

From the President

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

It gives me immense pleasure to present the next issue of AAMO's newsletter - 'Leading the Way', and I sincerely hope you are all doing well and staying healthy.

The COVID-19 crisis has now become, for better or for worse, "business as usual". Despite the recent increase in cases in many parts of the world, hopes for a global economic rebound are slowly emerging as vaccination drives gain momentum across the globe. Estimates for when this recovery will occur range from as early as the second quarter to the end of this year. However, as different countries are still in different stages of the crisis and circumstances; this will be largely dependent on the vaccination efforts and levels of activity of each region, as they attempt to pull themselves out of the pandemic.

Last year, to meet the challenges posed by the crisis, businesses around the world had to react in agile and decisive ways. As we move into the next phase, now is the time for organisations to seek out and seize the opportunities emerging in the recovery. This requires an in depth analysis on lessons learned from the pandemic, and then using these insights to prioritise actions to enhance business value today and build strategic resilience for tomorrow.

Businesses that take these steps now will be well-placed to capitalise more effectively on the opportunities rising in the post-Covid recovery - and continue winning in their marketplaces as greater certainty and stability return. This is a time for organisations like AAMO, and the National Management Organisations to lead the way and give business leaders and management professionals access to the latest management trends and practices, as they navigate their organisations' journey through recovery and beyond.

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



Rajive Kaul

President, Asian Association of Management Organisations

'Making it work'-shows how work-life integration has evolved as an all-encompassing concept and is poised to be an inherent part of the new normal; while 'What the future Holds' shares how adopting modern technologies is key to ushering economic growth in the near future. An article from Australia on '9 practical steps to develop high-performing teams' suggests nine practical steps that managers can take to create high-performing teams during good times or bad. An article contribution from Macau explores the important aspects of how to 'Develop Leadership Without a Title' and explains how anyone can be a leader in some way; while an interesting contribution from Malaysia highlights the key elements required for an effective corporate website. Managing Education during the Pandemic'- contributed by Nepal - discusses the key challenges facing Nepal's education sectors due to the ongoing pandemic, while a contribution from the Philippines explores an alternative view on the 'Moral Responsibility of Business'.

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

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Making it 'work'

Work-life integration has evolved as an all-encompassing concept and is poised to be an inherent part of the new normal that is emerging.

By Dr Pallavi Rao Chaturvedi, Aisect Group

To be fair, it has not been easy for anyone—neither the companies, nor the employees. The pandemic has not only caused a major, worldwide disruption, it has meant a quantum jump in challenges. Since much has been written and deliberated already on this topic, I decided to focus on how the so called 'new normal' is affecting different generations at work. Most people are familiar with the term 'work life balance'; however, in recent times, the concept of 'work-life integration' has received more traction and paved the way for this phrase to transform into the new norm. Work-life integration focuses entirely on consolidating distinct areas of one's life in creating a broader view and bringing work and life closer. According to a new study by SAP Concur¹, 88 per cent of the workforce in India prefers the flexibility of working from home. The same study also revealed that 69 per cent of Indian employees believe their productivity has increased while working remotely – highest in the APAC region as compared to countries like Australia, New Zealand, South Korea, Malaysia, and Thailand. The boundaries of personal life and work life have been blurring over the years;

however, with work-life integration coming into the picture, these boundaries seem to be completely gone.

SIGNIFICANCE OF WORK-LIFE INTEGRATION

Professionals practising work-life integration can handle both 'work time' and 'personal time' by focusing on the 'best-time' to do the prerequisite things. For instance, professionals can work earlier in the day in order to focus on their personal engagements later or check mails after office-hours but also respond to personal mails during the work day. To be specific, work-life integration emphasises on every activity of the day as a part of a whole rather than compartmentalising it. This flexible form of work culture shapes an individual's ethos which allows them to look at the big picture and work collaboratively. In simpler terms, work-life integration gives people the opportunity to explore their creative sides along with identifying new prospects to make things better in every aspect of life.

CHALLENGES OF WORK-LIFE INTEGRATION

One should know where to draw the line in work-life

integration, as it encompasses a wide spectrum of things, anyone of which could backfire if not handled correctly. This fusion work can make an individual overloaded and bogged down if not dealt skilfully. Hence, professionals should be cautious not to work too much in one go. It is also important to have a supportive family structure and a shift in work place culture for 'work-life integration' to be welcoming.

TIPS FOR INTEGRATING BOTH WORK AND PERSONAL LIFE

An integrated work-life culture can be attempting subject for both employers and employees; however, it is necessary to have an appropriate plan for a smooth transition. Here are few points to consider:

Encourage managers to focus on productivity, rather than hours. It is essential for managers to focus on the completion of a task by the employee rather than a count of their work hours. An employee's productivity estimates the outputs of employees. Any workplace productivity helps in keeping the company breathing and thriving.

Encourage breaks and opportunities for informal communications among employees. For a healthy and comfortable working environment, it is important to let the employees break away for some time as the constant meetings and phone calls can be too overwhelming. To build a stimulating office ecosystem the employees need to be encouraged to take breaks and establish a cordial relationship with their colleagues through informal communication. Employers should encourage casual interaction which will facilitate in establishing morale and a feeling of belonging for these employees.

Lead by example to demonstrate work life integration. The Indian workplace has traditionally been hierarchical, and to break through this structure it is vital to safeguard the work-life integration by ensuring that the senior management also appreciates it. Make sure that the managers leave the workplace on time, take breaks, do not mail workers after office hours, or demand work on an impractical time scale when it is not top priority.

Regularly review workloads. An Oxford University



research 2 shows that happy workers are 13 per cent more productive. As an employer of a healthy workplace, one needs to keep a constant check on the allocation of duties and secure individuals from unrealistic workloads. It is critical to familiarise oneself and the managers with the procedure of allocating work. What seems like a simple task to higher management, might take an employer the whole day. Managers should regularly talk to their team and ensure that the staff is not over worked or has too much spare capacity.

