Real®

ORGANISATIONAL EXPERIENCE

Creating a
Real® Organisational Experience

Developed by
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RESEARCH BACKGROUND

Why Real® Organisational Experience?

In today's highly competitive business landscape, organisations worldwide are challenged by not only the accelerated speed of technological advancement but also the rising concerns over talent acquisition and retention.

On one hand, organisations face widespread talent shortages as the skills required to keep up with technology and stay competitive continue to evolve[1]. On the other hand, employee loyalty is also on a decline—Aon Hewitt found that fewer employees indicate that they "intend to stay at their organisation for a long time[2]" and Quantum Workplace also found a sharp fall in employees agreeing with the item "it would take a lot to get me to leave this organisation[3]."

To attract and retain top talents for survival and competitiveness, it is imperative for organisations today to relook at how they address different areas of human resources. Traditionally, organisations invested in individual programmes that target culture, employee engagement, rewards and benefits,and learning and development in silos1, often creating an inconsistency in the way employees experience the organisation as a whole.

> *To attract and retain top talents for survival and competitiveness, it is imperative for organisations today to relook at how they address different areas of human resources.*

In order to avoid such pitfalls, organisations need to pull all the different areas of human resources together and take a holistic approach in creating an overall employee experience—or as we call it, the Real® Organisational Experience—to meet the rising expectations of today's talents. Doing so requires organisations to consider an employee's journey with the organisation and carefully designing all its internal touchpoints toprovide the necessary positive experience that would increase the chances to retain these valued talents.

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1 **Deloitte University Press (2017).** Global human capital trends 2017: Rewriting the rules for the digital age.
2 **Aon Hewitt (2017).** 2017 trends in global employee engagement.
3 **Quantum Workplace (2017).** 2017 employee engagement trends.

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DEVELOPING THE REAL® ORGANISATIONAL EXPERIENCE ASSESSMENT

Unfortunately, while 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:

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.

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.**

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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.

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.

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.

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.**

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RESEARCH OBJECTIVE

Following the development of the Real® Organisational Experience (ROE) framework, this research project serves as the second phase of our research behind ROE assessment and aims to uncover the importance of each of the six dimensions and 24 factors outlined in the framework. Specifically, we wanted to understand the importance employees in general place on each of the dimensions and factors in terms of their contribution to creating a positive organisational experience.

Crucial to the development of our assessment tool, the findings from this research will help us enhance our tool to account for the differences in the factors' importance in order to more accurately calculate an organisation's ROE score. Moreover, the findings will also shed light on the most influential factors for designing an outstanding organisational experience, enabling organisations to intentionally invest in areas that create the most impact.

RESEARCH OBJECTIVE

To determine the importance employees place on each of the Real® Organisational Experience dimensions and factors, we designed a short survey study comprising three sections (refer to Appendix 1 for the survey):

1 In the first section, participants were presented with six sets of four statements—each statement corresponding to one factor and each set corresponding to one dimension. Participants were requested to force rank the four statements within each set according their importance in creating a positive experience within an organisation.

