



ORGANISATIONAL EXPERIENCE ASSESSMENT

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Creating a Real® Organisational Experience | Research Background | Research Objective |
Research Methodology | Research Findings | Conclusion



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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 evolve¹. 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 organization for a long time²” 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 organisation³.”

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.

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 silos, often creating an inconsistency in the way employees experience the organisation as a whole.

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 to provide the necessary positive experience that would increase the chances to retain these valued talents.

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.

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, we 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.

Research-Based

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.

DIMENSIONS OF OUR REAL ORGANISATIONAL EXPERIENCE FRAMEWORK

- 1 Meaningful Work
- 2 Supportive Management
- 3 Positive Work Environment
- 4 Growth Opportunity
- 5 Trust in Leadership
- 6 Cross-Organisation Collaboration And Communication

MEANINGFUL WORK



1-1

Employees have **Autonomy** over how tasks are done.

1-2

Employees are **Selected to Fit** where their strengths are utilized.

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.

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.

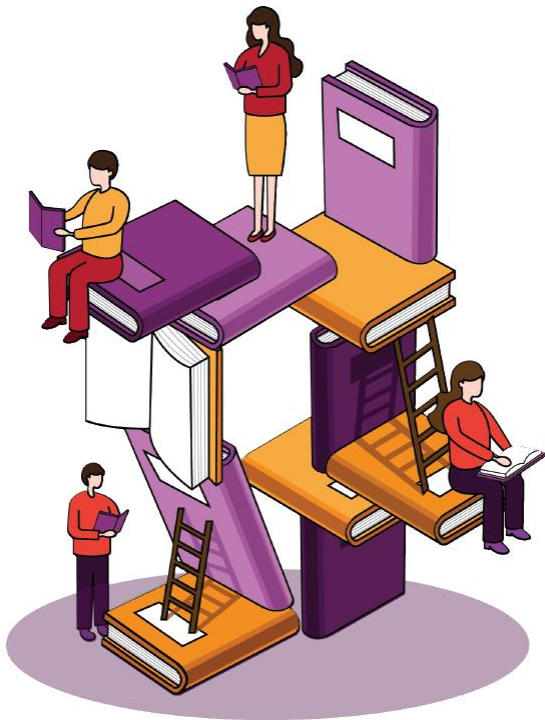
3-3

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**.

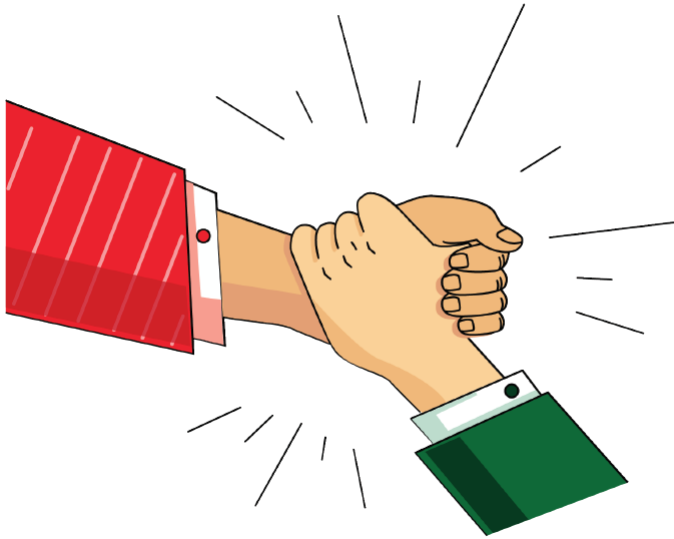
4-3

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 go also 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.**

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.

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:

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 to their importance in creating a positive experience within an organisation.

2

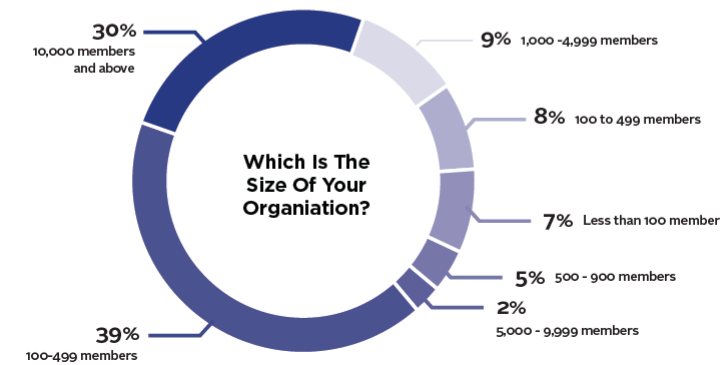
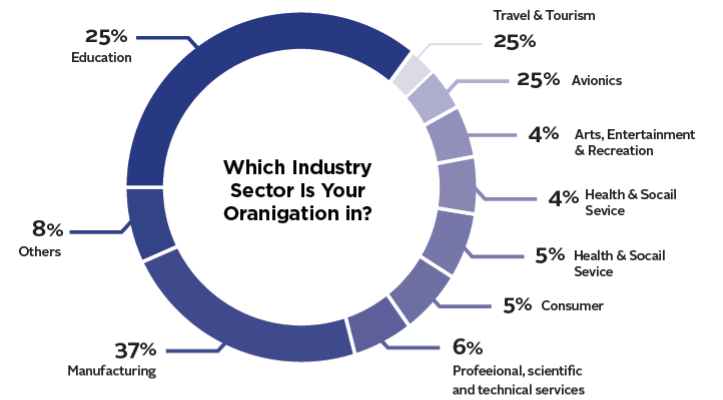
Participants were then presented with a set of six statements — each serving as an overall statement that summarises one of the dimensions. As in the first section, participants were requested to force rank the six statements against one another according to their importance in creating a positive experience within an organisation.

