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REQUISITELY HOLISTIC DEVELOPMENT METHODS FOR IMPROVING HUMAN RESOURCE PERFORMANCE

Abstract. *The article reports on developing requisitely holistic employee development methods to improve employee performance, as applied to the tourism and hospitality industry. Skilled employees are valuable organisational resources and important drivers of business quality in the tourism and hospitality industry. Employing human potential and boosting its value with a requisitely holistic approach to employees development by using requisitely holistic development methods (coaching, mentoring, sponsorship, and intergenerational cooperation etc.) helps organisations create sustainable development commitments and programmes enabling and motivating employees to perform to their highest potential. The article suggests a socially responsible innovative model supporting employees' good performance, with the use of requisitely holistic development methods for their psychological well-being, that is applicable to the tourism and hospitality industry.*
Keywords: *tourism and hospitality industry (THI), human resources (HR)/employees, requisitely holistic development methods, performance management*

Introduction – the selected problem and viewpoint

The current proliferation of competing brands, shorter business and product life cycles, many different business models, satisfied/covered needs of potential customers etc. make the global business environment very complex and challenging. The tourism and hospitality industry (THI) is no exception. Human resources/employee development (HRD) practices that are requisitely holistically founded and implemented in the corporate strategy and culture can help organisations improve employees' performance; therefore, they can also result in developing sustained HRD in the THI. This practice addresses corporate social responsibility (CSR) concerning labour relations, in particular with all seven CSR principles from the International

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Organization for Standardization ISO 26000 (ISO, 2010): accountability, transparency, ethical behaviour, respect for stakeholders, for the rule of law, for international norms and for human rights. The European Union urges its member states and large companies to implement the ISO 26000 as a role model to find a way out from the current crisis (EU, 2011).

The aim of our research presented in this paper was to synthesise employee development methods falling within the »umbrella term« "requisitely holistic employee development methods" and to develop a helpful conceptual framework for using these methods to increase the individual performance of employees and positively influence their psychological well-being (PWB). The conceptual framework provides an interpretive approach to understanding requisitely holistic development methods and their relationships to the development of employees behaviour and enhanced individual performance.

Our research question was "How can THI organisations improve their human resource performance with the use of requisitely holistic development methods?".

Our qualitative research addressed the following hypothesis:

Hypothesis 1: Requisitely holistic employee development methods are part of socially responsible HRM practices in the THI.

Methods

To address the hypothesis, we employed the following qualitative methods: scientific description, dialectical systems, induction, historical method, comparative methods, and analysis.

For researching this problem, we used a scientific description to present the theoretical bases and describe the key facts, processes, techniques and methods that matter to HRM in the THI, namely, holistic employee development methods, social responsibility, employee performance and related research; we used dialectical systems, i.e. synergetic networks of all crucial aspects. We defined the theoretical basis of the key concepts of the main contents (HRM, holistic employee development methods, performance and tourism) for analysis. Within the given research frame, we used a compilation to summarise other authors' findings related to the selected research. The comparison shed light on facts, phenomena, processes and techniques regarding the discussed content by establishing similarities and differences concerning HRM, performance and requisitely holistic employee development methods. Deduction uncovered important theoretical conclusions and hypotheses about connections between HRM, performance and THI organisations. Induction helped define the meaningfulness of the problem at the beginning and the empirical checking of the research hypotheses

was defined deductively. Other methods include the historical method (e.g. the development of positive psychology), qualitative modelling (presenting researched areas, e.g. HRM, performance, requisitely holistic employee development methods), systemic and contingency theory (determination of the basic research framework) and the cognitive process.

On this basis, our paper consists of several sections. The next section presents quite a broad review of Human Resource (HR) practices, the importance of humans in the THI and some of their quality drivers. Then, we focus on how use of requisitely holistic development methods as part of the Human Resource Management (HRM) process in THI organisations can lead to increased employee performance and sustainable HRM in general. Specific social and economic conditions that are probably the root causes of HRM's present status in the THI will be identified. Finally, we discuss some implemental paths concerning these methods in the existing HRM practices in the THI as a service sector.