2 Participants were then presented with a set of six statements—each serving as an overall statement that summarises one of the dimensions. As in the first section, participants were requested to force rank the six statements against one another according to their importance in creating a positive experience within an organisation.
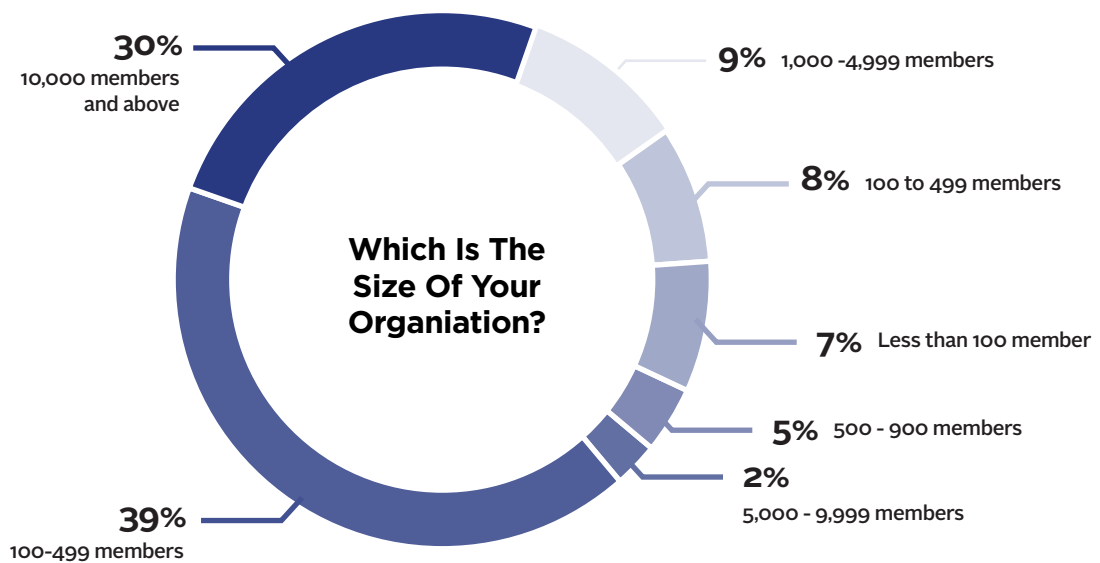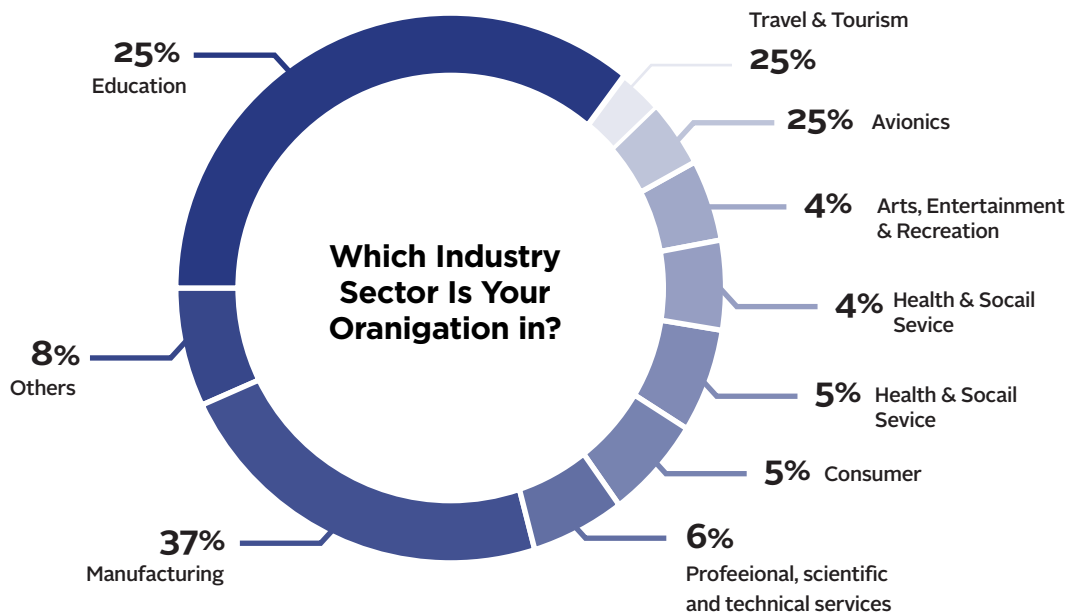
3 Lastly, participants were requested to provide demographics information, including their organisation's industry section and size as well as their gender, age, job role, and tenure with the organisation.
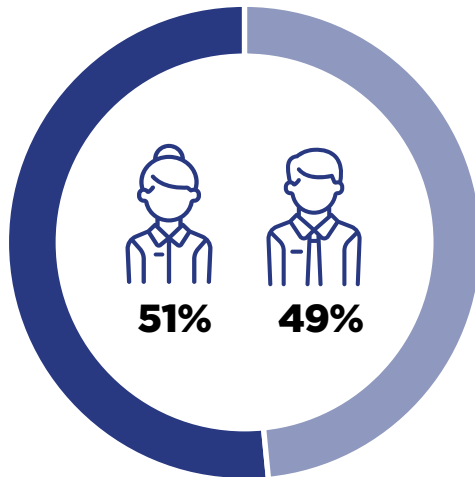
Given the scope of the Organisation Development field, we chose to sample working adults from various industries. Over a period of three months (April to June 2017), we collected a total of 412 responses either via email (in the form of an online survey) or face-to-face (in the form of printed hard copies), giving our analyses a 95% confidence level and limiting margin of error to 5% (refer to Appendix 2 for participants' demographics breakdown).
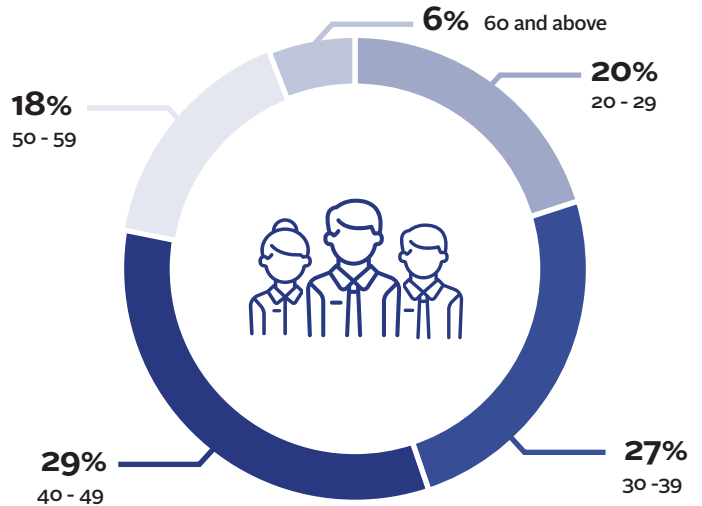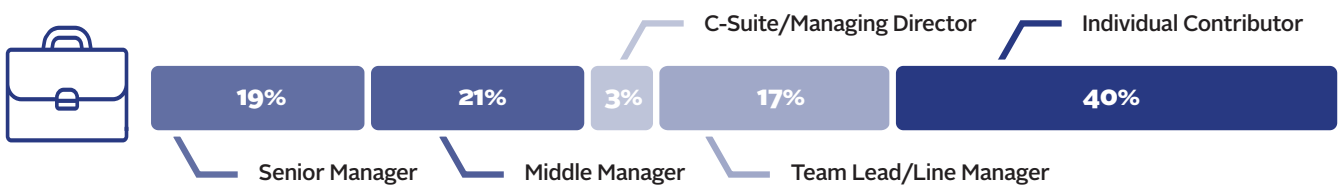
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RESEARCH METHODOLOGY

Which Industry Sector Is Your Oranigation in?