Encourage employees to take planned leaves and mandatory leave. It is important to reckon that 'leave time' prevents staff from burnout and stress, which lead to low-level work performance and heavy health costs. Planned and mandatory leaves aid in the process of rejuvenating employees. The multiple days off allows staff to recharge their mental and physical health. Time away from work also helps an employee return refreshed and prepared to tackle their responsibilities again.

Increase support for parents and family. It is often witnessed that companies lose great talents, especially mothers, to cater to their childcare needs. This problem is not constrained to mothers alone as many men want to spend time with their children too. To tackle such a situation, an organisation can provide equal benefits for maternity and paternity leaves. Loan programs for emergencies and special events, such as marriage can also help an employee in a great way. Other than that, an organization can also offer health plans for the employee and their family members to increase support.



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What the Future Holds

Adopting modern technologies is key to ushering economic growth in the near future

By Abhishek Agrawal, One A Advisors

Industry 4.0, the fourth industrial revolution underpinned by use of data and analytics to deliver a superior operating performance, was already underway as the next big disruption across manufacturing and other industries before COVID-19 struck. A faster and fuller adoption of Industry 4.0 in the post-COVID world will help companies get on to the recovery curve faster and eventually outperform pre-COVID levels. Applications of Industry 4.0 technologies such as 3D printing, Internet of Things (IoT), drones, and augmented reality/virtual reality (AR/VR), in particular, can play a prominent role in economic recovery.

3D printing or additive manufacturing use-cases so far have been largely limited to prototyping, educational models, and select industrial tooling. COVID-19 put more stress on the traditional model of large, centralized manufacturing as compared to distributed business models. 3D printing can enable manufacturing companies to reduce part of their dependence on large, central shop floors and help them manufacture closer to customers with greater customization and flexibility. This distributed approach to manufacturing will reduce peak employee strength required in large centralized

manufacturing approach. It will also reduce manual intensity of associated logistics and supply-chain operations through simplifying them. This could be particularly useful for scaling-up manufacturing of high import intensity categories such as toys and other general manufacturing items where the country is aiming for self-reliance. Using 3D printing for spare parts manufacturing will also reduce inventory carrying costs.

Application of Internet of Things on shop floors will make remote monitoring and control possible for manufacturers, who would then not need to deploy excessive managerial layer in factories. Instead, it will be possible to monitor and provide management control remotely, even in the 'work from home' model. This would make shop floors much less crowded and staffed only with persons who have an absolute reason to be present on site. This would also have added benefits of enhanced industrial safety and better working conditions. Scheduling predictive maintenance through leveraging IoT and advanced analytics techniques such as machine learning will help in streamlining of operations with lesser unforeseen disruptions and human interventions. Application of AR/VR coupled with IoT will make remote diagnostics and



troubleshooting possible. With automation of more and more factory equipment, the paradigm could permanently move to operators playing a supervisory and control role which could very well be performed remotely. Application of IoT in logistics can bring in much needed visibility into supply chains, helping companies schedule operations in a way that avoids concentrated peak times that need disproportionately higher employee density. Utilities could deploy IoT enabled solutions for metering and leakage detections to reduce manual intensity in their operations.

Adoption of unmanned aerial vehicles (UAVs) or drones can enable remote monitoring of large infrastructure projects during their construction stage and operations. They can also help in production monitoring for mining and such industries in remote areas. Drones can also be deployed to undertake land and site surveys for new projects. All these use-cases will make projector construction sites much less dense while enabling remote supervision and control. In a separate use-case, drones could also be used for faster delivery of

critical medicines in remote areas if it is supported by enabling changes in drone regulations.

There are multiple stakeholders who need to act in a concerted manner for the country to realise its full potential. Firstly, industrial firms should adopt a new approach towards adopting Industry 4.0 technologies and use-cases—the traditional approach of doing lengthy pilot tests hampers building momentum for large scale adoption. They should think of Industry 4.0 transformation akin to the IT transformation that happened through the 1990s and 2000s—across the organisation, in project mode and with a full top management commitment and buy-in.

Policymakers, on their part, can further ease regulations to enable accelerated adoption and new use-cases especially in area of drones by allowing beyond line of sight operations with necessary safe-guards. The country's educational institutions can promote delivery of skills in these areas through more programs oriented around Industry 4.0 skills. The New Education Policy 2020 envisages that India should take lead in preparing professionals in such Industry 4.0 areas and technologies such as 3D printing, machine learning, etc. Start-ups are critical for this change as a lot of innovation, especially in areas of IoT and drones, is being powered by them. There is strong case for more new enterprise in these areas. New entrants should aim at solving specific use-cases or problems faced by industries.

The revolution to apply Industry 4.0 technologies to transform industries was already shaping up. It may no longer simply be a choice, but an imperative for many organisations to survive and prosper in the post COVID-19 world.



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9 practical steps to develop high-performing teams

Have you heard the one about the trembling man who is about to undergo surgery? “Doctor, I’m nervous. This is my first time having an operation,” says the patient. “Don’t worry,” soothes the doctor, “It’s my first time in surgery, too.”

In 2021, managers everywhere might consider the surgeon and feel a flicker of recognition. Few leaders have experienced a pandemic before and yet they are still expected to steer their people (and organisations) towards successful outcomes.

At times like this, it can feel lonely at the top. And that’s why smart managers turn to people like Shannon Cooper AFIML, who has been training, coaching and advising leaders for more than a decade. A regular facilitator for the likes of IML ANZ and Swinburne University, Cooper specialises in helping managers create high-performing teams during good times or bad.

“Right now, organisations are grappling with incredible economic, social and technology upheaval – and people are looking to their leaders for reassurance and direction,” says Cooper. To rise to this challenge and develop high-performing teams, Cooper suggests nine practical steps that managers can take.

1. KEEP YOUR RADAR UP

During a pandemic, a lot can happen in a short space of time. While management attention will (rightly) be devoted to unfolding events, it’s important leaders also notice what they’re learning about their organisation, their people and themselves.

“Leaders who observe what’s happening, reflect upon it, and record it, will give themselves a strong foundation to build upon,” says Cooper. “During booms or busts, history tells us that the leaders who thrive are those who notice what’s happening around them, question the status quo, and focus on the things that they can influence despite all the uncertainty.”

2. TAKE A CLEAR-EYED LOOK AT YOUR TEAM

Managers need to understand what a high-performing team consists of, and must form a realistic view of how close or far their team is from this, as Cooper explains: “Ultimately, every high-performing team is built upon trust, so to begin with you need to know what the current level of trust is. To do that, we look for three qualities: confidence, competence and honesty.”

To function well, team members need to have confidence in one another. “Managers can assess the level of confidence within their team by observing the

interactions and conversations people have,” says Cooper. “Do colleagues show up prepared for meetings? Do team members keep each other updated on progress? Do they do what they say they will do?”

To perform well, team members also need opportunities to demonstrate their competence. Managers should talk with their people and ask them if they feel they have the chance to shine and fully contribute at work. “When colleagues use their skills and knowledge, they’re showing their competence and that engenders trust in the group,” explains Cooper.

Finally, there needs to be a level of honesty within teams. Sometimes the best evidence of honesty can be found when something doesn’t go according to plan. “If a project is going off track for any reason, individuals need to speak up and let their colleagues know,” advises Cooper.

3. GIVE YOUR PEOPLE CERTAINTY

If we’ve learned anything in 2020-21, it’s that life can be unpredictable. But teams do still require at least some certainty. “Some managers have responded to the pandemic by postponing decisions but their people, customers and communities are actually seeking a level of certainty from them,” explains Cooper.

“Even amidst all this volatility, leaders can create islands of certainty – even if it’s just in the short term. The trick

is to find things that you can control,” says Cooper.

For example, routine can be introduced for remote and virtual working arrangements with teams. “Managers need to clearly articulate their guidelines and expectations for individuals and teams,” says Cooper. “That should include how people work together as well as specific outputs. Colleagues need to know which channels they can use to raise questions or discuss problems. And they need to understand what their targets or objectives are too.”

4. HAVE THE COURAGE TO SPEAK UP

Once team members are clear on what is expected of them, it’s important to keep everyone accountable. Turning a blind eye to under performance – even for just one individual – sends a message to everybody that you accept low standards.

“This has become even more important with teams working remotely” says Cooper. “Trust is only possible when colleagues know they can rely on one another to deliver what they say they are going to. When someone isn’t lifting their weight, and the manager doesn’t pull them on it, then colleagues are left with a choice: carry the extra weight themselves (leading to overwork and resentment), or follow their manager’s lead and let it slide. Neither approach is healthy or sustainable for the team and results will inevitably suffer.”



So, for managers, any short-term discomfort when calling out under performance is preferable to staying quiet and enduring substantial damage in the long term.

5. HELP PEOPLE FIND A NEW RHYTHM

Having switched from physical working arrangements to virtual or hybrid alternatives, communication rhythms need to change too. “The increase in remote working means that most leaders need to increase the frequency of catch ups,” says Cooper. “A monthly team meeting might have been fine when everyone worked under the same roof but people now need new ways to connect. Depending on the size of your team, you might now meet on a fortnightly or weekly basis.”

Regular check-ins with individual colleagues should also be scheduled, recommends Cooper. “Yes, this will require more time in your diary but you need to commit to it. As a leader, people want and need to sit down and have a conversation with you.”

This new rhythm will also require new structure, suggests Cooper. “What will the agenda be for each meeting? How should people prepare? What is (and isn't) in scope for each meeting? All these things need to be clearly and simply stated by the manager up front, so that there are no surprises.”

It's also important for teams to get together without their leaders, according to Cooper. “If people are no longer



catching up in the lunch room or the morning coffee run, people need to connect in other ways. For example, I know organisations where there's now a 'team huddle' at the same time every morning. Just for seven or eight minutes, they go around in a circle and each person shares: what they did yesterday, what they are working on today, and any help they need from their colleagues. Then they get on with their day.”

6. BE VISIBLE (ESPECIALLY WHEN YOU'RE WORKING REMOTELY)

When remote working became more widespread, many teams' working hours became disjointed. Home schooling and other commitments have caused people to work outside of traditional office hours.

“Leaders should encourage everyone in their team to have empathy and respect for one another's home life,” says Cooper. “Visibility of calendars is really helpful here. Previously we might not have shared our calendars but now teams need to know what people's work hours are. It's an efficient way to ensure meetings are set for a mutually convenient time, and phone calls come at the right time, too.”

7. CELEBRATE SUCCESSES AND WINS

Human beings have evolved to focus on difficulties and gloss over the good things in life. So, managers need to consciously monitor for



positive results and take time out to recognise these. This is especially true during times of duress, such as a pandemic.

“In their regular one-on-one meetings, leaders can make a point of asking ‘What is your one biggest win, over the past week?’ And how does that make you feel?” suggests Cooper. “As well as boosting morale, this can help managers identify what motivates their colleagues, which is incredibly important. It also lets people know that their efforts are recognised and appreciated.”

8. COLLABORATE WITH YOUR PEOPLE TO SHAPE THE FUTURE

Many people assume the principles of design thinking only apply to the way organisations serve customers. But managers can also work with colleagues to co-design new ways of working together – and now is the perfect time to do so.

“Organisations are not going to snap neatly back to their pre-COVID structures and operations,” says Cooper. “There is an opportunity to have a fair dinkum conversation with your team, asking them ‘how they would like to work in future. What challenges did they

face during 2020? What are their expectations going forward? How can remote working be optimised? Asking empathetic questions like these will allow you to make decisions from a more informed place.”

9. DIG DEEP

Having followed the previous eight steps, leaders will be in a strong position to think about the bigger picture. “Managers who have noticed what’s happening around them will be best placed to inform senior leadership about strategic questions,” says Cooper. “Those include: How should we structure the team? How should we define roles, responsibilities and workflow? How might we best design problem-solving and innovation pipelines?”

Such questions help managers apply what they have learned and take them to a deeper level of design thinking. “While there’s no shortage of challenges for managers right now, this is also a really exciting time,” concludes Cooper. “There’s an abundance of opportunities that are going to be flying at you thick and fast, if you are ready to notice them.”



