From the President

Dato' Ng Tieh Chuan
President

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

As we come to the end of our tenure as President and Secretariat to the Asian Association of Management Organisations (AAMO), I am filled with utmost pride and gratitude that the Malaysian Institute of Management (MIM), has done the AAMO name and brand proud.

The past 3 years has been both challenging and exciting for us as we took the lead in organising events and other initiatives to propel the association's visibility around the region.

Our first order of work revolved around developing a new framework for the Management Capability Index (MCI), one that is more reflective of current practice and management trends. The framework was exceptionally well executed by the New Zealand Institute of Management alongside their research partners Massey University, in 2018.

2018 also saw the rebranding of AAMO, with the adoption of a new logo that emphasises the association's name. We also initiated the AAMO International Reciprocal Membership, which would allow participating NMO's to leverage on the strength of their partner organisations to expand networks and build relationships across the Asia Pacific territory.

It was a busy year as the association worked together organising programmes such as the Young Managers Programme, the Asian Management Games and the Tun Razak Youth Leadership Award. The addition of the Korea Management Association was another feather in our cap, and we look forward to the Thailand Management Association joining us in 2020.

The highlight of 2019 was the 20th AAMO Triennial Conference and Dinner which catapulted the organisation's name to an international level with publicity across various worldwide media platforms. The Prime Minister of Malaysia, the honourable Tun Mahathir Mohamad received the AAMO Visionary Leader and Nation Builder Award, and also handed the AAMO Asian Leadership Award to our esteemed leaders from several NMO countries.

None of these would have been possible without the support and encouragement from our AAMO Council Members and their respective management organisations. My sincere gratitude for the encouragement and trust in MIM as we embarked on our regional role heading the AAMO Secretariat. It has been an amazing honour and privilege to organise events and programmes on behalf of AAMO, and we look forward to many new exciting ones as we pass the reins over to India. My best wishes to the All India Management Association.

CONTENT

Becoming Better Managers

Formal education and training are just two steps on the journey towards becoming the best leader you can be. Continuous development is vital too.

By **Dr David Pich MA (Cantab) CMgr FIML, Chief Executive IML ANZ**

One of the questions that I'm frequently asked is regarding the difference between management training and education and continuous leadership development.

It's a valid question and it's one that goes to the very heart of the vision, mission and purpose of the organisation which I currently lead. When I look back over my own career, I can identify very clear and distinct times when education and training played an incredibly vital role in my professional life. An obvious one that stands out is the time that I took a two-year sabbatical from the world of work to study at Western Sydney University (I wrote an honours thesis on motivation and performance).

Whilst education and training are critically important these are, increasingly, only a small part of the modern leadership picture.

I have fond memories of that time. It was crucial because I was at something of a crossroads and I really wanted my working life to head off into a different direction. The time spent at university allowed me to take stock, reset and work out what might be next. During that stint at university I learned a number of important skills and

theories that set me up for the next phase of my professional life.

Education and training play an absolutely crucial part in our management and leadership journey. I view those education and training 'moments' as just that; distinct periods where we commit to doing something to top up, improve or extend our knowledge or experience in management and leadership. More often than not, these educational moments lead to a formal qualification or certification.

Whilst education and training are critically important these are, increasingly, only a small part of the modern leadership picture. These days the focus is much more on continuous development. Continuous development relies on a more holistic view of management and leadership.

It's less about sitting in a classroom or undertaking a training course for a distinct and finite period. Rather it's a mindset that sees leaders and future leaders commit to continuous improvement. Leadership development might include accredited education programs and short, online or classroom-based training, but it doesn't stop there. It expands out to include mentoring and coaching, networking, resilience planning, mental and physical self-care, analytics and more. Leadership development is a continuous process. It's an intentional action on behalf of the individual manager or leader to strive to be better. This commitment to continuous

development can – and often does – include education elements such as an MBA (IML ANZ accredited, of course!) and training elements such as short courses. But there's much more beyond that too. I look at it like this; I completed my honours thesis on motivation and performance, but the reality is, it was only the beginning of my journey to understand what motivates people to perform well.

[Leadership development] is an intentional action of the individual manager or leader to strive to be better.

In many ways, education and training is merely the start of your continuous development journey as a manager and leader.

