

# PACE MATTERS

Tenth Issue PACE Newsletter August 2011 • 12 Pages

MICA (P) 075/02/2011

Editorial Team: Peter Cheng, Lily Cheng, Caroline Tan



## PARTNER MATTERS



Find Out What Our Clients Have to Say.....12

## EXPERT MATTERS



PACE O.D. Forum: Engaging For Success..6

## GLOBAL MATTERS



FIRST in Singapore: PACE celebrates Investors In People GOLD.....5

## O.D. MATTERS

Core Values Milestone Journey with Soitec....7-9

### LPM WSQ Graduates:



Field Catering & Supplies .....10-11

## Making Your Workplace a GREAT PLACE TO WORK

By Lily Cheng



The last decade has seen organizations measuring the employee engagement index through various employee surveys including Employee Opinion Survey, Employee Engagement Survey, Employee Satisfaction Survey, Gallup 12 and the like. The aim is to get a quick pulse check of the organization member's engagement level, that is, engaged, not-engaged or disengaged. In most empirical research done by Hewitt, ISR, Towers Perrin, Watson Wyatt or Gallup, the message is clear that there is a link between employee engagement and business results. Such survey intends to unearth push factors that are important to the different generational employees (1960s, 1970s, 1980s and early 1990s) of our organizations. What matters most to employees are career growth, strong management at senior level, effective communication, competitive pay & recognition, training opportunities, work-life balance, given tools and resources or strong teamwork.

Initially, at PACE, we started with the annual employee engagement survey like other organizations and found the results to be very reflective of the organization state of health.

On several occasions, we were confronted with mixed results reflecting the myriad needs of a multi-generational workforce of the 1960s, 1970s, 1980s and early 1990s. The generational clash point is mainly found in workload stress versus work-life balance. As PACE is a SME with a workforce of 20, it presents issues in terms of limited growth opportunities based on hierarchy ladders and generous work or employee benefits that a MNC or a government agency can provide. Over the years, we also saw an overall increased need for self-actualization in the area of career empowerment and development roadmaps from our employees. In December 2007, PACE reframed the way we engaged our employees. We consciously sought out the RIGHT PEOPLE using two critical criterion – values and aligned personal aspirations with PACE's organization aspirations. We were determined to realize our potential employees' career aspirations

## PACE DREAM

We will be a  
PREFERRED EMPLOYER  
creating POSSIBILITIES  
and DESTINATIONS for our  
people ensuring that their  
physical and emotional  
well-being are taken care  
of. We will be the  
organization that our  
people will call a SECOND  
HOME where individuals  
will achieve WORK-LIFE  
HARMONY while  
realizing their dreams and  
experiencing true  
friendships. PACE will be  
a place where  
EVERYONE belongs.

through managing their career goals and not what PACE desires in employees.

We also ensure that there is work-life harmony as we confront the brutal fact that work-life balance was not achievable as a SME who aspires to be a force in the organization development industry delivering world-class solutions. The journey of excellence requires such great intensity and focus and working with partners in different time zones does make work-life balance challenging.

In addition, other organization development solutions were executed at PACE to ensure we are deliberate in our employee engagement efforts:

- Consciously creating true friendships at work
- Scheduling real conversations to talk about family and friends
- Setting aside time to talk about personal and professional challenges and achievements.
- Cooking lunches together when time permits
- Creating different work pathways with cross career possibilities

## IMPROVING ENGAGEMENT

If you are a MNC, we propose following organization development solutions to increase your multi-generational engagement needs:

- Understand your employees in a new perspective by addressing their global- generational needs with motivation forces aligned with corporate goals.



- Manage generational mix and potential shortages by employing: Get them, Keep them, Grow them.
- Implement career management and development opportunities and possibilities for all levels of staff.
- Create a mentoring culture to minimize non-engagement and disengagement.

"PEOPLE WANT TO BE PART OF SOMETHING LARGER THAN THEMSELVES. THEY WANT TO BE PART OF SOMETHING THEY'RE REALLY PROUD OF, THAT THEY'LL FIGHT FOR, SACRIFICE FOR, THAT THEY TRUST."



**HOWARD SCHULTZ, CHAIRMAN OF STARBUCKS**

"EMPLOYEE ENGAGEMENT FIRST. IT GOES WITHOUT SAYING THAT NO COMPANY, SMALL OR LARGE, CAN WIN OVER THE LONG RUN WITHOUT ENERGIZED EMPLOYEES WHO BELIEVE IN THE MISSION AND UNDERSTAND HOW TO ACHIEVE IT. THAT'S WHY YOU NEED TO TAKE THE MEASURE OF EMPLOYEE ENGAGEMENT."



**JACK WELCH, FORMER CEO OF GENERAL ELECTRIC**

"THE PEOPLE WHO ARE DOING THE WORK ARE THE MOVING FORCE BEHIND THE MACINTOSH. MY JOB IS TO CREATE A SPACE FOR THEM."



**STEVE JOBS, CEO OF APPLE**

"IF THE EMPLOYEES COME FIRST, THEN THEY'RE HAPPY, A MOTIVATED EMPLOYEE TREATS THE CUSTOMER WELL THE CUSTOMER IS HAPPY SO THEY KEEP COMING BACK, WHICH PLEASES THE SHAREHOLDERS. IT'S NOT ONE OF THE ENDURING GREEN MYSTERIES OF ALL TIME, IT IS JUST THE WAY IT WORKS."

**HERBERT D. KELLEHER, CEO OF SOUTHWEST AIRLINES**



As a government agency – ministry level or statutory boards or corporatized organizations:

- Ensure staff are satisfied, motivated and effectively deployed with meaningful jobs.



- Draw linkage of employees' work contributions with public service greater good.
- Implement real conversations during exit interviews to ensure the mechanics of recruitment, retention and retirement are rigorously managed effectively.

PACE has recently done a self-audit using the criterion assessment of Great Place To Work. PACE is on a continuous improvement process that will continue to strengthen our work on our areas of development.

Call PACE for an O.D. clinic session with your management team. **Think PACE. THINK O.D.**

# The Science and Art of O.D.



*In PACE, we take pride in delivering Organization Development (O.D.) solutions grounded upon research-based theories and a strong body of knowledge in behavioural science and organizational psychology. We craft O.D. interventions which are contextualized and aligned to our clients' organization culture and needs.*

*Blending the Science and Art of Organization Development, PACE is committed to enable organizations in realizing planned change to reach their desired state.*

## Leadership Programmes

### THE LEADERSHIP CHALLENGE

“Leaders are not born but made.” PACE’s works in The Leadership Challenge Programme serve as a testament to this well-known phrase. With many of its learning partners, PACE has been instrumental in designing and delivering The Leadership Challenge Workshop, transforming the most unassuming individuals to demonstrate the exemplary leadership practice. To date, PACE has transformed **1104 leaders**, enabled **54 trainers** and touched **14 nationalities**.

With this internationally established and evidence-based leadership model, The Leadership Challenge©, PACE Certified Masters bring you global expertise on leadership competencies and valuable experience from working with MNC leaders across the globe, integrating and contextualizing our clients’ needs and organizational structure into the TLC programme. Our interventions have seen organizations weaving The Five Practices of Exemplary Leadership into their Performance Management as well as in their Core Values statements. PACE also takes a holistic approach in carrying out post-workshop sessions to ensure effective transfer of learning.

#### Targeted for:

Senior Managers and Managers

#### Learning Outcomes

As a result of the program, leaders will:

- Identify own leadership strengths and areas to improve
- Discover the values that drive their behaviors and align actions with shared values
- Inspire others to share a common vision
- Search for opportunities to take the risks needed for innovation, change and growth
- Build collaboration, teamwork and trust
- Strengthen others, giving them the discretion to act
- Recognize the accomplishments of others
- Apply The Five Practices® to current business challenges



#### Certified Masters & Certified Facilitators

Certified Facilitators Jean Lee and Ricky Foo have facilitated TLC workshops with strong following from top leaders across a myriad of industries spanning across Asia. Their experience and expertise stem from partnerships with professionals from local and multinational organizations and government agencies in the local and Asia Pacific region.