- **25%** Education
- **8%** Others
- **37%** Manufacturing
- **25%** Travel & Tourism
- **25%** Avionics
- **4%** Arts, Entertainment & Recreation
- **4%** Health & Socail Sevice
- **5%** Health & Socail Sevice
- **5%** Consumer
- **6%** Profeeional, scientific and technical services

Which Is The Size Of Your Organiation?

- **30%** 10,000 members and above
- **39%** 100-499 members
- **9%** 1,000 -4,999 members
- **8%** 100 to 499 members
- **7%** Less than 100 member
- **5%** 500 - 900 members
- **2%** 5,000 - 9,999 members

1. WHAT IS YOUR GENDER?

51% 49%

2. WHAT IS YOUR AGE GROUP?

6% 60 and above

20% 20 - 29

18% 50 - 59

27% 30 -39

29% 40 - 49

3. WHAT IS YOUR JOB ROLE?

C-Suite/Managing Director   Individual Contributor

19%	21%	3%	17%	40%

Senior Manager   Middle Manager   Team Lead/Line Manager

4. HOW LONG HAVE YOU BEEN WITH THE ORGANISATION?

4%	5%	12%	12%	13%	15%	39%

26 years & above   21 to 25 years   11 to 15 years   Below years   16 to 20 years   61 to 10 years   1 to 5 years

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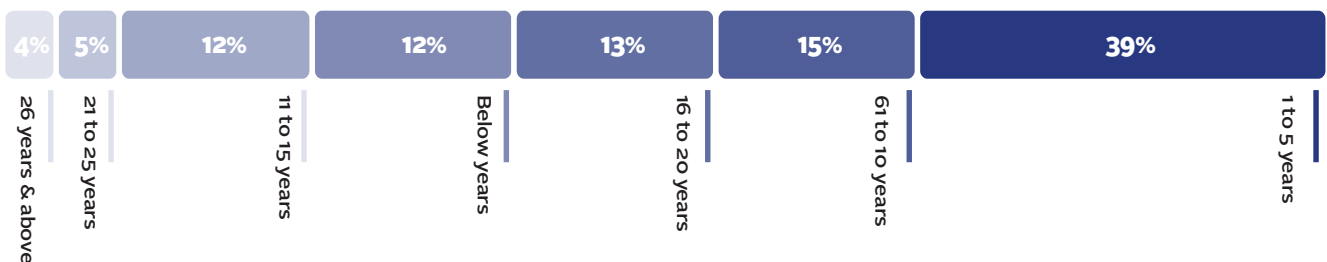
RESEARCH FINDINGS

1 | **Meaningful Work ranks first, followed closely by Supportive Management**

Amongst the six dimensions of Real® Organisational Experience, Meaningful Work and Supportive Management were found to be the most important dimensions for creating a positive organisational experience. In particular, Meaningful Work received an average ranking of 4.31 on importance (against a maximum of 6) and Supportive Management was ranked 4.25, suggesting that finding work meaningful and having a supportive manager/management team are most the crucial elements to having a positive organisational experience.

