

From the President

Warm greetings to readers and fellow members of the Asian Association of Management Organisations (AAMO).

AAMO recently held its 1st Council Meeting 2020 & Extraordinary General Meeting via Zoom due to the ongoing Coronavirus global pandemic, with lockdown and travel restrictions imposed in most countries. At the meeting, AAMO representatives focused on working out a road map to enhance the reach and scope of AAMO and charted out avenues for closer collaboration between the NMOs to create more platforms for sharing best management practices.

AAMO representatives including those from Australia, Hong Kong, India, Macau, Malaysia, Nepal, Pakistan, Philippines, Sri Lanka joined to discuss the current and future plans of the organisation, and also took stock of the proposed programmes and meetings in light of the Coronavirus crisis across the globe.

The coronavirus pandemic that has the entire world in its grip nowadays, has hit the world at a scale and speed that is unprecedented with no parallel in living memory. In addition to the human impact, there are also serious ramifications on economy and business across all sectors, the world over.

However, every crisis produces new learnings and the Covid pandemic has shown that the technology-aided businesses have a distinct advantage in the modern world. The rooted businesses will have to establish a presence in the virtual realm too and increase the use of smart machines to overcome the challenges of disruptions. Today, managers across the globe, are finding new ways to work and collaborate, and are looking for innovative solutions to keep the wheels of business in motion.

Covid-19 is also a test of leadership. Not only do leaders have to protect organisations from getting severely damaged by lockdowns, they also have to ensure readiness for a quick rebound. This is a time for organisations like AAMO, and the National Management Organisations to lead the way to help management embrace change and adopt new ways of working & learning; in turn building management capability amongst their constituents.

This issue of 'Leading the Way' explores new and emerging trends in management and leadership from the Asia Pacific region. A contribution

from Australia – 'Managers and leaders of Australia and New Zealand; this is your time to SHINE' – explores what managers and leaders should do in the new normal that is COVID-19; while an article contribution from Sri Lanka focuses on how a helping culture and inspirational leadership can boost creativity and lead organisations to success. 'Bounce back and Pivot' contributed from the Philippines, shares insights on how MSMEs can survive and thrive in these tough times. An article contribution from Macau – 'Make a business case like fairy tales' - talks about how the SCQA model provides a powerful framework for an effective business case, sales pitch, presentations etc. 'Leadership Matters' sheds insights on how the culture of an organisation is only as good as its leaders, while 'The Storytellers' highlights the importance of other stakeholders, not just the Leaders as custodians of organisational culture; both contributions from India.

I do hope you enjoy this issue of 'Leading the Way' and look forward to your feedback and suggestions.

With best wishes for your health and safety.

Rajive Kaul

President,

Asian Association of Management Organisations



Rajive Kaul
President

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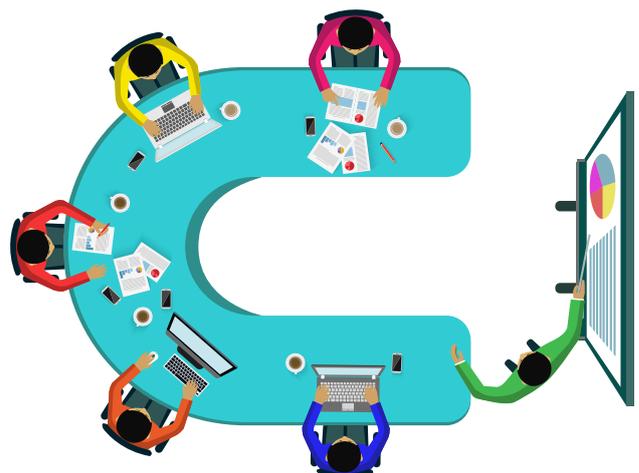
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Bounce Back And Pivot

By Pacita “Chit” U. Juan





Leadership Matters

The culture of an organisation is only as good as its leaders.

DR SMITA DABHOLKAR SINGH, IMT NAGPUR

In the alumni meeting, Sohini, who was now a people officer with a leading automobile manufacturing company in South Delhi, was telling Disha, who was teaching HR in a bschool, “It has been four years with my present organisation but each day is like a new and better experience. You remember we had studied Maslow’s theory of human motivation? Among all other examples, I clearly remember the discussion on gratification of needs and how important it is. It is so very relevant, I realise now. Three months ago, one of our shop floor operators failed to make on-the-spot quality check three times in a row. His immediate supervisor, who is not even a graduate and had worked with him for long, had a unique way of managing it. He asked him to take a week off. When the employee rejoined, he was fresh and fine, and delivered error-free performance. During my recent visit to the shop floor, I came to know about this episode and was not surprised. Disha, as you may be aware, my company has

a great culture because of good leadership at all levels. All of us in the organisation believe that we occupy a position of importance. Our top management has a clear vision. But more importantly, it is shared and adhered to because we see our leaders walk the talk.”

Disha had recently taught Peter Senge’s theory of leadership and now, she was getting to see how it was being put into practice.

Raghunath Mashelkar, former Director General of the Council of Scientific & Industrial Research (CSIR), when asked by Shrinivas Pandit, author of Thought Leaders, about the vision of the organisation, made an interesting remark after sharing the vision statement. He said, “The road map is only a route. CSIR scientists have to walk the talk.” Do you agree with me when I say that this is true for any organisation? In fact, in spite of having the vision statement mounted on as many real and virtual walls possible, leaders in many organisations lack the energy and commitment to achieve it. Many organisations fail to realise their vision

despite possessing the requisite infrastructure. The glue that binds all of this—the people factor—continues to pose a challenge. As a result, most firms invest a number of hours each year revisiting their vision and mission statements. They assume that the earlier vision may have failed because of poor articulation or some such failing. Someone needs to tell them

that the content was fine, what was missing was sensitivity and the energy to drive it. It must not be forgotten that it is the human and the humane side of the firm that drives the organisational forces. Each employee needs to be passionate about the cause, the vision. If the thinking is clear, then right actions will automatically follow.

It is easy to spot which organisation has the potential to achieve its vision and become a market leader.

Recently, I had booked a cab from a local service provider. On my way to IMT Nagpur, which is about 50 km from my home, I had almost one hour of one-on-one discussion with the driver about his job and his

organisation. I have been hiring cabs from this provider for the last ten years and have had an interesting experience each time. This time, I decided that if I hear another positive story, I would document it for sure. It would reinforce my belief that this particular vendor is one of those promising organisations with the potential to become world class.

That day, the driver had covered his face with a scarf and it intrigued me. On seeing me, he voluntarily revealed that he had met with an accident a few weeks ago and that he was still recovering. He had well anticipated my fear and addressed it to make me

Many organisations fail to realise their vision despite possessing the requisite infrastructure. The glue that binds all of this—the people factor—continues to pose a challenge.



comfortable. “Empathy, well done,” I said in my mind. We then began discussing.

Driver: “Our tours and travels company is almost like a government organisation. We have complete job security. In case we fall sick and take a day’s leave, there is no deduction of pay. We get half month’s salary as incentive during Diwali and also our proprietor serves us a sumptuous lunch. Our children’s tuition fees are taken care of and in an emergency, like the one I had a few weeks ago, our hospital bills and other expenses too are reimbursed. It feels like family. The cab we drive stays with us even when we are off duty. We can hire the same cab to take our family for an outing if we wish. The proprietor trusts us and we are extremely fond of him.” It is such a terrific example of shared vision, is it not? The proprietor is definitely a leader with a vision but he also walks the talk. When we select employees, we need to give importance to not only the competence they bring to the table but also pay attention to their mental models, assumptions (implicit and explicit) about the best way to manage people, and their values. After all, they are the ones who will drive the organisation. Truly great companies understand the difference between what should never change and what should be open to change. Revisiting the vision statement should not become an annual event.



It is a common experience that a colleague, if not fired, gets strongly reprimanded. And you will agree with me that the treatment meted out could have definitely been better. Such small, but periodic episodes can make or mar an organisation. It is a fact and hence needs attention from all players in the organizational field. Each one has to be the conscience keeper of the company. Leaders have to be indefatigable optimists in every single action if they truly aspire to realise their vision.

Disclaimer:

This article was originally published in Indian Management (Issue 2 Vol 58) an AIMA & Spenta Multimedia Pvt Ltd publication.



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The storytellers

Leaders are not the sole custodians of culture. There are many other stakeholders who can hold it together.