Life Principles.
Ray Dalio part 2

By **Herbert Lee, Lecturer of Macau Instititue of Management**

Life Principles

"Principles are fundamental truths that serve as the foundations for behavior that gets you what you want out of life." These are the actual principles that Ray Dalio uses on a daily basis. He has practiced and refined these principles so they can become a model for others.

How to develop principles

According to Ray Dalio, all successful people use principles, but not everyone can tell you what those principles are. Principles must be genuine and reflect a person's true character in personal values. Principles form the basis of proactive/ creative planning and decision-making. By applying these principles to your life, life becomes a creation not a reaction. Dalio promotes the idea that effective principles are like a collection of recipes for success. With principles, developing consistency and repeatability become easier.

Dalio applies principles to everything he does in life. These include his personal life and professional business life. The basis to developing effective principles, requires keen observation and the deep study of cause and effect relationships patterns.

The understanding of reality and embracing reality rather than avoiding it is critical to dealing with it to develop use and maintain principles you need to:

1. Take your time and understand the criteria needed to make a decision

2. Detail the criteria in writing and frame it into a principle

3. Think about these criteria anytime there are similar outcomes to evaluate and refine the criteria overtime before a similar situation occurs

Think for yourself

Ray Dalio's first principle is know yourself. Critical self-evaluation is difficult to do, but very important and powerful. You need to ask yourself these questions:

1. What do I want to do?

2. What is true?

3. What am I going to do about?

As mentioned in part 1, Ray Dalio practices Transcendental Meditation also known as TM, on a daily basis as self evaluation cool. He has done this his entire adult life. He is in very good company. The late Steve Jobs, CEO of Apple also practiced daily medication. When Dalio meditates, he replays past events which helped him to see vividly lessons in his experiences and then realize hidden truths from them. Reflection allows him to implement decisions and actions more clearly and avoid previous mistakes. His performance improves continuously because of this.

The Principle of Embracing Reality

"There is nothing more important than understanding how reality works and how to deal with it."

1. Live in hyper-reality

Dalio reminds us to become a hyperrealist. A hyperrealist balances their vision or dream with reality and then applies determination to move towards success. Hyper-reality is a more honest way to see the world.

Enjoying life and making a difference in your own life and the lives of others are not mutually exclusive. It takes great effort and time and resources to think through and apply principles. Embracing reality in an honest manner is the foundation of Dalio's principles. To really see them and understand them, a scientific approach is needed. And you need a hyper-realistic mindset to do it properly.

2. Truthfulness is the foundation for a great result

Looking at reality the way you want it instead of the way it actually is, is foolish and unwise. It is a form of self-deception. We need to understand and deal with bad situations and it is impossible to try and apply the other principles without first applying this principle as the foundation.

3. Radically open-minded and radically transparent

To become radically open minded

1. Anticipate and appreciate thoughtful disagreement

2. Triangulate your own view with people you trust and are willing to give you disagreeable opinions

Thoughtful disagreement is when all parties realize the possibility of missing out on some important perspective or viewpoint.

Individuals engaged in any meaningful conversation can be open or closed minded. You can only have five people disagreement when there is open-mindedness.

To develop open-mindedness, Dalio suggests:

a. Realizing that pain is actually a guide towards developing better reflection. Pain is a natural warning system for us to be more alert and aware. Instead of avoiding painful or negative situations, try to understand the situation and relieve the pain.

b. Make being open-mindedness a daily habit and practice. As an example, instead of feeling anxious or frustrated in the situation -- use these emotions as a warning or alert and make yourself calm or slow down.

c. Know your own blind spots. Pre-conditioned or automatic responses to different situations can prevent you from objectively and accurately understanding a situation completely. Personal preferences can blind you to making clear and better decisions.

d. Learn to listen attentively to people you trust and respect, especially when they disagree with you. Personal bias in one's

thinking can cloud your decisions in favour of a less objective viewpoint.

e. Meditating. As mentioned earlier, this is something Ray Dalio highly recommends.

f. Learn to look at hard evidence and ask for it when others give their viewpoint. Look for evidence-based thinking not clever and convincing opinions or viewpoints.

4. Learn from Nature, continuous improvement and improve your character

We can observe from nature a system of lower and higher level consequences. Society tends to overemphasize first-level, lower-level, short-term consequences. As an example, when you want to improve your health and fitness, you first will encounter first-level consequences. Pain and the time needed to work out. The second-order consequences are looking and feeling better as a result of doing these exercises, but these take a much longer view; second-level of consequences are realized over a prolonged of time. The motivational speaker Anthony Robbins, uses the acronym CANI to explain Dalio's idea of continuous improvement.