Develop Leadership Without a Title

By Brian Tang, Corporate Training Consultant

Which character below is a leader? You may pick multiple answers.

- The newly elected President who makes an inaugural speech
- The manager who coaches her underperforming staff
- The Chief Executive who makes a policy address in Legislative Assembly
- The father who plans to emigrate for the better education of his kids
- A frontline staff who voluntarily trains a new-hire
- An environmental activist who asks a legislator to propose the ban of Styrofoam use

I have done this survey in a management skill training course, and 69% of respondents picked the manager, followed by a tied 54% President and frontline staff. Another tie was the 38% father and activist. Undoubtedly, the manager who coaches her staff was regarded as a leader, so did the President who was rated high. Notice the key difference between the characters who were rated high versus those rated relatively low (the father and activist)? Those who scored high have an “official” leadership title – Manager, President. Those who lack the title were less considered as leaders. Here's

the question: does leadership require a title? Another question, does the title equal to leadership? Does one need to have a title before demonstrating leadership quality?

HOW ABOUT WE GO BACK TO GROUND ZERO AND ASK: WHAT IS LEADERSHIP?

Leadership is not a new topic – it has been studied and researched to the bone in the business world. Despite its popularity, there is no universally accepted definition. A generally accepted definition of leadership is the “Ability to influence”. In other words, if you are able to influence others in some way, you are a leader.

Following this logic, it is not difficult to see that one doesn't need a title to be able to influence – for the father who plans to emigrate for a better future of the family, and the activist who seeks to protect the mother Earth. By the same token, those who have a title do not guarantee leadership quality. One could be armed with a fancy leadership title on the business card yet displays selfishness and fails to care and nurture the team. Title doesn't equal to leadership, and you don't need a title to be a leader. In short, anyone can be a leader in some way.

HERE'S A STORY I READ FROM THE INTERNET.

The CEO of a multibillion-dollar company has just finished making his presentation to his team, and he asked if anyone has any question. At this moment, a janitor walked by and raised his hand and said "I have a question". "Mr. CEO, when I started my shift I often found a lot of coffee mugs lying everywhere. I spent a lot of time walking around and collecting them before I can wash them and start doing what I need to do. Can I ask you guys put the mugs in the washing basin before you go home? This can make my work more efficient. Thank you."

The janitor didn't wait to be empowered. He was proactive and took initiative to make things happen. Does he have a title? No. But is he a leader? According to the definition of "Ability to influence", he certainly is one. If a janitor can display leadership quality, I bet most of the readers of this article can be a leader in some way. You don't need to wait for the next promotion before developing your influence at work. Your ability to influence can give you enormous advantage at work. For example, you want to roll out a company-wide mentorship program, and the success of the program largely depends on the collaboration from all department leaders. If you lack the ability to connect and influence, you will have a hard time getting it done. When you hit a wall of resistance, you will have

no choice but report to your boss, "Department A is not cooperating. Can you help me?" It is hardly a result you and your boss want to see. However, if you are able to develop influence across the organizations without a title, you will find yourself so much easier to achieve goals at work. Imagine your boss is considering two candidates for promotion. Both you and the other candidate have the same level of competency. You have developed a wide range of network and influence across the organization, while the other does not. Guess who your boss is going to pick?

Here are three ways to develop your leadership and influence ability without a title.

1. DEVELOP RELATIONSHIP 360 DEGREES

The single best way to develop informal influence at work is to cultivate relationship 360 degrees. It means that not only do you develop relationship vertically (with your boss and subordinates) but also horizontally (peer level outside of your core team). Human are social animals. We have lived in communities since the stone age, and we probably will for the next hundreds if not thousands of years. When you are in a healthy relationship with someone, your tolerance level of mistakes for her is usually high. In contrast, if you dislike someone, you will be annoyed even for a small mistake. That's the power of relationship.

Going out for lunch is the easiest way to develop



relationship with colleagues at work. When I used to work in the corporate I made a habit of inviting different colleagues for lunch every two weeks. Funny enough, the most common question I got asked upon my invitation was “Is there anything we are going to talk about?” People assumed that I asked them out for lunch because there is something I need to discuss with them, or some kind of favor I need to ask for. It was probably the most common reason they were invited for lunch before. To this question, my answer was all the same “No, going out for lunch with you is the purpose.” Interestingly, when they know that they were being invited without a specific purpose, they usually feel flattered and even paid for the lunch (not my original intent but I gladly accepted if offered).

During lunch, you can talk about work but don't just talk about work. Instead, get into personal lives. Use the power of self-disclosure (see my article on Macau Manager magazine, Volume 79) to your advantage. Generally speaking, there are three things you can easily and safely talk with everyone: Family, Hobby, Health. Avoid controversial topics such as religions, politics unless you both are absolutely comfortable discussing it. Never talk about office gossips or finger pointing someone from the back. Just aim to get to know each other on a personal level.

If you want to develop influence across the organization, you should plan your “Lunch Calendar” strategically and include colleagues from 360 degrees: your boss, subordinates, peers from inside and outside of your core team, and departments next door. The power of

relationship from cross departments should never been underestimated. If you do this lunch every two weeks, you will have eaten with 24 different colleagues in a year – a great amount of relationship at your disposal.

2. PROVIDE FEEDBACK GENEROUSLY

As a manager or leader, we provide feedback to our teams or staffs whom we work with. That's the standard practice. How about staffs outside of our intact teams? Do we ever provide any feedback? Most managers and leaders find themselves uncomfortable giving feedback to those who don't report to them. This could be due to three reasons. Firstly, we are too busy taking care of our own teams, let alone others. Secondly, we don't have “skin in the game” for those who don't report to us. Their performances don't directly determine our success. Lastly, we are afraid of what others might think about our motivation. “Why did Jack care so much about this project? It has nothing to do with him.” “Jack must be eyeing for the VP position.” We fear of judgement, hence we rather keep our mouths shut. Sounds familiar?