The first two Certified Masters of The Leadership Challenge® in Asia, Peter Cheng and Lily Cheng have over 50 years of combined experience in Organization Development and corporate practices. Part of the Certified Masters network, Peter and Lily have been active contributors of leadership case studies and experiential activities for TLC workshops, playing instrumental roles in building and strengthening the already acclaimed leadership development model.



## Leadership Programmes

## The Leadership Challenge® Executive Coaching (TLC-EC)

TLC-EC places leaders including Chief Executive Officers, Managing Directors, senior managers and business unit managers on an intensive and personalized leadership development program. Highly interactive, the one-to-one coaching session is goal-oriented and personally tailored for busy executives at senior leadership positions and is anchored on real business issues to create self-directed change and deliver sustained, high impact results.

Leaders will embark on 5 personal projects based on the Five Practices of Exemplary Leadership. TLC-EC provides skill enabling and skill application to real work situations to sharpen leadership competencies in the process.

### Targeted for:

Chief Executive Officers, Managing Directors, senior managers and business unit managers

### Learning Outcomes

As a result of the program, the leaders will:

- Discover the exemplary leadership practices that set others to achieve extraordinary performances
- Articulate the values that drive their behaviors and align actions with shared values
- Learn the intricacies of inspiring and animating a shared vision
- Create an environment for constituents to innovate, change and grow for organizational excellence
- Embrace the need and the know-how to develop competence and confidence in individuals
- Apply the 7 essentials of encouraging the heart to motivate constituents

## Leadership Is Everyone's Business (LIEB)

LIEB is designed for people in organizations who have the capacity to lead and influence others. The program underlies the philosophy that leadership is not a position or a place in organizations or just reserved for a few at the top. Leadership Is Everyone's Business will equip learners with an observable and learnable set of practices that define exemplary leaders and enable them to create a lasting impact on the people around them.

### Targeted for:

Executives and Supervisors

### Learning Outcomes

As a result of the program, leaders will:

- Understand the meaning and value of individual leadership
- Identify their own existing leadership strengths and areas to improve
- Internalize and apply The Five Practices of Exemplary Leadership®
- Create an action plan for taking the next steps in their development as a leader

“A leader's dynamic does not come from special powers. It comes from a strong belief in a purpose and a willingness to express that conviction.”  
- Kouzes & Posner



**BEGIN ON YOUR  
LEADERSHIP DEVELOPMENT JOURNEY TODAY!**

*pace*  
O.D. Consulting  
The Science and Art of O.D.

**THE LEADERSHIP CHALLENGE**  
THE MOST TRUSTED SOURCE FOR BECOMING A BETTER LEADER

# Celebrating PACE Achievement Investors In People GOLD



PACE celebrates the achievement of *Investors In People GOLD* and is pleased to be the **FIRST Singapore-based** organization to be awarded GOLD status – the highest accolade in *Investors In People*. PACE is pleased to join the league of World Class GOLD companies in leading and sharing exemplary practices in people management. *Investors In People* is well established in UK, Europe, USA and the Asia-Pacific region, and PACE is happy to be one of the **3 GOLD organizations in Asia**.

Championing the belief that people form the center and driving force of every organization, *Investors In People* recognizes organizations who demonstrate strong commitment to continuous business improvement through their people. The assessment process covers 10 key dimensions of organizational goals and people management strategies to determine if an organization has achieved *Investors In People* Standard, Bronze, Silver or Gold. With each dimension comes a series of evidence requirements that organizations must fulfil to achieve a respective status. Organizations with *Investors in People GOLD* must fulfil a total of 165 evidence requirements.



“Our work with our clients in Organization Development is closely aligned with their BUSINESS STRATEGY and a robust PEOPLE STRATEGY to realize the organization’s potential,” states Lily Cheng, Chief Executive Officer. “Investors In People GOLD reflects PACE commitment to people development in PACE and with client organizations. We are all truly encouraged and will continue to pursue our vision to establish PACE as a force in the O.D. industry delivering world-class interventions globally.”

PACE takes great pride in being recognized with Investors In People GOLD and will continue to seek sustainability in people management and achieve greater organizational success.



# O.D. Forum Engaging For Success

**“The O.D. Forum was most useful in providing meaningful dialogue where practical questions were asked and answers came from rich experience.”**

On 16th March 2011, PACE O.D. Consulting held the inaugural run of the O.D. Forum. The quarterly event aims to gather a fraternity of professionals in a community of practice, to facilitate the cross sharing of relevant experience, practical insights and expertise in the joint creation of solutions and strategies in the field of Organization Development.