Continuous
And
Never Ending
Improvement

Personal development is a very powerful concept. Every person can and must continually improve themselves to stay ahead. Trial and error, the willingness to make mistakes is all a part of a fulfilling life. Dalio refers this to this as personal evolution.

Improving your character and becoming a better person is a vital part of operating within the laws of reality and making a contribution to the evolution of the whole society.

5. Pain + Reflection = Progress

"Bad times coupled with good reflections provide some of the best lessons."

According to Dalio, pain serves a very valuable function in human existence. It keeps us alert and helps us move in the right direction. Many people try to avoid pain at any cost. Pain can be physical, emotional or psychological (e.g. frustration, sadness, shame anger). However, in the end, pain is unavoidable, especially if you are moving to a second level, higher- consequence long-term goal. When pain appears, we should accept it and deal with it positively. Let pain be your guide/mentor and you can use it to devise new solutions to move forward.

Developing the habit of using pain is fundamental to making real progress. The best time to use pain as your guide is when you are actually experiencing it. Trying to reflect on what is causing the pain or anxiety and develop a solution to end the pain. The second best way is to do this when the pain subsides. Learn to ask yourself probing questions and seek ways to solve the situation. Instead you're asking, "What will I do about this?" try to think, "How will I solve this problem? When you can see what action steps are needed, follow that instinct and move forward.

6. Own your outcomes

"Whatever circumstances life brings you, you will be more likely to succeed and find happiness if you take responsibility for making your decisions well instead of complaining about things beyond your control." Doing this is called having an internal locus of control, close quote and people who have such control outperform those who do not.

7. Confront weaknesses

We will begin this in part 3 of this series.
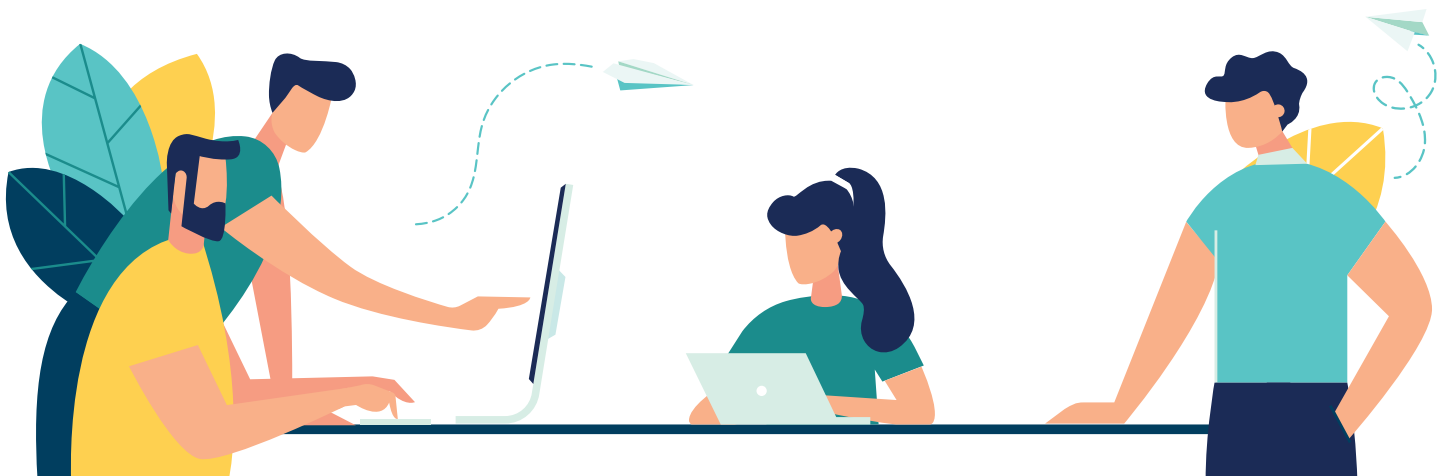
Shifting Paradigms in the Digital Age

Building a successful online business enterprise and caring about the well-being, as well as that of the community.

By **Flip Ruby**

I still vividly remember the day when I spent almost an hour meticulously running through my closet, selecting a shirt that would go well with my black suit. I finally decided to go with a slightly light shade of red paired with a black tie and did one final check in the mirror to ensure that the overall image looked pristine.