If you have followed my advice to develop relationship with colleagues, it will no longer be “weird” to offer feedback to others. Again, leadership is about making an impact and influence on others. Providing feedback generously, even to those who don't directly report to you, is a straightforward and effective way to develop your influence. You see that the team next door is about to roll out a new project and you have some concerns about it, would you rather close your eyes or walk to the

project manager and express your concerns? A new hire who comes onboard found his direct supervisor too busy to teach him anything. Would you keep your head down or step up and lend a helping hand?

Once you get over the psychological hurdle and decide to give generous feedback, you may find the following tips helpful:

2.1 Ask for permission

Not everyone is willing to



accept feedback. Your willingness to offer does not equal to others' willingness to accept. Before you give feedback, sincerely ask if he/she minds you giving some feedback for the task/project, and if it is a good time doing that.

2.2 Focus on objective measures and offer suggestions

When you provide feedback, focus on observable, measurable facts and behaviors. "It seems to me that there is no ROI calculation in the project plan. According to my experience, this is something that the CFO would ask for." Avoid subjective judgement "A project plan without ROI measures will definitely fail." Be sure to offer suggestions on how to improve.

2.3 Give both positive and constructive feedback

Feedback doesn't have to be criticizing. It can be positive. Offer genuine feedback when you see that something is going well, but don't do it superficially. "Good job Joe!", "Well done Susan!" are not quality feedback. Instead, be specific what you want to praise. "Susan, I see that you have done a whole lot of work in the customer analysis. I particularly like the customer segmentation, it's detailed and insightful, and it helps us understand the strength of our brand. Well done!"

3. ESTABLISH A CREDIBLE AND GENUINE PERSONAL BRAND

Developing leadership without a title is hard work and it takes time. The accumulation of what you say and what you do over time shapes your personal brand. Your brand as a leader could consist of a lot of attributes, such as caring, high achievers, pragmatic. But the most fundamental attributes for leaders without a title are credibility and genuine. Without the solid pillars of credibility, trust, and genuine attitude, anything that builds on top will eventually crumble. Here are a few tips on how you might achieve that.

3.1 Talk straight

Yes, talk straight, literally. We are all tired of all sorts of sarcasm, intimidation and passive aggressive at the workplace. Say what you mean, mean what you say. Simple, but powerful.

3.2 Never expect a return

Whether you have offered a quality feedback or lent a helping hand to the newly-joined intern, don't expect a

return of favor and never brag about it. If people pay you back in some way in the future, it's a bonus, but it should not be a must. Genuine generosity should be the only motivator behind your help.

3.3 Deliver and honor your promise

Following advice 3.1, after "Say what you mean and mean what you say", it's time to deliver what you say. If you promise to help the other team review the project presentation, be sure you make time to do it. Credibility and trust will only be developed when you fulfill your promise. Who wants to follow a leader who lacks credibility?

In conclusion, leadership is not confined to a title. Everyone is able to develop some level of leadership and influence. This article offers some particular methods to develop influence at the workplace. However, it must be done voluntarily and genuinely. No one forces you to ask people out for lunch, unless you do it voluntarily and proactively. And when you do that, you should do it sincerely and without a hidden agenda. If you indeed have an agenda (for example, you want your colleague to write you a recommendation letter for your son's application to graduate school) it is better to be clear and up front about it. When people feel that you seem to be genuine at first but turn out to be purposeful, they will feel being exploited. Trust takes time to build but only a few words to break. Be genuine and generous. Take actions. You will be well on your way to be an informal leader.



Does Your Corporate Website Have The 3 Keys Elements To Be Effective?

By paulandmarigold.com

Corporate websites give a company the opportunity to share more than who you are, what you do and how you do things. It is where you can share your story, to give a personality /face to the company and to articulate what makes you great and differentiates you from your competitors.

It is the only platform where you can cater to everyone's needs and requirements, in an environment where you have 100% control over what you want to say and how you want to say it.



There are 3 elements to an effective corporate website:

DESIGN

Your site needs to be designed simply and clean that it enables a quick and easy navigation throughout making the content that much more easily obtainable. This can be done firstly with the use of a pre determined site and navigational map of the site. Secondly would be via a consistent look, feel and design/visual language running through the website with the help of images, videos, infographics, graphics and animation.

CONTENT

The development of the content needs to be thought through carefully and strategically with clear objectives, targets and messages tailored precisely to what information you want users of the site to take away.

The content should reinforce your story and market and brand positioning, giving a good idea of who and what the company is, the companies culture, people and working environment. Targeting existing and potential clients, stakeholder, investors and employees through:

- Stories
- Case studies
- Insights

- Videos
- Projects
- Media coverage
- Latest News & Events
- Social Responsibilities
- Corporate Governance
- Business Model/Strategy
- Presentations
- Financial Calendars
- Financial Results

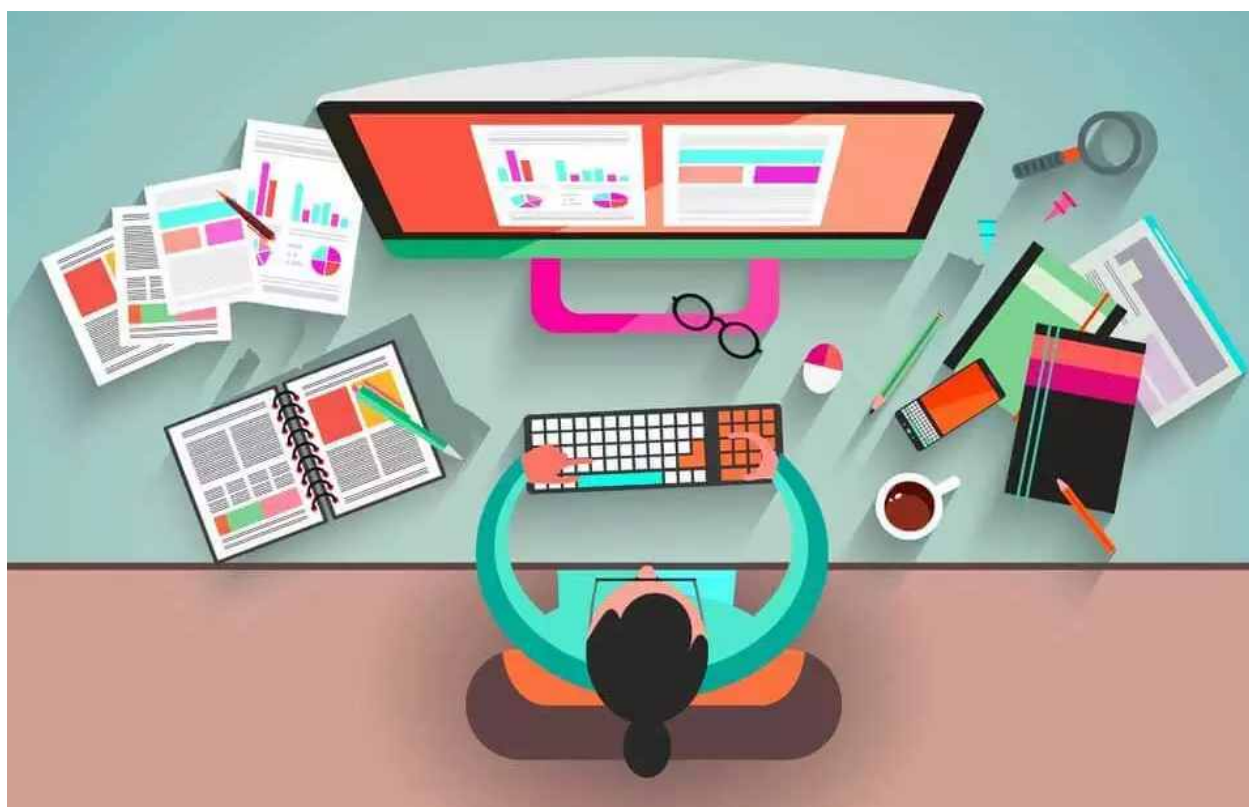
USER EXPERIENCE/INTERACTION

Bringing the design and content together is the overall interaction and journey users have whilst using your website. This can be achieved through:

- A clear hierarchy and flow of the content
- Easy accessibility of key information on the landing/homepage.
- The use of search and navigation tools
- Function to save content of interest.

Disclaimer:

This article first appeared on: <https://paulandmarigold.com/does-your-corporate-website-have-the-3-key-elements-to-be-effective/>



Managing Education during the Pandemic

By Agni Raj Upadhayay (Anil), Executive Director of MAN

COVID-19 has brought massive disruptions to education around the world. Multiple effects of COVID-19 have been seen in the education system in the developing country and Nepal is not an exception. To reduce and reverse the long-term negative effects, Nepal and other less-affluent lower-middle-income countries, which are likely to be even harder hit, need to implement learning recovery programs, protect educational budgets, and prepare for future shocks by “building back better.”

As the emergence of pandemic and its degree of effects was not anticipated to this extent, education system of country as not prepared. The existing infrastructure and teaching learning modalities are currently out of operation in Nepal. So, Nepal's education system is struggling to manage and revive the education system to fit in new context created by the pandemic.

Despite significant strides in education, almost half of the population still remains illiterate. This situation is exacerbated by unequal socio-economic conditions and limited technological infrastructure. These pre-existing factors have hampered the education sector's response to the global pandemic. I will discuss key challenges facing Nepal's education sectors due to this pandemic in this article.

PROBLEM OF CONNECTIVITY

Nepal is a land locked country with geographical disparities. Still large number of populations are deprived from electricity and access to internet. The connectivity remains as a major barrier to the digital





education with huge populations residing in the remote rural areas. The frequent power cuts also interfere teaching and learning activities. Only 49% of the rural population of Nepal is estimated to have access to electricity, compared to 93% of the urban population.

The government invested 70 million rupees (approximately 570,000 USD) to develop and launch online classes. About 72% of the Nepali population is estimated to have internet access. However, this share of population is almost entirely located in urban areas and represent higher-income families. Rural areas also face lower quality of internet connections. The online classes require 4G internet access which is both costly and largely unavailable in rural areas. Furthermore, it remains questionable whether teachers are skilled enough to use online tools for teaching given limited skills and training to run the classes virtually.

LACK OF DIGITAL KNOWLEDGE

The majority of teachers and students do not have sufficient logistical experience and knowledge to conduct or participate in online classes. Moreover, students and teachers are unsatisfied with the digital methodologies, which has been ultimately hampering the quality of education. Students' practical skills development, research activities, and live and intimate interactions with other individuals are being affected.

Beside this, Nepal's entire education system is struggling to adapt to the transformation of teaching methodologies in the wake of the pandemic scenario and it will obviously take lots of time to well familiarize with the digital technologies and its operation.

POVERTY AND INEQUALITY

According to Nepal's Ministry of Education, Science and Technology, the nation is home to approximately seven million students, with more than five million enrolled in government funded public schools. Most of the public-school students belong to the low middle-income family. According to the survey on Digital education System, 62% households are still out of the internet services and distance learning, so that means no access to the electronic media.

The clear disparity on the education is creating more inequality on education due the socio-economic background of the students that will remain a top challenge for the future of the students. It is creating big gaps in the education sector between the rich and poor people.

INSECURITY AND DROP OUT

In, Nepal most of the students live in a rented room in core cities of the country for their higher education. Due to the Covid pandemic most of them have lost their part

time jobs which has directly hampered the continuity to their education as their education relies fully upon their employment increasing the drop-out rate. On the other hand, most of the people are from the lower strata, and are suffering due to the many difficulties in their day-to-day life. Moreover, some of the teenagers from the marginalized households are under the threats of being misused in human trafficking and others mala fide intentions.

DIGITAL DIVIDE, STRUCTURAL CHALLENGES

Nepal is facing high degree of digital divide and structural gaps to get digital education in proper manner. The students in the core city areas are enjoying the various gadgets and high-speed internet services whereas the remote area's students don't even get the chance to charge their mobile phone. Some even do not have electricity access. So, these digital divides have made the education unequal.