ABHISHEK TOTAWAR, MANU PRASAD, AND NIDHEESH JOSEPH, IIM TRICHY

A quick Google search on ‘custodians of culture’ will throw up links not on organisations but on tribes and tribal culture. This is possibly due to the fact that tribes are known for preserving their age-old traditions regardless of the changes occurring outside their community. Times change, leaders come and go, but the traditions live on. Every member of the tribe acts as a custodian of its culture irrespective of his or her own hierarchy or position in the tribe. Switch to modern-day organisations and it is often a markedly different story. A change in the economy, a merger, or a leadership change is often all it takes to tinker with the existing culture (one that may have been built over a considerable time), often followed by dire consequences. A significant proportion of organisations caught up in the struggles of the present overlook the importance of succession planning at the top, and have very little in terms of contingency plans. In other cases, unplanned leadership changes could be knee-jerk responses to mediocre business

performances or crisis of some sort, where the organisation fails to come up with (any other) imaginative solutions to the problems at hand. Such scenarios often involve organisational attempts at actively seeking out new directions under a leader who would be a cultural outsider—mandated with the task of reorganising the existing processes.

Culture: the organisational fabric

It beckons the question as to why culture matters a great deal to an organisation’s identity and existence. Well, culture is, at a fundamental level, about the values, rituals, and practices of an organization that makes it what it is, and the continuous interactions between its members that reinforce these patterns of behaviours. Culture is the fabric that binds the organisational members together, providing them with a shared awareness and understanding of not only the ‘what is’ of organisational actions, but also their ‘why is’. In short, culture serves as a guiding mechanism for organizational members to evaluate their actions (and those of others as well) at the



In many organisations, culture is too frequently rejigged, mostly at the behest of a new management/ leader who assumes the leadership role.

workplace, failing which decision-making at different levels risks becoming disjointed and chaotic.

Given the role of organisational culture in guiding, regulating, and reproducing desirable behaviours from members—which uniquely exemplify what the organisation stands for—any top-management attempts at revamping it must be undertaken gradually and with guarded optimism. Anecdotal evidences, however, suggest that this is not always the case. In many organisations, culture is too frequently rejigged, mostly at the behest of a new management/ leader who assumes the leadership role.

During leadership change (for instance, a merger/ other forms of consolidation with a different business entity or the introduction of a new leader), some (or a lot) of these established practices that form the organisation's cultural core could be in flux. There could be questions raised about their validity by the new management/leader. This is particularly true if the new leader is a cultural outsider, one who is unfamiliar with the customs and practices of the place he or she inherits. Any attempts by the incoming management/

leader at drastically overhauling the cultural fabric without an appreciation of what it embodies and how it has evolved can easily backfire. This is primarily because such ad hoc changes impair the members' ability to make sense of what is expected out of them at the workplace by their employers. As high as the stakes may be in such cases, the situation nonetheless warrants a closer examination of an underlying dilemma: how can the cultural beliefs of the incoming leader/ management be reconciled with the existing practices and rituals? As culture is about 'the story' in which people in the organization are embedded, and the values and practices that reinforce that narrative, whose responsibility is it to tell this story to the newcomers?

Custodians of culture

To answer this question, one needs to examine the role of the different stakeholders of culture in the context of organizational change. It is rather obvious that the incoming leader is an important stakeholder, as are the members who continue to work with the organization post the change phase. However, there is a general

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tendency to overlook two other groups of stakeholders who might go invisible or get neglected during the change process. A closer examination would reveal that there are four stakeholders, namely, the incoming leader, the outgoing leader, the key influencers, and every individual organisational member/employee who share the mandate of cultural custodianship during change.

It would be naïve to overlook the role of any of these sets of actors. Each of them plays his or her own key roles in holding together the cultural fabric. Most of the change studies often restrict their focus to the new leader, who is pretty much an outsider as far as the existing culture is concerned. If or when the organisational performance goes for a toss, the blame is often landed squarely on the doorstep of the new leader who would often be as puzzled as the rest of the organisation. Rarely does anyone question the roles of the other custodians of culture. Each one of them is implicitly mandated with the role of cultural stewardship during crisis and for transmitting its essence to the new leadership.

The First custodian, the outgoing leader, has the responsibility of carefully embedding and articulating the cultural assumptions into the organisational

systems. Often the leaders ensure that documents, systems, and procedures are in place but fail to weave together these formal mechanisms with informal ones like stories, unofficial routines, and other traditions through which culture grows stronger with each passing day. The outgoing leaders often jeopardise the existing culture by failing to integrate the formal aspects of it with the informal ones.

The second set of cultural custodians is the key influencers, namely those in positions of power (such as the divisional or functional heads). They are the ones who get the most 'airtime' with the new leaders. Their proximity to the new leader(s) means that they are in a privileged position to convey to them organisational stories, which the leader(s) might otherwise never get to hear. They have a rather unique opportunity to explain to the new leadership why the present culture works or how the existing values are relevant.

There is a real risk of culture getting eroded if long-serving members opt to leave due to their disenchantment with its new practices.



The third custodian is the incoming leader who needs to be receptive to the ideas of ‘the old guard’ who can provide valuable insights into the logic of the existing way of life of the organisation. The leader would ideally want to get the buying of all the organizational members for any cultural modifications that he or she proposes. Any changes being made to the existing cultural practices should ideally be incremental in nature. There is a real risk of culture getting eroded if long-serving members opt to leave due to their disenchantment with its new practices.

Fourth, we emphasise the role of the organisational members who act as the strands that make up the elaborate fabric of organisational culture. Members of the organisation should keep living that way of life, which they would have perfected over the years as followers of its culture. Their steadfast adherence to organisational practices and norms in the midst of change would reflect the essence of the culture to the new leadership. Their everyday actions and behaviours collectively demonstrate the organisation’s cultural strength to the new leader, who is then able to comprehend it better.



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Organisations that develop and nurture cultural custodians are akin to houses built on strong foundations—storms may come, trees might fall but the house would remain.

Tribe that matters

Cultural stewardship is as much about the efforts of these unheralded organisational heroes as it is about leadership and succession planning. Not every organisation is blessed with succession planning. Those that groom leaders for the future, such as Microsoft, L&T, and now ITC, for instance, may enjoy a seamless transition of culture when responsibilities shift from one leader to the other. Such organisations are less likely to be faced with the prospect of an outsider taking charge on a rainy day. However, recent leadership transitions in companies such as Tata and Infosys remind us that even the bestlaid plans can go awry in the worst of times, as organisations grapple with new uncertainties in their environment. The role of cultural custodians assumes tremendous significance in this context. Organisations that develop and nurture cultural custodians are akin to houses built on strong foundations—storms may come, trees might fall but the house would remain. Let the tribe of custodians grow—they matter.

Disclaimer:

This article was originally published in Indian Management (Issue 6 Vol 58) an AIMA & Spenta Multimedia Pvt Ltd publication.



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This is your time to SHINE

David Pich CMgr FIML, IML ANZ Chief Executive

Desperate times call for desperate measures. Ironically, this saying is a modern iteration of an observation from ancient Greek physician Hippocrates: ‘for modern diseases, extreme methods of cure are most suitable’. And here we are in 2020, deep into a thoroughly modern crisis that is caused by a thoroughly modern disease. We must – quite rightly – leave the medical response in terms of methods of cure and prevention to the experts (and I pause to give a shout-out those at the frontline of COVID-19 who deserve all honours and awards for their efforts).

Other than fully following the instructions of the medical experts, as managers and leaders, what should our own approach be? What should managers and leaders do in the new normal that is COVID-19? Be the experts at leading well.

I say to all managers and leaders; this is your time. It’s your time to lead. It’s your time to apply the skills that you’ve learnt – those totally misnamed ‘soft skills’ that aren’t actually soft at all but are extremely





'hard'. These are the skills that you've been honing, working on, reading about, watching YouTube clips about and practising. In your time as a manager and leader you haven't always got things right, but you've done your best and you've bounced back each time. Now is your time to bring all of these skills together. It's your time to SHINE as a manager and a leader.

Here's how you can make your leadership skills SHINE;

Show vulnerability. This is an extraordinary, once in a generation (at least!) situation that is impacting everyone, personally and professionally. As leaders we're not expected to be superheroes. We have lives and families too and we're in the same boat right now as our staff. It's important to share our own stresses and worries as this helps to normalise the stresses and worries that our staff are currently experiencing.

Hold regular communications sessions. Regular communication across multiple channels is absolutely crucial, especially when staff are working from home or aren't always in the normal office environment. It's up to the leaders to set up these communication lines and to walk the talk by ensuring that you are always on the calls, replying to messages and sending emails. Don't go missing – ensure that you are very visible. At IML ANZ we have set up an All Staff Hump Day Huddle on Zoom. My leadership team has a WhatsApp Group and all teams have set up eChat Sessions and Microsoft Team groups.