Trust in Leadership (3.58), Growth Opportunity (3.46), and Positive Work Environment (3.21) followed in importance to creating a positive organisational experience, and Cross-Organisation Collaboration and Communication came in last with an average ranking of 2.18.
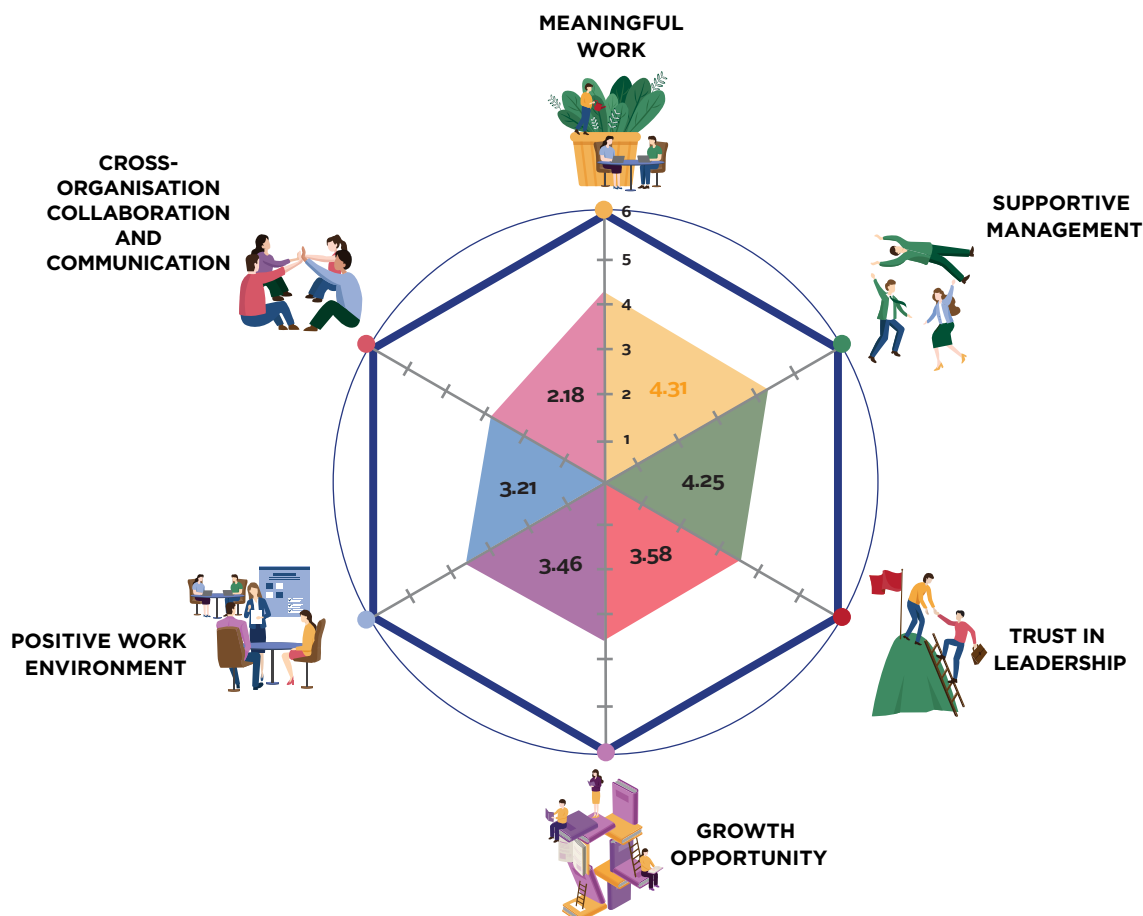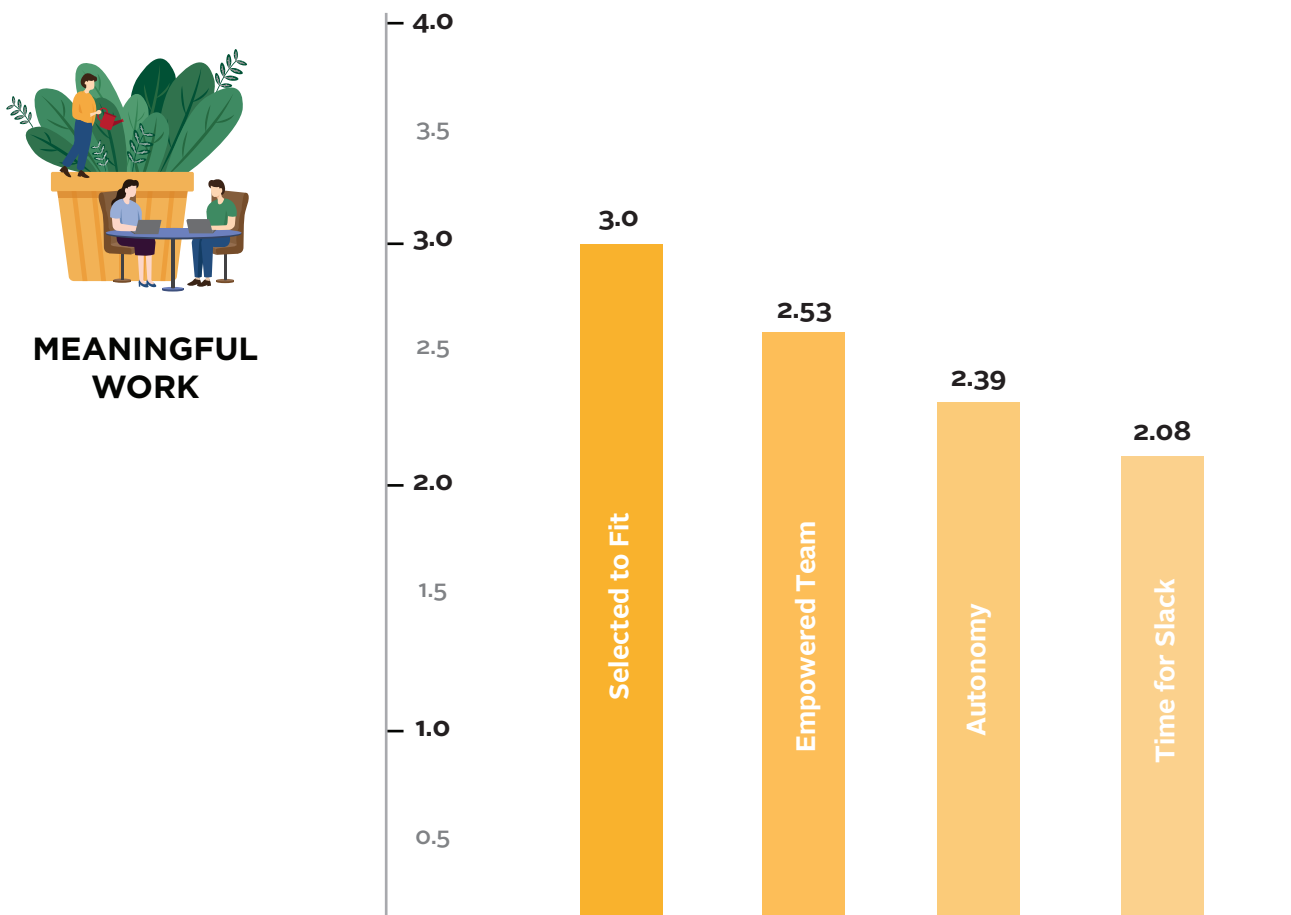
RESEARCH FINDINGS

2 | **Within the Meaningful Work dimension, Selected to Fit is most important**

Within the Meaningful Work dimension, Selected to Fit was ranked as the most important factor in creating a positive organisational experience, with an average ranking of 3 (against a maximum of 4). It was followed by Empowered Team (2.53), Autonomy (2.39), and Time for Slack (2.08), respectively.

The findings suggest that being able to utilise one's strengths at work is the most crucial to having a positive organisational experience compared to the other factors within this dimension, followed by being part of an empowered team, having autonomy over how tasks are done, and having enough time to think things through.

MEANINGFUL WORK

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RESEARCH FINDINGS

3 | **Within the Supportive Management dimension, Clear and Transparent Goals is most important**

Within the Supportive Management dimension, Clear and Transparent Goals was found to be the most important factor in creating a positive organisational experience, with an average ranking of 3.03 (against a maximum of 4). Coaching (2.65), Investment in Development of Managers (2.25), and Agile (2.06) followed in that respective order.

The results suggest that having clearly defined goals from one's manager/management team is the most crucial among the Supportive Management factors, followed by having a manager/management team that develops one's strengths, having a manager/management team that invests into the development of leaders, and having a manager/management team that regularly provides feedback on performance.

**SUPPORTIVE
MANAGEMENT**
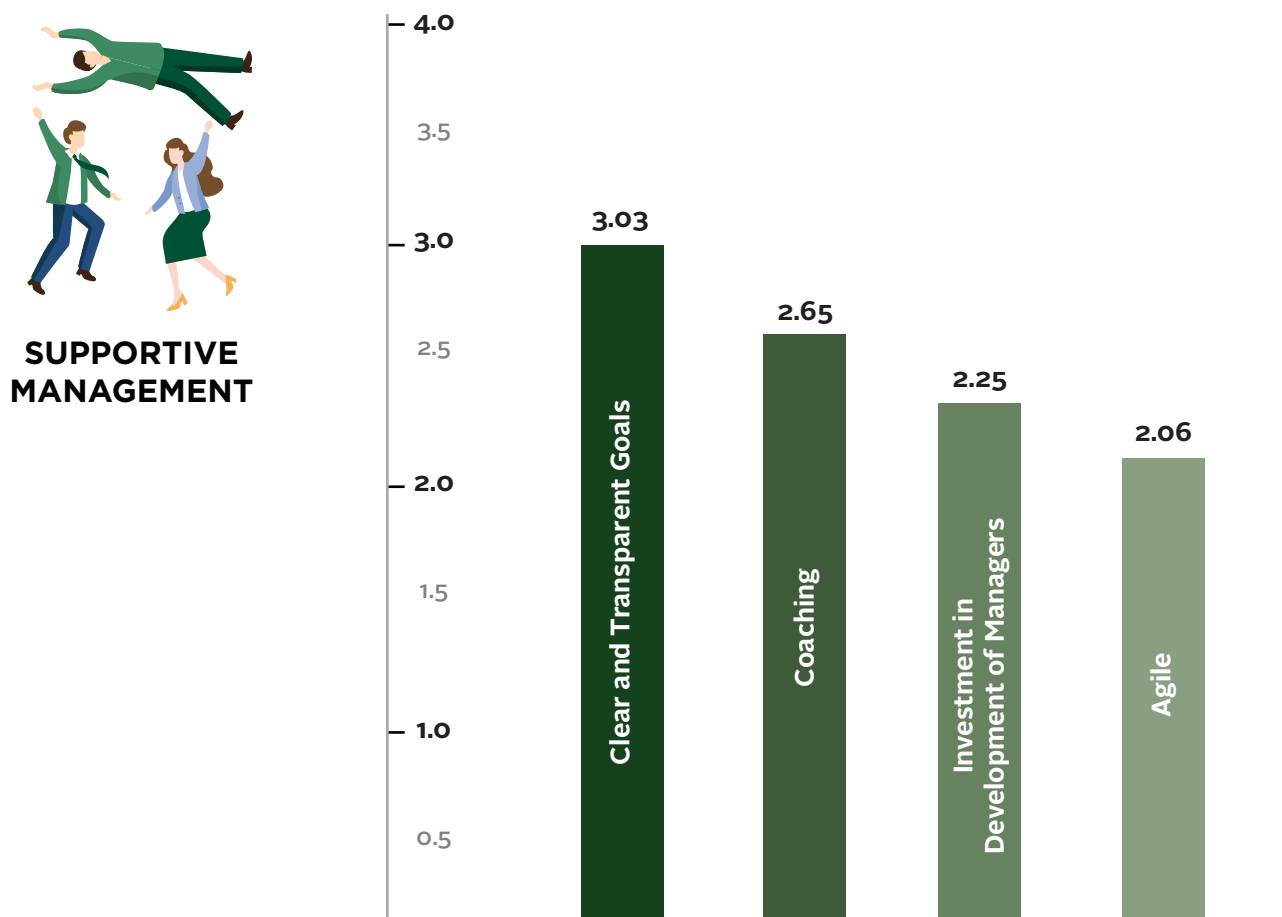
RESEARCH FINDINGS

4 | Within the Positive Work Environment dimension, Culture of Recognition is most important

Within the Positive Work Environment dimension, Culture of Recognition came in as the most important factor in creating a positive organisational experience, with an average ranking of 2.97 (against a maximum of 4). Humanistic Workplace (2.78) and Accepting Environment (2.63) followed closely behind, and Flexible Work Environment (1.62) came in last.

