knowledge.

This research has been a personally interesting journey having grown up in Chiang Mai myself, with the topic:

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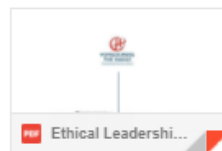
If you have any questions, please do not hesitate to contact me and we can set up a meeting to discuss any doubts you may have.

Wishing you a lovely weekend!

Kind regards,

Jasmine Kunigagon

2 Attachments





Jasmine Kunigagon <jasmine.stieber@gmail.com>
to webms_ic ▾

6:08 PM (4 minutes ago) ☆ ↶ ⋮

Dear Institutional Advancement team,

My name is Jasmine Kunigagon. I am a fourth year student at Hotelschool the Hague, The Netherlands.

Having completed my bachelor thesis research for Hotelschool The Hague, I would like to share my research with you which may be of interest to your hospitality students as understanding intercultural communication to work with expat general managers and international hotel chains is a crucial for Thai hospitality students' awareness and knowledge.

This research has been a personally interesting journey having grown up in Chiang Mai myself, with the topic:

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Wishing you a lovely weekend!

Kind regards,

Jasmine Kunigagon

2 Attachments



Appendix 12 Disseminated Products

Research Handbook

Solving the main research question:

How can expatriate general managers in four-and five-star hotels in Chiang Mai, Thailand contribute to the continuous recruitment, training, and supporting of local department managers as ethical leaders?

By
Jasmine Kunigagon
Part of Bachelor Thesis at Hotelschool The Hague
2021



Problem Definition

Leaders are at the heart of organizational value integration. Ensuring ethical leadership from top management within the hospitality industry which is heavily focused on human interaction is crucial in ensuring all stakeholders are ethically treated. Since many four-five star hotels in Thailand have relied on expatriate general managers; researching how they can support local department managers contributes to locals progressing to more senior management roles in the future.

Table of Contents



Literature Review Summary

Recruiting, training, and supporting ethical leaders is proven to be crucial to create a stronger ethical company culture within an organization which allows employees to be ethically aware, competent and sensitive (Sekerka, 2014; Baker, 2014). However, there have not been any established industry best practices (Ring, 2012).

It can be concluded that Thai leadership values and Cross-cultural management competencies for expat general managers can be categorized under universal ethical leadership principles. Therefore, this table demonstrates that the Thai employee expectations of leaders is that they demonstrate ethical leadership regardless of the leader's nationality.

Universal Ethical Leadership Principles	Thai Leadership Values	Cross-cultural management competencies for EGMs
Respects Others	Management is expected to support employees to earn their loyalty. "Krengjai" – not wanting to impose on others "Jaiyen" – doing things calmly	Emotional Support Indirect communication
Serves Others	Employees look to leaders in paternalistic behaviours. "Namjai" – generosity	Guiding
Shows Justice	Formal rules and upper management involved in operations.	Mediating
Manifests Honesty	Managers as role models.	Team building and ethics
Builds Community	Employees prefer to responsibility as "we" and not "I"	Socializing Team building and ethics

Conceptual Framework and Methodology

- Non-probability purposive convenience sampling is used to focus on the population of expat general managers and local department managers working in four- and five-star hotels in Chiang Mai, Thailand
- A total of 12 interviews
 - 7 expat general managers
 - 5 local department managers



Research Results

Identified practices for **recruiting and training** ethical leaders, depend on management's values, company culture and policies. However, interviewees agree that direct involvement of expat general managers in these processes are crucial to determine the most suited candidate with the belief that general managers are the role model which drives ethical behaviour.

Emotional support from expat general managers is interpreted as the need for a positive work atmosphere, listening and compromising with Thai values to gain employees' trust and respect. While **guiding** employees based on expat general manager's own experiences and local department manager's needs, instils confidence in the team's leadership.