Engaging For Success focused on attaining high employee engagement in the workplace. Identified as one of the top HR challenge for 2011, studies have shown that an engaged workforce comprises of employees who can better manage change, are driven to achieve organization excellence and contribute to enhanced financial performance (Hewitt Associates, 2010).

The forum called together a group of HR professionals and O.D. practitioners in the understanding that employee engagement should be undertaken as a strategic imperative for organizations serious about gaining a competitive edge in the market.

The forum provided strong empirical research and knowledge in employee engagement including strategies to effectively assess engagement levels within the workforce. It also presented a preview workshop of the online Employee Engagement Survey tool as well as the strategies to implement action plans contextualized from results.

Practitioners from a myriad of industries including healthcare, education, transportation, food & beverage and government sectors and the wealth of knowledge, expertise and diversity of insights that were shared freely provided the most fruitful takeaway from the forum.

Feedback garnered pointed to the meaningful discussion of a key HR challenge and the sharing of relevant experiences and best practices. As one HR professional commented, “The O.D. Forum was most useful in providing meaningful dialogue where practical questions were asked and answers came from rich experience”.

PACE will hold the O.D. Forum on a quarterly basis and aims to further engage and connect other HR professionals and O.D. practitioners in value-adding conversation on foremost prevailing HR concerns.





# Core Values Milestone Journey



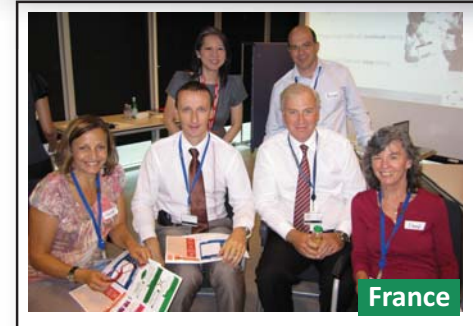
Founded in 1992, Soitec has established itself as the world leader in generating and manufacturing revolutionary semiconductor materials for electronic industries. As the company has continued to innovate and grow, Soitec's strategic focus has broadened from its strong foothold in microelectronics to strengthening its position as a leader in the energy market.

The organization's strategic thrust into the energy industry gave rise to the need for a shift in organizational mindset. Members who were attuned to Soitec's 19 years of solid footing in the microelectronics market now had to contend with a new set of market challenges from the energy industry. Soitec saw the need to reaffirm the Soitec Core Values within its people. In the midst of change and unfamiliar challenges, Soitec was determined to ground its people with a firm foundation of core values that would guide them in uncertainty and enable the organization to move forward with confidence and unified efforts.

Partnering with PACE O.D. Consulting, Soitec embarked on a Core Values Milestone Journey involving all of Soitec's international offices. From its headquarters in France to its other European base in Germany, from its Asia offices in Singapore, Taiwan and Tokyo to its United States counterpart, the Core Values Milestone Journey began as a remarkable global initiative to strengthen and reaffirm the Soitec Core Values among all of Soitec's organizational members across the globe.

As the Core values were founded in France, many organizational members situated in other regions did not strongly identify with them. Working closely with the Soitec team, PACE designed a Core Values Milestone Journey that would enable organizational members in their respective regions to find meaning in the Soitec Core Values and identify with these values to live them out in their everyday actions and decisions.

For PACE, the first step of the Core Values Milestone Journey was to engage with Soitec's top leadership. It was important that there was strong endorsement of the Core Values from Soitec's leaders before the values could be successfully cascaded down to organizational members. With that, PACE carried out Phase O: Engagement with the Top Management. A dialogue session with Soitec's top leaders, PACE engaged the top management on their identification with the



Soitec Core Values. The session saw Soitec's leaders affirming their belief in the core values and sealing their commitment to these values in their leadership roles.