The detected practices

Over the past few decades, the THI has experienced continued growth and diversification, thereby becoming one of the fastest growing economic sectors in the world. Modern tourism has a close relationship with economic development toward affluence (Lebe, Mulej, ed., 2014) and encompasses a rising number of new destinations. These dynamics have turned tourism into a key driver of socio-economic progress (UN World Tourism Organization, 2014). Despite the remarkable achievements, there are still opportunities to make THI organisations more productive, competitive, profitable and socially responsible. Affluent people are demanding guests and require total quality service from THI employees. Otherwise, the following figures may fall into decline.

Tourism impacts (SustainableTourism.net, 2014) namely include:
- International tourism grew by 5% in 2013 to 1.087 billion travellers and this may reach 1.5 billion by 2020.
- The average international tourist spending is over US$ 700 per person; travellers spent over US$ 1.4 trillion in 2014.
- Travel and tourism provided approximately 9.5% of total global Gross Domestic Product (GDP) in 2013, if tourism-related business (e.g. catering, cleaning) is included.
- The global travel and tourism industry creates approximately 10% of the world's employment (direct and indirect combined).
- At least 25 million people spread over 52 countries in 2014 left their homes due to violence, persecution and/or disasters – affecting tourism receipts in every country.

The success of THI organisations critically depends on their employees' motivation, professionalism, innovativeness and how they are managed. Therefore, it is crucial to encourage employees to improve their contributions to the company and to remain healthy. Nowadays, due to poorly implemented performance management systems many employees are subject to acute insecurity and often unhealthy pressures, resulting in problems with employees' mental and physical health. Many employees perceive incorrectly implemented performance management systems as an invisible built-in attack (Taylor et al., 2010; Bazerman & Silverthorne, 2009). The fact is that only correct applications of these methods support the development of behaviour and increase individual performance (Courty & Marsche, 2004 and 2008; Heinrich & Marche, 2010).

Despite this fact, employees are often valued as parts of the most important assets of THI organisations. However, HRM has traditionally been a weak link in them (Go *et al.*, 1996; Cooper *et al.*, 2008). Hence, Page and Connell (2006) claim that HRM is far from simple employment management and should adopt a holistic approach; in a 'people' business such as the THI there is a need to derive quality from the staff and their interaction with customers.

The tourism and hospitality industry and human resource/ employee management

If one treats employees as a strategic and valuable asset which is becoming the core of a firm's ability to achieve a superior performance, then human resources management (HRM) provides the backbone of such an organisation (Baruch & Altman, 2002; Schuler & Tarique, 2007). Employees are important sources of sustained competitive advantage and differential performance inside the THI. The importance of HRM in THI organisations is widely recognised (Baum, 2006; Cooper et al., 2008; D'Annunzio-Green et al., 2004; Page and Connell, 2009; Weaver and Lawton, 2006).

When it comes to employee development strategies in the THI, the available trainings are mainly theoretical while human resources development and training programmes are often implemented ad hoc, with specific programmes for different activities to prevent/cover the most pressing needs in THI organisations (UN World Tourism Organization, 2014). Seasonality and peak demands pose particular problems for HR departments in the THI because of the increased temporary demands for staff and casual or part-time employment, mostly including young people (students) (Rok & Mulej, 2014). Authors (Rok & Mulej, 2014) have pointed out the problem of the seasonal recruitment of immigrants who are usually under-trained and under-experienced. Hence, the treatment, training and management of

employees in the THI should be a crucial concern for THI owners and managers. Upgrading the training and skills of employees is thus essential for THI organisations' competitiveness, including motivation as a critical factor in achieving employees' high level of commitment and performance. On the other hand, employees who identify strongly with their organisations are more advantageous for the company and can be an important competitive advantage (Podnar, 2011).

