

## CASE STUDY

INDUSTRY · HOSPITALITY

# Building a Positive Workplace Culture

at Ramada and Days Hotels by Wyndham Singapore at Zhongshan Park

**RAMADA**  
BY WYNDHAM  
SINGAPORE  
AT ZHONGSHAN PARK

  
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## About Ramada and Days Hotels by Wyndham Singapore at Zhongshan Park

The Ramada and Days Hotels by Wyndham Singapore at Zhongshan Park are the first properties in Singapore to be managed by the Wyndham Hotels & Resorts, the world's largest hotel franchising company, with approximately 9,200 hotels across more than 80 countries on six continents.

The two international hotel brands are part of the Zhongshan Park Integrated Development owned by Hiap Hoe Limited.

The development includes the two hotel properties along with a retail mall, an office tower and a park. With a staff strength of 250, the organization prides itself in providing a competitive workplace environment and a culture that fosters learning and professional growth.

For its efforts, the hotels have achieved SkillsFuture Employer Award presented by the Singapore President Halimah Yacob in 2019. They have been recognised by HR Asia as the winner of the HR Asia Best Companies to Work for in Asia in 2016, and were merited by HRM Asia with the e2i Best SME Employer of the Year in 2017. More recently, the hotels emerged as the winner of the HRM Excellence Awards – HR Team Collaboration in 2019.

## BACKGROUND

The development team at Ramada and Days Hotels by Wyndham Singapore at Zhongshan Park was the vanguard to several initiatives in leveraging the culture of the organisation. With its basic premise that “happy employees lead to happy guests”, which in turn produces better business results, the team focused its efforts on fostering a positive culture within the organisation.

Leading the efforts was Josephine Chua, the hotels’ Director of Human Resources and Quality, who is trained as a Practising Management Consultant and spearheads the organisation’s Human Resources, Talent Management and Quality Departments. As an industry veteran, Josephine has been exposed to many psychometric profiling tools and was looking for one that could provide good data, and be the basis on which other sustainable training programmes could be built on.



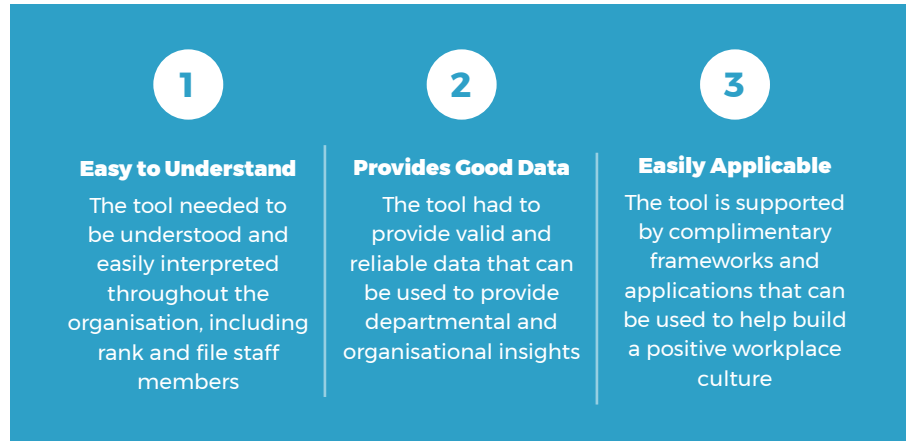
**At the end of the day, we wanted to ensure that our colleagues experience a positive and empowering culture when they work here. Emergenetics has allowed us to maximise that outcome.**

**Josephine Chua**

Director of Human Resources and Quality

## CLIENT REQUIREMENT

With the range of psychometric tools available in the market, Josephine narrowed her options to focus only on those that could meet the following criteria:



Josephine and her team eventually shortlisted Emergenetics since it could meet all the above criteria. Further it was strongly recommended by her colleagues in Wyndham Shanghai.

## SOLUTION & IMPLEMENTATION

Working with the Emergenetics APAC office, a structured approach to the rollout was implemented, including:

### 1. Pilot Emergenetics Programme with HR Team

The pilot programme for the HR team focused on educating the team on the core fundamentals of the Emergenetics Profile and how it can be applied in workplace situations.

### 2. Emergenetics Programmes for Senior Leaders and Key Personnel

Following the successful run of the pilot programme, Emergenetics workshops were further conducted for senior leaders and staff members holding critical positions within the organisations. This was done to ensure that they could better understand the power of the tool, and to see how it could be applicable in their day-to-day interactions at the workplace. It also ensured that there was buy-in from the key members of the organisation.

### 3. Emergenetics Profile Certification for HR Leader

To further ensure that the learning was sustained, and that the investment made produced long-term impact, Josephine went through the Emergenetics Profile Certification programme to further deepen her understanding of the tool. With this knowledge, she can begin to integrate the Emergenetics concepts and applications into the strategies and initiatives within the organisation in a coherent manner.

## APPLICATION & SUSTAINABILITY



### Self- and Team-Awareness

The Emergenetics Profile was used as a starting point to raise awareness of self for each staff members. With that, individuals were then able to gain awareness of fellow team members that they work with within and across departments.



### Interpersonal and Team Strategies

With insights of personal and team preferences, individuals and teams were able to identify and derive interpersonal and team strategies which were intentionally built into daily practices. With this practice, application and use of the Emergenetics language and concepts were increasingly used, thereby aiding the use of a common language that cuts barriers across levels and departments.



### Framework for Other Initiatives

The Emergenetics framework was also used as a basis to develop an app that gamifies the desired behaviour of team members that is aligned with the organisation's culture. This further augmented the use of the Emergenetics concepts on a daily basis.

## RESULTS SINCE IMPLEMENTATION

Ramada and Days Hotels by Wyndham Singapore at Zhongshan Park conducts an annual survey with its staff members to gain a better sensing of the ground. The survey is open to all employees with an annual participation rate of about 98%.

Since implementation and use of the Emergenetics Profile in 2014, the organisation has seen positive results in the following areas, especially for employee engagement and to the success of the business:

