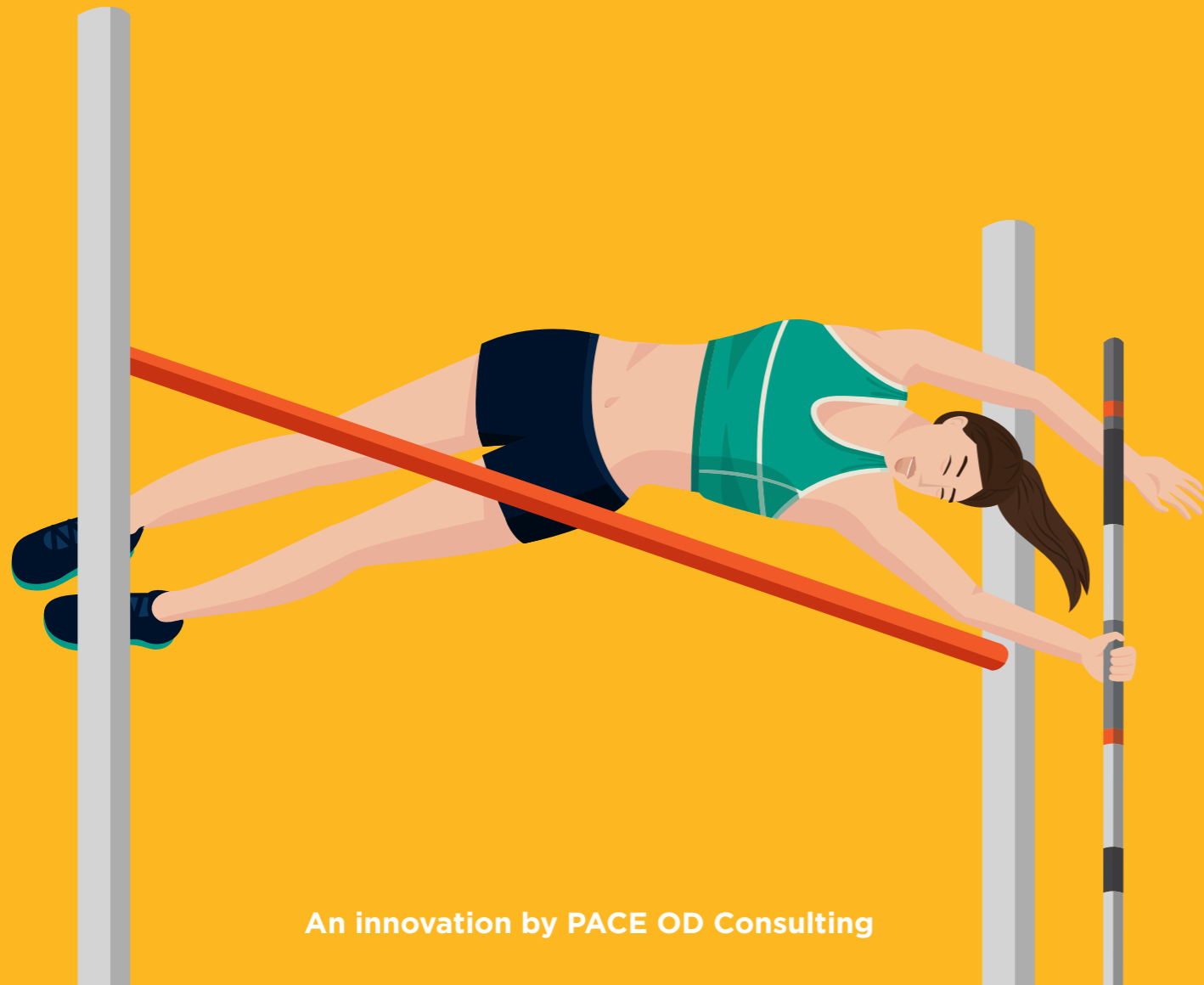


# Real<sup>®</sup> MOTIVATION

SUSTAINING CULTURE FOR  
PERFORMANCE EXCELLENCE



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

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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.

# REAL<sup>®</sup> MOTIVATION: THE KEY TO BUILDING MOTIVATION THAT LASTS

According to Aon Hewitt's 2017 *Trends in Global Employee Engagement* report, employees worldwide have reported a drop in engagement for the first time since 2012. In particular, employees revealed that they are less motivated to give their best at their jobs, are less likely to say positive things about their organisations and have fewer intentions to stay with the current employer.