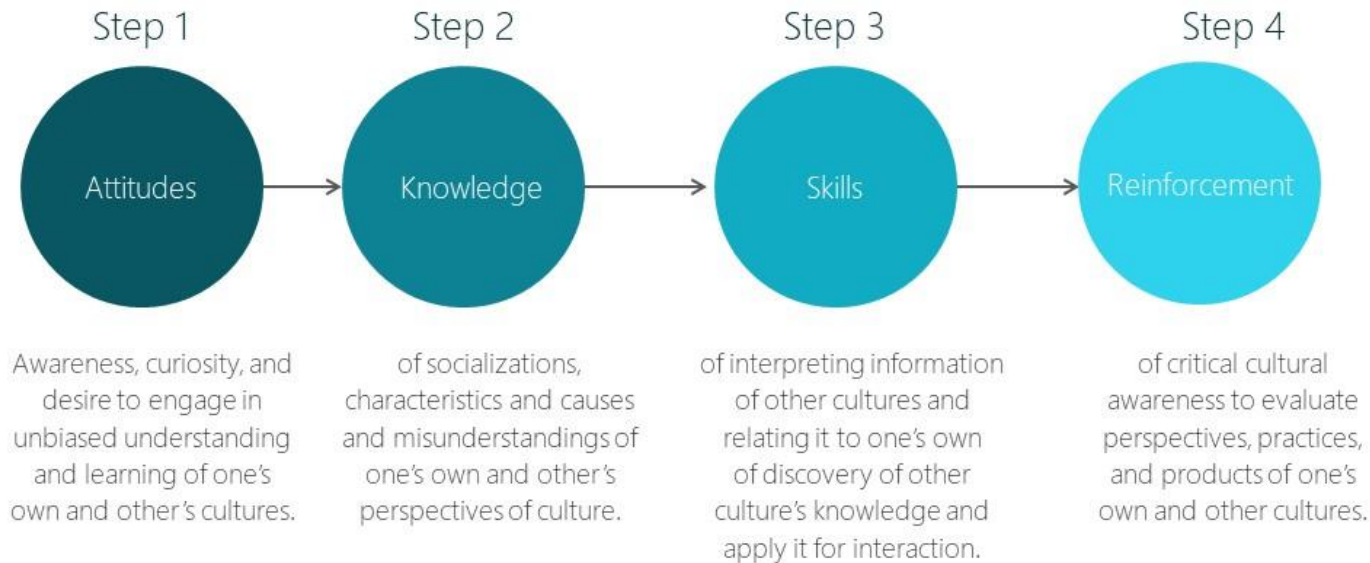
All interviewees agree that **indirect communication** should be used, especially when unethical issues occur, since saving face is a prominent Thai value. Regardless of hotel chain company policies, setting non-biased rules while **mediating** with and local department managers to resolve differences in cultural practices ensures justice is perceived.

Socializing is the least valued competency, as the need for respect is greater than personal connections. Lastly, **team building and ethics**; the most relevant competency exhibited from interview results show that expat general managers should be role models and above all, understand Thai culture.

To establish interpersonal relationships and successfully manage a team, expat general managers must start with **respecting Thai leadership values, to gain local department manager's mutual trust**. Ultimately, in doing so, expat general managers become their role models and can support local department manager's as ethical leaders.

• Solution Design •

Respecting others is the key ethical leadership value for expat managers to recruit, train and support local department managers as ethical leaders. The following steps are created from Byram's Intercultural Communicative Competence model (1997) in combination with Prosci's ADKAR change model (2020) to illustrate objectives to measure effective communication in multicultural and multilingual contexts as a practical change plan.