Summarising all these features of the THI, we conclude that a more sophisticated approach to HRM is necessary.

Therefore, the key themes of contemporary HRM in the THI include (based on Page and Connell, 2009):

- creating a reputation for work in the THI;
- education and training of employees;
- consideration of the influences of globalisation;
- ability to maintain the number of employees irrespective of their fluctuation;
- flexible employment forms;
- providing the necessary skills for employees;
- offering adequate wages along with other remuneration and facilities;
- striking a balance between work and non-work time;
- consideration of legislation and government measures; and
- ensuring competitiveness.

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Key areas of concern to both academics and practitioners are the links between HRM and strategy, between HRM and high performance work systems, between HRM and highly committed employee management, and the key role of HRM in connection with organisational culture (Storey, 2007).

Human resource policies and practice do not develop in a vacuum; they are dynamic approaches that change and shape the behaviour of employees within the organisational culture, and an expression of its values. Berry (1999) identified the following success-sustaining values in high-performance service companies: excellence, innovation, joy, respect, teamwork, integrity, and social profit. This can be accomplished through human resource practices; organisational symbols, stories, ceremonies, and language; leadership and role models; and organisational structure and design, as well as with the use of requisitely holistic development methods. Although all employees seek recognition and respect, it seems that THI employees seek even greater levels of accolade than those in other industries. Kusluvan (2003a) noted numerous studies showing that THI employees complain about being undervalued, unappreciated, and not being recognised, respected or rewarded on par with their efforts. Certainly one reason for this is the low status or low prestige typically accorded to THI jobs (Kusluvan, 2003a).

The HR strategy must support organisational performance based on a range of indicators (profitability, productivity, organisational survival and staff turnover, social responsibility). By applying a corporate social responsibility (CSR) policy (ISO 26000, by ISO, 2010) within their HRM and business strategies, THI organisations make an impression not only on employees but also on potential employees, customers, communities and other stakeholders.

THI organisations need to shift towards integrative/integral governance and management (Duh and Štrukelj, 2011). Corporate social responsibility (CSR) might be a useful way in this respect.

The tourism and hospitality industry and corporate social responsibility

The nature of tourism undoubtedly calls for considering the consequences – both positive and negative – on the environment which can influence its sustainability. Developing CSR entails relations of interdependence and holism of employees, the organisation and business partners with a purely qualitative HRM (in addition to caring for nature and involvement in development of the community), as this is the basis for CSR to the users of THI organisations and their business success.

It is widely recognised that employees who are less likely to change positions (job rotation) and attain promotion characterise the THI (Furunes and Mykletun, 2005). This can neither facilitate the retention and recruitment of talented and ambitious employees nor help strengthen their job commitment and identification with their THI organisation.

A solution is necessary. CSR can help managers cope with the above-mentioned dilemmas. THI organisations can use CSR-oriented schemas, which include initiatives showing that the firm's management really 'cares' for its employees not only in terms of their material well-being (relatively high wages) but also in terms of competence/skill upgrading and health/lifestyle improvement and a requisitely holistic approach (Ulrich et al., 2015; Jacinto & Carvarlho, 2009; Rok & Mulej, 2014).

Accordingly, CSR-driven projects can enable THI companies to cope with HRM-related problems. This, in turn, results in a 'win-win' situation whereby the two parties involved gain from a tourism-driven interaction.

What is described above includes the need for a permanent and socially responsible HRM (Baum, 2006) as part of corporate social responsibility (CSR). The incorporation of environmental and social measures as elements of the corporate strategy was initially more common among large hotel corporations (Kasim, 2004); predominantly in the 1990s, they developed e.g. their own sustainability programmes, as components of their CSR effort,

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and provided (via corporate websites and annual reports) extensive information about their sustainability commitment, initiatives and achievements. Realisation depends greatly on employees.

