

# Real<sup>®</sup>

## PERFORMANCE

REALISING THE HUMAN CAPITAL  
VALUE PROPOSITION



An innovation by PACE OD Consulting

## TABLE OF CONTENTS

About PACE OD Consulting	4
Our Calling: Being Real <sup>®</sup> Matters	7
The Human Capital Value Proposition (HCVP)	8
Introducing The Real <sup>®</sup> Performance Framework	9
Real <sup>®</sup> Performance Overview	10
Employee Performance	12
Employee Engagement	18
Employee Retention	24
Return on Investment System	30
Closing Remarks	33

# ABOUT PACE OD CONSULTING

Against the backdrop of a severe economic downturn in 1998, Dr. Lily Cheng and Dr. Peter Cheng founded PACE out of a desire to help organisations Perform Above Challenging Environments. Since 1998, PACE has stayed true to its purpose of advancing organisations, resolving our clients’ people and leadership challenges.

Today, PACE has grown into a multi-cultural team of professional and dynamic individuals. Together, we use our diverse experiences and deep expertise to develop, design, and deliver research-based OD solutions, which to date have impacted more than 138,000 individuals from over 6000 organisations across 17 industries in Asia, Europe and the United States.

Our OD Consultants work closely with MNCs and government bodies alike, partnering them throughout the entire OD journey, from diagnosing organisational challenges, developing targeted OD solutions through workshops and coaching, and finally, driving their sustenance for the client organisation’s continued success.

Our proprietary learning content, evidence-based solutions, and technology-based tools are also made available online via Real® Learning and Realyse®. Through self-directed learning, HR, HROD, and L&D professionals, C-Suite leaders, business owners, and anyone who believes in holistically developing people, can be equipped with the OD knowledge, resources and skills to advance their organisations forward.

Join us in our OD journey as we stay committed to building people, leaders, and advancing organisations towards their mission.



## 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

### CHALLENGE

We proactively innovate and change for better outcomes

### AUTHENTICITY

We are genuine and trustworthy in all relationships

### ESPIRIT DE CORPS

We inspire commitment and strong regard for the team





## OUR CALLING: BEING REAL® MATTERS

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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're authentic in all our dealings and relationships. We're courageous to articulate the truth. We embrace hard truths with adaptive actions instead of defensiveness.

At PACE, we strive relentlessly to help leaders be Real®, building transformational organisations from within. OD practice is the fruit of our efforts to be truer, better and greater versions of ourselves.

We're OD doctors, coaches, facilitators, researchers and more — but most of all, we're friends.



# THE HUMAN CAPITAL VALUE PROPOSITION (HCVP)

At the core of organisational success is a clear Human Capital Value Proposition (HCVP) that is incorporated into every aspect of the employee experience. It defines the value that employees are expected to contribute with the value that they can expect in return. In the CEO Challenge® 2015 report by The Conference

Board, CEOs around the world identified managing Human Capital as the top challenge they face, among the other top five challenges of Innovation, Customer Relationships, Operational Excellence and Sustainability. Notably, raising employee engagement was seen by CEOs as a critical driver to meet multiple business challenges, alongside other key strategies to

*“...employee engagement is seen (by CEOs) as a critical driver to meet multiple challenges.”*

— The CEO Challenge® 2015

effectively manage Human Capital resources: improving performance management processes and accountability, providing employee training and development, enhancing effectiveness of their senior management team, and improving leadership development programmes.



# INTRODUCING THE REAL® PERFORMANCE FRAMEWORK



At PACE, we believe that Human Capital forms the most promising asset for organisations given the potential for its exponential growth value. Real® Performance is an OD innovation that helps organisations to leverage on human capital and bring value propositions into reality by aligning three key pillars of people strategies with business strategies, tied into a holistic *Real® Performance Framework*:

- 1. Strategic Perspective: Employee Performance** — How can we create a line of sight to link day-to-day activities to organisation goals?
- 2. Operational Perspective: Employee Engagement** — How can managers and leaders consistently engage their team so that they don't lose the vision, and help their team achieve individual and organisational goals?
- 3. Human Resource: Employee Retention** — How can leaders and HR professionals help employees continue to be part of the organisation?