The findings suggest that having colleagues who show appreciation for each others' work is the most crucial within the Positive Work Environment dimension, followed by being in an organisation that promotes employee wellness, being able to be oneself at work, and having an open workspace.

POSITIVE WORK ENVIRONMENT

Bar chart showing: Culture of Recognition 2.97, Humanistic Workplace 2.78, Accepting Environment 2.63, Flexible Work Environment 1.62
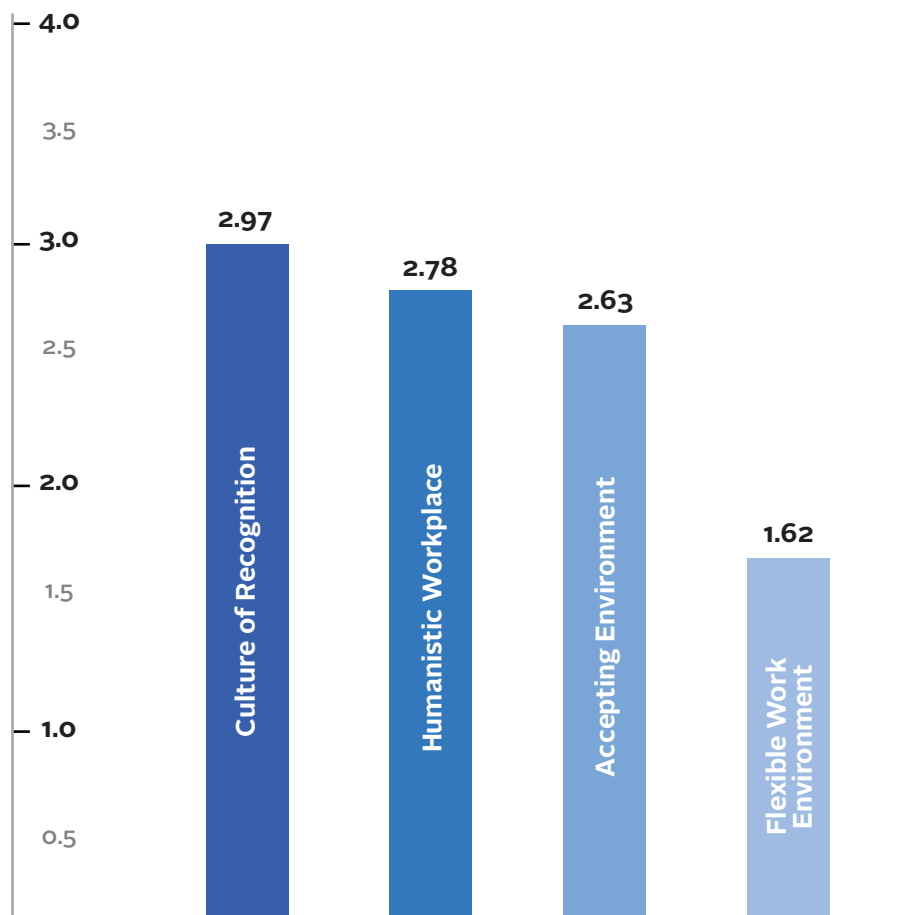
RESEARCH FINDINGS

5 | Within the Growth Opportunity dimension, Training on the Job is most important

Within the Growth Opportunity dimension, Training on the Job received the highest ranking of 3 (against a maximum of 4) for its importance in creating a positive organisational experience. It was followed by Facilitated Talent Mobility (2.50), High-Impact Learning Culture (2.38), and Self-Directed Dynamic Learning (2.13).

The results suggest that receiving sufficient learning opportunities is the most critical among the four factors of Growth Opportunity, followed by having opportunities to assume new roles, being in a learning culture (everyone is curious about learning), and being provided with resources for selfdirected learning.