The function of HR plays a central role in building an organisation's reputation as an ethical, i.e. socially responsible, organisation relating to the manner in which people and the impact on society are managed (Torrington et al., 2009). A well-developed and implemented HR policy that includes social responsibility (SR) can create trust and strong relationships between employers and their employees (Rok & Mulej, 2014); they generate satisfied employees who induce satisfied guests. By hiring and developing talented employees and 'synergising' their contribution with the firm, HRM may set the basis for a sustained competitive advantage (Boxall, 1996).

Therefore, three topics essentially related to socially responsible HRM are: 1) a sustained supply of future employees; 2) good treatment of employees; and 3) engagement of employees with CSR practices (Rompa, 2011). By employing requisitely holistic development methods, one can help THI organisations create a socially responsible HRD and engaged employees.

Employees are vital for the successful operation, development and long-term CSR of organisations. Page and Connell (2009) pointed out that HRM in the THI should adopt a [requisitely] holistic approach to employees in order to derive quality from those employees and their interaction with customers. How can one attain this? Requisitely holistic employee development methods may help.

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Requisitely holistic employee development methods

The THI is a highly labour-intensive sector that depends on the availability and quality of human resources. It is a fact that human capital in tourism is facing new challenges, including the move to a green economy, demographic and social change (e.g. the ageing population), technological developments, increased connectedness and mobility, and changing lifestyles. To respond to these challenges and trends, new employee development approaches entailing a more proactive and long-term approach to human resources development are needed (Stacey, 2015). Development approaches that improve employee development are requisitely holistic employee development methods, such as coaching, mentoring, intergenerational collaboration, and sponsorship.

Recently, such methods have been increasingly gaining in importance in the management of employee performance and development. They consist of an individual's development network and support the planning and implementation of an individual's career and the development of a person's capabilities (Higgins & Kram, 2001; Molloy & Whittington, 2005).

Coaching

Leshinsky (2007) defines *coaching* as methodology or strategy which one applies as inspiration and motivation for a positive change in clients' lives. Coaching is a tool or approach that helps solve a problem or achieve a goal, which is a primary reason clients seek a coach. The coaching process interests' no one, if it does not produce clear results. We also refer to Rogers' (2007) explanation of coaching: a coach works with clients to increase their efficiency in the workplace through oriented learning. The most important element is to relax and develop clients' talents, potentials and abilities that will enable them to perform their work more efficiently.

Mentoring

Mentoring is a process that helps the individual recognise a problem, analyse it, and find and implement the right solution (Klasen and Clutterburk, 2002). Its purpose is to pay attention to an employee's weak performance or failure to meet targets. Mentoring can take place informally, just by giving advice. An approach that is more professional requires consulting knowledge and skills because it allows multiple tools to be used such as assessments, action plans, interviews and analyses. It requires an ability to think, knowledge of human nature, honesty, kindness and compassion. It moves beyond telling someone how to solve a problem. Mentors use counselling in order to help employees achieve the goals of organisations. Although it is a reason for eliminating the problems, mentoring is either implementation consulting and/or development consultancy.

Intergenerational cooperation

Intergenerational cooperation and solidarity are very important for society today due to their dual role (Intergenerational Cooperation: a possible way out of crisis?, 2012). In societies where intergenerational cooperation is a value, austerity measures are not so difficult to introduce as elsewhere; on one hand, systems of mutual assistance are very well developed and are more resistant to sudden economic changes. On the other hand, these societies hold huge potential for new working places. This mainly relates to providing a decent and quality life for individuals, especially the elderly. In most regions, this field of work is still relatively undeveloped.

Intergenerational cooperation is not only a necessary evil because of the lower incomes in the times of crisis but presents also a big opportunity for improving employees' lives. Its meaning is not limited solely to

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returning back to our roots. It is much more: it represents a link between the past (elderly people), the present (middle generation) and the future (youth) (Intergenerational Cooperation: a possible way out of crisis?, 2012).