# REAL® PERFORMANCE OVERVIEW

Based on the Real® Performance Framework, we have developed 12 different Organisation Development (OD) solutions across three tracks that are valuable to different type of employees.

## 1. STRATEGIC PERSPECTIVE: EMPLOYEE PERFORMANCE

This series of OD solutions educates, equips and enables your employees to contribute highly to organisational success and bottom line results by understanding and tightening the link between strategic business objectives and day-to-day actions, thereby tapping on their full potential.

## 2. OPERATIONAL PERSPECTIVE: EMPLOYEE ENGAGEMENT

The programmes under this series aim to educate, equip and enable a proper alignment of engagement practices and processes for leaders in organisation. With that, your organisation can rest assured that your employees will be committed to organisational goals and values, be motivated to contribute to organisational success, and be able to enhance their own sense of well-being, simultaneously.

## 3. HUMAN RESOURCE PERSPECTIVE: EMPLOYEE RETENTION

Losing your organisation's best talents is definitely a high price to pay in any industry. This series of programmes educate, equip and enable your leaders to review and address the dimensions needed for an effective employee retention strategy. With that, your organisation will be well-equipped to create, build and keep your best talents.

# REAL® PERFORMANCE OVERVIEW

## STRATEGIC PERSPECTIVE: EMPLOYEE PERFORMANCE



## OPERATIONAL PERSPECTIVE: EMPLOYEE ENGAGEMENT



## HUMAN RESOURCE PERSPECTIVE: EMPLOYEE RETENTION



# EMPLOYEE PERFORMANCE

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Performance management allows organisations to tap into the full potential of their staff. Using performance management, organisations can ensure that employees not only fulfill their responsibilities, but able to perform the best of their abilities and exceed the organisation's expectations.

Performance management highly contributes to organisational success and bottom line results by tightening the link between its strategic business objectives and day-to-day actions in the organisation through the following practices:

1. Clarifying job responsibilities and expectations
2. Enhancing individual and group productivity and developing employee capabilities to their fullest extent through effective feedback and coaching
3. Driving behaviour to align with the organisation's core values, goals and strategy
4. Providing a basis for making operational human capital decisions such as rewards and recognition
5. Improving communication between employees and managers

When effectively implemented, performance management best practices result in a wide range of benefits for employees, managers and companies. PACE's Employee Performance solutions are uniquely designed for both the Appraisers and Appraisees.

## TARGET LEARNERS

Senior Executives, Human Resource Managers, Generalists, Specialists, Business Leaders who want to enable their employees to:

- Adopt the concept of performance management and building a culture of performance excellence
- Appraise the performance of staff effectively and to give feedback that facilitate alignment and improvement towards growth
- Set goals and develop action plans to manage work performance towards desired organisational goals
- Embrace ownership of their respective roles in the organisation's performance appraisal process for effective organisation engagement and performance

# EMPLOYEE PERFORMANCE

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## KEY LEARNING DELIVERABLES

Appraisers will benefit from our programme through:

- Learning effective target-setting skills that will motivate staff performance towards organisation's desired goals.
- Acquiring skills to engage and manage employees towards the achievement of their performance goals for team and organisational achievement.
- Mastering the skill of giving performance feedback to affirm positive behaviours and correct negative behaviours.

Appraisees will benefit from our programme through:

- Understanding and appreciating the essence of the performance management system in the organisation.
- Participating actively in the appraisal and feedback process.
- Taking charge of their performance and constantly working towards improvement.

## INSTRUCTIONAL DESIGN

1. Concept sharing
2. Experiential learning activities
3. Simulation activities
4. Hands-on LIVE Practical Sessions
5. Role simulations
6. Case study analysis
7. Personal action plan

## RETURN ON INVESTMENT

- Increase in employee commitment
- Enhanced employee engagement
- Reduction of employee misconduct
- Create opportunities for employee self-development