Intervention Plan

Interventions based on solution design are co-created between participating fellow four- and five-star hotels in Chiang Mai

Timeframe: Cycle of six-months (24 weeks)

Responsible Organizer:
Human resource department within each hotel



New activities for each objective can be suggested by employees and change processes can be improved in every cycle, which continuously fosters employee engagement with expat GMs while sustaining growth and learning

• Step 1: Attitudes

Objectives:

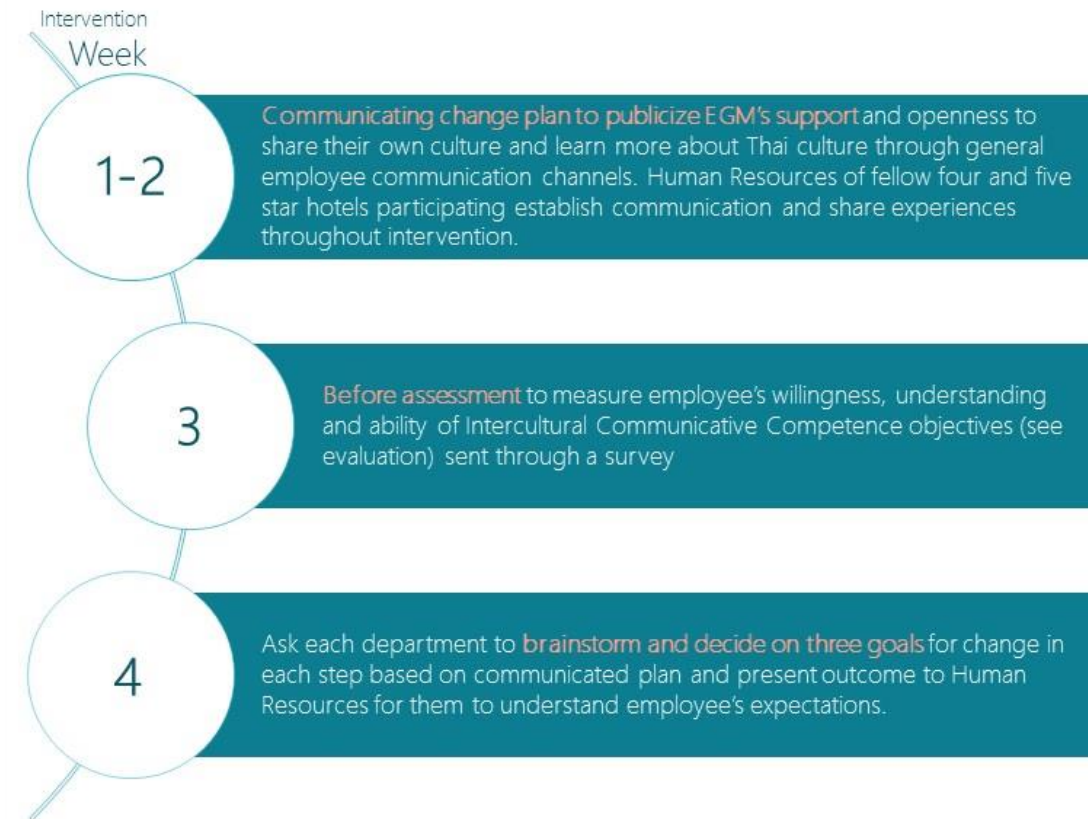
- To nudge readiness to discover, interact and experience aspects in each other's cultures with EGM providing **emotional support** to show importance in **team building and ethics**.

Who:

- All employees, including managers and GM in collaboration with fellow four-five-star hotels in Chiang Mai

Communication Plan:

- Human resources communicates change plan in management meeting, with this handbook with their interpretation of activities to fit with hotel company culture.
- Department managers to coordinate with their team on availability to participate in activities.

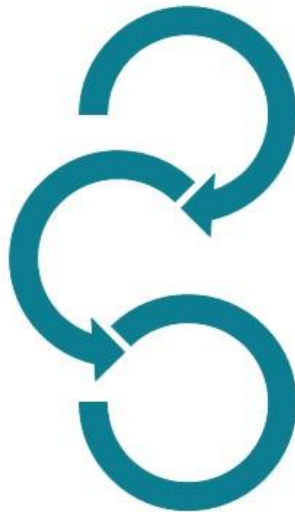


• EXPECTED RESISTANCE •

Step 1: Attitudes

[Debate of reasons for change and comfort with status quo]

Prevention



In being transparent of the reason for change with the GM's support, shows the employees that the GM respects and is open to the employee's culture. This in turn fosters the same feelings in the LMMs and employees.