The fundamental resulting question: requisitely holistic methods

The fundamental resulting question is which methods of managing employees performance development can best increase the individual performance of employees and positively influence their psychological well-being (PWB), which is the foundation of creativity and innovation (Šarotar Žižek et al., 2011). Nowadays, due to poorly implemented performance management systems many employees are subject to acute insecurity and often unhealthy pressures, creating problems with employee mental and physical health. The fact is that only correct applications of these methods generate appropriate behaviour and increase individual performance (Courty & Marsche, 2004 and 2008; Heinrich & Marche, 2010).

In the context of the contemporary management of employees performance, organisations must reach beyond the polarisation of the upper and lower hierarchy levels and apply requisitely holistic development methods such as sponsorship, coaching and mentoring, and improved intergenerational cooperation. The umbrella term for the above-mentioned methods is "requisitely holistic employee development methods" (coaching, sponsorship, mentoring and intergenerational cooperation). A requisitely holistic (Mulej et al., 2000) concept includes care for the whole, its parts, their relationships and the realism of consideration as a system; all of them are interlaced, interdependent and mutually influence each other. Therefore, with requisitely holistic development methods THI organisations achieve more holism concerning the development of individuals. A person develops their potential and perfects their personality more holistically; if that does not transpire, one remains an incomplete personality, causing low levels of psychological well-being (Šarotar Žižek, 2012: 28). Through requisitely holistic development methods, one can achieve greater individual performance, satisfaction and psychological well-being. In the THI, these methods are great tools for promoting health and psychological well-being in the workplace.

The failures of one-sided practices in THI organisations, such as closing hotels down, show the correctness of our hypothesis that requisitely holistic employee development methods form part of socially responsible HRM practices in the THI and generate preconditions for economic success. These methods can also support knowledge-cum-values management (Šarotar Žižek et al., 2014) and lead to better business results in THI organisations.

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Related empirical studies

Empirical studies (Allen et al., 2004; Higgins & Kram, 2001; Kram, 1985) show that mentors, coaches and sponsors frequently offer assistance with career planning and provide psychosocial support. More recent studies suggest that using these methods can support employee career development (Dobrow et al., 2012; van Emmerik, 2004) and contribute to positive individual and organisational outcomes (Dutton and Ragins, 2007).

Three ways have been identified in which coaches, mentors or sponsors can support employees development (Murphy & Kram, 2014):

- career support which entails those instrumental aspects of relationship development that support career advancement;
- psychosocial support which develops competence, clarity of professional identity and self-worth; and
- role modelling which encompasses views of the admired person, offers a source of inspiration and provides a vision of what one wants to become.

Therefore, if the THI is to provide high quality services it is not only necessary to attract qualified and motivated employees and retain them, but also to enable and promote additional training concerning the existing capacities. Taking the specific features of the THI into account, requisitely holistic development methods can be suitable tools. THI organisations enjoy a growing number of trusted leaders who help employees adjust and learn by teaching them what leaders know. Mentoring, coaching and sponsorship in the THI can be applied at all levels, whether assisting new recruits integrate into the operation or showing the way for employees to switch jobs and adjust to a new role.

In almost every facet of the THI, there is a need to use these methods. Some obvious examples include their implementation when working in line positions in a restaurant kitchen, on the hotel front desk or in housekeeping, where there are clear rules and safety regulations to follow.

Implementing requisitely holistic development methods

Requisitely holistic developing methods are parts of the organisation's employee development process, usually run by HR managers and first-level leaders. Top managers can also be coaches and sponsors of high-level employees and leaders. Yet, before they launch any of these methods with a formal programme, leaders have to answer some critical questions: How does the programme fit with the overall organisational strategy? Which issue or problem does it address and how does it fit with the current goals? There is no doubt that all one-on-one development approaches (such as coaching,

mentoring or sponsorship) have their place in the world of employee learning and fit in with employee development programmes. Another advantage of these methods is their capacity to create individuals who are capable of and motivated by managing their own learning on a continuous basis. In this way, they can have an impact on effectiveness that goes far beyond other one-to-one development approaches.

