

Real[®] LEADERS

ENGAGE, INSPIRE AND
TRANSFORM PEOPLE



An innovation by PACE OD Consulting

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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 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



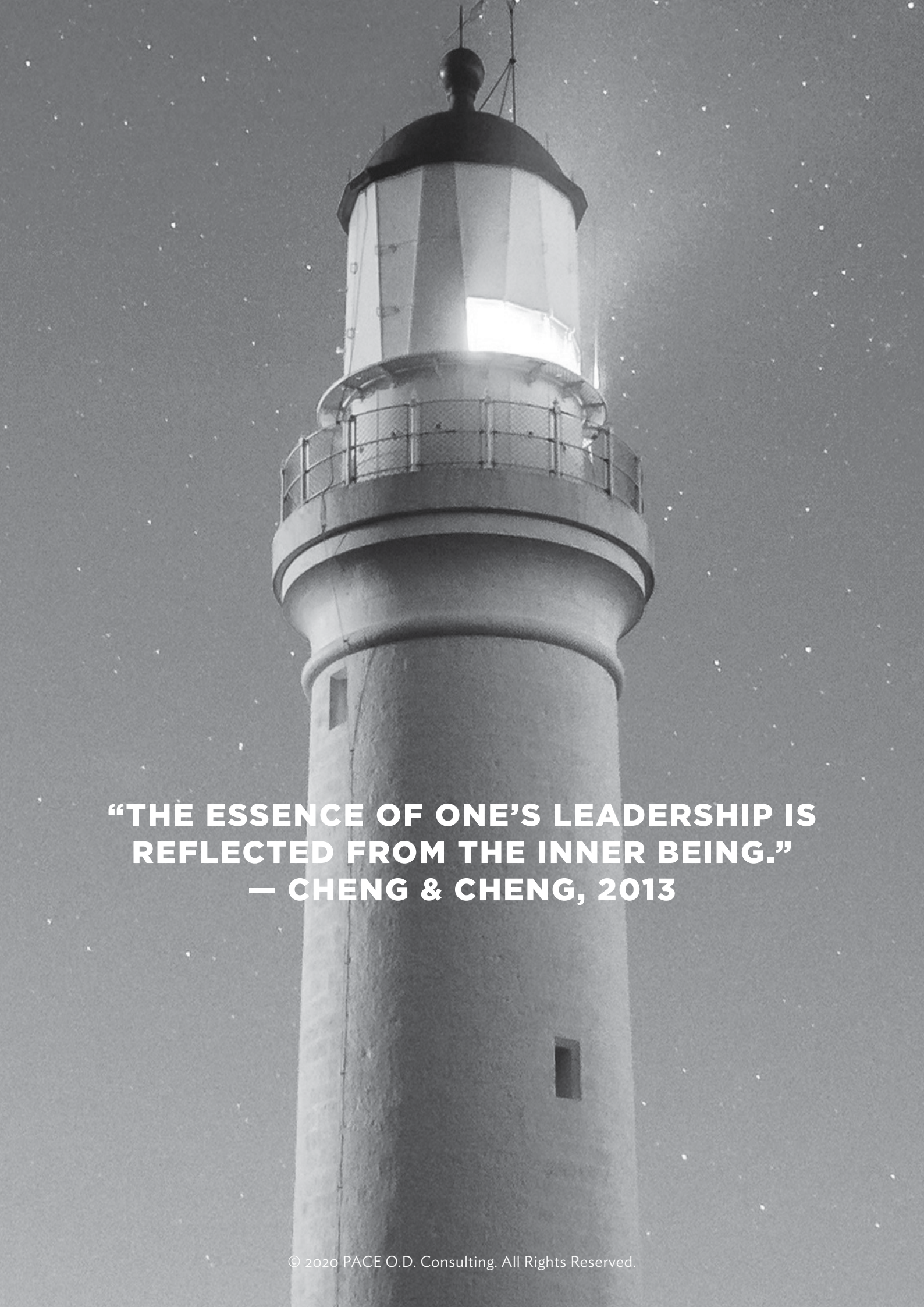
OUR CALLING: BEING REAL® MATTERS

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 ESSENCE OF ONE’S LEADERSHIP IS
REFLECTED FROM THE INNER BEING.”
— CHENG & CHENG, 2013**