GROWTH OPPORTUNITY

|	Training on the Job	Facilitated Talent Mobility	High-Impact Learning Culture	Self-Directed Dynamic Learning
Score	3.0	2.50	2.38	2.13
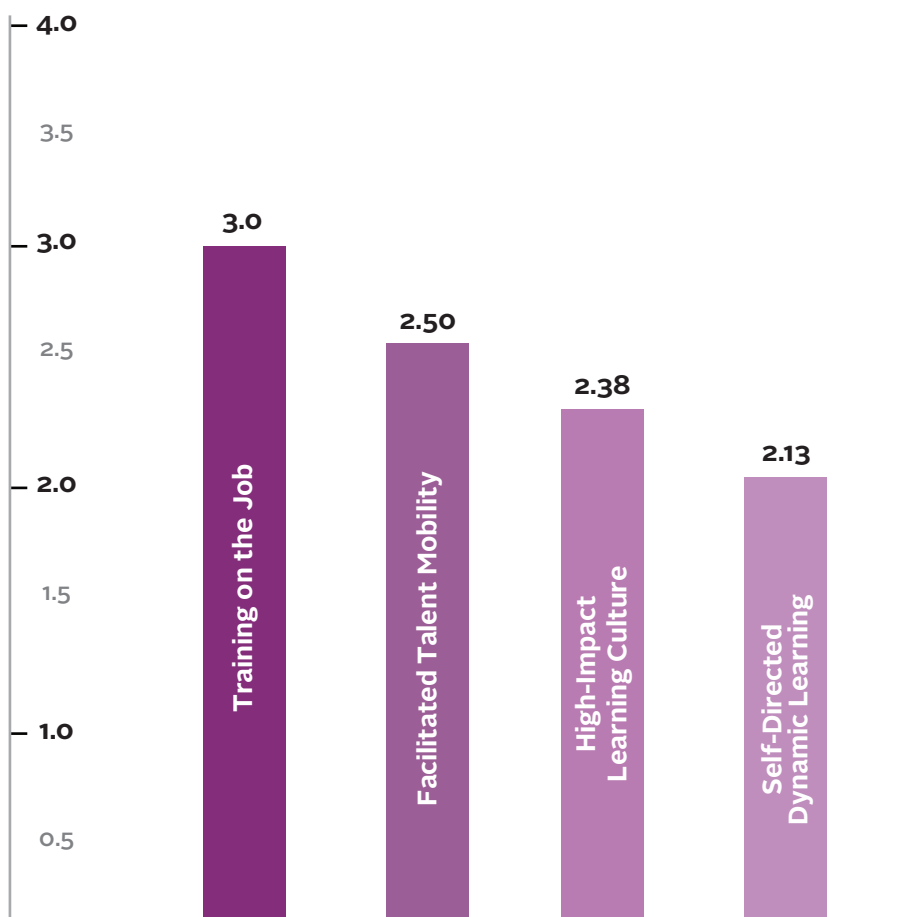
RESEARCH FINDINGS

6 | Within the Trust in Leadership dimension, Mission and Purpose is most important

Within the Trust in Leadership dimension, Mission and Purpose was ranked the highest at 2.65 (against a maximum of 4) for its importance in creating a positive organisational experience, followed closely by the rest of the factors: Honesty (2.52), Inspiration (2.44), and Care for the People (2.39), respectively.

The results suggest that being in an organisation with a clear mission/purpose is the most crucial factor for a positive organisational experience within this dimension, followed by having an honest manager/management team, having a manager/management team that helps connect personal goals to the organisation's vision, and having a caring manager/management team.

TRUST IN LEADERSHIP

Bar chart values: Mission and Purpose 2.65, Honesty 2.52, Inspiration 2.44, Care for the People 2.39
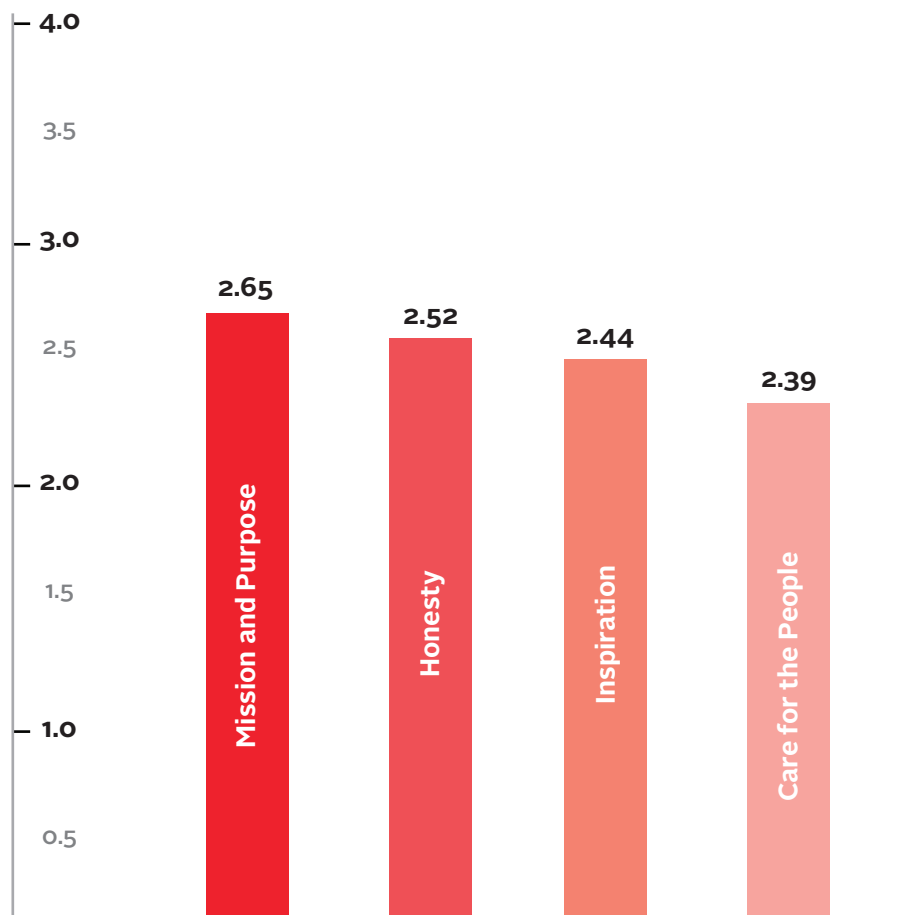
RESEARCH FINDINGS

7 | **Within the Cross-Organisation Collaboration and Communication dimension, Open Communication is most important**

Within the Cross-Organisation Collaboration and Communication dimension, Open Communication was clearly distinguished as the most important factor in creating a positive organisational experience with an average ranking of 3.03. It was followed by Diversity (2.44), Inclusive Environment (2.27), and Shared Goals and Resources (2.26), respectively.