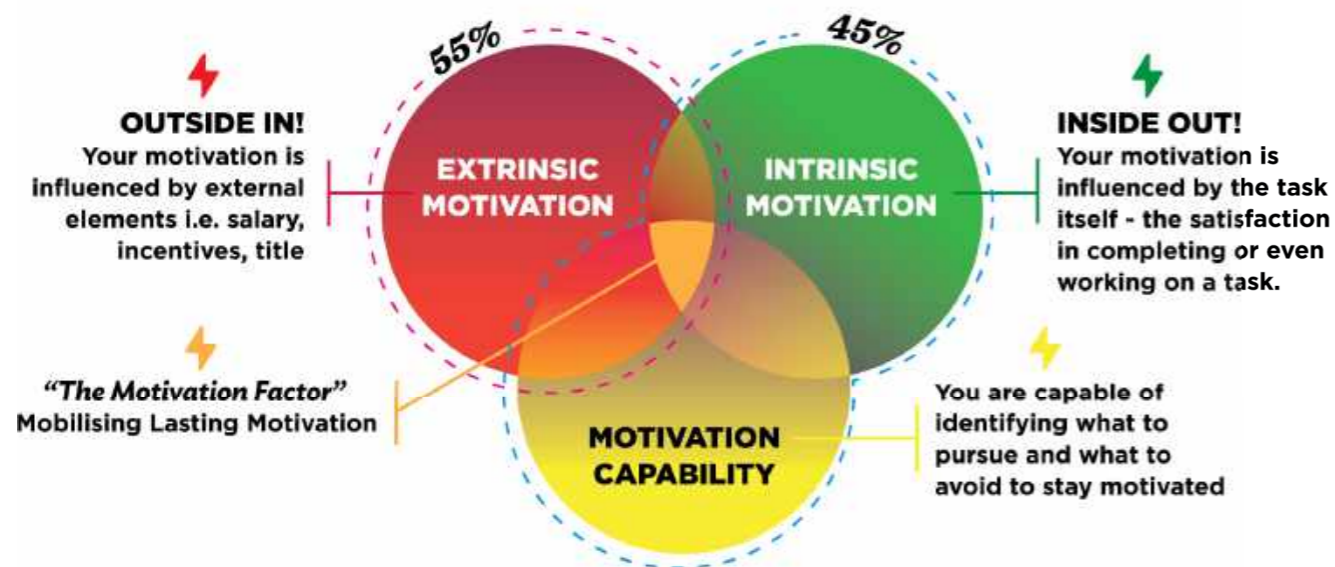
It is not a surprise that Deloitte's annual *Global Human Capital Trends* survey consistently finds employee engagement at the top of management's list of priorities year after year. After all, a research by the Madison Performance Group showed promising return on investment for having highly engaged employees: 19% boost in an organisation's operating income and a 57% decrease in absenteeism.

Unfortunately, despite heavy investments in flexible work hour policies, workspace redesign and creative perks and benefits—all designed to **engage** and ultimately **motivate** employees to attain better results—most organisations see only sporadic spikes in motivation and performance levels that quickly die down.



What many of these organisations do not realise is that the ineffectiveness of their investments stems from the lack of understanding the very nature of our human motivation. A study by Boston Research Group reveals that external motivators (e.g. the employee engagement programmes and incentives so heavily invested in) only contribute 55% to our total motivation. The remaining 45% comes intrinsically from finding meaning in what we do (Intrinsic Motivation) and being able to identify what to pursue and avoid, to stay motivated (Motivation Capabilities).