3

Lastly, participants were requested to provide demographics information, including their organisation's industry sector 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%.

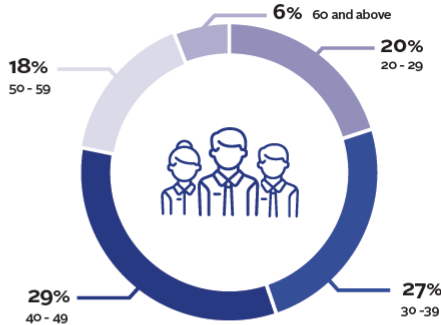
RESEARCH METHODOLOGY



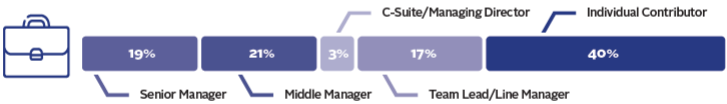
1 What is your gender?



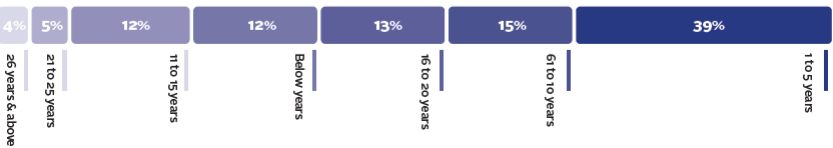
2 What is your age group?