THE ESSENCE OF LEADERSHIP

Leadership is a critical factor for organisational success. Studies have cited leadership as the most important driver for employee engagement as companies transform (Towers Perrin, 2008) in today’s ever-changing business landscape. Leadership is an intentional engagement process that influences others to achieve a common goal. A good leader ensures that the organisation’s people, systems and structures are coherently aligned to achieve organisational goals.

The benefits of having a good leadership, as described by Forbes, can be felt throughout the entire organisation. Corporate culture is developed, not forced, with good leadership. Communication is daily and open. Everyone understands the vision and goals of the organisation, and everyone has input as to how they can be improved. Employees feel that they are an important part of the whole and that every job matters within the company. Decisions for promotions are based on picking people of integrity whose talents and experience best fit the positions. Employees are encouraged to compete with their personal best to get ahead, and they understand that helping their co-workers to succeed is the best way to get ahead themselves. The results of good leadership are high morale, good employee retention, and sustainable long-term success.

Real leaders not only bring good leadership to organisations but further champion the embracement of shared values by the organisation members and drives performance to achieve breakthroughs that establish new performance benchmarks. Real leaders also recognise the importance of personal connections with the people they work with. They build relationships with their constituents and earn their commitment — which is critical for their organisations to navigate business challenges.

Real leaders lead with authenticity and leave behind a legacy for others to follow; they inspire their people to a higher level of excellence that is needed to achieve breakthroughs in both good and rough times. They are approachable, trustworthy and influential. Their constituents follow more readily and are more committed to the organisation’s success.

INTRODUCTION TO REAL® LEADERS

Real® Leaders is a total leadership development solution for organisations that desire to champion a culture of excellence.

Designed by practitioners for practitioners, each Real® Leaders Development Intervention is instructionally based on the Real® Leaders book to help organisations invest in people through a complete suite of products – from 360° feedback and facilitated programmes, to in-depth learning materials and action plan implementation.

Build Leaders from the Inside Out

Real® Leaders builds leaders to develop effective and consistent leadership practices by helping them to relate their “Who-ness” and “What-ness” to real world business challenges.

Enable Leadership Breakthroughs

Real® Leaders enables leaders to begin a journey of personal breakthroughs and anchor their leadership philosophy that is based on authenticity.

Create a Flow of Transformation

Real® Leaders develops managers to become authentic leaders by demonstrating the eight research-proven essentials of Real® Leadership that engage, inspire and transform their people.

A RESEARCH-BASED SOLUTION

Examining Leaders Who Engage, Inspire and Transform People

With decades of practitioner experience in developing leaders across 14 countries and dedicated to advance organisations and build leaders through research-based OD solutions, Dr. Lily Cheng and Dr. Peter Cheng researched on what makes a Real® Leader who can engage, inspire and transform their constituents to achieve greater performance excellence.

They observed these leaders demonstrated eight key essentials comprising leadership behaviours that are precursors to performance excellence and organisational success through their people. These eight essentials were first published in Dr. Lily Cheng and Dr. Peter Cheng’s 2012 Real® Leaders book and were later developed into the Real® Leaders Framework.

Exploring Behaviours of Real® Leaders

In 2013, Dr. Lily Cheng and Dr. Peter Cheng furthered their research efforts by interviewing 21 CEOs of various organisations. They validated the set of leadership behaviours they observed to be demonstrated by real leaders. Their findings resulted in the refinement of Real® Leadership behavioural statements, which were later translated into an online assessment tool (Real® Leaders 360° Feedback Assessment System) to complement their skill-equipping Real® Leaders Workshop.