In the newly federalized context, lack of clear roles and responsibility has affected education section. Lack of clear directives and regulations in the basic education system is also being hampered due to the gaps between three tiers of the government and their bureaucratic balances.

IMPACT ON ACCESS TO EDUCATION (SDG4)

The education system of Nepal has diverse gaps in terms of inequality and poverty. As a result, the ability to easily access education is very limited for the marginalized students. This may directly affect the index of sustainable development Goal 4 (Access to education). Therefore, it can be predicted that children in rural areas, from marginalized households and girl children are most likely to be negatively affected by the COVID-19 pandemic.

Major impacts caused by the challenges:

- It increases child Labour
- It forces to child marriage
- It increases domestic violence
- It increases human trafficking
- It increases psychosocial anxiety
- It increases stress and depression



- It hampers the playing and entertainment right of the students

- It hampers the regular culture and rituals of the people
- It changes the way of living lives and regular habits

Responses and strategies to manage it:

- Implement learning recovery programs
- Implement new education strategies and roadmap
- Adaptation of hybrid learning
- Move to digital infrastructure
- Inter-Universities tie-up and collaborations
- Apply both online and offline examination models
- Increase digital access
- Allocation of additional budget for distance learning
- Prepare mechanism for building back schemes
- Digital literacy to the teachers and students
- Apply a new approach to teaching learning assessment
- Increased psychosocial counselling and mental health programs

CONCLUSION AND WAY FORWARD

The COVID-19 pandemic has seriously affected education and is likely to reshape the education system of the country. Aside from the increasing educational

gap between children who have access to distance learning and internet and those who do not have, another potential consequence of the school closures will have implications on literacy rate of the country.

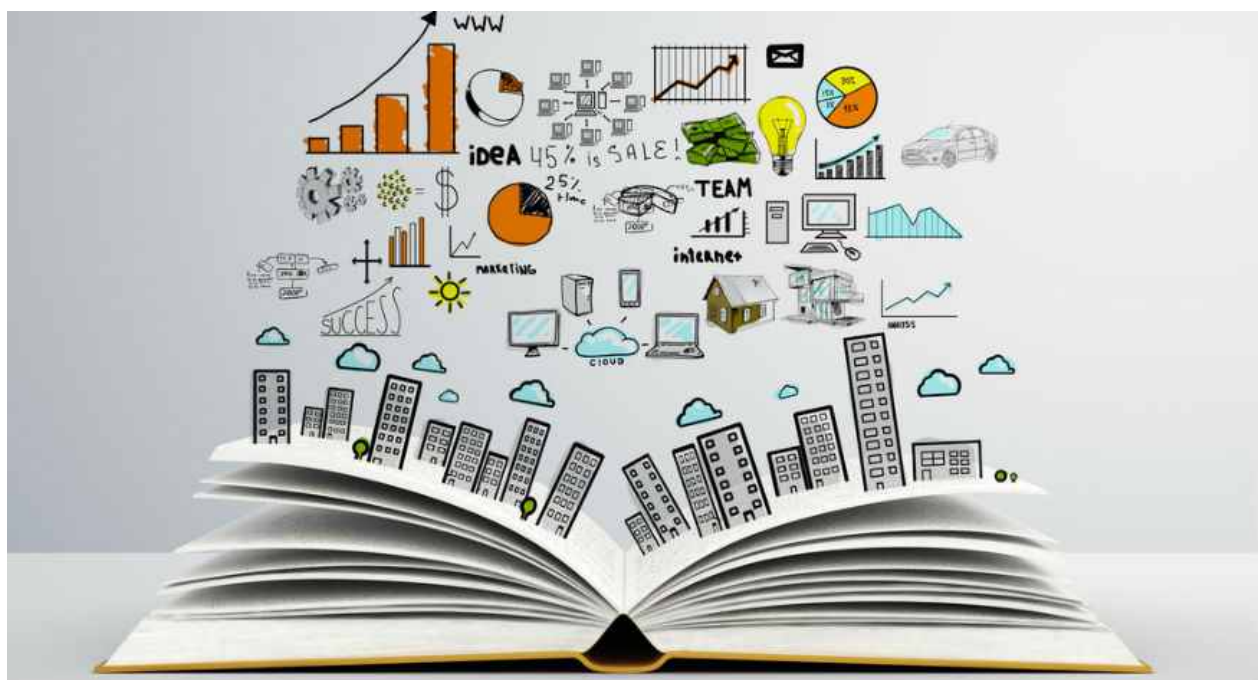
In first instance, the school closure will cause a loss of learning opportunities for children from disadvantaged families and remote areas, particularly girls, who are unable to access or fully benefit from the alternative education opportunities provided by the government or non-profit organizations. Consequently, the effect of the self-learning packages, teacher training and virtual classes presented by the concerned organizations and stakeholders can be seen as vital.

It is evident that the COVID-19 pandemic has created some sort of educational anarchy with the government having no firm grip of the educational system. If proper actions are not taken on time, the whole education system will be stagnant or even collapse. A taskforce on education in each province needs to be set up under the leadership of the relevant ministry to explore possibilities, suggest immediate and short-term measures and enable teachers to compensate for the loss. Since the majority of students have almost no access to technology, the new measures must capitalize low-tech approaches, and also provide some e-learning platforms to those students who have access to technology. This means, the new strategies to mitigate the impact of the COVID-19 should range from hi-tech alternatives (such as real-time video classes conducted remotely) to lower-tech or no-tech options such as information through

post offices and educational programming on radio. One of the good initiatives of Government of Nepal is the recently launched unitary e-education postal under Ministry of Education. The need is now to equip this national platform with a depository of course-wise lessons, eBooks, and other teaching/learning materials. There exist different online teaching/learning systems provided by different institutions, both public and private separately. Such systems are, however, fragmented with different goals and formats. Bringing them to a single platform with a unitary depository will require time, resources and coordination. It will also require enhancement of education service platforms and mobilization of all service providers to combine the traditional technologies (radio, TV, landline phones) with mobile technologies to reach the population residing in the outlying parts of the country. Similarly, the local, province and national level service providers need to be mobilized to provide access to the service platform to the most disadvantaged sections of society.