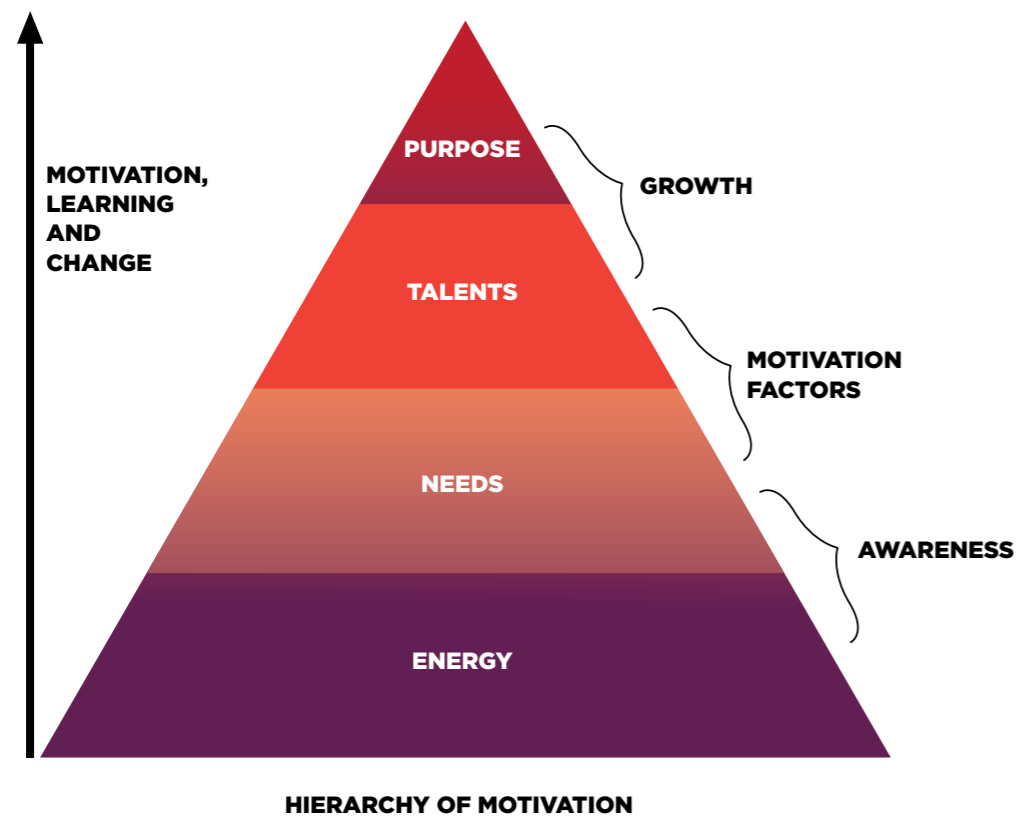
Built upon research and practitioner experience, *Real<sup>®</sup> Motivation* is designed to specifically address these latter two (often overlooked) aspects of motivation. It complements an organisation's existing extrinsic motivators to achieve a holistic approach to building motivation that lasts.



THE REAL<sup>®</sup> MOTIVATION FRAMEWORK

# THE MOTIVATION FACTOR METHODOLOGY

Powered by the Motivation Factor Methodology, *Real*® Motivation takes a structured and goal-oriented approach to personal and organisation development and change.



## HIERARCHY OF MOTIVATION

The Motivation Factor Methodology rests upon the Hierarchy of Motivation, a scientific basis theoretically and empirically based on positive and cognitive psychology, recognised motivation theories and the latest brain research on emotional and social intelligence.

The hierarchy features four different levels: Energy, Needs, Talents and Purpose. Each of these levels corresponds to our ability to learn new things, handle change and stay motivated. As we address the things that drain our energy, better understand our unmet needs and how to meet them, find ways to leverage our natural talents and discover our purpose, we move up the hierarchy and become more adept at learning, dealing with change and keeping ourselves motivated.

# IS REAL® MOTIVATION FOR ME AND MY ORGANISATION?

To mobilise employees' lasting motivation, organisations need to not only put in place well-crafted extrinsic motivators but also guide individuals in finding *intrinsic motivation* from their work as well as equip them with the *motivation capabilities* to get and stay motivated. *Real*® Motivation targets the often overlooked aspects of motivation to help your organisation take a holistic approach to building motivation that lasts.

## What's so unique about *Real*® Motivation?

While traditional employee motivation programmes often take a one-size-fits-all approach, *Real*® Motivation recognises that motivation is deeply personal and situational. Through Motivation Factor assessments and our one-day, highly-contextualised workshops, participants will address specific issues they face on an individual- and/or team-level in their everyday work. Participants will also develop and commit to their own action plans to take ownership of their own motivation as contributing members of the organisation.