Include your team in decision-making (aka, delegate). The sheer number of decisions that leaders need to make right now is incredibly daunting. The very best thing

a leader can do is to share the decision-making load. Involve others in the decisions that need to be made, seek opinion and advice, call out for different views so that you can weigh up the pros and cons of things you are considering. At IML we decided to move staff to a working from home model very early in the COVID-19 outbreak. This decision was a leadership team decision that came about after much discussion and consultation. As the leader you need to facilitate the decision-making process, you don't need to make all the decisions yourself.

Notice things. This is absolutely key during times like this. It's critical that as a leader you establish ways for you to know what is happening in your business and amongst your staff. Mental health is likely to be significantly impacted and you need to be checking in and making suggestions to assist staff who are impacted. You're not expected to be a counsellor or a psychologist. That is best left to the professionals. But you need to have your finger on the pulse of your team so that you can point people who need assistance or advice to the correct resources. One way to do this is to contact people regularly and to ask direct questions, such as; Are you OK? Are you feeling lonely or isolated? Are you struggling with anything right now?

Empower your people to make their own decisions about their own situation. One size doesn't fit all and the current pandemic will impact different people in your team in different ways. A key role as a leader is

to recognise this and to allow people to make the right decision for themselves and their families. What makes you comfortable as a leader might make others feel very stressed. It's time to apply all the emotional intelligence you can muster.

As a leader, as this crisis unfolds this is your time to SHINE. I've included below the first all staff email that I sent to my team this week. Feel free to read, comment below or steal the content. See if you spot the SHINE elements in the email. It's obviously not perfect, but it might be a good start for leading your team or business through the next few weeks and months.

This is an unprecedented time for managers and leaders. It's undoubtedly a time of crisis and of considerable confusion. But it's also an opportunity for managers and leaders to show how absolutely critical sound leadership is. It's your time to shine and to lead well.

Subject: CEO Update 1. Please read

Good morning team

I hope you all had a good weekend. I'm not completely sure what 'good' means anymore, but at a very base level – I hope you're all well and feeling healthy.

First, I want to apologise to the entire team. I was a little quiet last week. I did speak to each of the GMs many times, but I quite literally didn't have time to write this All-Staff email. On a personal note, Eileen and I are having our house renovated. The entire back of the house has been removed (including the whole kitchen). On Monday last week, the builders accidentally cut through the sewer line in the back garden. As a result we've been without a kitchen, washing machine and toilet all week. It hasn't been pretty!

On top of that, many of you will know that I'm the President of my kids' school Parents & Citizens Association. The P&C employs 25 staff, all on casual contracts. If (when!) the school closes these 25 staff

will likely lose their income. I spent much of last week trying to find a solution to this very sticky issue. The announcement yesterday that schools in NSW, VIC and ACT will close from tomorrow makes it more likely that Queensland will follow suit sometime soon. My own kids (Pearl and Olive) are no longer in school from today – this is a personal decision that Eileen and I have made based on our own reading of the situation and the experience of other countries. For example, Germany closed all schools two weeks ago.

That phrase 'personal decision' is really key, and other than to say 'hello' to you all, it's the reason for this email. I want to say this ...

These are uniquely difficult and different times for everyone at IML. Everyone is impacted by the current situation, but of course different IML staff members are impacted in different ways. Some people have kids, others don't. Some have medical issues, whilst others don't. Some staff live alone, others live with family or in shared accommodation. On top of all of this, we all have our own personal concerns, anxieties and responses to the COVID-19 situation. My personal response might be very different to yours. And my decisions and actions based on that response will also be both personal and different. So, and here's the point (sorry it took me so long to get



to it!), every IML staff member must make a personal decision about what they will do. This includes – but isn't limited to; childcare arrangements, living with family members, locations etc. All I ask is that you let your manager or GM know what you're doing. Communication is key in all of this. But, fundamentally, you are empowered to make decisions based on your own personal views and circumstances.

It's always good to give examples, so here's a couple to illustrate what I'm talking about.

Example 1. You have kids and you decide to keep them home from school / childcare where normally you would drop the off and then head to work or work from home. IML totally understands this and supports your decision. Family and health comes first. Please let your manager know that you'll be less available due to the change in circumstances at home.

Example 2. You live alone and you think it would be better if you went to live with your parents during this time. IML totally understands this and supports your decision. Family and health comes first, Please let your manager know where you'll be and what the change in location might mean to your working from home situation. IML will then assist with any technology issues you might encounter.

As I've said, communication is key and I've asked all GM's to ensure that all teams are talking across various channels (email, Zoom, WhatsApp etc). I also want to ensure that no one at IML is any more stressed than they need to be at this time. If anything at all is concerning you, please do get in touch with your GM, with HR or with me personally. My eDoor (yep that's a thing these days!) is always open.

To emphasise my point again, you must do what's right for you, your health and your family at

the moment. Of course, it's important to keep the IML business running, albeit in a very different format. We're all empowered to 'do our best' in what are very unusual and difficult circumstances.

As an example, today I'm planning to pop to KMART first thing to buy some games and puzzles for the kids. Then I'm spending an hour reading with Olive. Then I'm writing a couple of IML articles (Yes, it's happening, Whitney!). Then I'm doing some (very) simple maths with Pearl for an hour. She's 9 and I've realised that Year 3 Maths is way beyond my capability.

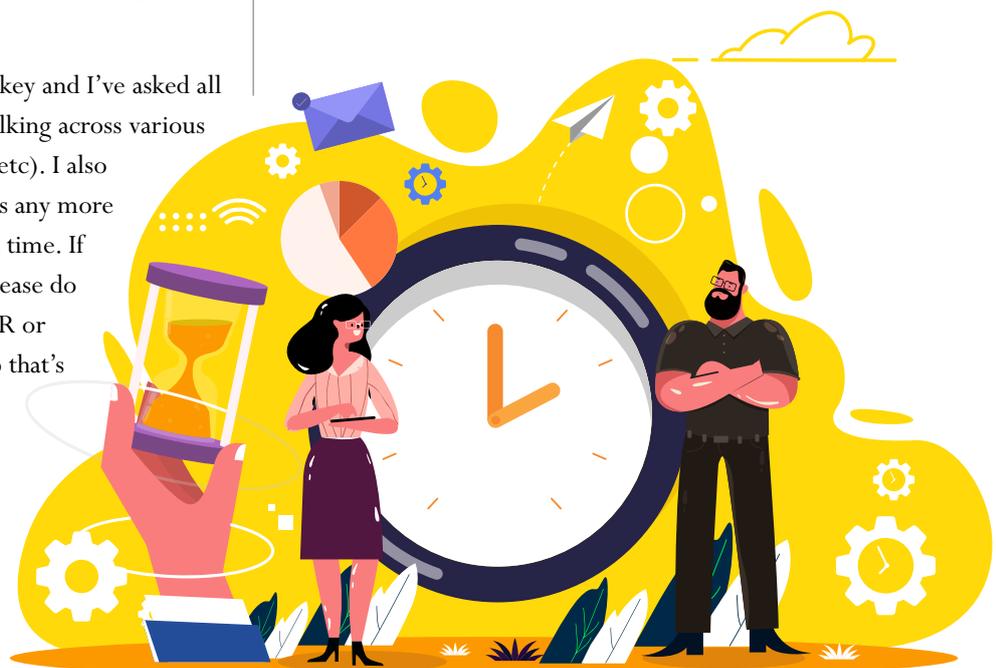
This is how my days are going to look for a few weeks – I and the leadership team fully support however your days will look.

Finally, I do want to say this; if you're feeling unwell, please let your GM know (as well as following medical procedures). We need to keep an eye on each other and look out for each other, even from afar.

Sam will be setting up an All Staff Huddle later this week. It'll be great to chat to everyone and see / hear how everyone is doing.

Have a great day

Dave



“Helping” Culture Coupled With “Inspirational” Leadership Boosts “Creativity” For Organizational Success

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INTRODUCTION

I have learnt throughout my forty six year old professional career, how the “helpful culture” and “inspiring leadership” brought success to many large organizations both in Sri Lanka and abroad. Hence, I thought of bringing this important concept to the notice of our economic /business community so that they too can try and see how it could be applied in their organizations to boost creativity and achieve success.

WHAT IS MEANT BY HELPFULNESS

The meaning of “Helpfulness” is the act of providing useful assistance or friendliness which is disposed kindly by one person to another. Being Helpful to others is a good human quality. It is common sense that if one person helps another person, not only the output of

ABSTRACT

“Helping Culture and Inspiring Leadership boosts creativity needed to bring success to the organizations worldwide”. This is the concept that has been practiced by many successful organizations worldwide in the recent past.

“Helping” is the act of providing useful assistance by one person to another and acts of helping one another produces the synergy required for success. This kind of behaviour is visible in organizational cultures of top performers in the world.

“Inspirational leadership” is mainly about influencing organizational employees to create the excitement and momentum required to energize people in organizational settings to get them focused on their goals which enables them to accomplish the vision and Mission of their organizations.