With endorsement from the top management, PACE moved on to **Phase 1: Core Values Behaviors Articulation Workshop**. Involving the Management team from the different global offices, PACE facilitated the team in articulating and refining the behavior statements associated with the core values. The process was important in crafting out a clearly defined set of Core Values Behavioral Statements that were owned by Soitec's management team. Phase 1 concluded with a symbolic embracement of the Soitec Core Values where the team signed on the core values statements as a sign of their endorsement and commitment to the values.

The next chapter of the Core Values Milestone Journey was **Phase 2: Core Values Communication Launch**. The global event saw both PACE and Soitec working closely together

in churning out videos, posters, mailers and corporate collaterals to ensure the visibility of the Soitec Core Values and effectively communicate the statements associated with the values to all organization members.

PACE then rolled out **Phase 3: Core Values Realization Workshop**. Facilitating the internalization of the Soitec Core Values, PACE brought Soitec members through experiential activities aligned to the core values, helping them understand what the values entailed and what the behavioral statements meant in their daily activities. The experiential activities were also important in ensuring the Core Values stuck. Recounting back to her interaction with her French colleagues, Charlotte Ang, Soitec's Human Resource & Safety Director and a Soitec Core Values Champion, remembers how they would relate back to the games they played when thinking of the Core Values. For Germany where classroom lessons were the norm, the experiential activities also left a lasting impression. Finding meaning in the values through experiential activities was instrumental for members to internalize and identify with the values.

Phase 3 also tasked members to review company policies and practices and to assess if they were aligned to the espoused core values. The session provided valuable feedback and recommendation on specific policies and practices to refine and prioritize for alignment actions.

These inputs were synthesized and presented to Soitec management in **Phase 4: Core Values Alignment**. Holding a working session with senior team members and the Human Resource team, PACE Master Facilitator Lily Cheng provided a consolidation and analysis of all the workshop sessions, highlighting areas for prioritized action. The session was instrumental for the team to deliberate on the critical action plans to effectively align Soitec policies and practices to the Core Values.

The Core Values Milestone Journey concluded with **Phase 5: Core Values Sustainance Workshop**. PACE facilitated a session for the Soitec Core Values Champion Team to deliberate on various methodologies to sustain Core Values Behaviors among organization members. The team was tasked to plan out a 12-month sustainance program and design initiatives that would act as a catalyst to recognize, reward and reinforce the core values behaviors to be exhibited by all Soitec members. One result of the session was the development of an induction package that would emphasize the Soitec Core Values. The session saw the team identifying the resources needed to roll out core values initiatives as well as the key success factors and KPIs for each initiative. Phase 5 concluded with the team crafting clear action plans to roll out the initiatives.

Recounting the changes she has witnessed within the organization since the Core Values Milestone Journey, Charlotte acknowledges the greater role and bigger presence the Core Values now have in Soitec's internal communication. "Before, the core values were not very evident in communication efforts," Charlotte states. "Now, whether in speeches by top management or in strategy sessions when we discuss forthcoming challenges and motivate the team in reaching goals, we can see the Core Values being brought up more often and being referred to as a driving force."

With the internalization and affirmation of the Soitec Core Values, a



# SOITEC CORE VALUES

SUCCEED TOGETHER

MERIT TRUST

BE AUDACIOUS

COMMIT TO WIN



**“PACE expertise and insights have been important in this Milestone Journey. The strong facilitation skills of Lily Cheng is also evident from her workshops. Her rich working experience and background saw her sharing many analogies that people could relate with in their daily life”.**

common language has been formed, one that members recognize, understand and identify strongly with. In communication efforts, the Soitec Core Values have provided a pivotal connecting point for the organization in finding commonality in laying down organization goals and in moving together in the same direction.

Charlotte also testifies to the impact the Soitec Core Values have on organizational practices. In performance appraisals for example, she has seen the value of Merit Trust embodied in managers who take on a more understanding and encouraging role when discussing job scope issues and performance concerns with their direct reports.

Winning Together and Commit to Win were values evident in the Soitec Singapore team. With new processes to be implemented for mass production, the team knew that there would be many difficulties and challenges faced but committed together as one team to meet the goals set. The

values were a guiding principle for the team in not giving up and working together as one unit driven towards success and contributed greatly to the Singapore team's achievements.