## My organisation has some of the most satisfied employees, is *Real*® Motivation still necessary?

A satisfied employee is not always a motivated one. Job satisfaction stops at being the degree to which one finds enjoyment and fulfilment in it. The impetus for our actions or culprit for our failure to act, however, stems from our motivation. Therefore, if we are to drive performance in our workplace, we must address employee motivation.

## Is a one-day *Real*® Motivation workshop really effective in mobilising lasting motivation?

Yes! The key to sustained motivation lies in the combination of having both our extrinsic and intrinsic motivation satisfied and possessing strong motivation capabilities. Participants of our *Real*® Motivation workshops will not only be equipped with an understanding of each of these aspects of their total motivation but also be given the tools for managing their individual and/or team motivation, enabling them to become and remain highly-motivated contributors of your organisation.



# REAL<sup>®</sup> MOTIVATION SOLUTIONS OVERVIEW

Real<sup>®</sup> Motivation offers a range of solutions aimed to equip individuals and teams within your organisation to better understand and take control of their own motivation levels to become and remain highly productive contributors to your organisation’s success.

Purpose	Components	Real Motivation Pathways			
		Pin Pointer Pro	Survey Plus	Survey Plus Pro	
Measure Motivation in Your Teams	The Assessment	Individual Motivation Assessment Report	⚡	⚡	⚡
		Team Motivation Assessment Report		⚡	⚡
		Customised Questions for Your Team		⚡	⚡
Equip Your Teams with the Knowledge and Tools to Stay Motivated	The Workshop Focus	Energy	⚡		⚡
		Needs	⚡	⚡	⚡
		Talents	⚡	⚡	⚡
		Purpose & Developing Your Hierarchy of Motivation	⚡		⚡
		High Score & Low Score Questions		⚡	⚡

**What you can achieve from the workshop focus:**

**Energy:** Identify what drains energy in our daily work, the impact it has on our performance, and generate options to minimise or eliminate these energy drainers

**Needs:** Gain insight into the relationship between our needs and behaviour, and how behaviour can be used as a “strategy” for fulfilling our needs. Gain mastery on these “strategies” for reduced stress and higher productivity at work.

**Talents:** Uncover our talents and identify ways to leverage them for personal and team development.

**Purpose & Hierarchy of Motivation:** Identify our individual purpose - which is timeless and key to sustained motivation. Develop your own Hierarchy of Motivation, a powerful tool for managing our own motivation. Find a deeper connection between individual and team contribution and motivation at your job.

**High Score & Low Score Questions:** Dive deep into your team’s current reality and identify collective team actions that will cultivate better workplace practices, in order to enhance the team’s intrinsic motivation and the extent to which they are capable of motivating themselves.



## MOTIVATION FACTOR POWERED SOLUTIONS

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### PIN POINTER PRO

Designed to address individual-level motivation, our Pin Pointer Pro workshop is ideal for organisations interested to help their employees gain insights into and take ownership of their own individual motivation. The workshop comprises of a series of individual-based, hands-on activities that facilitate the participants' discovery and development of their own Hierarchy of Motivation, a blueprint to help them quickly identify what to pursue and what to avoid to stay motivated.

#### ***In this one-day workshop, participants will...***

1. Gain insights into their top five Needs and Talents, Motivation Capability, Intrinsic Motivation and Strategic Connection based on their Pin Pointer Pro assessment report
2. Explore how their Motivation Capability and Intrinsic Motivation are related to their Energy, Needs, Talents and Purpose
3. Uncover their Strategic Connection and understand how well they relate to the organisation's overall strategy
4. Address things that drain their Energy and identify things that enhance their Energy
5. Better understand their personal Needs and discover ways to better meet them
6. Better understand their natural Talents and discover ways to better leverage them
7. Explore their passion and craft a personal Purpose statement
8. Complete their very own Hierarchy of Motivation

# MOTIVATION FACTOR POWERED SOLUTIONS

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## SURVEY PLUS

Ideal for organisations interested to address team-level motivation, the Survey Plus workshop thoroughly explores how a team can build on its Needs and Talents to stay motivated. The workshop also addresses the team's assets and challenges and provides an opportunity for the team to develop realistic, measurable action plans.