Three key elements of inspiring leadership are: a) drawing on the right minds, b) Tapping ideas of all ranks, c) encourage and enable collaboration whereas the four key attributes of organization’s helping culture are: a) true conviction of Top Leaders, b) recognition that every helping event has two opposing sides, both of which must be encouraged, c) reinforcement of norms with formal processes and roles and d) willingness to leave slack in employees’ schedules.

This article describes how the above mentioned seven components of “helping culture” and “inspirational leadership” when combined together provides the required synergy to boost creativity that will be required to create value needed to achieve success in organizations operating in an ever changing environment. This is the strategy that need to be applied by everyone in organizations if they are looking for the ultimate benefit of sustainable development to the societies they belong to.



the person who received help will be improved through “synergy” achieved but also the receiver of help in turn will provide help or assistance to the helper whenever he or she gets a chance to do so. In a society where people have diverse knowledge, skills and attitudes, it is necessary that every one’s help is needed by every other one for better quality of life, improved standard of living and peaceful co-existence.

WHAT IS MEANT BY CULTURE

Culture is a word for people’s ‘way of life’, meaning the way groups of people do things. Different groups of people may have different cultures. A culture is passed on to the next generation via learning.

Culture is defined as the characteristics and knowledge of a particular group of people, identified by everything from language, religion, cuisine, social habits, music and arts. Culture is defined as shared patterns of behaviors and interactions, cognitive constructs and understanding that are learned by socialization. Thus, culture can be seen as the growth of a group identity fostered by social patterns unique to the group.

It can be simply understood as a set of values shared by people in organized settings where values are basically ideas, thoughts and beliefs that guide thinking and action of people. Very simply, culture depicts the behavior of people in organizations.

WHAT IS MEANT BY “HELPING” CULTURE IN ORGANIZATIONS

Organizations are systems of people who coordinate activities consciously among themselves to achieve goals mutually agreed upon by them. To carry out this function effectively, helpfulness must be actively nurtured in organizations, as it does not arise automatically among people in organizations. The hierarchical nature of organizational structure make people to compete with each other, hence, it is necessary to nurture helpfulness in organizations as they seek to achieve mutually desired goals using resources which are generally scarce. The potential conflict between help giving and help seeking can be illustrated as two sides of the coin where, one side of the coin is that individuals in social groups experience conflicting impulses, and as potential helpers, they may also be inclined to compete. The other side of the coin is that as potential help seekers, they may also take pride in going it alone, or be distrustful of those whose assistance they could use. On both sides, help requires a commitment of time for uncertain returns and can be seen as providing more trouble than it’s worth. Organizational participants may, however unwittingly, compound their reluctance to provide or seek help through their structures and incentives of their organizations.

HELP FRIENDLY ORGANIZATIONS

Help Friendly organizations are those organizations with helpful cultures and they encourage frequent collaboration among colleagues and achieve creative outputs through their structures and incentives where help comes from all organizational levels and those considered most helpful tend to be the most trustworthy and accessible, rather than the most technically competent.

WHAT IS MEANT BY LEADERSHIP

There is probably no topic which is more important to business, organizational and individual success today than “Leadership”. Changes that are taking place in societal environment such as political, legal, economic, social, cultural and technological and that of task environment of organizations. They are so complex and

dynamic that managing resources is not just enough for organizations to perform and achieve success. While, political leaders play a critical role in leading people for the success of a country, business leaders play a critical role in achieving organizational success, hence leading others to get things done and to make things happen is an important subject for discussion, in the business circles, today.

“Leadership” is a process of influencing others to accomplish goals that one cannot achieve alone. Leadership is situational, which means that leadership style needed to perform successfully in one situation is different from another. All of us may have been involved in influencing others in getting things done or making goals accomplished which we could not have achieved alone. Every one of us would have been a leader at some point or the other in our life. Isn’t this great! Of course! It is great! That is why we need to ignite our inner potential for leadership so that we all can do wonders in our personal, family, business and social lives which will make ourselves and our businesses great and will take our country to achieve unparalleled success in social, political and economic arenas.

LEADERSHIP CHALLENGE IN TODAY’S WORLD

Concept of leadership continues to evolve as the needs of organizations change. Researchers and Scientists strongly believe that most organizations are tapping only a fraction of the potential of their associates. All of us believe that people can rise to much higher levels of performance, if the organization can create the proper climate for them. Therefore what we lack in today’s organizations is nothing but effective leadership to suit the situations. The need for leadership development has become very urgent, as today’s business and societal environment is far different from what it was few years back.

Leading today’s people effectively present a tremendous challenge. The ability to lead is far more than a natural gift. Study after study have shown that leadership is a learnable skill which can be acquired and honed by studying and applying specific proficiencies, attitudes and habits. A popular notion today is that modern organizations are in trouble because work values of people have changed and people do not work as hard as they did earlier and they do not perform at their best at work. However surveys carried out, world-wide, have revealed

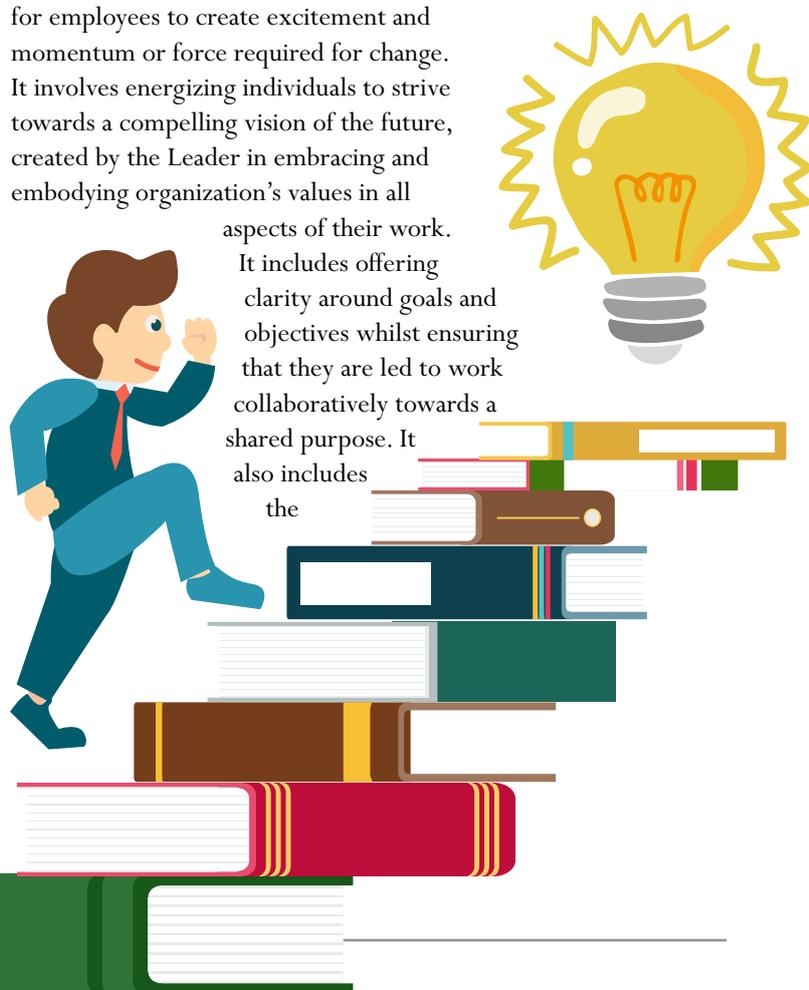
that it is not actually the case and the work ethic of people had not declined, but the problem lies in the way they are managed and led. As the problem is definitely not with today’s people but rather with the way they are managed and led, early action is imminent in the area of development of leadership.

WHAT IS MEANT BY INSPIRATIONAL LEADERSHIP

According to Vince Lombardi, the famous American football player, executive and coach, for the Green Bay Packers of USA, who led them to five NFL championships, “Leadership is based on a spiritual quality to inspire others to follow the leader unquestioningly. The ability to inspire people to reach great heights of performance and success is a skill that inspirational leaders have. Attributes such as Passion, purpose, listening and meaning help to make a leader inspirational. The ability to communicate that passion, purpose and meaning to others helps to establish the inspirational culture in organizations, which enable inspiration and motivation in the followers.

Inspirational Leadership is mainly about energizing, influencing and creating a sense of direction and purpose for employees to create excitement and momentum or force required for change. It involves energizing individuals to strive towards a compelling vision of the future, created by the Leader in embracing and embodying organization’s values in all aspects of their work.

It includes offering clarity around goals and objectives whilst ensuring that they are led to work collaboratively towards a shared purpose. It also includes the



provision of the required resources and motivational support employees need to grow and the empowerment and accountability to take responsibility for their own success.

