

pace
Being *Real* Matters.
Advancing the Impact of OD

Real[®] ORGANISATIONAL EXPERIENCE

UNDERSTAND AND IMPROVE
EMPLOYEE EXPERIENCE TO RETAIN
VALUABLE EMPLOYEES

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ABOUT PACE OD CONSULTING

Against the backdrop of a severe economic downturn in 1998, Dr. Lily Cheng and Dr. Peter Cheng co-founded PACE OD, inspired by their deep calling to help organisations to Perform Above Challenging Environments.

Since 1998, PACE has stayed true to this purpose to help organisations by providing a holistic OD diagnostics and interventions to resolve their people and leadership development and challenges.

Over 2.5 decades, PACE has provided real help to MNCS, LLEs, Government Agencies, Education Institutions toward achieving their organisational effectiveness in their respective industries and operating domains.

Our diverse experiences and expertise in designing and delivering research-based OD solutions have impacted over 150,000 individuals and leaders from over 500 organisations across 18 industries across Asia, Europe and the United States.

Our OD doctors and consultants work very closely with our clients by diagnosing the root causes embedded in their OD challenges and followed by holistic and targeted OD solutions that include pre-intervention surveys, consultancy services, workshops, post-workshops, executive coaching among other pertinent interventions and finally, driving the sustenance of our client's continual success.

In flow with the evolving learning and equipping technology, our international clients can access our proprietary and evidence-based learning contents, digital OD solutions, technology-based instruments, and mobile apps, from wherever they are across the globe.

Through our OD solutions and offerings, HR, HROD, L&D professionals, C-Suite leaders, business owners, and anyone who embraces holistic learning, development and interventions can be equipped with the needed OD knowledge, systems, processes, resources and competencies to advance their organisations to thrive in this truly VUCA world.

PACE is committed to partner with you and your organisations towards achieving its propose. We look forward to partnering with your organisation as it endeavours to thrive in its operating domain.

OUR *Vision*

Helping organisations realise shared aspirations with authenticity to attain organisational excellence.

OUR *Mission*

We facilitate authentic stakeholder engagement through OD solutions that transform leaders, people and organisations.

OUR Core Values

Passion

We exude boundless energy in what we do

Authenticity

We are genuine and trustworthy in all relationships

Challenge

We proactively innovate and change for better outcomes

Espirit De Corps

We inspire commitment and strong regard for the team



Being *Real*® Matters.

Advancing Real® OD Practice is the heart of our business,
helping organisations achieve their potential.



OUR *Calling*

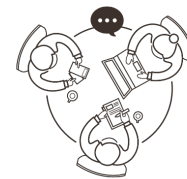
At PACE, we are committed to advancing Real® organisational development (OD) practice, positively impacting organisations we work with.

We confront business realities with humility, courage and maturity. We are authentic in all our dealings and relationships. We articulate the truth with courage and embrace adaptive actions instead of defensiveness.

We strive relentlessly to help build transformational organisations that develop their leaders and people to be truer and greater versions of themselves.

We perform the roles of OD doctors, coaches, facilitators, researchers but most of all, we are friends to our clients.

OUR *Trueline*



We are resolved to help advance organisations through REAL collaboration



We are authentic in all our dealings and relationships



We confront brutal facts with actions not defence



We relentlessly help leaders be REAL



We are courageous to articulate the truth



CREATING AN ORGANISATIONAL EXPERIENCE THAT ATTRACTS AND RETAINS VALUABLE PEOPLE

As the speed of technological advancement continues to accelerate and the skills required to stay competitive evolve, organisations are faced with the difficulty of attracting and retaining valuable people. According to Deloitte's 2017 Global Human Capital Trends report, talent acquisition now ranks as the third most important challenge for organisations worldwide, with 81% of HR executives citing it as either important or very important.

At the same time, organisations are faced with low employee loyalty: According to research by Aon Hewitt¹, only 61% of employees indicated that they "intend to stay at their organisation for a long time" and found that fewer employees agreed that "it would take a lot to get [them] to leave [their] organisation."

Faced with these pressing concerns, organisations today are required to rethink the way they address different areas of human resources. Traditionally, most organisations champion various initiatives that target culture, employee engagement, rewards and benefits, and learning and development in silos², unintentionally creating an inconsistency in the way employees experience the organisation as a whole.

In order to differentiate themselves from other employers and remain attractive to valuable people, organisations need to pull all the different areas of human resources together and create a consistent, outstanding employee experience—or as we call it, a Real[®] Organisational Experience.

¹ Aon Hewitt (2018). 2017 trends in global employee engagement

² Silos (2018). 2018 employee engagement trends



DEVELOPING THE REAL[®] ORGANISATIONAL EXPERIENCE ASSESSMENT

80 percent of executives surveyed in Deloitte's 2017 Global Human Capital Trends recognised the importance of a compelling experience, only 22 percent believed they were excellent at building one, strongly suggesting that most organisations still struggle with creating the organisational experience they desire to.

With the aim to support organisations in meeting this growing challenge, PACE embarked on a journey to develop a research-based, structured diagnostic tool to help organisations better understand their internal state by capturing authentic voices from organisational members regarding their experience being part of the organisation.