### ***In this one-day workshop, participants will...***

1. Gain insights into their team's top five Needs and Talents, Total Motivation, Motivation Capability, Intrinsic Motivation and Strategic Connection based on their team's Survey Plus assessment report
2. Better understand their team's Needs and discover ways to better meet them
3. Explore their team's High Score Questions and develop an action plan to maintain these assets
4. Explore their team's Low Score Questions and develop an action plan to address these challenges
5. Better understand their team's Talents and discover ways to better leverage them

# MOTIVATION FACTOR POWERED SOLUTIONS

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## SURVEY PLUS PRO

A combination of the Pin Pointer Pro and Survey Plus workshops, the two-day Survey Plus Pro workshop is ideal for organisations looking for a comprehensive solution that thoroughly addresses both individual-level and team motivation. In this two-day workshop, participants will first dive deep into their individual motivation and then explore their team's motivation.

### ***In the first segment of the workshop, participants will...***

1. Gain insights into their top five Needs and Talents, Motivation Capability, Intrinsic Motivation and Strategic Connection based on their Pin Pointer Pro assessment report
2. Explore how their Motivation Capability and Intrinsic Motivation are related to their Energy, Needs, Talents and Purpose
3. Uncover their Strategic Connection and understand how well they relate to the organisation's overall strategy
4. Address things that drain their Energy and identify things that enhance their Energy
5. Better understand their personal Needs and discover ways to better meet them
6. Better understand their natural Talents and discover ways to better leverage them
7. Explore their passion and craft a personal Purpose statement
8. Complete their very own Hierarchy of Motivation

### ***In the second half of the workshop, participants will...***

1. Gain insights into their team's top five Needs and Talents, Total Motivation, Motivation Capability, Intrinsic Motivation and Strategic Connection based on their team's Survey Plus assessment report
2. Better understand their team's Needs and discover ways to better meet them
3. Explore their team's High Score Questions and develop an action plan to maintain these assets
4. Explore their team's Low Score Questions and develop an action plan to address these challenges
5. Better understand their team's Talents and discover ways to better leverage them



## SKILLS-EQUIPPING WORKSHOPS

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### MOTIVATING PEOPLE IN TODAY'S WORKPLACE

Crafted for people managers at all levels, the two-day Motivating People In Today's Workplace workshop is ideal for organisations interested to develop their people managers' ability to accurately diagnose work performance problems, address identified issues and enhance their team's motivation level.

#### ***In the first segment of the workshop, participants will...***

1. Better understand the different components of motivation and gain insights into how they can take ownership of their motivation
2. Learn the seven types of work performance problems
3. Apply the Performance Problem Diagnosis Model to accurately diagnose real world, everyday issues they face managing their team
4. Gain insights into the six probable causes of performance problems and learn practical tips on addressing them

#### ***In the second segment of the workshop, participants will...***

1. Develop the management skills necessary for the enhancement of their team's motivation level
2. Gain insights into the unique and individualistic nature of motivation in order to better understand their individual team members' motivation levels and drivers
3. Discover the link between individual motivation, team motivation and overall organisation effectiveness
4. Be equipped with practical techniques that target the individual- and team-level motivation to drive organisation effectiveness

## SKILLS-EQUIPPING WORKSHOPS

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### MOTIVATION SKILLS

Designed to equip people managers with effective motivational skills, Motivation Skills is a one-day workshop perfect for organisations that desire to grow their people managers' ability to distinguish and understand their team's different work styles, apply different motivation techniques effectively and redesign the workplace to optimise productivity and motivation.

#### ***In this workshop, participants will...***

1. Learn about different work styles and their respective behavioural characteristics to better understand individual team members' unique way of working
2. Gain insights into the unique and individualistic nature of motivation in order to better understand individual team members' motivation levels and drivers
3. Identify their team's Energy Drainers and Energy Enhancers and strategies to better maintain team energy
4. Devise strategies to better fulfil team Needs and leverage team Talents
5. Learn to create purpose in work and purpose at work for their team
6. Design action plans to make the workplace more productive and employees more self-directed