3 What is your job role?



4 How long have you been with the organisation?



RESEARCH FINDINGS

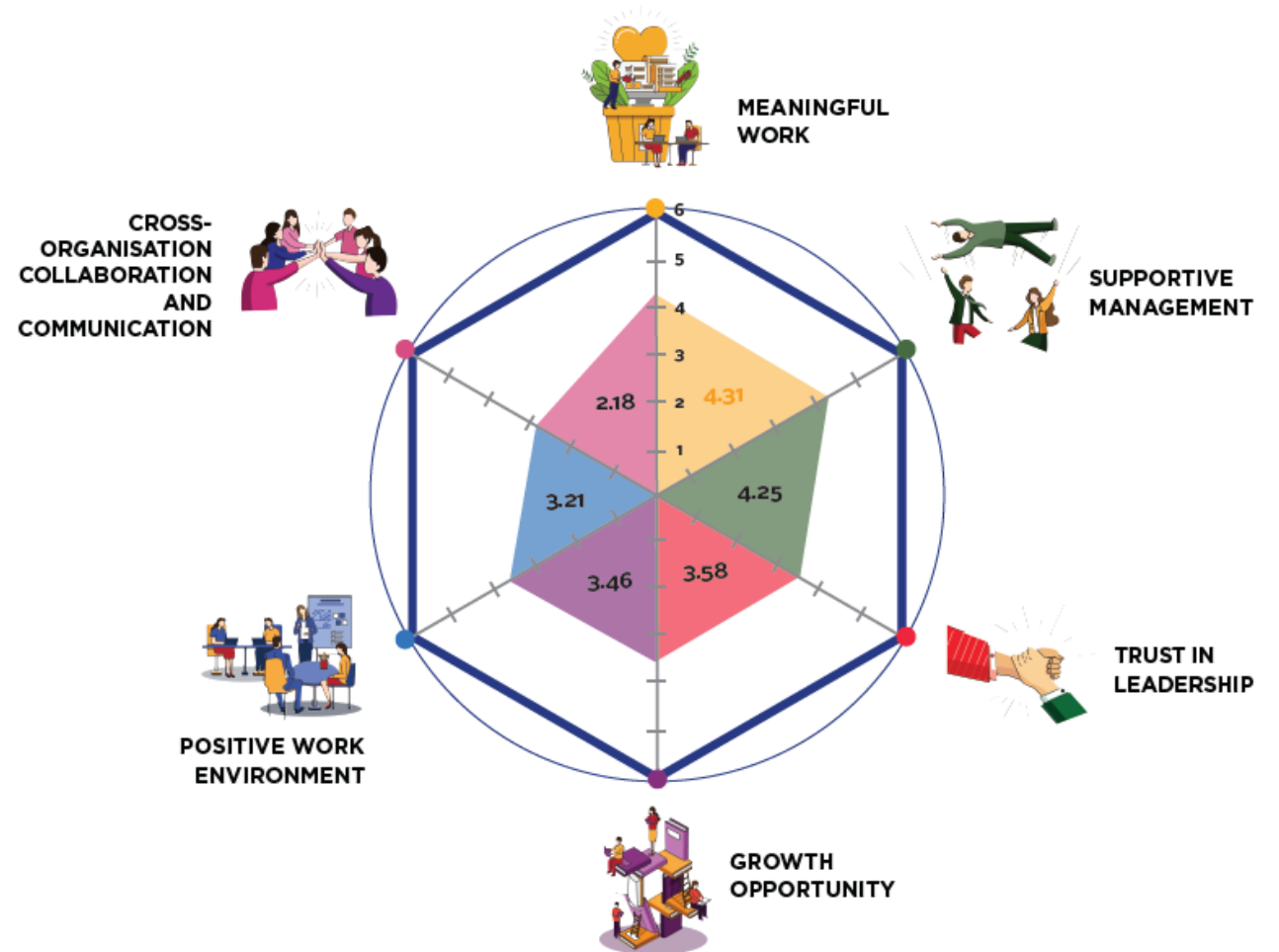


Meaningful Work Ranks First, Followed closely by Supportive Management

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 organizational 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

1 Within the Meaningful Work dimension, Selected To Fit is most important

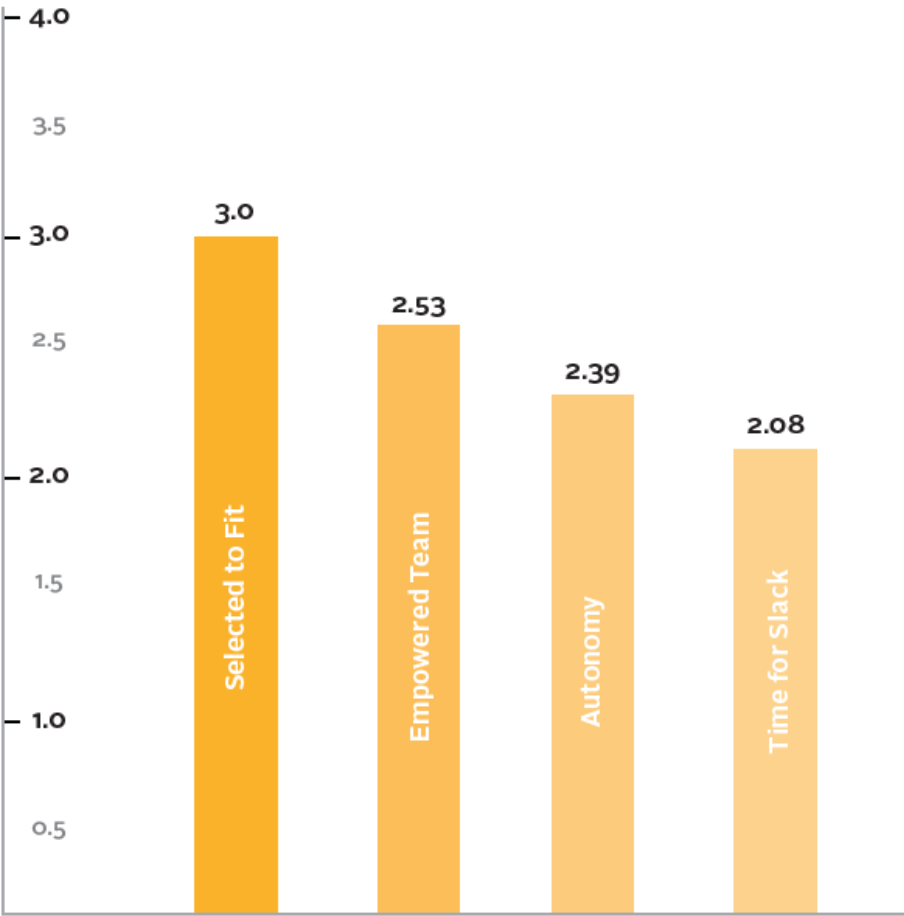
Within the Meaningful Work dimension, Selected to Fit was ranked as the most important factor in creating a positive organisational experience, with an average ranking of 3 (against a maximum of 4).