The inspirational leader feels passionately about the vision and mission of the organization. He or she is able to share that passion in a way that enables others to feel passionate too. The nature of the vision and mission is critical for enabling others to feel as if their work has purpose and meaning beyond the tasks they perform each day. Sometimes leaders have to help their staff by explaining the “big picture- the dream or the vision” he has in his mind to all. Communicating the big picture regularly will help reinforce the reason why and the purpose for which the organization exists.

Being able to inspire followers is great not only for focusing them on the future goals, but also, it is important for the current issues as well. When everyone is mired deep in work, morale is low, and energy levels are fading, Leader’s job requires recognizing that everyone needs a break now and then and acknowledges the work that everyone has dedicated and commends the team on each of their efforts. It is the leader’s duty to keep spirits up, and that begins with an appreciation for the hard work.

WHAT IS UNIQUE ABOUT TOP PERFORMING ORGANIZATIONS

In the top performing companies of the world it has been found that colleagues support one another’s efforts to get the best work possible, hence what leaders do is to



encourage helping behavior within their organizations as a means to achieve success.

That has always been true for pragmatic reasons as identified in Industrial and Organizational psychology which can be explained as follows. If the organizations were to operate at peak efficiency without what organizational researchers call as “organizational citizenship behavior” which is a concept that describes a person’s voluntary commitment within an organization that is not part of his or her contractual tasks, then tasks would have to be optimally assigned to people all the time, projects could not take any unexpected turns, and no part of any project could go faster or slower than anticipated. Organizational citizenship Behaviour is only an ideal situation which is not possible in the real world scenario owing to many constraints that are available in real situations. Hence, Mutual helping is vital in almost all work settings .Especially in an era of knowledge work, where positive business outcomes mostly depend on creativity, mutual help appears to be the true answer, in almost all work situations.

Collaborative help which comes from, experience and expertise improve the quality and execution of ideas in all work situations other than defined workload sharing assigned to employees based on nature of work involved. One can see helping culture in differing degrees of detail in every organization where some display little while others display it to the maximum. Researchers have found that organizations which display a mutual help culture which is broad and dense to the maximum, stands out in top performing organizations. Help seeking and help giving behavior of people in organizations have been identified by most researchers as the true reasons for creativity and innovation in businesses all over the world.

Helping or mutual assistance behavior is normally found to some extent in all organizations. In general it is found to be more at the lower levels and less at the higher levels. In such situations, Group, Team or Clique formation at lower levels is visible with a strong centre and many ties attached to it.

It has also been found that in such organizations people are interconnected in small, tight groups, with only a few ties between groups and nearly everyone interacts with a central character of the group, team or clique but not much with one another. In contrast, in high performing organizations, most people have a large and diverse array of helping interactions among all levels.

Further, in high performing organizations, help comes from all organizational levels and those

considered most helpful tend to be the most trustworthy and accessible. It has been also identified by way of research that most of technically competent personnel are generally poor in providing mutual assistance or help to their colleagues.

ATTRIBUTES OF HELPING CULTURE LEADING TO HIGH PERFORMANCE

Research had proved that the ability to cultivate high performing culture comes from four key attributes namely:

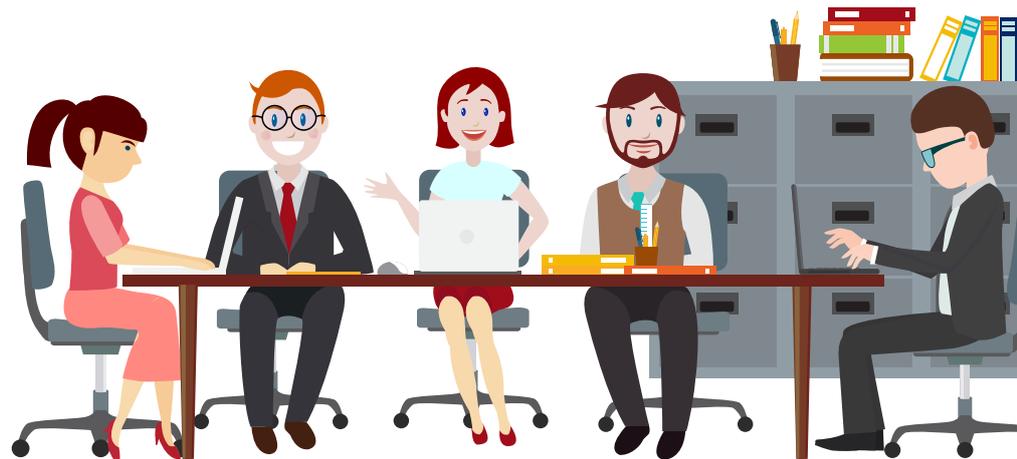
1. True conviction of top leaders
2. Recognition that every helping event has two sides, both of which must be encouraged
3. Reinforcement of norms with formal processes and roles and
4. Willingness to leave slack in employees' schedules

It is very easy to cultivate these attributes in any organization provided people in those organizations are committed and goal oriented. If the organization is full of knowledge workers tackling complex problems and all of them have needs to boost its productive creativity, then it could produce better outcomes for customers and provide a more attractive working environment for top talent if the employees, are engaged in effective mutual help. It has to be kept in mind the financial incentives don't play a prominent role in promoting the culture of help.

Let's look at the four keys to achieving helping culture, beginning with a challenge to the people at the very top of the organization by way of true conviction at the top. That is where building a help-friendly company begins.

TRUE CONVICTION OF TOP LEADERS

Not every large company's leader would, if asked about organizational priorities, bring up the topic of encouraging collaborative help in the ranks. But they are actually involved in it and focused on it. According to research findings “more complex the problem, the more help one needs”. Hence people tackling complex



problems need to figure out how to have a culture where help is much, more embedded. Essentially, this is a conviction that many minds make bright work. Leaders need to prove their conviction by giving and seeking help for themselves.

RECOGNITION THAT EVERY HELPING EVENT HAS TWO SIDES, BOTH OF WHICH MUST BE ENCOURAGED

It would be easy to assume that to promote helping culture in an organization; one should focus on increasing the willingness of the experts or the superiors to offer assistance. It has been found that workers of top performing organizations normally share lunch, breakfast or tea with other who are more skilled than them and gets their issues discussed during these lunch/breakfast/tea meetings. There are also helping heroes in organizations who are willing to help anyone and everyone voluntarily. They should be supported by the Leader, and people should not make them feel that many of the lunches/breakfasts/Tea probably occurred because someone who was working on a complex problem needed a sounding board and his support or advice.

There are two sides to every helping encounter, and both must be encouraged and supported. People in many organizations might well hesitate to request or extend such an invitation. Because most cultures have norms of reciprocity, getting help from others can put you in their debt. Even if you are unfazed by the prospect of a future request, you might worry or feel about seeming weak or incompetent if you ask for assistance, especially from someone of higher status.

REINFORCEMENT OF NORMS WITH FORMAL PROCESSES AND ROLES

Clearly, effective helping isn't a rare skill. Most people learn to do it as they become steeped in the culture of the organization, participate in its regular activities, and develop networks within the firm. It would be hard, to achieve this simply by communicating the desired culture. Building the value of help into formal processes and explicit roles will instill a helping culture within the organization.

WILLINGNESS TO LEAVE SLACK IN EMPLOYEES' SCHEDULES

The main reason to build a help-friendly organization is that it produces greater efficiency as synergy can be achieved through the fruitful association of people for a common purpose. It may seem paradoxical, then, that one of the keys to collaborative help is allowing slack in the organization. A certain amount of slack in employees' schedules pays off because, the accessibility of potential helpers is very important. It allows people to engage with one another's work in unplanned ways.

HOW TO INSTIL “HELPING CULTURE” IN ORGANIZATIONS -“FIRST STEPS TOWARD CHANGE”

Following are key points that one should keep in mind if he/she wants to transform his/her organizational culture to a helping culture.

As a Leader, if you want employees to keep finding ways to improve what they do, or ways to serve customers better, or ways to more effectively execute strategy, then the Leader needs them to be engaging in collaborative help. They should not only pitch in to balance one another's workloads but also examine, challenge, build, and refine one another's ideas. One has to start by being very clear that helpfulness produces better outcomes than internal competition. In addition, everyone in the

organization needs to know about the power of conviction in their own help giving and help seeking. If one can make himself accessible, and don't be afraid to show a little vulnerability, respect the helper by using the help, that will send a message more powerful than anything one could possibly say and also use the influence as an organizational leader to establish expectations among people in the organization.