# EMPLOYEE PERFORMANCE



## PURSUING PEAK PERFORMANCE FOR APPRAISER (2-DAY)

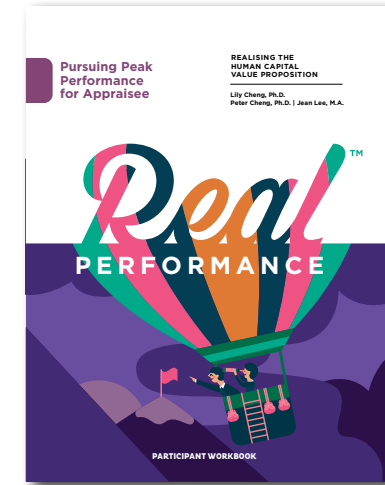
### Project Objectives

- Appreciate the value of the Performance Management System and its Conceptual Framework to support one in managing and leading desired results
- Adopt a 3-step approach to have a holistic understanding of performance review process
- Establish clear performance plan for their staff
- Acquire effective performance management practices that will engage their staff for performance excellence
- Adopt effective performance feedback skills

### Programme Outline

- The Changing Performance Management Landscape
- Strategic and HRM Perspectives of My Role as an Appraiser
- Performance Management System: Conceptual Framework, System and Cycle
  - Phase 1: Performance Planning
  - Phase 2: Ongoing Performance Coaching
  - Phase 3 :Performance Review
- Conducting Performance Reviews
- Psychometric Errors of Appraiser
- Purposes of a Performance Review
- Agenda of a Performance Review
- Core Skills of a Performance Review
- Closing the Performance Review
- Benefits of a Well-Handled Appraisal Session

# EMPLOYEE PERFORMANCE



## PURSUING PEAK PERFORMANCE FOR APPRAISEE (1-DAY)

### Project Objectives

- Appreciate the value of Performance Management System and its Conceptual Framework to support one in managing and pursuing peak performance at work
- Adopt a 3-step approach to have a holistic understanding of performance review process
- Be accountable for one's performance outcomes through the following:
  - Accept Feedback
  - Communicate effectively
  - Connect to the work context
  - Enlarge your circle of influence
  - Prepare for review discussion
  - Think Win-Win
- Acquire proactive and productive performance behaviours

### Programme Outline

- Performance Management System: Conceptual Framework, System and Cycle
  - Phase 1 - Performance Planning
  - Phase 2 - Ongoing Performance Coaching
  - Phase 3 - Performance Review
- Good and Bad Performance Appraisal Experiences
- Psychometric Errors of Appraisees
- My Part in Performance Appraisal
- My Performance
- My Participation
- Benefits of a Well-Handled Appraisal Session



# EMPLOYEE PERFORMANCE



## KPI MANAGEMENT FOR APPRAISER (1-DAY)

### Project Objectives

- Understand the importance of setting the right KPI to provide valuable insights on whether performance is on track or if it needs attention
- Learn the skill of identifying critical KPIs that provide clarity to the key performance dimensions of the business
- Appreciate the linkage between the organisational goals to one's departmental goals
- Learn to set goals that motivates and drive performance towards desired organisational goals

### Programme Outline

- Understanding Strategic Goals and Performance Goals
- Managing KPI for Performance
- From Organisation Vision to my Departmental Goals
- Identifying and Crafting KPI for Key Business Dimensions
- Setting My Performance Goals
- How to Assess Performance and Ensure Results

# EMPLOYEE PERFORMANCE



## KPI MANAGEMENT FOR APPRAISEE (1-DAY)

### Project Objectives

- Understand the importance of setting the right KPI to provide valuable insights on whether one's performance has progressed
- Learn the skill of identifying critical KPIs that provide clarity to one's performance expectations of one's role, for effective performance ownership
- Appreciate the linkage between the organisational and departmental goals, to one's individual goals
- Learn to set goals that motivate and drive performance towards desired organisational goals

### Programme Outline

- Understanding Strategic Goals and Performance Goals
- Managing KPI for Performance
- Identifying and Crafting KPI for Key Business Dimensions
- Setting My Performance Goals
- How to Achieve Plans and Meet Expectations



# EMPLOYEE ENGAGEMENT

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1. Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being.
2. A recent research study identified the specific behaviors you need to employ to create an engaged workforce. Companies with engaged employees outperform the competition by as much as 202% (Gallup). Engaged organisations have strong and authentic values, with clear evidence of trust and fairness based on mutual respect, where two way promises and commitments – between employers and staff – are understood, and are fulfilled.
3. PACE's Employee Engagement solution focuses on reviewing and realigning engagement systems and processes so that organisations develop an explicit linkage between organisational outcomes vis a vis individual performance outcomes.