In raising awareness and assessing willingness among employees with the 'before' assessment allows human resources to determine employee's current Intercultural Communicative Competence.

In involving employees through brainstorming and goal setting in the planning process, allows employees to feel their opinions are respected and ensures interventions are personally meaningful.

• Step 2: Knowledge

Objectives:

- To share opinions on cultural influence on **training and recruitment** through **indirect communication** mediums which allows EGMs to socialize on a personal level.

Who:

- All employees in each hotel

Communication Plan:

- Monthly planning meetings for department managers to coordinate with Human Resources to organize intervention schedule which include GM and line staff.

Intervention
Week

5-7

20-minute World Café Sessions throughout three weeks, with minimum 12 employees per session, rotating until everyone has participated. Sessions are regarding recruitment and training processes for department managers as ethical leaders, to share employee' and GM opinions in relation to cultural perspectives. Human Resources collects results to determine most important aspects employees consider as requirements for ethical leaders to implement in future recruitment processes. [World Café Handbook here.](#)

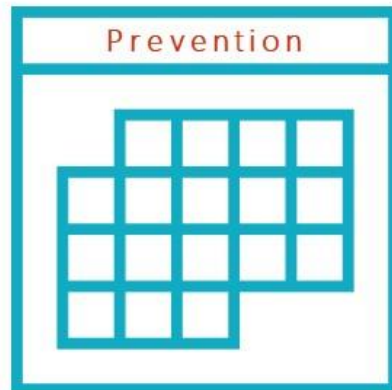
8-12

10-minute personal story-telling with GM attending twice a week rotating after departmental debriefing sessions. Each session is an informal conversation with one team member and the GM sharing a childhood memory/ important custom/ cultural value/ socialization norm/ cultural belief/ tradition/ or any aspect of each person's culture that helps listeners understand each other's values and background.

• EXPECTED RESISTANCE •

Step 2: Knowledge

(Inadequate resources: limited time where GM and department managers can allocate for intervention participation)



Plan activity participants and timeline in advance to ensure each intervention stays within the timeframe allocated while taking into consideration peak hours in the hotel.

• Step 3: Skills

Objectives:

- To demonstrate knowledge implementation daily operations through mutual **guiding** and **mediating** between GMs and department managers.

Who:

- All employees and Collaboration with fellow four-five-star hotels in Chiang Mai

Communication Plan:

- Coordination of shared learning with rotating GM and department manager teams between participating four- and five-star hotels through online conference platforms facilitated by each Human Resources team.

Intervention
Week

13-19

GM **reads** "Working with Thais. A guide to managing in Thailand" (Holmes et al., 1995) one chapter per week (7 chapters). GM **explains understanding of each chapter to department manager** and asks their opinion and to share their experiences after morning briefing every Wednesday (Allocate 15 minutes)

14, 16,
18, 20

Exchanging skills and experiences from learnings in a Friday bi-weekly meeting (4 weeks) with fellow four and five star hotels in Chiang Mai. Each hotel team discusses learnings (similarities, differences, and workplace implications) from the two topics read the previous two weeks. In the last week, the last chapter is discussed with an overall conclusion. Feedback about the exercise is collected by Human Resources for the next intervention cycle.

• EXPECTED RESISTANCE •

Step 3: Skills

- Lack of of time for all departmental managers to join activities
- Less willingness or confidence in departmental managers to share opinion during activity with GM

Prevention

Since indirect communication as a result from hierarchy is a highly valued trait among LMMs, the book to discuss intercultural communication is used as a medium where LMMs can explain generic experiences and comment on examples in the book rather than giving personal examples. This will help to mitigate the resistance in sharing opinion.

With reading discussions after the morning briefing, it can be ensured that the maximum amount of LMMs can attend the session.

While, the knowledge exchange with fellow hotels is not mandatory, the Human Resources departments will check and coordinate schedules, that every LMM has attended at least one event.