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

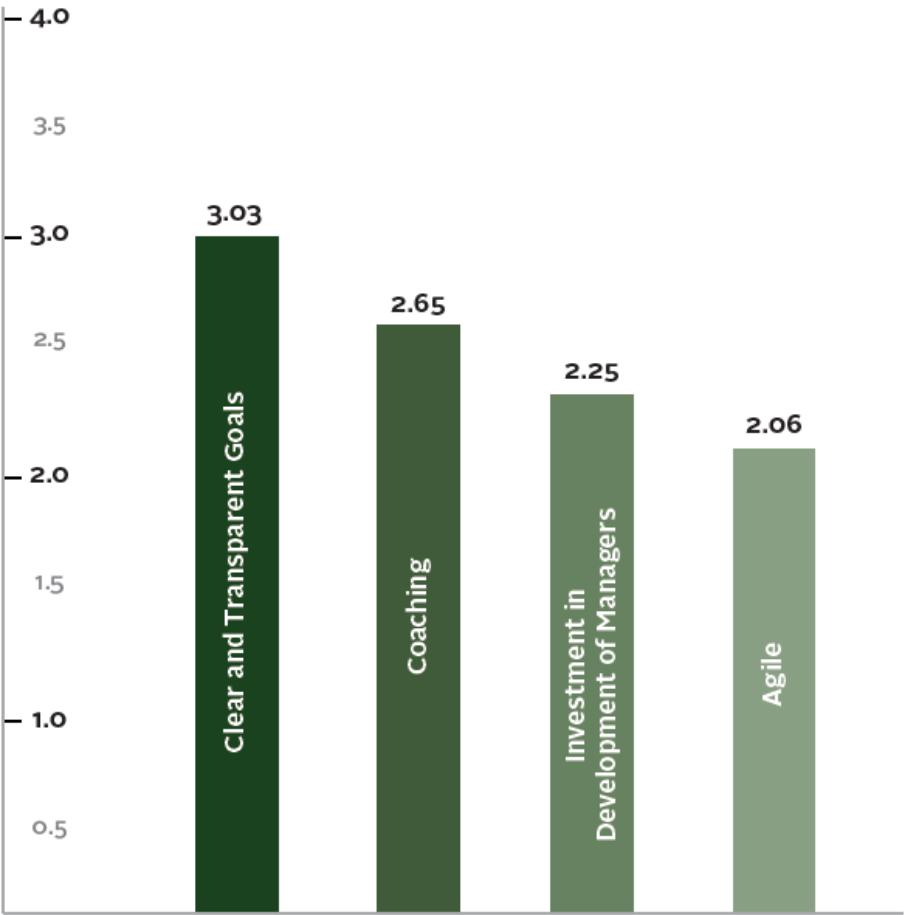


RESEARCH FINDINGS

2 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.



RESEARCH FINDINGS

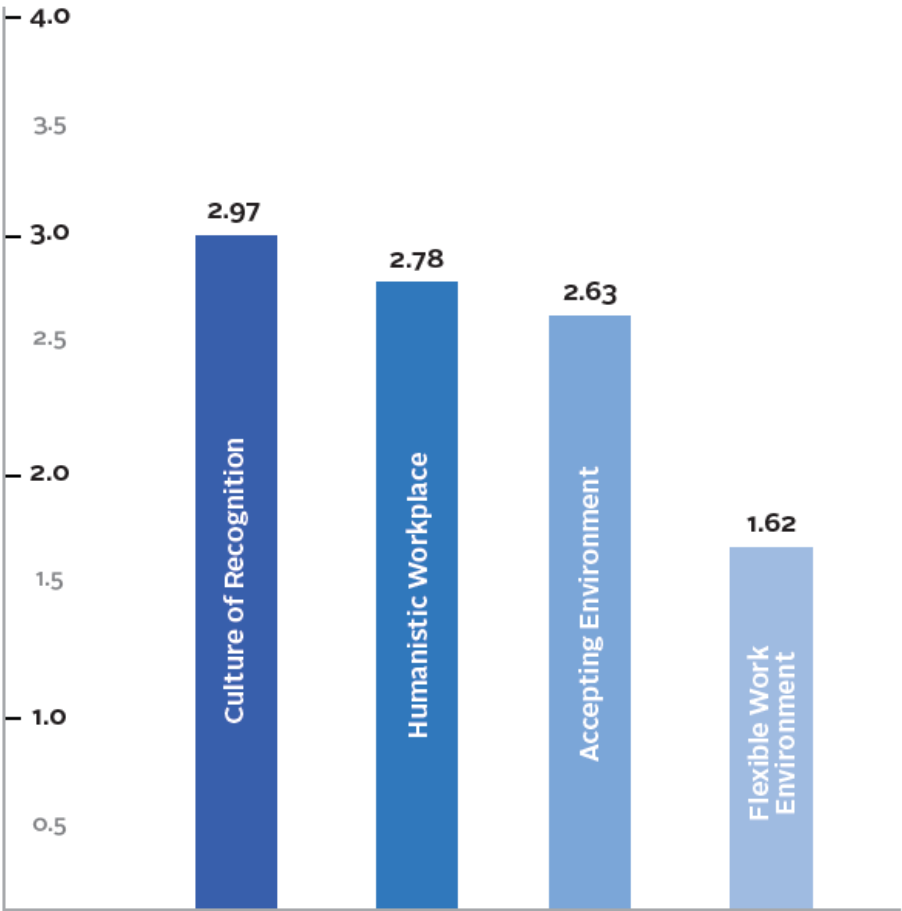
3 Within the Positive Work Environment dimension, Culture of Recognition is most important