As Organization Development (O.D.) partners, Soitec and PACE have seen a fruitful run of the Core Values Milestone Journey with rewarding results. From the outset of the initiative, both Soitec and PACE were committed to deliver a Milestone Journey that would have lasting impact on the organization. Taking a holistic approach, the Core Values Milestone Journey involved all global offices and all organizational members from the top management to frontline staff. PACE also facilitated the review of organizational policies and practices to ensure alignment with the Core Values. Other than facilitating the internalization and affirmation of the Core Values, the Milestone Journey was instrumental in ensuring a conducive organizational environment where top senior management and organizational policies and practices fully endorsed and supported these values and would contribute to the sustenance of these values within Soitec. Only when the core values made sense in every aspect of the organization could they then find resonance among its members.

The partnership between Soitec and PACE provided a rewarding experience for both Charlotte and for PACE Master Facilitator Lily Cheng. “PACE expertise and insights have been important in this Milestone Journey. The strong facilitation skills of Lily Cheng is also evident from her workshops,” Charlotte quips. “Her rich working experience and background saw her sharing many analogies that people could relate with in their daily life”.

For PACE, working with a Core Values Champion and an organization with a firm belief in O.D. to attain greater achievements has been enriching as well. The Soitec Core Values Milestone Journey is only the beginning for the multi-national organization as it takes on bigger aspirations and strives to attain even greater accomplishments and PACE is positive that Soitec will achieve further organizational success and development.



# Graduates of Leadership and People Management WSQ



Since 1986



## Field Catering and Supplies

Founded in 1986, Field Catering & Supplies (FCS) is well established in the Singapore food and beverage industry with more than 14 brands under its wing and a wide reach in both the domestic and regional market. In its commitment to deliver service excellence to its valued customers, FCS constantly looks out for opportunities to further improve and strongly believes in developing its people to bring about organization-wide change and business excellence.

In line with this belief, FCS embarked on a Leadership Development Milestone initiative with PACE O.D. Consulting subsidiary, PACE O.D. Academy to strengthen and equip its organization leaders with WSQ Leadership and People Management (LPM) level 3 and level 4. Developed by WDA, the LPM WSQ framework provides leaders with a roadmap from which to chart their progress and learning in their leadership development journey. With its modularized units designed to build and bring leaders through essential people management capabilities, FCS recognized a credible and structured framework to develop and enable their leaders.

Having a course like this allows us to commit time together as a team to grow and develop and bring a better investment for the company”.

For FCS, people development is an utmost concern and the organization was keen to develop its key members who would helm the organization’s forefront and determine its strategies in business development. Embarking on an intensive five-month journey, LPM WSQ saw PACE taking the team through the different levels of leadership competencies with modules such as Manage Change, Enable People, Manage Achievement of Results,



The initiative was one greeted with enthusiasm by the FCS leaders who saw it as an organizational commitment to their professional and personal development. In Manager Cerlia Cheow’s words, “Our work pace dictates that we are very busy every day, with no time to look into business books to enhance our knowledge.

“Our work pace dictates that we are very busy every day, with no time to look into business books to enhance our knowledge. Having a course like this allows us to commit time together as a team to grow and develop and bring a better investment for the company”.

Cultivate Team Relationships, Manage Self and Lead Team. Throughout the five-month journey, FCS leaders experienced the tangible outcomes as a result of their learning as they recognized the practical application of it in their daily work. Sales Manager for Arees Water, Daniel Liek commented on how he saw himself “better managing people, handling different personalities and dealing with resistance to change in the workplace”.



In addition, what made the leadership journey particularly rewarding for FCS leaders was the process of going through the course together as a team, from start to finish. It gave them a common experience to relate to and inadvertently brought the team closer together. Through learning, they attained a better understanding of one another, increased their effectiveness in performance accomplishment, and gained confidence and strength as FCS leadership team.

Upon receiving their Professional Diploma in Leadership and People Management (LPM WSQ), many of the FCS leaders expressed their thanks in enabling them with the opportunity to develop themselves. For long-time FCS members, Daniel Liek and Cerlia Cheow who have been with the organization for a total of 7 years and 20 years respectively, the course affirmed the organization's recognition of their service and commitment to their continual development.

With the closing of their Leadership Development Milestone journey, FCS leaders took home not only leadership competencies to apply in their workplace but increased confidence in their leadership roles and a strong sense of team camaraderie as well.

