

EMBARGOED UNTIL

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Singapore Employed Residents Desire a Workplace that Focuses on Building Healthy and Sustainable Relationships as a Foundation to Achieve Organisation Outcomes

aAdvantage Consulting 2015 National Values Assessment identified these values as employee recognition, caring, respect, teamwork, cooperation, fairness and coaching/mentoring.

Singapore, 23 July 2015, 12:00pm – aAdvantage Consulting Group and Barrett Values Centre jointly conducted the 2015 National Values Assessment (NVA) in Singapore that showed the top 10 values¹ Singapore Employed Residents said best described themselves and their current and desired workplace. This set of data² is a subset of the 2015 NVA; information from only working adults (Singapore Employed Residents). The data collected regarding themselves and their current and desired workplace is as follows (not in order of importance):

1. Top 10 values Singapore Employed Residents said best describe themselves:

Health, responsibility, balance (home/work), adaptability, happiness, positive attitude, honesty, family, friendship and caring.

2. Top 10 values Singapore Employed Residents perceive reflect their current workplace:

Profit, cost reduction, customer satisfaction, brand image, long hours, results orientation, professionalism, balance (home/work), achievement and teamwork.

¹ These comprise values, beliefs and behaviours that are expressions of human needs and provide insights into what participants currently experience and desire.

² The data was collected from 1,269 of the 2,000 respondents who indicated they have been in their current place of employment for at least the last three months as at the date of interview.

3. Top 10 values Singapore Employed Residents said they desire to see in their workplace:

Respect, employee recognition, caring, teamwork, cooperation, fairness, coaching/mentoring, employee engagement, efficiency and balance (home/work).

“The objectives of the study are to obtain preliminary insights into what matters to Singapore Residents and to generate meaningful dialogue about the society and workplace environment that Singapore Residents desire,” said Vincent Ho, Director of aAdvantage Consulting Group.

This is the second time aAdvantage Consulting Group and Barrett Values Centre jointly conducted this study. The first survey was conducted in 2012.

The 2015 National Values Assessment in Singapore examined what Singapore Residents consider are the values, beliefs and behaviours that best describe them at a personal level, their perception of the Singapore society and their workplace as these are today, and what they desire them to be. Singapore Residents are defined as Singapore citizens and Permanent Residents. Values as defined in Barrett Values Centre’s National Values Assessment³ comprises of values, beliefs and behaviours that are expressions of human needs and provide insights into what participants currently experience and desire.

What Singapore Employed Residents consider are the values and behaviours that best describe themselves

Based on 1,269 respondents, the 2015 study showed that Singapore Employed Residents value individual traits such as responsibility, adaptability, positive attitude and honesty. They also chose relational values such as family, friendship and caring, as part of the top 10 values that describe themselves.

³ <http://www.valuescentre.com/our-products/products-society/national-values-assessment-nva>

How Singapore Employed Residents perceive their workplace as it is today

Singapore Employed Residents selected the following positive values as what best reflects their workplace: profit, customer satisfaction, brand image, results orientation, professionalism, balance (home/work), teamwork, achievement (Figure 1).

Half of the values they selected also showed that they perceive their workplace to be focused on building high performance systems and processes. This is indicated by the values they selected - brand image, long hours, results orientation, professionalism and achievement (Figure 1).

Figure 1: How Singapore Employed Residents Perceive Their Workplace as it is Today



Two of the potentially limiting values observed in the 2012 study, cost reduction and long hours, recurred in the 2015 study. Potentially limiting values and behaviours are values, beliefs and behaviours that may not be intrinsically negative, but could be harmful if lived to excess. “Although not inherently negative, the resulting behaviours of potentially limiting values may create negative ‘energy’ if continued to a certain extent,” explained Phil Clothier,