## TARGET LEARNERS

Organisations aiming to have a competitive edge through the advantage of:

- Identification of critical people factors that affect the organisation's performance at present and in the future.
- Equipping manager competencies and techniques to carry out various types of conversation with different performers at the workplace to bring about desired team performance outcomes.
- Embracing ownership of manager's respective roles to keep workforce engaged for optimal performance outcomes.

# EMPLOYEE ENGAGEMENT

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## KEY LEARNING DELIVERABLES

Our OD services will equip your organisation with:

- Acquiring skills to engage and manage employees towards the achievement of their performance goals for team and organisational achievement.
- A systematic framework to review and realign your organisation's employee engagement system and processes.
- Skills to draw up and customise a plan to facilitate the linkage of the employee engagement with the achievement of organisation strategy and goals.

## INSTRUCTIONAL DESIGN

1. Concept sharing
2. Experiential learning activities
3. Hands-on LIVE Practical Sessions
4. Business case study analysis
5. Templates for conducting performance conversations
6. Professional recommendations on the structure and process of talent and career management systems and procedures
7. Career assessment tools
8. Personal action plan

## RETURN ON INVESTMENT

- Enhanced employee engagement
- Lowers employee turnover
- Boosts employee morale, engagement, and loyalty
- Reduces cross-functional inefficiencies
- Attracts key talent

# EMPLOYEE ENGAGEMENT



## MEANINGFUL PERFORMANCE CONVERSATIONS (1-DAY)

### Project Objectives

- Be equipped with competencies and techniques to carry out various types of conversation with different types of performers at the workplace to bring about desired team performance
- Be equipped with competencies to coach and inspire for breakthrough performance
- Adopt the performance measurement philosophy and manage substandard performance at work

### Programme Outline

- Types of Performers at Work
- Using the 4 Types of Performance Conversations
- The Three-Step Performance Feedback Model
- Conducting the Performance Conversation
- Closing the Performance Conversation
- Role Simulation

# EMPLOYEE ENGAGEMENT



## PERFORMANCE COACHING CONVERSATIONS (1-DAY)

### Project Objectives

- Be equipped with competencies to coach and inspire for breakthrough performance
- Use the G.R.O.W coaching model as a framework to initiate and facilitate a coaching conversation
- Identify a range of work-based contexts where coaching conversations can add value
- Understand and apply the Situational Coaching Model for effective coaching conversation outcome
- Identify the types of questioning approaches most beneficial for different types of coaching conversations

### Programme Outline

- The Titanic of Coaching
- Situational Coaching Model
- The G.R.O.W. Coaching Model

# EMPLOYEE ENGAGEMENT



## CAREER MANAGEMENT CONVERSATIONS (1-DAY)

### Project Objectives

- Understand the importance of career development conversations in employee engagement and performance sustainability
- Acquire specific career development strategies in alignment with business directions and goals
- Understand the principles and philosophy of career development and management
- Be equipped with competencies and skills to help workforce reach their optimal performance outcomes

### Programme Outline

- Managing Career Management Conversations in the Workplace
  - Core Principles in Career Management Conversations
- Career Management Conversation Strategies
  - Development Conversations
  - Mentoring Conversations
  - Career Aspiration Conversations
  - Relationship Conversation

# EMPLOYEE ENGAGEMENT



## TALENT ENGAGEMENT CONVERSATIONS (1-DAY)

### Project Objectives

- Be equipped with competencies and skills to keep workforce engaged for optimal performance outcomes
- Learn the art of talent engagement to create a workspace that is collaborative and connected
- Learn to adopt continuous engagement strategies to go beyond the formal ways of engaging talents at the workplace

### Programme Outline

- Talent Engagement and Productivity
- Are Your Talents Engaged or Disengaged?
- The 12 Great Engagement Practices
- Let's Get Engaged!



# EMPLOYEE RETENTION

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1. In an improving economy, retaining talent has again become a top priority for businesses. Organisations that don't understand the cost of employee turnover will pay a steep price.
2. If employee retention isn't on your priority list yet, it should be. The job market has changed, and many employers are finding that they no longer hold all the cards today. If you're not doing all you can to keep staff happy, you're at greater risk of losing your best talent to your competition.
3. The Society of Human Resource Management (SHRM) and the Wall Street Journal website completed the Job Recovery Survey. The key findings revealed 64 percent of employees said they were extremely likely to begin or increase the intensity of their job search. The issue of employee retention is here to stay. The research shows one out of every three people are dissatisfied with their current employment situation and could leave for better positions as the economic situation continues to improve.
4. PACE's Employee Retention solutions help you chart your course toward success by addressing the dimensions needed for an effective employee retention strategy. As part of the employee retention training, you will develop a plan of action for each of the eight strategies.