Impact of Real® Leaders

Our PACE OD executive coaches offer one-on-one coaching sessions for Real® Leaders. These are focused and directed at developing each leader by addressing real-world business issues. Group coaching sessions are also feasible, which can be tailored to the organisation’s needs.

In particular, they found that Real® Leadership behaviours are predictive of 27 positive impacts on the constituents, including their:

1. Confidence in their leader
2. Self-reported ability to solve problems
3. Self-reported competence
4. Feeling of ease to provide feedback to their leaders
5. Feeling respected
6. Feeling they are given opportunities to share thoughts
7. Feeling a sense of collaboration
8. Feeling cared for
9. Feeling adequately helped
10. Feeling understood
11. Feeling positive towards themselves
12. Feeling challenged to be their best
13. Understanding of high standards of conduct
14. Understanding of humility
15. Sense of direction in work
16. Understanding of how to stand up for righteousness
17. Feeling guided to achieve breakthroughs
18. Self-reported ability to see opportunities in crisis
19. Understanding of how to uphold their values when challenged
20. Understanding of how to live out the organisation's shared values
21. Belief in their leaders to deliver promises
22. Awareness of the organisation's shared values
23. Feeling accountable for living out the organisation's shared values
24. Feeling affirmed for living out the organisation's shared values
25. Feeling helped by their leaders' feedback
26. Feeling of receiving adequate developmental support
27. Feeling encouraged and recognised for their work



THE REAL® LEADERS FRAMEWORK



The Real® Leaders Framework consists of the 8 Essentials: Character, Conviction With Courage, Credibility, Shape Culture, Competence, Creating An Inclusive Environment, Compassion, Drive Performance.

As OD practitioners, Dr. Lily Cheng and Dr. Peter Cheng's extensive experience in developing leaders in more than 14 countries over the last 30 years led them to distil the 8 Essentials of Real® Leadership that characterise a real leader:

Six of the eight essentials are categorised into what we termed as Who-ness and What-ness of Real® Leaders. Who-ness comprises of three essentials: **Character, Conviction With Courage and Credibility**. Real® Leaders anchor on Who-ness to demonstrate another essential, **Shape Culture**.

What-ness comprises of three essentials: **Competence, Creating An Inclusive Environment, and Compassion**. Real® Leaders leverage What-ness to demonstrate another essential, **Drive Performance**.



THE 8 ESSENTIALS OF REAL[®] LEADERSHIP



Character

Real leaders exhibit character that is built on morals, ethics and noble values. They applaud pro-social behaviours for the common good of others in the community. They inspire their constituents to embrace positive thinking and demonstrate nobility to make the world a better place.



Conviction with Courage

Real leaders embrace strong beliefs within ethical and moral parameters that affirm them to take a clear stand that will not waver when faced with invalid oppositions. They see opportunities in crisis and stretch their constituents to pursue ennobling agendas that impact the community.



Credibility

Real leaders are clear about their values and walk the talk that is aligned with their values. They enlist their constituents through role-modelling shared values, promoting authenticity, trust and delivering promises.



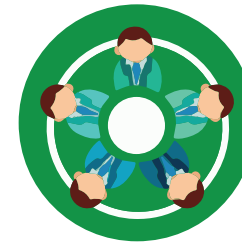
Shape Culture

Real leaders unite internal stakeholders through their core values. They communicate core values to their constituents, holding them accountable and affirming behaviours and practices that reflect the organisation's culture.



Competence

Real leaders demonstrate expertise in what is expected and required of their position. They display a propensity to equip themselves and their constituents with the requisite knowledge, skills and attitudes to perform their role effectively and efficiently.



Creating An Inclusive Environment

Real leaders ensure that their constituents feel that they belong to their team and organisation. They promote respectful and collaborative relationships that hinge on open communication and embrace diversity to harness synergy among team and organisational members.