• Step 4: Reinforcement

Objectives:

- To sustain intervention results and emphasize importance of intercultural communication for EGMs and LMMs to ensure those contributing to **team building and ethics** are valued.

Who:

- All employees and Collaboration with fellow four-five-star hotels in Chiang Mai

Communication Plan:

- Anonymous box to suggest peer-group discussion topics with rotating department managers facilitating each session.
- Sales and Marketing team collaborates with fellow hotels to share change plan experiences through combined employee newsletter.

Intervention
Week

21-22

Weekly 20-minute peer group discussions of topics picked from anonymous box to solve Intercultural Communicative Competence dilemmas in daily operations with voluntary attendance of employees during lunch breaks.

23

After assessment to measure employee's willingness, understanding and ability of Intercultural Communicative Competence objectives (see evaluation) sent through a survey

24

Share personal experiences with representative of each department in employee newsletter about the positive change plan effect and key learnings

• EXPECTED RESISTANCE •

Step 4: Reinforcement

(Lack of accomplishment feeling after intervention implementation)

Prevention



- Publishing assessment results in comparison to first assessment to show progress of employee's learnings and summarize key improvements to establish further reinforcement interventions.
- Sharing individuals' stories of the positive impact the intervention had to showcase concrete situations which will give employees a sense of accomplishment.

• Evaluation •

Method: Before-after assessment

- Allows an accurate difference measurement of the baseline and outcome through a survey sent to all employees

How

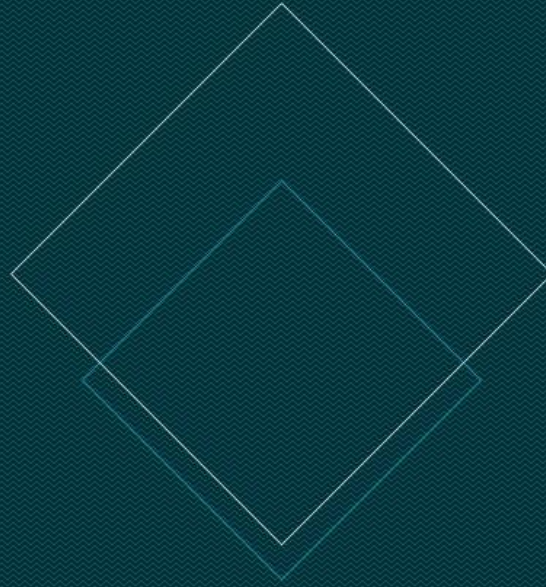
- Assessment criteria based on combined cross-cultural management competencies model and ADKAR change model objectives

Mixed-method data Analysis

- Used to understand quantitative answers based on closed survey questions and qualitative answers from open questions regarding participant's experience

• Evaluation Criteria •

Objectives	Criteria
Attitudes Willingness to: <ul style="list-style-type: none"> - Engage with otherness to form a relationship of equality - Discover perspectives of familiar or unfamiliar aspects in one's own or other's cultures - Question values of cultural practices of one's own culture - Experience, interact and engage in rites with other cultures 	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
Knowledge Understanding of: <ul style="list-style-type: none"> - Causes and processes of misunderstandings - Memories, geographical space, socializations and social distinctions of one's own and other's country seen from both perspectives 	
Skills Ability to <ul style="list-style-type: none"> - Identify and explain ethnocentric perspectives - Identify areas of misunderstanding in interactions and explain them in terms of cultural systems - Mediate conflicting interpretations of one's own and other's cultures - Identify significant concepts values and cultural references - Identify similarity and differences in verbal and non-verbal interactions in different circumstances - Use a combination of attitudes, skills and knowledge to interact and mediate with others while considering the extent of familiarity and differences between cultures 	
Reinforcement <ul style="list-style-type: none"> - Identify and interpret values and events in one's own and other's cultures - Interact and mediate in intercultural exchanges by using one's attitudes, knowledge and skills 	
All Steps <ul style="list-style-type: none"> - Participants comments and suggestions based on each intervention stage 	
	Open