The findings suggest that having open communication is the most crucial among the four factors, followed by being in an organisation that values diversity, being in an organisation that champions an inclusive environment, and being in an organisation that champions sharing of resources.

CROSS-ORGANISATION COLLABORATION AND COMMUNICATION
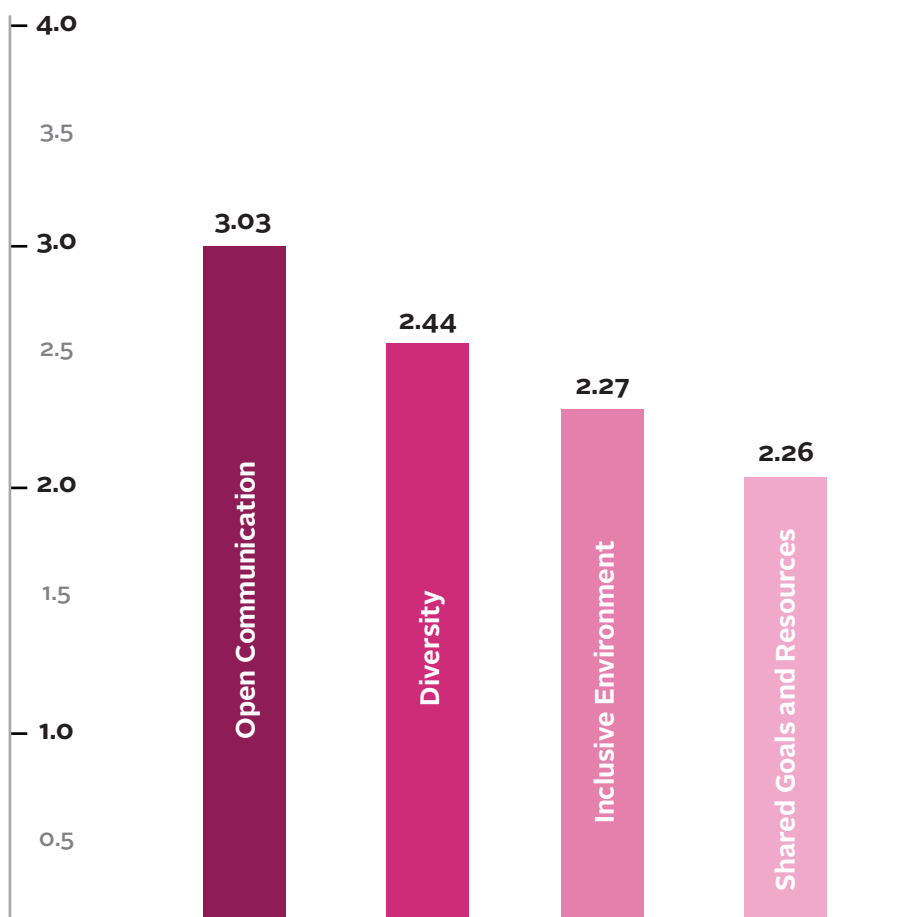
CONCLUSION

Through this study, we were able to determine the importance of the different dimensions and factors of the Real® Organisational Experience (ROE) framework. In particular, we found that Meaningful Work (finding one's work meaningful) and Supportive Management (having a supportive manager/management team) are seen by employees as the most important keys to creating a positive organisational experience.

Furthermore, we found that within these two dimensions, Selected to Fit (being able to utilise one's strengths at work) and Clear and Transparent Goals (having clearly defined goals from one's manager/management team) stood out as the most critical factors among others.

These valuable insights from this research allow us to better understand the nuances of the factors that affect organisational experience and fine tune our assessment tool to better quantify an organisation's ROE score. The findings also highlight the key areas to target when creating an outstanding organisational experience.

SO...WHAT'S NEXT?

We hope you have enjoyed this white paper on the key factors that help an organisation create an outstanding experience for its employees.

You can leverage our findings to craft a compelling experience for your organisational members too! Contact us today at connect@pace-od.com for more information.

ABOUT PACE
O.D. CONSULTING

PACE O.D. Consulting is committed to help organisations perform above challenging business environments. As pioneers in the Organisation Development (OD) domain, we partner likeminded individuals and organisations to attain and sustain organisational effectiveness. We serve our learning partners with OD solutions in Leadership Development, Values-Based Culture Development, People Excellence, Performance Management and Strategy Development & Implementation. With key strengths in diagnosis, development and delivery of innovative, worldclass OD solutions, PACE is privileged to associate and partner with internationally-renowned thought leaders and meet the needs of multinational clientele.