



The rate of change in the business world is accelerating with every passing year. If a company wants sustained long-term success, it needs to be able to adapt and transform itself alongside the market. At the APLA/WLA seminar held on 26 April 2017, Evelyn shares Singapore Pools' journey of organisational transformation and examines the critical factors that ensure success in change management.

MANAGING PEOPLE AND OPERATIONS THROUGH AN ORGANISATIONAL TRANSFORMATION

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Embracing VUCA As The New Norm

We have entered the era of the Fourth Industrial Revolution (4IR), which heralds the disruption of entire systems of production, management, and governance. These are extraordinary changes not seen since the initial Industrial Revolution of the 18th century. Klaus Schwab has compared it to an unprecedented seismic shift that will impact almost all industries in every country. Volatility. Uncertainty. Complexity. Ambiguity – VUCA in short – will be the new world order. The business environment as we know it today is changing at an exponential pace. Generation-C customers are increasingly connected and demanding a seamless experience for their purchases. Their expectations for transactional experience excellence thus require continued channel innovation. At the same time, opportunities abound for us to leverage on technology to gain insights on customers' preferences and design our products around their needs, and improve our business protection capabilities to better meet regulatory requirements.

At Singapore Pools, we recognised the need to embrace this revolution and began to rethink our value propositions to our stakeholders. Do we have the capabilities as a company to leverage on advanced new technologies and the opportunities they bring? How will the Fourth Revolution impact our ability to overcome new challenges in the gaming industry and sustain our strong track record as a WLA-Responsible Gaming Level 4 certified operator? All the best of technology will not move the needle upwards in the progress curve if we do not have the right capabilities and shared commitment as an organisation to take us to where we want

it to be.

Building The Picture Of Success

With this evolving landscape as the impetus for change, Singapore Pools embarked on a transformation journey two years ago. We started by involving our entire leadership team as Change Champions to rally the divisions in articulating the desired corporate vision in five years and beyond.

“Strategy shapes structure, while structure shapes behavior.”

In our Picture of Success, we envision Singapore Pools as a Great Place To Work In, and a Safe and Trusted Operator that sets the pace as a Responsible Gaming Practice Lead. Not only is it Productive and Efficient as a Learning Organisation, it has highly-engaged employees who thrive through continuous learning and are committed to delivering Positive Customer Experiences. Besides making Sustained Contributions to Society, Singapore Pools is Valued By The Community for its commitment to create shared value for stakeholders' benefits. We call this shared vision, SP2020, and subsequently translated it into eight desired outcomes for our strategic roadmap.

Mission, Vision & Core Values

To ensure employees' beliefs and behavior support the Picture of Success, our leadership team refreshed the company's mission and vision statements and reviewed the core values of Singapore Pools.

Values are important as they serve as a compass for the type of attitudes and mindsets we want in our people. Aligned with SP2020, we introduced Innovation, Customer Care and Community as new Core Values, supplementing our existing ones which are Respect, Integrity, Innovation and One Organisation. These values set in place our common guiding principles across all levels in the organisation, and help to keep us on the right path while fulfilling our business goals.

Planning The Journey

The next step in materialising what we collectively envisioned is to use the desired outcomes of SP2020 as a foundation for all business initiatives and plans.

We mapped our organisational goals into five strategic themes designed to deliver

the desired outcomes. The themes were then cascaded into divisional workplans. These targets and initiatives are translated into individual workplans and performance goals. This approach systematically creates a continuously reinforcing loop (see Diagram 1) that sets the stage for our people to purposefully row in the same direction towards the Picture of Success.

Structure That Syncs With Vision

Strategy shapes structure, while structure shapes behavior. Whether an organisation is structurally set up with systems and processes that complement its vision can have a direct effect on productivity and business performance.

We devised the organisational structure for Singapore Pools based on an operational model that provides us with agility to respond to shifts in customers' wants and business strategies as well as stability through strong operational support, domain expertise in products and market knowledge. Central to these is our leaders and our people, who pull all the parts together in the value chain (see Diagram 2).

In line with this operating model, we implemented organisational changes such as repositioning our Customer and Community functions to the forefront, and introducing a Transformation Program Office to track the company's progress towards SP2020.

In view that the term 'Human Resources' tends to be associated with transactional activities like payroll, we renamed our division to 'People & Culture' to reflect the company's focus on upskilling our employees' core and functional competencies and readying our workforce with skillsets for the digital age.