Agni Raj Upadhyay (Anil)
Executive Director of MAN



On the Moral Responsibility of Business: An Alternative View

By Dr. Niceto “Nick” S. Poblador

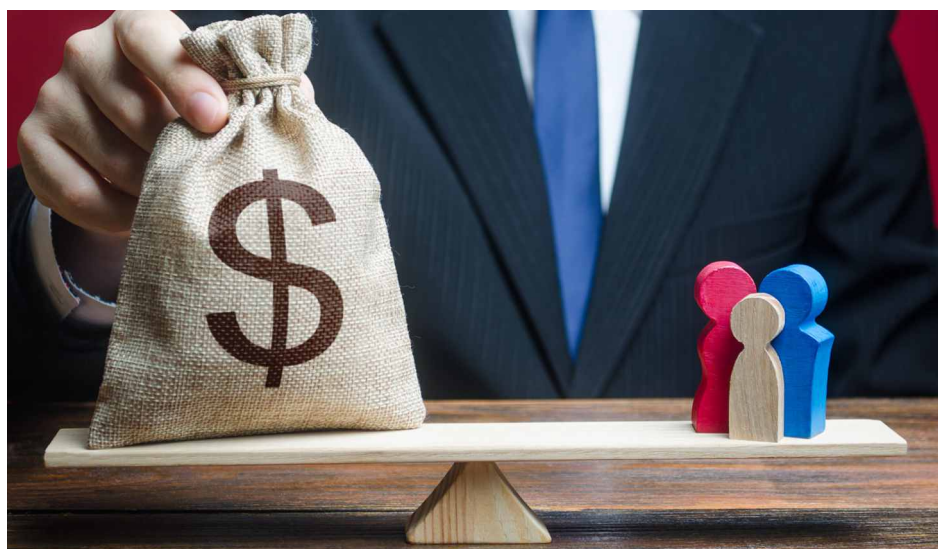
In November last year, the largest business and professional associations in the Philippines – collectively called the Philippine Business Group (PBG which includes the Management Association of the Philippines, sponsor of this column) signed a “Covenant for Shared Prosperity” by which it pledged to address the universal issues of economic and social inequality and non-inclusivity by ensuring “...ethical wealth creation and the sharing of prosperity with all their stakeholders.”

This Covenant echoes the “Statement of Purpose of the Corporation” which was formally adopted by the Washington, DC - based Business Roundtable (BRT) over a year earlier. At its annual meeting in January 2020, the World Economic Forum (WEF) launched its new “Davos Manifesto” in support of Stakeholder Capitalism. With these proclamations, the PBG, the BRT and the WEF abandoned their long-standing advocacy of Shareholder Wealth Maximization and committed themselves and the rest of the corporate world to creating value for ALL stakeholders.

In public forums and in social media, corporate leaders everywhere assert their commitment to pursue the economic interests of all their stakeholders. By all indications, Stakeholder Capitalism is now the new mantra in the corporate world.

These corporate commitments to Stakeholder Capitalism and responsibility to society carry the implication that businesses have a moral obligation to serve the interest of others. There is widespread belief that businesses are morally bound to serve the needs of society. This view is consistent with current thinking on Corporate Social Responsibility (CSR) which is generally understood to require the voluntary sharing of business profits with the community and the other stakeholders in the firm. These acts of magnanimity are generally seen as means of giving back of what is owed to others. This widely popular concept of CSR stands in stark contrast with the Friedmanesque notion that business has no social responsibility whatsoever other than to make profits, nothing more, nothing less.

My own personal views on business ethics verge on the heretical and admittedly go against the grain of current thinking. I hold that as social institutions serving the specific function of creating economic value for society, business organizations have no moral obligations whatsoever. However, people in organizations do. The firms' owners, managers, employees, and the other individuals with whom they interact, are bound by ethical norms, including the moral responsibility of serving each other's interests. To my mind, the term “business ethics” applies to people in organizations, and not to the organizations themselves.



- In setting priorities, how should the conflicting interests of stakeholder be reconciled?

Even more pointedly, stakeholder strategies as popularly interpreted have no theoretical basis. Simultaneously aiming for several goals is problematic. Creating value for all stakeholders in a company deprives its managers of an unequivocal criterion for

making rational choices. By aiming to create value for ALL stakeholders, any strategic decision is acceptable for as long as it creates value for somebody- no matter by how much or how little. Consequently, decision makers are unable to determine what is the best, or optimal solution.

For this purpose, firms must pursue only one goal by which everything else is measured. That goal, by long-standing tradition, is profit or Shareholder Wealth Maximization.

At the end of the day, every corporate CFO is bound to ask himself/herself: "What is it about my company that makes it attractive to my shareholders and to prospective investors?"

The obvious answer is "Profitability."

(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.)

ON STAKEHOLDER CAPITALISM

There have been serious objectors to the idea of Stakeholder Capitalism, notably from academe.

According to Harvard Law School professor Lucien Bebchuk, the Business Roundtable's statement that companies have responsibilities to society equal to their responsibilities to shareholders is "largely cosmetic," adding that "...when CEOs and other corporate leaders face choices, they do not give independent weight to the interests of stakeholders."

University of Chicago Finance Professor Raghuram Rajan holds that "... the new mode of capitalism is simply a repackaging of the old. Successful companies will continue to focus on the value of their shares over the long term, while avoiding the risks of wading into areas where they don't belong."

As one who has lectured and written quite extensively on business strategy and corporate governance, I personally view with a good deal of skepticism the notion that business firms have the moral responsibility to serve the interests of all their stakeholders.

While formal commitments to Stakeholder Capitalism make good sound bites and signal good intentions, they provide no clear guideposts for implementation. Moreover, they leave major questions unanswered:

- Given resource constraints and limits to productive capacity, what should be the basis for apportioning economic value among the stakeholders? Who gets more, and who gets less?



Dr. Niceto "Nick" S. Poblador



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

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