# 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:

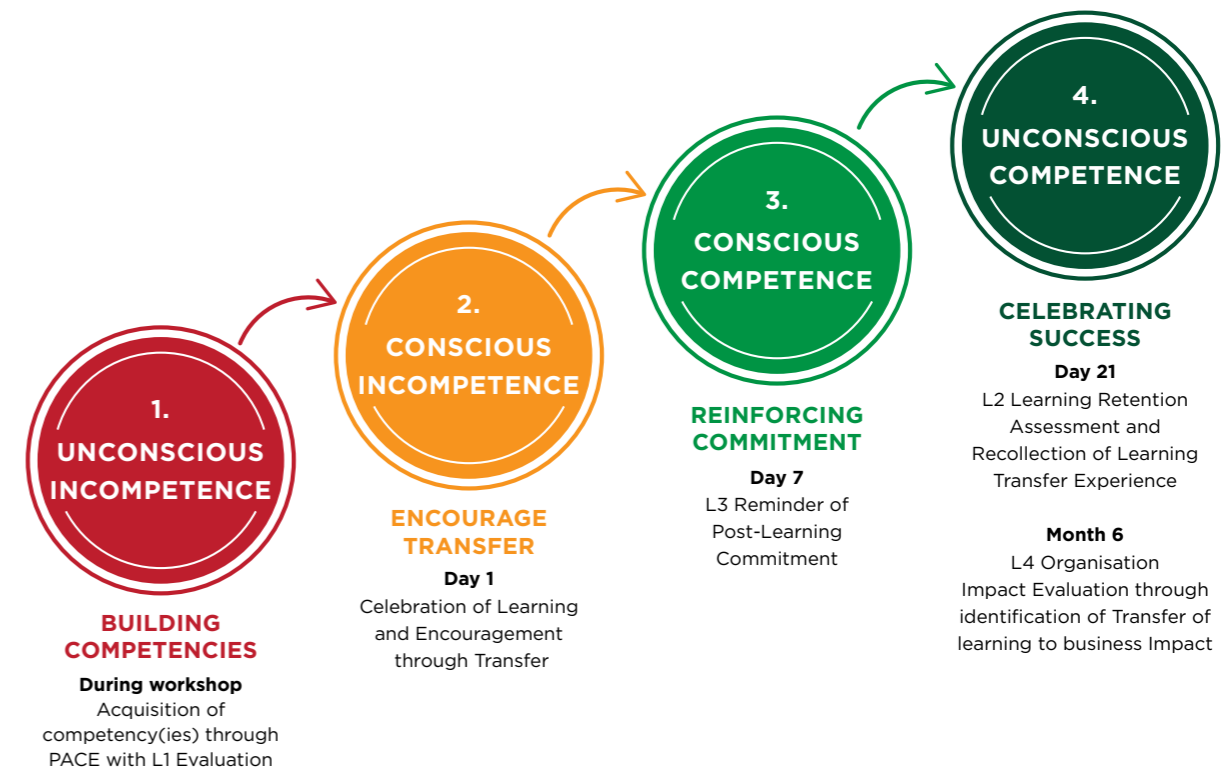
1. 25% learners find no opportunity to transfer learning back at the workplace.
2. 54% learners find they lack motivation and support from others in their work team.
3. 21% learners find that learning acquired does not fit into the working culture at their workplace.

## 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



## BECOME A CERTIFIED PRACTITIONER

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*Join the fast-growing international network of Motivation Factor® Certified Practitioners, which has grown beyond Denmark, Europe and the USA to Asia-Pacific! We are looking for...*

1. Consultants, managers, HR and OD professionals who want to learn how to facilitate motivation workshops for individuals and teams
2. Organisations interested to include *Real® Motivation* as part of their product offerings

Through our three-day certification programme, you will gain in-depth understanding of the theories behind Motivation Factor® as well as hands-on experience with both the individual- and team-based exercises.

### **Why Become a Certified Practitioner?**

*As a Certified Practitioner, you will be able to work with individuals, teams and/or organisations to help them identify what to pursue – and what to avoid – to stay motivated in any context. You will also...*

1. Have access to a proven methodology that mobilises lasting performance, improves operating incomes and reduces absenteeism at work.
2. Be equipped with a complete set of manuals and tools, which can easily be scaled to all types and sizes of teams and organisations.
3. Get the opportunity to craft and customise structured development processes for individuals and teams across industries.
4. Get the opportunity to make a difference when it comes to change management in practice.

Contact us now at [connect@pace-od.com](mailto:connect@pace-od.com) for more information!



**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 interventions and content. Real<sup>®</sup> Motivation is developed to help organisations take a holistic approach to building lasting motivation with their people. Addressing two often overlooked aspects of motivation, we equip individuals and teams with the knowledge and skills to become and remain highly-motivated contributors to their organisation.

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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