The organisations have to take some steps. We suggest the following steps in implementing a new model of performance management in the THI with the use of requisitely holistic development methods:

1. *Start at the top*: Willingness to support and sponsor the implementation of these methods on the top management level.
2. *Ensuring the active support* of senior leaders because they play a key role in publicising the strategic importance, encouraging performance and providing recognition.
3. *Making sure the goals of the programme* match the organisational strategy and criteria to establish expectations for specific roles (mentors, coaches, sponsors) and to determine the amount of training needed.
4. *Nomination of the coordinator* – a person responsible for organisation, creating materials, managing communications and managing resources.
5. *Selection and matching* – to identify the best employees to act as mentors, coaches and sponsors; to select and determine them and define where and how often mentoring, coaching and sponsorship will take place.
6. *Education and training* – connect the purpose to the organisational goals through a definition of the skills and personal characteristics needed for selected roles. Create a training plan and an educational programme for selected coaches, sponsors and mentors. Create performance benchmarks for the process (best skills, programmes).
7. *Periodic feedback* – permanently and periodically provide feedback in order to improve subsequent training and support activities at the organisational level, as well as to provide resources to individuals who have encountered challenges.
8. *Reward and recognition* – the mentor, coach, sponsor and peer have to be rewarded and recognised (salary, bonuses etc.) for successful completion of the programme. This encourages these types of relationships to thrive.
9. *Evaluation* – the data for assessment (feedback on training, progress report, retention, improved performance etc.) should determine whether the programme is meeting the organisational goals and provide information for leaders to evaluate its ongoing effectiveness.

Today, it is necessary for people and organisations to change and grow if they want to stay ahead. If development is a key driver of organisational

business performance, then these requisitely holistic methods should move towards the centre of the organisation's development strategy and be properly implemented in its HR system. These methods can become drivers of economic and socially sustainable development.

Requisitely holistic development methods as drivers of economic and social sustainable development: management by values

The old performance management model relies on the hierarchical control of employees. It must develop and maintain effective mechanisms for the 'top down' monitoring of results; thus, leaders must make strategic choices, not for controlling, but for developing the personal and professional potential of every member of the organisation (Garcia & Dolan, 1997).

The traditional performance systems of Management by Instructions (MBI) and Management by Objectives (MBO) give inadequate results in the performance of employees; for several years, Management by Values (MBV) has been emerging as a strategic leadership tool of tremendous potential for practical development (Garcia & Dolan, 1997). The idea of management by values is becoming the principal driver of reengineering aimed at a competitive and well-being culture (Dolan et al., 2006; Dolan, 2010 and 2011).

The adoption of a new strategic developers' role taken on by employees and leaders within the system of management by values enables the best way forward to facilitate performance excellence and to ensure the viability and even survival of the business. Over the years, managers have learned to control employees behaviour by various performance control systems. Implementing requisitely holistic development methods as parts of the organisational performance management system is connected with 'managing by values', which explains the process of generating dialogue, leading to sharing and alignment aimed at developing a unique and unified culture. In this culture, employees are aware of the organisation's need and objectives to survive; they sustain their passion since it is an important driver of creativity, entrepreneurship and innovation in general.

Dolan et al. (2008) and Dolan (2011) proposed a framework for understanding organisational culture as a combination of three facets (or axes) of an organisation's value system:
1. Economic pragmatic values assure the survival of the organisation in a competitive environment.
2. Ethical-social values are associated with values such as honesty, integrity, respect and loyalty and are embedded in contemporary concepts such as "corporate social responsibility", "sustainable environment" and "the triple bottom line" (also known as "People, Planet, Profit") (Savitz & Weber, 2006; Fry & Nisiewicz, 2012).

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3. Emotional-developmental values are essential for creating impetus for action. These values tackle intrinsic motivation: optimism, passion, perception of freedom etc....