Leveraging over three decades of practitioner experience, our OD experts built upon Deloitte's Simply Irresistible Organisation Model and crafted the Real[®] Organisational Experience (ROE) framework as the foundation of the ROE assessment tool. Expanding on Deloitte's five elements and 20 factors of an "irresistible" employee experience, the ROE framework articulates the employee experiential statements categorised into the six dimensions, each consisting of four factors, described in the following pages:

1. MEANINGFUL WORK



- 1.1 Employees have Autonomy over how tasks are done.
- 1.2 Employees are Selected to Fit where their strengths are utilised.
- 1.3 Employees are organised into Empowered Teams.
- 1.4 Employees have Time for Slack to think things through.

2. SUPPORTIVE MANAGEMENT



- 2.1 Manager/management team provides Clear and Transparent Goals.
- 2.2 Manager/management team provides Coaching.
- 2.3 Manager/management team plans for Investment in Development of Managers.
- 2.4 Manager/management team uses Agile Performance Management systems.

3. POSITIVE WORK ENVIRONMENT



- 3.1 The organisation promotes Flexible Work Environment with open workspace.
- 3.2 The organisation is a Humanistic Workplace that promotes employee wellness.
- 3.3 The organisation has a Culture of Recognition where employees show appreciation for each others' work.
- 3.4 The organisation promotes an Accepting Environment where employees can be themselves.

4. GROWTH OPPORTUNITY



- 4.1 Employees have sufficient learning opportunities as part of Training on the Job.
- 4.2 Employees have the opportunities to assume new roles as part of Facilitated Talent Mobility.
- 4.3 Employees are provided with the resources for Self-Directed Dynamic Learning.
- 4.4 The organisation has a High-Impact Learning Culture where everyone is curious about learning.

5. TRUST IN LEADERSHIP



- 5.1 Manager/management team clearly defines Mission and Purpose.
- 5.2 Manager/management team Cares for the People.
- 5.3 Manager/management team exemplifies the value of Honesty.
- 5.4 Manager/management team provides Inspiration by helping employees connect their personal goals to the organisation's vision.

6. CROSS-ORGANISATION COLLABORATION AND COMMUNICATION



- 6.1 The organisation champions Shared Goals and Resources.
- 6.2 The organisation fosters Open Communication.
- 6.3 The organisation values Diversity.
- 6.4 The organisation champions an Inclusive Environment.



ASSESSMENT PROCEDURE

The Real[®] Organisational Experience Assessment begins with the response collection stage. During this period, organisational members receive an email invitation with a unique link that leads them to a short online assessment, which requests them to rate the extent to which they agree/disagree with a series of 30 statements describing their experience in the organisation..

To ensure that responses are as reflective of the true organisational experience as possible, all participants are encouraged to respond honestly and assured that their identity will be kept anonymous and confidential.

After the response collection period, all data collected are processed and analysed using the formula validated by our research discussed above.

To find out more about our research findings, please refer to our Creating a Real[®] Organisational Experience white paper at www.pace-od.com/research





WHY REAL[®] ORGANISATIONAL EXPERIENCE IS IMPORTANT FOR YOUR ORGANISATION

How Is The Real[®] Organisational Experience Assessment Different From Employee Satisfaction And Employee Engagement Surveys?

Although the concepts measured are closely intertwined, Employee Engagement Surveys are often very complex and focused on organisational hierarchies and work processes (Global Culture Report, 2018). The Real[®] Organisational Experience Assessment goes beyond this company-centric approach, focusing on the employee experience. On top of this, each of the six dimensions that measure the employee experience comes with 4 factors that provide guidance when it comes to acting on the assessment results. In other words, the Real[®] Organisational Experience Assessment not only assesses, at the same time it equips organisations with the knowledge of how to improve the employee experience, based on the results.

HOW CAN YOUR ORGANISATION FULLY LEVERAGE THE ROE?

Segmented into digestible sections and packed with attractive visuals, the ROE assessment report is designed to provide our client organisations with reflective, authentic and digestible insights into their current employee organisational experience at all levels of the organisation be it at team, department, organisation, region or global level.

To ensure that our client organisations reap the full benefits from the ROE assessment, PACE O.D. offers additional services:

- **Facilitation of Report Interpretation and Recommended Action Plan**
Facilitated Facilitated interpretation of the report with our ROE Facilitator to ensure understanding of assessment results coupled with the development of targeted action plans to improve the overall organisational experience in order to attract and retain valuable people.





DR. PETER CHENG & DR. LILY CHENG

FOUNDERS, PACE OD CONSULTING

CLOSING REMARKS

At PACE, we endeavour to enable our client organisations and industry partners, facilitators globally to thrive in the fast-changing business environment through quality content curation and diagnostic instruments.

For decades, organisations worldwide have continually been challenged by the loss of their talents that impact their ability to sustain their organisational performance. Despite many attempted interventions, organisations are still not spared from their talent drain.

ROE is developed to help organisations nib the problem in talent drain and exodus. It focuses on 6 critical dimensions that include, Meaningful Work, Supportive Management, Positive Work Environment, Growth Opportunity, Trust In Leadership and Cross-Organisation Collaboration & Communication.

As an online assessment instrument, ROE provides critical data to reflect an organisation's employee experience for the management to address the experience gaps that need interventions to foster a truly exceptional employee experience that employees find irresistible and want more, and hence staying longer with the organisation.

Contact us for more information and you'll be glad you did.

Respectfully yours,

*Dr. Peter Cheng and Dr. Lily Cheng
Founders and Master Facilitators
PACE OD Consulting*

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