I walked down the stairs, got into my car and began playing make believe – imagining the interview and rehearsing my answers to the questions I expected to be asked. It was my third and final interview and I was constantly reminding myself to 'stand out among the rest and impress'. As I reached the company I wanted to work for, I entered a room full of probably ten other candidates surrounded by stacks of papers and people walking back and forth escorting the candidates into their final 'this-is-it-my-make-it-or-break-it' chance. I had mixed feelings of anxiety and excitement all at the same time. The more I reminisce, the more I cannot fathom that this was just eight years ago. As I finally moved up the corporate ladder, and now on the other side of the interview panel, I am the one conducting interviews and becoming the gateway to people entering Zalora. Yet in that span of just eight years, so much has changed with the way we conduct interviews, simply because technology has evolved drastically. We have evolved from having the control and upper-hand in the selection process, to having the challenge of positioning our companies to impress potential candidates. According to research by parkcom.co.uk, by 2020 35% of the workforce would comprise millennials and another 24% would be Gen Z. Gen Z – those born after 1996, are about to enter the workforce in a big way, and gain entry into the digital work age. These digital natives have a different intrinsic nature. They prioritise social responsibility in their own lives and are determined to join organisations that care about their well-being, as well as that of the community.

By combining employee expectations and corporate social responsibility (CSR) best practices, employers must

• Hire a diverse and right mix of people to build a strong team.

• There is no limit to investing in technology. To build a large business like Global Fashion Group2 with US$2 billion in sales, we need high-end technology or we will set ourselves up for failure.

• Stay humble always. The more successful we become the more thankful we should be...and the more we should give back to society.

We believe employee happiness translates into great service to our customers. We ensure that Zalora's customer support is always available to address customers' concerns. We adjust our business model to cater to our clientele by offering the best logistics services and multiple payment methods including cash-on-delivery and a 30-day return policy.

ZALORA Cares

Zalora's culture is defined by its employees' sense of ownership which is an entrepreneurial spirit we have been able to preserve. Another thing that heavily defines our culture is a Filipino term – malasakit or a sense of deep, deep care, a Filipino trait that inherently makes us who we are. For Zalorians, we care about each other and we care about the wellbeing of our community. The added value of being part of an organisation that gives back to its community adds to a sense of fulfillment and goes beyond the confines of duties and responsibilities but geared ultimately to a larger cause.

For example, this year Zalora launched its Zalora Cares Advocacy. It is a series of different activities ranging from company talks and engagement activities to CSR efforts. Our CSR efforts include volunteering to paint public school classrooms and donating clothes. Participating in these events not only gives an opportunity for employer branding, but also gives employees the freedom to exercise their innate calling of malasakit.

> We believe employee happiness translates into great service to our customers. We ensure that Zalora's customer support is always available to address customers' concerns.

ZALORA Cares @ Brigada Eskwela3

Zalora partnered with Ayala Foundation Inc. (AFI) and took part in Brigada Eskwela (working together for schools) last May with employees who volunteered to clean, repair, repaint and decorate the classrooms at Santo Tomas Elementary School in Calauan, Laguna, in preparation for new classes in June. Zalora has also partnered with different organisations for their various campaigns such as: HOPE, Red Whistle, Solenn x HOPE, #GivingTuesdayPH and #FreeLove.

ZALORA Cares @ Threads

We also endeavour to reduce carbon footprint by giving our customers an opportunity to trade their old clothes to be recycled for discount codes. The average person allows most of their clothing to go unused. So rather than toss your items, trade them in for discounts at the retailers you love. Zalora has recently teamed up with Threads in order to reward people for their clothing donations. For every transaction, customers will receive a voucher for the next Zalora purchase. It is an easy way to refresh your closet without adding to landfills.