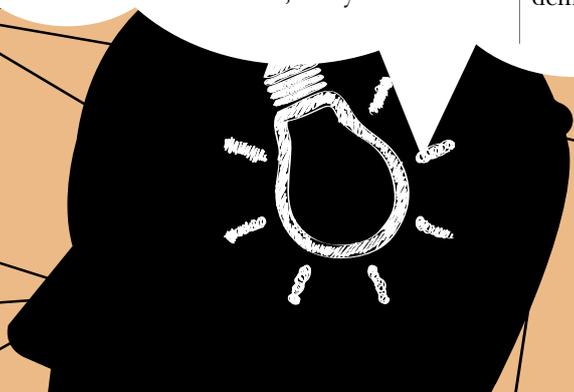
As a Leader, always campaign for more help seeking and help giving. Make sure that new recruits of the organization understand the importance of those norms. Make it known that you consider help giving as a productive activity and that help seeking in your organization is viewed as motivated self-development and not stigmatized as weakness. The Leader has to take steps to celebrate help when he sees its positive impact.

It is necessary to work hard to foster high levels of trust across the organization by stifling political battles, encouraging high-status people to admit and learn from mistakes, and not blaming or punishing those who come forward for help after good-effort failures. Create opportunities and spaces for people across disciplines and functions to interact informally and frequently use meetings or training sessions to teach people throughout the organization how to seek, find, give, and receive help effectively.

It is also necessary to establish regular activities and practices, such as internal reviews with a few key insiders, so that people doing the work can get help from others in the organization. Consider regularly assigning one or two helpers to project teams. Include “help those outside your own team” as part of job descriptions or assignments, and make it clear that people must be able to engender trust.

Finally, don't overload people to the point where even if they are willing to lend their expertise to someone who needs it, they simply don't have the time to do so. Embrace the seeming paradox that high-performing organizations are notable for their slack.

Many leaders of creative organizations today are concluding that they can no longer rely on the lone geniuses in their ranks. In complex projects for demanding



customers, everyone’s work is improved by a dynamic process of seeking and giving help, feedback, ideas, and assistance.

Business Leaders are learning that in a world of highly mobile talent, creating an environment where people can do their best is the way to attract able people and keep them engaged is to develop a helping culture in their organizations. Useful help at work lifts emotions; improves perceptions of coworkers, managers, and the organization and boosts intrinsic motivation to dig into the job.

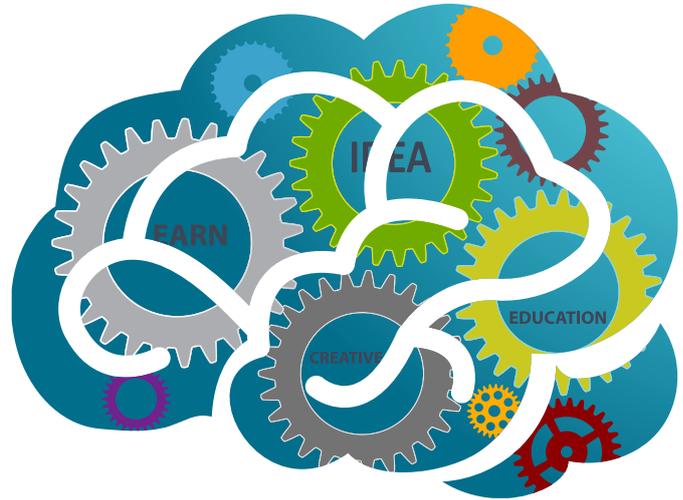
Research across many kinds of organizations finds that those with higher rates of helping have lower employee turnover, enjoy greater customer satisfaction, and are more profitable. The same could be true for your organization too. Even if the organization you have today falls short on pro-social behavior, the first step to a more productive culture is simply to provide recognition to the projects that display the most creative excellence and fuel the highest performance of your enterprise depend on truly useful help. This requires strong inspirational leadership to instill the helping culture in the organization.

INSPIRING LEADERSHIP THAT IS REQUIRED TO ENCOURAGE CREATIVITY

Three key components of inspiring leadership that is required to encourage creativity in organizations to achieve success are as follows.

1. Drawing on the Right Minds
2. Tap ideas of all ranks
3. Encourage and enable collaboration
4. Open the organization to diverse perspectives
5. Bringing Process to Bear – Carefully
6. Map the phases of creative work and Manage the process
7. Fanning the Flames of Motivation

It has to be correctly understood that the leader doesn’t manage creativity but he or she only manages for creativity in the organization. To manage for creativity the leader is required to instill helping behavior in organizations and that can be achieved only by way of Inspirational Leadership.



DRAWING ON THE RIGHT MINDS

The first priority of inspirational leadership required for creativity is to engage the right people, at the right times, to the right degree in creative work. This type of engagement starts when the leader recasts the role of employees. Rather than simply roll up their sleeves and execute a top-down strategy, employees of top performing innovative organizations contribute imagination and do the right things needed for creativity. Traditional management normally prioritizes projects and assigns people to them. Unfortunately, managers are not the source of the idea, hence tapping ideas from all ranks is necessary for creativity. If right people are not identified creativity will not happen the way it is actually required as novel ideas has to come from all ranks and not from few people in the organization, hence tapping ideas from all ranks is required for success.

TAP IDEAS FROM ALL RANKS.

Engaging right people at right times for right work and tapping their brains to get ideas from all ranks increases creativity in organizations as employees contribute by way of their imaginations. This had been found in high performing companies like Google, Microsoft and Apple. As an example Top Management at Google tracked the progress of ideas that the top backed versus ideas that had been executed in the ranks without support from the top, and discovered that a higher success rate is in the latter category.

It has also been found by researchers that, the greatest successes come from workers’ own initiatives which are achieved by giving autonomy to the workers. It is common sense to understand that ideas coming from the imaginations of people who are involved in a particular job are always better than the ideas that come out from one single person at the top.

ENCOURAGE AND ENABLE COLLABORATION.

Though past breakthroughs sometimes may have come from a single genius, the reality today is that most innovations draw on many contributions. As leaders look beyond the top ranks for creative direction, they have to combat what is identified as this lone inventor myth. In today’s networked environments, people don’t do what they do because someone had told them to do it, but they do it because they are confident that they are contributing to an interdependent network as its own reward. Organizations have found that success can be achieved through creativity by encouraging and enabling collaboration among people in organized work settings. Inspirational leadership is the most profound way to encourage and enable collaboration in organizations.

OPEN THE ORGANIZATION TO DIVERSE PERSPECTIVES

Research had proved that innovation is more likely when people of different disciplines, backgrounds, and areas of expertise share their thinking. Sometimes the complexity of a problem demands diversity. It has been found that a team of mathematicians, medical doctors, neuroscientists, and computer scientists at a particular University’s brain science program created a system in which a monkey moved a computer cursor with only its thoughts.

It has also been proved by researchers that, the application of one field’s methods or habits of mind to another field’s problem produces the needed breakthrough. Hence by opening the organization to diverse perspectives and allowing different people to contribute different perspectives towards finding creative solutions to the problems of organizations will lead to success.

BRINGING PROCESS TO BEAR – CAREFULLY

Majority of Innovators believe that creativity within an organization depends on vibrant, ongoing collaboration and free idea flow, which may tend to dry up as a business adds people and projects to it. More



layers of management often lead to more bureaucracy that may end the entrepreneurial spirit, risk taking, and learning from mistakes in organizations. At the same time it is not reasonable to have organizations very much flatter as managers will be saddled with lot of people reporting to them. Solution for this can be achieved by making greater investment in infrastructure, whether high-tech or low-tech, that makes collaboration in organizations very much easier.

MAP THE PHASES OF CREATIVE WORK AND MANAGE THE PROCESS

Process management, is appropriate in some phases of creative work but not in others. Hence, the leader’s job is to map out the stages of innovation and recognize the different processes, skill sets, and technology support that each requires. For instance, efficiency minded management has no place in the discovery phase but efficient models make good sense for the middle and end stages of the innovation process, when the game has moved from discovery to control and reliability. Leaders in creative settings should know where they are in the game, appreciate the different creative types among their people and realize that some are better at certain phases than others, and be very tolerant and mindful of the approaches that have to be used in different phases of creativity process. Few

“Helping” Culture Coupled With “Inspirational” Leadership Boosts “Creativity” For Organizational Success



people have equal capabilities in idea generation and idea commercialization; and that is why large corporations normally separate the two functions. The consensus is that, eventually, an innovation reaches a point where it will be best served by people who know how to take it to market. Unfortunately, since the passion for an idea is highest among its originators, projects often lose steam at the handoff. Management’s job is to limit the loss of momentum with right timing and handling of the transition.

FANNING THE FLAMES OF MOTIVATION

Motivation is a complex psychological process that stems from forces and drives within an individual that make him to behave differently. The process of motivation is about needs that create drives to achieve goals. Motivating people to perform at their peak is especially vital in creative work. An employee uninspired to wrap his/her mind around a problem is unlikely to come up with a novel solution. The process of Motivation required to spur creativity, , has long been identified to contain following key steps.