For more the complete research report contact or any questions contact 671060@hotelschool.nl
Let me know your experiences and what ethical leadership means to you [in this LinkedIn Group](#)

Lycar Proposal Assessment Form

LYCar Proposal Grading Rubric

U.1.1 (Version LYCar 2020; 25 November, 2020)

Student Name:	Jasmine Kunigagon	LYCar Coach:	Ngoc Xuan Huynh
Student Number:	671060	Primary PLO:	1
Date Submitted:	7 February 2021	Secondary PLO(s):	8

Note: All boxes with red border to be filled by student

Preconditions (required for assessment)	Yes	No	Comments
Checks content and completeness			
Executive Summary is present, concise, can be read independently, contains information about process and content, focuses on results and outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal meets formal reporting criteria (according to e.g., LYCar Reading & Writing Guide)			
LYCar Proposal is written in English and is professional, including common basic components such as Intro, ToC, Conclusion etc.- see Reading & Writing Guide	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal is max. 5.000 words (counting after Table of Content, incl. text in tables) - visual proof of wordcount is included in Appendices.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Harvard Referencing Style is used consistently, referencing to primary sources only, List of References is well presented



Check (technical) formalities and submissions

Ephorus upload



LYCar Proposal incl. Appendices are uploaded in Osiris



Ethics and data management

Ethical, integrity and data management requirements



Entitled to assessment? (All yes above required):



DD1: The student has demonstrated knowledge and understanding in a field of study that builds upon their general secondary education, and is typically at a level that is supported by advanced textbooks

	Excellent	Pass	No Go
1.1 Use of literature and knowledge of the field	Student uses in-depth literature and knowledge of the field throughout the report. The report contains no mistakes and factual incorrectness.	Student uses in most cases literature and knowledge of the field in the report. The report contains some mistakes and factual incorrectness in a limited part of the report.	No sufficient or correct use of literature and knowledge of the field in the report. The report contains mistakes and factual incorrectness.
1.2 Intellectual depth and abstract thinking	Student takes all significant factors into account and looks from different perspectives, sees patterns, relates situations to concepts in order to solve larger problems. The reports show excellent thinking capacity of the student. New unique insights presented in the topic and depth of understanding displayed. Excellent linking between the elements and the underlying issues within the case situation.	Student takes different perspectives into account. The report shows intellectual depth (taking into account all significant factors and looking from different perspectives) in most parts of the report. Some patterns are clear. Some links have been made.	The report lacks intellectual depth (superficial and merely descriptive) in some parts of the report. Patterns are not sufficiently made clear.
Student Feedback:	Excellent <input type="radio"/>	Pass <input checked="" type="radio"/>	Not Yet <input type="radio"/>
Assessor Feedback:	Excellent <input type="radio"/>	Pass <input checked="" type="radio"/>	Not Yet <input type="radio"/>

Your lit.review has great potential, in-depth in the field, however you have put it in the appendices. Make sure to have the FULL review in the LER.

DD2: The student can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and has competences typically demonstrated through devising and sustaining feedback and solving problems within their field of study

Excellent	Pass	No Go
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2.1 Application of theories/models to situations at hand

Student uses a range of theories/models appropriate to the problems in the case skilfully and able to add their own unique perspective and insight. They own the model(s).

Student mentions a range of theories/models appropriate to the problems in the case and applying some of them in the correct way.

Mentioning models and theories but not using them in a correct way.

2.2 Possible impact and meaning of own work - dissemination of research

Student plans evaluation of impact and meaning of own work in relation to business and industry with sound underpinning. Identification of all stakeholders and acts of dissemination. Plan on how to effectively disseminate knowledge through different channels fitted for a variety of audiences is also presented.

Student formulates criteria for evaluation. Student describes possible impact and meaning of own work. Identification of stakeholders and planning of dissemination through at least one valuable channel with an audience is presented.