ZALORA Cares @ Earth Hour

Ten years after its beginning as a switch-off event in Sydney 2007, World Wildlife Fund's (WWF) Earth Hour has grown into the biggest environmental movement in the world. Over 7,000 cities and 180 countries participate, with homes, businesses and famous landmarks going dark for one hour every March. Another attraction strategy that we employ is our commitment to growth in skills and

exposure of our people. Our office is designed to encourage collaboration where we have created open spaces which have discussion settings in almost every nook and corner. We ensure that Zalora employees feel valued and recognised through multiple channels including dynamic group sessions so each employee understands how he or she contributes to the bigger picture. We use the Chikka text messenger (or chit-chat) to communicate with our Managing Directors and to bridge the gap between senior management and the team. If you combine ownership of what the employees do in their day-to-day jobs, emotional connection and a deep sense of care for the company – then you will have a pretty exciting platform to run your business. And this is what Zalora has grown to be after more than six years of being in the people business. At the end of the day, the workplace has evolved into a very different environment where we look inwards to attract people that will assimilate in our culture and we attract new talent through our corporate social responsibility efforts. Being in the business of people boils down to having a positive work culture. HR at Zalora is in a unique position to observe how the business is run and to provide line managers with feedback on how their behaviours have an impact on employees and the work culture.

About the Author

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Disclaimer:
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In High Orbit

Independent thinking, innovation orientation, inherent learning platforms, and a family culture are the mark of Indian Space Research Organisation's (ISRO) culture.

By **Ravisankar J**

Academic scholars have paid attention to organisational culture as a key research construct and an important area of managerial practice. There are also enough empirical studies that establish the link between organisational culture and performance. The success or failure of an organisation can be attributed, in part, to its culture. Indian Space Research Organisation (ISRO) is a case in point.

ISRO was formally established on 15 August, 1969 and it is entering its golden jubilee year in 2019. The seeds of this organisation were sown in 1962 in the form of INCOSPAR under the visionary leadership of Dr Vikram A Sarabhai who is considered to be the father of the Indian space programme. Incidentally, 2019 is also his birth centenary.

From the time they launched a sounding rocket, which was just assembled here, in 1963, it has grown into a successful organisation by developing indigenous space technologies—India is now one of the six space-faring countries in the world. The organisation has faced many hardships in its journey. However, the culture that was nurtured and the practices that were instituted by the early leaders made it an organisation India is proud of.

In fact, the leadership and the culture of an organisation are intertwined.

The cultural characteristics fostered by the first-generation leaders of ISRO are:

Independent thinking

The project review systems (Baseline Design Review, Preliminary Design Review, Mission Readiness Review, etc.) at ISRO are robust institutional mechanisms. Any individual, including a new joinee, has the freedom to ask questions/seek clarifications, and the freedom to express his or her views. The presenter is expected to satisfactorily address the queries. This feature is nicely phrased as the 'right to ask' by an ex-director of ISRO. Arguments related to the technical aspects are encouraged for the benefit of the project and mission, and these never reflect personal grudge or are taken personally. Those who have argued fiercely walk out as friends post the discussion and they would have reached an agreement after taking into account the various aspects.

Easy accessibility of leaders through multiple channels is another way in which freedom is manifested.

It reflects less bureaucracy and less hierarchy. The freedom to propose new ideas and do things at one's convenience or according to one's means are part of the ISRO culture. The easy communication flow across individuals, divisions, and centres is another feature of the organisation's open communication policy. This ensures that the organisation's superordinate goals are imbibed by those at all levels. Initiatives at all levels are encouraged and mentored by the leaders. Such an environment promotes independent thinking and boosts the morale of the employees.

Support for innovation

Space technology is closely guarded and not easily accessible. Failures are common, but how they are managed is pivotal for an R&D organisation like ISRO. Prof Satish Dhawan taking responsibility for the failure of the maiden flight of SLV-3 and asking Dr Abdul Kalam to face the media after the next successful launch is a classic example of ISRO's leadership and how failures are treated in the organisation. ISRO has encountered failures in its maiden attempt of various missions such as SLV, ASLV, and PSLV. But failures are treated as learning platforms. It is ensured that the same failures are never repeated, by conducting a thorough analysis. Even successes are analysed at ISRO.

The encouragement offered by leaders for doing experimentation with the attitude, 'you can do; you can fail' is the signature of an innovative organisation. Failure is never attributed to one individual; identifying the root cause of failure in a system or process is the hallmark of ISRO's failure analysis, which involves both internal and external experts.

Besides, ISRO has established mechanisms that encourage research and technology development which is aligned with its programmes and projects.

The easy communication flow across individuals, divisions, and centres is another feature of ISRO's open communication policy. This ensures that the organisation's superordinate goals are imbibed by those at all levels.

Enabling inherent learning platforms

Asking good questions is central to learning, and ISRO's project review mechanisms provide an excellent platform wherein individuals have the freedom to ask questions and seek clarifications besides giving suggestions.

