
rohei

BUILDING A

Culture *of* Trust

FOR SUSTAINABLE BUSINESS RESULTS

By

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Why Trust?

OUR WORKFORCE BATTLES DISTRUST

Trust is on life support. The 2017 Edelman Trust Barometer Survey found that the general population's trust in businesses, governments, NGOs, and media has significantly declined. Only 37% of the respondents rated company CEOs as credible and trustworthy.

Our fast-changing and volatile world is also extremely unpredictable in many ways. In order for companies to thrive, they must be able to respond to change quickly and effectively.

A culture of high trust enables an organization to move through difficult and sudden changes with less anxiety and resistance. A team that enjoys trust will courageously take on new challenges because members feel safe with one another. They are confident of mutually good intentions and proven capabilities to deliver meaningful results.

At ROHEI, we work very hard to build and deepen trust in all our relationships. It has taken us a decade to develop and nurture these strong relationships with deliberate and consistent investments of time and worthwhile sacrifices. We are very mindful that it takes concerted effort to establish trust, and just one incident to destroy it. Thus, our commitment to building a culture of trust continues daily.

Trust@98

In 2015, the Great Place to Work Institute recognized ROHEI as Number 4 on the list of “Best Companies to Work for in Singapore”. In the following year, they placed us in the Top 20 list of “Best Small and Medium Workplaces in Asia 2016”.

The Great Place To Work Institute shared with us that our Trust Index* score was 98%, this was the highest score that they have ever recorded in the world.

We rejoiced for about a minute and quickly realized the implications of this, begging the question: ‘How do we continue to sustain trust at this level?’ The probability of increasing our trust index is about as slim as me not eating chocolates for the rest of my life if we are not intentional about it.

“

**CULTURE
TRUMPS
STRATEGY,
RELATIONSHIPS
TRUMP
CULTURE”**

— CHRIS HOGAN

In response to this, we took time to re-evaluate our organizational structure and processes. We knew we needed to be strategically positioned and equipped to face the ever-changing needs of our internal and external customers. It was not time to rest on our laurels.

We ended up creating two new departments called Organization Excellence and People Excellence in order to have a formal system to achieve results and simultaneously honor our people.

We hope this short narrative of the ROHEI corporate culture journey will be profitable for you.

** The Trust Index measures 5 components: credibility, respect, fairness, camaraderie and pride in the work.*

5 key practices

for Building a
Culture of Trust

1

Create an emotionally safe environment

2

Walk out the Real8Ability Traits

3

Be intentional in giving and receiving feedback

4

Desire that everyone flourish in their lanes

5

Live the shared values and leadership service



1

Create an emotionally safe environment

“What every person desires is kindness.”

PROVERB

Physical safety is paramount not just at the home front but across industries and workplaces: construction sites, manufacturing plants, airlines and large-scale mass events.

But for some, perhaps even more important than physical safety is emotional safety. When I was in Afghanistan collaborating with an NGO, I felt safer working in the middle of that war-torn state compared to when I once served as a member on a particular committee that was led by an insecure leader in my first world nation.

At our workplace, we purpose to give of our best to create an emotionally safe environment for every staff. We aspire to be a place where people do not wonder if their fellow colleague will put them down once they leave the meeting room; a work environment where staff will ascribe good intentions to one another, where honest feedback is shared, listened to and understood.

This environment can only exist when people are intentional. Through courageous conversations wherein we welcome the truth, honor people over the process, and collaborate for results, we can enjoy a high trust culture that a safe environment brings.



2

Walk out the Real8Ability Traits

“The worker is
more important
than the work.”

WATCHMAN NEE

Our Practice Leader in Executing Coaching, Chris Hogan created the Real8ability© Traits. He identified the core questions asked by any employee and these questions can be divided into two parts: Acknowledge & Appreciate, Challenge & Support.

ACKNOWLEDGE & APPRECIATE

- 1. See me**
- 2. Hear me**
- 3. Understand me**
- 4. Care for me**
- 5. Appreciate me**

CHALLENGE & SUPPORT

- 6. Challenge me**
- 7. Support me**
- 8. Encourage me**

Drilling down, the first part of the core questions could look like this:

1. See me

“Am I willing to be attentive to you?”

2. Hear me

“Am I willing to hear your mental reality?”

3. Understand me

“Am I willing to understand your emotional reality?”

4. Care for me

“Am I willing to be moved to action on your behalf?”

5. Appreciate me

“Am I willing to acknowledge your contributions?”

Like our children, our staff don't rebel because of rules and regulations, rather they rebel when: (1) there is no relationship; and (2) that all we desire from them are results.

Before we apply the core questions under "Challenge & Support", we need to first establish that the relationship is of primary importance. We are fully persuaded that when we are able to practice the 8 steps consistently, we start to build a culture of trust and a safe place for everyone to thrive.

When people know they are not treated like just another machine to be used, but that they are recognized and appreciated, you will see them deliver the desired results.

I am reminded daily that our people are more important than the work. When we care for our people, our people will care for the work.



3

Being intentional in giving and receiving feedback

“Feedback is a gift.”