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



RESEARCH FINDINGS

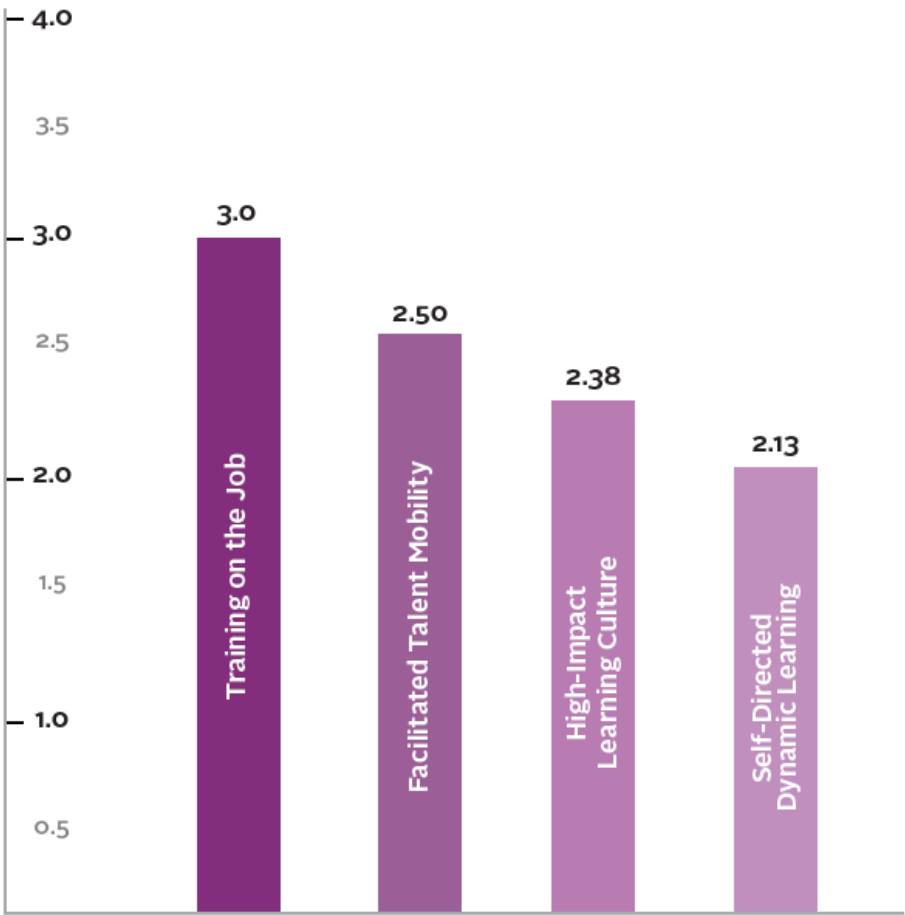
4 Within the Growth Opportunity Dimension, Training on the Job is most important

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 self-directed learning.



GROWTH OPPORTUNITY

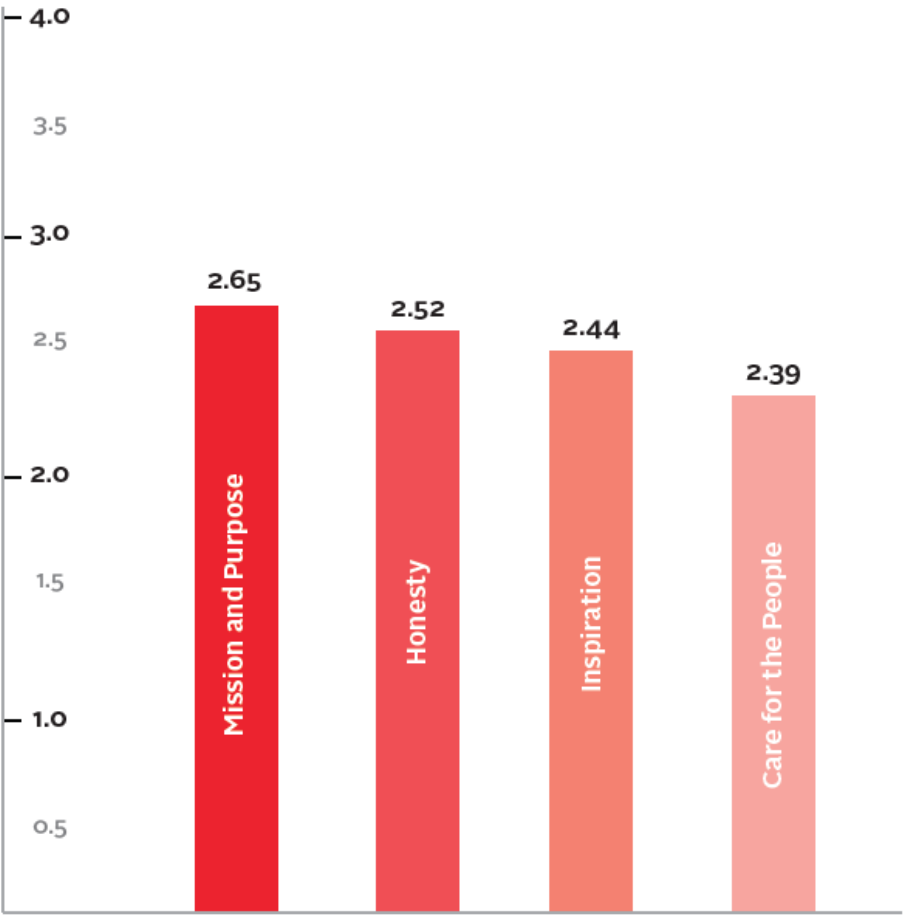


RESEARCH FINDINGS

5 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.



RESEARCH FINDINGS

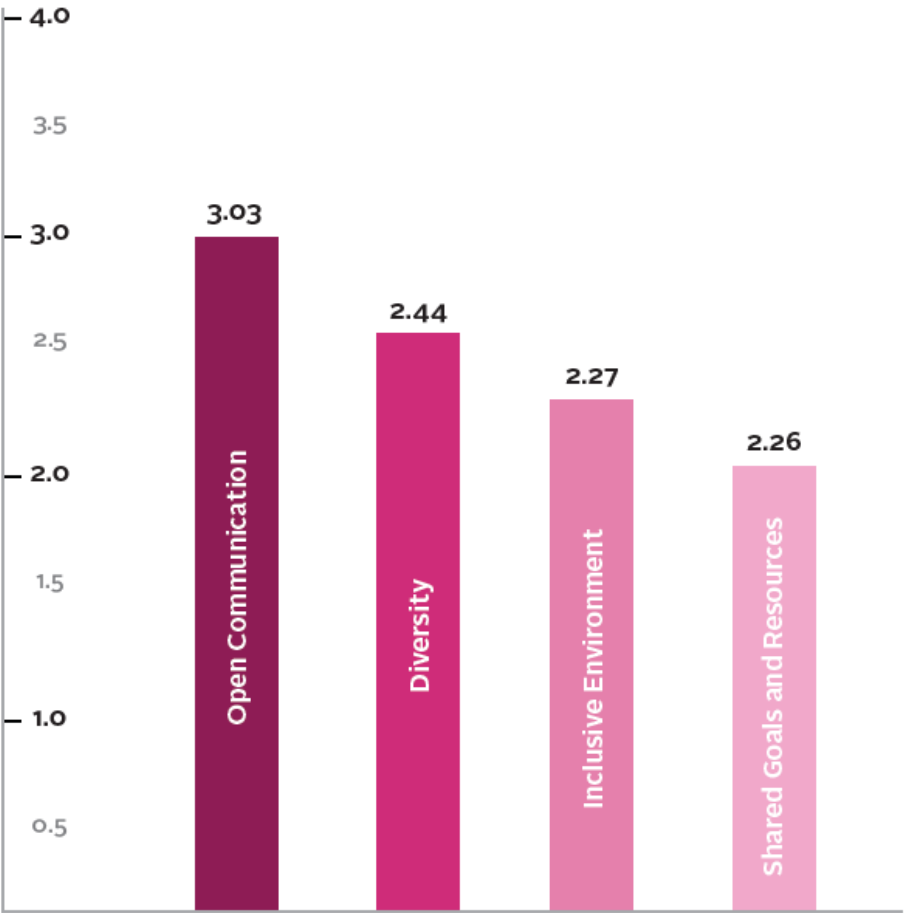
6 Within The Cross-Organisation Collaboration & Communication Dimension, Open Communication Is Most Important

Within the Cross-Organisation Collaboration and Communication dimension, Open Communication was clearly distinguished as the most important factor in creating a positive organizational 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.

Further, 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 provide some guide as to the key areas to target when creating an outstanding organisational experience.

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

Although the concepts measured are closely intertwined, Employee Engagement Surveys are often very complex and focused on organisational hierarchies and work processes (Global Culture Report, 2018). The Real® Organisational Experience Assessment goes beyond this company-centric approach, focusing on the employee experience.

On top of this, each of the six dimensions that measures the employee experience comes with 4 factors that provide guidance when it comes to acting on the assessment results. In other words, the Real® Organisational Experience Assessment not only assesses, at the same time it equips organisations with the knowledge of how to improve the employee experience, based on the results.

OUR ROE ASSESSMENT SERVICES



How can your organization fully leverage the ROE?

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

To ensure that our client organisations reap the full benefits from the ROE assessment, we offer additional services:

Facilitation of Report Interpretation

Facilitated interpretation of the report with our ROE Facilitator to ensure understanding of assessment results.

Facilitation of Report Interpretation and Recommended Action Plan

Facilitated interpretation of the report with our ROE Facilitator to ensure understanding of assessment results coupled with the development of targeted action plans to improve the overall organisational experience in order to attract and retain valuable people.