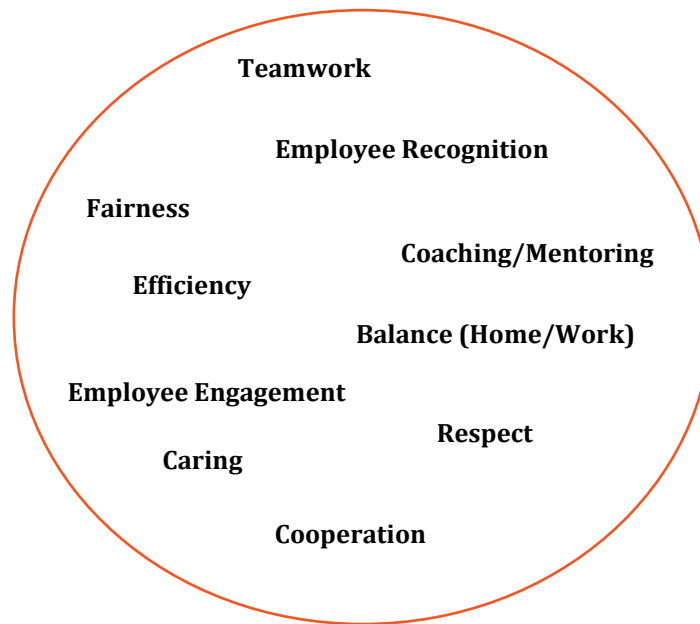
CEO of Barrett Values Centre. “For example, long hours may potentially result in fatigue, lowered employee motivation, productivity and safety levels,” added Phil.

One potentially limiting value that dropped from the 2012 study is hierarchy. “While ‘hierarchy’ does not appear in the top 10 values Singapore Employed Residents selected as what best reflects their workplace, it is interesting to note that ‘hierarchy’ still exists in the top 10 values for those working in organisations in the public sector and for large organisations with more than 200 employees,” noted Phil.

What Singapore Residents said would define their desired workplace

The 2015 National Values Assessment also measured what Singapore Residents said would define their desired workplace. “The study found that values focusing on building healthy and sustainable relationships make up seven of the top 10 values Singapore Employed Residents selected as what they desire in their workplace,” said Vincent. These values are employee recognition, caring, respect, teamwork, cooperation, fairness and coaching/mentoring. (Figure 2). “It would be worthwhile to probe further on what exactly these relational needs are and how they can be sustainably met by organisations to meet organisational outcomes such as business growth, employee and customer loyalty,” he added.

Figure 2: What Singapore Residents said would Define their Desired Workplace



Six of the top 10 values selected in the 2015 study for the desired workplace culture are similar to what was desired in the 2012 study. They are employee recognition, respect, teamwork, balance (home/work), employee engagement and coaching/mentoring. These remain important to the Singapore Employed Residents.

“When we put it all together, personal, current and desired values in the workplace, the underlying message is that although Singapore residents that are employed value work-life balance and experience this to some extent, they still experience long hours. Respondents indicated that moving forward they hope to see more of the balance between work and home. Some possible solutions they perceive that will help to achieve this are teamwork, coaching/mentoring, efficiency and cooperation,” explained Vincent.

Values in the current workplace Singapore Employed Residents want to receive more prominence in the desired workplace

The survey also measured which values in the current workplace Singapore Employed Residents want to receive more prominence in the desired workplace. These are called

From vision to results

values jumps. The values with the highest value jumps, those with the biggest increase in votes, are the ones that should be given the most attention.

The values that received the largest increase in votes and are also in the top 10 desired culture include employee recognition, balance (home/work), fairness, caring and employee engagement (Figure 3).

Figure 3: Singapore Workplace CVA 2015: Values Jump

A value jump occurs when there are more votes for a value in the Desired Culture than in the Current Culture. Listed below are the values with the largest increase in votes. The values in bold are represented in the Desired Culture.

	Current Culture Votes	Desired Culture Votes	Jump
employee recognition	166	475	309
balance (home/work)	276	556	280
fairness	76	270	194
employee fulfillment	60	252	192
caring	142	313	171
personal growth	99	253	154
professional growth	112	239	127
well-being (physical/ emotional/ mental/ spiritual)	66	193	127
employee engagement	162	280	118
employee health	105	220	115

The study also found that employee fulfilment, personal growth and professional growth were desired values unique to Singapore Employed Residents aged between 15 and 30 years indicating their desire to grow and have a sense of meaning in what they are doing. “This is consistent with another recent study we did - *Generation Y At Work: Attracting, Motivating and Retaining Your Millennials*⁴ - where training and development, work-life harmony,

⁴ <http://www.aadvantage-consulting.sg/national-employee-engagement-index/whitepaper-generation-y-at-work/>

empowerment and career growth were identified as some of the key drivers to employee engagement, employee loyalty and likelihood to stay,” stated Vincent.

Next Steps

“This study is not intended by itself to be conclusive. We make no attempt to interpret the results. The value of the study comes in the form of subsequent dialogues with relevant stakeholders over what is flagged out as key questions,” noted Vincent. He suggested that “Organisational leaders and management could explore asking the following questions:

1. In focusing on building high performance systems and processes, is there a strong business case to engage employees to help them find meaning in their work, show care and provide coaching & mentoring?
2. Is there a ‘best workplace culture’? How do leaders respond to the differences:
 - a. within a multi-generation workforce,
 - b. across public, private and not-for-profit organisations, and
 - c. between large and small establishments?
3. How have we progressed in terms of creating a conducive and motivating workplace environment for our employees? What is positive and what remains challenging?

“These are by no means the only questions that can be explored. The study gives us the opportunity to examine and probe deeper into many other areas as well,” added Vincent.

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Notes to Editors

aAdvantage-IPS Closed Door Discussion on 2015 National Values Assessment

The 2015 National Values Assessment results were released on 23 July 2015 at a closed door discussion organised by the Institute of Policy Studies where Mr Phil Clothier, CEO of Barrett Values Centre, was the speaker and Mr Lim Siong Guan, Chairman of Honour (Singapore) and Adjunct Professor in the Lee Kuan Yew School of Public Policy and Mr Ho Meng Kit, CEO of Singapore Business Federation, were the discussants. Participants of this session included key personnel from the public and private sectors, non-government organisations and academia.

Sampling Information of 2015 National Values Assessment

A total of 2,000 Singapore Residents were interviewed between March and June 2015 for this study. A stratified quota sampling across gender, age and housing types across constituencies was taken for the interviewing process and the data was collected mainly through face-to-face interviews and some through online survey.

Definitions of Terms Used

- **Values:** These comprise values, beliefs and behaviours that are expressions of human needs and provide insights into what participants currently experience and desire.
- **Potentially limiting values and behaviours:** Values, beliefs and behaviours that may not be intrinsically negative, but could be harmful if lived to excess.
- **Kiasu:** A local colloquialism in the Hokkien dialect that directly translates as “scared to lose”. It is generally used to describe selfish and inconsiderate behaviours.
- **Kiasi:** A local colloquialism that directly translates as “scared to die”. It is generally used to describe over-cautious or extremely risk-averse behaviours.

About aAdvantage Consulting Group

aAdvantage Consulting is a business consultancy firm that partners organisations in leading their business and organisational transformation from “Vision to Results”. Established in 2002, we help our clients turn strategies into business results through our People, Process and Performance solutions. As part of our organisation development and business transformation consulting services, we provide holistic and customised solutions to assist clients achieve lasting change. We believe that a shared leadership, vision, clear standards, processes and roles, performance management and people development all come together to ensure sustainable change in organisations.

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About Barrett Values Centre

The Barrett Values Centre provides powerful metrics that enable leaders to measure and manage the cultures of their organisations, and the leadership development needs of their managers and leaders. The core products of the organisation are the Cultural Transformation Tools (CTT) which have been used to map the values of over 6,000 organisations and 3,000 leaders in 90 countries. The CTT values assessment instruments are available in over 50 languages and are used by corporations, NGOs, government and municipal agencies, communities, schools and nations.

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