## TARGET LEARNERS

Organisations aiming for the competitive advantage through:

- CEOs, MDs, Directors, GMs and Managers in HR as well as all other senior executives responsible for growing and managing their organisational talents
- Dedicated and highly charged individuals and teams leaders

# EMPLOYEE RETENTION

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## KEY LEARNING DELIVERABLES

Our OD services will equip your organisation with:

- Connecting organisational excellence to people management by systematically identifying, developing and retaining the organisational's best talents.
- Learn to use a comprehensive potential management system to create, build and sustain talents.
- Acquiring a structured approach to help manage and develop staff for growth and retention.
- Skills to draw up and customise a plan and acquire specific development strategies in alignment with business directions and goals.

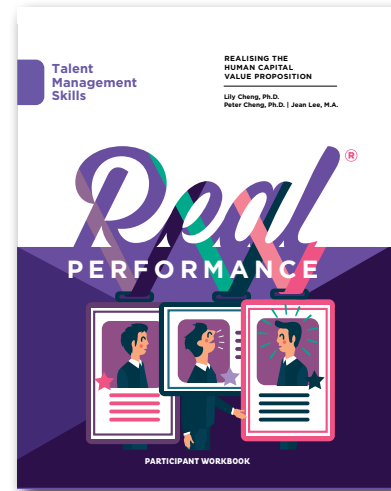
## INSTRUCTIONAL DESIGN

1. Concept sharing
2. Experiential learning activities
3. Hands-on LIVE Practical Sessions
4. Business case study analysis
5. Templates for conducting performance conversations
6. Professional recommendations on the structure and process of talent and career management systems and procedures
7. Career assessment tools
8. Personal action plan

## RETURN ON INVESTMENT

1. More employee-centered environment
2. Create opportunities for employee self-development
3. Reduction of employee attrition rate

# EMPLOYEE RETENTION



## TALENTS MANAGEMENT SKILLS (2-DAY)

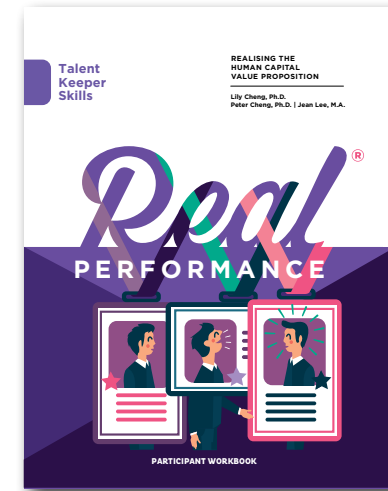
### Project Objectives

- Understand the value talent management can bring to an organisation and appreciate the roles that respective stakeholders play to better embrace them for effective talent outcomes
- Learn the talent management framework and be facilitated to assess the position of one's current talent management
- Acquire talent management skills to effectively acquire, develop and retain talents to best leverage on them in driving the organisation's outcomes

### Programme Outline

- What is Talent Management?
  - Purpose
  - Principles
  - Elements
  - A 4-Step Approach
  - Outcome
  - The Focus
  - Talent Management Audit
- The Building Blocks of Talent Management
  - Roles and Responsibilities for Managing Talent
  - Organisational Core Competencies
  - Performance Management
  - Potential Evaluation
- Talent Management Process
  - Recruitment
  - Retention
  - Development
  - Performance
- Talent Management Business Case Study