Student fails to describe criteria how to evaluate impact. No identification of stakeholders or realistic plan on dissemination of knowledge through at least one valuable channel with an audience.

Student Feedback:

Excellent ☒

Pass ☐

Not Yet ☐

Pass

Assessor Feedback:

Excellent ☐

Pass ☐

Not Yet ☐

The overview of the possible impact and meaning of your work and dissemination is clear and feasible.

DD3: the student has the ability to devise data gathering events, gather and interpret relevant data (usually within their field of study) to inform judgements that include reflection on relevant social, scientific or ethical issues

	Excellent	Pass	No Go
3.1 The Design Based Research Process	<p>Student sets the research process up in a systematic and well organised way. Student makes sense of a problem mess, analyses a (complex) problem and formulates feasible solutions by using a design-based research approach. Logical flow from Problem definition to Analysis to Solutions Design/methods are well chosen and motivated,</p>	<p>Student analyses the problem, and formulates possible solutions underpinned by literature using a design-based research approach. Methods motivated and mostly logically chosen</p>	<p>Insufficient problem analysis and methodology, research cycle not used.</p>
3.2 Analysis and evaluation of data	<p>Student plans analysis and evaluation of data/information well using appropriate (digital) tools and makes data-driven decisions. All statements are underpinned with facts and figures and/or referencing. The appropriate tools are used in all steps. Analysis is sufficiently complex with use of information from more than 2 different dimensions (practioners, scientific literature, the organization and stakeholders).</p>	<p>Student plans analysis and evaluation of solutions clearly, with some flaws or unclarities. Some statements are underpinned with facts and figures and/or referencing, some lacking underpinning. Analysis is sufficiently complex using data from at least one dimension and sufficiently backed up with literature.</p>	<p>Plan of analysis and evaluation of solutions is not clear. Statements are mostly not underpinned with facts and figures and/or referencing; some are contradicting. No tools are used. Lacking or no analysis and not backed up with literature.</p>
Student Feedback:	<p>Excellent <input type="radio"/></p> <p>Pass <input type="radio"/></p> <p>Not Yet <input type="radio"/></p>		
Assessor Feedback:	<p>Excellent <input type="radio"/></p> <p>Pass <input checked="" type="radio"/></p> <p>Not Yet <input type="radio"/></p>	<p>You have started out well on the gathering and the analysis of the data, however it is still not complete.</p>	

DD4: the student can communicate information, ideas, problems and solutions to both specialist and non-specialist audiences

Excellent

Pass

No Go

4.1 Communication to audience making use of professional (business) English

Student divides information effectively in paragraphs/chapters. No noticeable errors in English usage and mechanics. Use of language enhances the argument and avoids abbreviations. Sentence structures are well varied, and voice and tone are highly suitable for the specific audience/s. Style and content complement each other into an appealing, high quality story. Highly skilful organisational strategy. The logical sequence of ideas increases the effectiveness of the argument and transitions between paragraphs strengthen the relationship between ideas. Sub-headings are employed effectively and the links between different sections are reinforced through linking expressions. Shows attention to detail in all parts of the report.

Student divides information in paragraphs/chapters. Errors in English usage and mechanics are present, but they rarely impede understanding. Use of language supports the argument. Sentence structures are varied, and voice and tone are generally appropriate for the intended audience/s. Generally, a clear organisational strategy. The sequence of ideas in most cases supports the argument and transitions between paragraphs clarify the relationship between ideas. The report is mainly comprehensively written and lacks some attention to detail in some parts of the report.

Distracting errors in English usage are present and they impede understanding. Use of language is basic, only somewhat clear and does not support the argument. Word choice is general and imprecise. Voice and tone are not always appropriate for the intended audience/s. Basic organisational strategy, with most ideas logically grouped. Transitions between paragraphs sometimes clarify the relationship among ideas. The report is not comprehensively written and lacks attention to detail in most parts of the report.