1. Provide intellectual challenge.
2. Allow people to pursue their passions.
3. Be an appreciative audience.
4. Embrace the certainty of failure.
5. Provide the setting for “good work.”

PROVIDE INTELLECTUAL CHALLENGE.

The researchers have identified which workers were more intrinsically motivated or fired up, for example, by intellectual challenge or independence and which were more extrinsically motivated, by such things as salary, benefits, and job security by looking at the patents filed by each respondent as a reasonable proxy for innovative output. Their finding was clear: Early-stage researchers who were more motivated by intellectual challenge tended to be more productive. Interestingly, this did not hold true among the group doing later-stage work.

ALLOW PEOPLE TO PURSUE THEIR PASSIONS.

If the keys to creative output are indeed intellectual challenge and independence, management must find ways to provide them. In large part, that demands awareness of individuals’ interests and skills. Some people are simply more revolutionary in their thinking than others and therefore more suited to radical projects. Leaders need to observe people, work with them and associate closely with them to identify their thinking patterns, interests and skill and provide them with opportunities to pursue them.

BE AN APPRECIATIVE AUDIENCE.

The fact that creative workers are intrinsically motivated does not mean that managers’ behavior makes no difference. A good leader can do much to challenge and inspire creative work in progress. People are highly attuned to management’s engagement with an attitude toward a project. The way in which a leader asks a question can move a team very positively or negatively, hence place emphasis on the manager’s role as appreciative audience. The greatest inventions are always done to impress the leader and the leader’s impact cuts both ways. Hence, the wrong managerial behaviors, or simply careless neglect, can be tremendously de-motivating and may lead to failure.



EMBRACE THE CERTAINTY OF FAILURE.

It has been found that the managerial reactions that speak loudest to creative workers are reactions to failure. Leaders must decrease fear of failure and that the goal should be to experiment constantly, fail early and often, and learn as much as possible in the process. It has been found that the firms that have the hardest time managing creativity are the ones that have been most successful, because they develop an aversion to failure. Inspirational Leaders must create an environment of psychological safety, convincing people that they will not be humiliated, much less punished, if they speak up with ideas, questions, or concerns, or make mistakes. Failures in organizations fall into three quite different types: unsuccessful trials, system breakdowns, and process deviations. All must be analyzed and dealt with, but the first category, which offers the richest potential for creative learning, involves overcoming deeply ingrained norms that stigmatize failure and thereby inhibit experimentation.

PROVIDE THE SETTING FOR “GOOD WORK”

The potential for passionate engagement in one’s work is highest when the work itself is seen as noble. Generally “good work” is identified as work that is excellent technically, meaningful and engaging to the worker, and carried out in an ethical way. While Leaders can do much to ensure the first two requirements in a workplace, the third is somewhat difficult not because businesspeople are inherently unethical. Ethics usually are upheld best in areas where a type of work has evolved into a profession – when similarly educated people agree

to a set of standards above and beyond their enterprise or personal agendas. But even where such “domain principles” are in place, rules tend to be bent in situations where market forces are dominant. Inspirational Leaders generally create the environment for good work for their people to be more creative.

CONCLUSION

As clearly explained here in this article it has been found that “helping culture” coupled with “Inspirational” leadership boosts creativity which ultimately brings success to organizations. It is also necessary to understand that high performance is a function of development and implementation of a creative strategy.

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Make a business case like fairy tales

Discover the magic formula of timeless stories, and how you can make a business case like a fairy tale

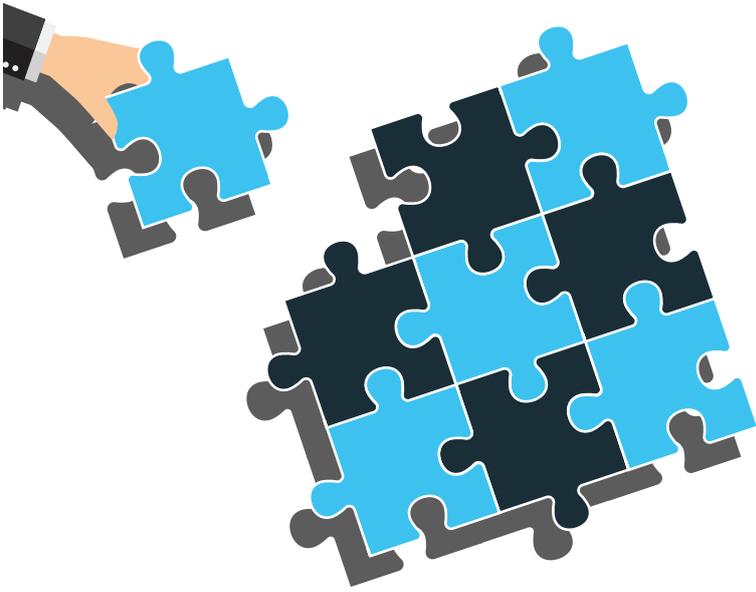
Brian Tang, Corporate Training Consultant

Once upon a time, there was a young princess living in a magnificent castle. She was beautiful, smart and kind-hearted. Raised by her respectful parents, the king and queen, the princess grew up as an honest and brave person. However, one day, something bad happened. An evil witch, the step-sister of the queen, envied of the good life of the royal family, had decided to invade the country with her demonic troops. She killed the king and queen, displaced countless citizens of the country, and imprisoned the princess. At the critical moment, the charming prince from the adjacent country came to the rescue. He killed the witch and single handedly defeated the bad guys. He found the princess and felt in love with her. Before long, he married the princess and became the new king of the country. They both live happily forever.

Does it sound familiar? This story was a total made-up, but you could easily associate it with many fairy tales such as Snow White, Lion King, Little Red Riding Hood. Why is it so? If you pay closer attention to the structure of those stories, you will find incredibly similar plot patterns.

1. Once upon a time (life is good)
2. Until one day (something bad happens)
3. And then (a twist occurs, tension arises)
4. Finally (challenge resolved, happy ending)

Many fairy tales we are familiar with were written with this pattern. If you pause for a moment and recall your favorite fairy tale or the bedtime story you tell to your kids, chances are they were written in this pattern to some degree. This is not by coincidence. Humans, across time, cultures and places, have followed a certain pattern to tell timeless myths and stories. If myths and stories can be told again and again in thousands



of years, there must be something special about the story itself. Joseph Campbell has discovered the magical formula of great stories. In his 1949 book, *Hero with a Thousand Faces*, Campbell argued that the “hero’s journey” is the basic recipe of all timeless stories. The hero’s journey has three main parts: Departure, Initiation, and Return. Uncoincidentally, it was discovered that movies are usually written with a similar pattern. The main actor was first ousted into a new world, then he met with challenges. Through his effort and help from mentors, the hero transformed into a better self. Then he returned and ruled the world. Campbell argued that there are never any new stories, only the same stories retold again and again. Recall the plots of *The Lord of the Rings*, *The Matrix*, *The Avengers*, you will be amazed by the assertion of Campbell.

Okay, you are not a story writer or a movie screenwriter. How can you benefit from this magical story structure? The answer is that you could write your own story, whether it is a business case, a presentation, or a sales pitch, with a simplified version of the story structure called SCQA, also known as *The Minto Pyramid Principle*. The SCQA structure goes like this:

Situation – The situation is the background of the case. What is the current situation right now? Where are we? Situation is the peaceful life of the princess in the fairy tale.

Complication or Challenge – What challenge are we up to? What’s the twist? What’s the turning point from the current situation? Complication draws reader’s attention by creating tension. It usually starts with a big word “However” or “But”. In my story, complication is the invasion of the evil witch.

Question – How are we going to resolve the challenge? This big question mark hooks people – they want to find out what’s going to happen next. What will happen to the princess and the country? Will she die?

Answer – Answer is the main message of the story. How is the challenge being resolved? What will happen to the main characters of the story? In my story, the answer was revealed when the charming prince appeared out of nowhere and rescued the princess and the country.

Let’s try to apply this framework in a business setting. Say, you want to propose to your boss to purchase a new software system in order to better track customer’s social media footprint. You may pitch in the old-fashioned way:

Boss, we need to invest in a new data tracking system. The old system is outdated. We have used it for a decade and it no longer serves us well. It doesn’t track many indicators that we need to know about our customers. The new system can do a lot of things, such as...

If you were the boss, would you be moved by a pitch like this? Not likely.

With the SCQA model, your pitch goes like this:

Situation – The GoodTracker system, developed by The GoodTracking Company, is capable of tracking and managing customer data in the retail sector. We have used this system since 2009 and have benefited from its accurate tracking data, easy-to-use interface, and professional data export function.