RACHEL ONG

It takes courage to receive feedback, but it takes even more courage to give feedback. At ROHEI, giving and receiving feedback is a way of doing life together.

Understanding that feedback serves as a gift, we know our primary goal is to help one another get better.

There are two types of feedback we commonly practice: appreciative and developmental. We appreciate and affirm publicly, but we correct privately. Feedback is most effective when it is specific, given in a timely manner, and conducted with respect for the recipient.

I tell my staff, “if you see something wrong with me and you don’t tell me, I hope you get rashes. Don’t leave me crippled.” Crippling Empathy is a term my colleague Sharon created; where you leave a person crippled with their faults as all you do is empathize and do nothing to help them recover.

So when my colleagues come by my room, “Hey Rach, I have a gift for you.” I am ready - bring it on. I am corrected all the time as the Chief Executive. Staff across levels, departments, gender, ages, interns and parents of interns seem to quite enjoy letting me know what is wrong with me. We will make mistakes and I am cool with that; as long as we own up and seek forgiveness. We then move on together.

A woman with short dark hair and glasses, wearing a yellow cardigan over a blue top, is smiling and looking down at a white pipe structure she is working on. The background is a blurred office or workshop setting.

4

**Desire that everyone
flourish in their lanes**

No one can compete with you
when you are energized by
what you do, for a people group
you are called to serve.

We believe that businesses exist for two reasons: (1) to provide products or services that enable a community to thrive; and (2) for individuals to use their skills and talents in their daily work so that they can flourish in their lanes, their niche.

In our organization, we are intentional about putting people over process. This is however not to undermine the importance of process. How then do we honor both?

We often contextualize job roles according to the gifting of our staff. Recognizing that every person comes with a story and has a niche. Interestingly, the word niche is a scientific term used to describe the relational position of species in its ecosystem to one another. Take birds as an example, each is created unique: curved beak, straight beak, broad feet, sharp feet. All are wonderful and different, and when the bird discovers its niche, it gives you an indication where the bird will prosper.

Similarly, when you discover your niche, you will find peace, purpose, provision, protection and prosperity. The global workforce can be likened to a big ecosystem where there is room for everyone. When you are energized by what you do for a group of people whom you are called to serve, no one can compete with you!

Here's one question to help discover your staff's niche: "What is your God-given strength that will help solve a problem you are most burdened about?"

A group of people, including men and women, are gathered in a meeting room. They are smiling and clapping, suggesting a positive and collaborative atmosphere. The room has large windows and a modern design.

5

Live the shared values and leadership service

“We are first a servant,
then a leader.”

ROBERT GREENLEAF

We have 6 core values; Moral Excellence, Humility, Will to Succeed, Creativity, Serving Others and Compassion.

These values define our behavior, determine how decisions are made, and help us remember who we are so we can consistently act like who we are in all situations.

We believe that leadership is designed to serve. Thus, we are first a servant, then a leader.

Here are some of our leadership perspectives, i.e. what leadership is and what it is not.

1. Service not Entitlement

It can be draining to serve a leader who is constantly self-absorbed and expects everything from a good parking space to needing to be treated like a messiah.

2. Sacrifice not Personal Gain

The abuse of finances is one of the key barriers to finishing well as a leader. We should count our cost and pay the price if we want to lead.

3. Humility not Hype

Recognize that what we have is due to the contributions of others in our lives. We continue to prefer others and we avoid giving inflated or misleading claims.

4. Empathy not Indifference

Leaders must bring energy to every meeting.
Take courage to listen and listen, especially to other people's realities.

5. Example not Power

In "The Making of a Leader", Robert Clinton shares that 85% of leaders do not finish well due to 6 character failures; one of the failures is "power abuse" - which is prevalent across the globe.

I know how easy it is for me to fall into one or more of the above traps. That is why I surround myself with people who have no qualms letting me know when I am wrong (which is often), individuals who know my soul is not well even before I am aware of it.

Accountability is my lifeline.

Conclusion

Building a culture of trust at the workplace is an ongoing journey, matter of fact, it will never end. It will cost you, there is a high price you and I pay to build trust. Often, there is a push to give in or give up.

But we cannot deny the overwhelming joy when we are able to walk with a group of men and women who believe in you more than you believe in yourself. A safe corporate environment where we see to business results and celebrate lives flourishing.

Would you take up this challenge to join us on this journey to building a culture of trust at your workplace?

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**CULTURE IS
DETERMINED
BY THE
WORST
BEHAVIOR
LEADERS
WILLINGLY
TOLERATE.**

— GRUENTER &
WHITAKER

WE ARE
GRATEFUL



**BEST CORPORATE
TRAINING PROVIDER**

The Best Corporate Training Provider Award
by HRM Asia Readers' Choice 2015.



4th in the inaugural Best Companies to Work For
in Singapore 2015



Top 20 Best Small & Medium Workplaces,
Asia 2016



We received this award for outstanding
workplace practices, exhibiting flexibility and a
people-oriented culture.

ROHEI
TEN

THANKFUL FOR TEN YEARS

Ready for a Trust thrust? **Call us.**



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