Student Feedback:

Excellent ☐

Pass ☐

Not Yet ☐

Assessor Feedback:

Excellent ☒

Pass ☐

Not Yet ☐

DD5: the student has developed those learning skills necessary to continue to undertake further study with a high degree of autonomy

	Excellent	Pass	No Go
5.1 Plan on IQ development in PLO: Reflection on product(s)	Student has clear plans on what will be delivered and uses different relevant theory to underpin own work and reflect on it.	Student has a plan on what will be delivered and uses theory to underpin planned own work and reflect on it.	No clear deliverables mentioned and almost no theory to underpin own work and reflection.
5.2 Plan on AQ & EQ Self development	Student devises excellent ability to critically reflect on own developmental goals and demonstrates real growth mindset for life-long learning. Student proposes a demonstration of being able to self-direct, taking initiative in unpredictable situations. Student shows different metrics that can demonstrate development in terms of their EQ/AQ.	Student shows developmental goals and demonstrates growth mindset. There is a plan on how to reflect on values, attitudes and behaviour. Starting levels and desired end levels are described and measurements are provided.	Developmental goals are not concrete, there is no demonstration of growth mindset. Plan on how to reflect is vague and does not give enough substantiation to show growth.
5.3 Plan on EQ Social development	Student provides a plan on how to construct a multitude of proof that shows development as an Intercultural Hospitality Leader. Excellent ability to contribute to the global society/local community as a responsible citizen. Excellent analysis of diversity of people the student will deal with. Possible effective collaboration with all stakeholders in different cultural settings. Hospitality is key to the project or work the student does.	Student provides a plan on how to prove development as an Intercultural Hospitality Leader. Plan on how to contribute to the global society/local community as a responsible citizen. Proposing ideas on how to collaborate with different stakeholders in different cultural settings. Hospitality is a differentiator in the students' project or work.	No clear plan on development as an Intercultural Hospitality Leader. Plan on how to contribute to global society/local community is missing. Ideas proposed on collaboration or hospitality are not sufficient.




Student Feedback:

Excellent ☐

Pass ☐

Not Yet ☐





Assessor
Feedback:

Excellent 
Pass 
Not Yet 

A good start of how to show the intercultural hospitality leadership, however it is not yet clear to me (concrete goals) what it is what you would like to achieve and how you are going to reach your goals.

Overall Assessor Feedback

LYCar Proposal Outcome

- Excellent  All qualitative criteria awarded a "Pass" and at least two qualitative criteria awarded a "Excellent"
- Pass  All qualitative criteria awarded a "Pass". "P" registered in Osiris. Student can continue with LYCar execution.
- No Go  One or more qualitative criteria graded as "Not Yet". "F" registered in Osiris. Student re-writes LYCar Proposal with incorporated feedback.
- Pre-Condition NY  Pre-conditions not met. Student resubmits LYCar Proposal. No grade or feedback provided to the student.

Data Management Files Upload

File Upload Notification



noreply <noreply@hotelschool.nl> (noreply via deb-az-05.hdh.nl)

To Jasmine Kunigagon



The actual sender of this message is different than the normal sender. Click here to learn more.

Dear Jasmine Kunigagon,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Jasmine Kunigagon

Student Number : 6710600

Email : 671060@hotelschool.nl

LYCar Coach : Ms Huynh

Research Number : 2021-103

We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely.

Thank You.

Word Count

7,237 + 146 = 7383 words including pictures, figures and text boxes

The screenshot displays a Microsoft Word document with a word count pop-up window open. The document is a multi-page report with various sections, tables, and charts. The pop-up window, titled "Word Count", shows the following statistics:

Statistics:	
Pages	23
Words	7,237
Characters (no spaces)	41,838
Characters (with spaces)	48,776
Paragraphs	391
Lines	1,041

Below the statistics, there is a checkbox labeled "Include textboxes, footnotes and endnotes" which is checked. A "Close" button is located at the bottom right of the pop-up window.

The document's status bar at the bottom shows "Page 29 of 243", "7237 of 73752 words", "English (United Kingdom)", and a zoom level of "100%".

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