Thus, the task of an effective leader is to build a culture that aligns these values with the 'corporate core' (key organisational values), which leads to corporate well-being (Dolan et al., 2008). When we contemplate we see things from the Performance Management perspective, leaders have to retain effective mechanisms for monitoring results while stimulating the potential of each organisational member. They must take into account that people are complex beings who come to the workplace with attitudes, habits, needs, beliefs and values – and that these must be aligned to enable a sustainable good performance. One should understand and learn the values, holistic development methods for and by values, and values of re-engineering that should become essential tools for business and organisational leaders (Dolan, 2011). Requisitely holistic development methods facilitate processes of generating strategic work-relationships by generating an organisation-wide dialogue and developing employees. One can achieve Coaching by Sustainable Innovation Values.

Coaching by sustainable innovation values and the dart model

To focus on developing a sustainable environment, organisations have to use the intersectional model of Coaching by Sustainable Innovation Values (CSIV) 40-30-30, that describes a perpetual process for the alignment and realignment of three axes (economic–pragmatic, ethical–social and emotional–developmental) (Brillo, Dolan and Kawamura, 2014). The ethical–development axis along with the emotional–developmental one increases sensitivity and makes the organisation more humane and more socially responsible (Dolan & Reich, 2014).

In order to develop CSIV as a co-creation process with the use of requisitely holistic development methods in organisations, we propose adapting the DART model of Prahalad & Ramaswang (2004). D stands for "Dialogue", which encourages knowledge sharing and improves understanding between coaches, sponsors, mentors and peers, giving them the opportunity to interject their point of view. A stands for "Access to knowledge, tools, and expertise" that helps people construct their own experience outcomes, broadening their views. R stands for "Risk sharing" and means that peers are responsible for dealing with both success and the risks of failure and overcoming any associated frustrations. T stands for "Transparency of information in the interactions", which is fundamental to enhancing strategic participation between people participation and building trust between

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employees and their coaches, mentors and sponsors. This can create new creative sustainable ideas, 'out of the box' thinking, and the tailoring of great products and services that serve latent market needs and wants.

Conclusion

Many THI organisations are dealing with change and therefore their ability to learn and adapt is becoming an important skill of their employees. In order to help the THI ensure enhanced employee engagement and well-being, this paper's research aimed to develop a socially responsible innovative model with assurance of employees' good performance using requisitely holistic development methods for psychological well-being in organisations. The model implements a requisitely holistic use of human resource management (HRM) development methods, such as coaching, mentoring, sponsorship and intergenerational cooperation.

The implementation of requisitely holistic development methods as formal performance management programmes can help organisations and individuals regulate major changes in their workplace. Further, the fact that the organisations are more flat, there are broader management roles and lower job security are factors contributing to the growth of these methods, which have the ability to support different learning styles that could better support employees than the traditional training methods. This, in turn, means that newly skilled individuals want more responsibilities and performance and these methods can hence support these individuals in achieving these changes.

Relationship-focused initiatives are generally easier to establish in a culture that values collaboration. Positioning such a formal programme of requisitely holistic development methods can take place as a portfolio of employees' development opportunities by HRM. In order to ensure that the programme is a legitimate activity, it needs support from the executive team.

It is very important that THI organisations give individuals the opportunity to learn, develop, and sustain high quality developmental relationships characterised by mutual learning, trust and a developing commitment to one another.

Homan & Miller (2006) argue that coaching and other requisitely holistic development methods contribute to four key results in an organisation: 1) maintaining top-performing employees; 2) creating a positive work environment; 3) increasing revenue; and 4) reducing the erosion of customer revenue and satisfaction by keeping employees for a longer time.

To focus on developing a sustainable environment with the use of requisitely holistic development methods, organisations have to use the intersectional model of values because, with the resulting focus on

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ethical-development and emotional-developmental values, they can increase sensitivity and make the organisation more humane and more socially responsible.

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