Compassion

Real leaders exercise care by empathising with others and showing concern for their holistic development. They appreciate their constituents' predicaments and provide the needed support to them through life and work challenges.



Drive Performance

Real leaders hold their constituents responsible for the agreed performance expectations. They provide timely feedback and support to ensure their constituents are on track towards achieving their team and organisation's goals, rewarding deserving performers.

LEADERSHIP DEVELOPMENT SOLUTIONS SUITE

Developed in Singapore — where western leadership concepts are embraced within a deep understanding of multicultural contexts and espoused Asian values, Real® Leaders is a truly global-facing leadership development solution. Designed to help leaders develop authentically and sustainably, the Real® Leaders solutions can also be customised for any organisation that desires excellence through leadership development.

1. Real® Leaders 360° Feedback Assessment

A Real® Leaders Certified Facilitator will facilitate the objectives of the feedback exercise and meaning of its constructs for the leader (ratee) to:

- Understand the constructs as to avoid misinterpretation and hence psychometric errors.
- Embrace an objective and positive mindset in self-assessment and selection of raters.
- Foster positive attitudes towards the feedback report and embrace change of behaviours to becoming real leaders.

The Assessment

Leaders are assessed on 40 behavioural statements that are based on the 8 Essentials of Real® Leadership. The assessment includes a printable, detailed report of the leaders results and group report options are also available.

Long Term Value

Through this assessment, leaders will be able to receive feedback and insights into how others perceive them and their frequency in demonstrating the 8 Essentials at the workplace. The assessment will help identify areas in which the leaders can initiate positive change within the organisation based on the feedback. Apart from the quantitative feedback, the Real® Leaders 360° Feedback Assessment is designed to capture qualitative feedback from observers, providing holistic clarity to the feedback that is essential for the participating leaders to devise development.

THE PROCESS

A. Pre-360° Feedback Briefing

Real® Leaders Certified Facilitator will facilitate the feedback exercise and meaning of its constructs for the leader (ratee) to:

- Understand the constructs as to avoid misinterpretation and hence psychometric errors.
- Embrace an objective and positive mindset in self-assessment and selection of raters.
- Foster positive attitudes towards the feedback report and embrace change of behaviours to becoming real leaders.

B. Real® Leaders 360° Feedback System Administration

PACE will create organisation accounts to administer the Real® Leaders 360° Feedback Assessment on the Real® Leaders 360° online portal. This includes sending invitations to leaders and observers for participation, managing timelines, generating reports and providing post-feedback follow-up if necessary.

C. Real® Leaders 360° Feedback Individual Report Interpretation

Interpretation of the Real® Leaders 360° Feedback Report by the Real® Leaders Certified Facilitator to provide detailed analysis of the feedback, facilitate the understanding of the report and implication for the actions to be taken as part of the development plan.

2. Real® Leaders Skill-Equipping Workshop

The Real® Leaders Skill-Equipping Workshop focuses on helping leaders to internalise the 8 Essentials of Real® Leaders. We facilitate the discussion of workplace issues relating to the Real® Leaders' behaviours with real-world case-studies, resulting in a detailed action plan.

Through these workshops, leaders will gain insights into the relevance of the 8 Essentials of Real® Leaders in relation to the real-world working environment and how to develop specific areas of improvement.

3. Real® Leaders Milestone Journey

The Real® Leaders Milestone Journey helps leaders realise their action plans. We do this by facilitating the learning environment to become conducive towards the ongoing equipping of skills. Over time, this enables leaders to close leadership gaps, improve professionally and increase organisational effectiveness. The Real® Leaders Sustenance Programme optimises the learning transfer of the feedback exercise by doing assignments, reviewing and studying the 8 Essentials of Real® Leaders.