The partnership between PACE O.D. Academy and Field Catering and Supplies sees the shared belief and commitment to people development in bringing organizational excellence and PACE looks forward to this continuing partnership and the infinite possibilities it will bring.



“ As employers, we need to provide our people with the competencies needed to **succeed** in this competitive market. The LPM WSQ framework doesn't just upgrade the skills of our staff, it also raises organization performance at the same time - a win-win situation for both employees and the organization. ”

Chew Thye Chuan  
 Managing Director  
 Field Catering and Supplies Pte Ltd  
 - Supported LPM WSQ programmes at PACE O.D. Academy

# Leadership and People Management WSQ

Singapore Workforce Skills Qualifications in Leadership and People Management (LPM WSQ) is a robust and integrated continuing education and development system designed to equip business leaders with industry-validated competencies needed to enhance the competitiveness of their businesses both locally and internationally. Founded on best international practices and validated by industries and employers, the LPM WSQ sees learners being awarded with nation-wide recognized certifications such as the **Advanced Certificate** or **Professional Diploma** in Leadership and People Management.

Our Workshop Runs are now open for registration!

For more information or to register for a workshop, kindly contact **Joy** at **6278 8289 (206)** or drop her an email at [joycha@pace-od-academy.com](mailto:joycha@pace-od-academy.com)

2011 UPCOMING LPM WSQ PUBLIC RUN WORKSHOPS			
Level 3: WSQ Advanced Certificate		Level 4: WSQ Professional Diploma	
Course Title	Date	Course Title	Date
Support Team	11-12 Aug	Lead Team	23-24 Aug
Implement Change	17-16 Aug	Manage Change	19-20 Oct
Build Team Relationships	3-4 Aug	Cultivate Workplace Relationships	12-13 Oct
Encourage People	4-5 Oct	Enable People	16-17 Nov
Support Achievement of Results	7-8 Sep	Manage Achievement of Results	9-10 Nov
Develop Self	13-14 Sep	Manage Self	21-22 Sep

# O.D. Partners

## What our Learning Partners have to Say...

PACE is made up of a dedicated and competent group of facilitators and consultants, all experts in various aspects of Organization Development. With a highly motivated team in sync with PACE core values of Growth, Integrity, Fusion and Teamwork, PACE is committed to delivering innovative and credible solutions to cater to the O.D. needs of PACE clients. Take a look at what our learning partners have to say!



### Lily Cheng

"Lily is an engaging facilitator and she is able to suss out each team member's issue and provide personal coaching to address their issues"

- LION Global Investor Limited – Practical Presentation Skills Clinic – 21 Jan 2011



### Peter Cheng

"Peter maintained a very comfortable pace, keeping us interested at all times. He had numerous stories to share, experiences of his own as well as experiences from others which gave a personal touch to the topics discussed."

- Bank Of Singapore – The Leadership Challenge Workshop – 10-11 Jan 2011



### Jean Lee

"Lively and engaged. She is able to capture attention and conduct a lively and active session to bring out the best in the class. Understanding and helpful and very explicit and clear."

- DBS Bank – LPM WSQ Support Team – 11-12 May 2011



### Ricky Foo

"Ricky has always been able to forge relationships with the participants, making them feel relaxed. Thus, the participants can really enjoy the workshop with ease."

- Hitachi Construction Machinery Asia & Pacific Pte Ltd - Effective Working Relationships Through Kenkijin Spirit - 12 May 2011



### Fione Goh

"Fione was able to keep the whole team motivated and energized throughout the two whole days."

- Systems on Silicon Manufacturing Co. Pte Ltd – Development Program For Supervisors – 13-14 April 2011



### Amy Lin

"The facilitator was excellent. Her methods of delivering the information to us was superb. Fluent and speaks with confidence. Amy was able to make the whole course really interesting."

- Singapore General Hospital - Performance Management and Appraisal Skills for Appraisees - 3 & 5 May 2011



### Gabrielle Lee

"She is very lively thus making the lessons interesting. Very helpful towards our working attitude and to solving problems with confidence."

- Ministry of Education Singapore – Delivering Service Excellence – 30-31 Mar 2011