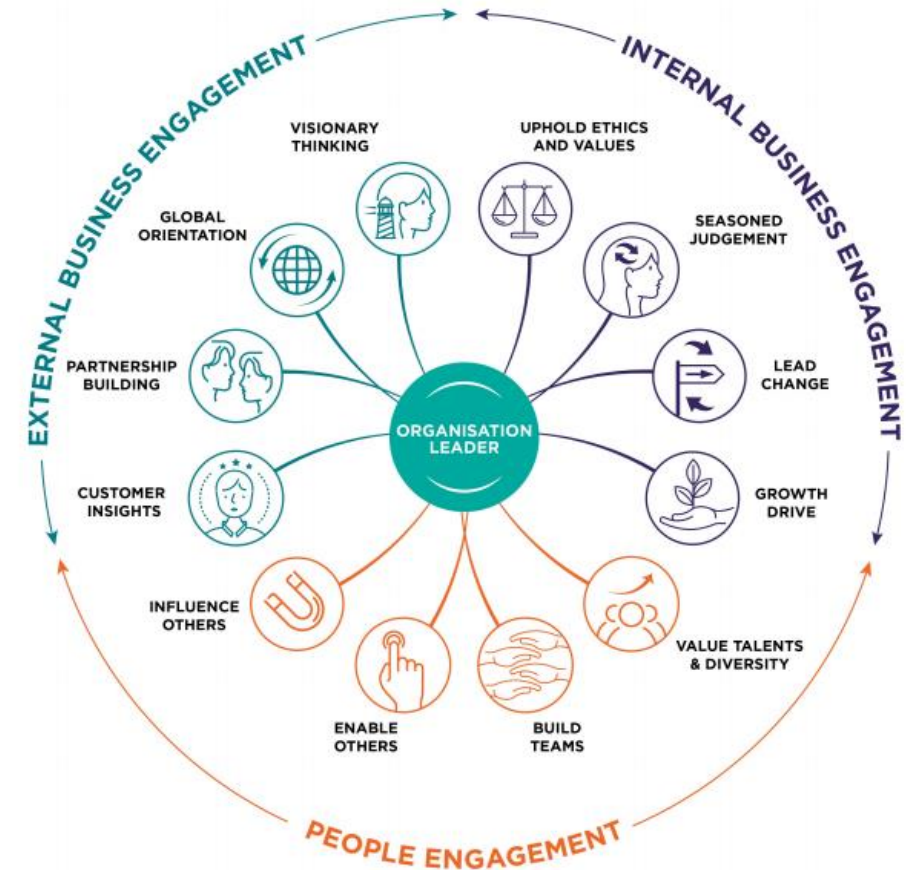
Further Assessment Solutions

360° ORGANISATION LEADER ASSESSMENT

In a time when profitability and performance are emphasised to the neglect of developing leaders, our 360° Organisation Leader Assessment examines the transactional and transformational competencies of senior leaders to sharpen and equip them with world-class leadership skills that are critically needed for Internal Business Engagement, External Business Engagement and People Engagement towards attaining sustained organisational outcomes.

Through this 360° feedback assessment, senior leaders will get feedback that mirrors their effectiveness in demonstrating competency behaviours that are instrumental for spelling their success as leaders of leaders.

The assessment comprises of 12 competencies and 60 behaviours. Senior leaders will receive feedback on their Internal and External Business Engagement as well as People Engagement competencies.



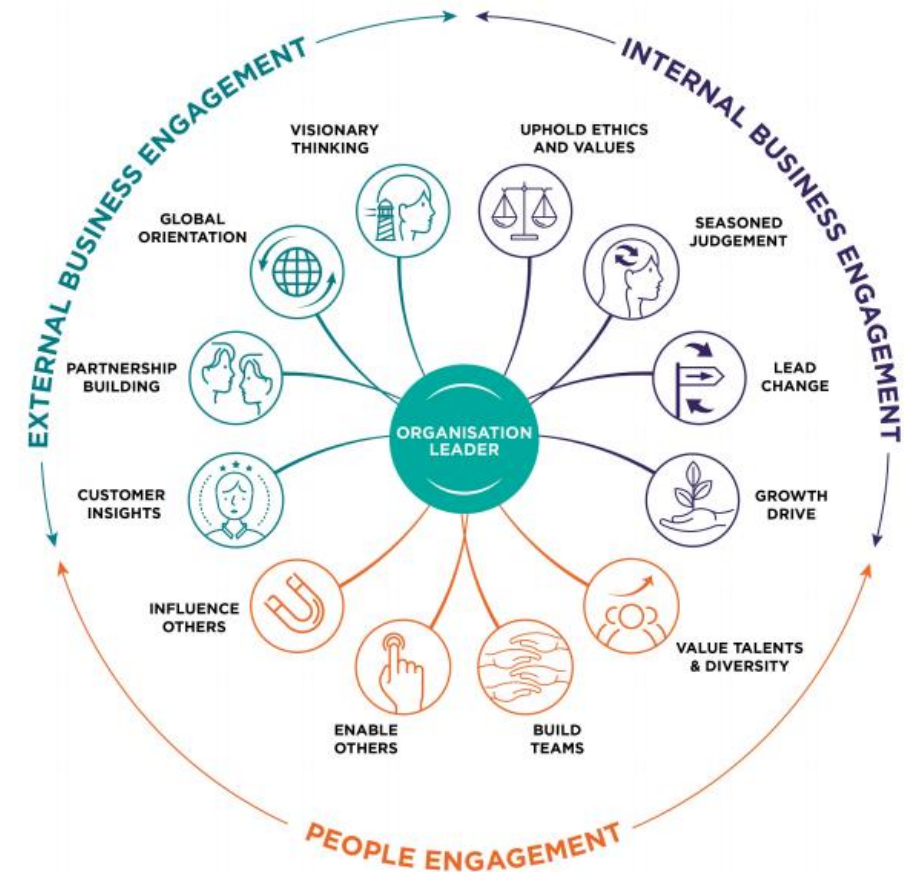
Further Assessment Solutions

360° PEOPLE LEADER ASSESSMENT

Our 360° People Leader Assessment examines the core leadership competencies that functional and frontline managers must master to lead their people to achieve functional goals that contribute towards the higher goals of their organisation.