Leaders will:

- Encounter personalised, real-world assignments on the job
- Learn how to receive feedback and give feedback to each other
- Be mentored in specific skills through Leadership Booster Sessions
- Learn through experience
- Be challenged to improve their leadership behaviours based on the 8 Essentials of Real® Leaders

4. Real® Leaders Executive Coaching Sessions

One-on-one executive coaching sessions can be offered for Real® Leaders. These are focused and directed at developing each leader by addressing real-world business issues. Group coaching sessions are also feasible, which can be tailored to the organisation's needs.



REAL® LEADERS PROGRAMME DEVELOPMENT MATERIALS

The Real® Leaders 360° Feedback Assessment System is designed to help leaders garner feedback from their observers on their demonstration of the 8 Essentials of Real® Leaders. Authored by Dr. Lily Cheng and Dr. Peter Cheng, the Real® Leaders Textbook and Real® Leaders Participant Workbook delve into the three critical pillars of successful organisations: transforming leaders through the 8 Essentials of Real® Leaders.

The authors have enriched the Real® Leaders books with real-world examples and business case studies. Guided by timeless principles of leadership transformation, cultural sustenance and performance management, Real® Leaders is a must-read for leaders who desire to achieve and sustain extraordinary results with their people. The Real® Leaders Participant Workbook is an excellently designed workshop guide to facilitate the learning and reflection of leaders attending the Real® Leaders Workshops.



Research-Based

The programme is based on the Real® Leaders Framework that stems from Dr. Lily Cheng and Dr. Peter Cheng’s research and years of practitioner experience.

Holistic

Real® Leaders combines a deep understanding of both Western and Asian perspectives to bring you a leadership development programme that works no matter your background or unique culture. It is applicable to all levels of leadership — from new leaders to C-suite leaders.

Impactful

Real® Leaders is a transformative and revolutionary programme that empowers leaders to engage, inspire and transform their people for organisational excellence. It is based on the 8 Essentials of Real® Leadership, which are found to predict 27 positive outcomes on constituents’ behaviours. Published in the white paper “Impact of Real® Leaders on Their Constituents”, these outcomes have been proven to inspire constituents to follow and contribute their best, pushing the team and organisation to greater heights.





WHY REAL[®] LEADERS?

Is Real[®] Leaders for me and my organisation?

Real[®] Leaders will benefit leaders and organisations who desire to not only gain awareness of their individual and collective leadership competencies, but also believe in long-term leadership development. Organisations that believe that leadership development is an integral part of overall organisation strategy and development will also find value in the follow-up interventions that the Real[®] Leaders programme can provide for their leaders.

What makes Real[®] Leaders so different?

The Real[®] Leaders Development Intervention Suite is backed by the best of more than three decades of practitioner experience and research findings from CEO interviews and surveys that are translated into a 360° feedback assessment coupled with skill-equipping workshops.

Developed with multicultural contexts in mind and a specific understanding of both Western and Asian values, Real[®] Leaders is grounded in the universality of leadership principles across cultures, languages and time.

- Real[®] Leaders is not a one-off classroom learning event but rather a complete suite of development solutions that facilitates effective adult learning and leadership development through personal reflection, group interaction and discussions, as well as real-world applications.

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:

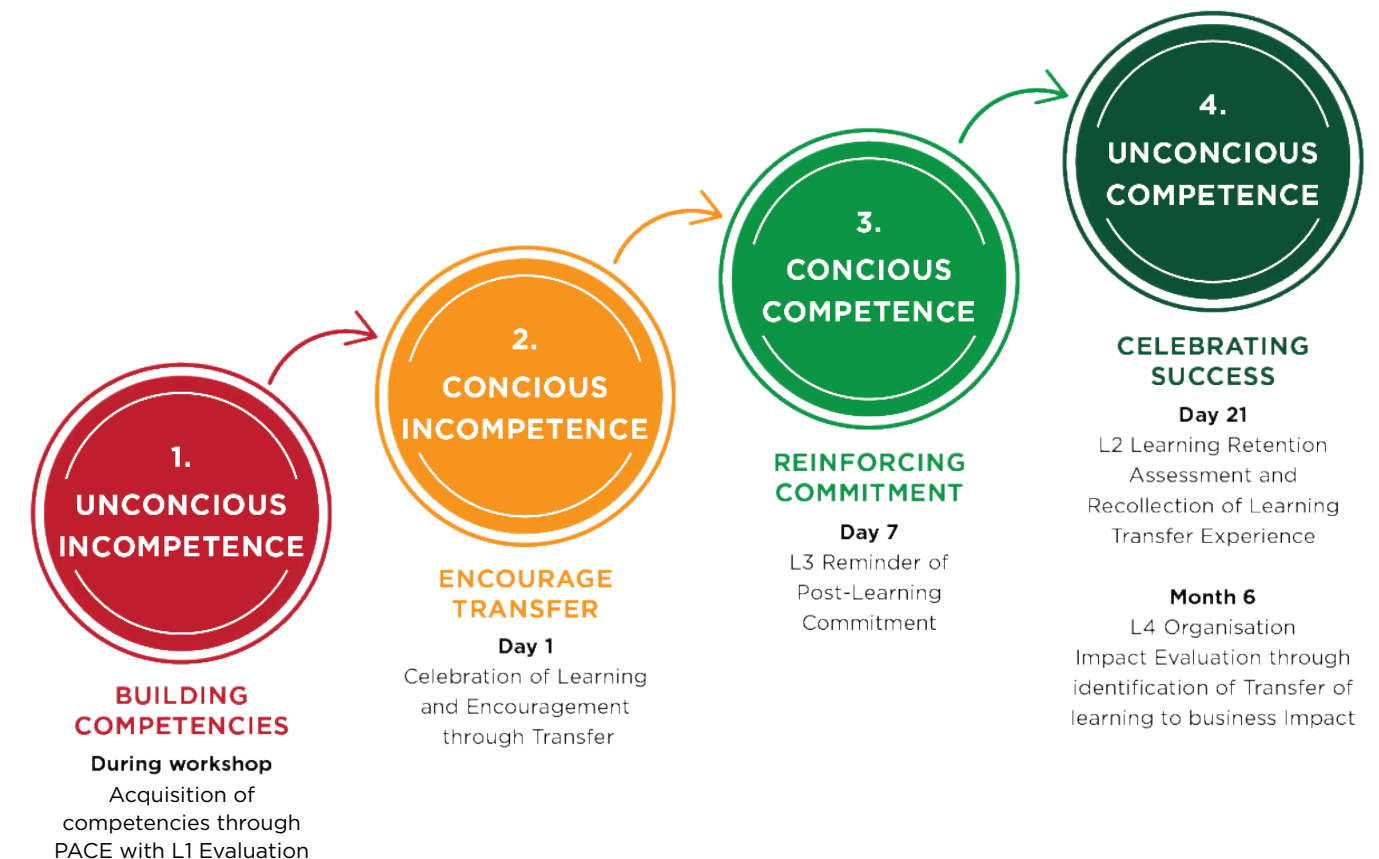
1. 25% learners found no opportunity to transfer learning back at the workplace.
2. 54% learners found that they lacked motivation and support from others in their work team.
3. 21% learners found that learning acquired did not fit into the working culture at their workplace.

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. The Empirically Successful PACE ROI System) 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

At PACE OD Consulting, our mission is to advance organisations globally to thrive in the evolving economy through quality OD solutions and content. Real® Leaders is developed to help organisation leaders realise their core leadership philosophy and become real leaders by assessing their leadership competencies, learning the 8 Essentials that make a real leader and the experiential development of the 8 Essentials over time.

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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PACE O.D. CONSULTING PTE LTD

1 Commonwealth Lane, #06-14, One Commonwealth, Singapore 149544
Tel: (65) 6278 8289
Email: connect@pace-od.com • Website: www.pace-od.com