There are many such unstructured learning platforms where freedom of expression is encouraged at all levels. The challenging task and limitations on accessing space technology serve as drivers of innovation and learning. Further, ISRO provides structured learning platforms for all through established organisational systems.

Inculcating a family culture

The ISRO family is an amalgamation of teams bundled with the feeling of oneness. The essence of our culture is: treating everybody equal and acknowledging the contributions of all people (both technical and administrative) to the success of a mission.

Differences of opinion and arguments are encouraged before decision-making. Everybody respects the decision of the head of the organisation, irrespective of individual views. They contribute to a project whole-heartedly, as the mission of the organisation is considered higher than that of an individual.

All those who have contributed to a mission are invited during major celebrations of various events, irrespective of their positions.

The essence of our culture is: treating everybody equal and acknowledging the contributions of all people (both technical and administrative) to the success of a mission.

Respecting elders and their wisdom too is embedded in ISRO. Most of the first-generation employees are still contributing to the organisation without any expectation, and their knowledge adds value. Dr Sarabhai and Prof Dhawan laid the strong foundation of ISRO's culture in its early stage. The successive leaders strengthened its cultural dimensions.

Ravisankar J

DR. VIKRAM SARABHAI CENTENARY
1919 - 2019
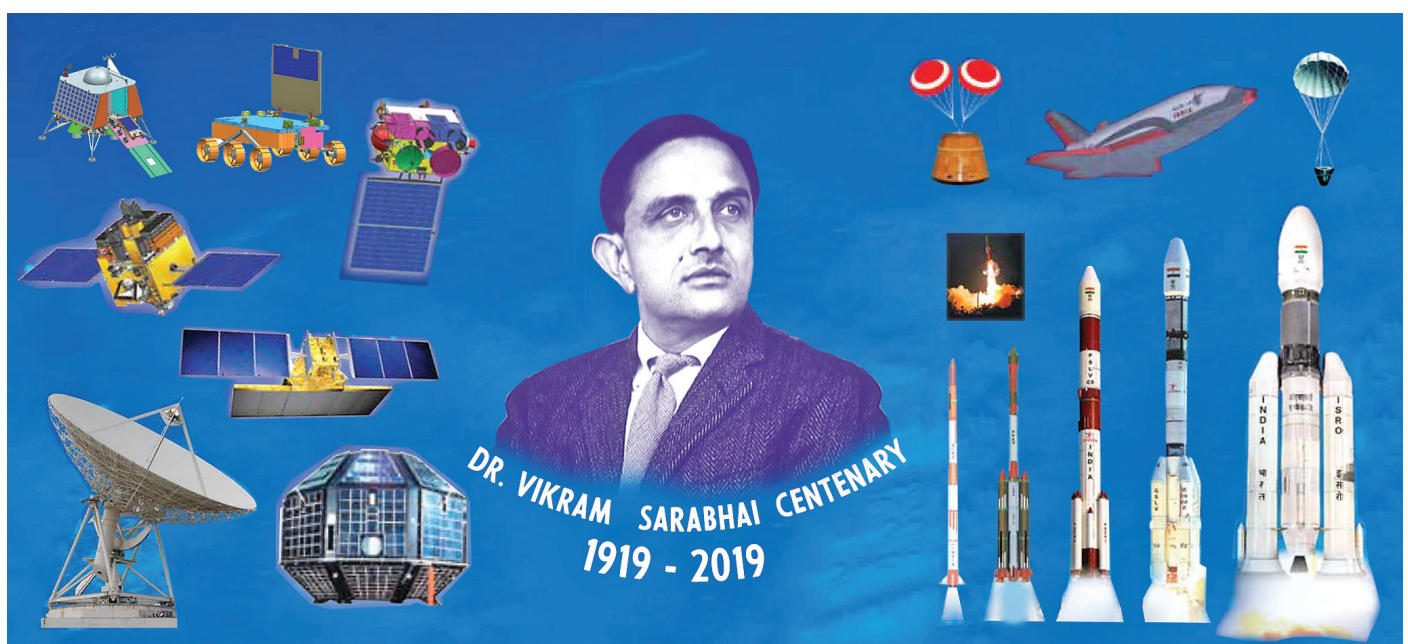
The Reskilling Imperative

Technology is revolutionising many fields of work. To keep pace with these changes, organisations should focus on upgrading the skills of their employees.