Your boss may think, “Yes, I know this. Why are you telling me this? Let me see where you want to take me.”

Complication – However, the prominence of social media has rapidly risen in the past decade, which in turn drove changes in consumer behaviors and purchasing habits. Consumer behaviors on social media cannot be ignored. Instead, they have now become the driving force of our data analysis and business decisions. Although the Good Tracker system has a plug-in which allows us to track consumer behaviors online, it is rather generic and it doesn’t allow us to customize the specific behaviors we want to monitor. The Good Tracker has not kept up with our analysis needs.

Your boss will follow you, “Yes, you are right. Good Tracker is dated. We have lost some business because of its shortcoming.”

Question – How are we able to track the needed consumer data given the limited functionality of Good Tracker?

You continue to lead your boss’s train of thought, “I wonder what we can do. You have any recommendation?”

Answer – Replace Good Tracker with a new system, the Great Tracker. The Great Tracker uses the latest blockchain technology. It can do...

Your boss goes, “I see where you are coming from. This is making sense now.”

What’s the difference between the old-fashioned and the SCQA model? The first thing you may notice is that the SCQA model is much longer. That’s not the point. You could write a long argument with the old-fashioned way. The fundamental difference of SCQA compared to the old way is that SCQA lays out your message in a systematic and brain-friendly way. You hook your audience just as ancient stories hook us. They will follow your argument and buy into your recommendation much easier. In the absence of SCQA, the presenter speaks as he/she thinks. Without



thoughtful organization, messages and arguments lump together – less convincing, more confusing is the usual result.

Let’s try one more example.

You are the Chief Operating Officer of a jewelry retail brand. Sales have plummeted for three quarters and there’s no sign of recovery. You want to propose to the CEO to try a jewelry rental service – an innovation that no one in the industry has ever done. Let’s see what the SCQ model looks like:

Situation – Our brand, Lovely Heart, has achieved consistent growth in the past five years. Despite an industry slowdown, Lovely Heart was able to meet sales revenues until early this year. The brand’s competitive advantages are derived from the century old prestige brand name and its finest quality products.

Complication – However, the global economic meltdown since the beginning of this year is threatening the future outlook of Lovely Heart’s sales figures. We have taken a few actions including early retirement plans but to no significant avail.

Question – Are there opportunities where we can capitalize on our past success to maximize shareholder values, while minimize the impact of the financial crisis?



Answer – Lovely Heart should pilot a jewelry rental service in the US market, focusing on wedding jewelry products.

If you are making a business case in the corporate boardroom, you may start off your presentation with the SCQA model, followed by supporting data to back up your claim – what makes the rental service lucrative, how does the business model work, how to mitigate risks, etc. The SCQA model sets the direction and context of your presentation. As a presenter, storyteller, or salesperson, you want your audience to follow your thoughts. The good presenter provides quality data and arguments and lets the audience make up their minds. The great presenter thoughtfully organizes the messages in a suspenseful and engaging manner so as to move the audience to buy-in to the recommendation. The SCQA model can help you achieve that really well.

In addition to business application, the SCQA model can be applied in storytelling. Try to make up a fantasy story with the SCQA model when you tell the next bedtime story to your kids.

Once upon a time, there was a little boy called Peta. He is 7 years old and his favorite activity is to play ball catching game with his puppy, Lucky, in his backyard. One day, he was playing the same game with Lucky. When he threw the ball in the air it was blown into the bushes by strong gust. Lucky went inside the bushes to pick up the ball. It's been five minutes but Lucky hasn't come out. Peta wondered where it went, so he went into the bushes to find Lucky. He kept yelling Lucky's name but he couldn't see any trail of his pet. The day starts getting dark and Peta didn't bring a torch with him. He wanted to go home but found himself lost in the maze of bushes...

If you are to ask your kid, “Do you want to know what happens to Peta next?” Your kid will say yes, 100%. They are on the hook of your story.

In conclusion, messages, whether in the form of stories, business cases, sales pitches, are supposed to be 1) understood, and 2) influential. If you are making a case, you want to influence people's decision. The SCQA model is a simple yet powerful framework that organizes your messages in a brain-friendly way. If you want your messages to be understood and influential, try the SCQA model in your next “story”. You may be surprised by its magical power.

Bounce Back And Pivot

Pacita “Chit” U. Juan

There is no turning back. This is the NEW NORMAL. We must accept it and get used to it and most of all, adjust our business, job, or career to adapt to it.

When the lockdown was announced for the National Capital Region (NCR), I thought to myself: This is IT! This is the day we should have prepared for many years ago. Part of our preparation was our business partner’s pronouncements that the “end of A world” was forthcoming. Call it ethereal or weird, we often are tempted to look to those stars when we want to know where the business climate is headed.

As the events were coming to a head — traffic getting worse, the state of the climate getting our environmentalists angrier each day, the Slow Food Movement of consuming good, clean and fair food, Sustainable Tourism, Boracay’s closure... they had to build up to something, and now here it is.

As soon as the malls started confirming their closure, one after another, I was thinking of how to make our business bounce back since most of our stores are located in malls. Was there an end to this? Will we ever reopen again? Meanwhile, the multi-tasking me was directing our staff to pull out sensitive inventory like food — as we did not know how long the closure would take.

Then my partners and I sat down, albeit virtually and told each other: “we knew this day would come



somehow.” And that was it. But we had to be the stronger force and calm our staff to just carry on, as much as we could.

What is a retailer to do?

1. Go ONLINE. Many years ago, we started our e-commerce presence and envied how the big players run their sites. Now our online business is doing much better than our brick and mortar stores.
2. Use an inventory system software. We invested in software which everyone thought was so expensive for an MSME like ours. Today, we are thankful, we know exactly what we have and where it is located.
3. Learn tech. I had to understand terms like User Experience (UX), Interface, Traffic, and other techie terms used by IT people, especially for an e-commerce and website or Search Engine Optimization.
4. Understand your supply chain. I was tutored by a very respected Supply Chain Professional (thanks to MAP) and was assured I had the right ingredients for a distribution system.



I am speaking for MSMEs. We cannot afford top-notch supply chain executives. We cannot afford a CFO or a COO. We are just simple people managing a social enterprise and making sure we have stocks that arrive just in time and that we are able to manage cash flow. All these while conducting our NGO work on our non-profit organization teaching MSMEs how to reach new markets.

Today, we have to learn how to manage our business without a back office or having many locations. Pivot to another side of the business or a new way of doing business.

HYPERLOCAL IS THE TREND. What has happened for the last month? I joined Viber marketplaces and introduced our products to a hyperlocal market — that's your next door neighbor, your apartment mates, your village colleagues and friends you never though lived near you.

VIRTUAL MEETINGS. People will be scared to go back to the traditional ways — malling, dining out, and having personal meetings or meet-ups. Learn to use Google Hangouts, Zoom and other meeting platforms.

ABOUT THE AUTHOR

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STRAT PLANNING — is it still relevant? We have to take it a week at a time but imagining the long haul — maybe six to 12 months. We have to be on our toes and ever ready for whatever may come.

DIVERSIFY and RESKILL. We can no longer be what we used to be. We have to learn new skills or hone the ones we have put off so many times before. “I will learn that someday!” you used to say. It's time to do it now — learn how to pay your bills online, learn how to transfer money with GCash or PayMaya. There is no secretary or accountant to do it for you.

And remember, age is not or never will be a barrier to learning something new, except maybe learning a foreign language or playing the piano. But not making your own letters, and using Google for almost anything.

Everyone must bounce back and pivot. Learn to call Grab or hail a Lalamove. There are no assistants, only children who themselves are learning new skills (how not to get bored with parents).

And accept the new reality. Most of all, pray and think of how this is changing our world.

Everything we have been working on as an advocacy is now a reality — cooler temperatures, no traffic, a greener planet. Maybe this is what we have all been waiting for, albeit in a very precarious manner.

And best of all, pray and be thankful we are alive to see this new world. Stay safe and stay COVID-19-free.

This article reflects the personal opinion of the author and does not reflect the official stand of the Management Association of the Philippines or the MAP.



About AAMO:

AAMO is a partnership of National Management Organizations (NMO) whose purpose is to share and actively leverage resources to enhance the achievement of their respective missions. AAMO is an independent, nonpolitical and not-for-profit Association of NMOs, which promotes, facilitates and supports the development of professional management in the Asia Pacific Region.

The current 11 members of AAMO are Australia, Hong Kong, India, Macau, Malaysia, Nepal, New Zealand, Pakistan, Philippines, Sri Lanka and Korea.

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Layout & Design by:

The Management Association of the Philippines

In collaboration with:

The Macau Management Association