Through this 360° Feedback Assessment, functional and frontline managers will get feedback on their effectiveness in Upholding Ethics and Values, Strategic Thinking, Influencing others, Enabling their people, Managing teams and diversity, Driving performance, Managing change, among other core competencies that are paramount for supporting key decisions and policies to advance their organisation to greater heights.

The assessment comprises of 12 competencies and 60 behaviours. The leaders will receive feedback on their Internal and External Business Engagement as well as People Engagement competencies.



CHANGELEADERS PORTFOLIO

Consulting Boutique for Transformation & Change



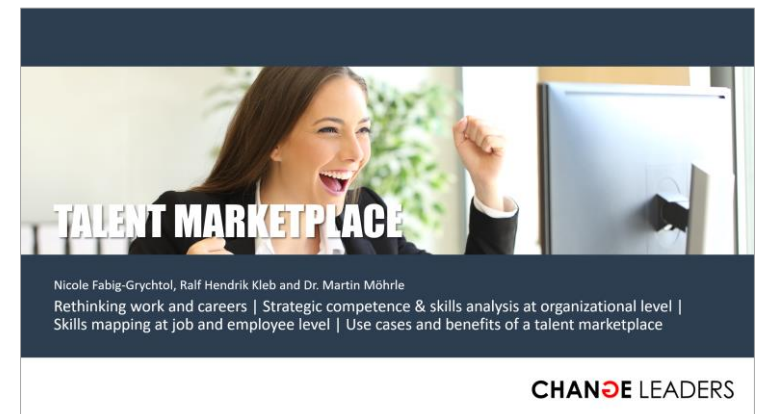
PROFILE

- Team of renowned thought leaders and experts in their professional disciplines
- Well-rehearsed team working together in different set-ups since many years
- Most of our projects have an international scope
- Many of our consultants work on projects abroad - globally

INSIGHTS – RELATED WHITEPAPER



To download a free whitepaper please click on the cover page



CHANGELEADERS MISSION

Shaping the future – inspiring people – moving organizations

We want to contribute to driving innovation and improvement. Our clients are all those who want to make a difference in their organizations and are interested in sustainable, future-proof solutions – whether in corporate, divisional or regional management or in specialist areas such as development, operations, procurement, sales, finance, IT and human resources.

We support our clients not only in dynamic growth phases, but also in difficult merger and restructuring situations. In doing so, we contribute our experience from working with global players, large multinationals and hidden champions as well as medium-sized companies and public sector organizations.

Most of our client projects have an international scope. And in many cases, our internationally experienced consultants or long-standing network partners also support local implementation on site.



WE SHAPE THE FUTURE

Together with our customers, we develop visions and align business models, strategies, organizations, processes and systems for the future.



WE MOVE PEOPLE AND ORGANISATIONS

People with their ideas, abilities, potential and needs are just as much the focus of attention as their interaction within the framework of a modern work organisation.

CHANGELEADERS **STYLE**

employee- and customer-centred, innovative, result- and future-oriented

CHANGELEADERS combines outstanding expertise and a doer mentality with a great passion for innovation and the future. Our DNA is based on a mix of experience from practice, consulting and science.

Due to our professional backgrounds, we often know the challenges of projects from both a consultant and a client perspective. Most CHANGELEADERS profiles are characterized by many years of international consulting and management experience.

Depending on requirements, we take on the role of designer and co-creation designer, manager and doer or consultant and coach.

Our experience, trend analyses and scientific findings form the basis for the development of sustainable concepts and their implementation. Coupled with fresh thinking and innovative methods, we ultimately create extraordinary customer experiences that also inspire and motivate us time and again.



EXCEPTIONAL CUSTOMER EXPERIENCES

We CHANGELEADERS think and act as entrepreneurs – employee- and customer-centered, innovative, result- and future-oriented.



APPRECIATIVE COOPERATION

We live the principles of trustful performance partnership and appreciation both internally and in the cooperation with our customers.

CHANGELEADERS **STYLE**



HOLISTIC VIEW

Experts with proven strategy, organizational, HR, communications & digital expertise



INTERNATIONAL EXPERIENCE

Worldwide deployment of highly experienced professionals with global leadership and project responsibility



MAKER MENTALITY

Entrepreneurial focus on sustainable results in growth, merger and restructuring phases



INNOVATIVE SPIRIT

Solution-oriented game changers with great passion for innovation and desire for digital future



BEST PRACTICE RESEARCH

Evidence-based work grounded on trend analyses, smart practices and scientific findings



SMART MIX OF METHODS

Intelligent combination of agile and classic methods with digital and analog forms of collaboration



PERFORMANCE PARTNERSHIP

Excellence, diversity, transparency, trust and appreciation in internal and external cooperation



PEOPLE FIRST

Managers and employees at the center of digital transformation and agile organizational development

CHANGELEADERS CONTACTS

Place and Date

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