By **Dr Yogesh Kumar Bhatt**

In the entire recorded history of mankind, an undeniable fact has remained; the fact that nothing is constant. Narrowing our focus to the world of business and technology, this fact becomes even more evident. We have come a fascinatingly long way from animal carts and papyrus scrolls to super cars and supercomputers. But in this entire journey, the most critical point is 'now'. Never has change occurred so fast. Science fiction movies have not frequently gone beyond predicting flying cars, and although we still do not have (or need) flying cars, the tech world is exploding with new possibilities that change everyday things like never before.

Flagships of change

To name the flagships of this change, first is artificial intelligence (AI), which makes machines intelligent by giving them cognitive and creative abilities, something that was, for centuries, believed to be an exclusively human trait.

Nowadays, computers can go way beyond just calculating sums or executing simple programmes. Machines have acquired the ability to understand humans better than humans understand themselves, and they can do everything from showing personalised ads to recommending the perfect life partner. On a business level, however, computers are able to identify frauds and diagnose life-threatening illnesses more accurately, among other things. The incorporation of AI in everything is so rapid that its market is predicted to go from $1.4 billion in 2016 to a staggering $60 billion by 2025.

The second one, and quite related to AI, is machine learning. Machines are being given the ability to teach themselves, and they have successfully learnt everything from creating music to processing natural languages and driving cars, etc. All of this works on and via data. The world today, being largely digital, generates tonnes of data, and everything in this data can be used to teach machines about a myriad of things. This is how another carrier of change—'data science'—'plays a role. In spite of being a relatively new job type, an average data scientist in the USA claims a salary of $117,345. Even if we choose to look beyond just AI and deep learning, everyday human tasks are being revolutionised by things such as cloud computing, which lets one access and work on a task from anywhere in the world and even collaborate on it with several other people. These are the harbingers of change, and although it is humans that initiated it, they may not be catching up fast enough.

Emerging technologies like machine learning bring renewed efficiencies to work, but also threaten to render many conventional skills superfluous.
Why this calls for reskilling

On the one hand, we have these exciting new possibilities, but on the other hand, we have a significantly large section of mankind still trying to cope with the speed of this change. It is as if we have set an ambitious speed on a treadmill, but many of us are not able to match that speed.

Emerging technologies like machine learning bring renewed efficiencies to work, but also threaten to render many conventional skills superfluous. As such, individuals, as well as organisations, face the challenge of having to upgrade their skills at strenuous speeds. The lack of a systematic plan to adapt to this new world, on an individual as well as an organisational level, can hurt humans in the long run.

Engineers, management professionals, salespersons, and virtually everyone should constantly keep an eye on how their sector or profession is adopting the new technologies and what they should do in order to sustain and even benefit from this change. This does not necessarily mean an entire shift in profession though; such as a sales manager pursuing a computer science degree.

Upgrading of one's skills, even if done bit by bit, can make a significant change over time. On the organisational front, it carries equal challenges, if not more. No company can afford an entire workforce going obsolete over a relatively short period of time. This is exactly why the reskilling of teams is such a crucial part of moving ahead with time. Leaders of such teams are the ones carrying substantial responsibility.

They are supposed to plan for and implement reskilling activities in a dedicated manner. And thus, organisations and leaderships are required to undertake the task of understanding the market thoroughly and implementing reskilling methods relevant to their field of work.

Upgrading of one's skills, even if done bit by bit, can make a significant change over time. On the organisational front, it carries equal challenges, if not more.

These are alarming numbers, even if we ignore the fact that the remaining 86 per cent as well will face minor, if not major, transition requirements in the way they work and the skills they possess.

The same research also states, 'there are few precedents in which societies have successfully retrained such large numbers of people'. Executives exceedingly see this upskilling as a corporate responsibility and not the responsibility of the government.

Popular economist Rudi Dornbusch has said, "Things take longer to happen than you think they will, and then they happen faster than you thought they could." The hype around the shift in the world of work may seem like a not-so-recent concern, but as the aforementioned quote tells us, we may not get much time once one of these emerging technologies renders us irrelevant. The solution is to stay aware and alert and focus on upgrading skills relevant to the changing landscape of our respective fields of work.

Along with employees, organisations and leaderships bear the critical responsibility of reskilling the workforce, if they want businesses to thrive. As mentioned before, change is inevitable, and our commitment to it is equally vital.

About the Author

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Asian Association of Management Organisations

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M A L A Y S I A