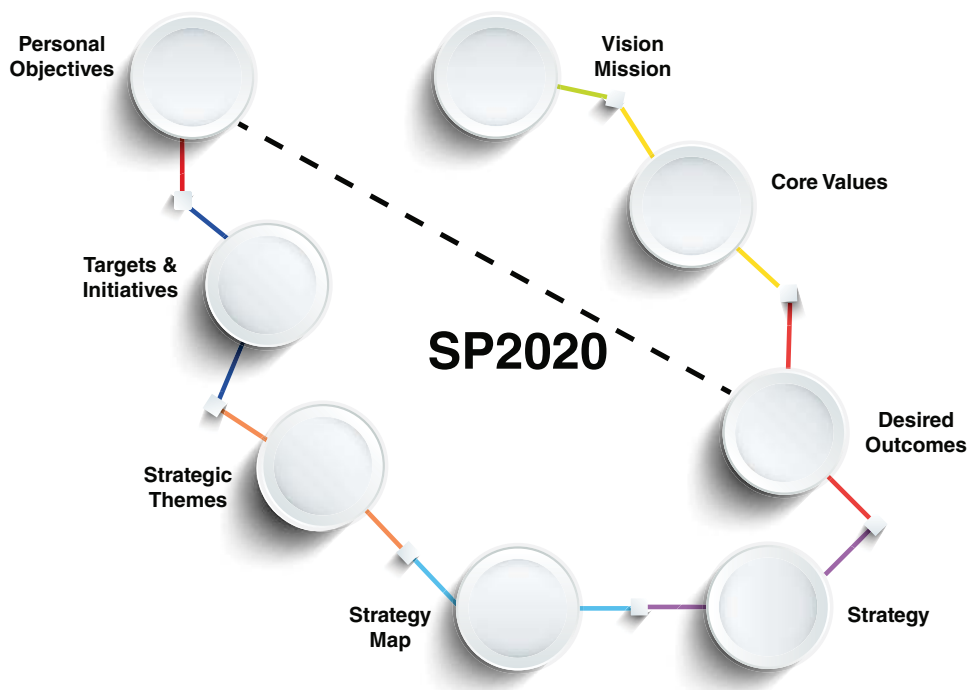
In tandem with Singapore Pools' foray into online betting in end 2016, we also established new divisions that are dedicated to the functions of Responsible Gaming, Regulatory Compliance and Risk Management. A Corporate Capability Development Process was introduced to deepen our analysis for decision-making, along with various leadership training and development programs to strengthen our core capabilities.

Shaping Mindsets and Capabilities

In almost every change management, it is the people factor that makes or breaks the transformation. Whilst the majority of employees were engaged and striving towards the corporate vision, there were naysayers we must persuade to be on board so that everyone moves in unison. Two-way communication through feedback and dialogue between the leadership team and staff is vital to success of the transformation journey.

We ensured the entire organisation not only understands but shares the Picture of Success, by conducting regular management forums, town hall sessions, workplan meetings, and skip-level dialogues between staff and the CEO. An employee engagement study was conducted in early 2017 to capture organization-wide sentiments and identify strengths and gaps for improvement in our change journey.

Other initiatives were also undertaken to shift people's paradigms and clarify



Positive Reinforcement Loop for Singapore Pools' Transformation Journey

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their sense of purpose in Singapore Pools. The crux of these efforts lies in 3 key areas:

- **Capable Leadership** - Leaders must be role models who live out the values and desired behaviors the organisation wants to reinforce. Leaders also need to be strategic thinkers who make decisions based on

We believe that high-performance leaders enable a high-performing culture that unleashes people's capability to deliver high-performing results.

Our journey towards SP2020 is a continuous learning process, dotted with peaks and valleys along the way. We could face resistance internally, obstacles externally or even make mistakes but we have to overcome them and stay on course. Indeed, without the valleys, the peaks would not have been as significant. Equally important is to celebrate



Balancing the Need for Agility and Stability in Singapore Pools' operating model

a holistic view of systems, facts and data. They are connected throughout the organisation without reference to hierarchies.

- **People Development** - Our middle managers are important; we invest in their success, and pay special attention to their progression. We focus on grooming talents into T-shaped professionals, each an expert in their functional domain who collaborates across divisions. We create career value for our people through clarity of career pathways and ensure promotions are linked to competencies and job size.

- **Performance Management** - We use scorecards and metrics to drive organisational outcomes and individual success.

the milestones for they are the signposts that prove we are moving forward in the right direction.

In the same way that Singapore Pools has embraced and captured value by transforming itself into a future-ready enterprise, companies can battle the disruptive forces in today's operating environment by adopting the principles of leadership, engagement, structure, metrics and people development, to make their deliberate, focused change a reality. ■

About Singapore Pools

Singapore Pools (Private) Limited was set up with the mission of providing safe and trusted betting to counter illegal gambling in Singapore. We offer lottery games as well as sports betting on football matches and Formula One racing. The surplus from our operations is channeled to the government for funding of good causes in the Arts, Community Development, Education, Health, Social Service and Sports sectors. Our vision is to be a world-class socially responsible gaming company trusted by customers and valued by the community. In 2012, Singapore Pools was conferred the World Lottery Association's highest accolade for responsible gaming in the industry, becoming one of only three operators in the Asia Pacific region to attain this achievement.

Evelyn joined Singapore Pools in 2013, bringing with her more than 30 years' experience as a HR professional from the banking and hospitality industries.