# EMPLOYEE RETENTION



## TALENT KEEPER SKILLS (1-DAY)

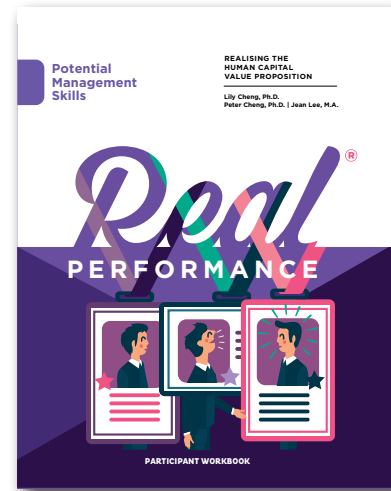
### Project Objectives

- Appreciate the intricacies involved in engaging and working with talents to bring about best outcomes
- Learn skills to identify, select and cultivate talents in the organisation for success and sustainability

### Programme Outline

- Me - A Talent Maximiser or Talent Diminisher?
- The Profile of a Talent in the Organisation
- Strategic Approaches for Talent Keeper
- Challenging HR Situations in Talent Keeping

# EMPLOYEE RETENTION



## POTENTIAL MANAGEMENT SKILLS (1-DAY)

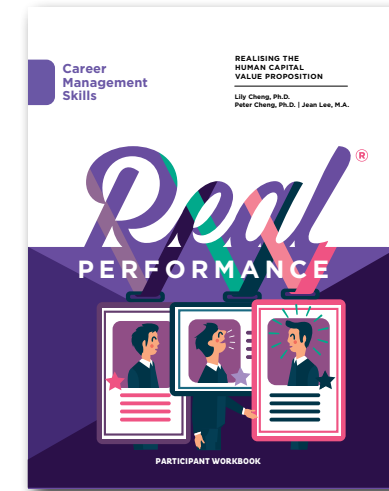
### Project Objectives

- Learn and embrace the fundamental principles in managing high potential employees
- Be equipped with competencies and skills to keep High Potentials engaged for optimal sustainable outcomes
- Be able to build strategies to identify, develop and retain high potentials
- Learn to implement potential management approaches and build accountability in keeping them

### Programme Outline

- Understanding High Potentials
- The 9-Box Potential Management
- Aspiration Development & Realisation
- Ability Management
- Accentuating the Positive

# EMPLOYEE RETENTION



## CAREER MANAGEMENT SKILLS (1-DAY)

### Project Objectives

- Understand the importance of career management in employee retention and performance sustainability
- Acquire structured approach to help manage and develop staff for growth and retention
- Learn career assessment tools to facilitate career possibilities and choices for their staff
- Acquire specific development strategies in alignment with business directions and goals

### Programme Outline

- The Changing Career Landscape
- Strategic Perspective of Career Management in the 21st Century
- Employee Career Management
- The Role of Managers in Career Management
- Career Management Tools and Practices
- Improving the Fit of Staff



# RETURN ON INVESTMENT SYSTEM

With the increasing demand for ROI to justify OD and L&D budget allocations, the new reality is clear: ROI is here to stay. To help leaders attain a sustainable learning and ROI capability of our programmes, PACE is committed to help you undertake best practices for ROI implementation with our ROI system.

In our research where 929 learners were surveyed, we discovered the following brutal facts of ROI:

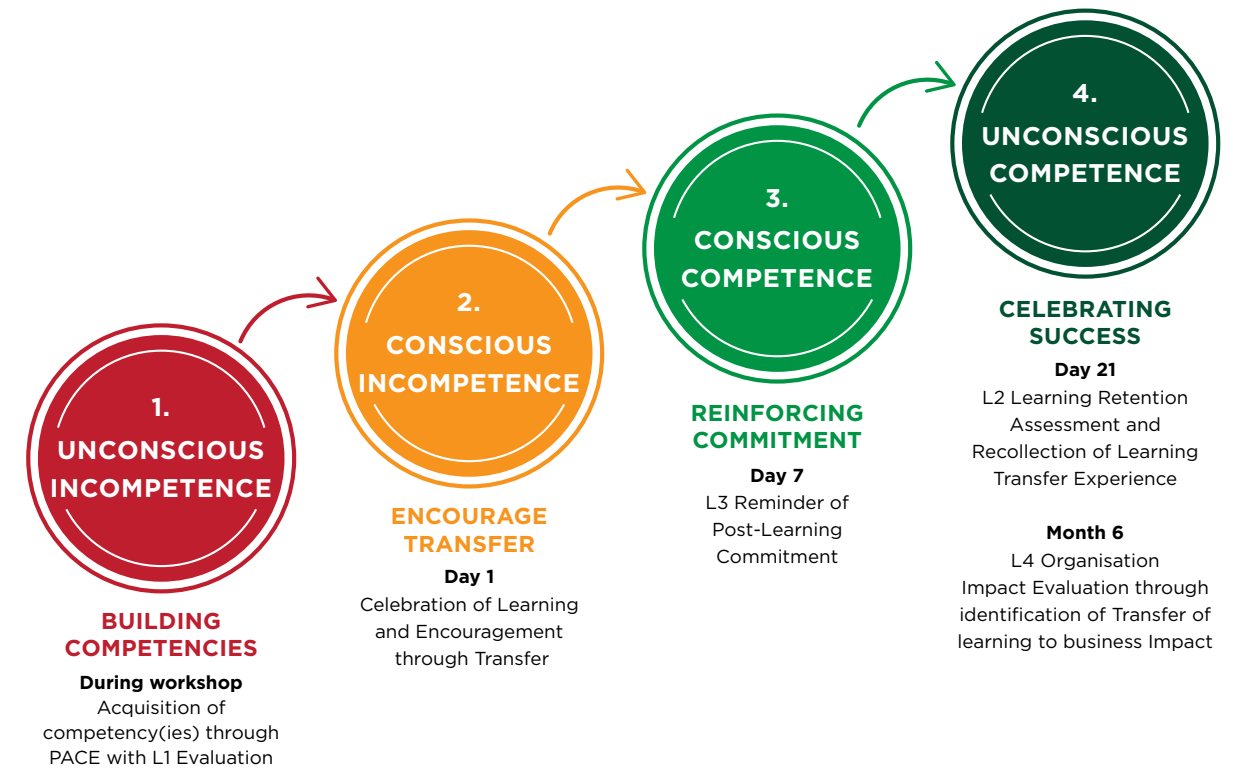
1. 25% learners find no opportunity to transfer learning back at the workplace.
2. 54% learners find they lack motivation and support from others in their work team.
3. 21% learners find that learning acquired does not fit into the working culture at their workplace.

## What can PACE do for your organisation?

To ensure that learning is sustainable and also to encourage a culture of self-directed learning within the organisation, Transfer of Learning (TOL) and Return on Investment (ROI) systems have been specially designed and customised into an Employee Development Portal. The portal provides learning resources to the participants, and administration functions for the HR administrators. It also generates ROI reports to the client on key development indicators, which facilitate future interventions.

In typical learning interventions, achieving Levels 1 and 2 (*ref. ROI System diagram*) are the main focus of learning programmes. However, HR practitioners or business leaders may not have opportunities to reinforce critical on-the-job behaviours and thus, this is left to the individual. The PACE ROI System addresses this gap by helping organisations implement *Level 3 Learning Retention Assessment*, and *Level 4 Organisation Impact Evaluation*. With the aim of enhancing one's self-directed learning behaviours in today's rapidly changing business environment, PACE ensures application and reinforcement through a system that constantly measures the effectiveness of reaching the goals of the OD solution.

Please consult us for further details on implementing the PACE ROI System for your organisation's L&D programmes.



**The Empirically Successful PACE ROI System**

## Our Work in ROI

1. More than a decade of scientific practitioner work on establishing and implementing effective Learning & Development ROI Systems.
2. Pioneering successful, innovative implementation of a L&D ROI System that strengthens and improves the L&D process.
3. Making the intangible ROI tangible through visible business outcomes so that business leaders can focus on organisation growth.

## Founded on validated research and theories:

1. Adult Learning Principles for optimal learning
2. Positive Psychology for effective learning application
3. Organisation Development Principles for focused application leading to organisation results



**DR. PETER CHENG & DR. LILY CHENG**

*FOUNDERS, PACE OD CONSULTING*

## CLOSING REMARKS

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At PACE OD Consulting, our mission is to advance organisations globally to thrive in the evolving economy through quality OD solutions and content. *Real® Performance* was created with this mission in mind to help organisations around the world by equipping them with skills and concepts from strategic, operation and HR perspectives to lead transformational change from the inside out.

We look forward to working together with you to connect, equip and transform the people, leaders and organisations in your learning community.

Best Regards,

*Dr. Peter Cheng & Dr. Lily Cheng*

*On behalf of PACE OD Consulting Pte Ltd*

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